



# CREDIT UNION MARKETING-EFFECTIVENESS RATING INSTRUMENT

**(Check one answer to each question)**

**MEMBER PHILOSOPHY** (This relates to the definition and focus of marketing efforts to meeting the needs of target market(s) or membership overall.)

**SCORE**

**A. Does management recognize the importance of designing the Credit Union to serve the needs and wants of chosen markets?**

- 0     Management primarily thinks in terms of selling current and new products to whoever will buy them.
- 1     Management thinks in terms of serving a wide range of markets and needs with equal effectiveness.
- 2     Management thinks in terms of serving the needs and wants of well-defined markets chosen for their long-run growth and profit potential for the Credit Union.

**B. Does management develop different offerings and marketing plans for different segments of the membership?**

- 0     No.
- 1     Somewhat.
- 2     To a good extent.

**C. Does management take a whole marketing system view (suppliers, channels, competitors, members, environment) in planning its business?**

- 0     No. Management concentrates on selling and servicing its immediate members.
- 1     Somewhat. Management takes a long view of its channels although the bulk of its effort goes to selling and servicing the immediate members.
- 2     Yes. Management takes a whole marketing systems view recognizing the threats and opportunities created for the company by changes in any part of the system.

**INTEGRATED MARKETING ORGANIZATION** (This relates to the commitment by top management to the importance and integration of marketing throughout the Credit Union.)

**SCORE**

**D. Is there high-level marketing integration and control of the major marketing functions?**

- 0     No. Business development and other marketing functions are not integrated at the top and there is some unproductive conflict.
- 1     Somewhat. There is formal integration and control of the major marketing functions but less than satisfactory coordination and cooperation.
- 2     Yes. The major marketing functions are effectively integrated.

**E. Does marketing management work well with senior management in lending, operations, IT, facilities/branches, electronic services, personnel and finance?**

- 0     No. There are complaints that marketing is unreasonable in the demands and costs it places on other departments.
- 1     Somewhat. The relations are amicable although each department pretty much acts to serve its own power interests.
- 2     Yes. The departments cooperate effectively and resolve issues in the best interest of the company as a whole.



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## SCORE

### F. How well-organized is the new product process?

- 0  The system is ill-defined and poorly handled.  
1  The system formally exists but lacks sophistication.  
2  The system is well-structured and professionally staffed.

**ADEQUATE MARKETING INFORMATION** (This relates to how much management demands to know about the members it serves to best focus marketing efforts to meet corporate goals.)

## SCORE

### G. When were the latest marketing research or MCIF studies of members, their buying influences, service quality, online usage, and/or competitors conducted?

- 0  Several years ago.  
1  A few years ago.  
2  Recently.

### H. How well does your management and marketing team know the sales potential and profitability of different member segments, loan and deposit products, online services, and branch areas?

- 0  Not at all.  
1  Somewhat.  
2  Very Well.

### I. What effort is expended to measure the cost effectiveness of different marketing expenditures?

- 0  Little or no effort.  
1  Some effort.  
2  Substantial effort.

**STRATEGIC ORIENTATION** (This relates to the amount of formality with which the Credit Union top management approaches marketing.)

## SCORE

### J. What is the extent of your formal marketing planning?

- 0  Management does little or no formal marketing planning.  
1  Management develops an annual marketing plan.  
2  Management develops a detailed annual marketing plan and a careful long-range plan that is updated annually.

### K. What is the quality of the current marketing strategy?

- 0  The current strategy is not clear.  
1  The current strategy is clear and represents a continuation of traditional strategy.  
2  The current strategy is clear, innovative, data-based, and well-reasoned.

### L. What is the extent of contingency thinking and planning?

- 0  Management does little or no contingency thinking.  
1  Management does some contingency thinking although little formal contingency planning.  
2  Management formally identifies the most important contingencies and develops contingency plans.



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**OPERATIONAL EFFICIENCY** (This relates to the ability to react to market conditions based on the ongoing review of results and monitoring of the marketplace.)

**SCORE**

**M. How well is the marketing “thinking” at the senior management level communicated and implemented down the line?**

- 0  Poorly.
- 1  Fairly.
- 2  Successfully.

**N. Is management doing an effective job with the marketing resources?**

- 0  No. The marketing resources are inadequate for the job to be done.
- 1  Somewhat. The marketing resources are adequate but they are not employed optimally.
- 2  Yes. The marketing resources are adequate and are deployed efficiently.

**O. Does management show a good capacity to react quickly and effectively to on-the-spot developments?**

- 0  No. Sales and market information is not very current and management reaction time is slow.
- 1  Somewhat. Management receives fairly up-to-date sales and market information; management reaction time varies.
- 2  Yes. Management has installed systems yielding highly current information and fast reaction time.

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**TOTAL SCORE**

The instrument is used in the following way. The appropriate answer is checked for each question. The scores are added—the total will be somewhere between 0 and 30. The following scale shows the **level of marketing effectiveness**.

0-5 = None	16-20 = Good
6-10 = Poor	21-25 = Very Good
11-15 = Fair	26-30 = Superior