The Highly Empowered Portfolio Manager

Ownership of Responsibility is Everything

An empowered portfolio manager sets the tone as a buck-stops-here manager with "ownership" responsibility not only by managing the bottom line but by working with other senior managers to set expectations and track results across all of the following key areas:

1. Return on assets (ROA)
2. Product pricing and rewards programs
3. Underwriting and credit limit guidelines
4. Ongoing credit line management
5. Promotional activities and promotion response rates
6. Stimulating member usage and increasing 'share of wallet'
7. Fraud and credit loss management activity and results
8. Collection methods and results

Meet Zain Hashmi of ORNL: His Journey to Empowered Portfolio Manager

Zain Hashmi, Manager of the Special Loans Department at ORNL Federal Credit Union of Knoxville, TN has been a client of Advisors Plus Marketing Services since Spring 2011. After a decade at ORNL, Zain had just been promoted to his new position and was eager to spread his own enthusiasm about ORNL through new account acquisition programs. When he first started, Zain had taken over his portfolio duties with a particularly strong background in underwriting but very little experience in marketing. As he and Advisors Plus developed a track record of success with structured campaigns however, Zain and his team felt ready by early 2013 to discuss his vision for launching a custom marketing campaign. And Zain didn't envision just any custom campaign, as you will quickly see. With unswerving support, not only from ORNL senior management but from every operational area from branches to contact center, the Special Loans Department developed and executed a custom new account acquisition campaign that has significantly contributed to ORNL's astonishing 43.07% 12-month credit card loan growth!

No detail, from the size of the logo on the direct mail pieces to the specially-scrubbed database of underwriting criteria, to the contact center representatives who were personally auditioned for their friendly phone voices, was too small to escape Zain's attention. As he put it, "I tried to run the campaign that I wanted to receive." Members were told in advance that they would be receiving the direct mail offer and special FAQ phone lines and online access were created. Response rates were scrupulously tracked, because as Zain points out "What does not get measured does not get performed efficiently." New accounts began to activate immediately and thanks to an ongoing assist from branch marketing, have been building steadily ever since. Zain's most recent promotion, for example, yielded 464 new accounts. It is probably not literally true that Zain Hashmi knows every ORNL member or credit card holder by name, but it is true that his portfolio knowledge, his ambitious growth goals, and the teamwork and support he has received from all areas of ORNL have worked together to create a paradigm for Empowered Portfolio Management that can inspire us all.

About Advisors Plus Consulting Services Credit Card Consulting

Advisors Plus Consulting Services provides comprehensive credit card portfolio services to credit unions including portfolio reviews, and evaluations of products, marketing practices and financial performance.

Credit Card Consulting is designed to provide a credit union's management team with an in-depth view of its portfolio profitability, credit risk and member usage to help it identify and capitalize upon untapped potential in its credit card product line.

An Advisors Plus engagement typically begins with a customized portfolio review which normally includes a P&L analysis, credit card products review, comprehensive scan, and assessment of how the credit card products are positioned and marketed through the client credit union. A comprehensive report is delivered in writing and onsite with analysis, recommendations and proposed actions to improve credit card portfolio performance.

About 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, contact center optimization, 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.