



A Concept Document Prepared By:

Susan Brooks
AVP Consumer Lending
Navy FCU
Susan_brooks@navyfederal.org

Jeanne Pickens
Marketing Manager
Rogue FCU
jpickens@roguefcu.org

Tom Gisewhite
VP Marketing and Business Development
MidWest Financial CU
tgisewhi@mwfcu.org

Concept Doc. GE – May 5, 2008

Market Challenge or Opportunity (From the member/consumer perspective):

The *Sandwich Generation Recipe* focuses on providing online educational resources for the Sandwich Generation.

What is the Sandwich Generation? The Sandwich Generation is commonly defined as those caring for aging parents while supporting children or grand children. Merriam-Webster officially added the term to its dictionary in 2006.

Consider this, Tom and Teresa both work and are very busy with their two children. Individually or together, they also spend time each week at their parents' homes assisting with a variety of tasks, from household chores to errands, and even helping manage finances. Tom and Teresa are members of the Sandwich Generation. Tom and Teresa's parents may require more care as they age. One of the hardest things facing the Sandwich Generation is finding resources to help their parents with finances, medical options, social security, and assistance with either medical care or some form of assisted living. They are their parents' advocates.

What is Elder Care? Elder care fulfills the special needs and requirements of senior citizens, and includes assisted living, adult day care, long term care, nursing homes, in home care and, in some cases, hospice care. It can be as informal as spending time with Mom and/or Dad—helping trim the bushes and making sure they have milk for the rest of the week. It can include having parents in residence with the family to keep them close and make providing care more convenient.

The Random Kernels, a Filene Research Institute i³ project team, surveyed the 421 employees of three credit unions in January, 2008 (a large CU on the East coast, a small-to-medium-sized CU in the Midwest, and a medium-sized CU on the West coast). The survey had three objectives:

1. To identify how many respondents considered themselves part of the Sandwich Generation.
2. For those who did not, to identify how many were aware of the issue.
3. For those who did not, to identify how many had considered how and when they might be faced with similar issues.

Of the 149 respondents (a 35% response rate), 34% considered themselves part of the Sandwich Generation, based on their daily activities. Of these respondents:

- 77% stated they were not prepared financially to deal with such issues.
- 63% have had conversations with their parents about the parents' financial future.
- 48% had discussed eldercare for their parents with their siblings. (This was n/a for 15%)
- 60% know their parents wishes in the event that elder care becomes necessary.
- 96% stated they would use a resource tool for Sandwich Generation issues, if one were available to them.
- 49% of respondents save for their own retirement; yet just 5% save for parent care.

Of those who did not consider themselves among the Sandwich Generation:

- 40% stated they did not believe they would ever have to deal with such issues;
- 40% stated they estimated it would be more than 5 years before they would deal with Sandwich Generation issues;

While this is a small sample and a sophomoric research approach, it clearly shows a need for easy-to-use, understandable resources to help consumers better prepare for Sandwich Generation issues and their potential impact on families and finances.

Innovative Solution:

The Sandwich Generation and their needs are far too complex for a single approach or a one-size-fits-all solution. ***Sandwich Generation Recipe*** focuses on providing a trusted source of insight and information for those dealing with or planning for Sandwich Generation issues. It provides an easy-to-access gateway to resources via the credit union Web site.

Visit <https://www.mwfcu.org/sandwichgen.php> to view a prototype of the ***Sandwich Generation Recipe*** page. (Note: This Web page is a prototype and under constant revision.)

Member Benefits:

The ***Sandwich Generation Recipe*** provides a single point of contact or entry to resources that assist members who are dealing with the stress of working while caring for parents and raising children. Member benefits include:

- An online resource center that provides insight into and information on issues important to Sandwich Generation members.
- Financial options to prepare for the future challenges, matching products to needs such as insurance, investments, online banking and so forth; everyday credit union products that can help members manage time and finances.
- Peace of mind from obtaining information from their credit union, a trusted financial partner.

Credit Union Benefits:

An opportunity to market new membership and financial solutions, such as long-term savings options, trust services, investments, and insurance, to a specific target market group. It also represents an opportunity to illustrate to members that their CU is more than just a place to cash checks.

Target Market:

The primary target market consists of credit union members who range in age from 40 to 55 and would greatly benefit from access to resources to assist them through the challenges of dealing with their elderly parents' needs while struggling to save for their retirement and their children's future with limited time and resources. These members typically don't know where to turn to find information about alternatives and solutions for their situation. The components of the ***Sandwich Generation Recipe*** are fundamental enough to answer simple questions and yet provide access to the products, services, and information needed for a comprehensive plan.

The secondary target is members who are not currently a part of the Sandwich Generation. These members have the foresight to know they may soon be in the situation and are proactive in researching and planning.

Thus, the ***Sandwich Generation Recipe*** is intended as a resource for the current Sandwich Generation and for those planning for their entrance into the Sandwich Generation.

Operational and Other Considerations:

The **Sandwich Generation Recipe** is a member service that provides a single point of contact for questions regarding Sandwich Generation issues. Credit Unions providing this service can use the program as an opportunity to market their own applicable products and services, such as insurance, investments, long term savings options, Web-based bill payment, and more. The **Sandwich Generation Recipe** is yet another opportunity to communicate the right product, at the right time, for the right member.

The **Sandwich Generation Recipe** can be customized and scaled to match the credit union's own products and services. Credit unions should consider operational issues, such as budget, target audience, and ability to link to local, state and federal resources, before deciding to participate and bring the program online.

Credit unions should strive for a program that:

- Has the potential to attract new credit union members.
- Addresses a local Sandwich Generation target market, especially focusing on age as a driver.
- Brings to light questions and concerns, while providing resources to a growing population of elder caregivers.
- Increases investment portfolios.
- Encourages new use of trust services or grows current trust portfolios.
- Attracts new members to Web-based bill payment services, such as Elder Care Bill Pay.

Participating credit unions would need to provide:

- An update to their current Web site, linking to local, state and federal resources.
- Staff to maintain and update the links.
- Product and service links based on information requested by site users.
- A marketing or communications budget, target market based on Web site hits.

Participating credit unions may also need to provide:

- Adjustments to links based on governmental or other resources
- Resources to address compliance issues, if any
- A method for accessing state resources (perhaps linking via zip code information) when the credit union serves members in multiple states

Answers discovered during these deliberations will determine the scope and scale of an individual **Sandwich Generation Recipe** program. The program can be easily adjusted to meet individual credit union needs and the needs of their members.

Proof of concept (Vision for or results of beta and pilot tests):

Visit <https://www.mwfcu.org/sandwichgen.php> to view a prototype of the **Sandwich Generation Recipe** page. (Note: This Web page is a prototype and under constant revision.)

Findings from the survey will be reported in a later version of this concept document.

Suggested first steps:

1. Agree there is a need for easy-to-use and understandable resources for your members who find themselves in the Sandwich Generation. Determine whether you want to position (or already have) your credit union as a credible resource for such information or resources. (You likely do, as do so many other credit unions.)
2. Identify the number of your members who might be in this situation. (A quick online Web survey or an additional question in your next member survey or focus group can easily provide enough information.) This may help you confirm your gut feeling from the first step.
3. Ask your Marketing Team or Web development partner to provide information about the requirements for adding the resource page to your Web site and the potential cost.
4. Decide whether the investment is practical and, if so, how and when you can make that investment.
5. Define how you will communicate availability of the resource to your members and determine a projected cost for that effort. Remember that this program has a limited, if any, revenue stream so identify communication strategies that make sense. (Some low-cost options might include program mentions in investment communications, newsletter articles, and web links.)
6. Define how you will measure whether or not the ***Sandwich Generation Recipe*** has impacted your members. For example, monitor member feedback via the survey attached to the page. Did visitors find the resources useful? Would they recommend resources? What might they suggest to improve the resources?

Marketing tactics:

Sandwich Generation Recipe is an online resource guide designed for use by credit unions to assist their members. Communicating its availability will certainly be dependent upon the size of the CU and its communication/marketing budget and efforts. Low-budget and low-effort practices include, Web banners within the CUs Web site and online banking pages; links to the ***Sandwich Generation Recipe*** from within other associated Web topics, such as investments or insurance; periodic newsletter articles; seminar efforts; POS; and especially staff interaction with members. For CUs providing member seminars, numerous seminar topics (estate planning, long term care, and other similar areas of interest) provide an ideal segue into the ***Sandwich Generation Recipe***. Since this service will not likely generate direct revenue, low cost/effort marketing is best.

Pivotal for the success of the ***Sandwich Generation Recipe*** will be staff training, especially at the branch level. Staff must know what the resource is and how it works so they can walk members through specific situations and teach them to use the resource to their advantage.

CUs with investment and insurance departments should readily be able to identify members who may potentially benefit from the ***Sandwich Generation Recipe***, given the level of detailed information collected during in-depth member interviews.

Financial Pro Forma:

Providing a true pro forma for this program is challenging at best. No direct revenue results from the ***Sandwich Generation Recipe*** and a range of investment variables come into play, depending on how an individual credit union decides to implement.

A nominal investment to add the ***Sandwich Generation Recipe*** resource page to the Credit Union web site would be required. Cost estimates for the Web page run from no direct cost, when done in-house, to a maximum of \$500, when fully outsourced to a top-notch agency. That investment, however, can result in both the Web site and the credit union being viewed as an even more credible resource. The ability to link from the resource page directly to credit union products and services that are specifically designed for, or easily adapted to, the needs of the Sandwich Generation can provide indirect business development and revenue.

Any member of the Filene i³ Sandwich Generation Recipe project group would be pleased to provide further assistance or insight. The team is listed below along with individual contact information:

Susan Brooks
AVP Consumer Lending
Navy FCU
Susan_brooks@navyfederal.org

Jeanne Pickens
Marketing Manager
Rogue FCU
jpickens@roguefcu.org

Tom Gisewhite
VP Marketing and Business Development
MidWest Financial CU
tgisewhi@mwfcu.org