

RFG Case Study: *Strategic Planning*

RFG Helps Credit Union Set Strategic Direction

Client:

A \$450mm credit union in the southeast with branches in urban, rural and upscale communities.

Process:

RFG facilitated a phased “building block” approach to the credit union’s planning process utilizing relevant industry research, local and regional market data and comparative financial and industry metrics. The strategic planning process included off-site analysis, on-site interviews, group participation and adoption of the plan.

Challenges and Opportunities:

The Board of Directors determined that a new business model was necessary to propel the organization in a forward thinking direction. The credit union had also experienced executive management turnover.

During the planning retreat, RFG and the credit union drew upon data from previous engagements, including: services per household, branch performance, product profitability, market demographics and growth trends. These various data points were supported by financial metrics that enabled us to develop strategies based on factual information and tactical action items that are realistic and achievable.

Recommendations:

RFG delivered a 120 page strategic plan that included specific strategies, action items with assigned accountability, including:

- Develop a comprehensive retail branch strategy
- Achieve sustained levels of profitability and growth from existing members
- Evaluate conversion to new core system
- Understand member needs, wants, backgrounds, and feelings and validate products and services consistent with membership profile
- Develop a formal and consistent training program to improve staff knowledge and abilities
- Build a stronger sales and service culture by adding measurable goals and metrics to drive cross-sales, member service, and deeper relationships with members (PFI)
- Explore programs to enhance employee performance and morale through cash and non-cash incentives
- Seek expansion opportunities through CUSO relationships, branching and potential merger/acquisition partners

The strategies were aligned to 23 specific action items and assigned goals, timelines, accountability and measurement to define success.



Mandate ...

Produce a strategic plan that will support our client’s new business model and drive financial performance during a three year timeframe.

... Achieved

- Compiled a 120 page strategic plan that included specific strategies, action items with assigned accountability and responsibility
- Gained consensus, commitment and ownership among all participants including between management and Board of Directors
- Established a three-year roadmap for success that is factual, realistic and achievable.