Presentation materials and video replay will be provided within one week.



Creating a Successful M&A Transition

Agenda

- Insights and trends
- Recent M&A activity
- How account holders are affected
- Importance of effective communications
- Q&A



Today's Presenters



Stephen Nikitas, Senior Strategy Director, Harland Clarke

- 30+ years in strategic planning and marketing
- Consultant to banks and credit unions
- Develops strategies and campaigns to grow targeted portfolios



Jim Sewell, Studio Director, Harland Clarke

- 20+ years in the development/production of marketing materials
- Extensive experience in managing creative for M&A programs
- Ensures high-quality creative deliverables and efficient, on-time delivery



Amanda Swift, Vice President of Retail Sales, First Financial Bank

- 17 years with First Financial
- Designs, drives and measures retail reporting initiatives
- Collaborates with branch staff, regional managers, marketing and other departments to achieve goals and objectives



Insights and Trends

- 2015 Another Big Year for M&As
- 2014 300+ Bank and 200+ Credit Union M&As
- New regulations and economic drivers are contributing factors to mergers
- Large financial institutions are shedding branches
- Community financial institutions are buying one another



Harland Clarke Perspective

Merger communication is more than an obligation — it's a critical marketing opportunity

With each piece of communication, acquired account holders have a close encounter with your brand

Your first communications are some of the most important you will ever send



When do you know you've had a successful merger?

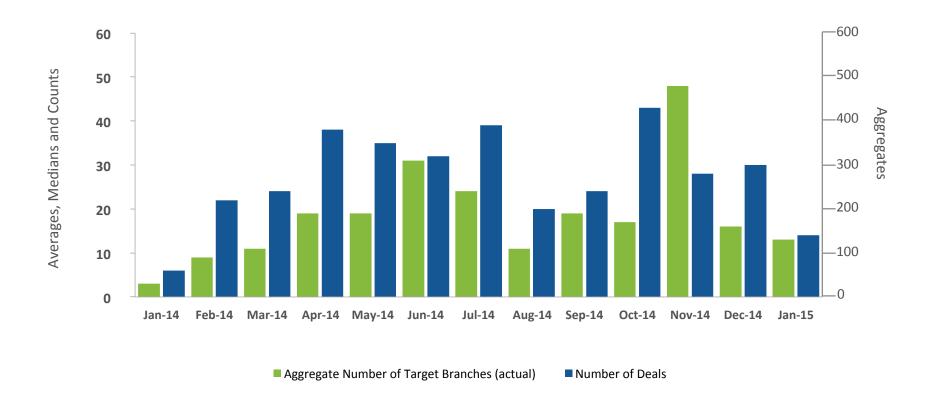
When acquired account holders accept your bank as their bank.

How do you get their acceptance?

By making them feel welcomed, valued and assured in every communication you send. The more you communicate, the more assured they are.



Bank M&A Activity 2014: Deals and Branches





Credit Union M&A Activity: Approved Mergers

Credit Union Mergers



Data compiled January 28, 2015
Includes mergers approved from January 1, 2012 through December 31, 2014
Source: National Credit Union Administration



Effective M&A Communications are Critical

Builds Loyalty & Creates Revenue Opportunities

- Transforms a time of change into a relationship-building opportunity
- Supports stability and creates revenue opportunities
- Delivers benefit-focused messaging
- Provides branches with information and tools to properly communicate with account holders
- Supports current and rebranding efforts

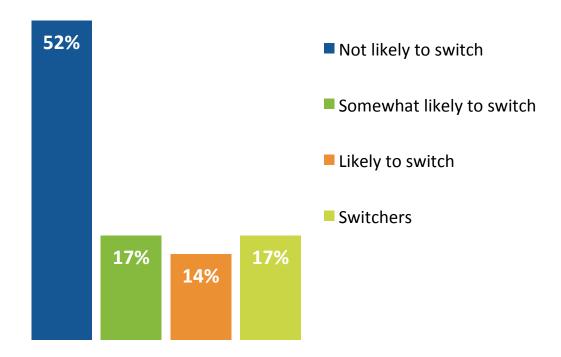
Stems Account Holder Attrition

- Change creates account holder anxiety
- Attrition rises after M&As
- Turnkey, multitouch communications keep account holders informed and engaged throughout



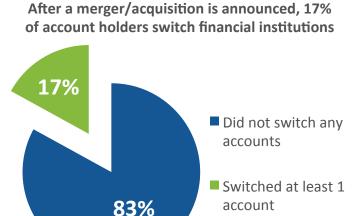
Account Holder Attrition Risk Is Significant During Merger or Acquisition

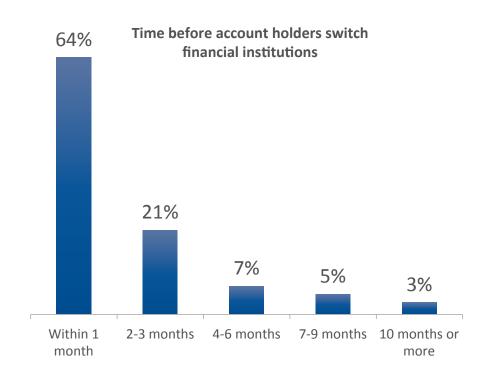
- Attrition averages 15-20%, but can be much higher after an acquisition
- 48% had either switched or were likely to do so





Account Holders Are Most Likely to Leave Soon After an Acquisition Is Announced





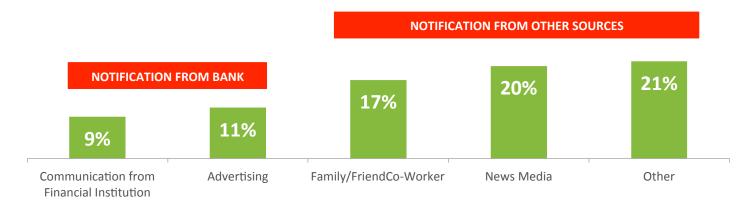
While some account holders may maintain a banking relationship, the share of wallet may decrease



How Account Holders Hear About a Merger Matters

Impact of Notification on Intended Attrition

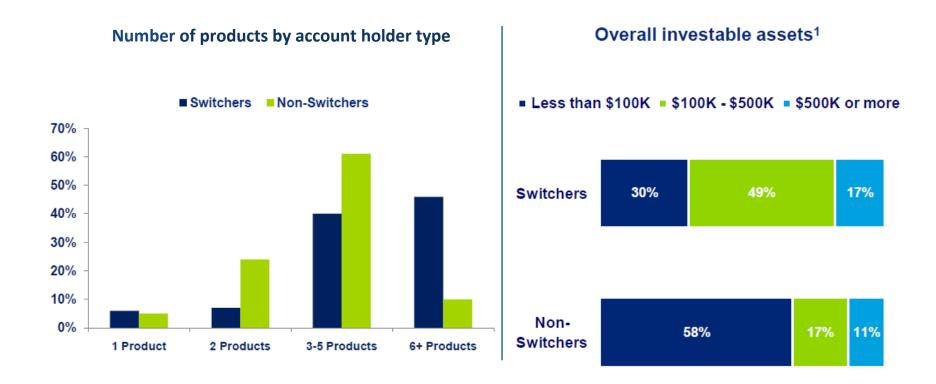
% Definitely or Probably Will Switch



Proactive and frequent communications positively impact retention



It's the High-Value Account Holders Who Are More Likely to Leave



86% of switchers have more products and higher assets in banks that have been acquired or failed VS non-switchers

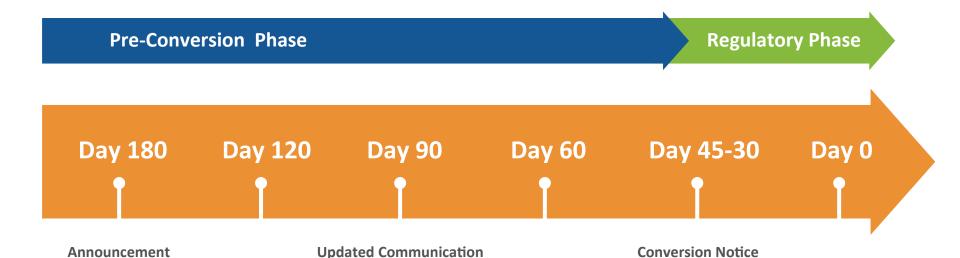


Coordinated Communications are Vital for Successful Merger and Acquisitions





Conversion Communication Touchpoints



E-newsletter or letters to

customers and employees with

update and important dates

Legal Close

Press-release, both FIs' websites, and welcome letter/ email to both FIs' employees and customers

Account Opening

Dual disclosure during account opening at branch

2nd Update Communication

Reminders of dates and new information (can segment based on HH value)

Conversion Weekend

Acquired data converted



Conversion packet

outlines new accounts

Press-release, both FIs'

websites, letter/email to

both FIs' employees

Communication and Conversion Support

Direct Mail

- Merger announcement letters to all account holders
- Welcome letters/brochures to new account holders
- Regulatory disclosure guides
- FAQs
- Conversion guides
- Onboarding of the acquired account holder with emphasis on welcome and engagement
- Check letter for mass reissues

Payment Products

- Custom check options
- Mass reissues: checks and deposit tickets
- Commercial single and duplicate
- Branch collateral
- Financial forms

Data Analytics and Measurement

- Analyze new database for cross-sell and small business opportunities as well as potential loss
- Define strategy for new footprint and scope of business opportunity

Contact Center

• In-bound and out-bound call center support

Digital

- All communication channels, flag new accounts
- Vault to manage email archiving for both banks
- SiteAxys[™], M&A web strategy
- RegEase™











Conversion Communication Touchpoints

Integration Phase: Acquire, Engage & Expand



- Engagement Letter
- Post Welcome Letter
- Courtesy Call and Email
 - New Market Acquisition Direct Mail
- Engagement Email
- Opportunity
 Analysis Mystery
 Shop Surveys
- Targeted Cross-Sell Letters/Emails
- Ongoing Cross-Sell Letters/Email



Communications Touchpoints: Lasting Impressions

Surveys

- Pre- and post-merger satisfaction surveys
- General opinion surveys
- Employee surveys

Mystery Shop

- New and existing branches
- Opportunities for training and consistency

Cards

- Card stock conversion: rebranding or new identity for acquired account
- Instant issue: convert new card holders quickly

Education Services

- Unified educational courses
- Online teller training courses
- Online education for account holders



Creative/Messaging

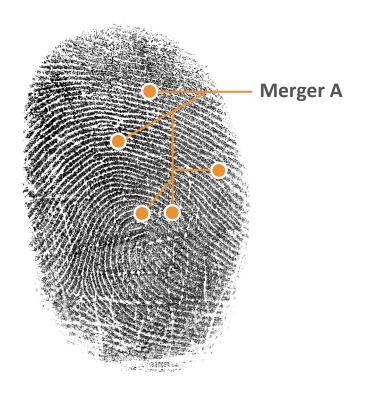




What Should Your Merger Communications Look Like?

No two mergers are alike

Harland Clarke customizes to each financial institution's needs



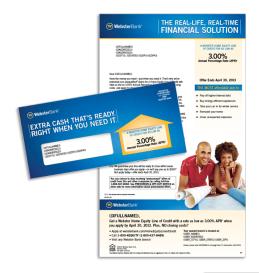




Award-Winning Creative

48 Creative Awards in 2014 39 Creative Awards YTD 2015

- 6 Platinum Hermes Creative Awards
- 2 Platinum MarCom Awards
- 15 Gold Hermes Creative Awards
- 6 Gold MarCom Awards
- 15 Hermes Honorable Mentions
- 5 MarCom Honorable Mentions
- 4 Gold Communicator Awards
- 19 Silver Communicator Awards
- 1 Silver Summit Creative Award
- 3 Bronze Summit Creative Awards
- 3 APEX® Awards of Excellence
- 8 Graphic Design USA Awards









Creative Best Practices

M&As have a lot of moving parts. Process and organization tools make them easier.

- Defining your goals and creating a timeline
- Choosing the number and frequency of mail drops and digital communications
- Gathering information
- Setting expectations with your team for providing information
- Setting expectations with your team for reviewing and approving materials





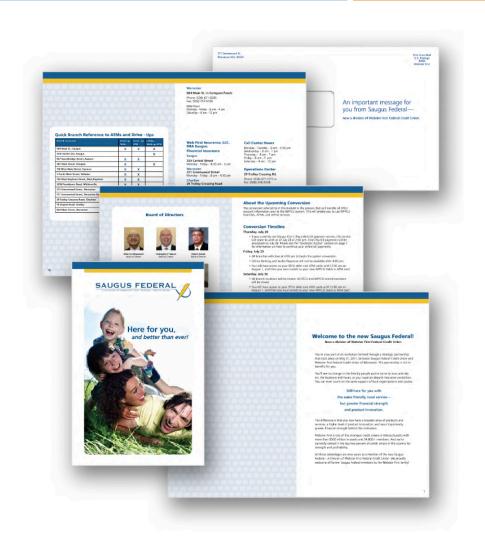
Well Organized: Webster First FCU/Saugus FCU

What We Learned:

When executed correctly, mergers and acquisitions can be efficient and effective



- Well-organized
- Followed best practices (Two drops, format, etc)
- Early engagement by strategist
- Assuring and informative messaging
- Appealing design package





Merger of Equals: Aliant Bank/USAmeriBank

"Aliant is up and running ... everything with the merger went very, very smoothly."

— Aliant Executive Vice President Russell Thomas in the Alexander City Outlook

- Financial institution underwent re-branding at merger, blending the two institutions' names
- Three mail drops (ideal); dual communication to retail and business segments
- Communications stressed improved products, expanded services, greater financial strength





Acquisition of Branches from Larger Financial Institution: HomeTrust Bank/Bank of America

- One mail drop to retail customers, one to business customers
- Costs contained by using the same
 letter and outside envelope pre-print for both segments
- Package included legal disclosures, abbreviated product guide, important information sheet and cover letter
- Product guide focused on transitioning accounts only no additional product info
- Roll-fold brochure format was a time-efficient solution for meeting regulatory deadline

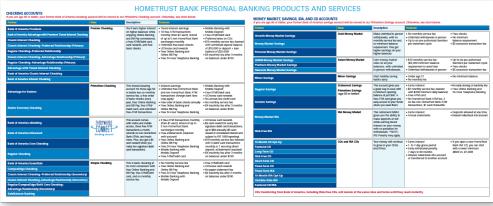




Acquisition of Branches from Larger Financial Institution: HomeTrust Bank/Bank of America











Branch Acquisition With Business Clients in Same Footprint: D.L. Evans/Idaho Banking Company

- Two mail drops
 - 1) cover letter with "Important Information" sheet
 - 2) cover letter with comprehensive product booklet with separate personal and business sections

Pocket in back of booklet contained legal disclosures
 and direct denosit change form

and direct deposit change form

"Welcome to More" theme stressed enhanced products and services

Indigenous landscape imagery added relevance





Branch Acquisition With Business Clients in Same Footprint: D.L. Evans/Idaho Banking Company



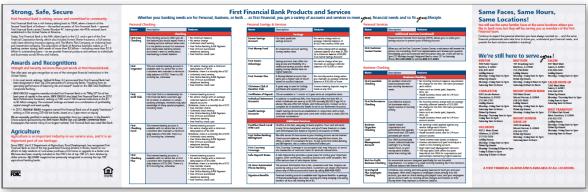


Easier the Second Time Around: First Financial Bank/BOA Branches



- Well-organized
- Followed best practices (Three drops, format, etc.)
- Early engagement by strategist made process more efficient
- Utilized digital
- Assuring and informative messaging
- Appealing design package









Amanda Swift, Vice President of Retail Sales, First Financial Bank

- 17 years with First Financial
- Designs, drives and measures retail reporting initiatives
- Collaborates with branch staff, regional managers, marketing and other departments to achieve goals and objectives



We Are Ready! You, Harland Clarke and a Successful M&A

- Experienced team of
 - Strategists
 - Project managers
 - Creative directors, copywriters, designers& proofreaders
 - Print production managers
 - Email developers
- Processes and tools to help you organize and communicate with your internal teams





Q&A Wrap Up

Type your question in the questions panel ==

Stephen Nikitas

Senior Strategy Director, Harland Clarke

Jim Sewell

Studio Manager, Harland Clarke

Amanda Swift

Vice President of Retail Sales, First Financial Bank

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