CUNA
Credit Union National Association

Improve Sales Without Sacrificing Service

case **study**

Community First Credit Union (CFCU) wanted to instill a sales culture without sacrificing its core value of providing exceptional service.

Although business was steady, president and CEO Cathie Tierney was still looking for a way to enhance and sustain her credit union's overall sales culture.

She only had one condition: service could not be sacrificed at any cost.

To make improvements, she hired Minh McKenzie as vice president of sales and service to help the credit union boost sales.

When searching for a provider, **CUNA Creating Member Loyalty™ (CML)** soon became McKenzie's top choice for a number of reasons:

- Credit union-specific programs
- Certification structure allowed local credit union trainers the ability to train their own staff
- Emphasis on service, not sales

GOALS

- **Accelerate** growth and gain market share
- **Transform** culture from transaction-based to needs-based
- **Improve** employee skills and confidence
- **Increase** employee engagement and job satisfaction

ACTION

- **Position** CML as a vehicle to transform from "GREAT service to WORLD-CLASS service"
- **Communicate** benefits to employees
- **Define** "sales" as a by-product of "WOW" service

IMPACT

- **Saved** members over $57 million dollars in interest in 2011 and 2012 combined
- **Transformed** mentality from mundane order-taking to finding a purpose in each member interaction
- **Improved** member loyalty and satisfaction by creating a "WOW Working Environment (WWE)"

COMMUNITY FIRST CREDIT UNION
We'll Find A Way!

ASSETS
$1.7 billion

HOMETOWN
Appleton, WI

MEMBERSHIP
100,842

Cathie Tierney, president and CEO of Community First Credit Union (CFCU), wanted sales to be stronger at her credit union, but only under one condition: Service would not be sacrificed.

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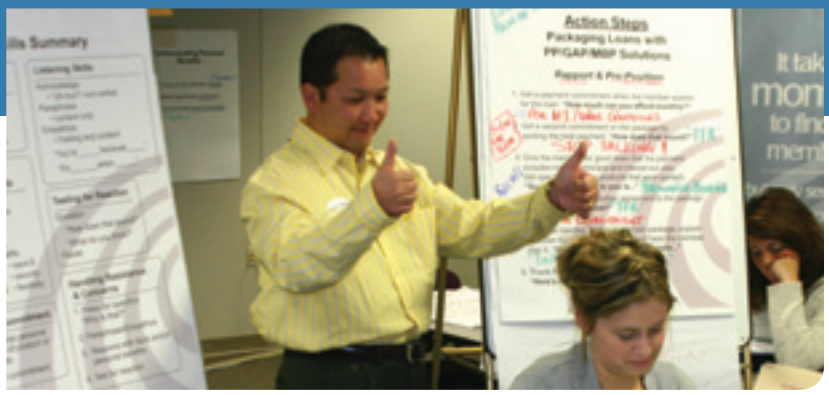

The results

CFCU ranks in the 100th percentile for Raddon's Cross-Sell Index and has increased referrals from all areas of the credit union, including frontline and support staff.

Intangible impact

Not only did CFCU's numbers improve, but CML also helped create a new energy, as employees began to see the power the program had to improve member service. What has once been a procedure was now a philosophy. Employees looked at every interaction as a way to anticipate the needs of their members and help them, rather then sell product. Any request ranging from a password update to a loan application became an opportunity to identify a need and deepen the relationship with that member.

"CML helped our employees gain confidence in their respective jobs and responsibilities. Our members receive consistent WOW service from all channels and our credit union meets or exceeds the metrics on the scorecard."

Minh McKenzie,
Vice President of Sales & Service

Reasons for success

The positive change CFCU experienced is the result of repeated execution, a desire to change and a strong commitment from organizational leaders and employees. Here are a few of the key factors for success:

- Strong and steady communication between trainer and CEO
- Immediate intensive training with full commitment from high-level executives and employees
- Company-wide pride in achieving the clearly defined CML goals
- Strong accountability of employees as they shifted from order-takers to member advocates

Sustaining the culture

Four years after starting CML, CFCU still takes measures to ensure their employees are on track with CML including:

- A strong champion for the program to drive success with a passionate approach
- Continuous practice to ensure employees know the skills and when they should be used
- A disciplined sales process to turn the procedures into habit

RESULTS FROM 2008-2012

	2008	2012	Impact
Assets	$980 million *28% growth 2005-2008*	$1.7 billion *73% growth 2008-2012*	**+$720 million**
Checking Penetration	58%	70%	**+12%**
Single Service Households	39.4%	34.24%	**–5.16%**
Member Satisfaction	58.8% Very Satisfied	61.1% Very Satisfied	**+5.5%**

Lender Development Program & CUNA Creating Member Loyalty: A winning combination

When McKenzie came to CFCU, the credit union was already in the midst of utilizing CUNA Mutual Group's Lender Development Program (LDP), an effective way to optimize your lending portfolio's performance. LDP integrates a proven four cornerstone program, incorporating four critical elements into your credit union's culture:

"Because CML is not a procedure, but a philosophy, the program brought out the essential cornerstones of LDP and caused a rapid increase in our loan portfolio and loan attachment services."

Minh McKenzie

Champion
This cornerstone anchors the program with a strong executive management commitment and, encourages staff knowledge building and skills development.

Train
Helps staff develop and implement new skills.

Coach
Incentive and recognition programs to motivate staff.

Track
Delivers quantifiable data through online and on-demand performance reports, lender-level data, peer comparisons and overall program results.

Initiated at CFCU in January of 2005, LDP had caused a steady upward trend of loan growth. When McKenzie began training with CML, he saw the connection between LDP's core message and CML, but held off combining the two programs. In 2010, he made the leap and blended the two programs together. "When the two programs were combined, it led to a chain reaction of increased service and loan growth," says McKenzie. "The quality of loan interviews increased since more time was spent with each member."

RESULTS FROM LDP & CML INTEGRATION 2010-2012

	Payment Protection	Gap Protection
April 2010	37%	39%
April 2011	42%	37%
April 2012	47%	52%

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Creating Member Loyalty™

THE CML DIFFERENCE

CML transforms a credit union to a sales and service powerhouse through changes at both the individual and organizational level. These changes cultivate a culture that exceeds members' expectations and increases bottom-line sales.

More than just a training program, CML provides implementation services that lead to long-term credit union and staff development. Through planning, implementation and evaluation, CML not only initiates a transformation, it provides the framework and tools to sustain and grow your sales and service culture.

TO LEARN MORE

Visit **cuna.org/cml**
Call 800-456-0543
Email cml@cuna.coop

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CUNA Creating Member Loyalty™ offers more than 60 sales and service modules and it compliments human resources, compliance and technology training already available through CUNA.

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