

**The Ever-Changing Banking Landscape and How it Impacts Your Bank**

**Sean C. Payant, Ph.D.**  
**President**

 haberfeld

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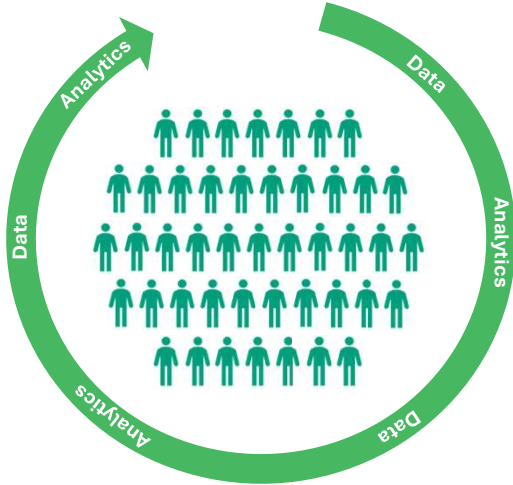
**About Haberfeld**



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High Performance Growth™ Strategy

# Core Customer Acquisition



**2.0x**  
Up to Household Acquisition

**1.85x** **35 bps**  
Deposit Growth Better Cost of Funds  
For Tenured Clients

**1.58x** **2.56x** **1.63x**  
Noninterest Income Service Charge Income Loan Growth

**1.13x** **1.31x**  
Return on Assets Return on Equity

3

3



4

Life Update

# Sean C. Payant



**The Family**

**First Grand Baby in July**

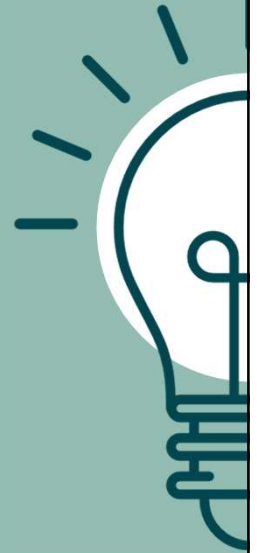


5

# Small Group Discussion

6

**What do you think will be the most challenging issues facing your bank or banking in general in the near future?**



7

**The More Things Change –  
The Current Environment**

8

Today's Reality = Uncertainty

## The Issues of the Day

1. Net interest margin pressures and deposit competition
2. Cybersecurity and fraud risk
3. AI and technology modernization costs
4. Talent shortages
5. Regulatory and policy uncertainty
6. Digital currency expansion (stablecoins/crypto)

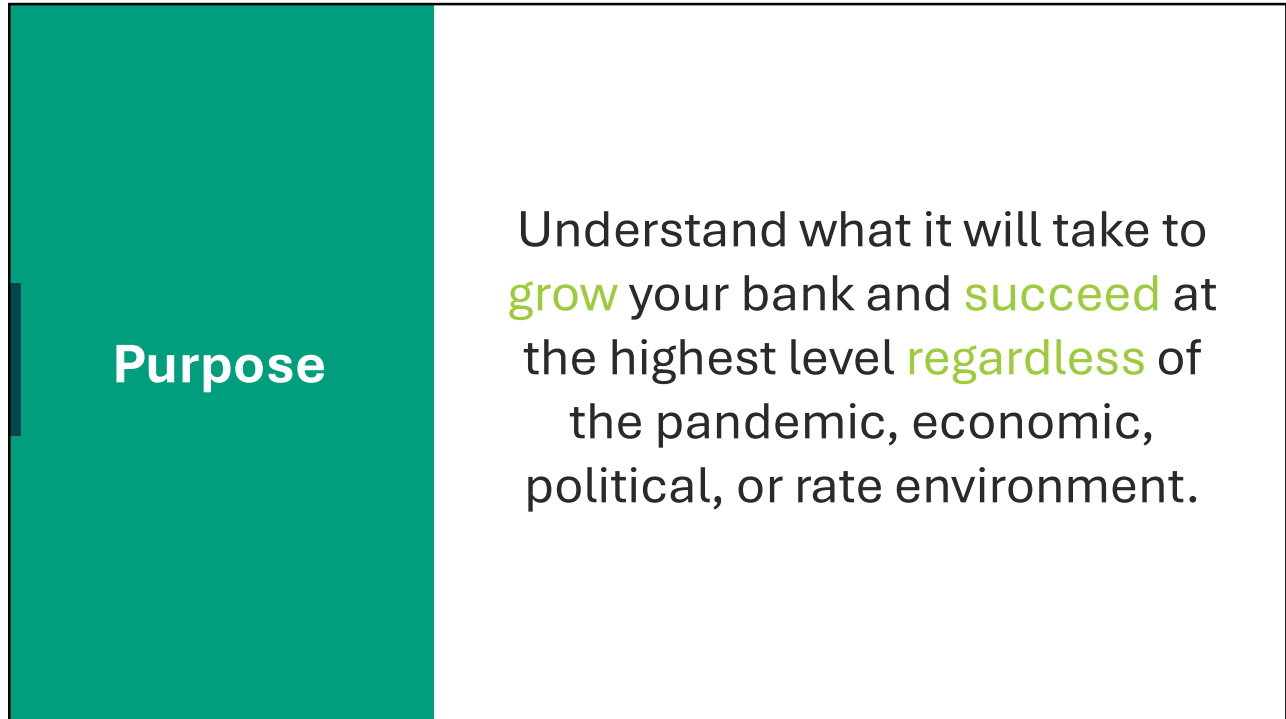


Stablecoin

9

The More They Stay the Same –  
Blocking and Tackling

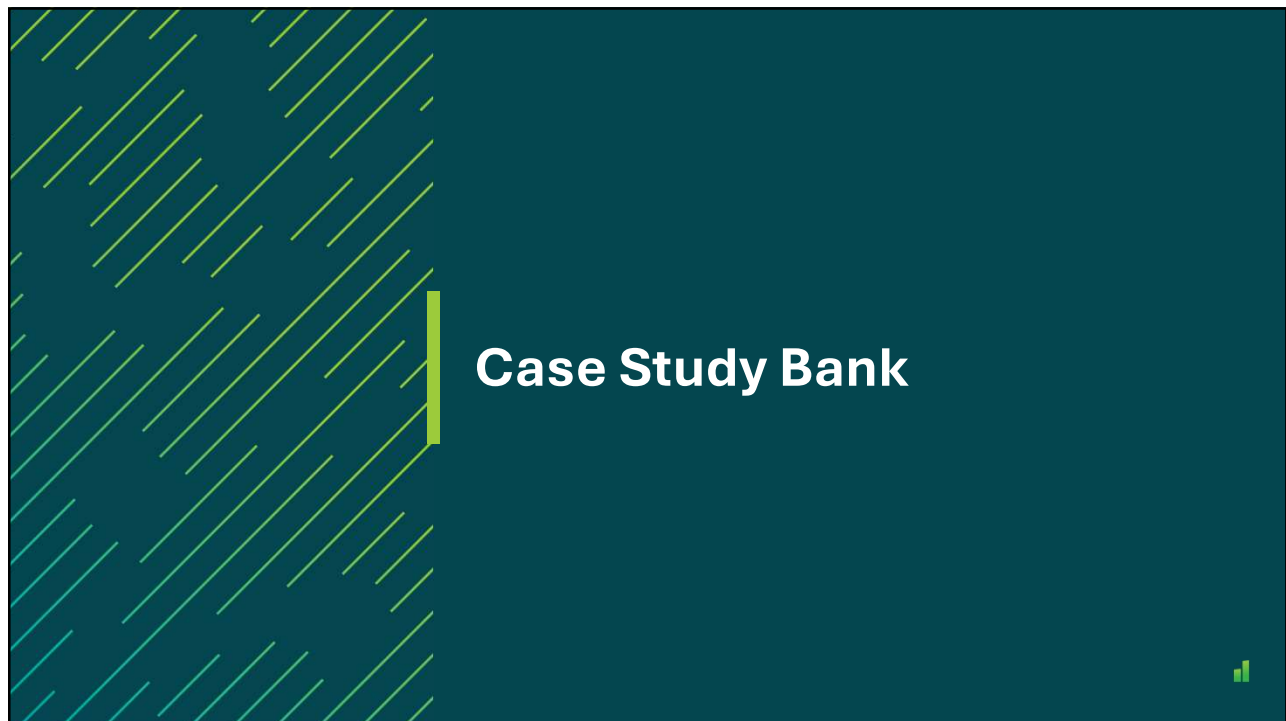
10

A slide with a teal background on the left and a white background on the right. The word "Purpose" is written in white on the teal background. The text on the white background reads: "Understand what it will take to grow your bank and succeed at the highest level regardless of the pandemic, economic, political, or rate environment." The words "grow", "succeed", and "regardless" are highlighted in a light green color.

**Purpose**

Understand what it will take to **grow** your bank and **succeed** at the highest level **regardless** of the pandemic, economic, political, or rate environment.

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A slide with a dark teal background. The left side features a pattern of diagonal light green lines. The text "Case Study Bank" is written in white on the right side. A small green bar is visible on the left side of the text area, and a small green icon is in the bottom right corner.

**Case Study Bank**

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What is the Impact?

## Strategic Customer Growth and Overall Performance



- 1. \$2.3B with 26 locations (originally 8),
- 2. Mostly small cities and rural communities in Georgia, and
- 3. Implemented a customer growth strategy in 2003.

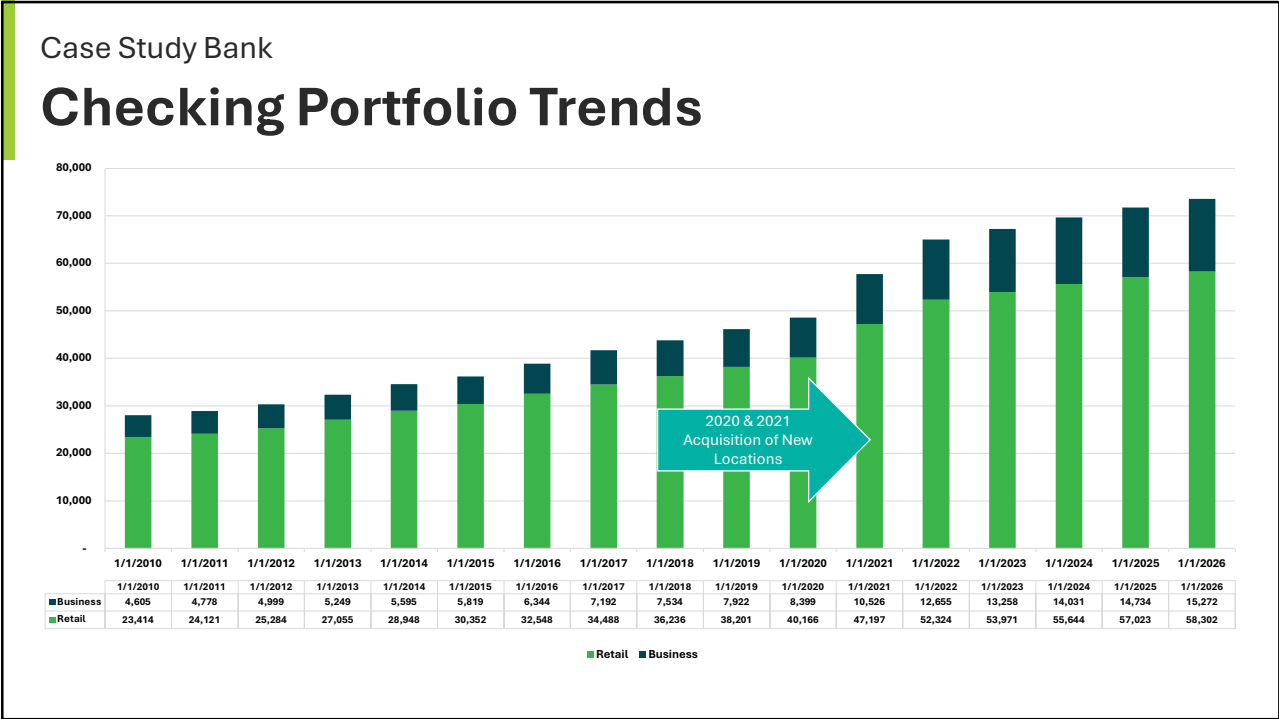
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Case Study Bank

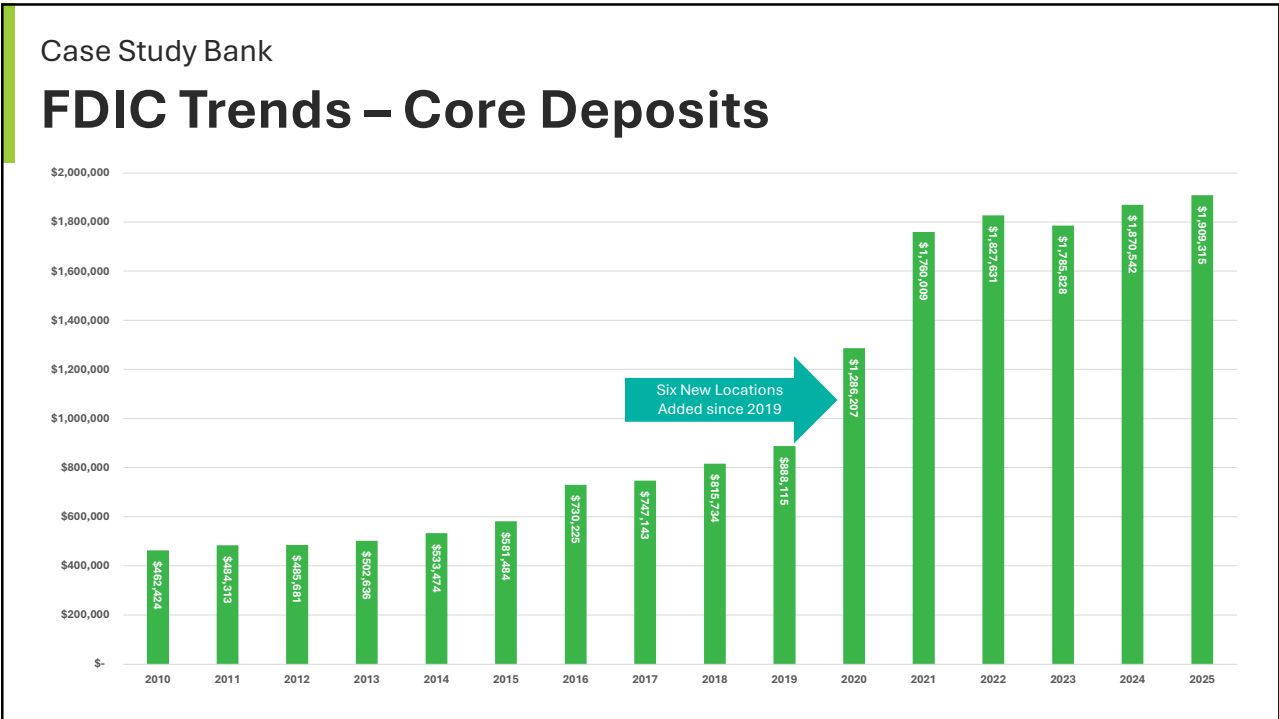
## Average Checking Customers Per Branch



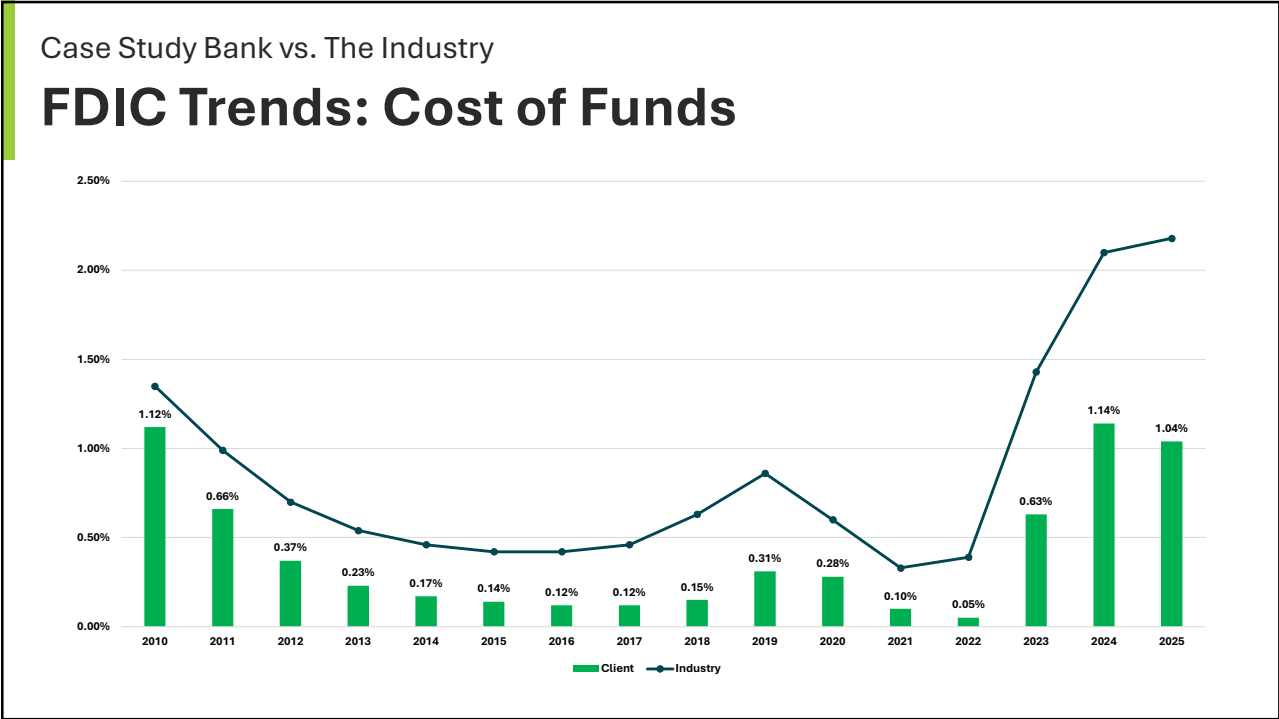
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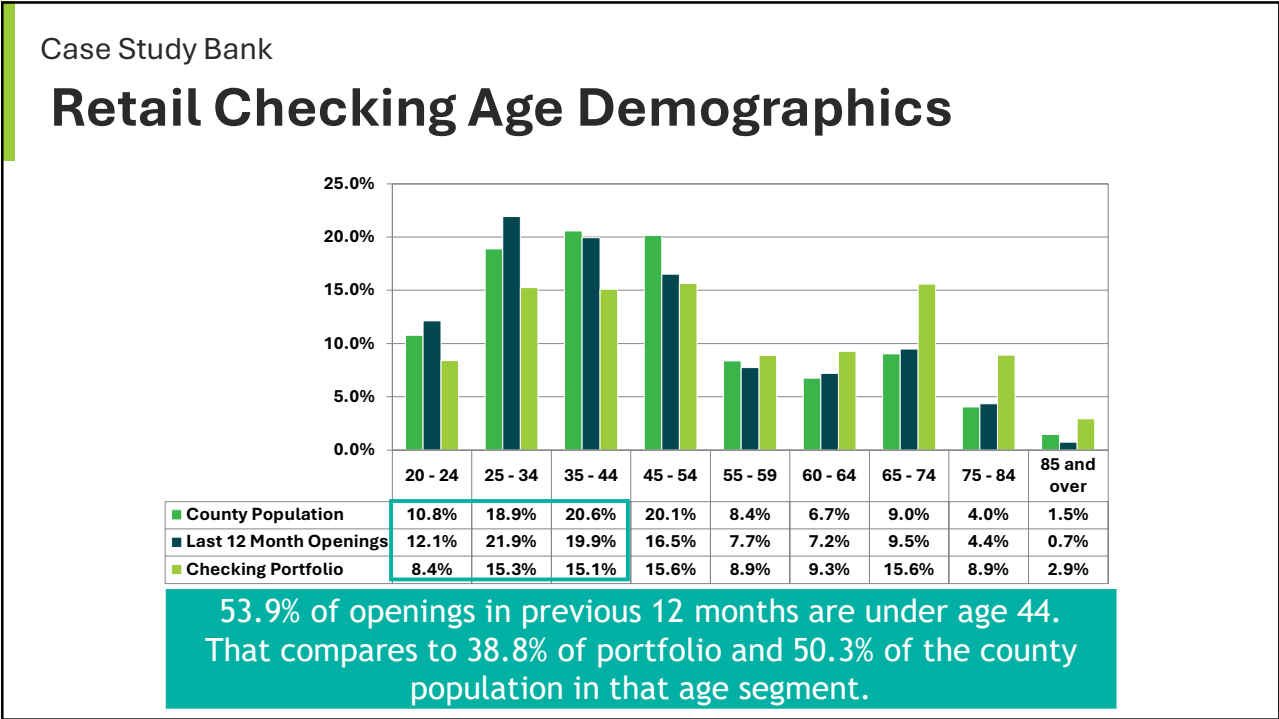
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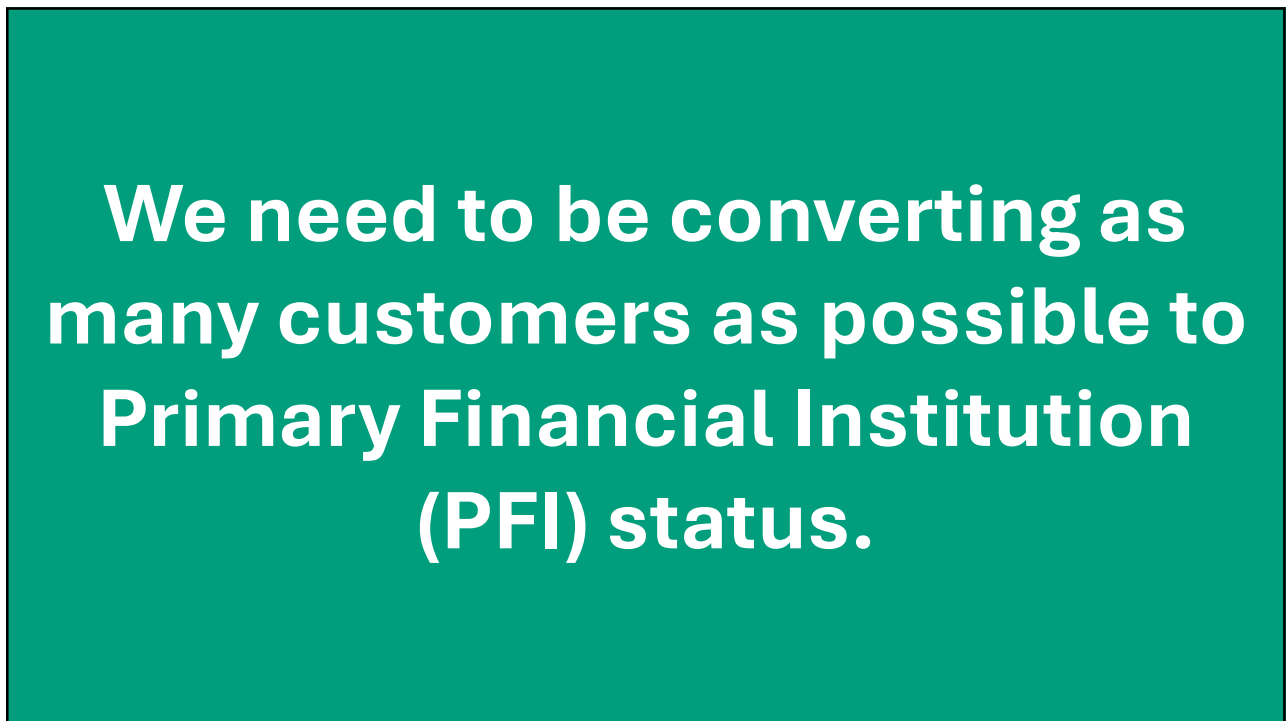
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## How Do You Create a PFI Relationship?

- 1**  
When consumers give your financial institution's name to the question: **"Where do you bank?"**
- 2**  
They are telling you where they have their primary operating personal or business checking account.
- 3**  
The primary operating checking account is the gateway to PFI status.  
Most primary financial institution relationships still begin with a primary operating checking account.
- 4**  
Start with the checking account and deepen relationships by providing other products and services to make people's lives better!

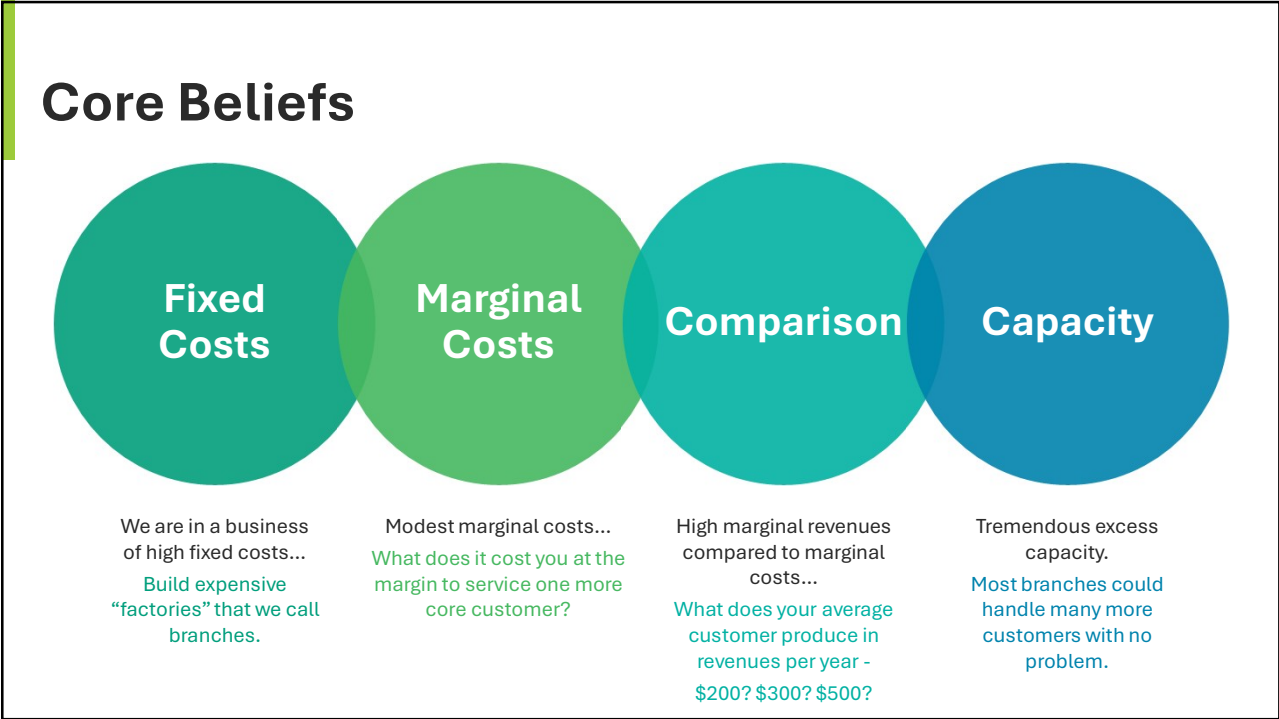
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## Why Checking First?

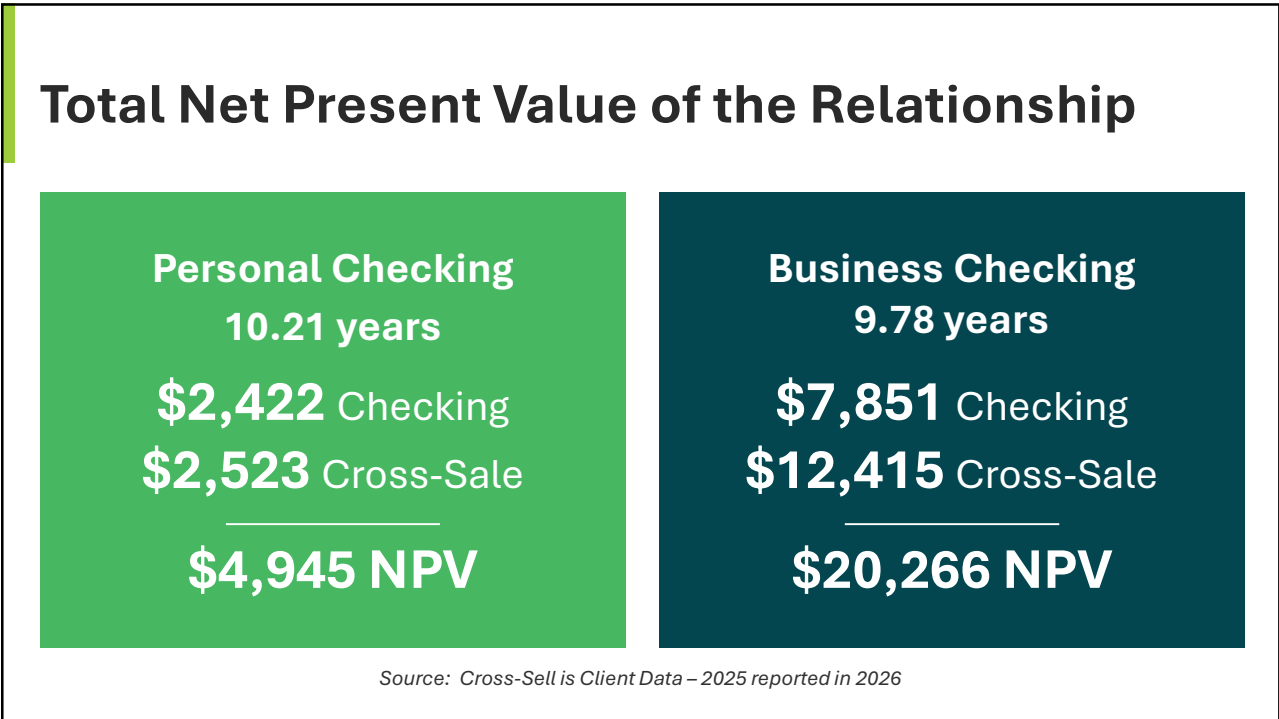
Category	Percentage
First consumer product is checking	67%
First business product is business checking	53%
First relationship at a business household is consumer checking	28%

Source: 2025 Client Data

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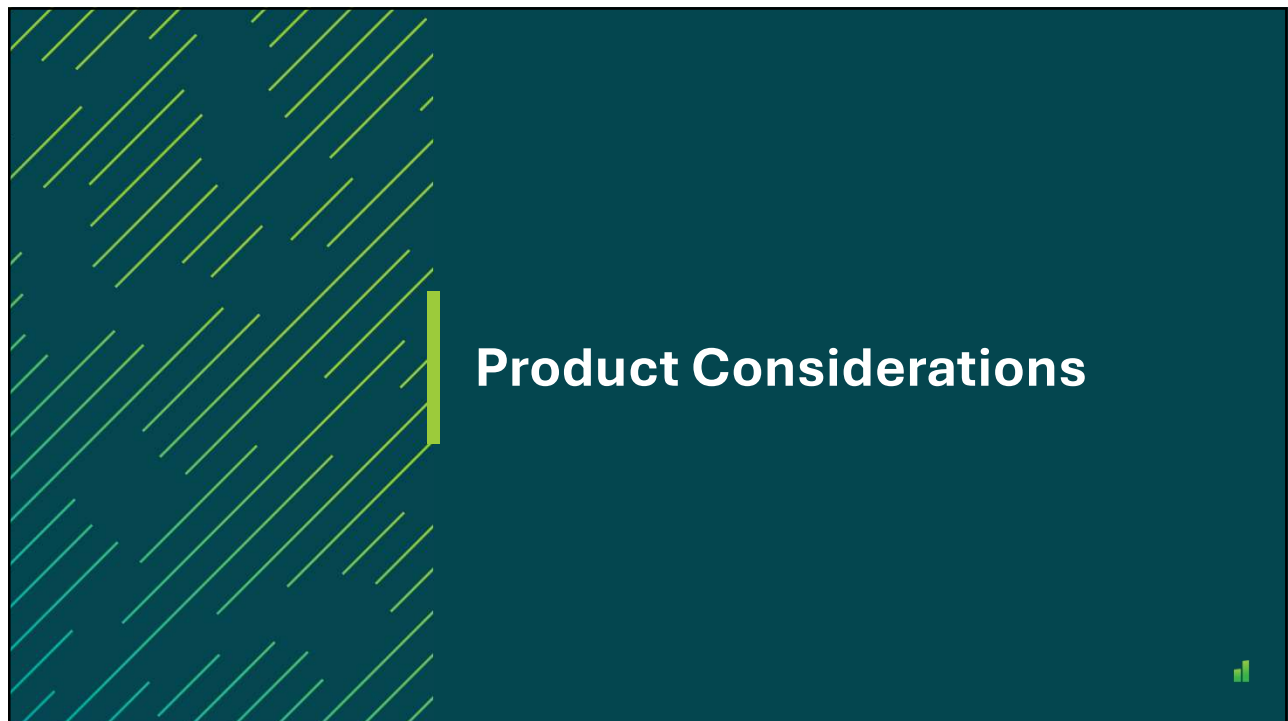
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**What needs to happen to lead change in an uncertain environment and drive growth?**




The diagram features five overlapping circles arranged in a pentagonal pattern. The circles are labeled as follows: 'Product' (top, light green), 'Policies' (right, dark teal), 'Processes' (bottom right, medium green), 'People' (bottom left, blue), and 'Promotion' (left, light teal). The circles overlap in the center, creating a common intersection point.

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**Product Considerations**



The slide features a dark teal background. On the left side, there is a pattern of thin, light green diagonal lines. A vertical yellow bar is positioned on the right side of this patterned area. The text 'Product Considerations' is centered on the right side of the slide. In the bottom right corner, there is a small green bar chart icon with two bars of increasing height.

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## Keys to Good Product

 <b>Simple</b> One Pricing Variable per product —easy to understand, easy to sell	 <b>Targeted</b> Accounts designed to meet the needs of all retail and business customer types	 <b>Brand Name</b> Account names that identify the target audience and describe the account	 <b>Sales Process</b> Efficient and simple roadmap to identify what is best for the consumer	 <b>Price Indifference</b> Do what's right for the individual and the FI will be just fine—no product-pushing
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## Keys to Good Product

 <b>Simple</b> One Pricing Variable per product —easy to understand, easy to sell	<b>The best test for your products? Ask your frontline team members.</b>			 <b>Price Indifference</b> Do what's right for the individual and the FI will be just fine—no product-pushing
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# What Do Business Owners Want?



Simplicity



Predictable,  
understandable  
costs



No nuisance or  
unexplained  
charges

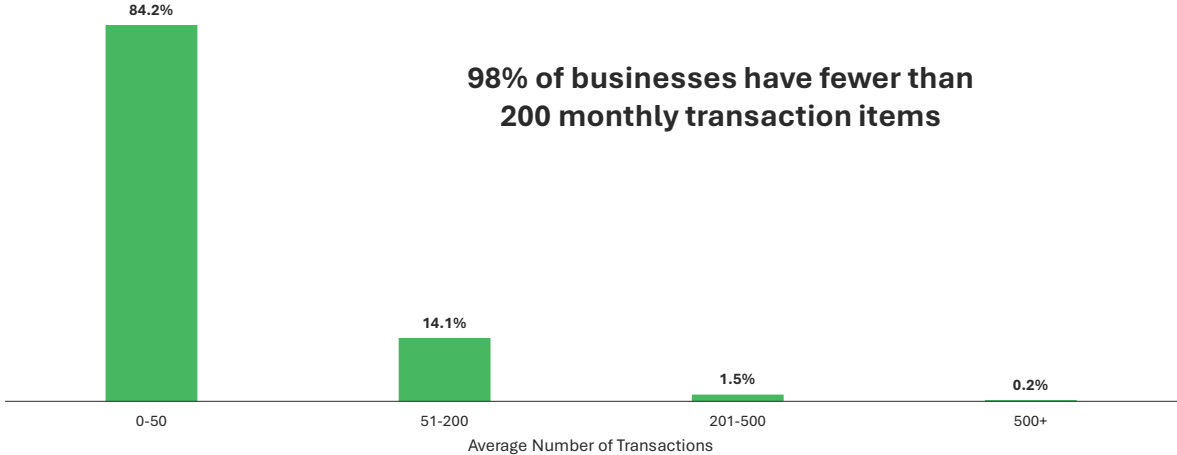


Recognition of  
their value as a  
customer

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Clients

# Business Checking Stratification



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Clients

## Business Checking Stratification

Average # of Transactions	Average Balance	Net Interest Income at 300 BPs	Cross-Sell Relationships
0 - 50	\$28,746	\$862	3.7
51 - 200	\$74,262	\$2,228	4.7
201 - 500	\$250,109	\$7,503	7.2
500+	\$671,475	\$20,144	13.6

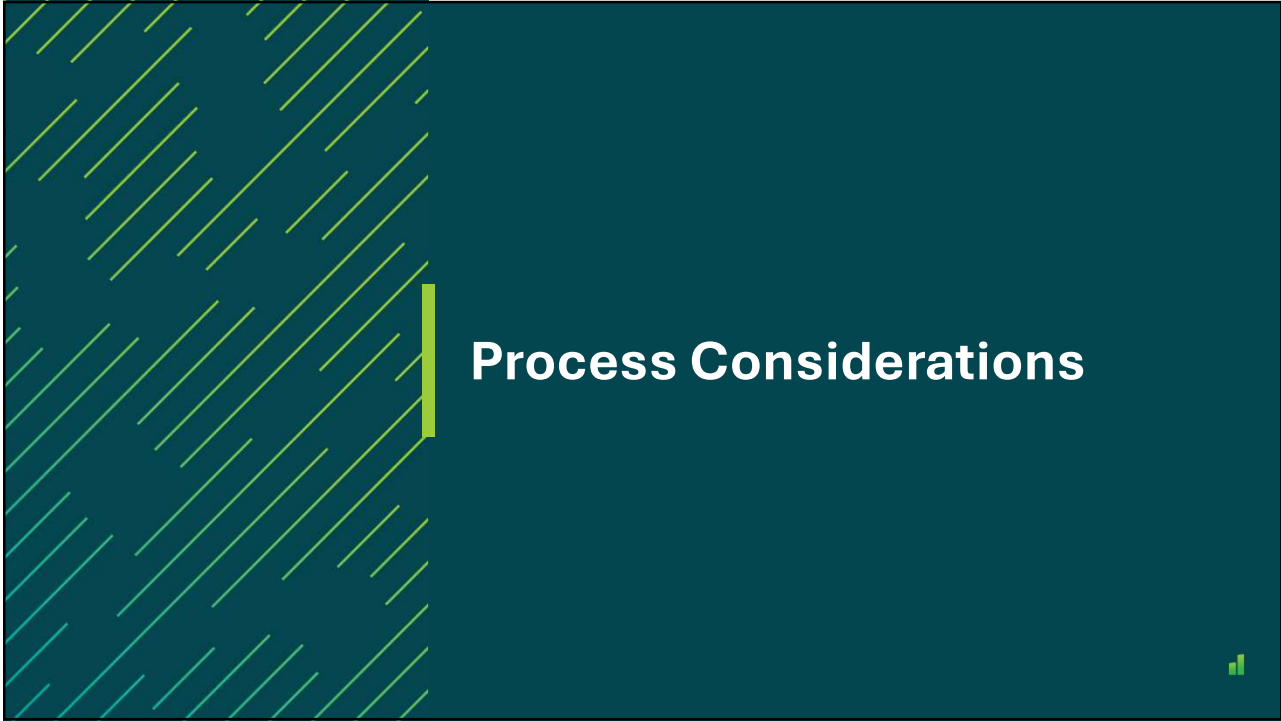
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Case Study

## Business Product Changes

- In 2024, a **larger bank with a significant portfolio** of business customers decided to **change business product** with the goal of enhancing Treasury Management product sales
- Prior to the product changes, the bank **offered more than 1,000 free monthly transaction items**; this **number was significantly reduced**
- Following the changes, new business checking openings **dropped by 10% in 2025**
- Overall **balances** in the accounts **were also 3.9% less** than in the prior year
- Conclusion = **Product matters**

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Product with a defined customer engagement process utilized by your team.

**Welcome!**

Every new personal checking account includes:  
 FREE debit card • FREE online banking • FREE bill pay • FREE mobile banking with mobile deposit  
 FREE eStatements • FREE thank you gift • FREE gifts for referring others  
 Buy back of your debit cards and unused checks from another financial institution up to \$10

Save time and money with these great products and services:

**Savings plans**

Will you make six or more withdrawals from your savings account each month?

yes → Additional checking account

no → Will you always keep more than \$2,500 in your savings account?

yes → Money market account

no → Savings account

- FREE debit card
- Direct deposit
- Automatic payments
- FREE online banking
- FREE bill pay
- FREE mobile banking with mobile deposit
- FREE eStatements
- FREE business checking

**1** To earn a higher rate of interest, will you always keep more than \$1,500 in your checking account?

yes → **High Interest Checking**  
 An account for those interested in higher interest!  
 • FREE standard checks  
 • Higher interest rate with a balance of \$1,500 or more  
 • Competitive interest if balance falls below \$1,500  
 • Only \$6 monthly charge if minimum balance falls below \$1,500

no → **2** Will there be anyone 50 years or better signing on this account?

yes → **50+ Interest Checking**  
 A perfect account for customers 50 and better!  
 • FREE standard checks  
 • Competitive interest  
 • No minimum balance  
 • No monthly service charge

no → **3** Does anyone plan to have direct deposit or an automatic payment with this account?

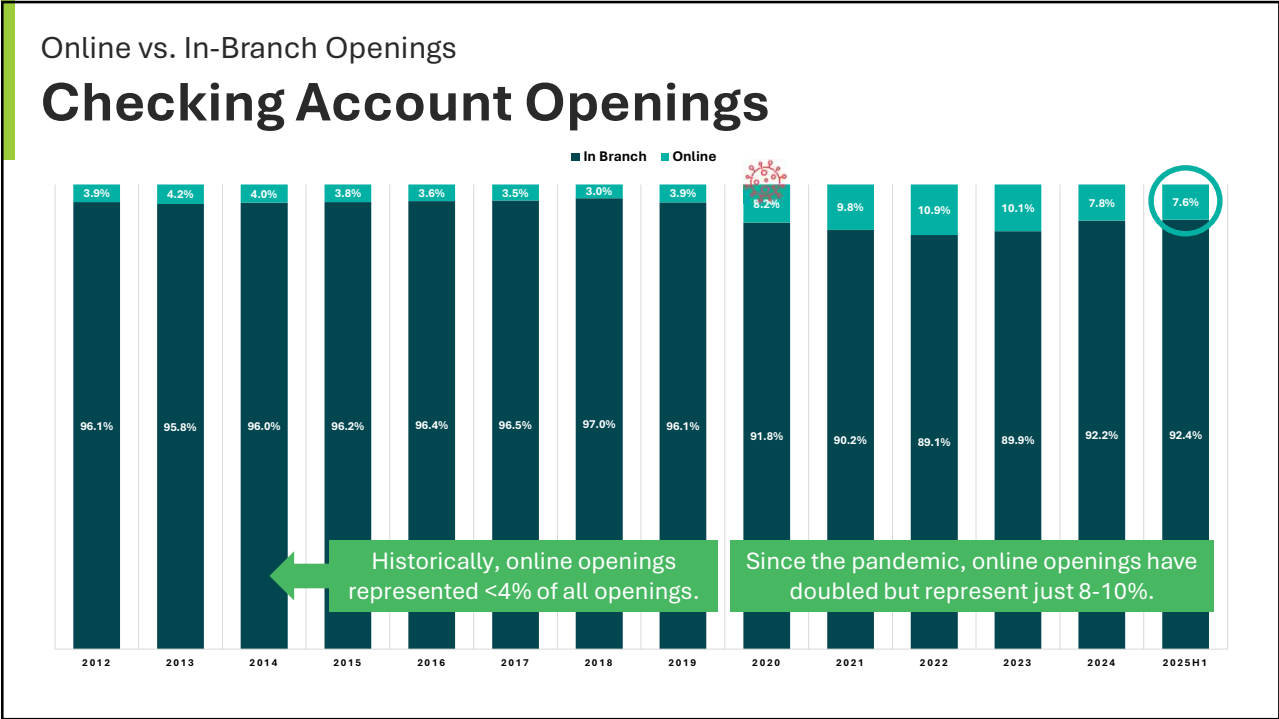
yes → **Direct Interest Checking**  
 Earn interest with the convenience of direct deposit or any automatic payment!  
 • Competitive interest  
 • No minimum balance  
 • No monthly service charge

no → **Totally Free Checking**  
 A FREE account for everyone!  
 • No minimum balance  
 • No monthly service charge

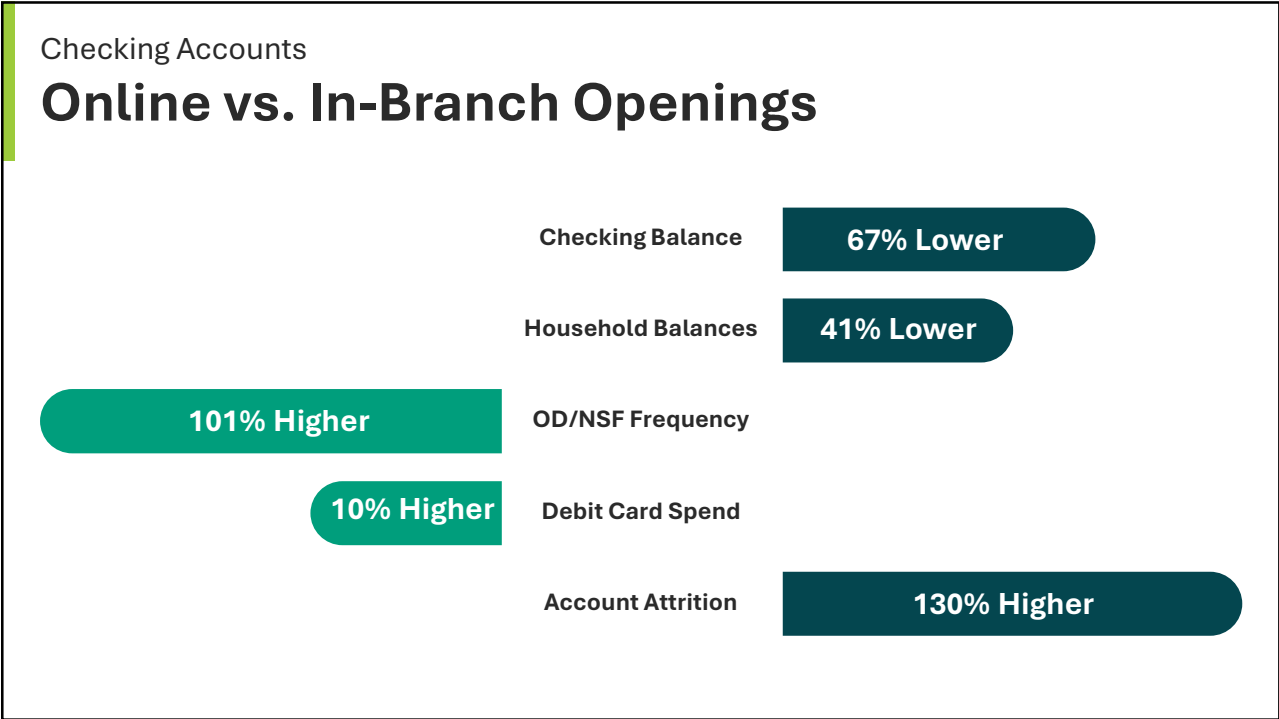
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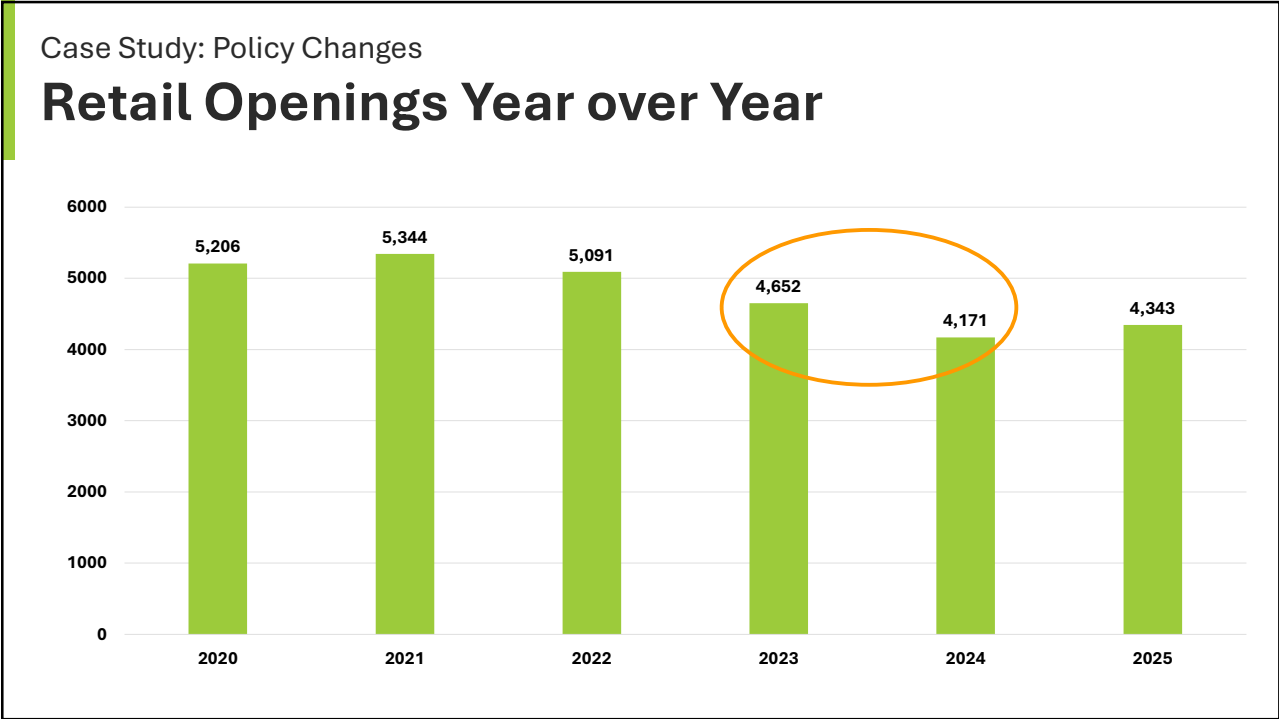
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Case Study: Policy Changes

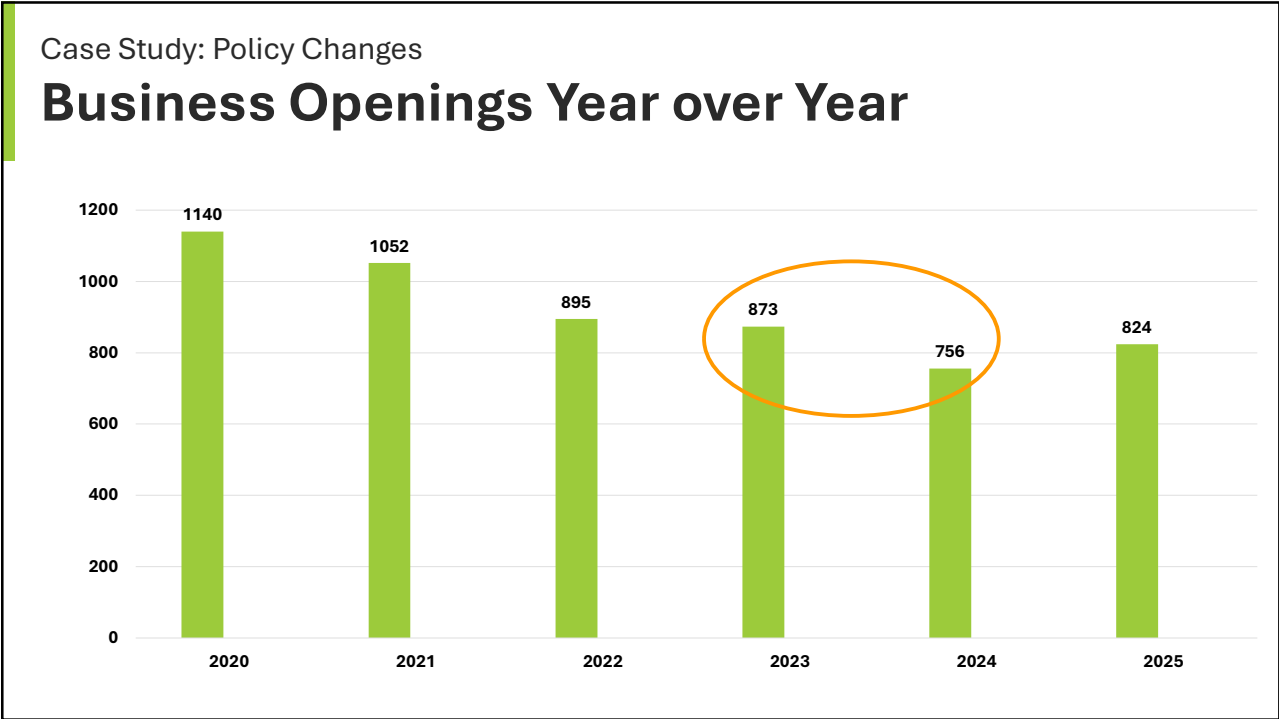
## Restrictive Policies Impact Growth

- A long-term, high performing client **began to see declines in openings** that accelerated over a two-year and four-month period
- After two-years of trying to determine what was happening, it was discovered that significant opening policy changes had been put in place by a small group of people:
  1. **Account screening was turned back on**
  2. **Proof of address began being required at account opening**
  3. **Multiple IDs requested with preference given to IDs from specific states**

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Case Study: Policy Changes

## What happened after fixing problems?

### Openings:

- Retail – Reversed downward trend and ended 2025 up 4% from 2024.
- Business – Reversed downward trend and ended 2025 up 9% from 2024.

### Closings (included retention specialist training in the branches):

- Retail – Ended 2025 down 18% from 2024.
- Business – Ended 2025 down 4% from 2024.

### Referred Openings:

- Customer Referred Openings – Reversed downward trend and ended 2025 up 19% from 2024.

### Portfolio:

- Retail Checking – Up 604 accounts in 2025, largest YoY increase since 2021.
- Business Checking – Up 71 accounts in 2025 after no growth in 2024.

### Coaching Execution:

- Leader Execution of Activities – Activity completion rate up from 27% in 2024 to 79% in 2025.

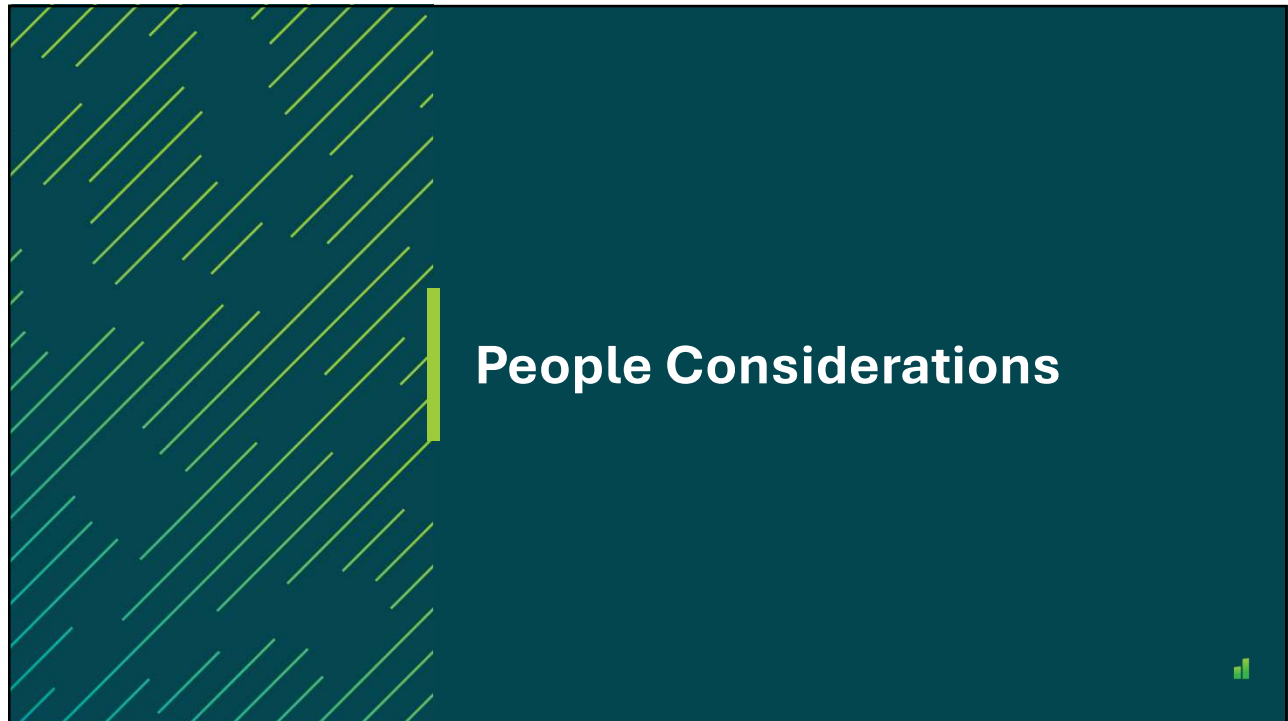
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Case Study: Policy Changes

## Restrictive Policies Impact Growth

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- After two-years of trying to determine what was happening, it was discovered that significant opening policy changes had been put in place by a small group of people:
  1. **Account screening was turned back on**
  2. **Proof of address began being required at account opening**
  3. **Multiple IDs requested with preference given to IDs from specific states**
- Conclusion = **Policies matter – we must focus on removing barriers**

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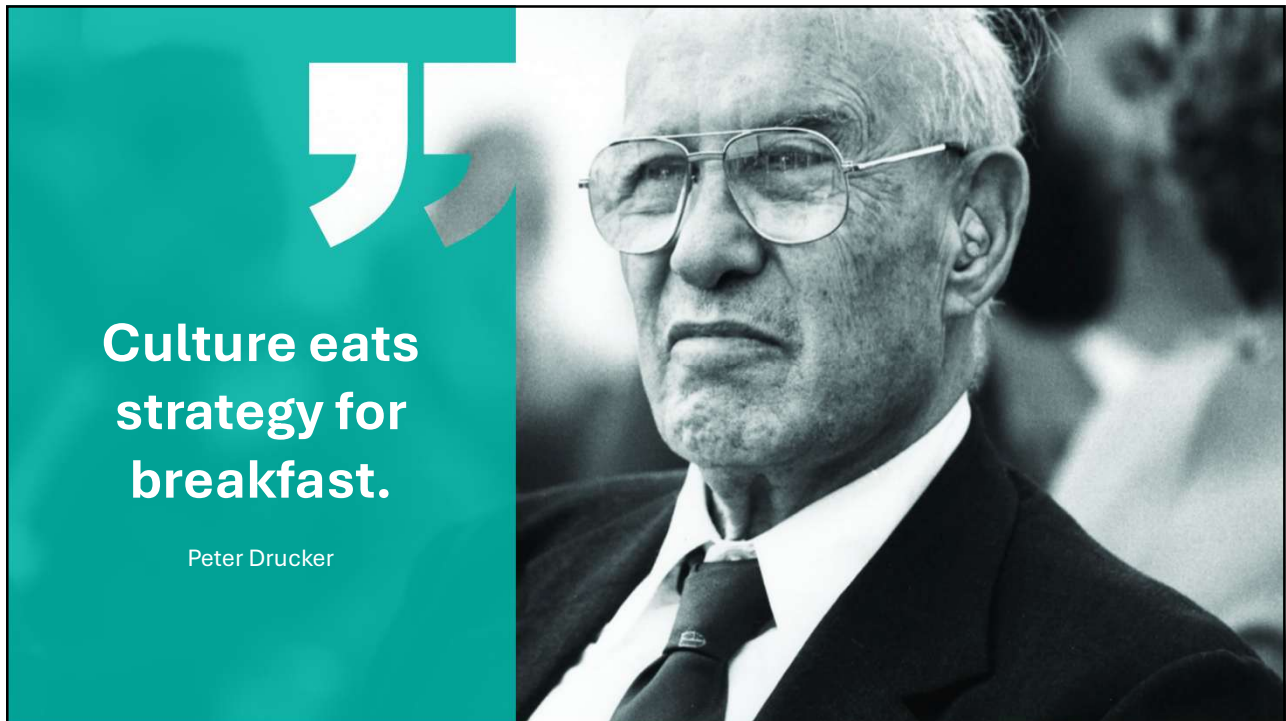
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### Cultivate™ High Payoff Activities

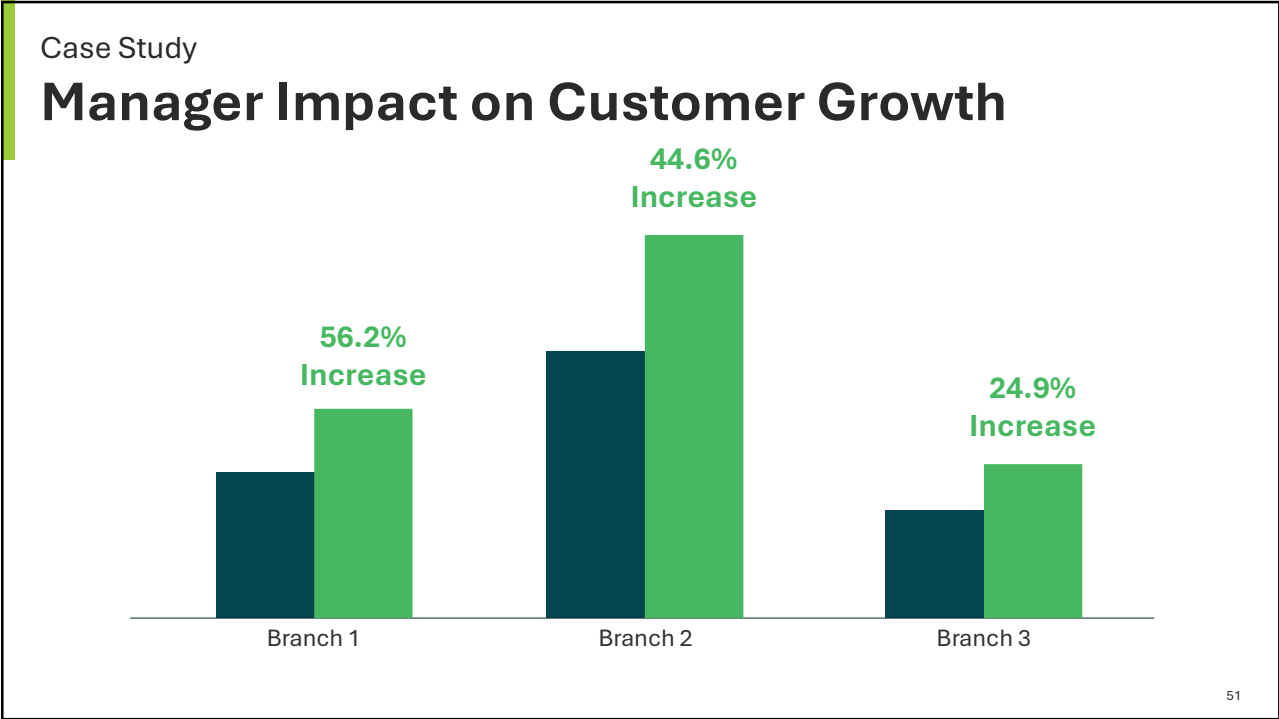
<p><b>WEEKLY TEAM MEETINGS</b></p>	<p><b>CHECK INS</b></p>	<p><b>SALES PRESENTATION CERTIFICATION</b></p>	<p><b>OBSERVATION COACHING</b></p>	<p><b>ONE-TO-ONE COACHING</b></p>
<p>Weekly meetings drive Team Member recognition, education, communication and motivation.</p>	<p>10-15 minute monthly meeting between Team Leaders and Team Members individual meetings to enhance Team Member's growth, relationships and motivation.</p>	<p>Every month Team Leaders provide immediate feedback and guidance regarding sales presentations.</p>	<p>Coaching "in the moment" is designed to reinforce previous training and refine skill development of Team Members.</p>	<p>Quarterly, planned meetings between Team Leaders and Team Members designed to focus on growth opportunities and uncovering additional potential.</p>

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### Cultivate™ Coaching Impact After One Year

<p><b>92%</b></p> <p>Agree or strongly agree their manager holds them accountable</p> <p>Pre-Launch    After 1 Year</p>	<p><b>88%</b></p> <p>Agree or strongly agree their manager motivates them</p> <p>Pre-Launch    After 1 Year</p>	<p><b>79%</b></p> <p>Agree or strongly agree their manager creates a positive work environment</p> <p>Pre-Launch    After 1 Year</p>
<p>■ Neutral    ■ Agree    ■ Strongly Agree</p>		
<p><i>Client Data: Employee survey results from a 25-branch community bank</i></p>		

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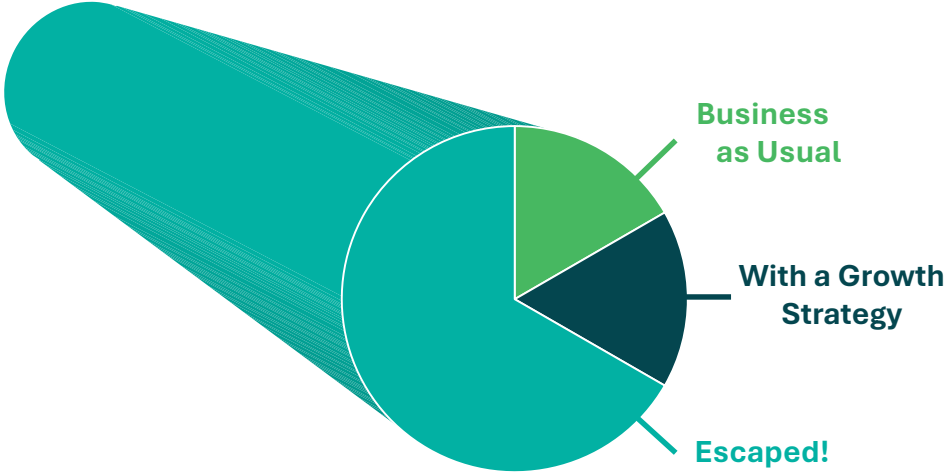


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## Promotion (aka, Marketing) Considerations

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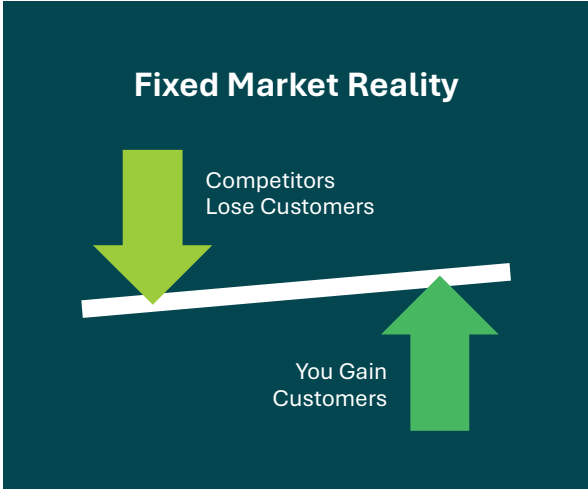
# The Pipeline



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# No One Wants to Switch, BUT...

In a given year, about  
**8%-12%**  
of households and  
businesses change banks.



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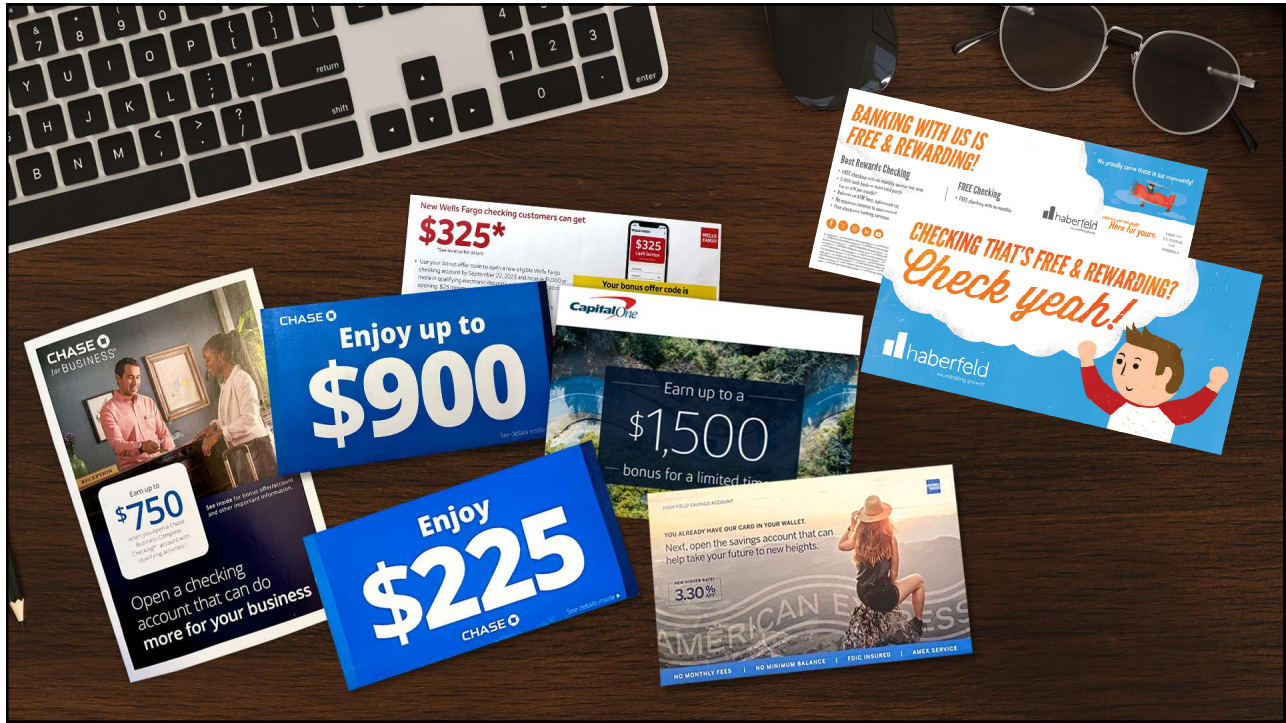
Marketing & Advertising Spend Matrix (2022–2025, \$MM)

# Peer Benchmarking

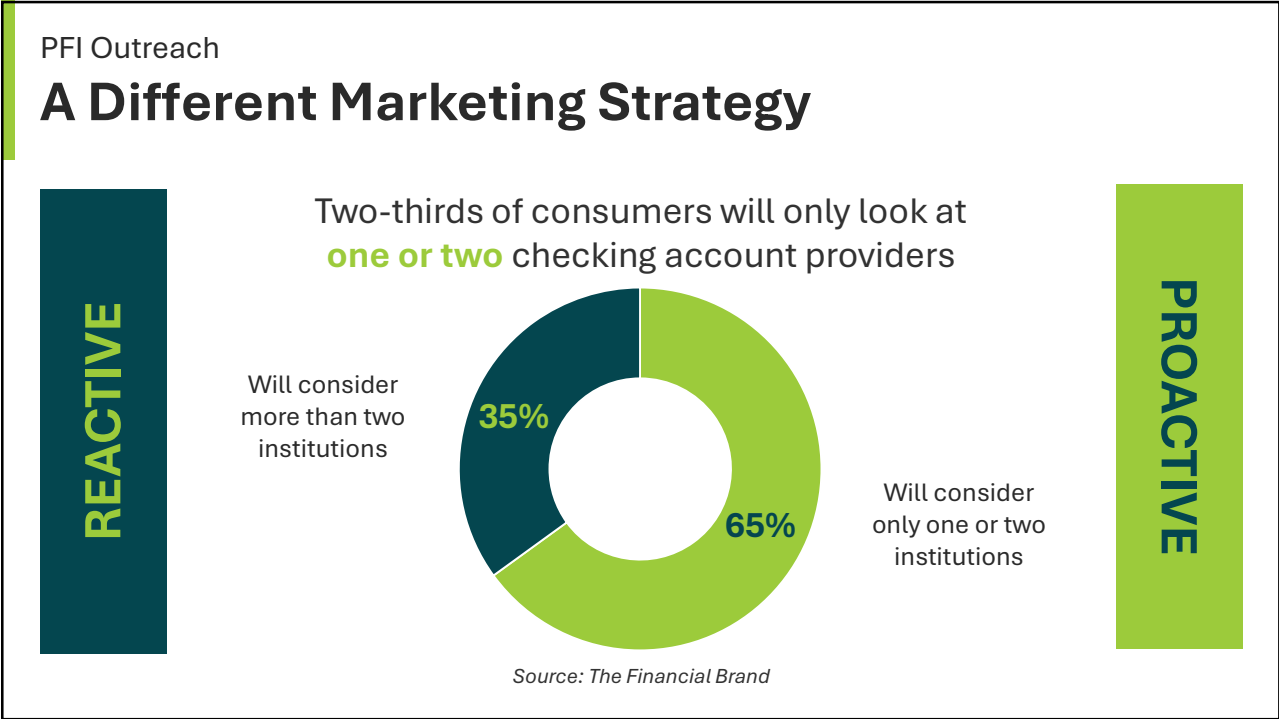
Bank	2022	2023	2024	2025	4-Yr Growth	Trend
JPMorgan Chase	\$4,060	\$4,540	\$4,974	\$5,531	+36%	Steady ↑
Bank of America	\$1,610	\$1,790	\$1,956	\$2,204	+37%	Steady ↑
Wells Fargo	\$505	\$812	\$869	\$1,094	+116%	Steep-change ↑
Citigroup	\$1,556	\$1,393	\$1,113	\$1,097	-29%	Declining ↓
Capital One	—	\$4,000	~\$4,560	~\$5,880	+47%*	Re-accel. ↑
U.S. Bancorp	\$456	\$726	\$619	\$705	+55%	Volatile ↕

\* Capital One uses % disclosures; 2023 = \$4.0B base year

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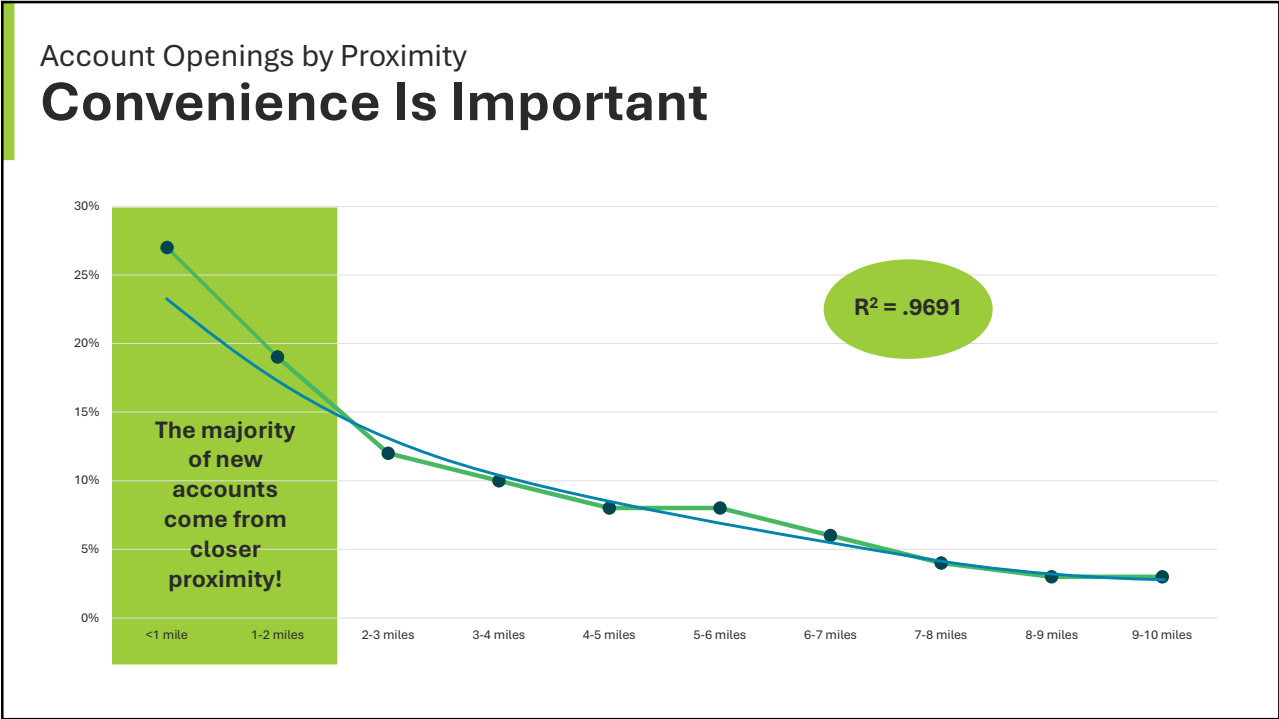
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## Strategically Growing PFI Customers

- Use the Right Media**  
Print & Digital
- Use the Right Frequency**  
Every 6 – 7 Weeks
- Have the Right Message**  
Your Offer

**All of this is directed to the right audience!**

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## Chase – Marketing AND Adding Locations

**Lincoln, NE**


**New York, NY**

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**Defining Convenience**

# Demonstrated Convenience

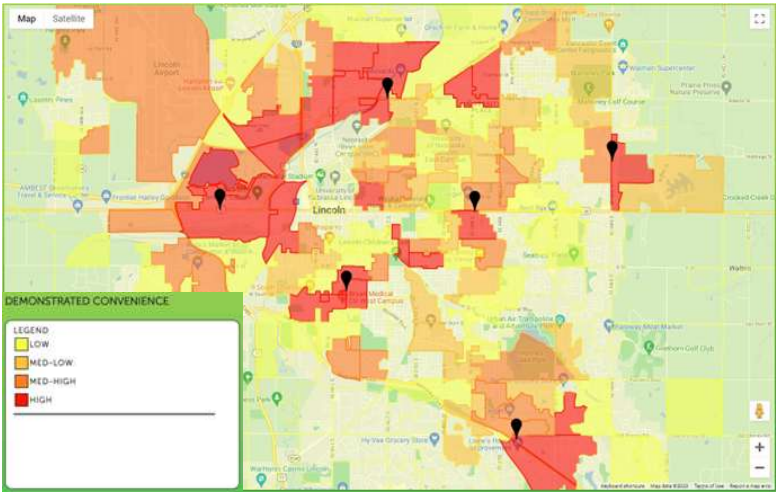
**They are the neighbors or businesses next to the customers who already bank with you.  
They live around or have businesses near your branches.**



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Driving More Traffic

## Demonstrated Convenience




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**Defining Convenience**

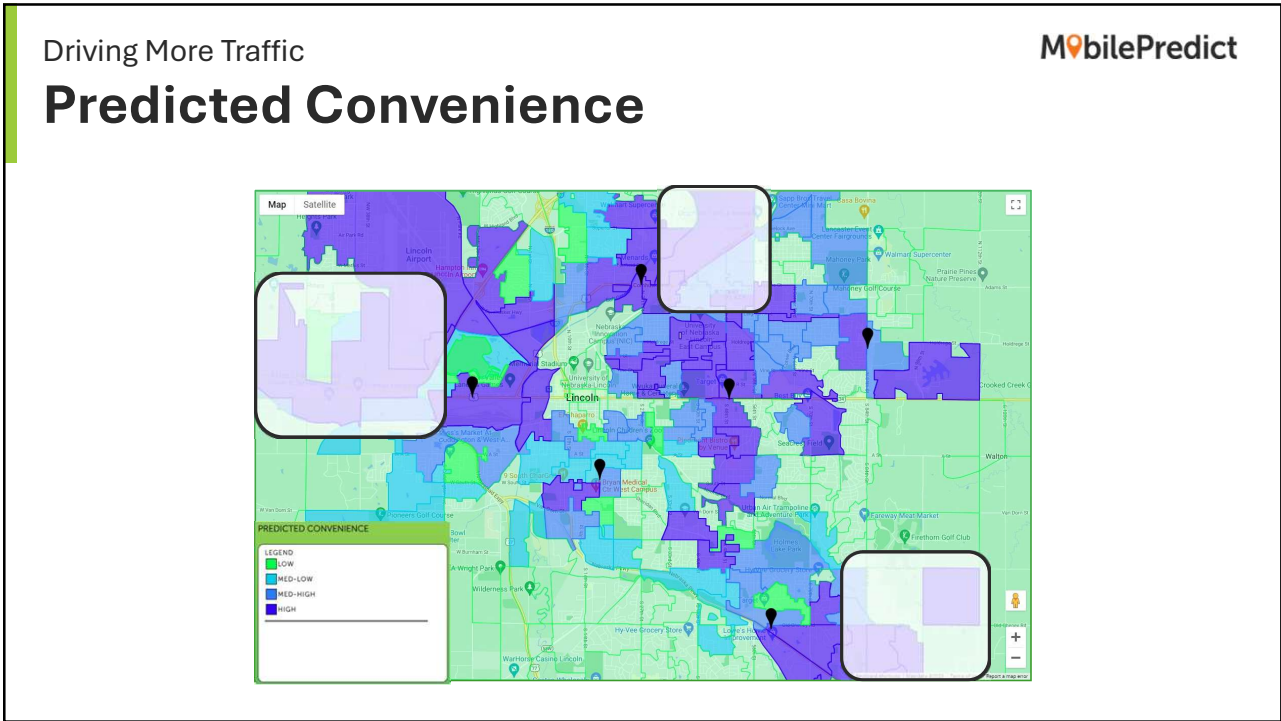
# Predicted Convenience

Includes market penetration and competitor analysis plus  
GPS data for people who work around, walk, shop, eat or  
drive by your branches with regularity.

**MobilePredict**

An illustration at the bottom of the slide shows various types of buildings: a school, a house, a multi-story office building, a car, and another multi-story office building. Yellow location pins are placed above several of these buildings, indicating specific geographic points of interest.

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Omnichannel Marketing

# Proactively Reaching Prospects

Reactive  
**35%**  
 will consider  
 more than two  
 institutions

Proactive  
**65%**  
 will consider one or two  
 institutions

65

# The Next Step – Persona Messaging

**Member FDIC** **LOW INCOME HOUSING CREDIT** NMLS# 4116695 **Nº11**

**Freedom Checking**  
 An account for customers 13 years and older!  
 • No minimum balance • No monthly maintenance fee  
 • FREE eStatements

**Business Freedom Checking**  
 Perfect for most businesses!  
 • 1,000 FREE monthly transaction items  
 • No minimum balance • No monthly maintenance fee  
 • Up to \$10,000 in cash & coin services included per month

**business freedom checking**  
 Perfect for most businesses!  
 • 1,000 FREE monthly transaction items  
 • No minimum balance • No monthly maintenance fee  
 • Up to \$10,000 in cash & coin services included per month

Enjoy all the benefits of a **Freedom Checking** account!

**FREE** Online Banking with Bill Pay    **FREE** Mobile Banking with Mobile Deposit

**FREE** Debit Card or Business Debit Card    **And More!**

**Open Online at FirstState.Bank or Visit Your Closest Branch at**

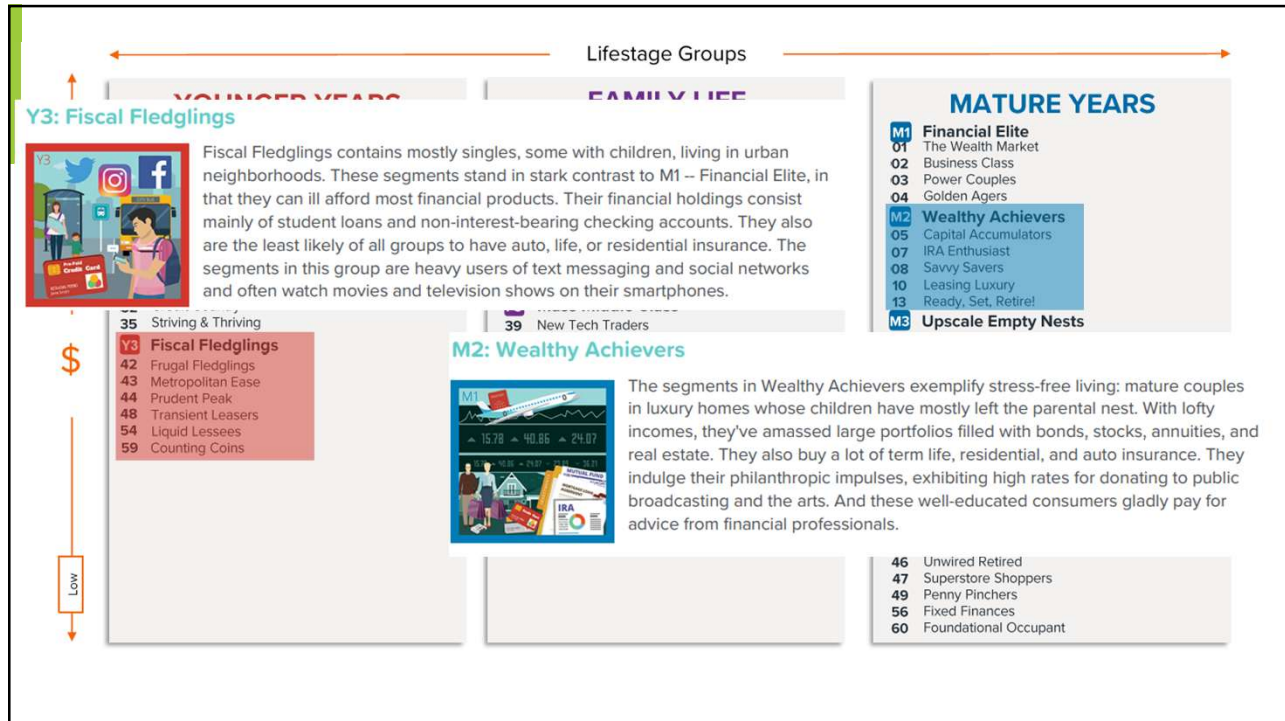
**FREE** Debit Card or Business Debit Card    **And More!**

**Open Online at FirstState.Bank or**

**Visit Your Closest Branch at**  
 400 W Oak St or 2430 W University Dr - Denton  
 University Dr Open Saturdays, 9 to 1 p.m.

Other fees such as non-sufficient funds, overdraft, etc. may apply. See fee schedule for details. Minimum opening deposit is only \$50. Ask us for details. First State Bank rules and regulations apply. Transaction items include all debits and credits. If the Business Freedom or Business Interest account exceeds 1,000 free monthly transactions, a fee of \$35 per item over 1,000 may be charged. If the Business Freedom or Business Interest account exceeds \$10,000 in monthly coin and currency services, the account may be converted to a non-checking product. Minor 13-17 Joint Ownership of parent or guardian required. Opening online available for personal accounts only.

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## Leverage Big Data for Messaging

# Persona Precision

*Segment existing households to better understand what messaging will resonate with prospects*

- **High Yield Checking** = Wealthy Achiever
- **Totally Free Checking** = Fiscal Fledglings

**CHECKING TO FIT YOUR NEEDS**

**High Yield Checking**  
An account for those interested in higher interest.

- Unlimited FREE standard checks
- Higher interest rate with a balance of \$1,500 or more
- Competitive interest if balance falls below \$1,500
- Only \$10 monthly charge if minimum balance falls below \$1,500

[Open a Checking Account Now](#)

**Totally Free Checking**  
A FREE account for everyone

- No minimum balance
- No monthly service charge

**50+ Interest Checking**  
A perfect account for customers age 50 and better

- FREE standard checks - one box annually
- Competitive interest
- No minimum balance
- No monthly service charge

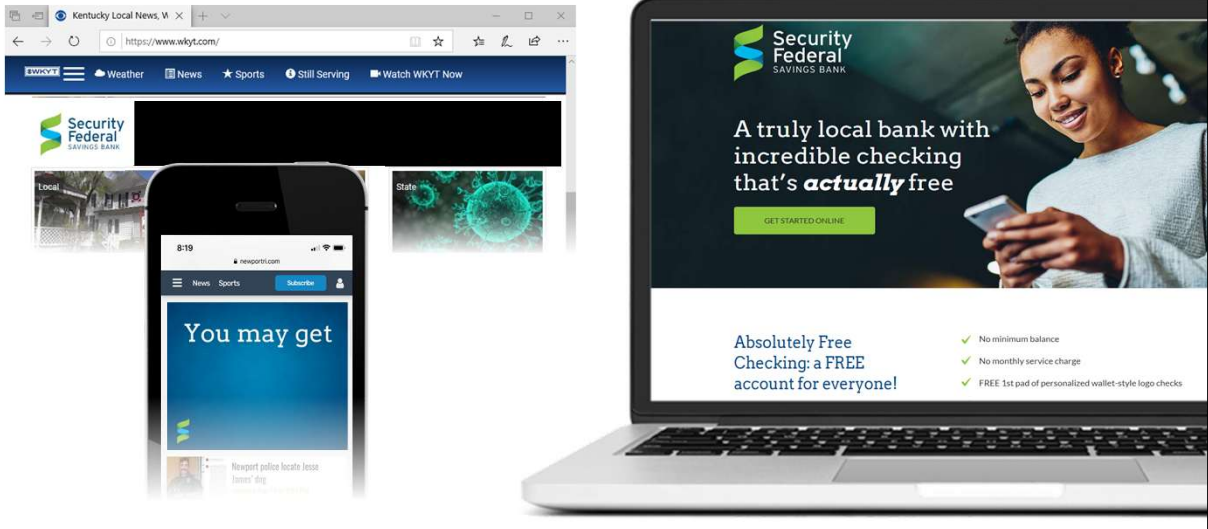
**Direct Interest Checking**  
An interest-earning account with the convenience of direct deposit or any automatic payment

- Competitive interest
- No minimum balance
- No monthly service charge

Member FDIC. Minimum opening deposit is \$50. Ask banker for details. Bank rules and regulations apply. Other fees such as non-sufficient funds, overdraft, returned payment fee, etc. may apply. See fee schedule for complete details.

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# Digital Marketing Animated Display



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# Display Ad Types



## Product

Promote a specific compelling product  
(e.g., Free Checking)

## Brand

Build awareness and name recognition  
(e.g., Serving your community for 80+ years)

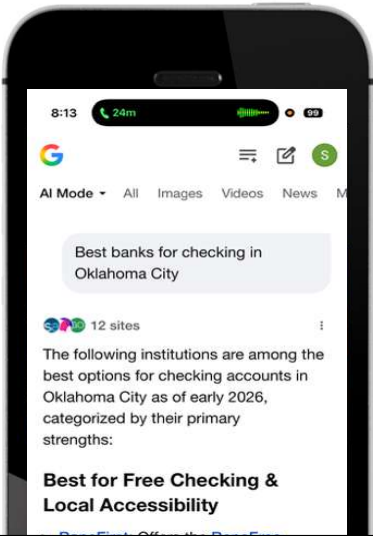
## Unique Selling Proposition

Highlight what makes you special  
(e.g., Great mobile app)

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Omnichannel Marketing – Generative Engine Optimization (replacing SEO)

# Reactively Reaching Prospects



**Reactive**  
**35%**  
 will consider  
 more than two  
 institutions

**Proactive**  
**65%**  
 will consider one or two  
 institutions

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Stack Rank

# Households and Businesses in Your Markets

**Demonstrated Convenience**  
 Opening Activity Score

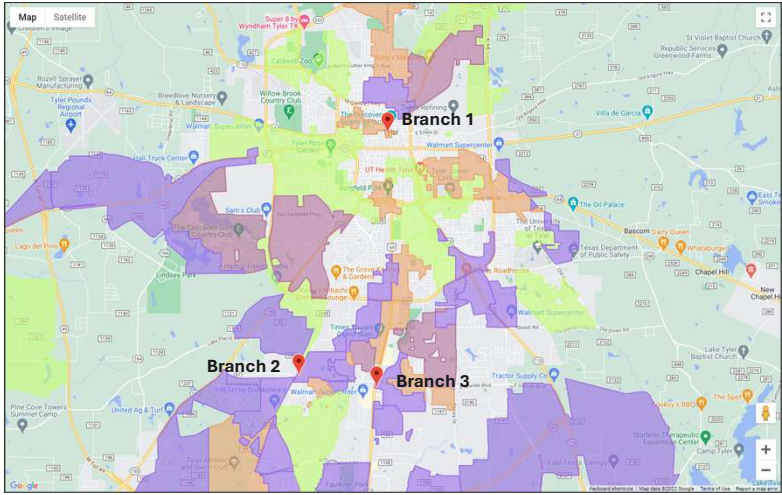
	0	1	2	3	4	5	6	7	8	9	10	11	12	Total
0	501	23,042	2,327	7,508	2,100	2,203	1,093	360	848	255	400	365	82	41,084
1		27,162	9,247	961	174									37,544
2		16,262	13,007	5,064	1,541					440				36,314
3	1,525	14,270	10,003	11,412	1,936	578								39,724
4		11,914	12,622	7,712	1,509	713	827							35,297
5		8,283	11,726	10,394	1,925	1,155	345							33,828
6		5,836	10,661	12,556	1,332	1,060	98							31,543
7	648	3,275	14,652	4,597	3,850	979	2,239	568	710	304	484			32,306
8		660	8,138	5,725	5,584	3,837	2,256	2,289	487	490	394	495		30,355
9		711	5,326	7,779	6,633	3,055	1,178	2,577	890	443	591	425		29,608
10			5,970	3,785	7,792	568	1,897	3,936	1,344	1,164	918	419		27,793
11			2,863	5,109	4,122	398	3,258	3,426	1,284	1,968	2,534	202	439	25,603
12			1,958	4,830	1,484	1,890	3,052	3,157	516	1,181	129	623	1,103	19,923
Total	4,045	134,299	111,473	85,819	24,115	18,329	19,544	5,892	6,804	5,565	2,623	2,332	82	420,922

Sample Client: 170,000+ Prospects in High-Performing Neighborhoods

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# Dynamic Shift of Prospect Targets

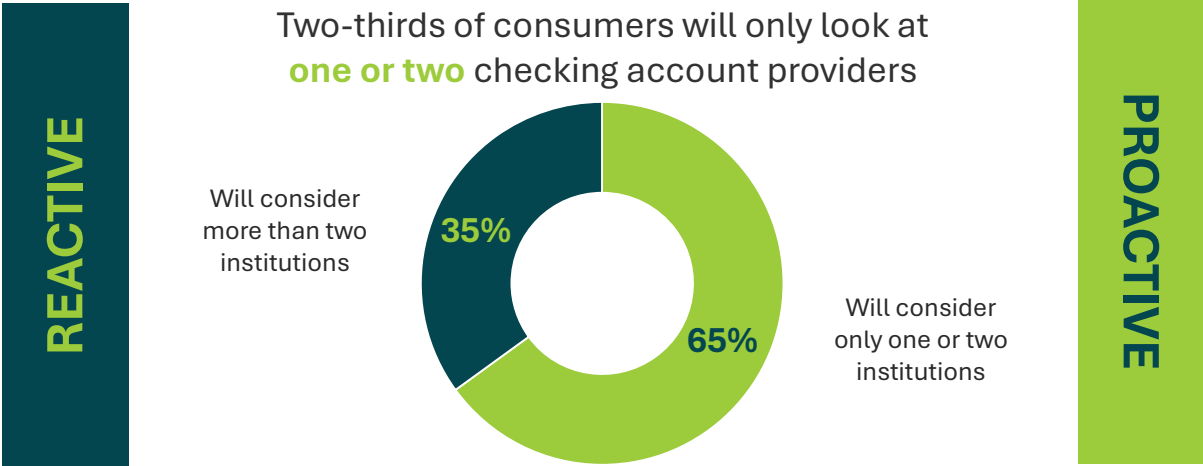
- Demonstrated and Mobile Predict™ Convenience
- Demonstrated Convenience
- Mobile Predict™ Convenience
- Marketing Paused



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PFI Outreach

# A Different Marketing Strategy

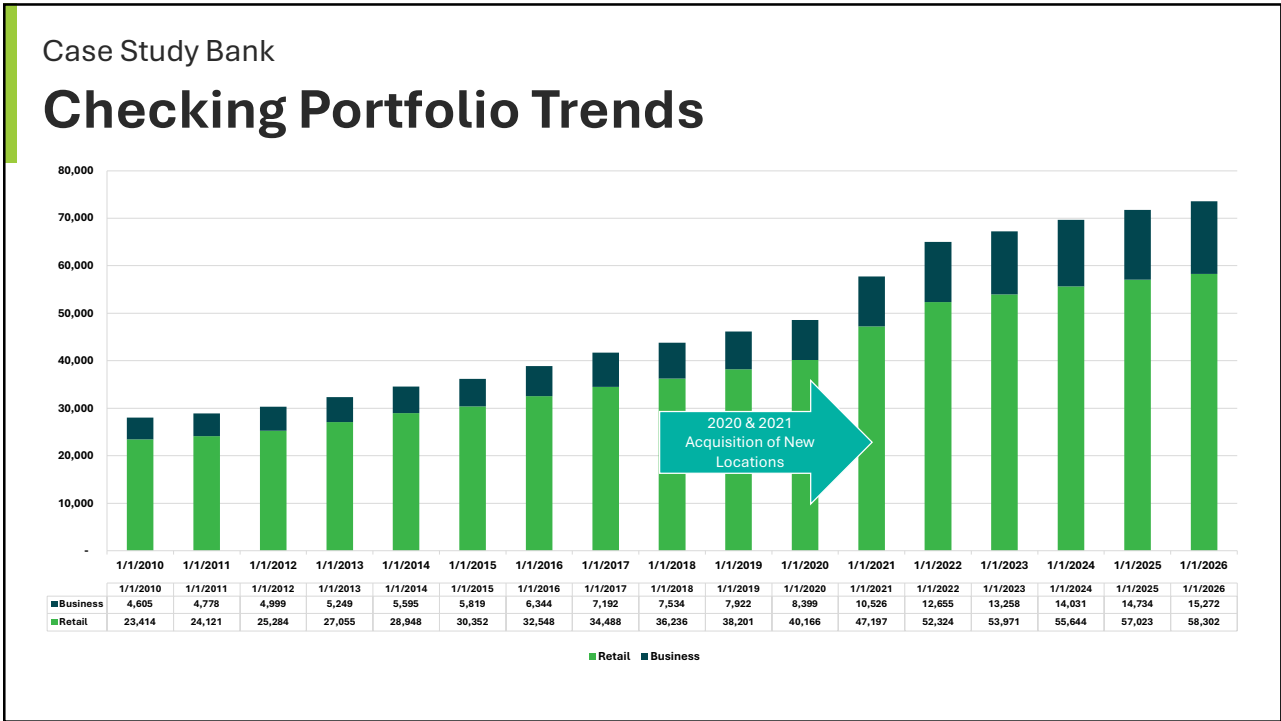


Source: The Financial Brand

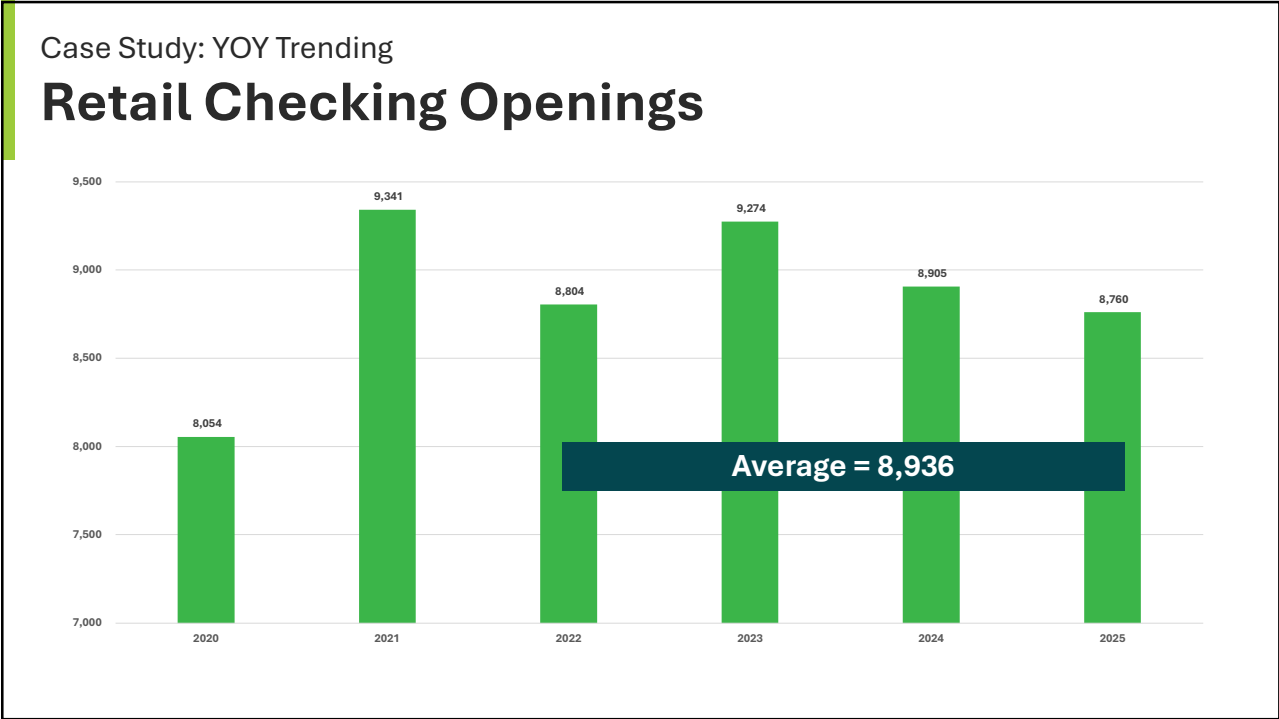
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# Case Study Bank Continued

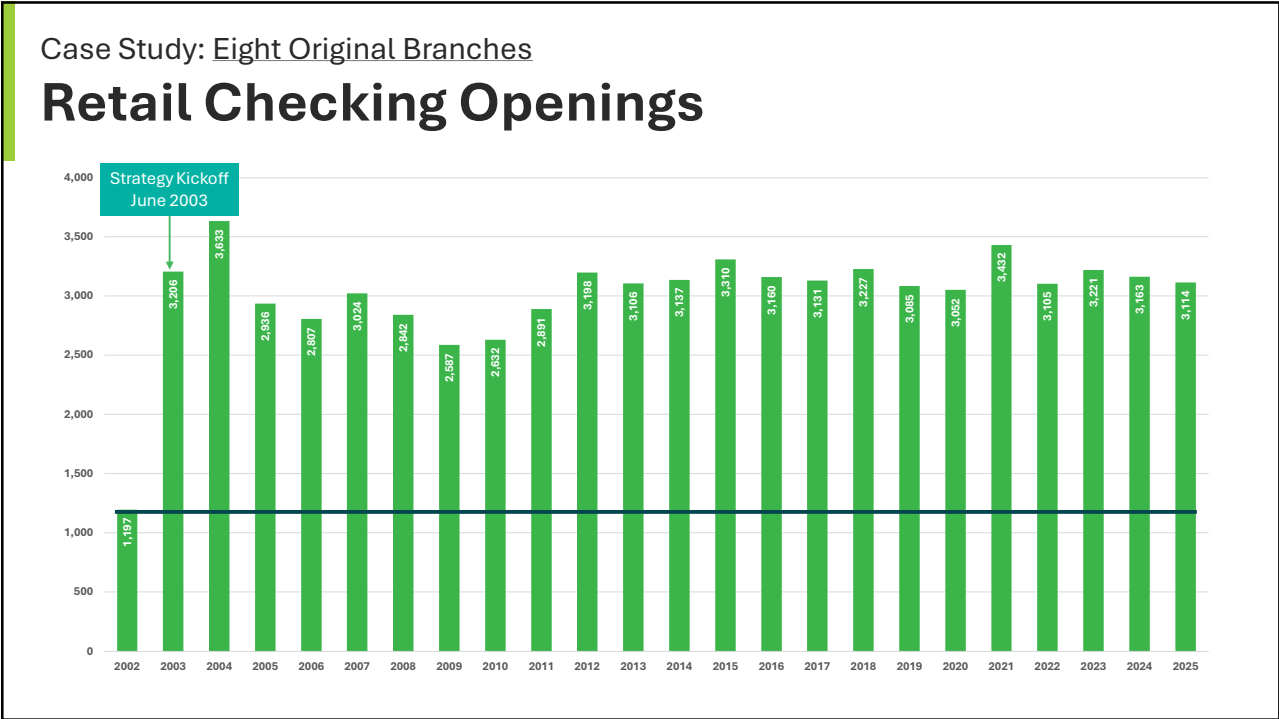
75



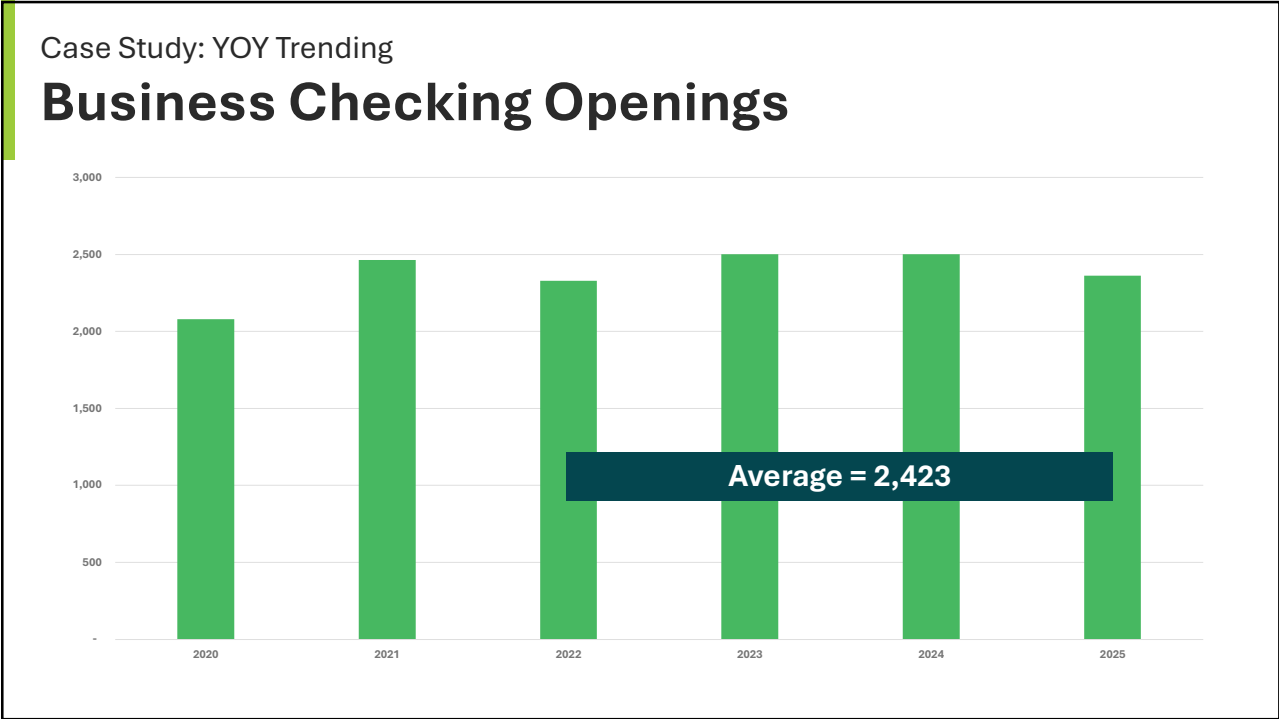
76



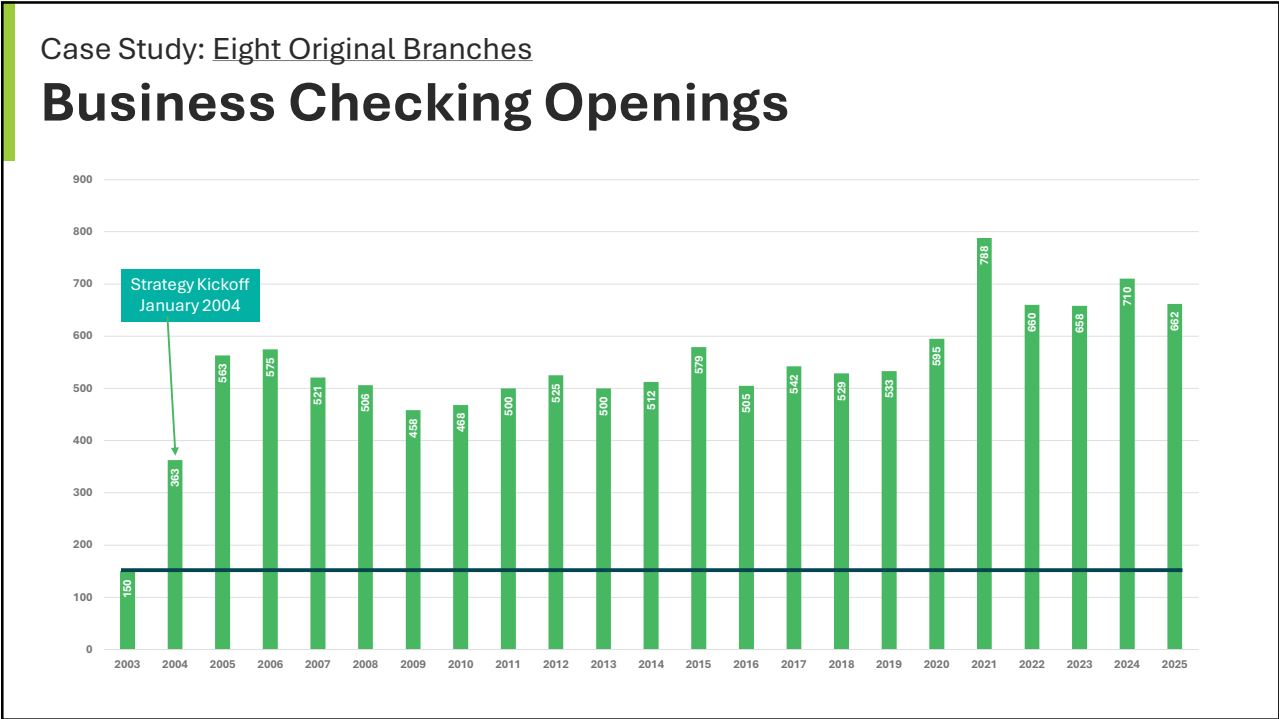
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**You can lead change  
in an uncertain  
environment and  
drive growth  
beginning today!**



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