



Millennial Research Survey

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Preface

In 2009, after more than a decade working for Partners Federal Credit Union and the Walt Disney Company, I had the opportunity to become the Chief Executive Officer for the de novo Darden Employees Federal Credit Union. DCU, as we coined it, was devoted to serving the 220,000 employees of Darden Restaurants, the world's largest full-service restaurant company (Olive Garden, Longhorn Steakhouse, et al.) My career in financial services marketing, business development, and sales led me to know the importance of understanding as much as we could about our potential members.

Immediately, we realized nearly 60% of that huge population consisted of Millennials – those consumers roughly between the ages of 18 and 35. My leadership team and I had some previous experience working with this age group, but our success at DCU would depend on a solid understanding of this generation's idiosyncrasies, its propensities, and its preferences, and of crafting (and executing) a thoughtful strategic plan.

We were aided in our efforts by the excellent leadership team at Darden Restaurants, from C-Suite executives to front-line managers. We learned a great deal about how the company worked to support these employees, and we learned some Millennial behaviors that turned out to be universal. As we built the credit union from the ground up, we took special care to build it so it appealed especially to Millennials. We knew it was not about social media and technology – it was about everything we did and every way we did it.

We also learned as much as we could from published literature, white papers, studies, and research. The collective "We" is critical in this, because it took professionals from every discipline focusing on these challenges to make it work. Tonya Voltolina, Justin Curcio, and Brooke Rodriguez in particular applied their extensive creative talents in finance, member services, risk management, IT, operations, lending, collections, and marketing to build one the most unique credit unions in the country.

Our success exceeded everyone's greatest expectations. Every conceivable measurement grew more than 500% in our first three years. Darden Restaurants put their money where their mouth was by contributing millions in investment and capital to ensure the credit union could deliver on its promises to the employees. The credit union grew so fast we ultimately vetted a half dozen potential merger partners and selected one to accelerate the expansion of products and services to the entire company.

After the merger, I founded Canidae Consulting and Member Intelligence Group, which are dedicated to helping credit unions evolve and grow. In particular, I provide guidance on strategies to attract, serve, and retain Millennial members. In July 2016 I partnered with the Michigan Credit Union League to facilitate day-long strategy sessions with about 20 Michigan credit unions. Our objective was to provide an outline for a full-fledged Millennial strategy. By every measure, these sessions were tremendously successful.

As part of this unique program, the credit unions had the opportunity to participate in a research survey of their own Millennial members. This report highlights some of the findings from that research. It's my hope that these insights help you refine your credit union's Millennial strategy.

And of course, I encourage you to contact me at www.memberintelligencegroup.com so I can help you with all of your member insight needs.

Jim Kasch

Executive Summary

The Millennial generation (those between 18 and 35 years old) is the largest in America, accounting for approximately 80 million people. The average age of a credit union member is eleven years older than the average American (47 to 36, respectively). Over the past several years, credit unions have become more aware of their need to attract, serve, and retain these younger consumers.

In June 2016 Member Intelligence Group, in cooperation with the Michigan Credit Union League, surveyed 1,142 Millennial credit union members. Each respondent was a member of at least one Michigan-based credit union. The survey was used to gauge the members' attitudinal loyalty to their respective credit union by measuring:

- Their satisfaction with the credit union and its products/services
- Their likelihood of recommending the credit union (Net Promoter Score)
- What they would change about the credit union if they could
- The impact those changes might have on the credit union's Net Promoter Score
- The ease of doing business with the credit union (Member Effort)

In addition, the survey measured:

- Their opinions on various consumer financial brands
- Their preferred methods of communicating, opening accounts, and obtaining loans
- Their primary financial institution
- Their judgment on the credit union's performance compared to their expectations

The survey revealed several interesting insights. For instance:

- Overall satisfaction with credit unions is as high as other generations (92% are satisfied)
- 78% of Millennial members report the credit union as their Primary Financial Institution
- Net Promoter Scores are lower than with other generations (45 compared to a national credit union average of between 50 and 60), which is consistent with previous surveys
- Millennial members would most like to improve access to their money as opposed to value, service, or security
- 62% of Millennials claim it is easy to do business with the credit union
- Younger Millennials (18-25) responded differently from older Millennials (26-35)
- If credit unions are able to address the changes sought after by Millennials, the credit union's Net Promoter Scores could rise as high as 67
- Millennials prefer to receive communications and conduct routine transactions electronically
- **However, Millennials prefer to open accounts and apply for loans at a traditional branch as opposed to doing so online or over the phone**

Note: The complete survey questionnaire is included later in this document for reference.

Methodology

Members were invited to complete the survey via an e-mail invitation. Some of these invitations came from Member Intelligence Group (via their credit union) and some came directly from their credit union with an anonymous link to the survey. Response rates were similar with both methods.

The surveys were electronically delivered and consisted of 14 questions. Questionnaire topics included:

- Member Satisfaction (various components of the credit union on a 5-point scale)
- Net Promoter Score (scale from 0 to 10)
- Key Drivers to Increase Promotion (What would you change organized into various categories)
- Member Effort (scale from 0 to 10)
- Ideal versus Performance (importance of various attributes and credit union performance on the same 5-point scale)
- Competitive Opinions
- Most Important Factor (to open an account)
- Primary Financial Institution (What institution do you think of first when you have a need?)
- Communication Preferences
- Account Opening / Loan Application Preferences
- General Comments

The survey was active from June 6, 2016 through July 8, 2016.

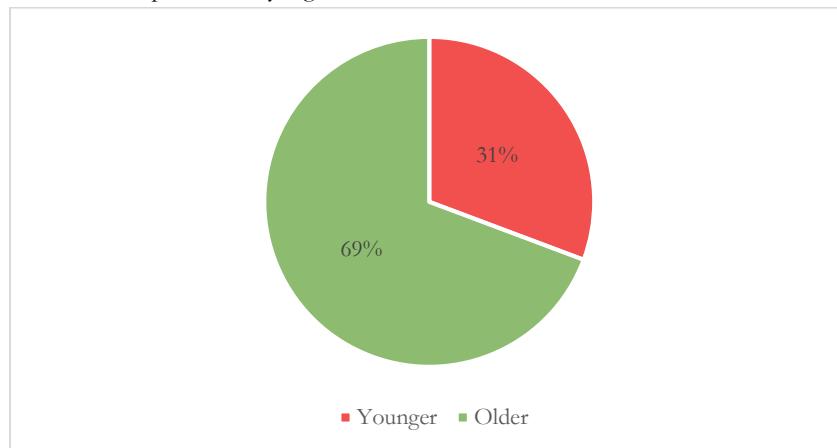
Note: The results reported can only be considered the opinions of the survey participants. They cannot be generalized to represent the entire client population as a whole.

Demographics

Most of the survey responses are generalized into a single segment. However, where noted, some responses are broken out by Younger (18-25) and Older (26-35) Millennials. The responses by age group are displayed below.

There were no other demographic questions, such as income, education level, etc.

Chart 1 – Respondents by Age



Overall Satisfaction

Credit unions have always prided themselves on their high member satisfaction scores, particularly in relation to the same scores for banks. Credit unions have consistently rated well over 80% for overall satisfaction. This survey of Millennials showed similar results.

- Top-box overall satisfaction (Strongly Agree, 5 out of 5): 53.8%
- Overall satisfied (Agreed or Strongly Agree, 4 or 5 out of 5): 92.6%

Table 1 - Overall Satisfaction by Area

| | Very Dissatisfied | Dissatisfied | No opinion | Satisfied | Very Satisfied |
|--|--------------------------|---------------------|-------------------|------------------|-----------------------|
| Overall | 2.8% 31 | 2.3% 26 | 2.3% 26 | 38.8% 437 | 53.8% 606 |
| Branch locations | 2.8% 32 | 9.4% 107 | 10.8% 123 | 41.1% 466 | 35.9% 407 |
| ATM locations | 3.4% 39 | 12.4% 141 | 18.5% 210 | 35.3% 400 | 30.3% 343 |
| Online and mobile service | 4.7% 53 | 9.2% 104 | 5.8% 65 | 33.5% 378 | 46.9% 529 |
| Account opening / loan applications | 3.4% 38 | 3.5% 40 | 21.5% 243 | 31.1% 352 | 40.5% 459 |
| Product options | 2.4% 27 | 2.9% 33 | 33.1% 374 | 32.0% 362 | 29.6% 334 |
| Personal service | 3.9% 44 | 3.2% 36 | 10.1% 114 | 31.5% 357 | 51.4% 582 |
| Loan rates | 3.0% 34 | 4.1% 46 | 36.0% 407 | 27.8% 315 | 29.2% 330 |
| Savings rates | 4.1% 47 | 12.2% 138 | 29.7% 337 | 29.0% 329 | 25.0% 284 |
| Fees | 4.8% 54 | 5.8% 66 | 23.6% 268 | 32.2% 365 | 33.7% 382 |

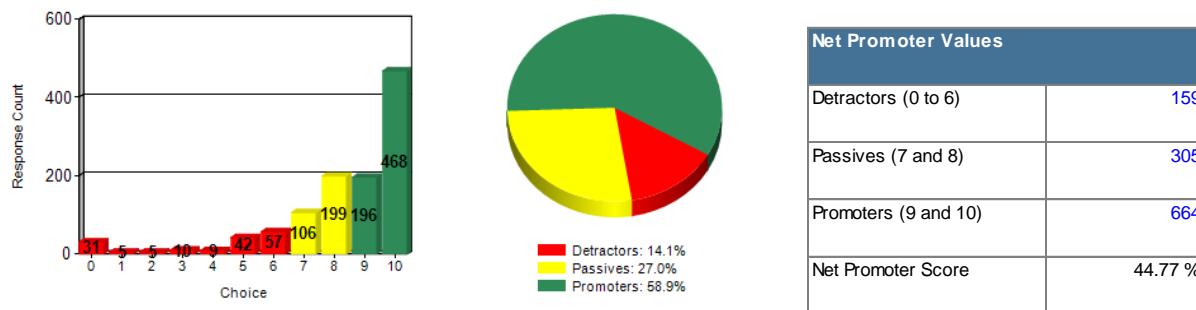
As is typical, satisfaction levels for individual aspects of the credit union were lower than the level for Overall Satisfaction. Unsurprisingly, the highest satisfaction was for Personal Service. Pleasantly, Online and Mobile Access, a predictably important aspect of Millennial expectations, scored higher than 80% satisfied. The lowest rated aspect was Savings Rates, which may have been predicted. However, it's important to realize that even though Millennials don't typically have substantial savings balances, it's still important to them to have competitive savings rates.

Strategic question: How can credit unions demonstrate a commitment to paying higher dividend rates without compromising balance sheets? Call Member Intelligence Group for ideas.

Net Promoter Score

The overall Net Promoter Score (NPS) was 44.77 which is considerably lower than the average NPS for credit unions (typically between 50 and 60). However, this rating is similar to the results from other Millennial-specific surveys conducted by Member Intelligence Group.

Chart 2 – Net Promoter Score



In terms of NPS distribution, Millennials report similarly to other generations. That is, the percentage of respondents in each category (Promoter, Passive, and Detractor) are similarly proportionate to Baby Boomer and Generation X respondents.

Credit unions interested in improving their Net Promoter Scores should focus on how they can migrate more members into the Promoter category (as opposed to **reducing detractors**.) Studies have shown members who report as Promoters are up to **7 times as profitable** as average members.

Strategic Tip: Be sure your credit union is tracking individual and/or household profitability at the most granular level possible. Only with good information can you make informed strategic decisions.

Key Drivers to Increase Promotion

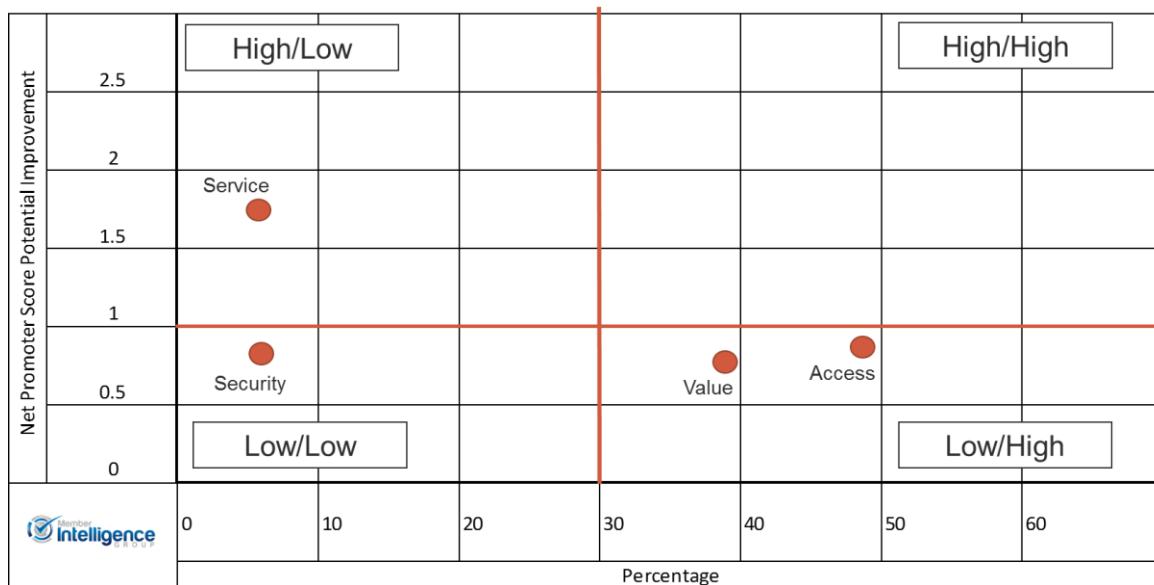
Chart 3 below maps the four value proposition dimensions according to two factors. The four value proposition dimensions are:

- Value – The financial burden or benefit to members of doing business with the credit union (savings rates, loan rates, fees, etc.)
- Access – The convenience to members in obtaining and using their money (branch locations, ATM locations, electronic tools, etc.)
- Service – The ease or difficulty for members in working with the credit union and its employees (personal service, reliability, wait times, service levels, etc.)
- Security – The sense of security and peace of mind members have about doing business with the credit union (accuracy, privacy, physical and digital security, etc.)

The chart is built as follows:

- The X-axis – the percentage of members who would change that aspect of the credit union
- The Y-axis – the reported improvement in the average Net Promoter Score (0-10) ranking if the credit union addressed the change
- The red lines on the table represent the medians for each measurement
- These medians divide the chart into quadrants that represent the importance and/or urgency of each issue

Chart 3 – Key Drivers for Net Promoter Score



Credit unions looking for a bright light illuminating the one area on which they should focus will be disappointed, but the results still provide good insights.

For instance, we find only six percent (6%) of respondents would change service related issues with the credit union, but the average improvement in the Net Promoter Score following the improvements is a high 1.57. In other words, service related issues aren't the most important for many members to address, but they are incredibly important for those who **did** report them. Therefore, Service would be considered High Impact/Low Number.

On the other hand, Access and Value related issues were reported by far more members (49% and 39% respectively) and the reported improvement is less than 1.00. These items would be considered Low Impact/High Number.

Strategic Note: *The high impact on the improvement of service issues also lends additional credence to the importance of reducing member effort. In their landmark study, the Customer Contact Council determined what many have known naturally – that is, excellent service doesn't do much to improve member loyalty, but poor service can kill it in a heartbeat.*

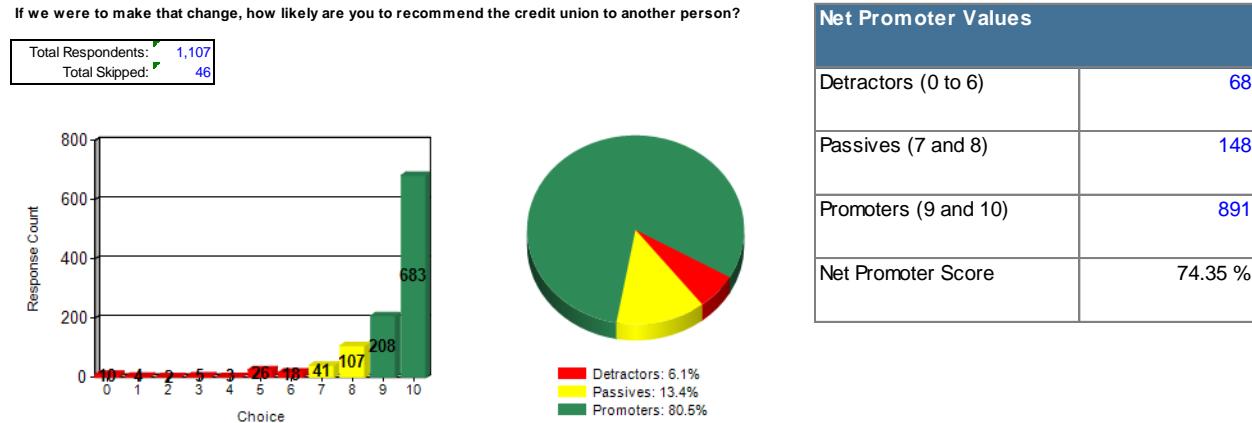
Improving these areas requires focus at a granular level. That is, it's not enough for the management team to express a desire to simply "Improve Access" without identifying specific ways in which this should be accomplished. One step in doing this is to further question those members who responded in this way. For instance, what do they mean by improved access? Branch locations or operating hours? An improved online banking or mobile banking application? More ATMs?

Strategic Tip: *Deeper analysis will help identify specific actions the credit union can take to make substantive improvements. Member Intelligence Group can help you receive and evaluate specific feedback from your members to inform better decision making.*

Potential Net Promoter Score

We then asked the members to regrade the credit union on the Net Promoter scale with the assumption the credit union was able to improve the area they identified as most important. Members responded with an updated Net Promoter Score of 74! Chart 4 below shows the results of this Potential Net Promoter score.

Chart 4 – Potential Net Promoter Score



In other words, if the credit union is able to address their individual concerns around value, access, service, and security, the Millennial members would report a Net Promoter Score of 74.35. That is a 66% improvement. More importantly, it would result in a substantially more profitable segment group.

Strategic Tip: Obviously, the credit union will not be able to address 100% of member's concerns, but that's not the point of this exercise. By leveraging these insights, credit union management can stack-rank opportunities and make better decisions on how, where, and when to apply resources. For instance:

- Are there “low-hanging fruit” opportunities to experience quick wins?
- Can we quantify the financial impact of each opportunity?
- If we can only take on one or two “transformational” projects each year, which might have the most substantial impact from the members’ perspective?
- Can we layout a schedule of potential improvements?

Member Effort

Several years ago the Customer Contact Council conducted an extensive study of 75,000 consumers. The study was focused on building customer loyalty in a service environment. In short, the study revealed two important insights:

- First, exceeding customer expectations does little to increase loyalty; reducing effort increases loyalty
- Deliberately acting on this can reduce expenses, improve service, and reduce customer churn

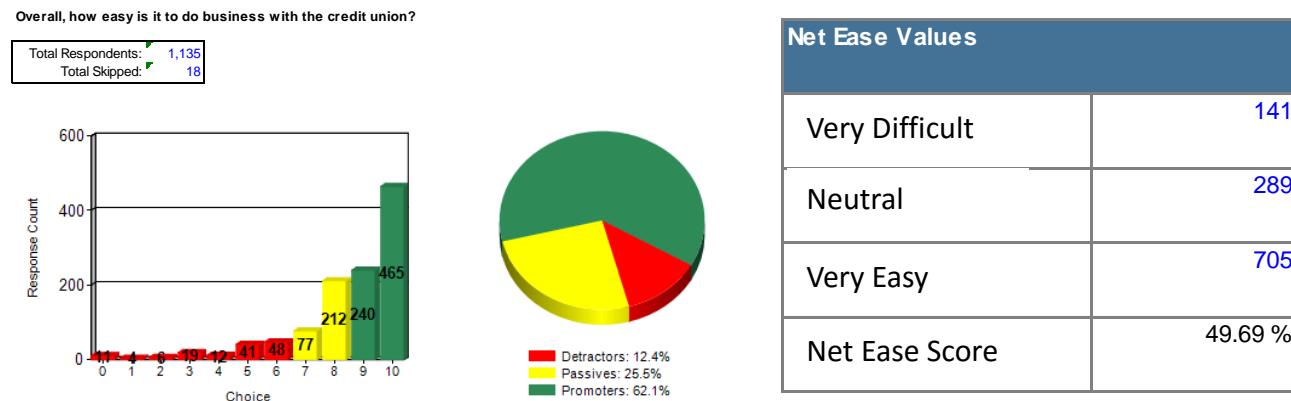
The concept, explained eloquently by the authors of the study, (The Harvard Business Review white paper “Stop Trying to Delight Your Customers” can be found here: <https://hbr.org/2010/07/stop-trying-to-delight-your-customers>), boils down to a simple mandate:

Make it easier for your members to do business with you.

In our survey we asked the members how easy it is to conduct business with the credit union. We used a 0 to 10-point scale (think Net Promoter Score), with 0 representing “very difficult” and 10 representing “very easy.”

In addition to calculating a raw “Ease of Use” score, we also calculated a “Net Ease Score” which is determined in the same way as Net Promoter Score. Credit unions should aim for a Net Ease Score that is 15 to 20 points *higher* than their current Net Promoter Score, as Net Ease is a strong precursor to member loyalty.

Chart 5 – Net Ease Score



As shown in Chart 5 more than 62% of members reported that it was “Very Easy” to do business with the credit union and less than 13% reported it was “Very Difficult” with the rest neutral. The raw ease score of 62 is comparable to other non-Millennial specific surveys we have conducted.

However, the Net Ease Score of less than 50 is a little more concerning, as this is only 4 points higher than the current Net Promoter Score. In order for the credit unions to be confident they are developing deeper loyalty with their Millennial members, the Net Ease Score should be around 60. This would provide evidence that with continued delivery on the value proposition, the NPS score will trend upward (meaning more profitable promoter members overall.)

There remains the opportunity to dig deeper into the members’ perceptions on the ease of doing business with the credit unions. Recall that improving “Access” was the most frequent answer to “What one thing would you change about the credit union?” The concept of convenient access to money is very closely aligned with the ease of use – branch locations, operating hours, technology, ATM networks, etc.

Strategic Tip: Additional research, including perhaps focus groups, would help drill down deeper into the members’ expectations and would further help individual credit unions improve their performance.

Primary Financial Institution

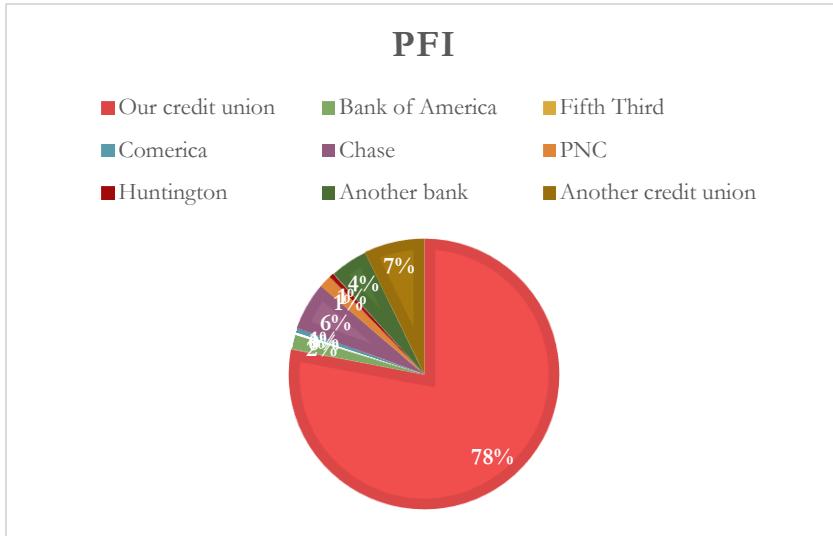
78% of Millennial members surveyed reported their credit union as their Primary Financial Institution. This result is similar to other, non-generation specific surveys conducted by Member Intelligence Group. JP Morgan Chase accounts for the single largest competitive share (6%) and all other credit unions account for 7%. The other competitors (identified as the largest financial institutions in Michigan) barely register.

This is good news for credit unions, as Millennial members appear just as likely to build loyalty and affinity with their credit unions as older generations. While the challenge for credit unions to raise awareness among Millennials remains (as many as 75% of non-credit union member Millennials report not knowing much about credit unions) those Millennials who ultimately join credit unions appear as loyal as any other generation.

Notice that “all other credit unions combined” account for only 7% of competition. This means that the typical credit union is **not** competing directly with the credit union across town. It’s easy for credit union executives to fall into this trap because we spend so much time together at industry events and conferences. We spend a great deal of time hand-wringing over what the other credit unions in town are doing, how they are pricing their products, and how they are promoting, when in reality, the members rarely notice.

Strategic Tip: Stop worrying about what other credit unions are doing. Stop fighting for the same 7% of the market. Set your aim instead on the banks because they represent your biggest competitors.

Chart 6 – Primary Financial Institution



Opinions on Brands

Most respondents reported having little to no opinion on the major banking institutions in the state of Michigan. Perhaps this should be unsurprising considering nearly 4 out of 5 respondents reported the credit union as their primary financial institution. What opinion they did have on the national banks reflects those opinions reported in other studies. Namely, if Millennials have an opinion on a national bank at all, it’s probably a poor opinion.

Respondents had the best opinions on the credit unions with nearly 60% rating the credit union as “awesome” and another third rating them as “good.” That’s an overall 92.7% favorable opinion, which is outstanding. Bank of America had the unsurprising distinction of having the worst overall opinion score with more than a quarter of respondents reporting a negative opinion. Almost the same number reported similarly for JP Morgan Chase.

Strategic Note: Competitive market positioning is always best measured locally, as it is easier to identify and query on specific local competitors and not just the largest regional and national banks.

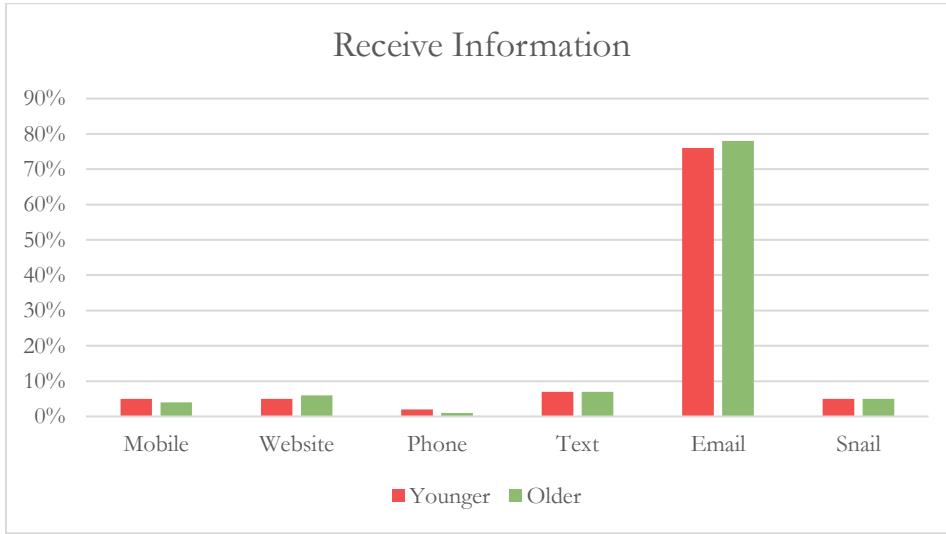
Table 2 – Opinions on Brands

| | Terrible | Bad | No opinion | Good | Awesome |
|------------------|--------------|--------------|--------------|--------------|--------------|
| Our credit union | 1.3% 15 | 2.7% 30 | 3.2% 36 | 33.3% 372 | 59.4% 663 |
| Bank of America | 14.0% 155 | 13.8% 152 | 57.6% 637 | 10.8% 119 | 3.8% 42 |
| PNC | 7.8% 86 | 9.9% 109 | 68.6% 753 | 10.1% 111 | 3.6% 39 |
| Fifth Third | 8.1% 89 | 9.5% 104 | 73.7% 806 | 6.6% 72 | 2.0% 22 |
| JP Morgan Chase | 12.5% 138 | 11.5% 127 | 55.6% 614 | 14.5% 160 | 6.0% 66 |
| Comerica | 6.8% 75 | 8.7% 96 | 76.8% 844 | 5.3% 58 | 2.4% 26 |
| Huntington | 5.4% 59 | 6.8% 75 | 77.0% 843 | 7.7% 84 | 3.1% 34 |

Preferences

Millennials report a clear preference to receive information from the credit union via email, and it's really not even close. The younger and older cohorts responded similarly.

Chart 7 – Preference to Receive Information from the Credit Union

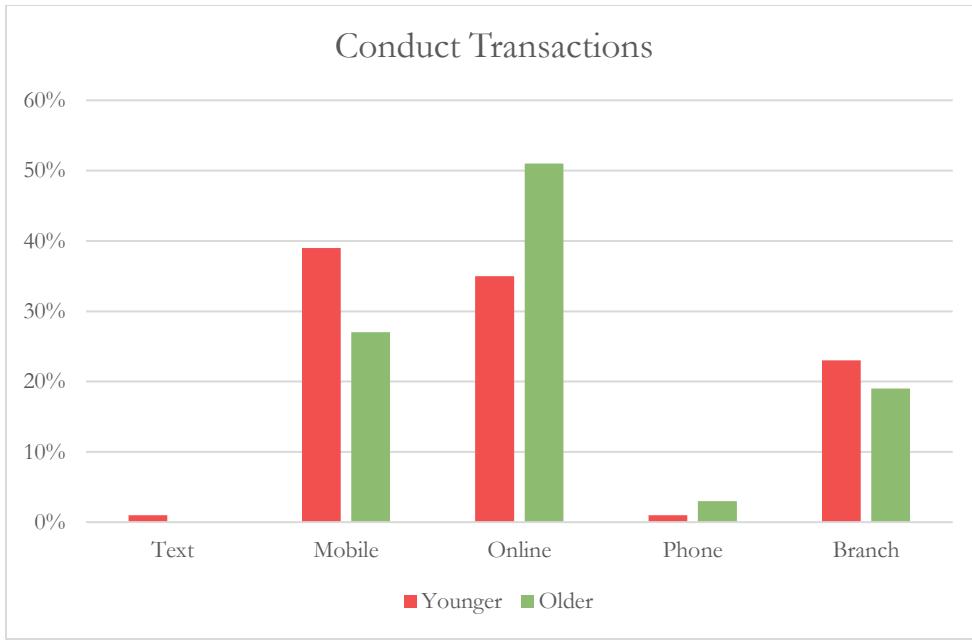


Respondents also reported clearly their preference to conduct routine banking transactions (deposits, transfers, inquiries, etc.) via online banking and/or a mobile application. Interestingly, Younger Millennials report a preference for mobile applications over online banking, and Older Millennials report the opposite. It could be that older Millennials are more likely to be working in a professional environment and have more access to traditional computers, laptops and tablets.

These results reinforce the commonly held assumption that Millennials prefer to do their banking remotely, and it stresses the importance of offering robust remote banking technologies. In fact, having this technology is no longer a “like to have” for consumers, it’s “gotta have.”

Strategic Question: How successful is your credit union at capturing email addresses for all members?

Chart 8 – Preference to Conduct Routine Transactions



Perhaps the most interesting result regarding preferences is something Member Intelligence Group has discovered previously with this generation: They prefer to use retail branches to open accounts and apply for loans.

Chart 9 – Preference to Open New Accounts

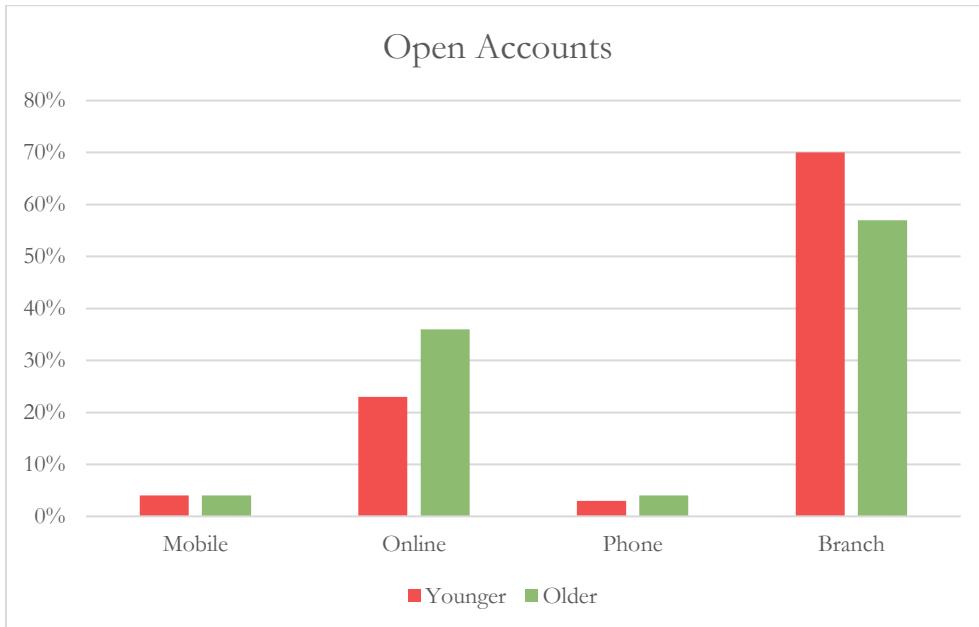
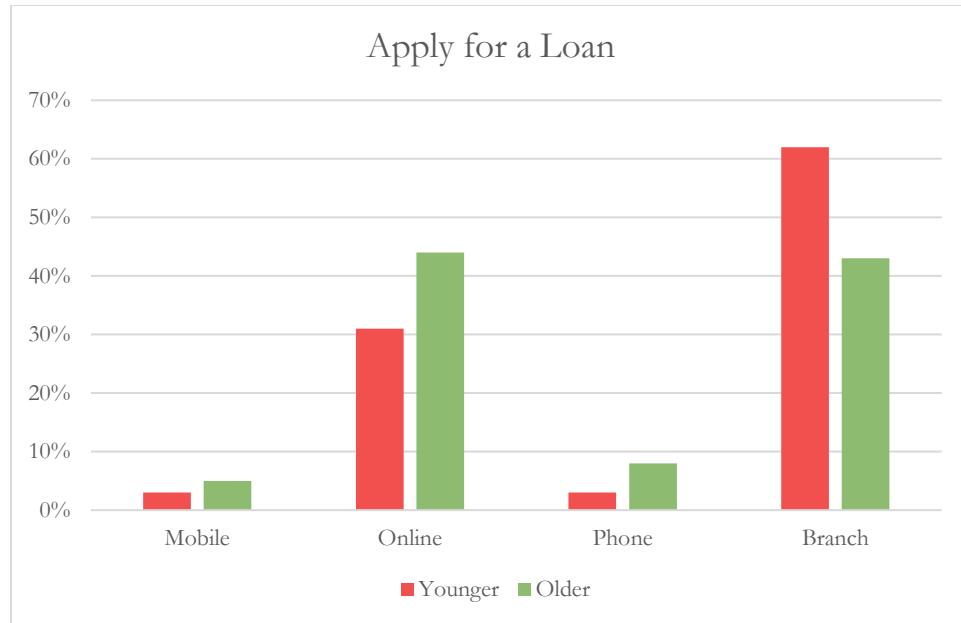


Chart 10 – Preference to Apply for a Loan



These results reinforce the fact that Millennial consumers seek advice from trusted parties before they undertake a major life decision. Millennial members regularly consult with their parents and other figures of authority before they even conduct their own independent research. They want to learn about the process, they want to gain knowledge so they can make good decisions. They don't want to be "sold to" as much as they want to be empowered.

These results should be encouraging to credit unions, even if they are counter to much of today's strategy to reduce branch traffic. In fact, we advise our clients you do not want to **reduce branch traffic**, you want to **reduce teller line traffic** and **increase member service traffic**. More member service traffic means more conversations with members, more opportunities to provide sound advice and guidance, and more opportunities to sell credit union products.

Strategic Tip: Encourage your Millennial members to visit the branch and consult with your experts, their advocates. After all, credit unions were founded for just this purpose – to empower the underserved, to educate the unknowing, to serve those who need served the most. Plus, loan applications taken at by an employee in a branch environment are typically much more likely to ultimately fund than applications taken over the phone or online.

Conclusions

The Millennial Research survey revealed several important insights for the participating credit unions, and it's our hope that it can spark similar dialog at your credit union. We encourage you to not discount this population. (The generation is too big to ignore, anyway!) Instead, embrace them and serve them well. Doing so starts with *listening* to them.

About Member Intelligence Group

Member Intelligence Group helps credit unions obtain meaningful insights from their members in order to improve strategic decision making. Founded by experts with 20 years-experience in financial services marketing and sales, we help clients from under \$100 million in assets to \$1 billion in assets. Services include annual Member Engagement Surveys, daily transactional surveys, new and closed account surveys, and product research surveys. Learn more about our unique approach and dedication to the credit union movement at www.memberintelligecegroup.com.



***1. Which credit union invited you to take this survey?(*Required)**

Select one.

| |
|---|
| <input type="radio"/> BlueOx CU |
| <input type="radio"/> Marshall Community CU |
| <input type="radio"/> North Central Area CU |
| <input type="radio"/> Community Alliance CU |
| <input type="radio"/> First United CU |
| <input type="radio"/> OUR CU |
| <input type="radio"/> University of Michigan CU |
| <input type="radio"/> ELGA CU |
| <input type="radio"/> FreeStar Financial Community CU |
| <input type="radio"/> Isabella Community CU |
| <input type="radio"/> Michigan State University FCU |
| <input type="radio"/> Michigan Columbus FCU |
| <input type="radio"/> Financial Plus CU |
| <input type="radio"/> Oakland County CU |
| <input type="radio"/> Post CCU |
| <input type="radio"/> FinancialEdge Community |
| <input type="radio"/> Wildfire |

***2. What is your age?(*Required)**

Select one.

| |
|-----------------------------|
| <input type="radio"/> 18-25 |
| <input type="radio"/> 26-35 |

3. Overall, how satisfied are you with the credit union in the following areas?

Select one per row.

| | <i>Very Dissatisfied</i> | <i>Dissatisfied</i> | <i>No opinion</i> | <i>Satisfied</i> | <i>Very Satisfied</i> |
|-------------------------------------|--------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Overall | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Branch locations | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ATM locations | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Online and mobile service options | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Account opening / loan applications | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Product options | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Personal service | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Loan rates | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Savings rates | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Fees | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

4. How likely are you to recommend the credit union to another eligible person?

Select one.

| |
|---|
| <input type="radio"/> 0 Not likely at all |
| <input type="radio"/> 1 |
| <input type="radio"/> 2 |
| <input type="radio"/> 3 |
| <input type="radio"/> 4 |
| <input type="radio"/> 5 Neutral |
| <input type="radio"/> 6 |
| <input type="radio"/> 7 |
| <input type="radio"/> 8 |
| <input type="radio"/> 9 |
| <input type="radio"/> 10 Extremely likely |

5. If you could change any one thing about the credit union, what would it be?

Select one.

| |
|--|
| <input type="radio"/> Better service from employees |
| <input type="radio"/> Better access to my money (branches, technology, etc.) |
| <input type="radio"/> Better value (rates and fees) |
| <input type="radio"/> Better security (privacy, protection, etc.) |

6. If we were to make that change, how likely are you to recommend the credit union to another person?

Select one.

| |
|---|
| <input type="radio"/> 0 Not likely at all |
| <input type="radio"/> 1 |
| <input type="radio"/> 2 |
| <input type="radio"/> 3 |
| <input type="radio"/> 4 |
| <input type="radio"/> 5 Neutral |
| <input type="radio"/> 6 |
| <input type="radio"/> 7 |
| <input type="radio"/> 8 |
| <input type="radio"/> 9 |
| <input type="radio"/> 10 Extremely likely |

7. Overall, how easy is it to do business with the credit union?

Select one.

| |
|---|
| <input type="radio"/> 0 Not easy at all |
| <input type="radio"/> 1 |
| <input type="radio"/> 2 |
| <input type="radio"/> 3 |
| <input type="radio"/> 4 |
| <input type="radio"/> 5 Neutral |
| <input type="radio"/> 6 |
| <input type="radio"/> 7 |
| <input type="radio"/> 8 |
| <input type="radio"/> 9 |
| <input type="radio"/> 10 Extremely easy |

8. Please rate your ideal financial institution on the following attributes (how it should be) and then rate the credit union on the same attributes.

Select one per row.

| Importance | | | | | |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | <i>Very low</i> | <i>Low</i> | <i>No opinion</i> | <i>High</i> | <i>Very High</i> |
| Branch locations | <input type="radio"/> |
| No-charge ATM locations | <input type="radio"/> |
| Online banking | <input type="radio"/> |
| Mobile banking | <input type="radio"/> |
| Great savings rates | <input type="radio"/> |
| Great loan rates | <input type="radio"/> |
| Low fees | <input type="radio"/> |
| Personalized service | <input type="radio"/> |
| Accuracy | <input type="radio"/> |
| Our Credit Union | | | | | |
| | <i>Very low</i> | <i>Low</i> | <i>No opinion</i> | <i>High</i> | <i>Very High</i> |
| Branch locations | <input type="radio"/> |
| No-charge ATM locations | <input type="radio"/> |
| Online banking | <input type="radio"/> |
| Mobile banking | <input type="radio"/> |
| Great savings rates | <input type="radio"/> |

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Great loan rates | <input type="radio"/> |
| Low fees | <input type="radio"/> |
| Personalized service | <input type="radio"/> |
| Accuracy | <input type="radio"/> |

9. Please share your opinion on the following banks/credit unions:

Select one per row.

| | Terrible | Bad | No opinion | Good | Awesome |
|------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Our credit union | <input type="radio"/> |
| Bank of America | <input type="radio"/> |
| PNC | <input type="radio"/> |
| Fifth Third | <input type="radio"/> |
| JP Morgan Chase | <input type="radio"/> |
| Comerica | <input type="radio"/> |
| Huntington | <input type="radio"/> |

10. Which of the following is most important to you when you decide to open a bank account with a financial institution?

Select one.

- Branch location
- ATM locations
- Savings rates
- Loan rates
- Low fees
- Product selection
- Personal service
- Recommendation from a friend

11. What institution do you think of first when you have a financial need?

Select one.

| | |
|--|--------------------------------|
| <input type="radio"/> Our credit union | |
| <input type="radio"/> Bank of America | |
| <input type="radio"/> Fifth Third | |
| <input type="radio"/> Comerica | |
| <input type="radio"/> Chase | |
| <input type="radio"/> PNC | |
| <input type="radio"/> Huntington | |
| <input type="radio"/> Another bank | (Answer question number 11.2.) |
| <input type="radio"/> Another credit union | (Answer question number 11.1.) |

11.1 What other credit union?

| |
|--|
| |
|--|

11.2 What other bank?

| |
|--|
| |
|--|

12. How do you prefer to receive information from the credit union ?

Select one.

| |
|-----------------------------------|
| <input type="radio"/> Snail mail |
| <input type="radio"/> Email |
| <input type="radio"/> Text |
| <input type="radio"/> Telephone |
| <input type="radio"/> Website |
| <input type="radio"/> Mobile Site |

13. How do you prefer to conduct normal transactions with the credit union?

Select one.

| |
|--------------------------------------|
| <input type="radio"/> In the branch |
| <input type="radio"/> Over the phone |
| <input type="radio"/> Online banking |
| <input type="radio"/> Mobile banking |
| <input type="radio"/> Text |

14. If you needed to apply for a loan, how would you prefer to apply?

Select one.

| |
|--------------------------------------|
| <input type="radio"/> In the branch |
| <input type="radio"/> Over the phone |
| <input type="radio"/> Online |
| <input type="radio"/> Mobile |

15. If you needed to open a new account, how would you prefer to open it?

Select one.

| |
|--------------------------------------|
| <input type="radio"/> In the branch |
| <input type="radio"/> Over the phone |
| <input type="radio"/> Online banking |
| <input type="radio"/> Mobile |

16. Is there anything else you would like for us to know?

| |
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