



2020 SUPPLIER MARKET SHARE GUIDE →

# CREDIT UNION CORE PROCESSORS

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ASSOCIATES

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## CREDIT UNION CORE PROCESSORS

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Dear Credit Union Executive,

It's my pleasure to introduce the *2020 Supplier Market Share Guide: Credit Union Core Processors*. I hope you'll take advantage of this useful resource when considering your core system needs.

I'm particularly excited about this guide because it gives me the chance to introduce myself as the new president of Symitar®. It also lets me share some industry insights as well as our vision for partnering with you as we work together to advance the credit union community by delivering Modern Membership<sup>SM</sup>. You are your members' biggest advocate. You work hard to engage with them and to make them feel valued and understood. And it's working! Credit union membership is at an all-time high, and to top it off, the average member relationship continues to increase.

These trends are, of course, predicated on the primary purpose of serving the member. Earlier this year, we surveyed 630 credit union members and bank account holders. We asked what they want from their institutions. The results? They want help with:

- Monitoring, managing, and moving their money
- Forecasting and budgeting
- Investing and growing their money
- Payment services
- Borrowing

As our clients' biggest advocate and a trusted partner in the credit union industry, Symitar is committed to helping you deliver on these items and more, and in turn delivering Modern Membership. As you examine this supplier guide, consider what kind of technology partner will best support these member objectives. I believe that among the most important qualities in a partner are a dedication to collaboration, a laser-like focus on the user, and a commitment to openness, both in APIs and corporate philosophy.

Your partner in the credit union movement,

**Shanon McLachlan**  
President, Symitar®



**SHANON  
MCLACHLAN**





SAM TAFT,  
AVP ANALYTICS & BUSINESS  
DEVELOPMENT,  
CALLAHAN & ASSOCIATES

## WHEN CORE PROCESSORS BECOME A CORE COMPETENCY

Welcome to the *2020 Market Share Guide: Credit Union Core Processors* from Callahan & Associates. This is the only publication designed specifically to help credit unions select a core processor that best matches their institution's distinct needs.

And those needs are ever-evolving. As the pace of innovation in the financial services industry reaches breakneck speed, core providers are working to meet the more complex needs of the cooperative movement. Financial institutions are becoming more specialized, too, which requires institutions to increasingly search out agile and adaptable core processing solutions. This publication is designed to help readers begin the measured core selection process, one that must account for the value of the service as well as the changing dynamics of the credit union business model.

Callahan strives to make this core processing publication the go-to-resource for credit union leaders seeking valuable analysis and actionable insights in a rapidly changing world. The credit union company gathers the data in this publication from core processor providers nationwide and then secondarily validates it as needed with credit unions.

Callahan's *Market Share Guide: Credit Union Core Processors* breaks down the market share rankings at the national level, provides the typical asset size of clientele, presents a snapshot of differentiating service offerings, and more. With this guide in hand, credit

“AS THE PACE OF INNOVATION  
IN THE FINANCIAL SERVICES  
INDUSTRY REACHES  
BREAKNECK SPEED, CORE  
PROVIDERS ARE WORKING  
TO MEET THE MORE  
COMPLEX NEEDS OF THE  
COOPERATIVE MOVEMENT.”

union professionals can identify the best ally to help them guide their institution into the future.

This year's guide also features an inside look at best practices in the conversion process as well as additional commentary from leading core processors CUProdigy, CU\*South, and Symitar.

Use the *2020 Market Share Guide: Credit Union Core Processors* to find and enlist the best core processor available.

As always, Callahan sends a special note of appreciation to all parties whose assistance made this publication possible, and to you, our credit union readers.

# HOW TO ANSWER THE CORE QUESTION

*Which cores gained or lost market share in the credit union space? What does performance look like for credit union clients? Learn this and more in the annual Market Share Guide: Credit Union Core Processors from Callahan & Associates.*

BY SAMANTHA CRISTOBAL

More than 600 credit unions have converted core processors in the past five years. The changing space of financial services makes selecting a technology partner more important than ever, and Callahan & Associates can help in that decision-making.

Callahan's *Supplier Market Share Guide: Credit Union Core Processors* is the industry's go-to resource for leaders starting the core conversion journey. Leaders who simply want a deeper understanding of the marketplace and trends find the guide helpful, too.

Although the major players continue to dominate the credit union core processing market, there are many ways — each with their own meaning and relevancy in the eye of the beholder — to slice that market pie. Callahan updates this guide every year in an ongoing effort to help credit union leaders make informed decisions about core systems and the IT investments that precede, accompany, and follow that core deployment.

We recommend you begin your analytical journey with the market share tables and graphs that appear on pages 23 through 37. There, you'll find an overview of performance from both a provider and platform perspective. The tables also offer core rankings based on number of credit union clients, by credit union membership, and by credit union assets.

Platform Profiles appear on pages 39 through 52. Those are aggregate overviews of select providers accompanied by minimum, average, and maximum financial performance metrics for credit unions on their respective cores.

And last but not least, hear firsthand from fellow credit union decision-makers on how to create and follow up on the ideal RFP. That lineup of best practices and observations begins on page 6.

## DENOMINATING THE DOMINATORS

There are two primary ways to look at market share: number of clients and assets under management. Through either lens, Fiserv and Symitar dominate.

Fiserv claims 31.5% of the credit union market with 1,709 of 5,425 U.S. credit unions running on one of the Wisconsin-based tech giant's 16 platforms. Meanwhile, there are 625 credit unions — 11.5% of the industry total — on the Symitar platforms from Missouri-based Jack Henry & Associates. Of those, 498 are on Episys and 127 are on the CruiseNet solution for smaller institutions.

In dollar terms, Fiserv credit unions had a total of \$561.0 billion in assets as of the second quarter of 2019; Symitar came in second at \$493.3 billion. That's out of total industry assets of approximately \$1.2 trillion. FIS was a distant third at \$194.0 billion, and no other provider had more than \$60 billion.

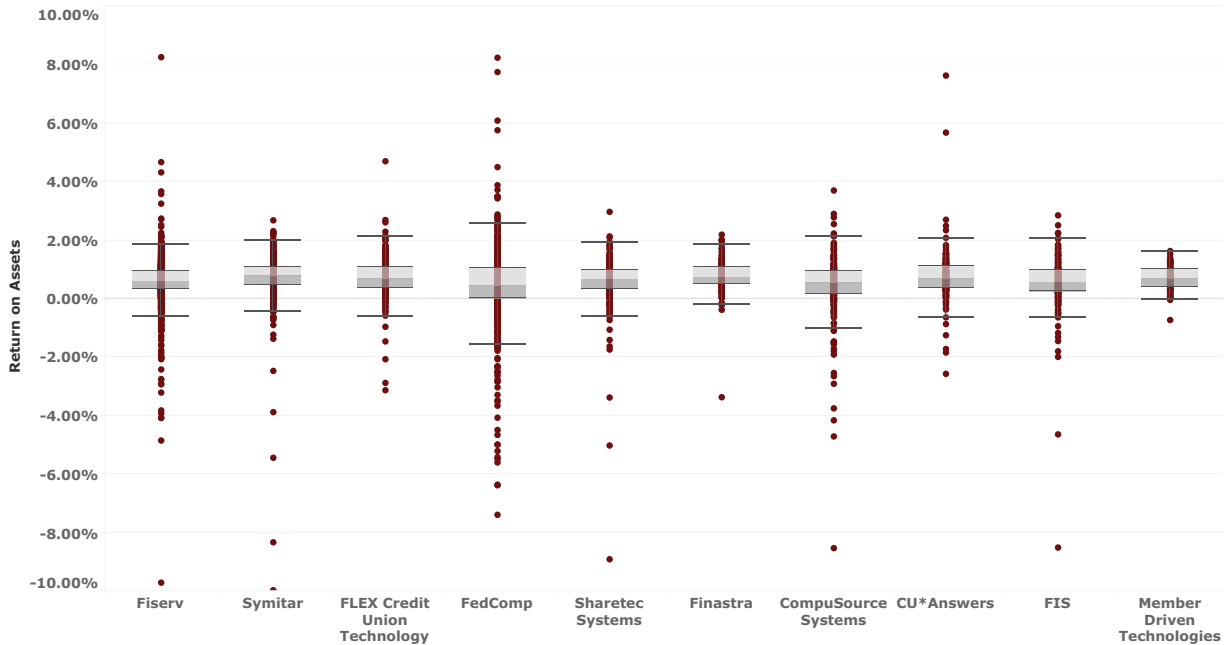
Fiserv's market share by client count fell 22 basis points year-over-year, to 31.5%. In fact, its client roster has steadily dropped in the past few years (as has the total number of credit unions in the movement). It counted 1,950 credit union core processing clients in the second quarter of 2016; 1,860 in 2017; 1,775 in 2018; and 1,709 as of the second quarter of 2019.

According to consultants that help credit unions decide between competing cores, industry attention has shifted primarily to Fiserv's DNA platform, a favorite among large credit unions. Those larger institutions are also partial to Episys and, increasingly, to the Corelation KeyStone platform.

There were 311 U.S. credit unions that reported more than \$1 billion in assets in the second quarter of 2019. Of that group, 143 were running on Episys. The average Episys client had \$793.8 million in assets. DNA reported 67 credit union clients with more than \$1 billion in assets, and its average client had \$1.5 billion in assets. Although Corelation had notably fewer billion-dollar clients — seven as of the second quarter — it has steadily grown this base since its launch in 2009, and its average client had \$539.2 million in assets as of June 30, 2019.

**TOP 10 CORE PROVIDERS IN RETURN ON ASSETS\***

FINANCIAL DATA FOR U.S. CREDIT UNIONS | DATA AS OF 06.30.19  
 CALLAHAN & ASSOCIATES | CREDITUNIONS.COM



\*AVERAGE ANNUAL ROI AS LISTED IN THE PROFILE FINANCIALS SECTION.

**SMALL BUT MIGHTY IMPORTANT**

Although growing in popularity among the larger set, Corelation still serves a base of small credit unions. In fact, it added 17 credit union clients and gained 35 basis points in market share this past year. The average asset size of these new clients is \$950.6 million.

Small credit union core processing pioneer FedComp continues to have the most credit unions on a single platform: 558 on its Platinum core. FedComp clients have slightly less than \$2.9 billion in total assets, averaging \$5.2 million each.

But FedComp is not alone in serving smaller credit unions. Fiserv serves hundreds on the legacy cores it still supports, and there are more than 30 suppliers offering more than 50 platforms in the industry today, from traditional closed systems to leading-edge, cloud-based solutions. The CU\*BASE platform, meanwhile, added nine new clients in the past year. That core is from CU\*Answers in Grand Rapids, MI, and also is distributed through two other CUSOs: CU\*SOUTH in Fairhope, AL, and CU\*NorthWest in Liberty Lake, WA.

Despite the difference in clientele size, all credit union suppliers share a common trait: They are trying to stay competitive in a shrinking population of credit unions.

**CREDIT UNION PERFORMANCE**

Continuing a decades-long trend, the number of credit unions in the United States dropped from 5,596 as of June 30, 2018 to 5,425 in 2019. Of note, shares were up 6.0% year-over-year to \$1.2 trillion, loans were up 6.5% to nearly \$1.1 trillion, and membership was up 3.7% to 119.7 million as the movement continues to grow despite having fewer institutions to serve America’s consumers.

Another sign of health: The average return-on-assets for the credit union industry was 0.97% in the second quarter of 2019. That’s up 2 basis points from 0.95% in the first quarter and 7 basis points from 0.90% in the second quarter of 2018.

The accompanying chart identifies the top 10 core providers according to average ROA of their clients. It shows the aggregate average and distribution among credit unions with that specific company’s core platform or platforms.

This is just one metric we hope you’ll find useful as you study the core processing marketplace. The other charts, insight, and analysis available from cover to cover in this annual guide provide a comprehensive view of the space and empower leaders to make smart decisions that will payoff for years to come. Enjoy. 🍷

# HOW TO WRITE A BETTER RFP

Seven credit union leaders share best — and next — practices for crafting the perfect request for proposal.

BY MARC RAPPORT

Little is more fraught with peril and full of possibility for today's credit union than choosing a core processing platform. After all, the software is the beating heart at the center of everything from simple general ledger transactions to advances in global payments technology.

A core data processing system must be adaptable and accommodating of a dizzying array of third-party offerings, including the analytics engines credit unions are increasingly using to understand their members and take on their competitors. But an ideal core isn't just about technology. People matter, too, and credit unions want a provider that listens to and respects its clients in addition to supporting and sustaining its product.

With so much on the line, finding a perfect partner is crucial. And that partnership begins with the request for proposal, a process that lays the ground rules for the credit union and the vendor.

Here, seven credit union leaders offer their thoughts on three important questions:

1. What is one best practice for preparing an effective RFP for a new core?
2. What tipped the scales in favor of your current core provider?
3. What would you do differently in the RFP and selection process knowing what you know now?



Greg Hanshaw is president and CEO of Community 1st Credit Union (\$680.7M, Ottumwa, IA). The credit union converted to Symitar Episys in the fall of 2015.

## WHAT IS ONE BEST PRACTICE FOR PREPARING AN EFFECTIVE RFP?

**GREG HANSHAW:** Unless there's someone in-house with considerable hands-on experience, use an outside

resource (we used ICI) to assist in the RFP process. Also, include all key stakeholders from the credit union in the ramp-up, preparation, and planning.

## WHAT TIPPED THE SCALES IN FAVOR OF YOUR CURRENT CORE PROVIDER?

**GH:** Symitar provided the most robust, supported system while also offering tremendous potential for serving our credit union's continued growth well into the future.

## WHAT WOULD YOU DO DIFFERENTLY?

**GH:** Ask more questions and dig even deeper into the details. But, quite honestly, four years later we feel very good about the process we used.

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Joining the Juntos Avanzamos program, recruiting a bilingual market manager, and electing a Latina board member are all ways to better connect with a budding potential membership. Learn more in "How Community 1st Plans To Build Business With Latinos" on CreditUnions.com.

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Tom O'Shea is president and CEO of Aspire FCU (\$131.4M, Clark, NJ). Aspire FCU converted to Corelation KeyStone in early 2015.

## WHAT IS ONE BEST PRACTICE FOR PREPARING AN EFFECTIVE RFP?

**TOM O'SHEA:** You need to be certain that any ancillary vendors — such as home banking, accounting, LOS, etc. — can fully exploit the capabilities of your intended core or you won't realize the true value of the system.

KeyStone has a fully exposed API that is available to all vendors. Unfortunately, most vendors have never run into a core that allows for bi-directional communications



between their application and the core. Most older applications can't take advantage of that.

#### WHAT TIPPED THE SCALES IN FAVOR OF YOUR CURRENT CORE PROVIDER?

**TO:** At the time, Corelation was a younger company and Aspire is a digital credit union — we've closed all our branches. We felt we could help Corelation shape the development of its system around our needs in our operating environment. This has very much been the case. We and other clients have had a real impact on the development, direction, and capabilities of Corelation's software.

#### WHAT WOULD YOU DO DIFFERENTLY?

**TO:** Look harder at third-party vendor options. Just because a company has been around a long time doesn't mean they can take advantage of an open API environment. Many will talk a good game, but you have to look under the hood to see if it will function as promised.



Ron Amstutz is executive vice president at Desert Financial Credit Union (\$4.9B, Phoenix, AZ). Desert Financial converted to Corelation KeyStone in the fall of 2015.

#### WHAT IS ONE BEST PRACTICE FOR PREPARING AN EFFECTIVE RFP?

**RON AMSTUTZ:** Solicit input from all lines of business that use the core system or might need to integrate into it. For our current core, we didn't do a traditional RFP; we did a more limited RFI (request for information) with information we needed to make our decision.

#### WHAT TIPPED THE SCALES IN FAVOR OF YOUR CURRENT CORE PROVIDER?

**RA:** Corelation is easy to integrate any system into, and it provides access to all the data fields in the core. It also has a company culture that matches our credit union, and we were looking for a great partner for years to come.

#### WHAT WOULD YOU DO DIFFERENTLY?

**RA:** Nothing. We had a great process and a great conversion, and, now, we have a great partner for success.

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Desert Schools limits paperwork and focuses on the future in selecting a new core processing partner. Learn more in "No Need For An RFP?" on CreditUnions.com.

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Brian Berry is senior vice president and chief information officer at Citadel FCU (\$3.7B, Exton, PA). Citadel FCU converted to Symitar Episys in the summer of 2015.

#### WHAT IS ONE BEST PRACTICE FOR PREPARING AN EFFECTIVE RFP?

**BRIAN BERRY:** I'm not a fan of the traditional RFP process. You ask generic questions, you get generic replies. Instead, our analysts sat down with each of our business lines — risk, lending, call center, and so on — and documented very specifically the difficulties and deficiencies they were encountering with the current system. We also got very granular about what they wanted in the new system.

We then developed a list of questions and requirements and sent those to the three vendors we were considering. That specificity meant they could send the right people to present, the subject matter experts who could best speak to what we needed to know before we made our decision.

#### WHAT TIPPED THE SCALES IN FAVOR OF YOUR CURRENT CORE PROVIDER?

**BB:** It was a combination of things. First, price was not a big driver for us. It came down to functionality and relationships. We had been on our previous core for 30 years, and it was evident the system was not progressing at the level we required, which was adversely affecting how we served our member base.

We wanted to make sure our next system would be an effective tool to serve our members for many years to come. We're four years into it now, and we're confident our provider will continue to check the boxes for what we need and will continue to evolve with us as our whole banking technology environment changes.

#### WHAT WOULD YOU DO DIFFERENTLY?

**BB:** Changing your core processing system opens up the opportunity to do other things; you need to consider how much you can handle at once. We converted to Episys and new CRM and COLD storage systems on the same day. Those were some big bites to chew at the same time, but things worked out in the end.



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Citadel FCU opened eight branches under a new concept that the Pennsylvania cooperative hopes will help it reach deeper into the communities it serves. Read more about it in “3 Years. 8 Branches. 1 New Concept.” On CreditUnions.com.

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Lorenzo Brown is vice president of strategic technology and digital strategy at Georgia's Own Credit Union (\$2.5B, Atlanta, GA), which converted to Fiserv DNA in the fall of 2016.

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**WHAT IS ONE BEST PRACTICE FOR PREPARING AN EFFECTIVE RFP?**

**LORENZO BROWN:** Obtain input from all lines of business and be sure you know what the most important “must haves” are.

**WHAT TIPPED THE SCALES IN FAVOR OF YOUR CURRENT CORE PROVIDER?**

**LB:** Security (encryption) and functionality.

**WHAT WOULD YOU DO DIFFERENTLY?**

**LB:** Build more things upfront versus allowing the vendor to sell add-ons.

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The new member advocacy team at Georgia's Own advocates for the member experience across technology, sales and services, and more. Read about it in “Member Experience Runs Deep In Georgia” on CreditUnions.com.

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John Felton is president and CEO of Southern Chautauqua FCU (\$87.3M, Lakewood, NY). The credit union converted to GBS Sharetec in the fall of 2016.

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**WHAT IS ONE BEST PRACTICE FOR PREPARING AN EFFECTIVE RFP?**

**JOHN FELTON:** Be sure to include in the contract the deconversion fees should you decide to leave.

**WHAT TIPPED THE SCALES IN FAVOR OF YOUR CURRENT CORE PROVIDER?**

**JF:** The credit union isn't defined by the core — most cores have the features needed to support the membership's

needs. I wanted my credit union to be one of the larger clients in the providers group. When we were with Portico, we were a small fish in the Fiserv ocean.

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**WHAT WOULD YOU DO DIFFERENTLY?**

**JF:** We didn't use an outside consultant. I will next time, if there is a next time.

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High-interest savings programs, financial education, and in-school branches form the backbone of Southern Chautauqua's strategy. Learn more in “How Southern Chautauqua FCU Builds Savings And Futures In Local Schools” on CreditUnions.com.

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Rudy Pereira is president and CEO of Premier America Credit Union (\$2.8B, Chatsworth, CA). The Golden State cooperative converted to Symitar Episys in the summer of 2019.

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**WHAT IS ONE BEST PRACTICE FOR PREPARING AN EFFECTIVE RFP?**

**RUDY PEREIRA:** Understand your current processes and try to ascertain if the new core has them out-of-the-box, or if you'll need to develop them. Be sure to make the RFP responses contractually binding.

**WHAT TIPPED THE SCALES IN FAVOR OF YOUR CURRENT CORE PROVIDER?**

**RP:** Jack Henry was transparent and believed in open banking. All the market leaders can do the job, but Jack Henry's leadership team and the way they work and treat clients made a huge difference. Also, the number of outstanding credit unions running on the platform added to our confidence.

**WHAT WOULD YOU DO DIFFERENTLY?**

**RP:** What we didn't know bit us a little. So, we're using the post-conversion to start a new operating principle: Work to eliminate single points of failure that can result from tribal knowledge.

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Credit union leaders share how they realized process improvements and encouraged culture changes through core conversions. Learn more in “5 Ways To Avoid A Bumpy Core Conversion,” on CreditUnions.com. 🤖

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# 11 WAYS TO SAIL THROUGH A CORE CONVERSION

Three credit unions share training, data migration, and communication lessons they learned on the conversion frontline.

BY ERIK PAYNE

A systems conversion is no small feat. In fact, it's often the product of years of research, testing, and training — all before going live.

Once the new system is in place, more work kicks in, such as processing member and employee feedback, identifying and fixing bugs, and other key directives. With all that's required, it's a wonder any credit union converts its systems at all.

That said, systems conversions do provide functionality and usability upgrades that organizations need to stay competitive, and there are no shortage of tips and tricks credit unions have identified to make the overall experience better.

Here, three credit unions share best practices on three separate aspects of the conversion process: training, data migration, and communication.



Emily Baumgart,  
Senior Learning and  
Development Specialist,  
Affinity Plus  
Federal Credit Union

## BEST PRACTICES IN TRAINING

Affinity Plus Federal Credit Union (\$2.3B, Minneapolis, MN) made the decision to invest in a new core system in mid-2016 and set a go-live date of Oct. 1, 2018. The core conversion, which would affect every employee in some way, was the

keystone in an seven-system conversion plan the credit union executed during this two-year window.

“Change can be scary and challenging,” says Emily Baumgart, senior learning and development specialist at Affinity Plus. “We recognized the importance of training, both from the transactional side and the emotional, change management side.”

From a training standpoint, Baumgart and her team had one goal: To ensure employees were confident enough on the core system to serve members on Oct. 1.

To get there, the credit union established a month's long training program — branded Journey Beyond — that included 16 course modules on a different technical aspect of the core system, with each course comprising 10 lessons. The credit union enlisted 12 trainers from the training department and branches to teach its some 500 staff members. The efforts paid off because staffers were ready on Oct. 1, when the lights flipped on. Based on this experience, Baumgart has advice for credit unions that want to improve their own training efforts.

## NO. 1: MAKE TIME TO TRAIN

Affinity Plus decided to undertake a core conversion in mid-2016 but set a go-live date of Oct. 1, 2018. That 18-month timeframe was partly to accommodate other systems conversions that would be occurring simultaneously, but it also provided time to train employees — time the credit union was more than happy to take.

Affinity Plus officially kicked off its core training program on Oct. 2, 2017, a full 365 days before the go-live date. But work on the training program had started even earlier. Upon signing with its new core, Affinity Plus conducted a needs assessment across the entire organization to understand how employees used the current core. That information helped Baumgart, the co-lead of the training program, understand what technical training to develop.

## NO. 2: UNDERSTAND WHERE YOU NEED HELP

At the beginning of the training process, Affinity Plus had six trainers, but Baumgart realized

### CU QUICK FACTS

**Affinity Plus FCU**  
DATA AS OF 06.30.19  
SAINT PAUL, MN

**\$2.3B**  
ASSETS  
**206,519**  
MEMBERS

**28**  
BRANCHES

**5.5%**  
12-MO SHARE GROWTH

**7.3%**  
12-MO LOAN GROWTH

**1.22%**  
ROA





## MAKE SURE YOU HAVE THE ROOM TO DO THE TRAINING RIGHT.



— EMILY BAUMGART, SENIOR LEARNING AND DEVELOPMENT SPECIALIST, AFFINITY PLUS FCU

this wasn't enough for the \$2 billion shop with more than 500 employees.

"We decided to recruit additional help," she says. "They needed the interest and desire to act as an extension of our team and have the capacity to do the work."

Affinity Plus added six employees, which included several branch managers, to reinforce the credit union's training efforts. The 12 total employees helped build and administer training content, with nine focused solely on the training needs of front-office staff and three solely focused on the back office.

Before the training program began, Affinity Plus had one training room with 12 seats. Again, Baumgart recognized this wasn't enough, so she and her training staff worked with the credit union's facilities team to set up an additional space dedicated to back-office training as well as two additional rooms with 36 more seats total dedicated to front-office training.

"At least a year out from your go-live date, make sure you have the room to do the training right," Baumgart says.

### NO. 3: MAKE IT FUN

Credit unions rarely describe the conversion experience as "fun." It's tense, challenging, and many organizations limit the amount of sick and vacation days employees can take during that time. For Baumgart, ensuring high engagement among employees was a critical priority.

"We learned from other credit unions that employees needed something to rally around," Baumgart says.

The conversion's overall theme, Journey Beyond, was a comment on "the idea that we were journeying to places we'd never been before," the learning and development specialist says. In practice, the credit union leaned heavily on space branding and gaming practices.

Employees became "crew members," training classes became "flight school," and rest areas became "recharge stations." The credit union rolled out an engagement program, dubbed "Expedition Plus,"

that rewarded stars to crew members who achieved competency at certain training milestones. Those who excelled received "crew credits," which allowed employees to enter weekly drawings for prizes.

"We really focused on our theme," Baumgart says. "I think that helped employees feel like they belonged to something."

### NO. 4: TEST THE TRAINING FIRST

In anticipation of live employee training, Baumgart and the credit union's training team piloted the front-office and back-office training modules and lessons in their entirety. In doing so, the credit union learned what worked, what didn't, and what needed to change before employees joined.

"Going through it helped us see logistical flaws we wouldn't have otherwise seen," Baumgart says. "We made significant changes."

### NO. 5: TRAIN LIVE ... BUT NOT IN THE CORE SYSTEM

Rather than allowing its trainers to teach by showing a version of the live core system, Affinity Plus created training presentations in PowerPoint with step-by-step screenshotted images of the various transactional tasks. The credit union deployed this strategy on a tip from a vendor that did the same.

"It keeps the instructors on track and the training consistent from class to class," Baumgart says. "As a learner, you'd never know we weren't live in the system. And, it allowed us to train even when the systems were down."

### BEST PRACTICES IN DATA MIGRATION

The May 2018 core conversion at Centra Federal Credit Union (\$1.5B, Columbus, IN) was cause for excitement for Carrie Jenkins.



Carrie Jenkins,  
Director of  
Business Analytics,  
Centra FCU



## YOU THINK YOU'RE READY, BUT YOU MIGHT HAVE JUST BARELY MADE A DENT.



— CARRIE JENKINS, DIRECTOR OF BUSINESS ANALYTICS, CENTRA FCU

“I saw it as my chance to create a single source of truth within the credit union,” says the credit union’s director of business analytics. “Being able to base all our reporting on a single source promotes an environment of trust.”

Before the conversion, data came from everywhere, and monthly reporting wasn’t always consistent from department to department. That’s now changed thanks to the efforts of Jenkins and her team of two, who cleaned up credit union data in the leadup to the conversion. That work continues, but, today, data is more secure, consistent, and trustworthy, and Jenkins offers three best practices for credit unions that want to achieve the same.

### NO. 1: PREPARE FOR THE UNEXPECTED

For months before the conversion, the data team went from department to department, gathering report inventories and trying to understand the data employees used and the data they needed to access to do their jobs.

“I thought we were prepared,” Jenkins says.

After the conversion, Jenkins realized that work was the tip of the iceberg.

Little by little, employees came to her with questions about reports they no longer received. In some cases, the employees had never mentioned the report; in other cases, they didn’t know the report was pulled using core data. So, Jenkins and her team rebuilt reports — but only after ensuring the data was clean.

“You think you’re ready, but you might have just barely made a dent,” Jenkins says.

### NO. 2: CONTINUOUS EDUCATION IS KEY

Data is messy, and Centra has made efforts to clean up the data already in its systems. But, it also has found training those on the front lines of data entry is every bit as important.

The credit union has spent time with its tellers and back-office staff, watching them input new data into the core system, asking them why they do things

in certain ways, and offering constructive feedback when appropriate.

“Giving them ownership of the data makes big difference,” Jenkins says. “So does letting them know someone is going to use this data.”

For example, text fields are notoriously messy. Centra has added structure to the reporting process by removing certain text fields, but others are so complicated that the clean-up work continues. In the case of a loan, officers names were inputted in a variety of ways, including by spelling out first and last name, using an initial for the first name, and using initials for both first and last names. When the team pulled a loan report, they’d have to combine with a calculator all the records with different naming conventions for the same officer.

“We tell them if they input data consistently at the front end, they’ll never have to use that calculator again,” Jenkins says.

### NO. 3: TAKE PART IN THE MAPPING CONVERSATIONS

Jenkins wishes her team had participated more in data mapping and integrity discussions before the conversion and suggests others in a similar role jump into those conversations as early as possible.

For the employee who oversees business analytics, being part of the conversations around mapping, governance, project prioritization, and more will help make the post-conversion experience run more smoothly.

“I don’t need to be the decision-maker on these conversations,” Jenkins says. “I don’t need to be the king or queen. I just need to be on the court.”

#### CU QUICK FACTS

##### Centra FCU

DATA AS OF 06.30.19  
COLUMBUS, IN

**\$1.5B**  
ASSETS

**126,071**  
MEMBERS

**26**  
BRANCHES

**3.8%**  
12-MO SHARE GROWTH

**9.1%**  
12-MO LOAN GROWTH

**0.98%**  
ROA





## WE TRIED TO OVERCOMMUNICATE AND HIT THEM IN AS MANY CHANNELS AS POSSIBLE.



— STEPHANIE CARL, DIRECTOR OF MARKETING AND DIGITAL EXPERIENCE, CORNING CREDIT UNION



Stephanie Carl,  
Director Of Marketing And  
Digital Experience,  
Corning Credit Union

### BEST PRACTICES IN COMMUNICATION

The driving objective during Corning Credit Union's (\$1.5B, Corning, NY) recent conversion was to create a no-surprises experience for members. So, it created a formal team to run a three-pronged

outreach strategy.

"Our biggest fear was that we would get to go-live and members would be shocked we were making a change," says Stephanie Carl, director of marketing and digital experience at Corning. "We wanted no surprises."

The credit union executed a communication plan that began in the spring of 2018 for a January 2019 go-live date. The plan included adding language to pre-existing marketing materials, introducing new marketing touchpoints, and soliciting member information to create a smoother go-live day. All told, the credit union estimates 80%-90% of its members had no issue on go-live day, evidence of successful communication in the lead-up to the conversion, Carl says.

"We'd overcommunicated to the point that none of them were surprised," she says, and offers three tips to help credit unions overcommunicate to their own members.

### CU QUICK FACTS

**Corning  
Credit Union**  
DATA AS OF 06.30.19  
CORNING, NY  
**\$1.5B**  
ASSETS  
**112,415**  
MEMBERS  
**19**  
BRANCHES  
**5.8%**  
12-MO SHARE  
GROWTH  
**4.0%**  
12-MO LOAN  
GROWTH  
**1.05%**  
ROA

### NO. 1: BUILD A COMMUNICATIONS TEAM

Corning started its conversion process by bringing together a project team focused on the technical aspects. It quickly learned there was more to the conversion than that, however. So, the credit union introduced a second project team composed of external and internal marketers as well as training and education staff that were focused solely on communication.

"There was no way to fully eliminate friction, but we worked to make things easy to understand," Carl says.

### NO. 2: SAVE THE DATE

Corning added language to its monthly e-newsletters and its annual printed newsletter informing members that a change was coming to digital banking. But the credit union never told members the exact go-live date for the conversion. Instead, it gave them a timeframe that the credit union narrowed as the actual date grew near.

"We knew we were going to be busy the first day," Carl says. "We didn't want our entire userbase trying to register for the new system at once."



To prepare for its mobile and online banking conversion, Corning launched a member-facing microsite that answered just about any conversion question members threw its way.

### NO. 3: LAYER IN THE DETAIL

As the go-live approached, Corning provided more detail about what was coming. The credit union launched a microsite with tutorials, videos, FAQs, and information about the functionality of the new digital banking platform and began promoting it in member emails.

Ninety days from go-live, it sent two mailers to its entire userbase. The jumbo, two-sided postcards contained more information about what was to come, including the go-live timeframe.

Within 30 days of go-live, Corning asked its branch and call center teams to start asking members if they knew the conversion was coming and did they have questions. A week-and-a-half before go-live, Corning mailed a three-paneled leaflet that offered a granular guide to the conversion.

"We know members are busy," Carl says. "We tried to overcommunicate and hit them in as many channels as possible." 🙄

# DELIVERING MODERN MEMBERSHIP<sup>SM</sup> TO CREATE THE ULTIMATE MEMBER EXPERIENCE

*Give your members the opportunity to live a life well spent.*

BY SHANON MCLACHLAN, PRESIDENT, SYMITAR®

The importance of improving the member experience cannot be overstated. In fact, a recent global survey by Forrester Consulting found that the top two business priorities for global companies across eight industries were: increasing consumer retention/loyalty and improving the member experience — while “grow revenue” came in third.



## WHAT IS MODERN MEMBERSHIP?

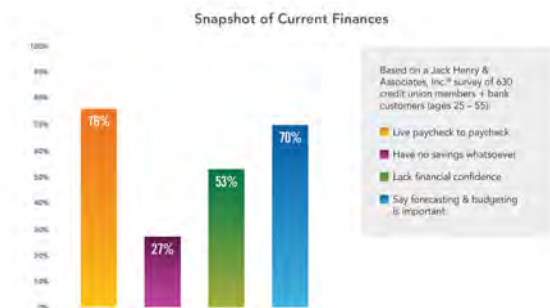
The way you think about the member experience has a profound impact on the way you look at your credit union as a whole. Are you living up to the principle of people helping people? Are you offering advice and putting the member ahead of your bottom line?

Modern Membership is all about the member. It starts with a deep understanding of who they are; of what they're trying to do with their money and how they want to feel as a result. It's about providing seamless transitions across your delivery channels — online, mobile, in-branch, call center — with the personal touch your credit union is known for. It's about personalization and offering relevant products and services. Modern Membership is about making sure your members get the support they need when they need it. Once you understand what your members want and need, you can align your purpose and decision-making in order to deliver.

By delivering Modern Membership, you're giving your members the opportunity to live a life well spent. You're showing that you are a credit union committed to delivering exceptional service (and in turn, fostering member loyalty). That you stand up for your members and live the people helping people philosophy.

## UNDERSTAND YOUR MEMBER'S MINDSET

Jack Henry recently surveyed 630 credit union members and bank customers between the ages of 25 and 55. Respondents were asked how they feel about their current financial situations, how they feel about their relationship with their financial institutions, and for insights into personal interactions, digital interactions, and routines with their money. The findings? A staggering 76% of respondents live paycheck to paycheck, and 27% have no savings whatsoever. Only 47% of respondents said they are somewhat or completely financially confident — which means that one out of every two people who contact your credit union lack confidence.



The financial life of your member is the struggle between paying today's bills and saving for rainy days.

The member experience may mean something different to every credit union, but all credit unions should be focusing on building their members' financial confidence.

## STEP INTO YOUR MEMBER'S SHOES

So, how do you make your members feel financially confident? The best place to start is by stepping into their shoes. Understanding their individual circumstances and what your member is trying to achieve in his or her moment of need. What are



# MODERN MEMBERSHIP

Your members want to live a life well spent. You want to give them that opportunity.

By delivering Modern Membership<sup>SM</sup>, you're showing that you're a credit union committed to instilling financial confidence. That you listen to your members, you understand their circumstances, and you genuinely care about their needs.

You are a credit union that stands up for your members and lives the people-helping-people philosophy. That's a community Symitar<sup>®</sup> is proud to be a part of.

We look forward to our continued work to advance the value and importance of credit union membership.

**Symitar**<sup>®</sup>  
A DIVISION OF JACK HENRY

[modernmember.com](https://modernmember.com)  
[modernmember@symitar.com](mailto:modernmember@symitar.com)  
888-774-2265





your members' biggest challenges? What goals are they looking to accomplish? What are their current circumstances? What if your member is going through a messy divorce? Maybe another member is buying a home for the first time, and another is trying to pay for college. What would make their lives better?

#### RECOGNIZE YOUR MEMBER'S CIRCUMSTANCES



##### **Scenario: First-time homebuyer.**

While incredibly exciting, buying a home — especially the first time around — can also be overwhelming and stressful.

There's so much your member needs to do upfront: get pre-approved, get pre-qualified, shop for rates, and learn the lingo (FHA, PMI, HUD, fixed rate versus adjustable, escrow). Once the process is started, it's time to dig for paperwork like two-year-old W-2s and proof of renting an apartment from five years ago. It's downright exhausting. One way to help might be to host a seminar on the real cost of homeownership and what to expect when you're a first-time homebuyer. You could also offer personal guidance — from your members' first call to their closing date, checking in to see what they need help understanding or looking for. By helping your members through this nerve-wracking process, you'll be seen as a trusted source — you'll become a part of your members' important life milestone.



**Scenario: Divorce.** When a family breaks up, your member's budget will need an overhaul. For so long, this couple was planning a future together — sharing a home, security, and prosperity. But now,

your member is independent and building a future for himself or herself — and maybe kids. During an emotional transition, help your members secure future financial goals. Is there concern of falling short of meeting expenses? Is there a need for new transportation or housing? Help them look for ways to cut back and free up cash for things they need for their new life. Maybe that looks like a loan to help tide them over. Maybe it looks like monthly budgeting templates to start keeping track of income (from job to alimony payments), living expenses without a spouse, monthly debt left over from the settlement, and court-related expenses. Helping your member improve these circumstances can be a real comfort and allow them to feel more confident going forward.



**Scenario: Paying for college.** Student debt in the U.S. is crippling the fastest-growing segment of today's population. Almost two-thirds of respondents to a survey of 1,000 millennials reported

owing at least \$10,000 in student debt. More than a third owes more than \$30,000, according to a survey quoted by Inc. magazine. Because of this debt, millennials aren't buying cars, they're not buying houses, and they're not getting married: 41% of millennials can't yet afford to buy a car, 31% are delaying buying a home, and 17% are waiting to get married — because they just don't have the money. The quicker millennials can offload their student loan debt, the quicker they can feel financially confident enough to spend that money on large investments. To help your members who are burdened by student loan debt, consider offering consolidation assistance. For your members who are looking to pay for their children's tuition, maybe offer special savings or loan programs and complimentary access to a financial advisor.

#### WHERE YOU WANT TO BE

Your members crave financial confidence, but right now they feel like their credit unions aren't doing enough to help fulfill that craving. So, change the narrative. Deliver Modern Membership by listening to your members. By making them feel valued, understood, respected, and protected. Feed them the tools they need in order to make smart decisions and increase that confidence. In turn, you'll have members for life. 🙌



**Shanon McLachlan**, President, Symitar



**Symitar**, a division of Jack Henry & Associates (NASDAQ: JKHY), is the leading provider of integrated computer systems for credit unions of all sizes. Symitar has been selected as the primary technology partner by more than 800 credit unions, serving as a single source for integrated, enterprise-wide automation and as a single point of contact and support. Additional information is available at [www.symitar.com](http://www.symitar.com).

## 4 KEYS TO SELECTING A NEW CORE PROCESSOR

*What credit unions should know before they begin their search.*

BY AMBER HARSIN, EVP MARKET ENGAGEMENT, CUPRODIGY

There's no shortage of choices when it comes to selecting a core data processing system for your credit union, and since all core processing is basically the same, what points of differentiation should you look for? A specific feature or functionality that's especially important to your operation? Certainly, that is part of the consideration, but beyond that, what are the things that every credit union should consider?

### NO. 1: TECHNOLOGY

The mobile member has exposed the value of a core platform's underlying technology and made an open technology foundation increasingly important. Some would argue that it doesn't matter how the platform is built, if it works. And to the dynamics of third-party integrations, it's all too often a "do what you have to do to make things work" approach that passes the opportunity cost of integration and ongoing support to the credit union.

Credit unions increasingly understand the need to be nimble. Part of that nimbleness is the ability to quickly and easily integrate third-party systems. Open architecture makes that possible. Contrast a core platform built on a modern architecture with open API access, where you can integrate the third-party products you want, whenever you want to anywhere you want, and you will see the value proposition.

Environments designed to make it difficult and/or expensive to integrate any ancillary systems not built by the provider is a warning signal of potentially closed environments, built to generate more revenue from your credit union. Credit unions would be wise to tread carefully with this type of provider.

### NO. 2: DELIVERY

In the past, credit unions had two delivery options for data processing: in-house or service bureau. Some credit unions believe they have more sophisticated systems and often choose in-house systems with the assumption of greater controls, and exchange perception of control with up-front licensing costs. This model puts the credit union in the business of maintaining and updating their system infrastructure and related computer hardware.

Service bureaus shift the burden of running the system to the data processor. While this gives a credit union that benefit of a fixed and predictable monthly data processing bill, the credit union can lose much of the control of an in-house system. In many instances, a service bureau credit union must get buy-in from their data processor before making any significant changes or additions to their technology environment.

Cloud-based delivery has emerged as the third option for credit union data processing. Some might argue that it's the only viable option for the future of credit union data processing.

Thanks to incredible advances in bandwidth over the years, a cloud-based system can provide all the control of an in-house system with indistinguishable performance. In a cloud-based solution, credit unions don't need to maintain on-premise servers for its data processing system. Instead, they can leverage full-system controls and benefit from no upfront server or software licensing fees.



# Prodigy Core

Reduce Hassle   Save Time   Member Focused   Save Steps   Reduce Errors   Customize To Fit   Data Rich

## Voice, Choice, and Collaboration

Prodigy gives you a real voice in the future of your technology. As a CUSO, we're built for credit unions, by credit unions - **Just like yours!**

Individual inefficiencies may not seem like much, but when added together, your employees are wasting valuable time, day in and day out. You may even find yourself spending extra hours and money on workarounds and add-ons.

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### NO. 3: BUSINESS MODEL

Credit union data processing is available from three types of organizations: publicly traded corporations, privately owned companies, and CUSOs. Three models, each different.

Public companies operate to make money for shareholders. One data processor's corporate mission statement begins with, "Our mission is to protect and increase the value of our stockholders' investment by providing quality solutions and industry-leading service to our customers." Nothing wrong with that business model. But for a cooperative, focused on returning value back to the member-owners, following the money trail through Wall Street to the member isn't possible and really challenges the cooperative principles of the credit union.

Privately owned companies are generally smaller and may seem to offer more personalized service than a big corporation. Again, nothing wrong with this model. History is the challenge here ... private owners must at some point retire and cash out. That path has led to many core processors being sold to larger providers; a return to the public company provider model.

The evolution of CUSOs has created a modern, cooperative choice for today's credit union who need contemporary core processing solutions. CUSOs are cooperatives, they are an extension of the credit union and the member owners. The business model is focused on the shareholders, the credit union, and its member-owners. When CUSOs deliver beautifully designed solutions to credit unions for delivery to the member, the member recognizes value. When CUSOs earn, credit unions earn, and the member-owner recognizes value. As a CUSO, there are no private or public owners waiting for the big payday of public IPO or private exit strategies. CUSOs drive value back to the member.

### NO. 4: EXECUTION

Most companies believe they have great customer service, with matrices to show how many calls were taken, problems resolved, or customers spoken to that month. However, customer service is merely a subset of what we at Prodigy call execution. Great customer service simply requires an attentive, customer-facing presence. However, great execution requires an obsession for superior performance at every level of the organization. That means every employee (including those with customer-facing roles).

Execution is perhaps the most important component of all, and at the same time, it can be the most difficult

to measure without the ETT equation; Execution + Transparency = Trust. Want to know how a potential provider measures up? Ask the credit unions being serviced by the provider for their ETT Grade of the company. Referrals are critical. What do current users of the system you are evaluating have to say about that provider's execution? Do they do what they say they will do? Do they engage you in transparent collaboration? Do they invite you in and drive your patronage through utilization? Do they drive value back to your member-owner?

### THE 4 KEYS OF CORE PROCESSOR SELECTION

While every credit union is unique, every credit union has member-owners that should receive value back from the credit union's core data processor. At Prodigy we are passionate about:

1. Technology
2. Delivery
3. Cooperatives
4. Execution

We believe in the value of the credit union cooperative charter and the member-owner. Because we believe in the value of the member-owner, we build beautifully designed software that will enable the mobile member to engage with the credit union to become fiscally self-reliant. We are a CUSO, a cooperative community, a core data processor ... do you want to join our community? 🍌



**Amber Harsin** is the Executive Vice President of Market Engagement for CUProdigy. Based in Layton, UT, CUProdigy is a technology-focused CUSO that offers its own modern, cloud-based core processing platform as well as core-agnostic, cloud-based IT infrastructure services that include a robust disaster recovery solution.



**CUProdigy** is a CUSO that blends the combined power of an adaptable, user-friendly, and modern core architecture, with full-service cloud managed services. The CUProdigy community exists to empower our credit union owners to participate in the direction, evolution, and design of our innovative products and services.

## BULLETPROOF YOUR CREDIT UNION: ZEN AND THE ART OF COLLABORATION

*Thinking big together to benefit small to large in the credit union community and the businesses and members they serve.*

BY LEO VAULIN, CEO, CU\*SOUTH

“This is awesome — I wish I had learned about it sooner!”

I work with credit union CEOs on their strategic plans for the 2020s — and this theme builds excitement and joy in their vision for the next decade.

It starts with a core belief: “I know my members better than anyone else. I’m closer to my members than anyone else could be. Therefore, my credit union is in the best possible position to serve our members better than anyone else in the market.”

This isn’t new. It was part of our DNA since the days of the first financial cooperatives — we know each other; we trust each other; we serve each other.

We wake up each morning with the intention to improve our members’ individual and shared financial health. We constantly strive to deliver impactful service to our members. This fills a vital need for connection: the credit union as a kind of economic town square where service, collaboration, and community cross paths.

Most new members join the credit union because they were referred by other members. Credit unions were a social network well before Facebook was imagined.

Design shapes the way members engage: how much, how often, and how meaningfully. Members are always communicating how they want us to serve them better. Our job is to recognize and deliver that experience to them — as a true collaborative.

CU\*SOUTH aggregates those expressed member preferences to build and refine a smarter core platform — a core that’s designed by credit union visionaries, members, and managers, like you. CU\*SOUTH listens to our owners by inviting credit union CEOs to lead us, and by asking credit union employees to collaborate with us on a constant process of designing a better experience for the members we serve.

We disrupt the tired Big Software tactic of interfacing modules from different designers and different systems. We build on a single, integrated solution, and add

features that are missing from both the expensive banking platforms and the startup fintechs. We share these tools with credit unions of all sizes at a single per-member price, so that a two-employee credit union can offer the same products and services as a multi-billion-dollar credit union.

Starting with this collection of highly effective tools is just the beginning. If you and your team don’t have the time or the experience to apply the tools, CU\*SOUTH offers collaborative services through a network of fractional employees. Our fractional collaborators are available either on an ongoing basis — providing reliable service to standards you determine; or on an ad-hoc basis to cover gaps when the unexpected happens. We fill in when weather events affect your branches, or when key personnel are called away on emergencies, or when examiners demand extra work to address any issues. As a credit union-owned and credit union-governed CUSO, we do all this at a price point that improves your cooperative’s operating ratios.

CU\*SOUTH provides a seamless solution that streamlines the member retail experience through both self-service and staff-assisted channels. We eliminate the friction of interfacing multiple vendors and multiple processes. When your staff no longer needs to enter data in multiple systems, your operating cost goes down — and member satisfaction and trust go up.

New members can apply online, verify their identity, and fund their new account — anytime, anywhere.

Biometric identification eliminates the need for members to use login credentials to access their account — they can use their choice of facial recognition, fingerprint, voiceprint, or protected PIN to log in within three seconds.

Phone optics and member service trackers give your MSRs the member’s complete story — when they last contacted the credit union, what they called about, what the next cross-sales opportunity might be. Our “Why Members Call” dashboard gives you an overview



# BULLETPROOF YOUR CREDIT UNION

It starts with a core belief: "I know my members better than anyone else. I'm closer to my members than anyone else could be.

Therefore, my credit union is in the best possible position to serve our members than anyone else in the market."

CU\*SOUTH was founded by credit unions who shared a common goal – to collaborate on each others' success, and to help each other grow.

It all starts with a free consultation with our CEO – share your vision and your strategic plan, and we'll design a solution to get you there – at no cost.

We're growing a network of credit unions who share that passion of waking up each morning to work on helping their members succeed and prosper.

## WE INVITE YOU TO JOIN US!



of all the reasons members call — for instance, to check balances, transfer funds, or in response to a credit card fraud alert.

### 3 KEY TRENDS

#### No. 1: *The shift to a gig economy.*

Traditional full-time employment is being replaced by contingent work. In 2018, more than 57 million Americans participated in the gig economy. Small businesses are developing into networks of contingent workers, minimizing fixed labor costs and expanding the available talent pool.

CU\*SOUTH offers alternative underwriting models to both better understand the risk of multiple-income borrowers and microbusinesses and to spread that risk over multiple credit unions.

#### No. 2: *The power of niche consumers and producers.*

We see market opportunity in the rise of local, community-supported contractors and microbusinesses.

CU\*SOUTH helps our credit unions to be perfectly positioned to leverage their close member connection to local economies, to promote the growth of these niche producers.

#### No. 3: *The rise of cooperative businesses.*

We see credit unions as uniquely positioned to become cooperative incubators, combining the culture and experience of living the cooperative principles with the market position and granular awareness required to nurture the development of new cooperative businesses.

### HOW CREDIT UNIONS RESPOND TO THESE TRENDS

#### No. 1: *Demand more from your core.*

Today's best core systems include everything you need to operate your credit union. If you're opening one app to serve members, another to work on your budget, and a third to prepare reports for your board — you're wasting time and risk working with incomplete data. Not only do fintech concepts thrive within this fully integrated data environment, your member-consumers expect it. Fintech concepts thrive within this fully integrated data environment and your member-consumers expect it.

#### No. 2: *Demand a better price.*

Our market is dominated by vendors who leverage their legacy reputations into asserting unrealistic prices and use new fintech to upsell modules.

Here's a simple test: Add up the price you pay each month for member servicing, loan origination and servicing, home banking, imaging, back office, and

operations — all the elements of a truly integrated solution. Add in the cost of a robust disaster recovery plan. Then, give CU\*SOUTH a call for a five-minute, no-obligation quote. At the least, it will serve as a great negotiating tactic with your vendors — and it should lead to bottom-line benefits for you and your members.

#### No. 3: *Demand better data.*

CU\*SOUTH uses the collective experience of our credit unions to create big data-driven analytics, using IBM's Watson AI to find correlations and show you opportunities you might not have imagined.

Members who shop Amazon using their credit union debit/credit cards have 2.5 times the wallet penetration in their credit union than the typical member. They're also 1.9 times more likely to have a loan with the credit union. And ... their primary reason for joining the credit union was member referral ... these members are socially more engaged. Our members are constantly sending us messages about how they want us to serve them better. They use our mobile apps, our debit cards, our loan applications — and each member action results in a data point that we can use to learn how to improve our service.

#### No. 4: *Demand a cooperative solution.*

Does your core vendor make it easy for you to promote collaboration?

CU\*SOUTH brings credit unions together in a resource-sharing model that allows them to do the work for each other — marketing, call center, underwriting, collections, compliance, IT. We leverage the surplus capacities of each credit union to create operational savings for all.

The core of our core? Shared ownership is at the heart of who we are as a CUSO, aligned with your core values to thrive in a new economy — led by members. 🧡



**Leo Vaulin** is CEO of **CU\*SOUTH**, a core processing CUSO based in Mobile, AL.



**CU\*South** is building a collaborative, peer-to-peer network of credit unions who support one another's growth through the shared development of technology and service offerings powered by the CU\*BASE integrated core platform.



# LET'S GET REAL.

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Rather than surface-level networking you receive from a large industry conference, Callahan Executive Roundtables are designed to build stronger relationships by providing an environment promoting unscripted discussions. Executive Roundtables reserved for senior-most executives and are exclusively available to credit unions with access to Roundtables as part of their Callahan subscription.

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[www.callahan.com/roundtables](http://www.callahan.com/roundtables)

### 2020 CALENDAR OF EVENTS

#### Analytics

MARCH 25-26: St. Petersburg, FL

OCTOBER 6-7: San Diego, CA

#### Call Center

APRIL 21-22: New Orleans, LA

#### CEO

FEBRUARY 23: Washington, DC

#### CFO

JULY 21-22: Minneapolis, MN

#### CLO

JUNE 16-17: Kansas City, MO

OCTOBER 7-8: San Diego, CA

#### Collections

APRIL 6-7: Austin, TX

#### Cybersecurity

APRIL 22-23: New Orleans, LA

#### Digital Services

APRIL 7-8: Austin, TX

#### HR

MARCH 24-25: St. Petersburg, FL

SEPTEMBER 15-16: Nashville, TN

#### Marketing

JULY 22-23: Minneapolis, MN

#### Retail

MAY 13-14: Phoenix, AZ

SEPTEMBER 16-17: Nashville, TN

#### Risk

JUNE 15-16: Kansas City, MO

#### Technology

MAY 12-13: Phoenix, AZ





## ONE CALL IS ALL YOU NEED

Your focus is on the future. Your credit union needs assistance with areas such as core conversion, targeted member marketing, programming, or payment processing. There is a partner ready to help in all of these areas and beyond.

Synergent's unique strength is the ability to deliver customized, integrated services through a single source. As a managed services partner, we become an extension of your team, providing Symitar® Episys® core processing and the most in-demand payments, marketing, business intelligence, and technology solutions. No matter the product, our team knows how to choose it, install it, integrate it, and help credit unions get the most out of it so they can focus on best serving their members.

**Make Synergent your one call.** We've been helping credit unions with core conversions for over 40 years—and have 100% core client retention.

Our innovation is your competitive advantage.



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RIGHT TIME. RIGHT PLACE. RIGHT SOLUTION.

## Strong Teams Build Strong Credit Unions



**Tackle disruption and improve sustainability - as a team - with our unique suite of custom solutions.**

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# MODERN MEMBERSHIP

Modern Membership<sup>SM</sup> is listening to your members. It's making them feel valued, understood, respected, and protected. It's increasing their financial confidence and helping them make smart decisions.

It's merging your people-helping-people philosophy with the ultimate member experience.

Modern Membership is stepping into your member's shoes to deliver exceptional service – and in turn, foster member loyalty.

We at Symitar<sup>®</sup> look forward to our continued work to advance the value and importance of credit union membership.



We hope you enjoyed this preview  
of Callahan's  
***Market Share Guide:  
Credit Union Core Processors.***  
The full version is available to  
Callahan subscribers.

Learn more about  
unlocking this and more at  
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