



Indirect-Insight Solutions

ROADMAP SOLUTION FOR INDIRECT MEMBERS

CONCEPT DOCUMENT

TEAM MEMBERS

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TARGET MARKET

Credit unions are at a pivotal crossroads, struggling to capture wallet share of members who join the Credit Union through the indirect lending channel, see Credit Unions as mere transactional pitstops rather than trusted financial homes.

These members, often acquired through auto loans originated at partner dealerships, crave ultra-convenient, tech-savvy banking, competitive rates, and tailored solutions but remain tethered to multiple institutions, diluting loyalty and stunting growth. Additionally, these borrowers are not necessarily shopping for a financial institution; these borrowers are looking to buy a vehicle, not a financial partner.

The challenge is stark: without deeper engagement, credit unions will continue to lose these members to competitors who master personalized engagement and seamless digital experiences. By boldly addressing these needs with innovative, member-centric strategies—streamlined onboarding, targeted cross-selling, and trust-building initiatives—credit unions can ignite lasting relationships, transform indirect borrowers into devoted advocates, and unlock exponential growth in a fiercely competitive market.

Put simply, how can Credit Unions be part of the excitement and the experience of the “new car smell” and make these borrowers into true members?

PROBLEM DEFINITION

The specific problem is that indirect originated members often view Credit Unions (if they view Credit Unions at all) as a means to an end to get a new vehicle. This results in low engagement, minimal cross-selling success, and high churn rates once loans are paid off. This leads to missed opportunities for deeper relationships, reduced profitability, and weakened long-term sustainability in a competitive financial landscape.

Indirect lending members often have minimal interaction with the credit union beyond their initial loan transaction. Their primary relationship is with the auto dealer, not the credit union, which limits brand loyalty and emotional investment. A good number of these borrowers may not be aware of what a Credit Union is or that they are a member of one. Many Credit Unions rarely have interactions with indirect members outside of sending a coupon to make loan payments. This lack of engagement hinders cross-selling opportunities for additional products like savings accounts, credit cards, or mortgages.

Research indicates that only 2% to 3% of indirect lending members open additional accounts or take out further loans with the credit union, highlighting their transient nature and low

engagement.

Members acquired through indirect lending often perceive the loan as a commoditized product, focusing on the best deal rather than the institution's broader value proposition. This results in a "lack of direct engagement" and reduced opportunities to cross-sell, leading to lower wallet share and retention.

The obvious and historical impact of this is that without proactive engagement strategies, credit unions miss out on building meaningful relationships, leading to lower revenue per member and higher churn rates when loans are paid off or refinanced elsewhere.

High churn erodes membership growth and increases acquisition costs, as credit unions must continually replace departing members rather than nurturing existing ones for long-term profitability.

Indirect lending members, particularly younger demographics like Millennials and Gen Z, expect seamless, digital-first experiences that many credit unions struggle to deliver due to outdated systems and limited digital marketing. This demographic expects their needs to be known, and the products marketed to them to be what they need, maybe even before they know they need it. Old fashioned "spray and pray" email or direct marketing campaign do not have an impact.

Credit Unions often mistakenly believe the competition is from national banks or other large Credit Unions, however this is not necessarily correct. "Digital native" generations expect ease and convenience in all transactions. The ability to summon a ride through Uber within minutes or quickly buy a needed item and have it delivered the same day from Amazon have elevated expectations for digital interactions. And most Credit Unions have struggled to match technological expectations of our target markets.

Younger consumers, critical for long-term growth, rely heavily on digital channels (65% of Gen Z and 57% of Millennials), but credit unions struggle to meet these expectations, losing potential wallet share to tech-savvy competitors.

This mismatch leads to abandoned applications, low digital engagement, and failure to capture wallet share.

The need to take full advantage of the opportunities of converting Indirect only members into full multi-product Credit Union members is obvious. Most Credit Unions are aware of this challenge and the need for an engagement process. The question is, regardless of asset size, technological acumen and marketing prowess... how can a Credit Union start to engage these members? If a Credit Union has some type of engagement process in place, what is the next step? What resources are available to navigate this journey?

INNOVATIVE SOLUTION

Innovative Solution

Many credit unions face the challenge of converting indirect members—those who use some services but aren't fully engaged—into active, multi-product users. This often means missed opportunities for growth and deeper member relationships. This **Four-Phase Indirect Member Engagement Framework** offers a clear, actionable roadmap to overcome this, regardless of where your Credit Union stands in terms of member engagement. It's a comprehensive, yet feasible, solution designed to systematically identify, communicate with, and convert indirect members, unlocking significant growth potential and fostering lasting loyalty within your credit union. This framework provides a structured approach for credit union leaders to systematically engage indirect members and encourage deeper relationships through additional product adoption.

But where is your Credit Union currently at regarding member engagement? To get started on your Four-Phase Indirect Member Engagement Framework, Avocado provides an Analyzer at no cost that will assist participating Credit Unions where to start or where to focus based responses to the Analyzer. As the product was in development it became very clear that all of the participating Credit Unions, while all striving for the same goal, were all in different places regarding the challenges needing to be addressed. Where one Credit Union may have marketing challenges, another may be challenged by lack of actionable data while still another is just not sure where to start.

TESTING AND RESULTS

This survey was conducted to evaluate the onboarding experience and engagement levels of members who joined their credit union through the indirect lending channel. Four out of five participating Credit Unions—Rally, Texans, Texas Trust, and Resource One, had survey responses and each had distinct onboarding practices, and the results highlight both common challenges and unique opportunities for improvement. Our Fifth Credit Union, Fort Worth Community Credit Union, just began their Indirect program and did not participate in a member survey since the volume was minimal. This survey yielded a total of 158 responses generated to members who had on boarded as indirect members within a 30-, 60-, and 90-day time period of the survey going out.

The survey questions asked of the Indirect members were the following:

1. Before learning that our Credit Union was your lender, were you already familiar with us?
2. Did you receive a welcome letter?
3. How interested are you in learning more about additional products and services that the Credit Union can offer you?

4. If the Credit Union offered an incentive—like free car washes or a prepaid gas card—for opening a checking account, how likely would you be to open one with us?
5. In the past 12 months, have you set any financial goals or plans to set some soon?
6. If the Credit Union offered tools or services to help you reach those financial goals, would you be open to learning more?
7. Did you receive information from the Credit Union about your first monthly payment and how to make your payment timely?
8. Have you enrolled in digital banking to view your account online or through the Credit Union mobile app?
9. If you are not yet enrolled in digital banking, do you feel confident in how to enroll?
10. How would you prefer to receive updates about products, services, or helpful tips from us?
11. If you consider your overall experience with our dealer partner, how would you rate the overall experience?

Key Findings

1. Low Initial Brand Awareness

- A significant portion of indirect members were unfamiliar with their credit union prior to the loan. For example, 78% of Resource One respondents and 67% of Texans respondents had no prior awareness of the institution.
- This lack of familiarity sets a challenging foundation for engagement and loyalty.

2. Inconsistent Onboarding Experiences

- While most members reported receiving welcome letters and payment information, the consistency varied. Rally and Resource One performed best in these areas, suggesting stronger onboarding protocols.
- However, gaps in communication were evident, particularly in digital banking enrollment and clarity around first payments.

3. Barriers to Engagement

- The data suggests that negative experiences, lack of clarity, or insufficient outreach may be contributing to disengagement.
- Some members indicated they were unsure how to enroll in digital banking or had not received clear instructions on managing their accounts.

4. Opportunities for Reconnection

- Despite the challenges, there is a meaningful segment of members who are open to deeper engagement. For example, 30% of Rally members and 21% of Texans members expressed strong interest in learning more about credit union services.
- Additionally, incentives such as gas cards or car washes were shown to positively influence behavior, particularly among Rally members (62% said they would be likely to open a checking account if incentivized).

Four-Phase Indirect Member Engagement Framework

Phase 1: Data Collection & Analysis

This foundational phase is crucial for understanding your current indirect member landscape. It involves a thorough **assessment** of existing data, technological capabilities, staff resources, and budget constraints to lay the groundwork for effective engagement. By also implementing targeted **member surveys**, you'll gain invaluable insights directly from indirect members, identifying key opportunities for conversion and tailoring your approach.

- **Step 1: Make an Initial Assessment** This step involves a strategic audit of your current indirect member data, technological infrastructure, and available resources. It's about gaining a precise understanding of your operational landscape. **Completing this provides a robust foundation, enabling you to craft a highly effective and resource-optimized engagement strategy, ensuring every effort contributes directly to measurable growth and avoids costly missteps.**
 - **Audit current indirect member data:** Systematically review all available data on indirect members to uncover engagement patterns and identify information gaps. (Department: Data Analytics/IT, Est. Timeline: 2-3 weeks)
 - **Identify technological capabilities and limitations:** Assess existing systems and platforms to understand available tools for data management and outreach, noting areas for improvement. (Department: IT/Operations, Est. Timeline: 1-2 weeks)
 - **Review available staff resources:** Evaluate the capacity, expertise, and availability of your team members to support new engagement initiatives effectively. (Department: HR/Operations, Est. Timeline: 1 week)
 - **Evaluate current budget constraints:** Determine financial parameters and allocate resources effectively to ensure the proposed strategy is feasible and cost-effective. (Department: Finance/Leadership, Est. Timeline: 1 week)
- **Step 2: Member Survey Implementation** Here, you'll deploy concise, targeted surveys to indirect members, leveraging cost-effective platforms and attractive incentives to maximize participation. Analyzing these results will reveal their specific needs and preferences. **This vital step yields actionable insights, allowing you to tailor future engagement strategies with precision. This direct member feedback significantly enhances your ability to resonate with them, driving higher conversion rates and fostering deeper loyalty.**
 - **Design simple, focused survey for indirect members:** Create a concise survey to gather essential insights from indirect members without overwhelming them. (Department: Marketing/Strategy, Est. Timeline: 2 weeks)
 - **Choose cost-effective survey platform:** Select an efficient and budget-friendly platform for survey deployment and response collection. (Department: IT/Marketing, Est. Timeline: 1 week)

- **Create incentive structure for participation:** Implement a system of rewards or recognition to encourage high participation rates and valuable feedback. (Department: Marketing/Operations, Est. Timeline: 1 week)
- **Analyze survey results to identify opportunities:** Systematically review and interpret collected data to pinpoint key member needs, preferences, and potential areas for engagement. (Department: Data Analytics/Strategy, Est. Timeline: 2-3 weeks)

Phase 2: Communication Infrastructure Setup

Once you understand your indirect members, this phase focuses on building the essential **communication channels** to reach them effectively. It involves setting up automated systems for email and potentially SMS, creating templated materials for consistency, and designing simple landing pages for product information. This infrastructure will enable you to deliver relevant content and guide members towards exploring additional credit union offerings.

- **Step 1: Basic Channel Development** This step establishes your core outreach capabilities by setting up automated email and, if feasible, SMS systems. You'll also create standardized welcome materials and dedicated landing pages for products. **This is a highly achievable step that builds a professional, scalable communication backbone. It ensures consistent, efficient member outreach, laying the groundwork for seamless information delivery and a stronger initial connection.**
 - **Set up automated email communication system:** Implement a robust platform for sending scheduled and triggered email communications efficiently. (Department: Marketing/IT, Est. Timeline: 3-4 weeks)
 - **Establish SMS messaging capability (if budget allows):** Integrate SMS tools for direct, timely, and concise member communication, assessing budget feasibility. (Department: IT/Marketing, Est. Timeline: 2-3 weeks)
 - **Create templated welcome materials:** Develop standardized, professional, and engaging content templates for initial member outreach. (Department: Marketing/Creative, Est. Timeline: 2 weeks)
 - **Design simple landing pages for products:** Create dedicated, user-friendly web pages to provide clear information and calls to action for specific product offerings. (Department: Marketing/Web Development, Est. Timeline: 3-4 weeks)
- **Step 2: Content Creation** Here, you'll develop compelling educational content highlighting the credit union's distinct benefits and craft targeted product information packages. A clear onboarding sequence will also be designed. **This step is straightforward and ensures members receive highly relevant, engaging information. Effective content naturally guides them toward exploring and adopting additional**

offerings, solidifying their relationship with the credit union and expanding their product portfolio.

- **Develop educational content about credit union benefits:** Craft informative and engaging materials that highlight the unique value proposition of credit union membership. (Department: Marketing/Content, Est. Timeline: 3 weeks)
- **Create targeted product information packages:** Develop concise and persuasive content tailored to specific products and member segments to drive interest. (Department: Marketing/Product Teams, Est. Timeline: 2-3 weeks)
- **Design simple onboarding sequence:** Outline a clear, intuitive, and step-by-step communication flow for new product users to ensure a smooth transition. (Department: Marketing/Operations, Est. Timeline: 2 weeks)

Phase 3: Engagement Strategy Implementation

With your data analyzed and communication channels established, this phase is about actively **engaging indirect members** and initiating cross-selling efforts. It starts with launching **initial contact programs**, including welcome sequences and basic tracking, to understand member responses. Simultaneously, you'll identify the most accessible additional products, streamline their application processes, and equip your staff with effective **conversion strategies** to encourage further engagement.

- **Step 1: Initial Contact Program** This step initiates direct engagement through welcome sequences, basic tracking, and feedback collection. It's about making a strong first impression and understanding early responses. **This is a manageable yet critical step that ensures new indirect members feel valued and informed from the outset. Early data collection allows for rapid refinement, significantly improving the effectiveness of subsequent interactions and boosting overall engagement rates.**
 - **Launch welcome sequence for new indirect members:** Initiate automated communications to greet and introduce the credit union to newly identified indirect members. (Department: Marketing/Operations, Est. Timeline: Ongoing after set-up)
 - **Implement basic tracking metrics:** Establish systems to monitor key engagement rates, such as open rates, click-through rates, and interaction data, for initial communications. (Department: Data Analytics/Marketing, Est. Timeline: 2 weeks)
 - **Create feedback collection system:** Set up accessible channels for members to provide comments and suggestions on their initial experience. (Department: Member Services/Marketing, Est. Timeline: 1 week)

- **Establish response protocols:** Develop clear guidelines and train staff to respond to member inquiries and feedback promptly and consistently. (Department: Operations/Member Services, Est. Timeline: 1-2 weeks)
- **Step 2: Product Cross-Selling** Here, you'll pinpoint the most relevant additional products for indirect members, simplify application processes, and develop compelling promotional offers. Crucially, your staff will receive targeted training on effective conversion strategies. **This step directly fuels product adoption by removing barriers and empowering your team. It's designed to seamlessly transition indirect members into full-service relationships, driving significant growth in product utilization and enhancing member value.**
 - **Identify most accessible additional products:** Determine which products are most likely to appeal to indirect members and offer the easiest conversion path. (Department: Product Teams/Strategy, Est. Timeline: 2 weeks)
 - **Create simple application processes:** Streamline and simplify the application journey for identified cross-sell products. (Department: Operations/IT, Est. Timeline: 3-4 weeks)
 - **Develop promotional offers:** Design attractive incentives or special rates to encourage product adoption. (Department: Marketing/Product Teams, Est. Timeline: 2 weeks)

Train staff on conversion strategies: Equip member-facing teams with the knowledge, skills, and confidence to effectively present and convert indirect members to new products. (Department: Training/Operations, Est. Timeline: 2-3 weeks)

Phase 4: Automation & Scaling

The final phase focuses on optimizing and expanding your engagement efforts through **automation and strategic integration**. This involves implementing automated triggers and behavior-based communication flows to personalize interactions at scale. By connecting with your core banking system and exploring AI/ML solutions, you can streamline processes, enhance personalization, and establish robust reporting, ensuring continuous improvement and long-term program growth.

- **Step 1: Process Automation** This step involves implementing automated engagement triggers, behavior-based communication flows, and digital account opening capabilities. It's about making every interaction effortless and efficient. **This highly feasible step dramatically reduces manual workload, ensuring consistent, timely, and personalized member interactions at scale. It frees your team to focus on strategic initiatives, accelerating conversions and maximizing operational efficiency.**

- **Implement automated engagement triggers:** Set up conditions that automatically initiate communications or actions based on specific member behaviors or milestones. (Department: IT/Marketing Automation, Est. Timeline: 4-6 weeks)
- **Set up behavior-based communication flows:** Design dynamic communication paths that adapt and personalize messages based on individual member interactions and preferences. (Department: Marketing Automation/Strategy, Est. Timeline: 3-5 weeks)
- **Create automated application processing:** Develop robust systems for seamless, digital processing of product applications. (Department: IT/Operations, Est. Timeline: 4-8 weeks)
- **Establish digital account opening capabilities:** Implement online tools that allow members to open new accounts entirely digitally, without requiring manual intervention. (Department: IT/Operations, Est. Timeline: 6-10 weeks)
- **Step 2: Optimization & Integration** Here, you'll integrate your engagement system with your core banking system, introduce basic AI/ML for enhanced personalization, establish automated reporting, and create a continuous improvement protocol. It's about making your program smarter and more efficient. **This step transforms your program into a dynamic, data-driven asset. Seamless integration and ongoing optimization ensure maximum effectiveness and sustainable growth, allowing you to continuously refine strategies based on real-time performance insights and evolving member needs.**
 - **Connect with core banking system:** Establish robust data flow and seamless integration between your engagement platform and primary banking systems. (Department: IT, Est. Timeline: 6-12 weeks)
 - **Implement basic AI/ML for personalization (or third-party solution):** Introduce tools to analyze member data and deliver highly personalized content and offers. (Department: IT/Data Analytics, Est. Timeline: 8-16 weeks)
 - **Create automated reporting system:** Develop comprehensive dashboards and reports that automatically track key performance indicators and program effectiveness. (Department: Data Analytics/IT, Est. Timeline: 4-8 weeks)
 - **Develop continuous improvement protocol:** Establish a regular review process to analyze data, identify areas for enhancement, and implement iterative improvements to the engagement framework. (Department: Strategy/Leadership, Est. Timeline: Ongoing, Quarterly Review)

To know where you are going, it is critical that you know where you are, and to assist Credit Union leaders that are wanting to follow the road map, part of the innovative solution that we

are providing is an Analyzer. The Analyzer asks a series of questions and, based on your responses regarding your Credit Union, will point you to where the Credit Union can focus attention to quick wins. As we found from our own team and conversations with other Credit Union leaders, there is not a one size fits all solution. The analyzer will help you determine where best to start.

BUSINESS MODEL AND PROFORMA

This innovative solution is largely offered at no cost to Credit Unions for both the Analyzer and the roadmap. Our roadmap to Engage Indirect Members gives you solutions and ideas to incorporate into your current program. Our solution is broken down into four (4) phases. You may already have one of the phases incorporated into your program but may be missing one of the other phases to make your Indirect program more profitable. Credit Unions will need to look at their current indirect onboarding program and analyze if more staff is needed if one or more phases are incorporated into your indirect lending program.

To assist in determining what phase your Credit Union may need to focus on, our Analyzer will assess where you are now and recommend the best place to start for maximum impact.

While use of the roadmap has no cost, Credit Unions may find the need to employ consultants or technology solutions to address challenges to engage indirect originated members. A list of vendors, which is by no means exhaustive, is provided in the appendix to get Credit Union executives a starting point for finding the right vendor party regardless of where they are on the roadmap.

OPERATIONAL AND OTHER CONSIDERATIONS

Based on popularity and interest in Indirect Insights Roadmap, & the use of automation tools such as the analyzer, additional technical resources could be invested to further expand the analyzer's analysis. Additionally, this concept could replicate to assist Credit Unions with engagement efforts towards other member segments, such as demographic insights like Gen Z or Millennials, or segmented service users such as "Digital Banking Adopters" or other niche groups.

CALL TO ACTION AND NEXT STEPS

Credit Union leaders can take the first step on the journey to engage indirect originated members TODAY by going online and completing the Analyzer survey. The Analyzer results may be surprising and help Credit Union leaders get started on this important initiative. Avocado Co. feels that for Credit Unions to continue to survive and thrive over the coming years, we will

need to be efficient in capturing the financial relationships with as many individuals as possible that are available to us in our Fields of Membership. Indirect originated members are historically underutilized but represent a tremendous opportunity if we can successfully engage and communicate what we are about. Which way will your Credit Union turn on this pivotal crossroads?

QR Code to scan for Analyzer:



APPENDIX A

Survey questions and response breakdown:

1. Before learning that our Credit Union was your lender, were you already familiar with us?

Rally Credit Union had a total of 60 responses.

62% of members were already familiar.

7% were somewhat familiar

32% were not familiar

Texans Credit Union had 43 responses.

23% of members were already familiar

9% were somewhat familiar

67% were not familiar

Texas Trust Credit Union had 17 Responses

12% of members were already familiar

24% were somewhat familiar

64% were not familiar

Resource One Credit Union had 38 Responses

19% of members were already familiar

3% were somewhat familiar

78% of members were not familiar

2. Did you already receive a welcome letter?

Rally Credit Union had 60 responses

85% responded yes

15% responded no

Texans Credit Union had 43 responses

76% responded yes

24% responded no

Texas Trust Credit Union had

76% responded yes

24% responded no

Resource One Credit Union had 38 responses
82% responded yes
18% responded no

3. How interested were you in learning more about additional products and services that the Credit Union can offer you?

Rally Credit Union had 60 responses
30% responded that they very or extremely interested
38% were somewhat interested
28% were not very interested or not at all interested

Texans Credit Union had 43 responses
21% responded that they were very or extremely interested
21% somewhat interested
38% only slightly interested or not interested

Texas Trust Credit Union had 17 responses
30% responded that they were very or extremely interested
18% somewhat interested
52% were only slightly interested or not interested

Resource One Credit Union had 38 responses
12% responded that they were very or extremely interested
29% somewhat interested
57% were only slightly interested or not interested

4. If the Credit Union offered an incentive—like free car washes or a prepaid gas card—for opening a checking account, how likely would you be to open one with us?

Rally Credit Union had 60 responses
62% responded they would be very or extremely interested
12.5% were somewhat interested
24% responded would not impact the decision

Texans Credit Union had 43 responses
31% responded that they would be very or extremely interested
26% somewhat likely
43% responded would not impact decision

Texas Trust Credit Union had 17 responses
33% responded that they would be very or extremely interested
12% responded somewhat likely
53% responded would not impact the decision

Resource One Credit Union had 38 responses
12% responded that they would be very or extremely interested
5% responded somewhat likely
39% responded would not impact the decision

5. In the past 12 months, have you set any financial goals or plan to set some soon?

Rally Credit Union had 60 responses
46% responded yes
64% responded no

Texans Credit Union had 43 responses
60% responded yes
40% responded no

Texas Trust Credit Union
82% responded yes
12% responded no

Resource One Credit Union had 38 responses
50% responded yes
50% responded no

6. If the Credit Union offered tools or services to help you reach those financial goals, would you be open to learning more?

Rally Credit Union had 60 responses
30.5% responded yes
47% responded maybe
22% responded no

Texans Credit Union had 43 responses
14% responded yes
38% responded maybe
48% responded no

Texas Trust Credit Union had 17 responses
12% responded yes
41% responded maybe
47% responded no

Resource One Credit Union had 38 responses

30% responded yes
70% responded no

7. Did you receive information from the Credit Union about your first monthly payment and how to make your payment timely?

Rally Credit Union had 60 responses
70% responded yes
13% responded no
16% responded not sure

Texans Credit Union had 43 responses
60% responded yes
20% responded no
20% responded not sure

Texas Trust Credit Union had 17 responses
64% responded yes
23% responded no
12% responded not sure

Resource One Credit Union had 38 responses
92% responded yes
8% responded no

8. Have you enrolled in digital banking to view your account online or through the Credit Union mobile app?

Rally Credit Union had 60 responses
55% responded yes
44% responded no

Texans Credit Union had 43 responses
67% responded yes
43% responded no

Texas Trust Credit Union had 17 responses
52% responded yes
47% responded no

Resource One Credit Union had 38 responses
70% responded yes
30% responded no

9. If you are not yet enrolled in digital banking, do you feel confident in how to enroll?

Rally Credit Union had 60 responses

22% responded yes

17% responded no

12% responded they'd like help

48% already enrolled

Texans Credit Union had 43 responses

16% responded yes

19% responded no

7% responded they'd like help

58% already enrolled

Texas Trust Credit Union had 17 responses

30% responded yes

6% responded no

12% responded they'd like help

53% responded already enrolled

Resource One Credit Union had 38 responses

60% responded yes

40% responded no

10. How would you prefer to receive updates about products, services, or helpful tips from us?

Rally Credit Union had 60 responses

80% responded email

15% responded text

5 % other

Texans Credit Union had 43 responses

73% responded email

10% responded text

13% Other

Texas Trust Credit Union had 17 responses

88% responded Email

6% responded text

6% Other

Resource One Credit Union had 38 responses

67% responded email
6% responded text
27% other

11. If you consider your overall experience with our dealer partner, how would you rate the overall experience?

Rally Credit Union had 60 responses
73% Responded Excellent
18% responded good
8% responded neutral

Texans Credit Union had 43 responses
67% responded Excellent
19% responded Good
14% responded poor

Texas Trust Credit Union had 17 responses
35% responded excellent
41% responded Good
12% responded neutral
12% responded poor

Resource One Credit Union had 38 responses
57% responded Excellent
21% responded good
11% responded neutral
9% responded poor

APPENDIX B

Vendor List to Assist with Indirect Member Engagement*

Vendors for Reference to assist with Onboarding Program:

Consulting Services

- CU Collaborate <https://www.cucollaborate.com/credit-union-consulting>
- Cornerstone Advisors <https://www.cnrstone.com/>
- Callahan & Associates <https://callahan.com/>

Omnichannel:

- Eltropy – Omnichannel (Text/Chat built in) www.eltropy.com
- Five9 – Omnichannel Contact Center (Text/Chat built in) www.five9.com
- RingCentral – Omnichannel Contact Center – (Text/Chat built in) www.ringcentral.com
- Genesys – Omnichannel Contact Center – (Text/Chat Built in) <https://www.genesys.com>

Text Messaging:

- Eltropy – www.eltropy.com
- Textline – www.textline.com
- TextMagic - www.textmagic.com
- Simple Texting – www.simpletexting.com

Survey & Management Software:

- Qualtrics - www.qualtrics.com
- EdgeTier - www.edgetier.com
- Level AI - www.thelevel.ai.com
- CommBox – www.commbbox.io
- SurveyMonkey – www.surveymonkey.com
- Mail Chimp – www.mailchimp.com

Points and Reward Systems:

- Prize Out www.prizeout.com
- 99minds www.99minds.io
- Antavo Enterprise Loyalty Cloud www.antavo.com
- Comarch – www.comarch.com
- LoyaltyLion- www.loyaltylion.com
- Talon.one – www.talon.one
- Thanx – www.thanx.com
- Moneythor: www.moneythor.com/ai/

- Smartico: www.smartico.ai

Full CRMs or Member Journey Software:

- Creatio www.creatio.com
- Salesforce – www.salesforce.com
- Microsoft Dynamics 365 – www.microsoft.com
- Datava – www.datava.com
- Total Expert www.totalexpert.com

***This list of vendors is being provided to help Credit Unions identify potential partners. This list is by no means exhaustive and does not indicate an endorsement of the company or products offered. Please perform your internal due diligence process for any vendors.**

ABOUT FILENE

Filene Research Institute is an independent, consumer finance think and do tank. We are dedicated to scientific and thoughtful analysis about issues affecting the future of credit unions, retail banking, and cooperative finance.

Deeply embedded in the credit union tradition is an ongoing search for better ways to understand and serve credit union members. Open inquiry, the free flow of ideas, and debate are essential parts of the true democratic process. Since 1989, through Filene, leading scholars and thinkers have analyzed managerial problems, public policy questions, and consumer needs for the benefit of the credit union system. We work to strengthen organizations through cutting-edge research, incubation opportunities to test and scale solutions, advisory services to help organizations implement innovation, and host communities and events to connect a community of leaders to improve financial well-being.

We live by the famous words of our namesake, credit union and retail pioneer Edward A. Filene: “Progress is the constant replacing of the best there is with something still better.” Together, Filene and our supporters seek progress for credit unions by challenging the status quo, thinking differently, looking outside, asking and answering tough questions, and collaborating with like-minded organizations.

Filene is a 501(c)(3) nonprofit organization. Nearly 1,000 members make our body of work possible. Learn more at filene.org.