



BUSINESS BRIEF

Meet the iAdvancecu.com Team:

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Nationwide network to recruit for young talent by showcasing career paths and sharing testimonials. The site serves as a gateway for all credit unions to provide a better opportunity to retain optimum talent within our industry.

The Problem

A mounting talent shortage which will affect all industries is projected to peak by 2010.

- In 15 years, there will be 15% fewer Americans in the 35 to 45 year-old range. At the same time, the U.S. economy is likely to grow at a rate of 3% to 4% per year.
- Over that period, the demand for bright, talented 35 to 45 year-olds will increase by 25%, and the supply will be going down by 15%.

This war for talent will make it even harder to retain top talent and credit unions alone – large or small – will not be able to compete. Combine this shortage with the reality that Generation Y will not only change jobs but careers numerous times, and it's inevitable that this generation of employees will likely leave your credit union within 2-3 years. In the end the looming question remains how can we retain these employees within the credit union industry?

The Crisis



**Projected talent shortage between
4 and 10 million by 2010
faces entire Nation, not just Credit Unions.**

The Solution

By creating iAdvancecu.com, a website that unites credit union opportunities, showcases our expeditious career-paths and provides testimonials of relevant Gen Y employees all credit unions gain that nationwide presence and benefit from a larger pool of opportunity that this generation demands.

A powerful statement made by the William Kennedy, CEO of Central Florida Postal Credit Union “I think credit unions do a great job of marketing their services, but I’m not so sure they do such a great job of career pathing.” At 47, he is many years away from retirement himself but he has already started training candidates to fill his shoes and those of his much older industry peers.

Visiting any local credit union website or state network for career opportunities validates Kennedy’s comments. Out of 49 State Credit Union Network sites only 1 had career path functionality, only 1 had testimonials and all of them combined averaged only 14 job opportunities. Among the state credit union sites BECU and Teachers Credit Union were the only credit unions among hundreds researched that showcased career path options within their own organizations but still lacked any engagement of the target audience.

iAdvancecu.com fills that void and serves as a recruiting tool for CU talent nationwide combined with a host a additional of resources and supplemental material including:

- **Credit Union Jobs Nationwide**
- **Showcase CU Career Path** - All areas of expertise including Finance, Marketing, etc.
- **Mentor Connection** - Contact info and live chats to connect with in each local state.
- **Gen Y Success Stories** – Testimonials & Podcasts of the nation’s youngest CEOs and VPs, a day in the life.
- **Educate on CU Difference**

From the perspective of Generation Y, this is a site that globalizes all opportunities within the industry. Rather than perusing site after site, one visit to iAdvancecu.com allows anyone to search all credit union job opportunities nationwide by department, desired State/Region, or job title.



Employee Benefits

Upward mobility is a hallmark desire among Gen Y. They want to not only understand what is expected in their present capacity but even more important, what will be required to move into the next opportunity. iAdvancecu.com will not only contain credit union opportunities nationwide but will fill this void for credit union employees by showcasing clearly defined career paths. This provides individuals a better understanding of what it takes in order to advance within the industry even if that means transferring or moving to another credit union.

By showcasing these opportunities within the industry those talented individuals whom may not have upward mobility at a specific credit union will still remain within the industry. Although the organization fails to retain the employee long term the credit union may retain them longer in order to hone the skills necessary for advancement within the industry, making themselves that much more effective and efficient for your organization.

The Benefits/ROI



60 to 70% of budgets are spent on Human Capital. If you have a higher engaged employee the **productivity of employees increase 20%**.

Source: Mark Herbert from New Paradigms LLC

Credit Union Benefits

Credit Unions of any size stand to benefit from iAdvancecu.com. Even the largest credit unions in the nation lack the ability to offer opportunities in every department and therefore do not stand a chance against the global giants and large banking institutions. Equally for obvious reasons smaller credit unions face the same issues but also lack in resources and funds to recruit at all. By virtue of centralizing all recruitment efforts the site will benefit the industry as a whole and provide us the opportunity to retain the talent we currently have plus recruit more effectively.

According to a survey conducted by Deloitte Consulting LLP (Deloitte) and the International Society of Certified Employee Benefit Specialists (ISCEBS) three-quarters of the 413 U.S. human resources professionals surveyed cited talent as their top concern – more than the increasing costs of healthcare. As a result of the talent shortage, the survey also showed recruitment costs have increased with almost one in two (45%) hiring managers experiencing cost increases up to 25% according to research released. Cost to replace talent is currently at **100 to 150% of Salary**, which is likely to increase with the talent shortage

iAdvancecu.com would allow credit unions to:

- Work together and reduce costs by retaining talent within the industry while at the same time attracting talent that may not be familiar with what the industry offers.
- Highlight the progressive career path opportunities available. In many cases, credit unions provide a better opportunity to expeditious career-pathing by exploiting this advantage and opportunity we will have a better shot at retaining A-level talent among this group longer. Elements of iAdvancecu.com career pathing could be adopted and tailored at the individual CU website/Networking sites and all can point to this global website to keep CU's alive in the fight for talent by providing a nationwide network.
- Provide a nationwide presence for credit unions of all sizes that will ultimately provide the industry with the ability to compete for this young talent.

Target Market

The primary audience for iAdvancecu.com would be the educated, tech-savvy, idealistic, self-absorbed or in other words the 70 million people that make the 'Me' Generation of Generation Y. However in order to attract this generation and provide a relevant site we must appeal first and foremost to the secondary audience which is all credit unions large and small, credit union leagues, colleges and vendors.

iAdvancecu.com will employ a variety of marketing strategies to communicate this advantage in order to reach our primary and secondary target audiences.

To start iAdvancecu.com will be built as an interactive site and a brand image developed to resonate to the Gen Y crowd. Ideally the site will contain a large database of career opportunities, which will require a numerous touch points with our secondary audience. In order to achieve this, exposure from the Filene 30 under 30 Credit Unions will be leveraged as well as partnerships formed with state leagues and other affiliates. This will be require a massive public relations effort, face-to-face meetings and eventually potential direct mail showcasing the finished website at iAdvancecu.com. Once this substantial grass roots effort is accomplished, these partners will not only supply the site with all the opportunities available but in addition promote the site from their own career opportunity pages.

Through the exposure from our secondary audience websites, traffic will be generated to the site by individuals in our primary market that may already be entrenched in the credit union industry. However in order to achieve exposure to that untapped talent outside the industry we will use a variety of marketing strategies utilizing many online channels to reduce marketing costs such as exposure through blogs, microblogs, and social networks. This emphasis on online marketing will be essential drive word of mouth and to achieve ultimate visibility among the Gen Y demographic.

Additional marketing materials – direct mail and fliers – plus other tools promoting iAdvancecu.com will be developed for our primary audience to utilize and make it easier to promote at career fairs and college campuses.

Operational Considerations

The site, iAdvancecu.com, will initially be produced by the original partner credit unions – Novation CU and Park Side FCU. To keep costs minimal the partner credit unions will utilize highly skilled freelance designer as well as web developer for the creation of the website and branding elements. After the initial start up, ongoing support will be provided by the original partner credit unions until the site is adopted by another entity (i.e. State League or other CU partners).

Additionally, the creation of a national recruitment tool will be feasible in part due to a cooperative investment which will allow greater exposure and ability to retain the upwardly mobile Gen Y talent pool. The site will require a minimal initial investment which depending on positioning could be recouped very quickly. This cooperative approach will allow iAdvancecu.com to operate as a not for profit program.

An initial investment of \$6,000 which has already been contributed by the two founding credit unions make this program very appealing. Additional funds will be raised through contributions from the participating credit unions, credit union leagues and associations, and CUSOs. Small nominal fees will be assessed depending on the type of services provided. The purpose of the fee will be to secure funding for the upkeep and maintenance of the site which is currently estimated at approximately \$4,000 to \$4,500 per year.

The core team will voluntarily maintain the site in-house with assistance from freelance professionals until enough interest is generated in the site. At that point the manpower necessary will be outsourced to a mutually agreed upon partner or at one of the existing partner organizations. Until iAdvancecu.com rate of growth is determined manpower costs can vary greatly.

Proof of Concept

Numerous credit unions and state networks have already volunteered to pilot our site upon completion in December of 2008. Our plan is to gather at least 50 credit unions and 10 state networks to partner with us by providing:

- Job opportunities to iAdvancecu.com Team to upload to site
- A link to iAdvancecu.com link from their individual credit union website
- Testimonials of Gen Y Talent within their Credit Union.

The plan is to test the site for two months and make any adjustments in February 2009 based on the data that is gathered.

Generation Y is indeed the future of the workplace in America, and undoubtedly comprises the next generation of nonprofit leaders. Now it's our charge as an industry to attract and retain those leaders because traditional practices will no longer work as it did with previous generations. Unless we understand that and embrace that charge, our industry will fail to grow and suffer from it.

Advance Your CU

As credit unions, our cooperative spirit is our greatest strength and iAdvancecu.com can help strengthen us even more. Let's apply our strength to recruit and retain the best talent available. Simply contact an iAdvancecu.com team member to join our Beta Testing or to discuss further opportunities today.



**Advance your CU.
Join this Cooperative Effort to Keep Talent
within the Credit Union Industry.**

Relevant Appendices

A. Financial Analysis

For individual credit unions or state network leagues costs are minimal. The site is intended to be a cooperative and therefore each credit union would be required to contribute a nominal yearly fee to the site for utilization which would include ability to post job postings. Given the savings in retention and recruiting costs which vary greatly by each credit union and the overall savings to each credit union could be significant.

Expenses	2008 Anticipated	2009 Projected
Web Development	\$5200	\$0
Design/Graphics	\$800	\$500
Marketing	\$2500	\$2500
Site Maintenance	\$0	\$1500
Cash Investment	(\$6,000)	
Total Expenses	\$2500	\$4500

The operating costs associated with the continuation of the website will be limited to employee resources and marketing expenses. Marketing expenses may vary, depending on number of credit unions and state leagues utilizing the site. These figures reflect a yearly expense, and may be increased depending on the response to the program campaign.

Additional funds will be raised through contributions from the participating credit unions, credit union leagues and associations, and CUSOs. Small nominal fees will be assessed depending on the type of services provided.

Going forward, assuming the minimum yearly contribution to join the site per credit union or network is \$150 with some contributing more than that only 17 participants in 2008 and 30 in 2009 will be needed to break even. Much like any cooperative, the more participants the greater investments that can be put back into the site and potential for even lower contribution amounts necessary.

Due to preliminary interest in the site, the goal is to have this site picked up by a state league or by a combination of state leagues to provide this offering to the industry at large for merely the cost for the initial investment of \$6,000.

In the event that a network or affiliate of the credit union industry fails to purchase the rights to the site the credit unions namely Park Side FCU will continue to support this site as part of their normal agreement with their internet service provider and bear the costs of updating and maintaining the site through a third party contract which is already in affect (UniPro Systems/Glenn Alban).