



BUILDING THE MODEL CREDIT UNION

Defined. Delivered. Together.

CUDA
credit union development association

www.cuda.ie



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Ireland's Leading Credit Union Development Association

Incorporated in 2003, today CUDA is proud to serve 50 of Ireland's most progressive credit unions with a strong voice, leadership and value-creating solutions which enhance strategic and operational capabilities.

Our services and solutions are modular, providing you with the flexibility to utilise only what is relevant, and designed with credit unions to ensure business fit and compliance.

CUDA delivers using collaborative, not-for-profit shared services which create economies of scope, scale and replication of best practice. Being credit union owned, benefits flow directly to you and your members free from vested interest.

CUDA's experienced team operates with a sense of purpose and a clear vision about supporting member credit unions in 'Improving the financial, social and environmental well-being of credit union members and their communities'.

Our unique offering consistently delivers more value to our members daily business'. In 2019 we achieved 3 successes in the regulatory sphere, led 3 major business model initiatives, launched our Hive CRM solution, trained 500+ people and generated 18,000 loan leads worth €117m via digital channels.

Whether your credit union is large or small, community or industrial, CUDA has the solutions, vision and commitment to improve your capabilities and competitiveness, today and for future generations.

Representation 	Strategy & Solutions	Training & Development 	Compliance  
<p>Lobbying for fair and proportionate legislative and regulatory treatment as the voice of CUDA Owners, securing fair deals from suppliers and presenting a positive image to stakeholders and society.</p>	<p>Business solutions that deliver tangible results. The key focuses are lending growth, improving market reach and member engagement, supported by innovation of complementary products, processes and partnerships.</p>	<p>Role and function-based courses and toolkits to help staff, management and boards improve their effectiveness, develop new capabilities and attain CPD.</p>	<p>On-demand helpdesk and IT solutions to support credit unions fulfil their duty of care, meet PRISM requirements and internal governance challenges. Monitor all impacting legislation and regulations, updating policies as necessary.</p>

Journey to the Model Credit Union

A growing membership base and strong brand approval demonstrate that people desire the ethical approach which credit unions champion.

To regain and sustain competitiveness credit unions must urgently adopt a more strategic approach, augmenting trust with a modern business model based on capability and performance.

Value Proposition

The Model Credit Union differentiates based on relationship, playing an active role in member decision making. It proactively targets the most profitable opportunities using compelling messages, personalised products and frictionless experiences on the channel members prefer, including digital self-service. Preferred partners are utilised to extend market reach.

Business Model

Well-trained advisors and staff operate in a performance culture with appropriate resources. Processes are optimised and where appropriate automated to improve efficiency and turnaround times. The Model Credit Union leverages the rich data it holds on member income, spending and borrowing using CRM, creating a virtuous circle where data drives better business model design and member engagement.

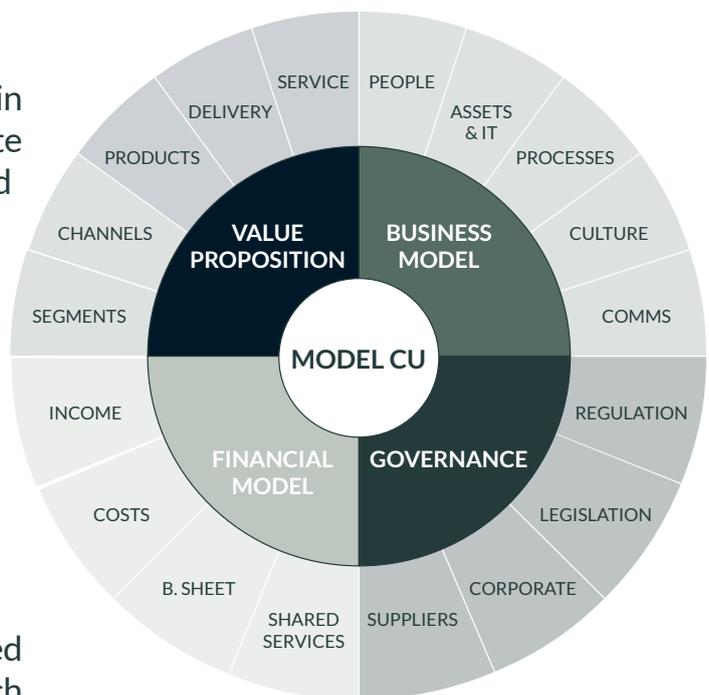
Financial Model

Income is driven by lending but diversified by proprietary and 3rd party products which

cover member lifetime financial needs. Costs are aggressively managed using digital and CUDA's credit union owned shared services. The Model Credit Union operates with a resilient Balance Sheet, offering a wide range of investment options and cheap, long-term funding via intra-sector liquidity and syndicated loans, bonds and securitisation.

Governance

The Model Credit Union sustains with strong management and board leadership, high standards and competitive deals from suppliers. Consistent compliance with internal and regulatory requirements, alongside sustainable financial performance, allow the Model Credit Union to secure additional permissions to pursue new business opportunities.



Your Solution: Expanding and Delivering

CUDA solutions are modular, providing you with the flexibility to utilise only what is relevant. Solutions are designed with members for the sole purpose of enhancing their business, ensuring business fit and compliance. Delivery using credit union owned shared services creates economies of scope, scale and replication of best practice, providing solutions and expertise not accessible as a standalone entity.

Representation



Services

- Lobbying for fair legislation and regulation
- Lobbying for proportional treatment for capable members
- Ensuring a level playing field versus competition
- Securing competitive deals from suppliers
- Presenting a positive image of members to stakeholders and society

Benefits

- Permission to prudently offer more services, to more members.
- Cost savings on charges, levies and commercial contracts
- Reduced reserve and liquidity allocation requirements
- New segmental and product opportunities
- Sector competitiveness

Strategy & Solutions



Digital Shared Services

- Advertising, campaign management and copy for loan lead generation on social media and Google

Hive

- Digital platform for member engagement, business intelligence and workflow management

Plug-ins

- FinTech plug-ins to enhance member engagement and process efficiency

Services

- Innovation of complementary new products, processes and partnerships
- Project support in conjunction with partners

Benefits

- Implement a proactive member engagement strategy
- Higher income from improved market reach and member engagement
- Improved member experience from effective service delivery
- Cost saving versus 3rd party alternatives
- Better business design and resource allocation by utilising business intelligence and sharing best practice

Your Solution: Expanding and Delivering

Training & Development



Services

- Range of role and function-based courses
- Continuous Professional Development certification
- Toolkits to assist planning and operations

Benefits

- Higher income from improved lending and selling
- Cost savings from process efficiencies
- Member experience from effective service delivery
- Higher capability supports additional regulatory permissions

Compliance



Services

- On-demand legal and regulatory helpdesk
- Pre and post PRISM inspection support
- Confidential internal governance advice
- Compliance briefings
- Monitor all impacting legislation and regulations, updating policies as necessary

Solutions

- CUSP: repository of policies, guidance, self-assessments and a risk management system
- Mortgage Framework (SAM): Full suite of supports with bespoke mortgage origination platform for consistent and compliant mortgage lending

Benefits

- Cost saving versus 3rd party alternatives
- Reduce staff time spent on compliance, freeing them to focus on growth
- Help bridge any internal expertise / experience gaps
- Help reduce potential for regulatory enforcement
- Higher capability supports additional regulatory permissions

Focus on Digital

The Solution Centre has a range of digital solutions to help credit unions extend market reach, improve member engagement and grow lending.

Designed with our members and world-class partners, our solutions can be used standalone or integrated to create a one-stop solution.

We deliver using credit union owned shared services, providing significant cost savings versus 3rd party suppliers, the ability to replicate best practice among users and prioritise development based on their needs.

The Solution Centre also innovates complementary new products, processes and partnerships, ensuring you and your members will get more return from your technology investment.

Hive: Your primary Member Engagement tool

Our proprietary CRM platform built on Microsoft technology, Hive creates a new paradigm in Member Engagement by providing deep insights on member needs, allowing you to deliver personalised experiences on the channels and frequency they prefer. Rich data on market segments, products and performance are actionable using power-BI analytics, helping you target the most profitable opportunities with competitive value propositions. Hive supports efficient workflows through automated pipeline and lead management, ensuring you capture opportunities. Cloud-

based, new capabilities can be added quickly from an App store, and real-time integrations made to reliable 3rd parties.

Digital Marketing: Leverage social media and Google to grow lending

Our range of supports augment your in-house capability and deliver high return on investment (ROI). Applying digital marketing and credit union expertise, we craft compelling, customised messages for your common bond and deliver precisely to your target audience across multiple channels. By optimising website design and processes we ensure a smooth member journey from advert to application. Active campaign management helps you measure effectiveness and adjust for high performance, freeing up staff to focus on converting leads into loans.

Plug-Ins: Frictionless online loan origination

Plug-ins allow credit unions to enhance their member engagement and experience. Plug-ins can be used standalone but the full benefit comes with integration – members engage with Digital Marketing, auto-check for common bond in Percolate, advise using the Affordability Calculator and submit an Online Loan Application. Optimised member journeys increase conversion while being efficient and compliant for the credit union. Onboarding will be launched shortly.

Focus on Digital



DIGITAL MARKETING

ADVERTISING
(Facebook, Google, Instagram)

CAMPAIGN MANAGEMENT

COPY

WEBSITES

MEMBER ENGAGEMENT
(Consent Management)

BUSINESS INTELLIGENCE

WORK FLOW MANAGEMENT

PLUG-INS

PERCOLATE
(Check for common bond based on Eircode)

AFFORDABILITY CALCULATOR
(Understand debt capacity and cost)

ONLINE LOAN APPLICATION ^{BETA}
(Existing members apply for loans online)

MEMBER ON-BOARDING ²⁰²⁰
(Originate online with AML validation)

TABLETS
(Secure POS and off-site origination)

BULK EMAILS/ EZINES
(Digital marketing at low cost)

Member Led Priorities

Representation

Key themes for 2020-2022 include new business opportunities in social and affordable housing, mortgage and business lending. We will advocate for Balance Sheet competitiveness through a wider range of investment and funding options, including intra-member liquidity mechanisms and loan syndication, the issue of bonds and securitisation.

Strategy & Solutions

Our digital roadmap will extend market and product coverage to grow and diversify income, cut cost and improve business model agility. Hive’s member engagement and business intelligence functions will be expanded, including integration to Digital Marketing and banking systems to facilitate end-to-end processes. In Digital Marketing we plan new channels, optimisation of performance and outbound marketing. In addition to Online Member Onboarding, plug-in opportunities exist for the origination of personal loans at the point of sale (POS), credit scoring and data aggregation.

Training & Development

We will enhance existing courses and introduce Director Development and Asset + Liability Management programs to enrich capabilities. A new online learning platform will provide convenience to busy staff, management and volunteers.

Compliance

CUDA will support members with expert advice on internal and external governance matters, meet evolving challenges such as Environmental, Social and Governance (ESG) and privacy, and enhance our CUSP and SAM solutions to facilitate more lending and other business development.

#1	Grow Lending	#2	Improve Competitiveness
	Improving our members’ profitability by growing loan issuance, improving life-cycle management and delivering new segmental and product opportunities in personal, housing and business lending.		Enabling competitive value propositions by utilising data to understand member needs and meeting these effectively in all channels. We will lobby for B. Sheet evolution and leverage CUDA shared services for scope and cost economies.
#3	Enhance Capabilities	#4	Provide Leadership
	Grow and diversify income while improving member engagement and experience via training, digital solutions, product and community partnerships.		CUDA will represent its members with legislators and regulators to ensure fair and proportionate treatment. We will secure competitive deals from suppliers and create a framework for collaboration and replication of best practice.

Why CUDA?

Representation

In 2019 3 regulatory successes - CP125 reform allowing more capable credit unions to increase lending, lower resolution and stabilisation levies, and the restoration of a level playing field with PCP providers were delivered by CUDA. We also led multiple business model initiatives. Prior successes include loan diversification to facilitate additional lending, tailored SME regulations, personal insolvency application and the ability to transfer in and out of reserves.

Strategy & Solutions

In 2019 Digital Marketing reached an audience of 2.7m creating 18,000 loan leads worth €117m. Hive was launched in 4 credit unions, processing 11,000 inbound loan leads worth €25m, our consent management plug-in for digital AGM packs provided ROI within 20 minutes of its first campaign. The SAM mortgage support framework has processed over 400 mortgages worth €50m since launch.

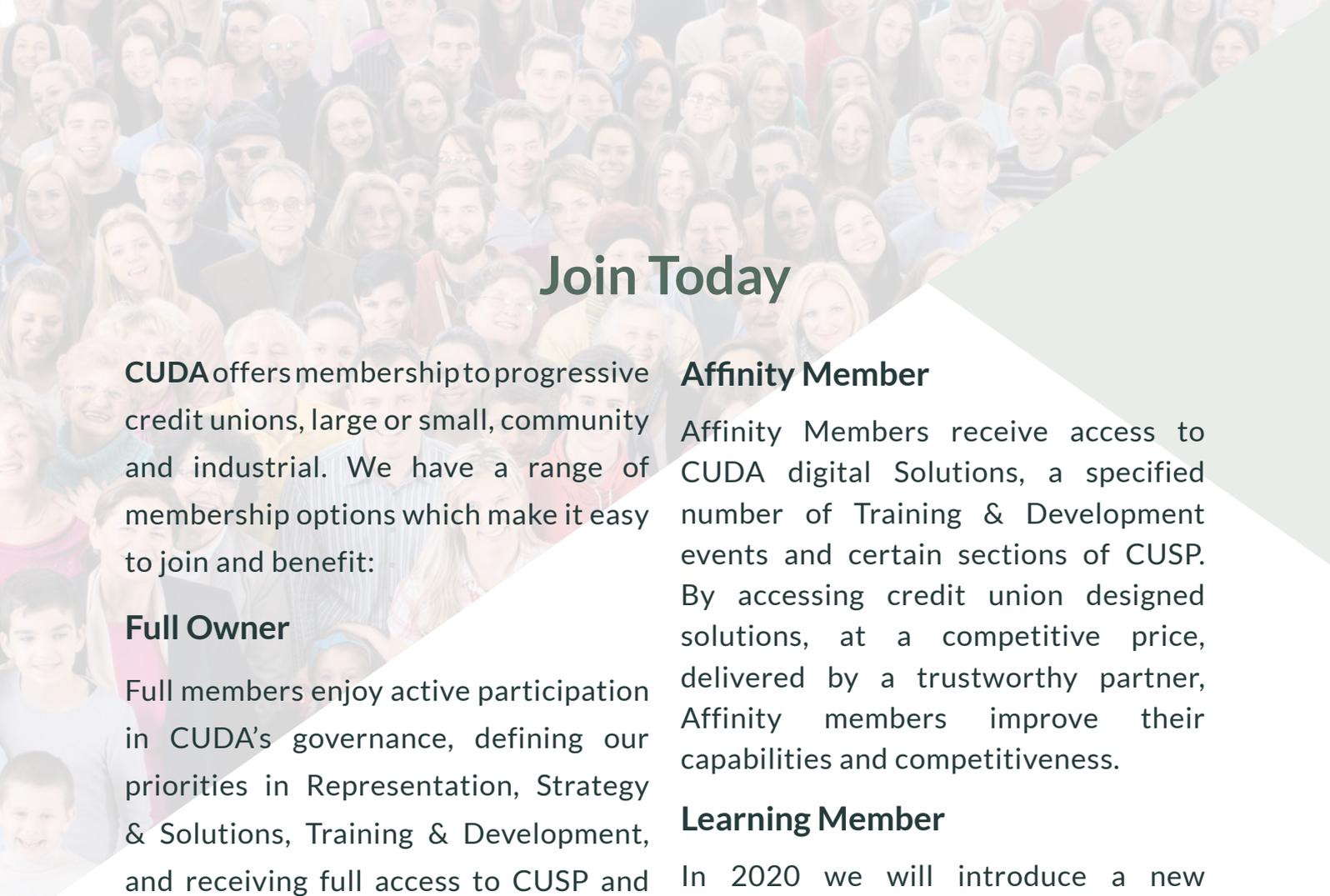
Training & Development

In 2019 we delivered 20+ high-quality events for 500+ attendees from 36 members providing 70 hours of CPD.

Compliance

In 2019 we assisted members on topics including accrued interest, GDPR, MRR and use of ECB two-tier system and developed a new Top-Up Loan Credit Agreement.

#1	Member Owned & Led	#2	Collaborative
	CUDA is run for the sole purpose of enhancing members business, free from vested interests. Our strategy prioritises our members needs, with solutions designed to ensure business fit and compliance.		CUDA utilises not-for-profit shared services to create economies of scope, scale and replication of best practice. We provide solutions and expertise which are not viable as a standalone entity.
#3	Unique Approach	#4	Track Record
	CUDA operates with a clear vision for credit unions and a sense of purpose for its members, delivered by a skilled and committed team with a proactive approach.		CUDA has a long track record of delivering projects and solutions which create tangible benefits for our members. Year-on-year more like-minded credit unions join CUDA.



Join Today

CUDA offers membership to progressive credit unions, large or small, community and industrial. We have a range of membership options which make it easy to join and benefit:

Full Owner

Full members enjoy active participation in CUDA's governance, defining our priorities in Representation, Strategy & Solutions, Training & Development, and receiving full access to CUSP and CUDA communications. Year-on-year CUDA owners receive more support and value in their daily business at a contribution they can justify and share. Owner members receive customised relationship plans which make CUDA's actions clear and measurable to your board and management.

Affinity Member

Affinity Members receive access to CUDA digital Solutions, a specified number of Training & Development events and certain sections of CUSP. By accessing credit union designed solutions, at a competitive price, delivered by a trustworthy partner, Affinity members improve their capabilities and competitiveness.

Learning Member

In 2020 we will introduce a new category allowing non-member credit unions to participate in Training & Development events and learn of other CUDA benefits.

To join like-minded credit unions and benefit from CUDA's services and solutions please contact Kevin Johnson, CEO on +353(087)2653066 or kevin.johnson@cuda.ie.

CUDA's purpose is to be a forward-looking development association representing and serving progressive credit unions with a strong voice, leadership and value-creating solutions.

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