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# Intelligent Banking Solutions

**THE PROFITABILITY PLAYBOOK**

**Ceto**

## At the Crossroads of Banking & Communities

When our journey began almost 30 years ago, we set out to serve banks and credit unions across this great nation. We are privileged to see the best of what our country has to offer, from towering skyscrapers to farmlands and all the beauty in between. What never ceases to amaze me about the work we do is the human connections we make within the communities of our big cities, suburban areas, and smaller towns – some hours away from any major airport. **Along the way, we get the opportunity to meet the most amazing people that are passionate about their financial institutions and the communities they serve.** This same passion has also driven us from the beginning, and it is the driving force of what we do today.

Through these experiences, it became quite clear to me years ago that banks and credit unions, in many ways, are the heart and soul of their communities. The “banker” was and is a respected member of the community. The banker attends the local church with their neighbors, coaches their children in little league, as well as guides the community with their leadership. But the banker’s positive impact does not stop there. They have an even more vital role to play. The banker strengthens the community in various ways, either by helping a family purchase their first home, assisting an entrepreneur in starting a new business or helping a family send their kids off to college. They represent the financial foundation that builds communities and makes dreams come true, and they have been successfully working in this role for centuries.

To remain an essential element in their communities for future generations to come, we believe it is critical that regional and community banks and credit unions have strong balance sheets and P&Ls so that they can continue to grow their organizations, evolve with the macroeconomic environment, and meet the needs of their consumers in the ever-changing technology and competitive landscape. Profitability creates viability, and viability leads to prosperity. However, in today’s banking

“Through these experiences, it became quite clear to me years ago that banks and credit unions, in many ways, are the heart and soul of their communities.”

industry, the challenges are significant and diverse, producing major headwinds to profitability and growth, particularly for many regional and community financial institutions.

### POWER TO PROSPER

We like to help. Since 1994, we have had the pleasure of working closely with thousands of financial institutions to meet this unique need in the banking community.



**We want to do our part in helping banks and credit unions remain strong financial pillars in their communities,** as they provide these valuable services to the consumers and businesses in their neighborhoods. When financial institutions thrive, their respective communities and local economies prosper.

**At Ceto, we strive to be trailblazers** and innovate to elevate the excellence and insights we deliver to the banking community. With that in mind, we are excited to announce the launch of our new brand identity with a refresh of our logo, colors, and more! Over the past several months, we have poured our hearts into creating a new image that we believe will amplify our core focus of *intelligence and community* – which is to say that we are passionate about empowering banks and credit unions with intelligence and innovative solutions to drive profitability and growth, enhance shareholder value, and build stronger, more prosperous communities. Our brand position is built on a singular perspective. **It is our DNA – Power to Prosper.**

As part of this process, we also updated our **Profitability Playbook**, and in the following pages are pleased to present you with our **3-step guide** designed to improve your profitability by leveraging market, competitive, and business intelligence, based on our nearly 30 years of experience working with more than 2,000 financial institutions across the U.S. in all 50 states.



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## Competitive Intelligence & Income Optimization

## MARKET VIEW

### A Strategy for Product Pricing & Design

Blending the Power of Competitive Intelligence & Income Optimization

MARKET VIEW is a competitive intelligence and income optimization solution that focuses on product strategy, pricing and design, with an analysis of more than **360 revenue areas** across both sides of the balance sheet, including loan products, deposit products, and ancillary services.

## MARKET VIEW



### Competitive Intelligence

- ▶ Deliver Actionable Competitive Intelligence
- ▶ Enhance Product & Service Offerings
- ▶ Improve Visibility of Competitors & Markets
- ▶ Improve Strategic Position in Key Markets



### Income Optimization

- ▶ Increase Non-Interest Income
- ▶ Maximize Product Profitability
- ▶ Reduce Revenue Leakage



### Value Proposition

- ▶ ROI Guarantee
- ▶ Actionable Intelligence
- ▶ Third-Party Perspective
- ▶ Holistic Assessment
- ▶ Resource Efficient
- ▶ Customized Engagement

# Increasing Revenue & Product Profitability

## Competitive Intelligence

We specialize in gathering, analyzing, and interpreting data and information to understand your environment, which in turn, become the building blocks for us to develop actionable intelligence to target your objectives.



## Income Optimization

In the case of Market View, we leverage and convert our actionable intelligence into deliberate strategies and innovative solutions for increasing your revenue and product profitability.

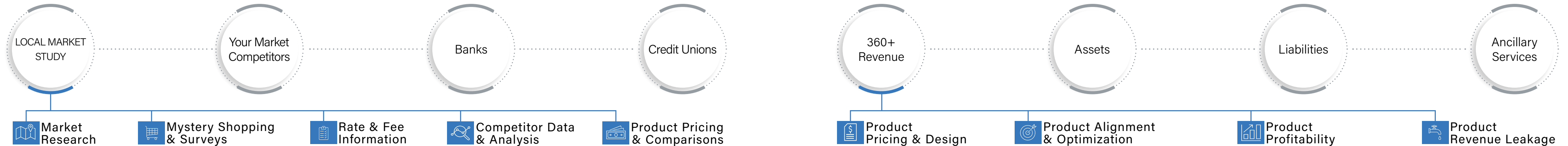
# Highlights

## Competitive Intelligence

Market View is a competitive intelligence solution that includes a detailed **local market study** to compare your organization with your primary competitors in your various markets, including banks, credit unions and/or non-traditional financial institutions. You select your competitors and markets for every line of business. Then, our experienced team of analysts collect the necessary data and information through extensive market research and mystery shopping. The engagement is designed to provide data-driven insights and actionable intelligence into your markets, competitors, and revenue areas, with two primary components: a Competitive Analysis and a Product & Service Assessment. Strengths, weaknesses, and income opportunities for all products and services will be evaluated.

## Income Optimization

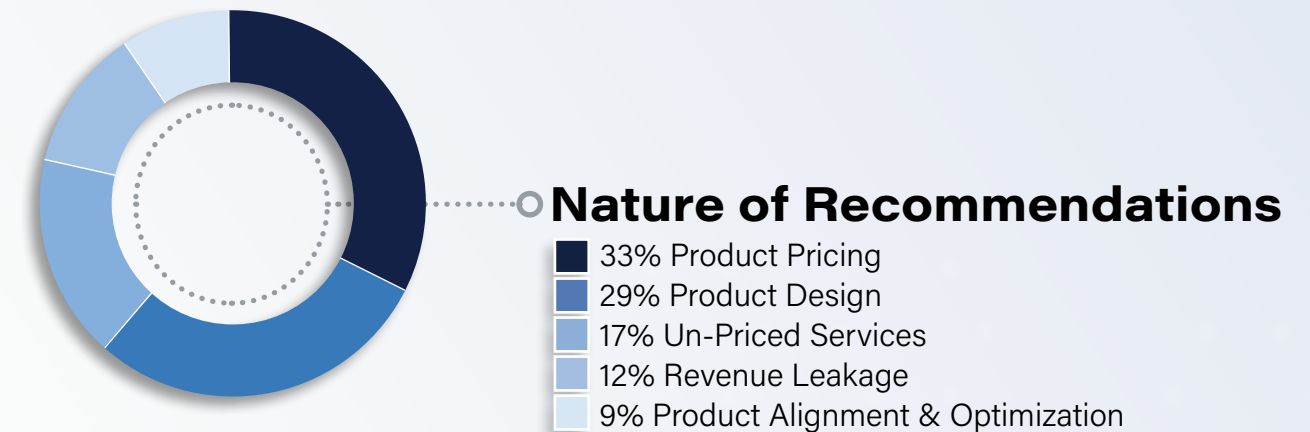
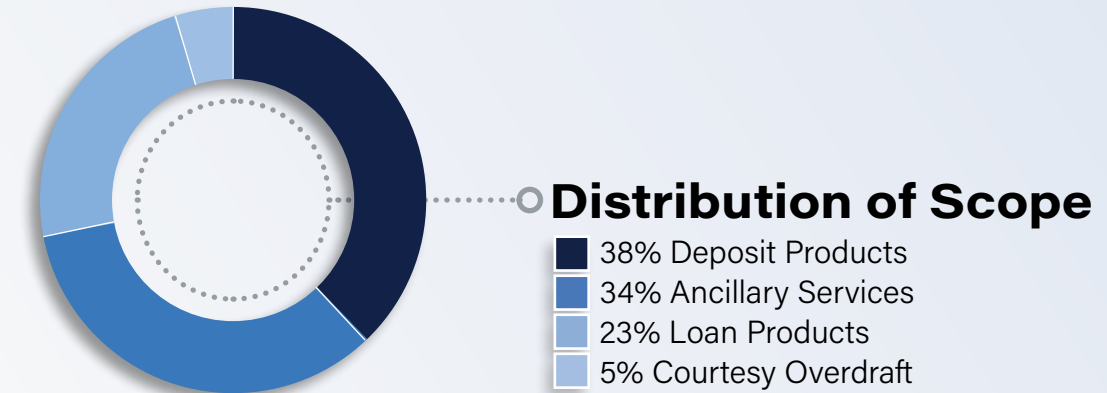
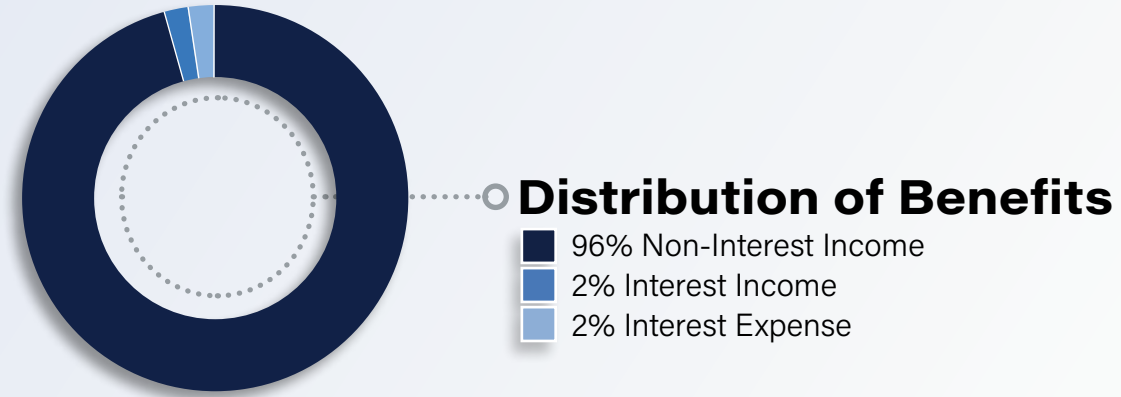
Market View is a unique income optimization program that focuses on revenue generation, product strategy, pricing and design. As part of the engagement, the performance, pricing, and characteristics of more than **360 revenue areas** will be examined on both sides of the balance sheet, including all loan products, deposits products and ancillary services – both consumer and business. Our program is customized for your organization, business model, and corporate culture. The deliverable is a comprehensive report of analyses and findings with specific, quantified recommendations for your products and services, tailored to your strategy and consumers, that will enable your financial institution to substantially increase its annual earnings on a recurring basis.



**> New Income Annually**

7.5 – 15 BASIS POINTS OF TOTAL ASSETS

Total Assets	Low Benefit	High Benefit
\$250 M	\$188 K	\$375 K
\$500 M	\$375 K	\$750 K
\$750 M	\$563 K	\$1.1 M
\$1.0 B	\$750 K	\$1.5 M
\$2.0 B	\$1.5 M	\$3.0 M
\$3.0 B	\$2.3 M	\$4.5 M
\$4.0 B	\$3.0 M	\$6.0 M
\$5.0 B	\$3.8 M	\$7.5 M
\$10.0 B	\$7.5 M	\$15.0 M
\$25.0 B	\$18.8 M	\$37.5 M



## ASSETS

✓ MORE THAN **85 AREAS** | **3 MAJOR** CATEGORIES

### Loan Products

#### COMMERCIAL LOANS

- ▶ Commercial Real Estate
- ▶ Commercial & Industrial
- ▶ Construction & Development
- ▶ Commercial LOC

#### MORTGAGE LOANS

- ▶ 1st Mortgage
- ▶ Fixed & Variable
- ▶ Portfolio & Secondary

#### CONSUMER LOANS

- ▶ Home Equity Loans
- ▶ HELOC
- ▶ Auto/Motorcycle/Boat/RV
- ▶ CD/Savings/Stock Secured
- ▶ Unsecured Term Loans
- ▶ Overdraft/Unsecured LOC
- ▶ Credit Cards
- ▶ Payment Deferral Programs

## LIABILITIES

✓ MORE THAN **135 AREAS**

### Consumer Deposits

#### CHECKING ACCOUNTS

- ▶ Free • Basic • Premium • Rewards
- ▶ Balance Requirements
- ▶ Monthly Service Charges
- ▶ Features & Benefits
- ▶ Relationship Pricing & More

#### SAVINGS & MMAs

- ▶ Basic • Passbook • Premium • Rewards
- ▶ Balance Requirements
- ▶ Monthly Service Charges
- ▶ Features & Benefits
- ▶ Regulation D & More

#### CDs & IRAs

- ▶ Tier & Withdrawal Penalties
- ▶ Annual Fees
- ▶ Transfer Fees

### Business Deposits

#### CHECKING ACCOUNTS

- ▶ Free • Small • Mid-Tier • Analysis
- ▶ Balance Requirements
- ▶ Monthly Service Charges
- ▶ Features & Benefits
- ▶ Relationship Pricing
- ▶ Item Allowance & More

#### SAVINGS & MMAs

- ▶ Basic • Passbook • Premium
- ▶ Balance Requirements
- ▶ Monthly Service Charges
- ▶ Features & Benefits
- ▶ Regulation D & More

#### CDs

- ▶ Tier & Withdrawal Penalties

## ANCILLARY SERVICES

✓ MORE THAN **140 AREAS**

### Miscellaneous Services & Fees

#### CASH & TREASURY MANAGEMENT

- ▶ ACH Processing
- ▶ Remote Deposit Capture
- ▶ Zero Balance Accounts
- ▶ Investment Sweeps
- ▶ Positive Pay
- ▶ Lockbox

#### DEPOSIT SERVICE CHARGES

- ▶ Cashier Check & Money Orders
- ▶ Stop Payment & Chargeback Fees
- ▶ Wire Transfer Fees
- ▶ Check Cashing
- ▶ Legal Fees
- ▶ International Transactions & Fees
- ▶ Dormant & Inactive Accounts
- ▶ Other Deposit Service Charges

#### OTHER SERVICES & FEES

- ▶ Electronic Banking
- ▶ ATMs
- ▶ Safe Deposit Boxes
- ▶ Other Ancillary Services

## WEALTH & TRUST MANAGEMENT

✓ MORE THAN **10 AREAS**

#### INVESTMENT MANAGEMENT

#### TRUST



FEES

#### MANAGEMENT & BREAKPOINTS

#### MINIMUM ANNUAL

#### TERMINATION & DISTRIBUTION

#### MISCELLANEOUS

- ▶ Extraordinary/ Special Circumstance
- ▶ Real Estate Management
- ▶ Sale of Property
- ▶ Acceptance
- ▶ Tax Services

# Methodology

## Phase 1 Assessment

Data Collection & Interviews [3 Days Onsite]  
Perform Analysis & Identify Opportunities  
Report of Findings & Recommendations [1 Day Onsite]

## Phase 2 Implementation

Develop Implementation Plan/Assist in Execution  
Create Reports for Results Measurement  
Ensure Successful Implementation

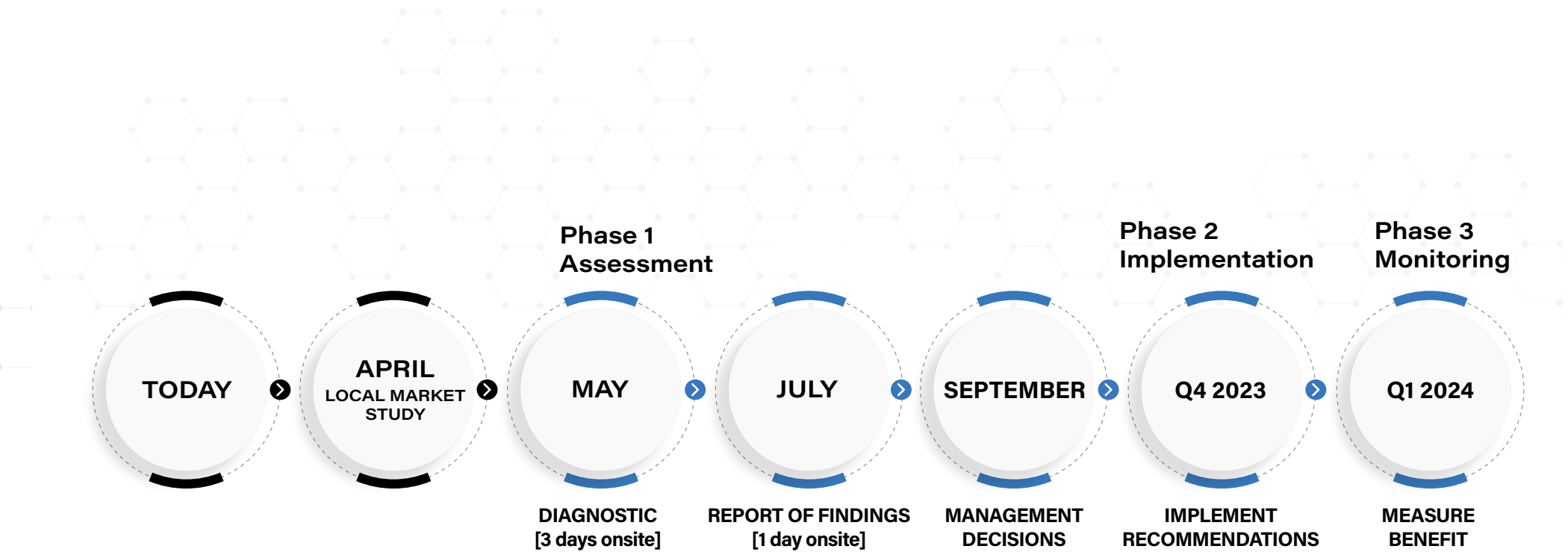
## Phase 3 Monitoring

Develop Monitoring Reports  
Train Personnel on Monitoring Methodology  
Monitor & Summarize Benefits Monthly



# Project Timeline

EXAMPLE | MAY START DATE





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## Vendor Management & Contract Negotiation

## VENDOR LINK

### A Critical Element for Vendor Management

Linking Vendor Management & Contract Negotiation Strategies

VENDOR LINK is a vendor management and cost reduction solution that focuses on contract management and negotiation, and compliance for vendor risk mitigation, with an analysis of more than **185 vendor contract cost areas** while providing insights to optimize vendor performance.



### Vendor Management

- ▶ Deliver Actionable Business Intelligence
- ▶ Mitigate Vendor & Contract Risks
- ▶ Enhance Contract Management & Strategy
- ▶ Improve Vendor Service & Performance



### Contract Negotiation

- ▶ Provide Benchmarking & Costing Metrics
- ▶ Improve Visibility of Contract Costs & Terms
- ▶ Reduce Vendor Contract Costs
- ▶ Negotiate Best Contract Prices & Terms



### Value Proposition

- ▶ ROI Guarantee
- ▶ Actionable Intelligence
- ▶ Third-Party Perspective
- ▶ Holistic Assessment
- ▶ Resource Efficient
- ▶ Customized Engagement

### Contract Negotiation

Vendor Link is a contract negotiation program that focuses on reducing vendor contract expenses, while also maintaining or enhancing the quality of the service from your vendors and mitigating the risks associated with third-party relationships and contracts. Our program is customized for your organization with a specific methodology for negotiation with your vendors. The contract renewals will be negotiated on your behalf based on the results of the appraisal and will include a carefully crafted and detailed proposal offer letter to your vendor. These negotiations are subject to your management oversight and approval.

> **185+** CONTRACT AREAS [Vendor Contract Assessment]



### Business Intelligence

Vendor Link is a business intelligence solution that includes a comprehensive appraisal of five (5) Principal Vendor Contracts, including Core Data Processing, Item Processing, ATM/Debit Card Processing, Internet Banking & Bill Payment, and Check Vendor. The assessment includes a review of more than 185 contract cost components or areas to compare your vendor costs with the target cost standards across the industry based on our large database and experience working with vendors and financial institutions. Strengths, weaknesses, and cost savings opportunities for all areas of these five (5) Principal Vendor Contracts will be evaluated.

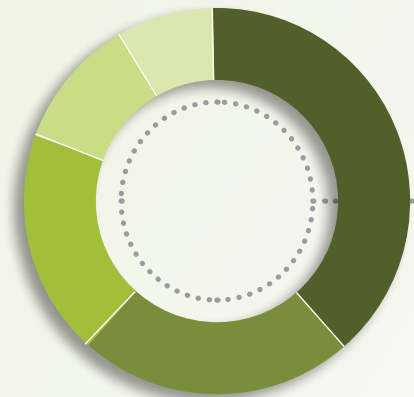
> **PROPRIETARY DATABASE** with 185+ Costing Metrics | **CONTRACT ASSESSMENT** utilizing Peer Group Data



## > New Cost Savings Annually

5 – 10 BASIS POINTS OF TOTAL ASSETS

Total Assets	Low Benefit	High Benefit
\$250 M	\$125 K	\$250 K
\$500 M	\$250 K	\$500 K
\$750 M	\$375 K	\$750 K
\$1.0 B	\$500 K	\$1.0 M
\$2.0 B	\$1.0 M	\$2.0 M
\$3.0 B	\$1.5 M	\$3.0 M
\$4.0 B	\$2.0 M	\$4.0 M
\$5.0 B	\$2.5 M	\$5.0 M
\$10.0 B	\$5.0 M	\$10.0 M
\$25.0 B	\$12.5 M	\$25.0 M



### Distribution of Benefits

- 39% Core Data Processing
- 23% ATM/Debit Card Processing
- 19% Internet Banking & Bill Payment
- 11% Item Processing
- 8% Check Vendor

## Core Data Processing

(Service bureau only) 55+ contract cost components or areas

- Cost per Open Account
- Cost per Closed Account
- Fee per ACH
- Transaction Accounts Payable
- Module Fees
- Fee per ATM/Debit Card Record
- Fee per ATM/Debit Card Transaction
- All Other Related Charges & Fees

## Item Processing

(Service bureau only) 25+ contract cost components or areas

- Electronic In-Clearing Capture
- Outgoing Return Items
- Merchant Capture
- Branch Capture
- Statement Composition & Rendering
- eStatements & eNotice
- All Other Related Charges and Fees

## ATM/Debit Card Processing

50+ contract cost components or areas

- PIN/POS Debit Card Transactions
- Signature Debit Card Transactions
- Card Account File Management
- ATM Residency Fees
- ATM Terminal Driving & Support
- All Other Related Charges and Fees

## Internet Banking & Bill Payment

15+ contract cost components or areas

### Internet Banking

- Monthly per Users Fees
- Per Transaction Fees
- Fees for Cash Management Services

### Mobile Banking

- Monthly Base Maintenance
- Cost per Enrolled Device

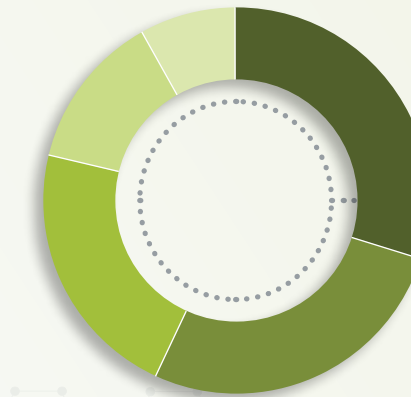
### Bill Payment

- Monthly per User Fees
- Monthly per Bill Fees
- Popmoney Services

## Check Vendor

40+ contract cost components or areas

- Cost per Box of Checks
- Expense Credits
- Net Sales Rebate Percentage
- All Other Related Charges and Fees



### Distribution of Scope

- 30% Core Data Processing
- 27% ATM/Debit Card Processing
- 22% Check Vendor
- 13% Item Processing
- 8% Internet Banking & Bill Payment

## Phase 1 Appraisal

Collect Contracts for Review  
Perform Analysis and Quantify Cost Savings  
Complete and Deliver Appraisal

## Phase 2 Plan

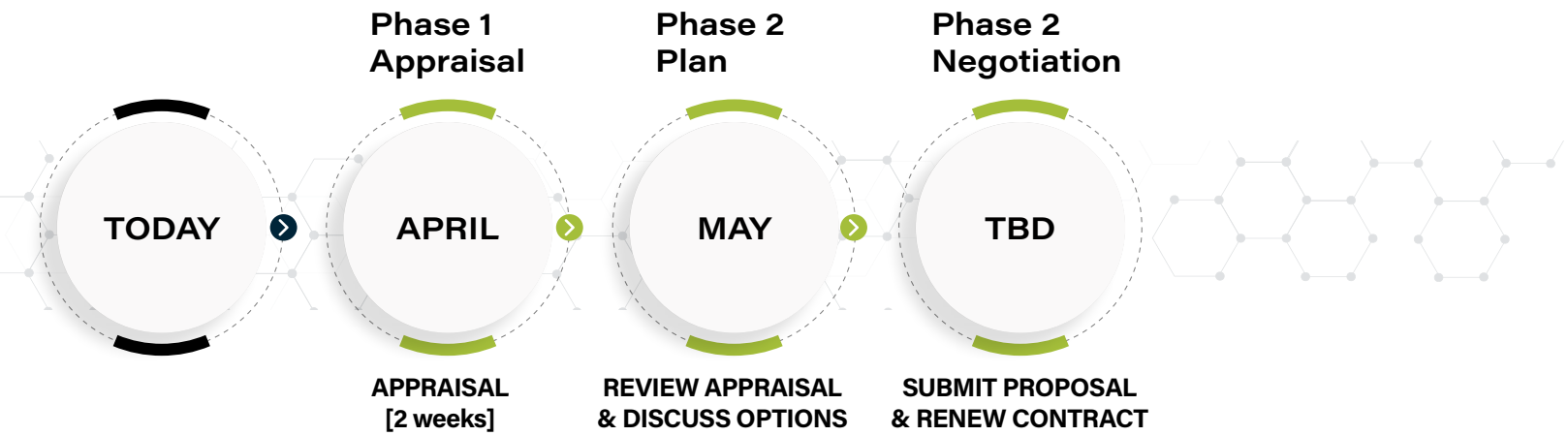
Review Appraisal and Discuss Options  
Create Action Plan

## Phase 3 Negotiation

Receive Authorization to Begin Negotiations  
Submit Proposals to Vendors  
Complete the Negotiation Process  
Execute Renewal Contract



EXAMPLE | APRIL START DATE



## Business Intelligence & Performance Enhancement

### CLEAR POINT

#### A Blueprint for Better Performance

Synthesizing Business Intelligence with Performance Enhancement

CLEAR POINT is a business intelligence and performance enhancement solution that focuses on benchmarking, process design, and operational efficiency and productivity, with a review of more than **390 process areas** while providing strategic insights to optimize costs and improve organizational performance.

**CLEAR POINT**



**Business Intelligence**

- ▶ Deliver Actionable Business Intelligence
- ▶ Enhance Business Performance & Productivity
- ▶ Improve Visibility of Business Operations
- ▶ Improve Strategic Position in Key Markets



**Performance Enhancement**

- ▶ Improve Process, Efficiency, & Productivity
- ▶ Align Personnel & Activities with Strategy
- ▶ Minimize Operating Costs, Risks, & Losses



**Value Proposition**

- ▶ Actionable Intelligence
- ▶ Third-Party Perspective
- ▶ Holistic Assessment
- ▶ Resource Efficient
- ▶ Return on Investment

**Business Intelligence**

We specialize in gathering, analyzing, and interpreting data and information to understand your environment, which in turn, become the building blocks for us to develop actionable intelligence to target your objectives.



**Performance Enhancement**

In the case of Clear Point, we leverage and convert our actionable intelligence into deliberate strategies and innovative solutions for improving your organizational productivity and performance.

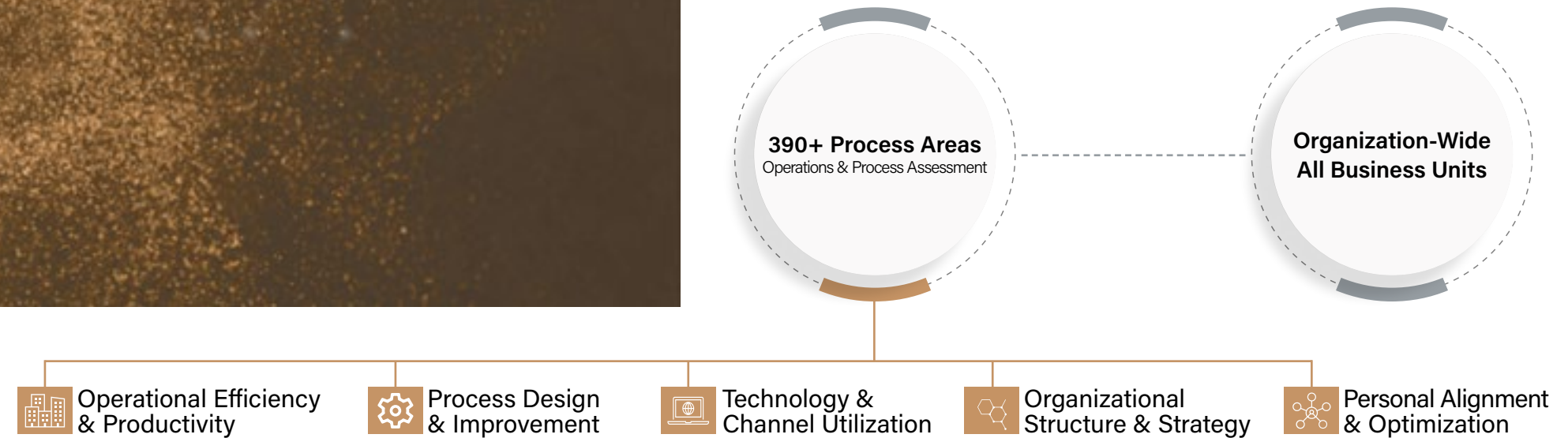
## Business Intelligence

Clear Point is a business intelligence solution that includes an organization-wide study and peer group analysis to compare your organization with a select group of similar financial institutions. The assessment includes a review of more than **240 benchmark metrics and 150+ best practices** leveraged by industry leaders. The engagement is designed to provide data-driven insights and actionable intelligence into the effectiveness, efficiency, and overall performance of your various functional areas, with two primary components: a Benchmark Assessment and a Process Assessment. Strengths, weaknesses, and efficiency opportunities for all areas of operations and primary processes will be evaluated.



## Performance Enhancement

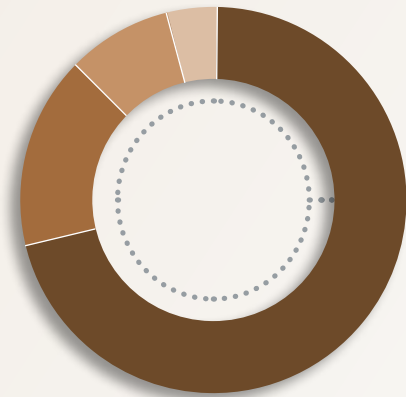
Clear Point is a performance enhancement program that focuses on benchmarking, process design, and operational efficiency and productivity. As part of the engagement, **390 process areas** will be examined across all departments and functional areas, including front-office and back-office. Our program is customized for your organization, business model, and corporate culture. The deliverable includes a comprehensive report of analyses and findings with specific recommendations for your operations, processes, and staffing, tailored to the strategy and objectives of your organization, that will enable your financial institution to improve its overall productivity and performance.



> **New Cost Savings Annually**

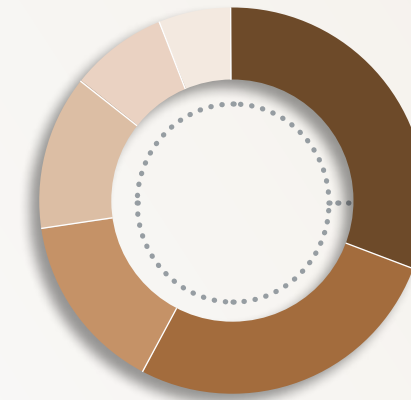
2.5 - 5 BASIS POINTS OF TOTAL ASSETS

Total Assets	Low Benefit	High Benefit
\$250 M	\$62.5 K	\$125 K
\$500 M	\$125 K	\$250 K
\$750 M	\$187.5 K	\$375 K
\$1.0 B	\$250 K	\$500 K
\$2.0 B	\$500 K	\$1.0 M
\$3.0 B	\$750 K	\$1.5 M
\$4.0 B	\$1.0 M	\$2.0 M
\$5.0 B	\$1.25 M	\$2.5 M
\$10.0 B	\$2.5 M	\$5.0 M
\$25.0 B	\$6.25 M	\$12.5 M



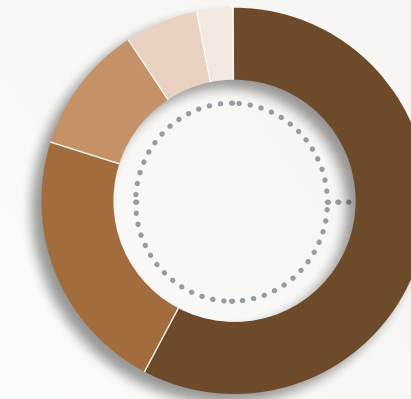
**Distribution of Benefits**

- 71% Retail Banking
- 16% Loan Production & Operations
- 9% Administration & Support
- 4% Deposit Operations



**Distribution of Scope**

- 31% Retail Banking
- 27% Other Business Units
- 15% Commercial Banking
- 13% Deposit & Loan Operations
- 8% Information Technology
- 6% Accounting & Finance



**Nature of Recommendations**

- 58% Process
- 22% Performance
- 11% Technology
- 6% Organizational
- 3% Delivery Channel



## PEER GROUP ANALYSIS & PERFORMANCE METRICS

### BENCHMARK ASSESSMENT

> **240+** BENCHMARK METRICS

#### AREAS OF

##### OPERATION

- Retail Banking
- Commercial Banking
- Deposit & Loan Operations
- Accounting & Finance
- Information Technology
- Marketing
- Human Resources
- Enterprise Risk Management
- Wealth & Trust Management

##### NON-INTEREST EXPENSE

- Compensation & Benefits
- Information Technology
- Telecommunications
- Marketing & Advertising
- Office Supplies & Postage
- Legal
- External Auditing

## PROCESS IMPROVEMENT & REENGINEERING

### PROCESS ASSESSMENT

> **150+ 7** KEY PROCESS AREAS

#### AREAS OF

##### PROCESS MANAGEMENT

- Organizational Structure
- Organizational Objectives
- Planning
- Policies & Procedures
- Performance Standards & Goals
- Communications
- Management Reporting

##### PROCESS & WORKFLOW ANALYSIS

- Teller Operations
- Platform Operations
- Loan Origination
- Support Operations
- Deposit Operations
- Loan Operations
- All Other Major Areas

## Phase 1 Diagnostic

Data Collection  
 Preliminary Analysis  
 Onsite Interviews [1-3 Weeks Onsite]



## Phase 2 Analysis

Perform Detailed Analysis & Identify Opportunities  
 Develop Recommendations  
 Create Reports

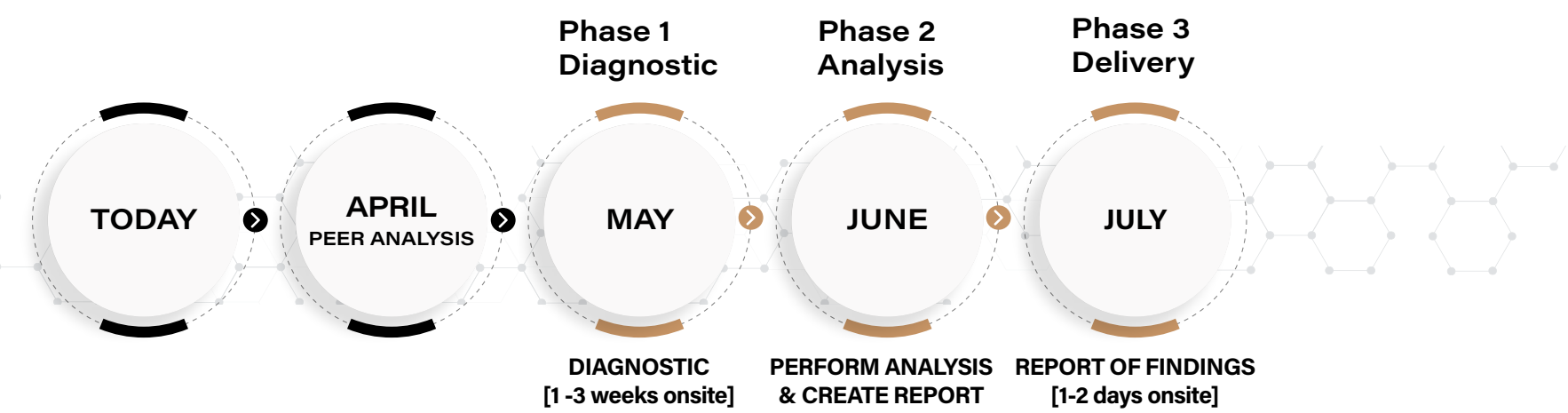


## Phase 3 Delivery

Report of Findings & Recommendations  
 [1-2 Days Onsite]  
 Blueprint & Action Plan



EXAMPLE | MAY START DATE



# Powering Banking with Intelligence

**T**he economy and banking industry continue to experience many pressures in today's post-pandemic environment. Although rising interest rates could portend a meaningful tailwind for banking in the near future, many challenges still persist. In fact, some economists have forecasted a possible recession on the horizon due to the uncertain and shifting macroeconomic conditions, including rampant inflation and the imbalance of demand and supply across the globe, coupled with the Fed's monetary policy response in terms of aggressive rate hikes. The Fed is attempting to orchestrate a "soft landing" for the economy, while others believe that the rapid rise in rates will lead to demand destruction and slam the brakes on the economy, creating a recession. Of course, no one knows for sure what will happen. Time will tell.

**For the banking industry in particular, we can also see additional challenges every day right in front of us, including the stiff competition from fintech and other non-traditional financial institutions coupled with the advancements in technology and changes in consumer choices and delivery channels.** Additionally, operating costs have risen as wage increases have swept across the country, impacting banks and credit unions significantly and making it more difficult to attract the best talent. And of course, the ever-present, incessant pressure of regulation continues to increase the compliance responsibilities, staff requirements, and costs for every financial institution, although disproportionately affecting the regional and community banks and credit unions.

These headwinds to the banking industry are significant, often leading to a drag on financial and operational performance. But as we often say at Ceto, "We like to help." **We are passionate about driving profitability, performance, and growth for banks and credit unions so that they can remain strong financial pillars for their communities to prosper.**

## INTELLIGENCE AS A FORCE MULTIPLIER

How do we help our clients achieve their strategic and financial objectives? For us, the secret is actionable intelligence. Albert Einstein once said, "The true sign of intelligence is not knowledge but imagination." Data is fine. Information is good. Knowledge is useful. And all three elements are essential in life and in business, but they are starting points. **At Ceto, we strongly believe that the key to excellence in most ventures is personified in intelligence**, which is the discipline of gathering, analyzing, and creatively interpreting data and information to understand your environment so that you can develop innovative solutions to meet your specific objectives.

Intelligence is our focus. This is our unique perspective. Remarkably, Albert Einstein is also known for famously saying, "Creativity is intelligence having fun." We agree wholeheartedly. We continually strive for excellence in the creative interpretation of data and information for understanding conditions and environments to leverage and convert intelligence into deliberate actions and innovative solutions for our clients. We hope to make intelligence a top priority for the banking community at large.

In our view, robust, accurate intelligence is the foundation for executive strategic planning and data-backed decision-making, which leads to uncovering more profit-driving opportunities and developing competitive advantages in the marketplace. Intelligence is a force multiplier for growth and profitability. While it is not uncommon for regional and community banks and credit unions to lean into some intelligence-driven initiatives, we have found it essential that organizations implement and/or leverage more comprehensive intelligence

programs that are multi-faceted with some core areas, including **market intelligence (MI), competitive intelligence (CI), and business intelligence (BI).** This is paramount in the era of technology and big data where market conditions change rapidly. We believe that we can help the banking community in these areas.



Robby Monteith  
SVP BUSINESS DEVELOPMENT &  
MARKETING

## MI + CI + BI = Profitability Growth & Competitive Advantage

Thank you for reviewing our new and improved Profitability Playbook. We hope that you found it insightful, as you consider your strategic priorities for growth and profitability in the coming months. It has been our great pleasure serving banks and credit unions across the country for nearly 30 years; and we look forward to elevating our new brand and constant focus on intelligence and community as we strive to power banking with data-driven analysis, insights, and innovative solutions for years to come.



Ceto's Market Research & Insights Team

**A Legacy Built on Delivering Quantifiable Returns for the Banking Community**  
Founded in 1994, Ceto has spent almost 30 years partnering with regional and community banks and credit unions, increasing the profitability of more than 2,000 financial institutions in the U.S. across all 50 states.

# Client Testimonials

“ We recently engaged Ceto to perform their Market View solution. It was exactly what they represented it to be, and their professionals were knowledgeable and easy to work with throughout the project. The engagement was timely, we were pleased with the results and would consider engaging Ceto for another project in the future.

Kim Davis, EVP/COO | **Capital City Bank**, Tallahassee, FL  
**\$4.3 Billion Total Assets**

“ We recently completed a Market View project with Ceto and were very impressed with not only the results, but the entire process that yielded those results. This has been one of the most cost beneficial projects we have implemented.

Mark Ingalls, EVP/COO | **Dedham Savings**, Dedham, MA  
**\$1.9 Billion Total Assets**

“ Considering a consulting firm to assist with product pricing and profitability is a delicate process, but Ceto made the decision easy, and we have been very happy with the partnership on the recent Market View initiative.

Mark Hollar, SVP/CFO | **Farmers & Merchants Trust**, Chambersburg, PA  
**\$1.7 Billion Total Assets**

“ We were optimistic going into our Market View venture with Ceto and they certainly delivered. With so many challenges confronting the banking industry today and with the markets changing rapidly, employing Ceto’s expertise was very advantageous.

BJ North, EVP | **Plumas Bank**, Quincy, CA  
**\$1.6 Billion Total Assets**

“ Although it is possible to accomplish these types of initiatives with internal resources and staff, we would recommend Ceto as an attractive alternative, due to their industry expertise and insight, in addition to the very impressive report of market research and recommendations that they developed in such a timely manner. The success of this project has allowed us to add some new revenue to our bottom line, while also recognizing the importance of partnering with an unbiased third-party firm.

Michael Hendrix, CFO | **Traditional Bank**, Mount Sterling, KY  
**\$2.2 Billion Total Assets**

“ We have really enjoyed working with Ceto and team and would definitely recommend them to other credit unions who are looking for ways to maximize product profitability and revenue.

Davin Garlick, Controller | **Westmark Credit Union**, Idaho Falls, ID  
**\$1.2 Billion Total Assets**

“ While similar reviews are possible with internal resources, we recommend Ceto because of their insight and the expertise that they brought to the table, in addition to the risk-free nature of the engagement.

Paul Ehlers  
SVP/COO | **City Bank**, Lubbock, TX  
**\$3.9 Billion Total Assets**

“ The amount of information that Ceto provided about our markets, competitors, and products has been invaluable and something that would have been difficult to accomplish on our own. I would strongly encourage other credit unions to consider Ceto.

John Carew, SVP/CSO | **Georgia’s Own Credit Union**, Atlanta, GA  
**\$3.5 Billion Total Assets**

“ We were very pleased with the comprehensive scope of the engagement. We realized a significant increase in revenues from the project and would recommend Ceto’s Market View program to other financial institutions.

Brian Laufenberg President/CEO | **I.H. Mississippi Valley Credit Union**, Moline, IL  
**\$1.8 Billion Total Assets**

“ We were very pleased with Ceto. The project was completely risk-free to our organization, since our payments to Ceto were based on actual benefits. The scope of the program was extensive and included a review of hundreds of different areas. We realized a significant increase in revenues.

Karen Church, President/CEO | **ELGA Credit Union**, Burton, MI  
**\$1.2 Billion Total Assets**

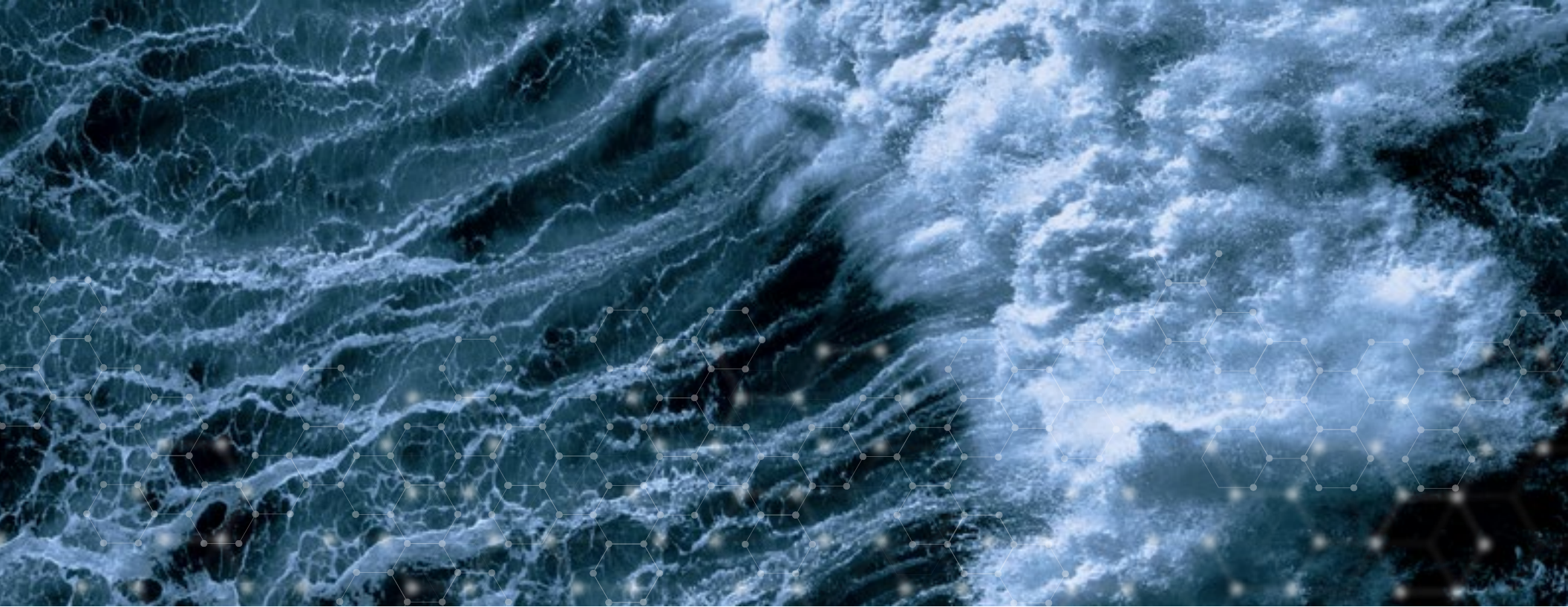
“ The final report that we received was comprehensive and included the local market research and competitive intelligence so that we could better support the business case behind each recommendation selected. After a relatively painless implementation, we quickly started to realize a significant revenue boost through multiple product lines.

Carter Peters, CFO | **Guaranty Bank**, Springfield, MO  
**\$1.1 Billion Total Assets**

“ We had a great experience with Ceto. We recognized some rather substantial benefits from the engagement. Overall, it was just a great exercise for us, and we would urge other financial institutions that are interested in increasing revenue to contact Ceto about their program.

Brett Tiemann, EVP/COO | **Illinois National Bank**, Springfield, IL  
**\$1.6 Billion Total Assets**





# THE PROFITABILITY PLAYBOOK

[Ceto.com](https://Ceto.com)

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INTELLIGENT BANKING SOLUTIONS