



Speaker Notes:

"Good morning. I'm not here today to ask for a new piece of software. I'm here to propose a strategic shift in how we compete."

"For years, we've relied on satisfaction scores and product counts to tell us how we're doing. But in today's market, those metrics are insufficient."

"The initiative we are proposing, 'Relationship Intelligence,' is about securing our future market position. It moves us from simply processing transactions to predicting member needs."

"This is an investment in a competitive advantage that Digital-First banks cannot easily copy: our ability to build deep, trust-based relationships."

The Problem: We Are Driving with the Rearview Mirror

- **The Core Analogy:** Our current metrics (satisfaction scores, product counts) are like a rearview mirror—they only tell us what happened yesterday.
- **The Data Point:** Member acquisition costs have risen to **\$498**, and we face a "silent attrition" problem where members stay but move their primary financial life to fintechs.
- **The Diagnosis:** We are effectively "blind" to which members are truly loyal versus those who are just quiet.



Speaker Notes:

"Here is the reality of our current situation: Our primary metrics—satisfaction surveys and product counts—are like a rearview mirror. They tell us what happened yesterday, but they are blind to the road ahead."

"We are suffering from 'Silent Attrition.' We have members who give us high satisfaction scores but are quietly moving their primary financial life—their mortgages and investments—to fintech competitors."

"This blindness is expensive. Member acquisition costs have hit \$498 per member."

"We can no longer afford to guess who is loyal and who is leaving. We need a navigation system, not just a rearview mirror."

The Solution: Taking Our Membership's "Vitals"

The Core Analogy: The **HAPPY Framework** is like a doctor's visit for our membership.

The Shift: Instead of just asking "Are you happy?" (Satisfaction), we will measure:

- **Health:** Their engagement vitals.
- **Assurance:** Their stability history.
- **Product:** Their integration depth.
- **Potential:** Their future growth.
- **Yield:** Their true economic value.

3



Speaker Notes:

"Think of the HAPPY Framework as a doctor's visit for our membership."

"For years, we've just been asking members, 'Are you happy?' That's subjective. Now, we are going to start checking their vitals."

"We will measure Health (Are they engaged?), Assurance (Are they stable?), and Potential (Can they grow?)."

"This shifts us from reactive damage control to proactive healthcare. We can treat the 'patient' before they decide to leave."

From Shotgun to Scalpel: Precision Resource Allocation

The Outcomes:

1. **Proactive Retention:** An early warning system for at-risk members.
2. **Organic Growth Engine:** Lowering acquisition costs by identifying advocates.
3. **Precision Resource Allocation:** Higher ROI



Speaker Notes:

"How does this change our daily operations? Think of it as trading a shotgun for a scalpel."

"Instead of 'spray and pray' marketing where we send the same offer to everyone based on age, we will use behavioral precision."

"We will identify at-risk members before they leave, creating a Proactive Retention defense."

"We will identify our best advocates to build an Organic Growth Engine, drastically lowering that \$498 acquisition cost."

"This isn't just about saving money; it's about allocating our limited resources to the members who will generate the highest return."

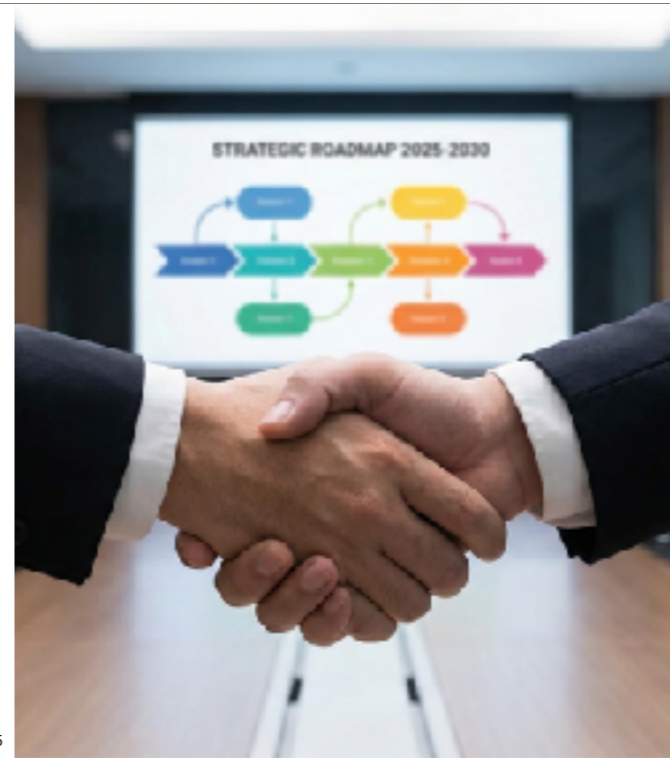
Our Commitment:

A 12-Month Cultural Transformation

The Definition: This is an investment in our competitive advantage for the next decade, not a software expense.

Governance: We will report quarterly on strategic metrics (Retention, Market Share), not just operational activity.

5



Speaker Notes:

"This brings us to our request. We are not just asking you to approve a software budget."

"We are asking for your support on a 12 to 18-month cultural transformation."

"Success here depends 70% on our people and only 30% on the technology."

"Our commitment to you is clear governance. We will report quarterly not on 'system usage,' but on strategic outcomes: Retention improvements, Acquisition cost reductions, and Market Share growth."

"This is how we build a competitive advantage that lasts for the next decade."

Suggested Image: A strategic roadmap graphic or a photo of a handshake, symbolizing the partnership between the board and management.