

THE *Affiliation* **PROGRAM**
 SHESHUNOFF CONSULTING + SOLUTIONS

Sampling of Ideas from Fall 2011 Idea Exchange Sessions

Category	Comment
Board of Directors	Board qualifications: Use three criteria - Educational, occupational and geographic diversity. Mandatory retirement age; directors range in age from 40-70 years old; takes one director to one national convention each year.
Business Development/Retention	Business Development Officers must sit on one outside board to get to know people; study who is on each board to determine which boards they want staff on; track success of each board.
Business Development/Retention	Have always done medical lending so are creating a marketing program to get more medical business: mortgage, remote deposit capture, higher LTV, etc.; program just started so no results to report yet.
Expense Management	Bought two image enabled ATMs for \$20,000 each from closed branch of another bank so look for possible deals such as this.
Expense Management	Evaluated all branches on a scale of 1-4 and developed staffing level for each tier on the scale.
Interest on Business Checking	Bank ran an ad offering this but business owners don't seem to want it so they lowered the rate and pulled the ad; most customers want extra FDIC coverage.
Lending	Create borrower funded reserve to keep off non-accrual list; 1-2 years of payments in the account.
Lending	Considering financing medical procedures not covered by insurance - Lasik, plastic surgery, etc.

Lending - Portfolio Managers	Portfolio manager handles administrative tasks for lenders to free them up for business development.
Miscellaneous	Bank makes sure they know what their customers offer so can use customers' services when possible; eg, purchased food baskets from a customer that bank gives as gifts to other customers.
Miscellaneous	Developed a report with one line for each customer relationship and their services to see profitability.
Miscellaneous	Discovered \$200,000-400,000 bottom line impact from not setting up CDs properly.
Next Generation	Identified high profit customers and paying attention to them and their children.
Noninterest Income	Have 2 ombudsmen who counsel customers who go over certain number of overdrafts.
Noninterest Income	Being smarter with what we do with our existing customers; example - people with permanent waivers; centralized NSF waivers with one person; first year generated about \$250,000 in fees that had been waived in the past.
Personnel	Told employees they would never lose their jobs at the bank due to downsizing and was surprised at how important that was to them.
Personnel	Person they did not want to lose was considering retiring so they developed a plan for him to work 3 weeks each month and is off 1 week per month; has worked well for the bank and the employee.
Regulatory	Have a methodology for your procedures/processes and be able to clearly explain the methodology.
Regulatory	Be sure conversations with customers are documented.
Social Media	Social media: Staying out until build strategy around it; can hurt more than help if not done properly.
Technology	Have internet café to attract younger generation; not profitable now but will be later.