



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.

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