



Maps CU Supports Its Members with Personalized Post-Holiday BT/CLI Offers

Easy one-click website portal skyrockets campaign response rate and member experience.

Executive Summary

Maps Credit Union worked with Advisors Plus® to create a post-holiday balance transfer campaign that delivered precisely targeted 12-month promotional rate and credit line increase offers to select Maps cardholders. The campaign resulted in \$1.6 million in balances transferred with a 3.76% overall response rate and featured an innovative online offer acceptance portal. The initial campaign was so successful that Maps later extended a version of the offer to all its cardholders, adding an additional \$1.4 million in transferred balances.

Client Profile

Maps Credit Union, headquartered in Salem, Oregon, was founded in 1935 by 17 teachers searching for a brighter future

during the depths of the Great Depression. Meeting in empty classrooms before and after school, Maps' founding members passionately believed that "the best way to navigate life's great adventure is to do it together."

Today, Maps (formerly Marion and Polk Schools Credit Union) continues to fulfill its Every Member Benefits mission by helping build financial security through lifelong access to education. That focus has grown Maps into a community-chartered, federally insured powerhouse with \$1.2 billion in assets, serving 72,000 members in Oregon's Willamette Valley Basin through 13 branches and a full-service contact center.

The Challenge

When Advisors Plus began working with Chris Giles, Maps' Chief Experience Officer, in late 2020, it was a unique moment in time. Giles had just been promoted to his

Maps CU Supports Its Members with Personalized Post-Holiday BT/CLI Offers

new position and Maps was at the top of its member service game. Maps' uncommonly broad menu of offerings ranged from mortgage lending, wealth management and a full suite of small business products, to personal and commercial insurance, and branch training partnerships with local schools. Maps even had a fleet of armored trucks to serve its members with cash businesses and other local credit unions.

But just when Maps seemed to be leaving no member need behind, the COVID-19 pandemic arrived, bringing economic uncertainty, shifting member needs and rapidly evolving technology demands.

Almost overnight, Giles found Maps facing the same challenge its founders had confronted: how to reassure members that Maps would have their backs as they navigated an uncertain future together.

The Opportunity

Giles decided to tackle that challenge by focusing on enhancing Maps' underperforming credit card program. The pandemic had created a clear opportunity to make the program more responsive to Maps cardholders' changing needs, but the clock was ticking. As Giles explains, "Traditionally for us, cards had lived in Lending, and they had been marketed purely on rate ... but that strategy was no longer resonating."

Could Advisors Plus help Maps make its credit card program more responsive to changing member needs?

The Strategy

Giles, working with Frances Kaufmann, Maps' Director of Payment Services, reached out to Maps' PSCU account executive, Martin DeVita, to find out. DeVita, who had recently spent an entire day with Giles testing out every possible transaction on Maps' new ATMs, assured Giles and Kaufmann that Advisors Plus would match their passion for data and member experience stride for stride.



Advisors Plus principal consultant Barney Moore began working with Giles and Kaufmann in early 2021. As he analyzed Maps' card portfolio profitability, conducted a competitive market analysis and benchmarked Maps' portfolio performance metrics versus its peers, two opportunities stood out:

- Maps could support its members and build loyalty with a balance transfer campaign.
- Low credit lines were constraining card usage just when Maps members needed spending flexibility most.

Maps CU Supports Its Members with Personalized Post-Holiday BT/CLI Offers

Based on Moore's analysis, Advisors Plus senior marketing analyst Nick Reichling recommended creating a post-holiday balance transfer campaign, paired with credit line increases where appropriate. Using its proprietary segmentation analytics, Advisors Plus crafted targeted offers to qualified Maps cardholders based on each account's precise usage and payment patterns.

Meanwhile, Giles and Kaufmann worked with Maps' in-house technology department to create a member-friendly online offer activation portal that would wow campaign recipients with its simplicity and ease of use.

The Campaign

The Maps post-holiday campaign ran from Jan. 15 to March 15, 2022. The campaign offered no-fee balance transfers (BT), paired with credit line increases (CLI) for some cardholders. Offers were delivered to current Maps Mastercard cardholders, either via direct mail with one email follow-up reminder or via email only with two follow-up reminders.

Each qualified Maps cardholder received one of six offers, all with no minimum transfer amount and qualified transactions posting as cash:

1. 1.99% promotional rate for 12 months with no CLI
2. 5.99% promotional rate for 12 months with no CLI
3. 9.99% promotional rate for 12 months with no CLI
4. CLI + 1.99% promotional rate for 12 months
5. CLI + 5.99% promotional rate for 12 months
6. CLI + 9.99% promotional rate for 12 months

The online balance transfer portal that Maps developed enhanced the campaign's personalization even further by letting Maps cardholders accept and activate their offers instantly. All a cardholder had to do was specify the transfer amount and enter the account number of the "transfer from" account, and the appropriate lender's ZIP code would populate to validate and execute the transfer. By completing much of the information on the member's behalf, the portal not only elevated the member experience but significantly reduced errors.

The Results

The Maps BT/CLI campaign was an outstanding success. Not only did it achieve excellent offer response results, but it delivered a truly personalized member experience and generated powerful marketing insights to guide future campaigns.

- **Response Rates:** The campaign's overall average response rate was 3.76%. Responses to the six different offers ranged from a high of 5.94%

Maps CU Supports Its Members with Personalized Post-Holiday BT/CLI Offers

(5.99% with no CLI) to 1.68% (9.99% with CLI). Response rates were virtually identical between Maps' Mastercard Cashback cardholders (3.76%) and those enrolled in Mastercard Platinum Rewards (3.75%). Mastercard World cardholders, though a much smaller group, posted a slightly higher response rate at 4.12%.

- **Balances Transferred:** The campaign resulted in \$ 1.56 million in total balances transferred. The 1.99% rate—with and without the CLI—was by far the most popular offer, both in the number of responses and dollars transferred.
- **Email Versus Direct Mail Offer Delivery:** The email-only campaign delivery channel eclipsed the direct mailing, accounting for 94% of the total responses.
- **Maps Online Offer Acceptance Portal:** Members appeared to be delighted by, and completely comfortable with, the ease of making balance transfers through the website portal. Transfer transactions occurred every day of the campaign at an average of eight per day, with the highest daily number—39—posting just before the campaign expired.
- **In-house Follow-up Campaign:** The Advisors Plus campaign was such a success that Maps decided to open the offer to additional Maps

cardholders after the campaign's official March 15 end date. Utilizing the original Advisors Plus cardholder segmentation data, Maps extended balance transfer offers (without CLIs) to an additional 10,000+ cardholders via email. This follow-up phase of the campaign resulted in an additional \$1.43 million in balances transferred through the Maps online portal.



The Future

The Advisors Plus campaign results exceeded Maps' expectations on every measure.

“Having the Advisors Plus team come in, look at usage, activation, category spend, all of these other indicators of health for the portfolio, was a big eye-opener for us and it really helped us kickstart our growth since then,” Giles reflected.

Giles especially appreciated the Advisors Plus team's efforts to educate him about the components of building a successful data-driven credit card program.

Maps CU Supports Its Members with Personalized Post-Holiday BT/CLI Offers

“The Advisors Plus team really went above and beyond, from walking our team through every aspect of crafting a successful card growth campaign to helping us design and execute our digital self-service tool,” he commented.

“But the coolest part for me personally was that our Lending team had set a balance

transfer goal for us that they told me later they never expected us to hit. Not only did we hit that goal; we exceeded it by 20 percent. So, yes, it was a very successful promotion and I look forward to what Advisors Plus and Maps can accomplish together in the future.”

Advisors Plus

Founded in 2004, PSCU's Advisors Plus offers consulting services for credit unions to help fuel growth and achieve financial and business goals. From project analysis to implementation and management, Advisors Plus offers an end-to-end portfolio of consulting services, including business strategy, business and affinity cards, credit and debit cards, risk and collections analysis, branch sales training, marketing services and B2C campaign execution. Whether your credit union is looking to expand its offerings, build a legacy of community involvement, create the strongest possible capital footing—or all of the above—Advisors Plus consultants bring the strategic vision, deep industry expertise and proprietary data analytics needed to help credit unions better serve their members and their communities. For more information, visit advisorsplus.com.