

# National Young Leaders

Hearing from the Leaders of **today**

NYL



Credit Union  
Central of Canada

The opportunity to successfully manage:

- Brand
- Growth
- Corporate Social Responsibility
- Managing Internal Change
- Succession Planning



# **The Opportunity to successfully build your Credit Union's Brand**

BRAND



Credit Union  
Central of Canada

# Why Brand?

brand

**All encompassing set of values upon which ALL decisions can be based.**

**What does the word “BRAND” mean to you?**

# Examples of Brand

*Tim Hortons*



# Why Brand?

brand

**It is not just Marketing that is responsible for creating your Brand. If it is, your Brand will never reach its full potential.**



# What Can Brand Do for You?

**Differentiate.**

# Atlantic Canada's Credit Unions

**2001 – Brand Audit. Business Case Developed supported by Internal and Owner Research.**

**The Challenge:**

**Changing Perceptions in Atlantic Canada among owners and non-owners.**

## Atlantic Canada's Credit Unions

- **Brand Proposition Developed.**
- **Brand Values Established.**
- **System-wide buy-in to the direction.**
- **All with the help of our Branding partner – The Branding Merchants.**



## Atlantic Canada's Credit Unions

**THE BRAND PROPOSITION**  
**Your Credit Union**  
**is dedicated to provide**  
**you with the most effective**  
**financial services and wise financial**  
**guidance to empower you to make**  
**the best decisions**  
**for your financial well being**



## Transgressional Value Map

### VALUE

honest

passionate

holistic

spiritual

evolutionary

simplistic

inclusive

### ATTRIBUTE

trustworthy

dedicated

balanced

centered

future orientated

uncomplicated

co-operative

### BENEFIT

can count on

quality

sustainability

do what's right

try new things

easy to use

win/win



# Atlantic Canada's Credit Unions **Brand Audit (Market Perceptions)**

## **Brand Proposition**

***Make It Real***

***Live The Brand***

***Go To Market***

## **Evolve The Brand**

## Newfoundland and Labrador Credit Union

- **Our CEO, CFO, COO and our Management team have internalized the Brand. This is not a Marketing initiative although we are one of the driving forces.**
- **As a result, Brand values play a role in guiding all decisions. Common question around the office, “Is that ONBRAND?”**
- **We have invested in leveraging the regional messaging.**
- **Cumulative effect is quite powerful.**



## Newfoundland and Labrador Credit Union

- **Assets as of 2001 - \$196 million**
- **Assets as of March 2008 - \$343 million**
- **Assets per Owner have increased by \$5,800 or 55% over that period.**
- **Net owners have increased 5% over that period.**

**All organic growth**



## Newfoundland and Labrador Credit Union

- **2005 – NLCU won national award for having introduced the first Energy Efficient Mortgage Product in the country.**
- **2006 – NLCU named one of the Top 10 Companies to work for in Atlantic Canada.**
- **2007 – NLCU named the Employer of Distinction by the Provincial Employer’s Council (Large Company Category).**
- **2007 – NLCU is named for the tenth consecutive year as one of the top 101 Companies in Atlantic Canada.**



# The Opportunity to successfully manage your Credit Union's growth

GROW



Credit Union  
Central of Canada

**Do we need to grow our customer base in order to experience revenue growth?**



**75% of credit union members across the country have business with another financial institution.**



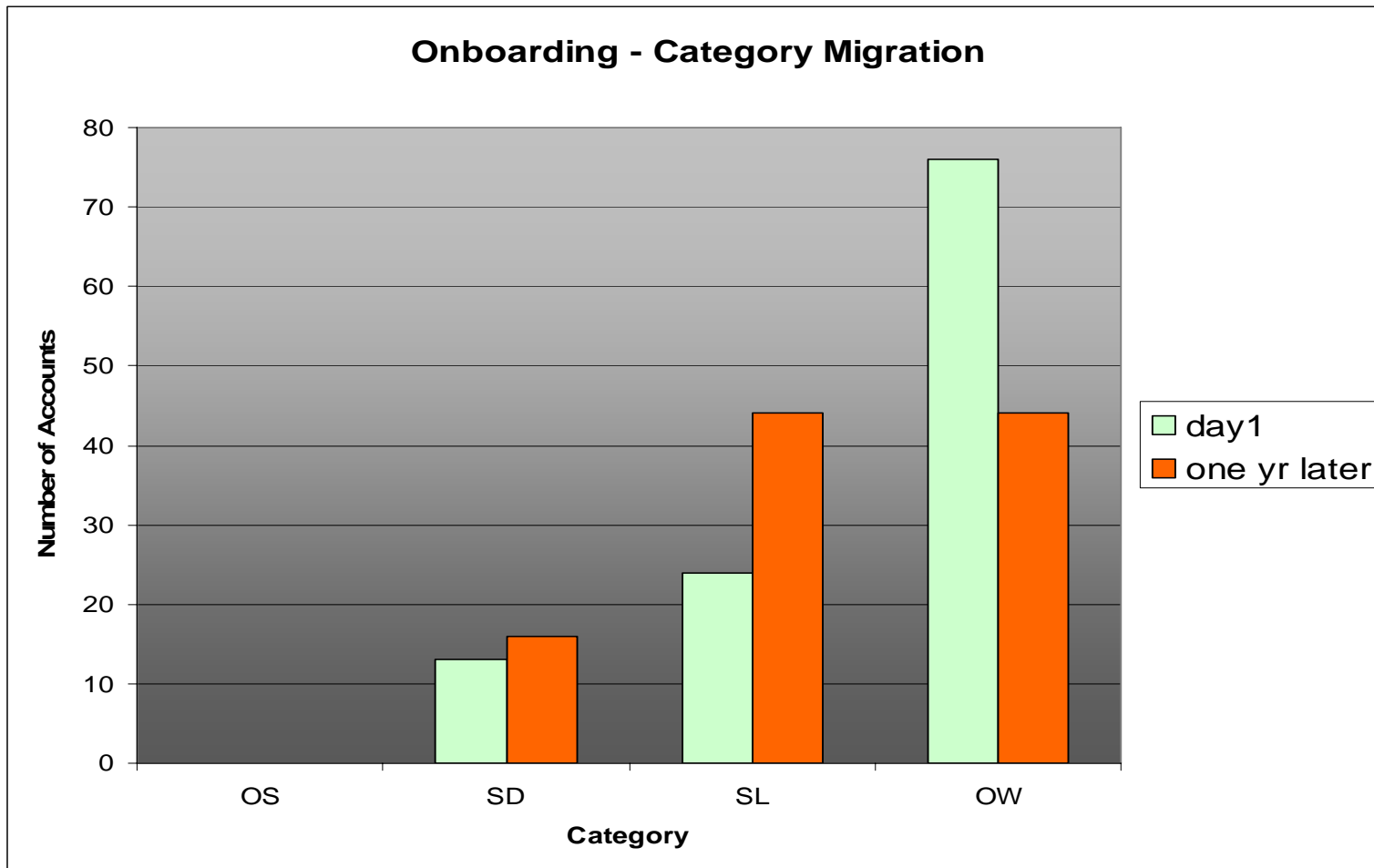
## How – The Infrastructure for Growth

- **Stop losing members**
- **entanglement**



# Onboarding Success

GROW



## Opportunities for revenue growth

- **Chequing/Core account business**
- **Credit cards**
- **youth**



# Relationship Management

## Price

**“If price is the issue, it’s the only issue.”** *Michael Vickers*



# What does this have to do with Brand?



# The opportunity to successfully incorporate Corporate Social Responsibility

CSR



Credit Union  
Central of Canada

## What is it?

**a concept whereby organizations consider the interests of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders, as well as the environment**





# Corporate Social Responsibility

CSR

---

An incredible Business Opportunity

**And here's 5 reasons why..**



Credit Union  
Central of Canada

## Why Do It?

- **It's profitable!**
- **It can make us stand out in our marketplace!**
- **It can offset the risks...**
- **It attracts and retains the staff you're looking for!**
- **It builds communities!**



## Community Economic Development

**Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime". - *Chinese Proverb***



# Is your community's tummy grumbling?



**It starts by thinking outside the box**



# What's the impact?

**A candle loses nothing by lighting  
another candle – Erin Majors**



# The opportunity to successfully Manage your Credit Union's Internal Change

NYL



Credit Union  
Central of Canada

# Introduction

- **What is Advocacy?**
- **Why is Advocacy important to our members?**



# Why is this change important to our credit unions?



**How can a culture of predominantly service, be changed to one of advocacy?**



**Communicating your vision and strategy to provide “visibility” for the team.**



**Identifying and developing a  
“coalition” of strong, engaged  
individuals who understand and buy  
into your vision**



**Empowering the team to expand their thought processes and try different approaches to creating an experience of advocacy.**



- **Identify, celebrate and create short term wins**
- **Consolidate the team's success and focus on evolving the approach.**



**Reinforcing and remaining absolutely passionate about the approach to Advocacy and what it means to the team's success!**



# What does this have to do with Brand?



# The opportunity to successfully implement Succession Planning

Leadership



Credit Union  
Central of Canada

**What would you do if...?**

**Would you be prepared for any of it?**



## Did you know?

- In 2006 a survey conducted by Deloitte, Touche and Tomatsu identified that the top 3 people issues facing organizations were
  - Attracting New talent
  - Retention of Key Talent
  - Retirement of baby boom generation

**Did you know that effective succession planning could address each of these challenges, or at the very least minimize them?**



# Myths of Succession Planning



**Myth #1: Succession Planning is only needed for the CEO and Executive levels of your organization**

**Fact: Effective Succession Planning includes all levels of your organization**



**Myth #2: The most challenging positions to fill are Executive Positions**

**Fact: The most challenging positions to fill right now are in your labor force**



Myth #3: Mergers are a solution to succession planning

Fact: While mergers are addressing some challenges, they are creating new ones



Myth #4: It's better to hire externally for key senior positions

Fact: You're further ahead by striking a balance of developing your own people and complimenting it with external hires



Myth #5: We have no pending vacancies; we won't need to look at a succession plan for awhile

Fact: Effective Succession Management is a constant exercise regardless of movement or vacancy



Myth #6: Succession Planning is just about training and development

Fact: It is ***so much more*** than just training and development



# What is Effective Succession Management?



## Effective Succession Management is...

- **Employee Recruitment & Retention**
- **Employee Involvement**
- **Anticipating the needs of the organization**
- **Addressing the Gaps**
- **Capitalizing on Opportunities that are present**



**It continues with consistent  
reevaluation and  
reassessment.**







# National Young Leaders

Hearing from the Leaders of **today**

Thank  
you



Credit Union  
Central of Canada