


Marketing Audit



 Equal Housing Lender • Member FDIC

Prepared for TIMBERLINE Bank
By Purposeful Colorado
November 2023

PURPOSE & EXECUTIVE SUMMARY

TIMBERLINE Bank has doubled in size over the past two years. It boasts of 3 branches across western Colorado based in Grand Junction, Aspen and Montrose, and is categorized as a small institution by the FDIC with just under \$725M in assets.

Specifically, the Grand Junction branch, which serves as corporate headquarters and flagship bank, shows indicators as if it has hit Malcolm Gladwell’s “tipping point” and has become widely known on the Western Slope. The branch was able to show up for its community at a critical time in 2020 to provide PPP loans quickly and with expert guidance to keep many of the local businesses and nonprofits afloat.* Additionally, Grand Junction handles business for widely known and respected organizations such as Colorado Mesa University, Community Hospital, and Hilltop Community Resources, Inc.

As the bank aims to become a \$1B institution within the next 2 years, the company will need to pivot from relationship-based marketing to more sophisticated and strategic marketing efforts to reach a broader audience with maximal efficiency of spend.

Purposeful Co aims to assist TIMBERLINE Bank to make sound and strategic marketing department decisions as they scale via this Marketing Audit.



**It’s worth noting, in 2020, TIMBERLINE Bank engaged its CRM Constant Contact and communicated directly with customers via email regarding the availability of PPP loans. It’s the last time the bank has engaged in direct B2C email marketing with its customer base.*

TABLE OF CONTENTS

An Introduction to TIMBERLINE Bank 4

Baseline Data 5

 Company-wide Baseline Data

 Loan Close Success Rate

 Company-wide Marketing Snapshot

 Banking Industry Marketing Snapshot

 Aspen Branch Snapshot

 Grand Junction Branch Snapshot

 Montrose Branch Snapshot

Market Research 13

 Methodology

 Primary Market Research | Key Insights from Company-wide Survey Results

 Secondary Market Research | The Landscape & Competition

 Aspen

 Grand Junction

 Montrose

 Banking Competitors

 The World’s Biggest List of Bank Slogans

 Consumer Trends in Banking

SWOT 40

 Strengths | Company-wide, Marketing Department, Marketing Team

 Weaknesses | Company-wide, Marketing Department, Marketing Team

 Opportunities | Company-wide, Marketing Department, Marketing Team

 Threats | Company-wide, Marketing Department, Marketing Team

 Themes & Opportunities by Branch

Key Takeaways | Themes from Informal Research 47

 Summary

 The Ideal Marketing Team

 The Marketing Funnel

 Data & Analytics

 Website Needs | Website Audit Results

 Brand Size & Clarity

Sample Marketing Campaign & Budget 68

Recommendations & Conclusion 82

AN INTRODUCTION TO TIMBERLINE BANK

TIMBERLINE Bank implements the Entrepreneurial Operating System (EOS), which is a set of tools and strategies that helps companies clarify, simplify and execute on their vision inspired by Gino Wickman's book, Traction.

The Bank's Vision Traction Organizer (VTO), as directed by EOS, serves as a grounding document for the company as it grows and efficiently scales.

TIMBERLINE Bank's Vision Traction Organizer*

Core Values

- 1. Exceeding Customers *High Expectations*
- 2. Empowering a *Dedicated* Team
- 3. Having *Fun* While Winning
- 4. Passionate About our *Communities*
- 5. Value-added Resource for our Customers (*Trusted* Advisor)

Core Focus

Purpose/Cause/Passion: Better, Faster, Easier– *Always*.
Our *Niche*: Committed to Banking Relationships

Marketing Strategy**

Target Market: Referrals and full relationships that are currently under-served
Three Uniques:

- 1. We have an **owner's perspective**
- 2. We **educate** and **serve**
- 3. We **always** deliver

Proven Process: "The Timberline Way"

Guarantee: **We get it done.**

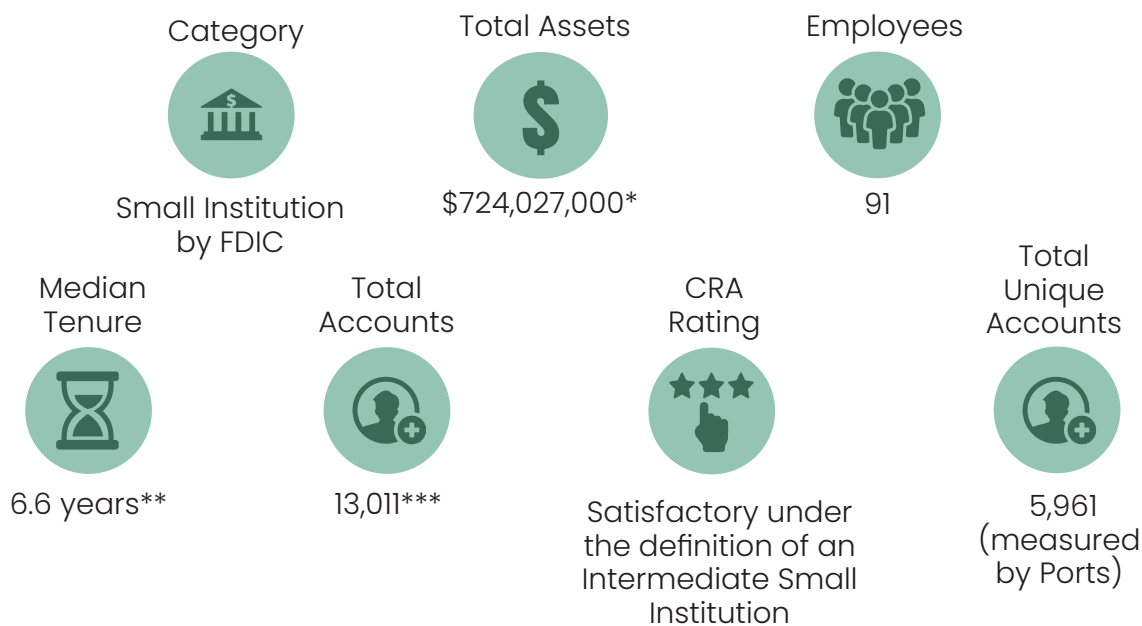
**The Company currently does not have a clearly defined mission, vision or purpose statement.
** The VTO Marketing Strategy could use its own VTO for the marketing department to fully develop why it adds more value, better solves a current problem, or more uniquely serves a need the customer may be experiencing.*

Baseline Data

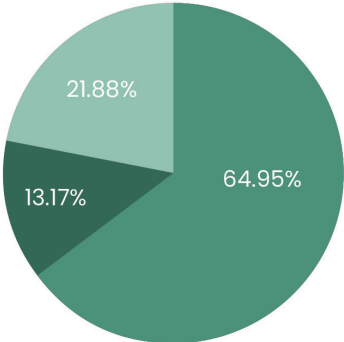


BASELINE DATA

Company-wide Baseline Data

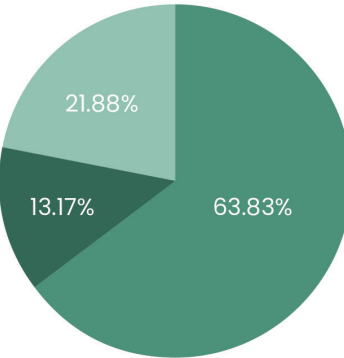


Total Accounts by Branch
(Loans & Deposits)



Grand Junction	8,450
Aspen	1,714
Montrose	2,847
Total	13,011

Bank Customers
(ports) by Branch



Grand Junction	3,805
Aspen	880
Montrose	1,276
Total	5,961

*As of June 2023 Call Report
** Reported by LinkedIn October 15, 2023
*** Includes loans and deposits. Provided by Banking Specialist II on 9/18/22

Loan Close Success Rate

Consumer Loans*	TIMBERLINE Bank	Industry Average
Home Equity Lines of Credit	10-13 days to close	<u>14-42 days to close</u>
In-House Mortgage Loans	20-25 days to close	<u>35-47 days to close</u>
Vancant Land and Construction	20-25 days to close	<u>30-90 days to close</u>
Cars, Campers, ATVs etc.	48 hours to close	<u>24-48 hours to close</u>
Unsecured	next day	<u>1-7 days to close</u>
Commercial Loans**	TIMBERLINE Bank	Industry Average
	22 days to close	<u>21-42 days to close</u>

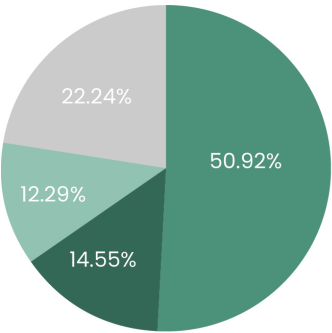


*Consumer Loan information provided by VP of Consumer Lending and Retail Banking, 9/15/23

** Commercial Loan information provided by Chief Credit Officer, 9/15/23

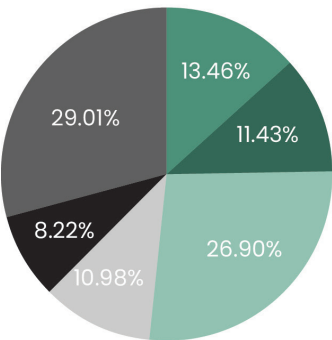
Company-wide Marketing Snapshot

Annual Marketing Budget Comparison



Grand Junction	\$560,526.00
Aspen	\$160,145.00
Montrose	\$135,347.00
Admin	\$244,856.00
Total Bank	\$1,100,874.00

Total Marketing/Business Development Budget Breakout



Marketing/Advertising	\$148,200
Promotional Products	\$128,805
P/R - Special Events, Sponsorships	\$296,135
P/R - Other, Gifts	\$120,847
Donations	\$90,539
Business Development	\$319,348
Total	\$1,100,874

*Descriptions Within Budget Categories

- Marketing/Advertising:

Promotional Products:

PR Special Events, Sponsorship:

PR Other, Gifts:

Donations:

Business Development:
- Radio/Print/Billboard advertisements

Giveaways (lip balm, sunglasses, tennis balls, etc.)

Sponsorships of local events

Customer/employee gifts (funeral flowers, congratulations, get well soon)

Donations to local events

All travel, Meals, Entertainment (Golf, Ski, Concerts, Sporting events)

Banking Industry Marketing Snapshot

Two Different Approaches When Considering Marketing Budgets:

1. As a percentage of assets–

As a percentage of assets. Marketing budgets in banking industries average around 0.1% of assets.*

TIMBERLINE Bank's marketing budget is at 0.15% of total assets.**

2. As a percentage of the institution's overall operational budget–

As a percentage of the institution's overall operational budget. Marketing makes up about 8% of a banking institution's budget*

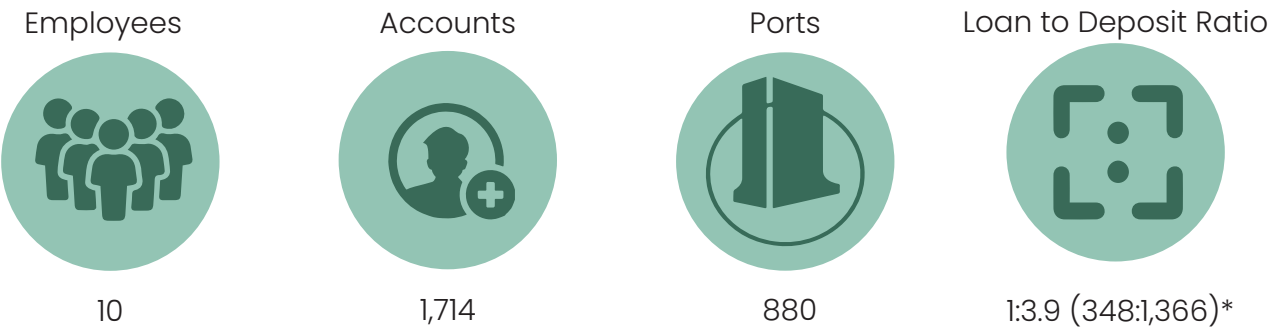
As a percentage of your overall operational budget– Marketing makes up 3.5% of TIMBERLINE Bank's overall budget YTD.***
(Banking industry standard would equate to \$1.67 million annual spend for TIMBERLINE Bank.)

*(9 Critical Priorities for Bank Marketing Budgets, The Financial Brand, 2023 <https://financialbrandforum.com/marketing-budgets/>).

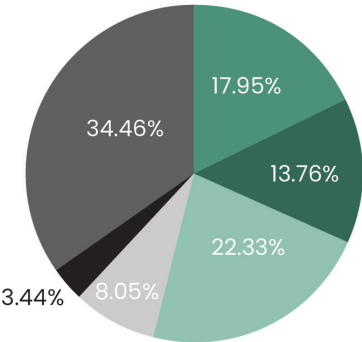
** Total Annual Marketing/Business Development Budget of \$1,100,874 divided into Total Annual Assets of \$724,027,000, provided by Controller as of 10/15//23.

*** Total Revenue as of 8/31/23 is \$24,777,267; Total Expense as of 8/31/23 is \$20,814,123; Total Marketing/Business Development Expense as of 8/31/23 is \$734,000 (prorated from total marketing expenses of 1,100,874).

Aspen Branch Snapshot



Aspen Branch Marketing Budget



Marketing/Advertising	\$28,754
Promotional Products	\$22,036
P/R - Special Events, Sponsorships	\$35,766
P/R - Other, Gifts	\$12,8936
Donations	\$5,514
Business Development	\$55, 182
Total	\$160,144.68

Friendly
Professional
Authentic
Collabrative

**Survey Monkey Results
Authentic | 66%
Friendly | 50%
Professional | 50%
Welcoming | 50%
Collaborative | 50%

*Branch loan and deposits reported by Financial Reporting Specialist II, 9/13/23

Grand Junction Branch Snapshot

Employees



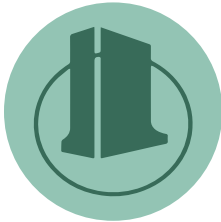
26

Accounts



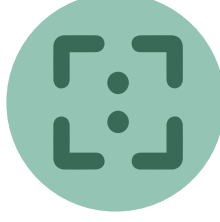
8,450

Ports



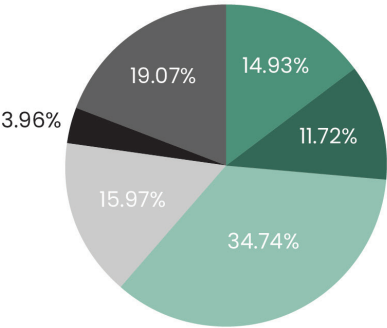
3,805

Loan to Deposit Ratio



1:8.7 (873:7,577)*

Grand Junction Branch
Marketing Budget



Marketing/Advertising	\$83,699
Promotional Products	\$65,691
P/R - Special Events, Sponsorships	\$194,753
P/R - Other, Gifts	\$89,507
Donations	\$19,959
Business Development	\$106,916
Total	\$560,526.24

Unique
Friendly
Welcoming
Collaborative
Evolving

**Survey Monkey Results
Welcoming | 59%
Friendly | 59%
Evolving | 41%
Collaborative | 39%
Unique | 37%

*Branch loan and deposits reported by Financial Reporting Specialist II, 9/13/23

Montrose Branch Snapshot

Employees



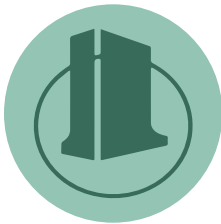
9

Accounts



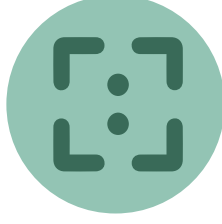
2,847

Ports



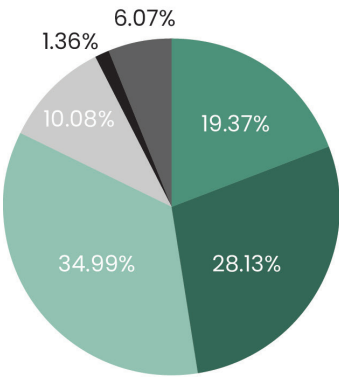
1,276

Loan to Deposit Ratio



1:9.6 (269:2,578)*

Montrose Branch Marketing Budget



Marketing Advertising	\$26,210
Promotional Products	\$38,078
P/R – Special Events, Sponsorships	\$47,357
P/R – Other, Gifts	\$13,647
Donations	\$1,836
Business Development	\$8,218
Total	\$135,346.56

Friendly
Welcoming
Professional
Collaborative
Casual

***Survey Monkey Results*
Welcoming | 87%
Friendly | 87%
Professional | 62%
Casual | 62%
Collaborative | 37.5%

**Branch loan and deposits reported by Financial Reporting Specialist II, 9/13/23*



Market Research

MARKET RESEARCH

Market research is not only helpful to a business, it can be critical. It can provide important information to better understand who its current customers are; the current landscape; whether or not the product it's launching is helpful; what its current customers need or want; how to package, speak about, and market the product; and how the company stacks up against the competition.

Types of market research include, but are not limited to, primary research using both qualitative and quantitative data (i.e.: focus groups, 1:1 interviews, online surveys, etc.) and secondary market research (i.e.: public, commercial and educational studies and resources).

Methodology

Primary Market Research
Qualitative Research: Using Survey Monkey, Purposeful Co distributed via email a company-wide online survey to all employees to drill down on themes with a 69 percent response rate (63 employees out of 91 total participated). Questions were both open-ended and multiple-choice.
Informal Market Research was conducted via 1:1 interviews with members of the bank's Traction Team and Marketing Department to help inform the qualitative research questions for the online Survey Monkey questionnaire.

Secondary Market Research
Through credible research via publications and educational studies, Purposeful Co is able to provide market research, trends, and industry standards as a baseline to measure against. These market and/or industry trends can be used to influence the marketing tactics TIMBERLINE Bank may deploy to meet your larger bank goals. All sources are hyperlinked and/or cited.

PRIMARY MARKET RESEARCH | KEY INSIGHTS FROM EMPLOYEES

Qualitative Research | Company-wide Survey Monkey Results
See the Entire Survey Monkey Powerpoint here.

Q. Why do customers choose TIMBERLINE Bank?



Q. Why do customers stay with TIMBERLINE Bank?



Q. Why do customers leave TIMBERLINE Bank?









**Q.Which product sets TIMBERLINE
Bank above the competition?**

1. Altitude Checking
2. No service charges to any accounts
3. Employee Evergreen Advantage Account
4. ICS/CDARS
5. Premier Advantage Checking
6. Community Involvement
7. Credit Cards
8. Checking Accounts
9. No Fees
10. Switch Kit
11. Free Business Checking
12. All products
13. Commercial Loans
14. The People
15. Customer Service
16. In House Loan Decisions
17. Our Service
18. The Payment Portal
19. Coffee Bar









SECONDARY MARKET RESEARCH | THE LANDSCAPE AND COMPETITION

Aspen

-  **Major Employer:** Aspen Snowmass; St Regis Aspen Resort; Aspen Valley Hospital; The Little Nell; Aspen School District; RFTA ([Community Profile for Pitkin County, CO](#))
-  **Dominant Industry:** Retail Trade (1,037 people), Health Care & Social Assistance (703 people), and Accommodation & Food Services (653 people), and the highest paying industries are Utilities (\$94,653), Finance & Insurance (\$92,269), and Public Administration (\$70,699). ([Data USA](#))
-  **2023 Population:** [6,871](#)
-  **Median Age:** [41.2](#)
-  **Average Household Income:** [\\$187,837.00](#)
-  **Owner Occupied Housing:**[60.00%](#)









Surrounding community: Pitkin County

-  **Major Employer:** Aspen Skiing Company, City of Aspen, Sotheby's, Aspen Valley Hospital; The Little Nest, Inc. ([Community Profile for Pitkin County, CO](#))
-  **Dominant Industry:** Educational Services (1,133 people), Accommodation & Food Services (1,127 people), and Retail Trade (985 people), and the highest paying industries are Utilities (\$99,022), Finance & Insurance (\$95,701), and Professional, Scientific, & Technical Services (\$77,723). ([Data USA](#))
-  **2023 Population:** [17,421](#)
-  **Median Age:** [45.9](#)
-  **Average Household Income:** [\\$51,799.00](#)
-  **Owner Occupied Housing:** [68.30%](#)









Grand Junction

-  **Major Employer:** Mesa County Valley School District; Intermountain Health St Mary's Medical Center; CMU; VA Western Colorado Health Care System; City of GJ ([GJEP](#))
-  **Dominant Industry:** Health Care & Social Assistance (5,295 people), Retail Trade (3,914 people), and Educational Services (2,862 people), and the highest paying industries are Mining, Quarrying, & Oil & Gas Extraction (\$76,865), Agriculture, Forestry, Fishing & Hunting, & Mining (\$73,255), and Transportation & Warehousing (\$60,956) ([Data USA](#))
-  **2023 Population:** [69,308](#)
-  **Median Age:** [39.4](#)
-  **Average Household Income:** [\\$77,996.00](#)
-  **Owner Occupied Housing:**[61.80%](#)









Surrounding community: Mesa County

-  **Major Employer:** Mesa County Valley School District; Intermountain Health St Mary's Medical Center; CMU; VA Western Colorado Health Care System; City of GJ ([GJEP](#))
-  **Dominant Industry:** Health Care & Social Assistance (12,044 people), Retail Trade (8,870 people), and Construction (7,354 people), and the highest paying industries are Management of Companies & Enterprises (\$192,533), Utilities (\$82,292), and Mining, Quarrying, & Oil & Gas Extraction (\$79,527). ([Data USA](#))
-  **2023 Population:** [158,397](#)
-  **Median Age:** [40.3](#)
-  **Average Household Income:**[\\$79,913.00](#)
-  **Owner Occupied Housing:** [70.40%](#)









Montrose

-  **Major Employer:** Montrose County School District; Montrose Regional Health; Montrose County; City of Montrose, WalMart Supercenter; City Market; Volunteers of America; ([GJEP](#))
-  **Dominant Industry:** Health Care & Social Assistance (1,503 people), Retail Trade (1,412 people), and Construction (841 people), and the highest paying industries are Utilities (\$60,750), Public Administration (\$54,551), and Agriculture, Forestry, Fishing & Hunting, & Mining (\$49,728) ([Data USA](#))
-  **2023 Population:** [21,244](#)
-  **Median Age:** [48.3](#)
-  **Average Household Income:** [\\$72,712.00](#)
-  **Owner Occupied Housing:** [70.90%](#)



City of Montrose
COLORADO

Surrounding community: Montrose County

-  **Major Employer:** Montrose County School District; Montrose Regional Health, Montrose County; City Market; Walmart Supercenter ([Montrose EDC](#))
-  **Dominant Industry:** Health Care & Social Assistance (2,958 people), Retail Trade (2,463 people), and Construction (2,371 people), and the highest paying industries are Utilities (\$69,850), Mining, Quarrying, & Oil & Gas Extraction (\$62,202), and Public Administration (\$52,875) ([Data USA](#))
-  **2023 Population:** [43,099](#)
-  **Median Age:** [45.6](#)
-  **Average Household Income:** [\\$75,253.00](#)
-  **Owner Occupied Housing:** [75.20%](#)



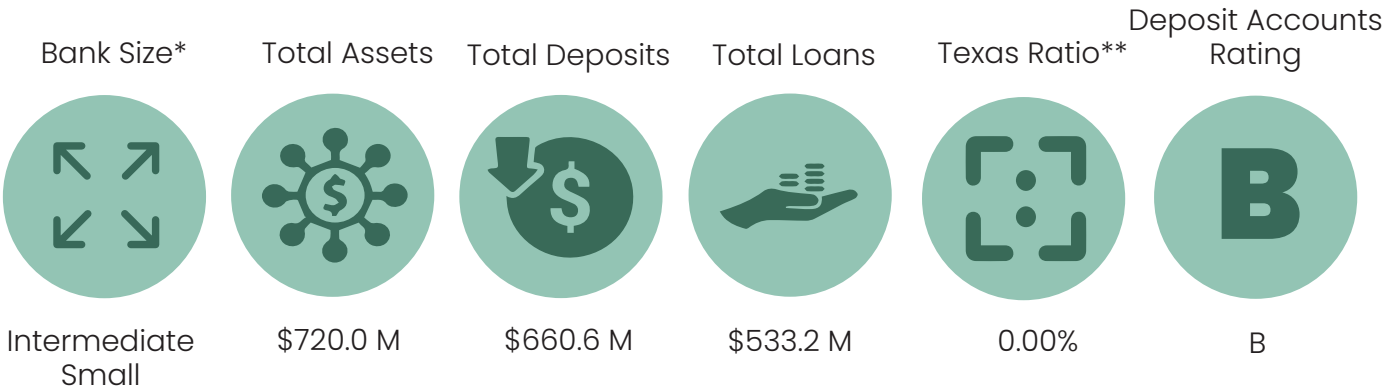
Banking Competitors

TIMBERLINE Bank

Bank Slogans: *Better. Faster. Easier. - Always*

Mission: *We focus on supporting our local businesses, helping them grow, and concentrating on the long-term success of the communities we serve.*

Core Values:
Exceeding Customers' *High Expectations*
Empowering a Dedicated Team
Having Fun While *Winning*
Passionate About our Communities
Value Added Resource for our Customers (*Trusted Advisor*)



TIMBERLINE Bank is headquartered in GRAND JUNCTION and is the 13th largest bank in the state of Colorado. It is also the 1,281st largest bank in the nation. It was established in 2004 and as of March of 2023, it had grown to 82 employees at 3 locations. TIMBERLINE Bank has a B health rating. ([Deposit Accounts: Rates and Reviews](#))



**Bank Size: A bank with assets of \$600 million or less is a small bank. a bank with assets greater than \$600 million and equal to or less than \$2.5 billion is an intermediate bank. a bank with assets greater than \$2.5 billion is a (general performance standard) GPS bank*
***Texas Ratio: Texas Ratio is an indicator of how much capital a bank has available compared to the total value of loans*

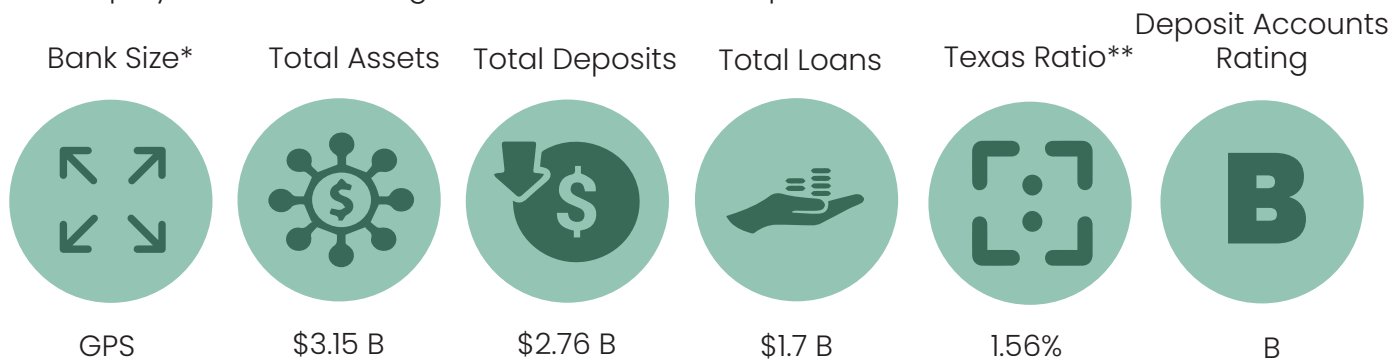
ANB Bank

Bank Slogans: **A Better Digital Banking Experience is Coming Soon**

Mission: *ANB delivers long-term value through the development of meaningful relationships that help our customers achieve financial success.*

Core Values:

- Our Customers – We are committed to excellence in everything we do to serve our customers.
- Our Employees – Teamwork and operational quality are essential to our success in delivering an exceptional banking experience.
- Our Communities – We commit, each day, to invest in our communities through sponsorships, donations, and employee volunteerism.
- Our Company – We deliver long-term value to our shareholders through dedicated employees and meaningful customer relationships.




ANB Bank is headquartered in DENVER and is the 7th largest bank in the state of Colorado. It is also the 376th largest bank in the nation. It was established in 1964 and as of March of 2023, it had grown to 494 employees at 32 locations. ANB Bank’s money market rates are 5X the national average, and it has a B health rating. ([Deposit Accounts: Rates and Reviews](#))


New Digital Banking – Launching October 24th!

Click Here for More Information


Make your money work for you.




Debit Cards



Financial Planning



Savings



Money Management

*Bank Size: A bank with assets of \$600 million or less is a small bank. a bank with assets greater than \$600 million and equal to or less than \$2.5 billion is an intermediate bank. a bank with assets greater than \$2.5 billion is a (general performance standard) GPS bank

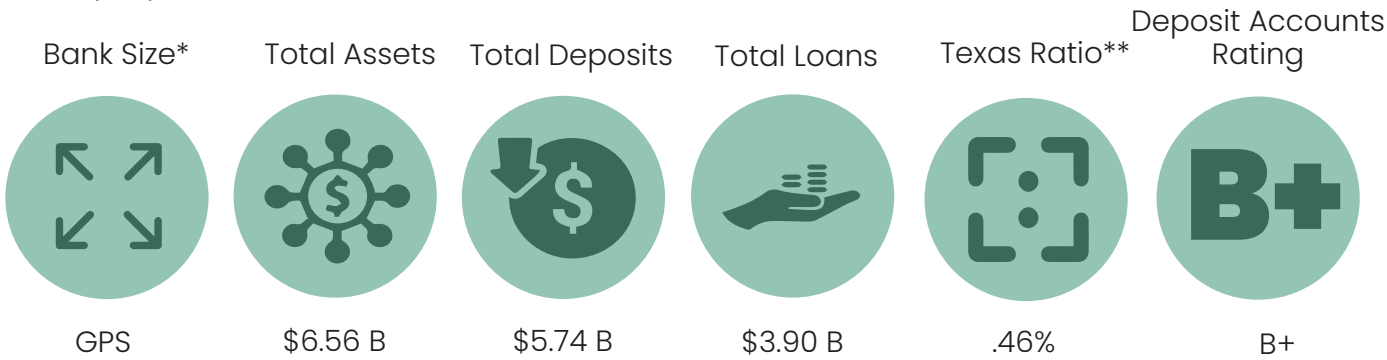
**Texas Ratio: Texas Ratio is an indicator of how much capital a bank has available compared to the total value of loans

Alpine Bank

Bank Slogans: **A Colorado bank focused on community**

Mission: *To help our customers, employees, shareholders and community members achieve their dreams.*

- Core Values:
- Independence
 - Integrity
 - Community
 - Compassion
 - Loyalty



Alpine Bank is headquartered in GLENWOOD SPRINGS and is the 6th largest bank in the state of Colorado. It is also the 222nd largest bank in the nation. It was established in 1980 and as of March of 2023, it had grown to 833 employees at 46 locations. Alpine Bank has a B+ health rating. ([Deposit Accounts: Rates and Reviews](#))



Alpine Bank

October 16 at 3:33 PM · 🌐

October is Cyber Security Month, and at [#AlpineBank](#), we take your online safety seriously. Did you know? Your bank will NEVER ask for sensitive information like your PIN or password via email or phone call. Stay informed and protect your financial well-being. For essential tips and resources on online security, visit: [www.banksneveraskthat.com](#). ... See more



OCTOBER IS

CYBERSECURITY

AWARENESS MONTH



Alpine Bank

PERSONAL

BUSINESS

WEALTH MANAGEMENT

COMMUNITY

800-551-6098 | BLOG | LOCATIONS & HOURS | CONTACT US | EN ESPAÑOL | 🔍 SEARCH

👤 LOGIN

INCREASE YOUR EARNING POTENTIAL

MOUNTAIN MONEY MARKET

LEARN MORE

Protect yourself and stop fraud

CYBER SECURITY MONTH

READ MORE

*Bank Size: A bank with assets of \$600 million or less is a small bank. a bank with assets greater than \$600 million and equal to or less than \$2.5 billion is an intermediate bank. a bank with assets greater than \$2.5 billion is a (general performance standard) GPS bank

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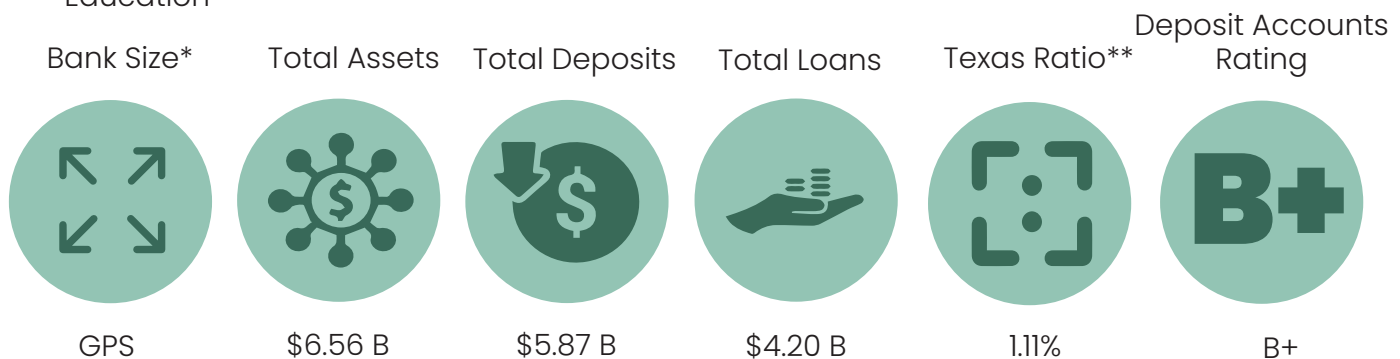
Bank of Colorado

Bank Slogans: **There's only one**

Mission: *We face the future with confidence, knowing we have a firm foundation built on strong values.*

Core Values:

Unconditional customer satisfaction
Stability
Innovation
Integrity
Community
Education




Bank of Colorado is headquartered in FORT COLLINS and is the 5th largest bank in the state of Colorado. It is also the 220th largest bank in the nation. It was established in 1900 and as of March of 2023, it had grown to 695 employees at 56 locations. Bank of Colorado's money market rates are 8X the national average, and it has a B+ health rating. ([Deposit Accounts: Rates and Reviews](#))

Bank of Colorado
3h · 🌐


Bank of Colorado: Your Trusted Source for Personal Loans

Looking for a reliable source of personal loans? We offer a range of lending options to suit your needs. Whether it's a home project, a car upgrade, or debt consolidation, we've got you covered. Explore our lending options online or drop into your local Bank of Colorado branch: <https://trst.in/S31Z0h>

PERSONAL LOANS TO FIT YOUR LIFE



Bank of Colorado



Saving Your Money has Never Been Simpler

Anytime is a great time to start saving money to invest later. Read our helpful information on how to start saving up for your retirement, dream home, business, car, and more.

*Bank Size: A bank with assets of \$600 million or less is a small bank. a bank with assets greater than \$600 million and equal to or less than \$2.5 billion is an intermediate bank. a bank with assets greater than \$2.5 billion is a (general performance standard) GPS bank

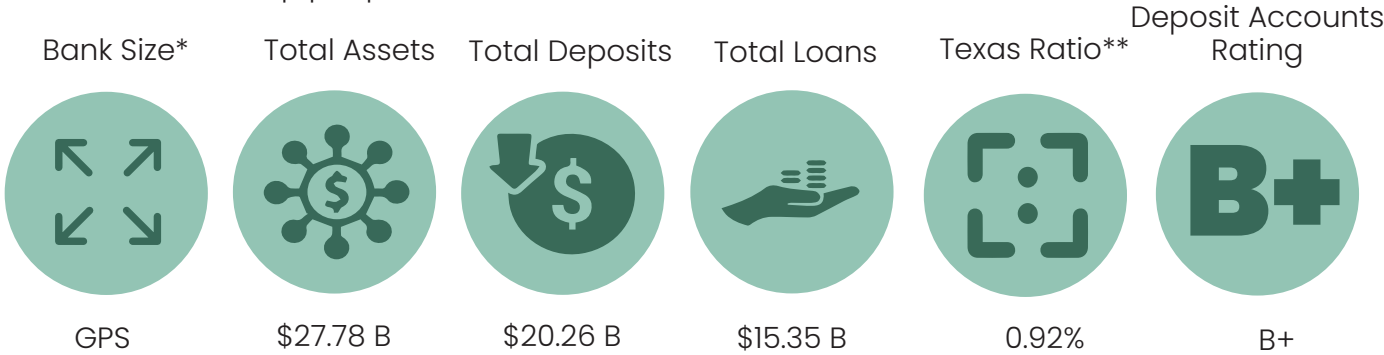
**Texas Ratio: Texas Ratio is an indicator of how much capital a bank has available compared to the total value of loans

Bank of the San Juans (Glacier Bank)

Bank Slogans: **One Big Happy Little Bank**

Mission: *At Bank of the San Juans, we place significant emphasis on both being happy and making others happy. It's one of the reasons we treat everyone who comes through our doors like family. Our philosophy is "Make happy those who are near and those who are far will come."*

- Core Values:
- Honesty and Integrity
 - Service to the Customer
 - Teamwork
 - Respect for the Individual
 - Giving Back to the Communities We Serve
 - We exist to help people achieve their dreams



Glacier Bank is headquartered in KALISPELL and is the 2nd largest bank in the state of Montana. It is also the 77th largest bank in the nation. It was established in 1955 and as of March of 2023, it had grown to 3,384 employees at 211 locations. Glacier Bank has a B+ health rating. ([Deposit Accounts: Rates and Reviews](#))



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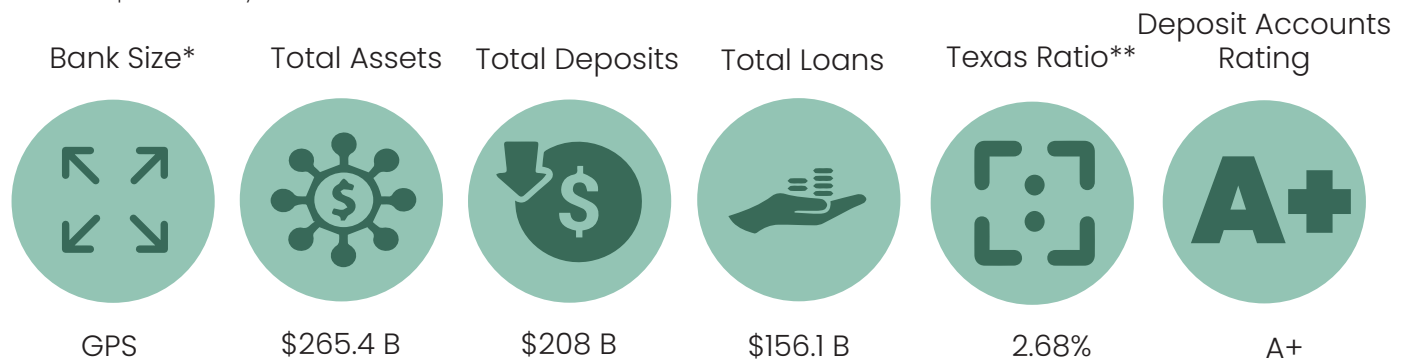
Bank of the West (now BMO Financial Group)

Bank Slogans: **Boldly Grow the Good in business and life; Making money make sense**

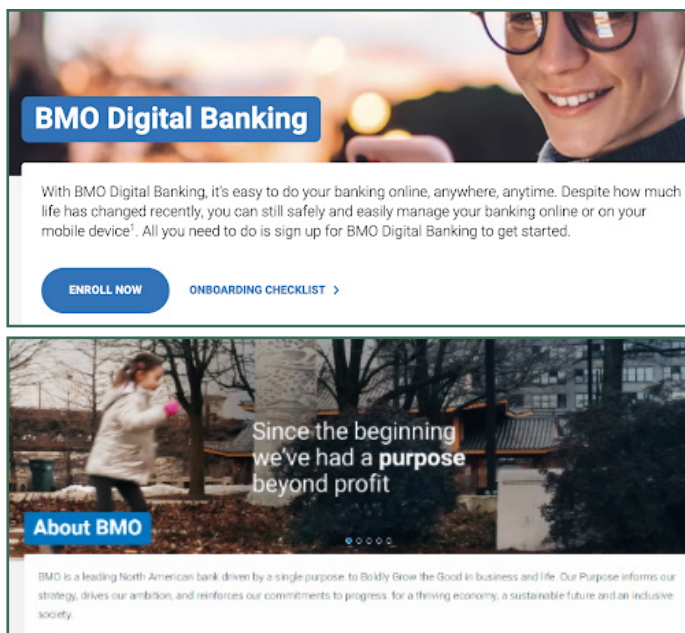
Mission: *BMO Mission Statement: Our Commitment We're here to help. This is a promise we make to BMO's customers. BMO Vision Statement: To be the bank that defines great customer experience.*

Core Values:

- Integrity – Do what's right
- Empathy – Put others first
- Diversity – Learn from difference
- Responsibility – Make tomorrow better



BMO is headquartered in CHICAGO and is the largest bank in the state of Illinois. It is also the 14th largest bank in the nation. It was established in 1947 and as of March of 2023, it had grown to 20,275 employees at 1,055 locations. BMO's savings rates are 9X the national average, and it boasts an A+ health rating. ([Deposit Accounts: Rates and Reviews](#))



*Bank Size: A bank with assets of \$600 million or less is a small bank. a bank with assets greater than \$600 million and equal to or less than \$2.5 billion is an intermediate bank. a bank with assets greater than \$2.5 billion is a (general performance standard) GPS bank

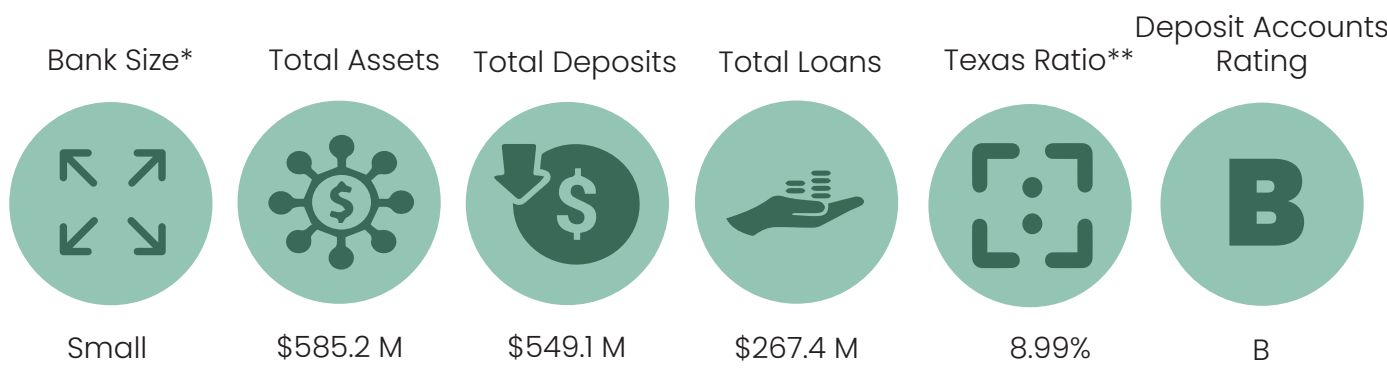
**Texas Ratio: Texas Ratio is an indicator of how much capital a bank has available compared to the total value of loans

Grand Valley Bank


Bank Slogans: **People Banking with People**

Mission: *Through the decades, we have connected with our customers in their day-to-day lives while striving to meet their day-to-day financial needs. This is why we truly are People Banking with People.*

Core Values: Unavailable/unfound




Grand Valley Bank is headquartered in HEBER CITY and is the 30th largest bank in the state of Utah. It is also the 1,535th largest bank in the nation. It was established in 1983 and as of March of 2023, it had grown to 101 employees at 9 locations. Grand Valley Bank’s money market rates are 5X the national average, and it has a B health rating. ([Deposit Accounts: Rates and Reviews](#))



A leader in small business lending.

We understand that your business deserves the attention to detail that our lenders can provide.

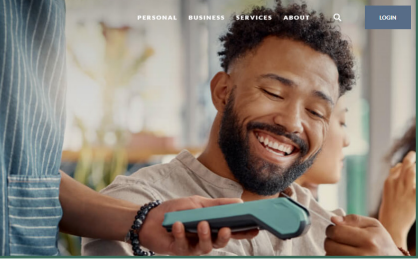
[Explore Our Business Loans](#)

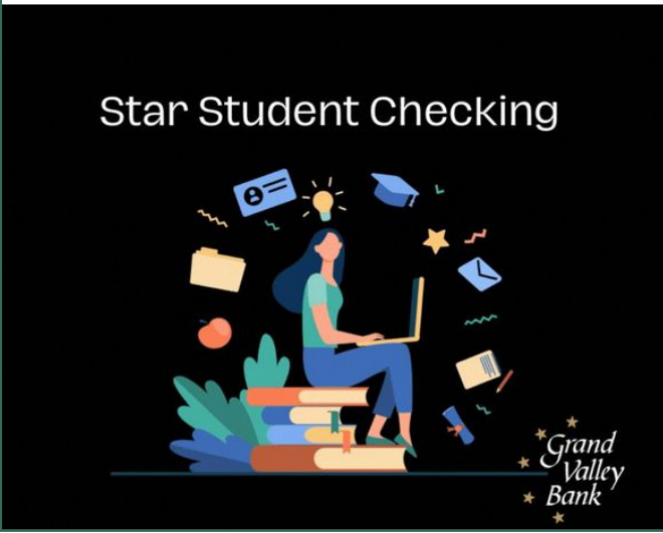


Competitive credit card rates and rewards

Consumer and Business options are available to fit a variety of needs, you get to choose what card is best for you.

[Explore Our Credit Cards](#)





Star Student Checking

Grand Valley Bank

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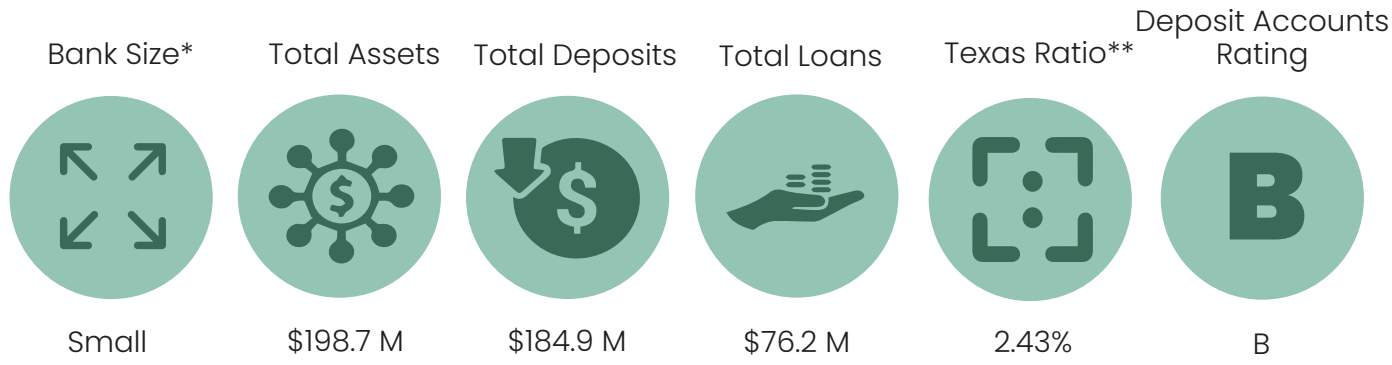
**Texas Ratio: Texas Ratio is an indicator of how much capital a bank has available compared to the total value of loans

Home Loan State Bank

Bank Slogans: Unavailable/unfound

Mission: *To be the preeminent financial services company in Western Colorado.*

Core Values: Unavailable/unfound



Home Loan State Bank is headquartered in GRAND JUNCTION and is the 46th largest bank in the state of Colorado. It is also the 3,058th largest bank in the nation. It was established in 1960 and as of March of 2023, it had grown to 26 employees at 2 locations. Home Loan State Bank has a B health rating. ([Deposit Accounts: Rates and Reviews](#))



Home Loan State Bank · Follow

5d ·

How secure is your money? Money deposited in an FDIC-insured bank is covered to at least \$250,000 if the bank fails. #IsYourMoneyInsured


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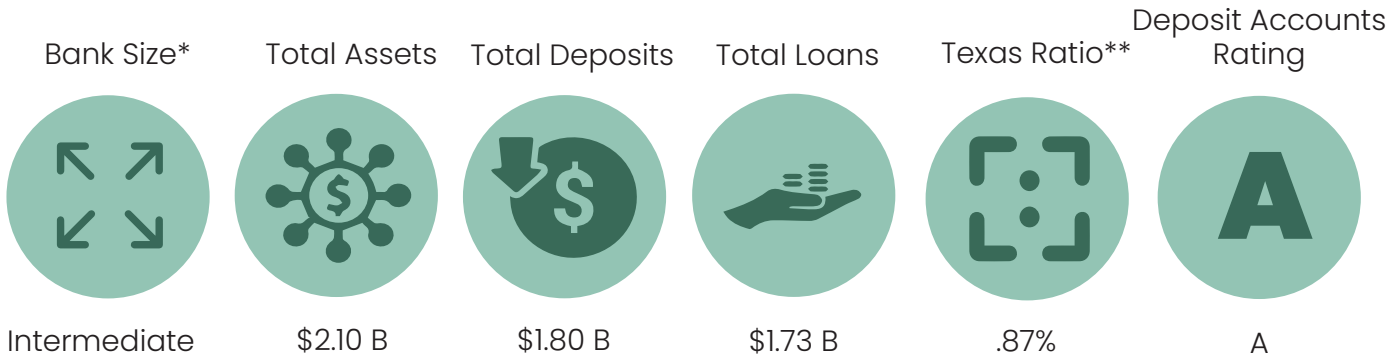
OakStar Bank

Bank Slogans: **So who really enjoys banking, you ask? Well... you're about to!**

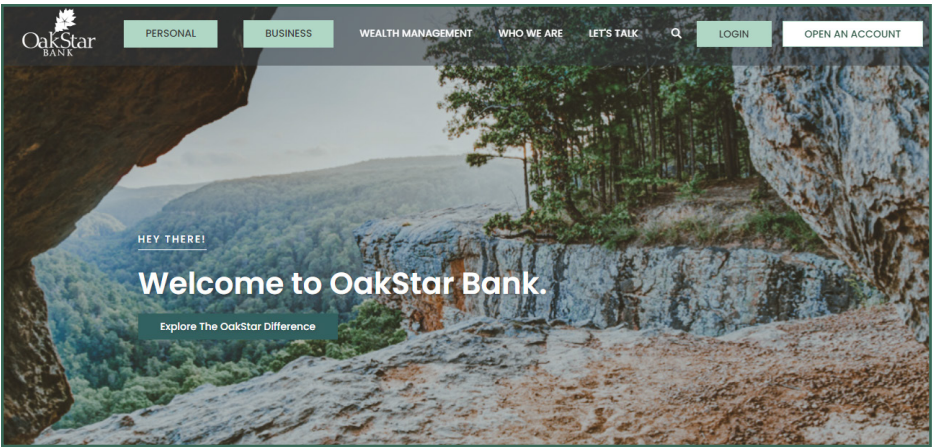
Mission: *Our Mission is to develop meaningful relationships by creating extraordinary experiences for those we SERVE.*

Core Values:

- Stewardship: Be accountable for the well-being of Team Members, Customers, and Shareholders – in service, rather than control.
- Empathy: Understand and be sensitive to the feelings and emotions of others.
- Responsiveness: React quickly and positively. We get stuff done (GSD).
- Vision: Have the courage and ability to do the impossible while having fun along the way.
- Empowerment: Empower those around you. Share what you know and attempt to make those around you better than yourself.



OakStar Bank is headquartered in SPRINGFIELD and is the 17th largest bank in the state of Missouri. It is also the 545th largest bank in the nation. It was established in 2005 and as of March of 2023, it had grown to 391 employees at 23 locations. OakStar Bank has an A health rating. ([Deposit Accounts: Rates and Reviews](#))



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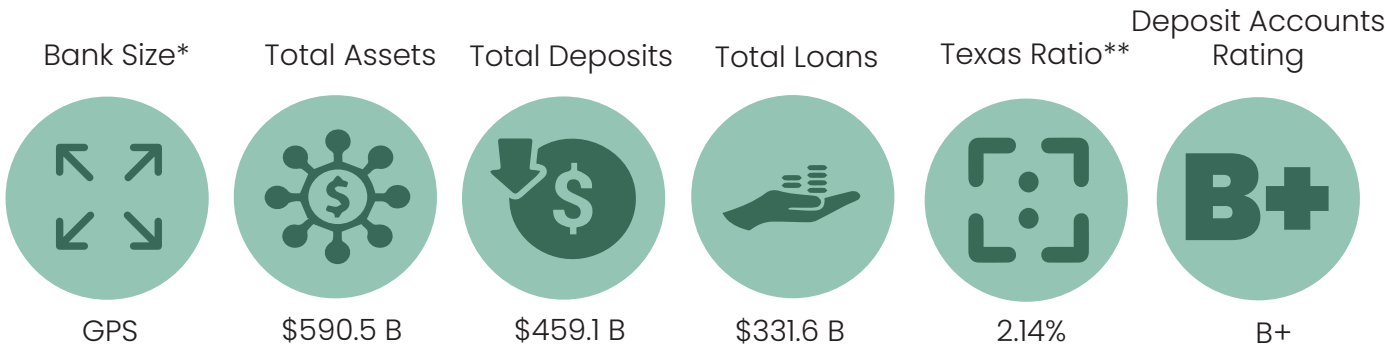
**Texas Ratio: Texas Ratio is an indicator of how much capital a bank has available compared to the total value of loans

US Bank

Bank Slogans: **Look ahead with US.; Yes, the future is brighter with US; Every Day You See US; All of US serving YOU; Five Star Service Guaranteed**

Mission: *We work to meet our customers’ business and personal banking needs with competitive products and services, convenient access to their accounts, and proven stability backed by industry-leading financial metrics.*

Core Values:
Our customers
Colleagues
Communities
Shareholders




As one of the largest banks in the United States, US Bank draws upon over 150 years of banking experience to offer its personal, business, commercial, and government banking customers a full suite of financial products and services. The bank offers its customers quick and secure access to funds through online and mobile banking options. US Bank’s depository banking products – for both its individual and corporate customers – include savings accounts, money market accounts, checking accounts, and Certificates of Deposits (CDs).

The bank’s personal savings accounts, money market accounts, and checking accounts can be easily linked together in various relationship banking packages, with attendant banking perks in each scenario. US Bank’s personal money market accounts yield better interest rates for larger account balances, and there is a tax-advantaged Individual Retirement Account (IRA) option available as a money market account. Personal CDs are also available, with terms ranging from 1 month to 60 months.

US Bank’s business checking accounts vary based upon account balance and monthly transaction volume. These business checking accounts can be combined with other business banking products and services in a variety of relationship banking packages – again, with attendant perks for each scenario. The bank offers a business “sweep” savings account that automatically transfers excess account balances from a business checking account into a business savings account with higher interest rates. Just like the personal money market accounts, business money market accounts yield tiered interest rates, depending upon account balance. US Bank’s business CD terms go from 14 days to 5 years.

In 1863, US Bank was established as the First National Bank of Cincinnati. Today, US Bank is owned by bank holding company US Bancorp. The headquarters for both the bank and its parent company are in Minneapolis, Minnesota. (Deposit Accounts: Rates and Reviews)





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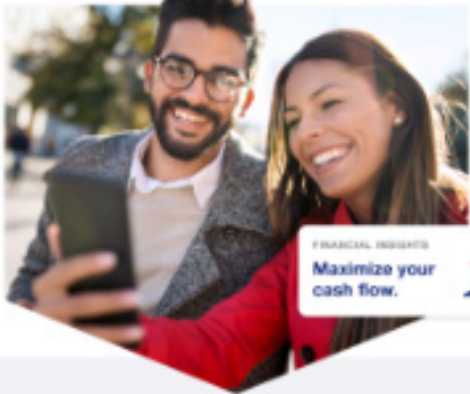
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FINANCIAL INSIGHTS

Maximize your cash flow.



Go beyond balancing your checkbook.

Access tools to boost your financial wellness and resources to help you plan for the future.



U.S. Bank

August 29 at 3:00 PM

A few things have changed since the '90s.






138

28 comments 50 shares

Like Comment Share




Write a comment...



U.S. Bank

August 15

What's your routine before and after your workday? Here are a few ideas to help you feel energized and productive.

63

20 comments 46 shares

Like Comment Share

Write a comment...

Shana Sundin Hutchens
Do one thing just for me! After work I 'always' sit out on our deck (summer/fall) or by the fire (winter/spring) to read. Every day, always. Brings a relaxing end to each day.

Like Reply Go

U.S. Bank
Love it! What are your favorite books right now?!

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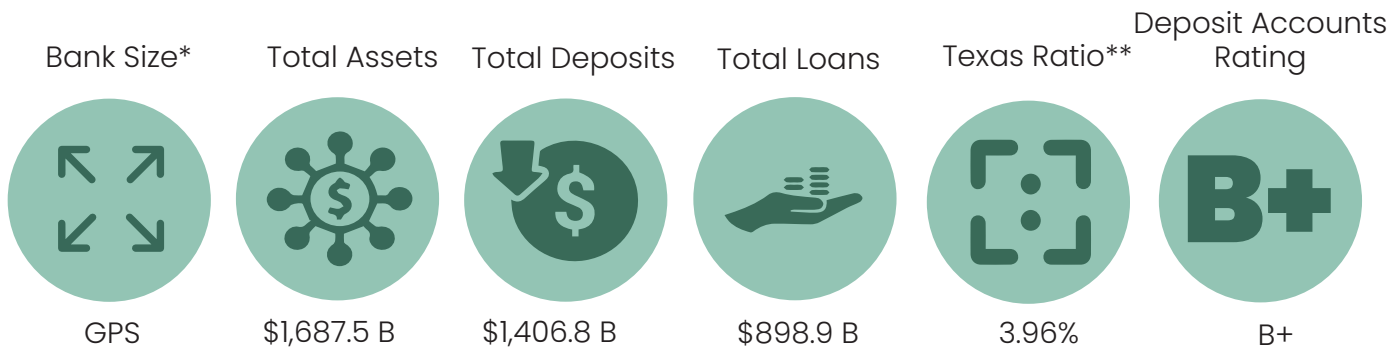
**Texas Ratio: Texas Ratio is an indicator of how much capital a bank has available compared to the total value of loans

Wells Fargo

Bank Slogans: **Life’s better when we’re connected; Together we’ll go far; Fast then. Fast now.; With you when; The next stage.**

Mission: *The reason we wake up in the morning is to help our customers succeed financially and to satisfy their financial needs, and the result is that we make money. It’s never the other way around.*

- Core Values:
- What’s right for customers.
 - People as a competitive advantage.
 - Ethics.
 - Diversity and inclusion.
 - Leadership.



Wells Fargo Bank is a publicly traded bank that operates as a subsidiary of Wells Fargo & Company, one of the largest financial holding companies in the world. The bank is one of the largest in the United States as measured by assets as well as deposits. With tens of millions of customers, thousands of retail branches and tens of thousands of ATMs, the bank’s presence is recognized in every state. It offers personal, small business, and commercial banking products and services, in addition to wealth management and investing advising.

On its personal banking side, Wells Fargo offers checking, savings, Money Market, Certificate of Deposit (CD) and IRA accounts, in addition to mortgage and consumer loans. One of its most popular checking account options comes with a debit card, as well as a monthly service fee unless minimum balance requirements are met. The bank pushes its student checking account in a combo package with its savings account to encourage saving, and Wells Fargo partners with colleges to provide students the ability to use its debit card for both on and off campus transactions. Savings account options come with minimal interest rates on basic savings, retirement savings, and even retirement savings accounts. Money Market accounts offered by the bank have a minimum daily balance requirement and come with very low interest rates. CDs are available in term lengths ranging from 3 to 58 months and a step up CD provides a way to increase the rate on a 24-month CD every 6 months for the life of the product.

A private bank is also available to provide customers wealth planning and trust solutions that are tailored to specific investor needs and goals. On its small business side, Wells Fargo offers loans and credit, business insurance, and merchant services like payment processing and tax help.

Wells Fargo Bank online banking is a secure banking platform on which customers can open and manage their accounts. The web-based system provides the ability to complete tasks like Bill Pay, money transfers, online brokerage, account activity viewing, direct deposit, and check image

viewing. A mobile website (wf.com) provides an optimized Internet solution for customers to access their accounts from a web browser on any capable device. Mobile banking apps are also available and provide a more sophisticated way to bank on the run from various smartphone and tablet devices.

Wells Fargo Bank was originally established as the Crocker-Citizens National Bank in 1870, before transitioning to its current name in 1986. Since that time, the bank has rapidly acquired many financial institutions and divisions to become one of the largest companies in the world. Wells Fargo corporate headquarters are located in San Francisco, California, while Wells Fargo Bank is headquartered in Sioux Falls, South Dakota. The bank operates through thousands of branches located through the United States. (Deposit Accounts: Reviews and Rates)

Wells Fargo
October 12 at 2:02 PM · 🌐

Since 2016, we've helped more than 220,000 Hispanic and Latino families become homeowners with more than \$60 billion in financing. Learn more about our commitment to making homeownership possible. <https://on.wf.com/6188upDc6>

Our ongoing commitment to homeownership

Equal Housing Lender

Get tools. Get tips. Get peace of mind.

Discover digital tools to help you budget, save, manage credit, and more

Access the toolkit

Why we're committed to communities

We don't just serve our communities—we are our communities. We're committed to helping customers and neighborhoods across the country t

Wells Fargo Stories

Banking in the palm of your hand

Our Wells Fargo Mobile® app gives you fast and secure access to your finances

Check your account balance

View your latest FICO® Score¹

Send and receive money with Zelle®²

Download our app

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WELLS FARGO

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Enter your information below to get the bonus offer code to provide to a branch at account opening. This bonus offer code will also be sent to you via email.

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You agree that Wells Fargo may contact you at the email address provided to deliver your bonus offer code for this offer.

Offer ends September 26, 2023

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The World's Biggest List of Bank Slogans

121 Financial Credit Union – Banking Focused on You
1st Advantage Bank – Expertise you need. Service you deserve!
1st Financial Federal Credit Union – The Better Way To Bank
1st Mariner Bank – We Built This Bank For You.
1st National Bank – Grow With Us
1st National Bank – At Home With First
1st National Bank of So. Florida – Your First Choice
1st Source Bank – Your partners from the first.
1st United Credit Union – Simpler. Faster. Friendlier
A+ Federal Credit Union – Let's Bank on Each Other.
Abbey National Bank – Because life's complicated enough.
Abbey National Bank – Get the Abbey habit.
Abbey National Bank – Investments with Abbey endings.
Abbey National Bank – More ideas for your money.
Abbey National Bank – Turning banking on its head.
Abington Bank – Banking for people with better things to do!
ABN AMRO Bank – Making more possible.
ABNB Federal Credit Union – Open. Honest. Hardworking.
Absa Bank – Today, tomorrow, together.
Access National Bank – The Difference is Access
Achieva Credit Union – Dream it. Achieve it.
Acru Credit Union – MONEY + LIFE
Addison Avenue FCU – We listen. You prosper.
Addition Financial – Count Us In
AdelFi Credit Union – Better Banking. Higher Purpose.
Advantage Community Bank – The Community Advantage
Advantage Plus FCU – Not for profit. For people.
Advantis CU – With Us You Can
Afena Credit Union – We're already there.
Affinity Credit Union – Belong to something better.
Affinity Group Credit Union – Changing lives; one member at a time!
Affinity Plus FCU – Not for Profit. For People.
AIG – We know money.
AIG – The strength to be there.
Air Force FCU – A higher financial altitude.
Al Hilal Bank – It's all about you.
Alabama Teachers Credit Union – Learn Together.
Alaska USA Federal Credit Union – Strength in Members
Alden Credit Union – Banking. No Boundaries.
Align Credit Union – Connecting all your banking needs.
Alive Credit Union – Bank Healthier. Live Happier.
All U.S. Credit Union – Positively Different
Allegacy FCU – Unlike Your Bank
Allegacy FCU – Smart Banking for the Good Life
Allegacy FCU – Helping You Make Smart Financial Choices
Alliance & Leicester – Now that's a real plus!
Alliance Community Federal Credit Union – Where Dreams Get Wings!
Alliant Bank (Alabama) – We know
Allianz – The Power on Your Side

Allianz – Insurance solutions from A to Z.
Allstate – You're in Good Hands
Ally Bank – Do It Right.
Ally Bank – (2009–2012) Straightforward.
AltaOne FCU – Reach new heights.
Amcore Bank – Making It Easy for You
American Eagle FCU – The right way to go.
American Express – OPEN
American Express – Do more.
American Express – My life. My card.
American Express – Don't leave home without it.
American National Bank – American Dreams Come True
American Riviera Bank – Banking on better.
American State Bank – Banking for you.
American State Bank and Trust Company – Real People. Real Relationships.
American West Bank – Simply...Better Banking
Amica – We keep our promises to you.
Amplify FCU – Bank less. Live more.
AmSouth Bank – The relationship people.
Anchor Bank – Balance Your Best Interests.
Anchor Bank – Banking beyond the ordinary.
Andhra Bank – Where India Banks
Andigo Credit Union – Lose Your Bank & Let's Go!
ANZ – The better we know you, the more we can do.
Apple Bank – We're good for you.
Ardent Credit Union – Grit Makes Great.
Argent Credit Union – Money. For Life.
Arizona FCU – Experience the power of us.
Arizona State Credit Union – One State of Mind.
Armed Forces Bank – Every Story Matters
Arsenal Credit Union – loaded with benefits
ASB Bank – creating futures
Associated Bank – A Good Fit.
Astoria Federal Savings – Putting people first.
Athol Bank – A Solutions Bank.
Atlantic Capital Bank – Bank in the right direction
Atlantic Financial FCU – Always Where You Are
Atlantic Southern Bank – The Bank You Always Wanted
Aventa Credit Union – The Common Thread
Avenue Bank – the difference is real.
Aviva – Forward Thinking
Aviva – Taking care of what's important.
Awash Bank – Nurturing Like The River

Source: <https://thefinancialbrand.com/bank-slogans/>

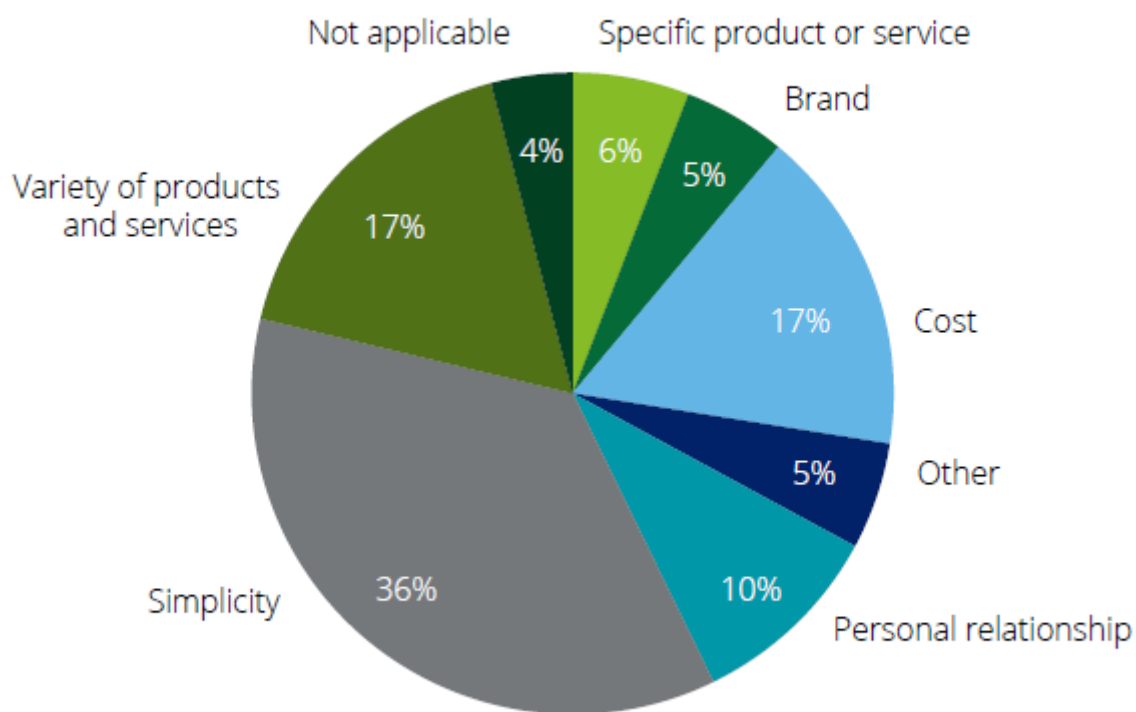
Consumer Trends in Banking

Deloitte's US Consumer Banking Survey – Voice of the Customer: Retail Banking Experience

The findings from the 2019 Deloitte survey, Voice of the Customer: Retail Banking Experience, directs attention to the strategic use of digital technologies for banks to get personal in order to be competitive in the market.

Deloitte survey results revealed various reasons behind the selection of a bank including specific product or service, brand, personal relationships, cost, variety of products and services, and simplicity, with simplicity being the highest at 36%. Simplicity looks progressively more like full-service capability on the smartphone (Deloitte's US Consumer Banking Survey, 2019, p. 4).

Figure 1. Reasons behind selection of primary banking provider

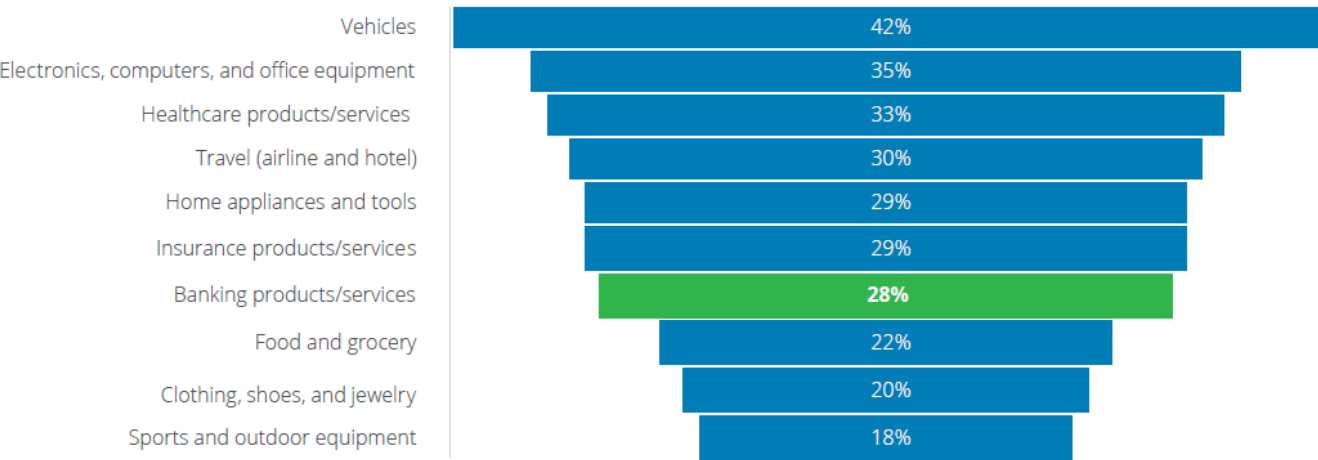


Source: Deloitte's US Consumer Banking Survey, 2019

If "simplicity" is one of the main reasons banking customers select a bank, then lack of performance with online banking apps or websites will be a major downfall for earning or retaining customers. This is especially true for the younger generation considering almost half of them responded that they utilized a mobile device to purchase banking products (p. 4).

Another key fact of the Deloitte Survey is that consumers don't see a difference in banking products and perceive banks as "interchangeable," for "66 percent of respondents think banks offer the same services, and 75 percent think that banking products and services are the same across all banks." (p. 5) However, at least a quarter of respondents give credence to brand in regards to banking products/services purchase decisions which advocates for the necessity of a bank's brand (p.5).

Figure 2. Consumers surveyed who say brand is very important to their purchase decisions

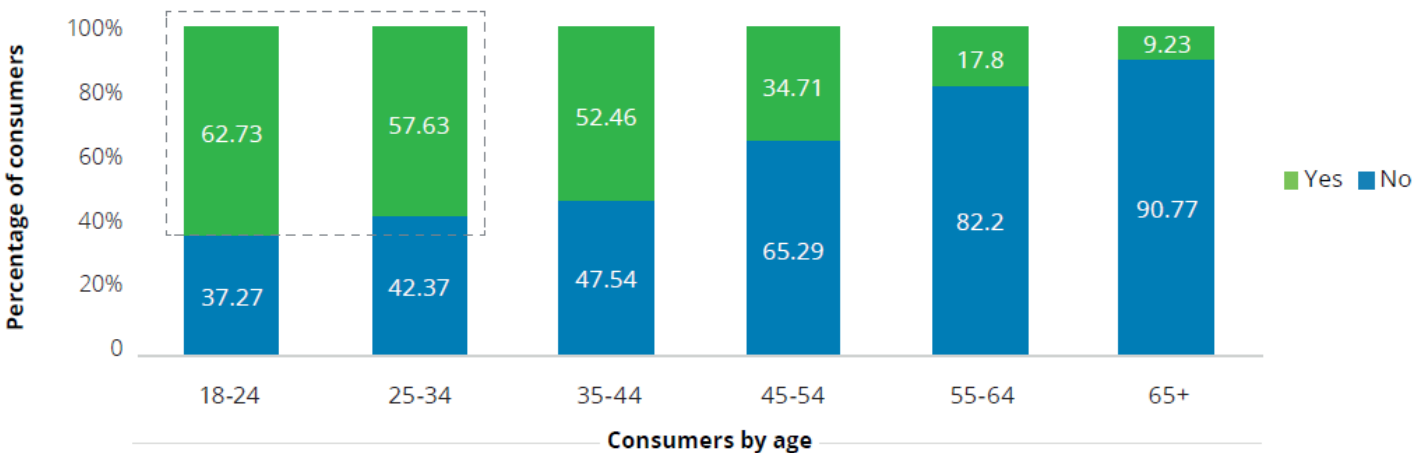


Source: Deloitte’s US Consumer Banking Survey, 2019

Therefore, it is still imperative that a bank recognize the need to differentiate products and services and gain customer relationships which produces brand strength. The survey “focused on a few areas that might help elevate this experience: a proactive focus on customer life events and engaging in new business models with open banking” (p. 5). It is necessary to utilize personal information to keep it personal. Open banking requires consumers to be willing to share their data with third parties to draw insights. Fortunately, the majority of Millennials surveyed were inclined to share their information if it meant they were offered better-bundled banking products, and “more than half (53 percent) of respondents said they would like being offered bundled products (e.g., real estate service with home loan or car deals with preapproved auto loan)”(p. 7).

Figure 3. Consumers surveyed willing to share data by age

Would you be willing for your bank to share your information with external platforms or services to offer you better bundled banking products?

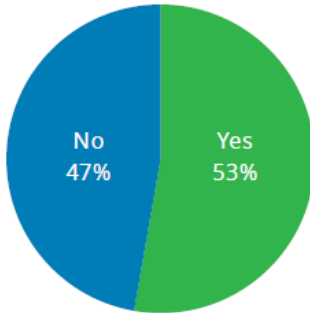


Source: Deloitte’s US Consumer Banking Survey, 2019

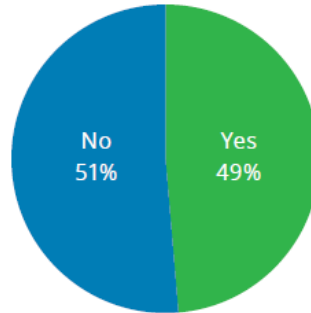
Also noted in the study, many respondents are willing to utilize banking services outside of the traditional bank, proposing the opportunity of partnerships with other industries to gain a competitive advantage.

Figure 4. Respondents are willing to look beyond banks

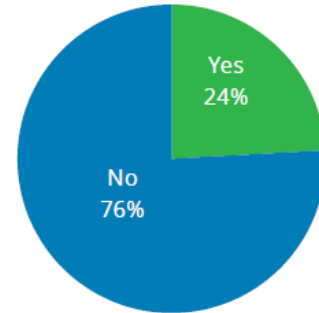
Would you like products to be combined in a package (such as real estate services with home loan)?



Would you use consumer banking services provided by Amazon if they were available (such as banking accounts or personal loan)?



Would you use consumer banking services provided by Facebook if they were available (such as banking accounts or personal loan)?



Source: Deloitte's US Consumer Banking Survey, 2019

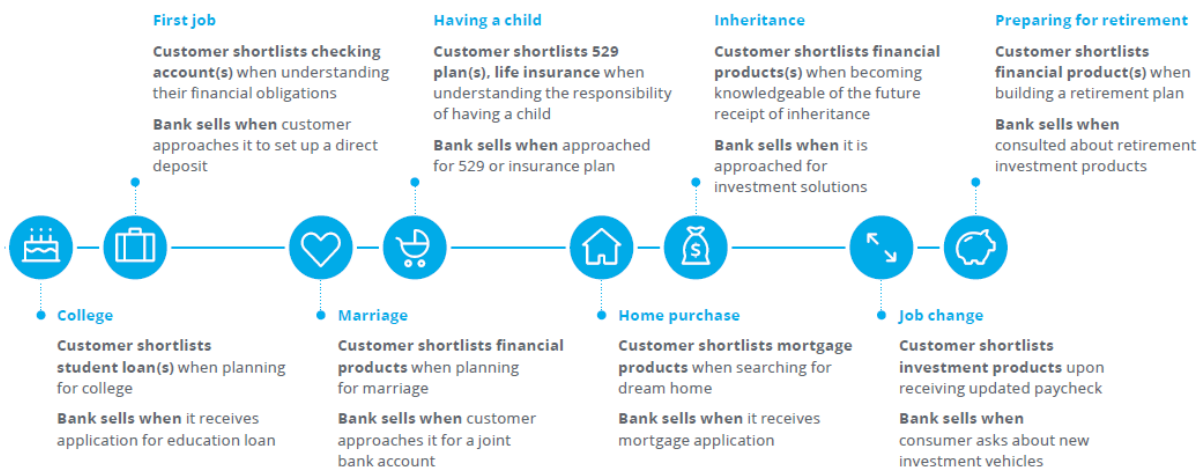
Another notable competitive advantage for any bank is to proactively engage before key life milestones.

"For the typical consumer, the need for new banking products, services, or advice often arises when they experience a life event—for example, a significant percentage of consumers were prompted to purchase a banking product when buying a new home (28 percent), entering the workforce for the first time (22 percent), and enrolling in college (21 percent). Although respondents in 50 percent of cases said that their banks offered products that pertained to their life events, it was well after the life event had occurred or when they had already made a decision to go with another bank's product." (p. 8)

Banks advertising their products and services in regard to key life events before the customers' life events take place, secures their core customers.

Figure 5. Capturing key life events would lead to increased market share

As shown below, banks often engage consumers in their life events too late, when the decision is already made. To address this, banks should modernize and be radically proactive in engaging early and frequently.



Deloitte concludes its study with a few key points for banks to position themselves to win:



While the results of this study are from 2019, the widely-known push towards digital channels revealed in this study may have gained momentum with the pandemic and opportunities to capitalize on digital banking strategies to remain personal to stay competitive should be considered.



Source: Deloitte's US Consumer Banking Survey, 2019

Consumer Trends in Banking Continued...

The Financial Brand | Retail Banking *Priorities have Shifted* in 2023

In the article Retail Banking Priorities Have Shifted in 2023 and a subsequent study conducted by The Financial Brand, shifting priorities and trends in the retail banking industry for the year 2023 are highlighted, including the fact that banks are focusing on ways to enhance their digital transformation efforts. Digital efforts include the ability to onboard and open digital accounts, personally tailored banking experiences, building trust and personal connections, using data analytics to gain insights into customer behavior, and the ever-increasing need for cybersecurity.

As it relates to one of the main priorities identified in the study, the improvement of digital account opening and onboarding processes– banks are recognizing the need to provide a seamless and user-friendly experience to customers when it comes to opening new accounts or accessing banking services online.

- “Enhancing digital banking user experiences remains mission critical. The urgency around removing friction and improving the flow of the customer journey has not abated. If anything, consumer expectations for seamless digital experiences continue to rise.
- With consumers emerging from the pandemic expecting even greater convenience and personalization, bank and credit unions must accelerate front-end and back-office digital transformation. Priorities include improving digital account opening and digital loan application processes, aggregating money management views across accounts, building conversational interfaces, and integrating banking into daily life are more important than ever...
- ...The need for omnichannel consistency also persists. Connecting the customer journey across mobile, online, phone, and in-person reflects the digital-first reality.”

Another important trend highlighted is the increased emphasis on personalized and tailored customer experiences. Banks are realizing the significance of understanding their customers’ needs and preferences in order to offer personalized financial solutions and enhance customer satisfaction.

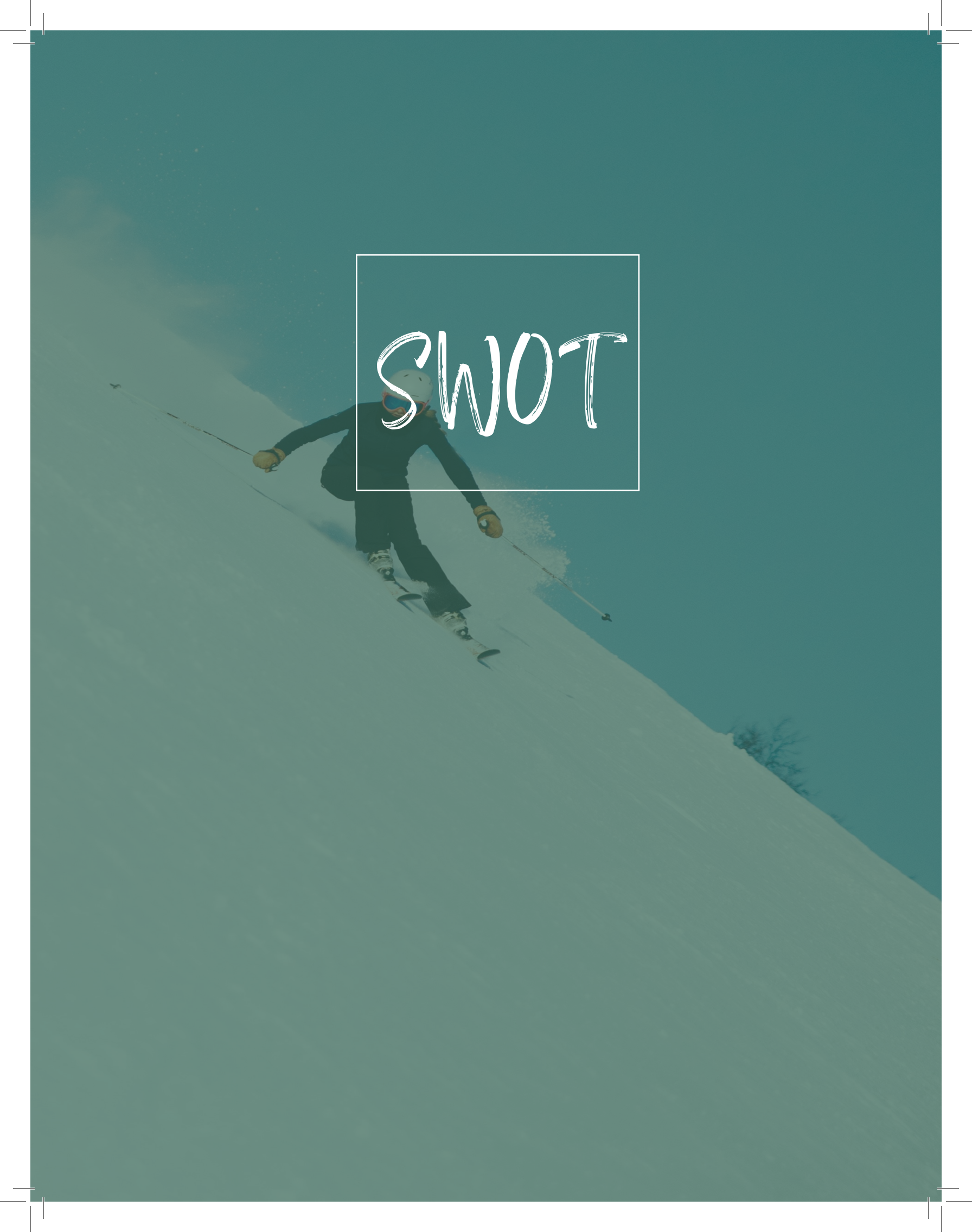
Furthermore, the study emphasizes the growing importance of data analytics and leveraging technology to gain insights into customer behavior and preferences. Banks are investing in advanced analytics tools to better understand their customers and deliver more targeted and relevant financial products and services.

And finally, the study notes that cybersecurity and data privacy have become even more crucial in the digital age. Banks are prioritizing the implementation of robust security measures to protect customer information and prevent any potential breaches.

Overall, the study highlights the evolving priorities in the retail banking industry, including enhancing digital experiences, personalization, data analytics, and cybersecurity. These trends reflect the industry’s commitment to meeting the changing needs and expectations of customers in an increasingly digital world.

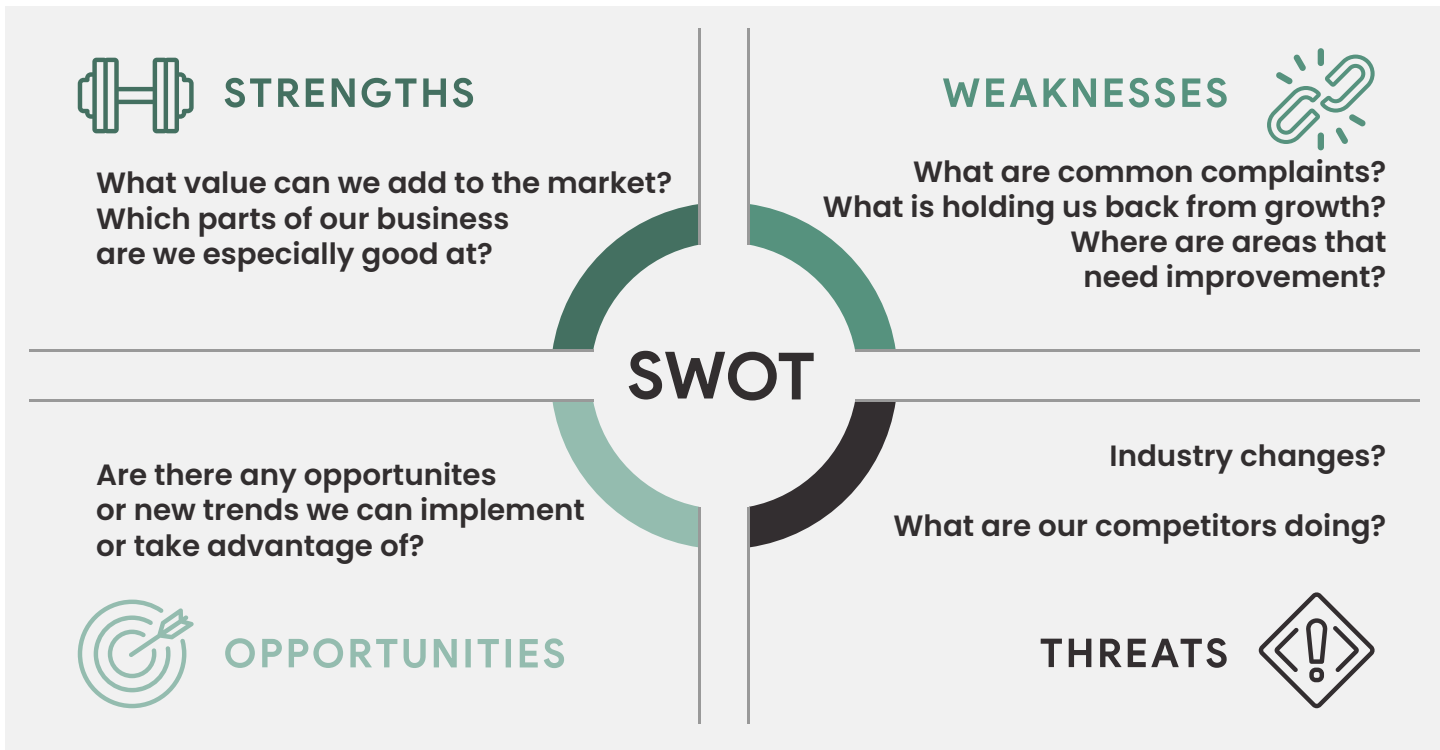
Source: [The Financial Brand | Retail Banking Priorities have Shifted in 2023](#)



A skier in a black suit and white helmet is captured in a dynamic pose, skiing down a steep, snow-covered slope. The skier is wearing yellow gloves and holding ski poles. The background is a clear, bright blue sky. The word "SWOT" is written in a large, white, stylized font, centered over the skier's upper body. The entire image is framed by a thin white border.

SWOT

SWOT.....



STRENGTHS

Timberline Bank

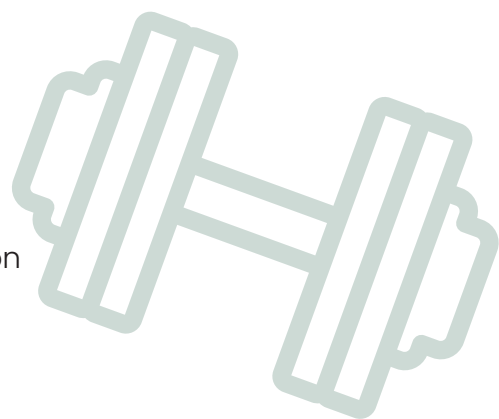
- + Young Bank = Nimble
- + Positive culture
- + Success driven by relationships
- + Community owned, community operated
- + Locally owned, locally operated
- + Close loans more quickly than competitors
- + Private banking
- + Helpful
- + Welcoming
- + Responsive
- + Inclusive
- + Fun

Marketing Department

- + Strong Brand
- + Brand alignment across branches
- + Brand awareness (tipping point?) in Grand Junction
- + Strong community partnerships and presence
- + Relationship-based marketing
- + Community-minded investments/sponsorships

Marketing Team

- + Welcoming, friendly face of the business
- + Exceptional people and hosting skills
- + Trusted team members
- + Skilled and professional event execution
- + Strong creative/graphic creation
- + Social media planning and engagement
- + Hungry to learn, grow, be challenged
- + Unafraid to try new things



WEAKNESSES



Timberline Bank

- + Young Bank, not an established household name/fully known institution
- + Negative, widely known feelings toward competitor
- + Perceived as “rich people’s bank”
- + Website ineffective to convert potential customers (see website audit)
- + Rates



Marketing Department

- + Missing marketing expertise in-house
- + Directly reports to Grand Junction branch, responsible for all branches
- + Missing strategy related to spend outside of the value of relationships
- + Underutilized CRM (i.e.: Constant Contact)
- + Analytics are not connected or used to guide decision-making, track customer behavior
- + Customer behavior is widely unknown
- + Email marketing has not been deployed consistently
- + Testimonials are not collected nor used in a consistent manner
- + Sporadic advertising
- + Advertising missing calls to action (CTA)
- + Website, ease of use, responsiveness, analytics, functionality (see website audit)
- + Marketing budget is catch-all for bank’s miscellaneous expenses

Marketing Team

- + Lack of marketing experience
- + Low credibility with ancillary branches
- + Location of desks perpetuates catch-all roles, distracts from marketing work
- + Role ambiguity with other bank employees
- + Hourly disincentivizes efficiencies at work
- + Dominant workload of team: Events, executive assistant duties, building maintenance and upkeep, and intermittent graphic design.



OPPORTUNITIES

Timberline Bank

- + Create 20-year anniversary celebration strategy
- + Select sponsorship/giving buckets for 2024 (houselessness, food insecurity, financial literacy, etc)
- + Pre-qualify CRA programs to align with giving buckets
- + Launch one program across all 3 branches that aligns with CRA, pre-qualified programs,
- + Sponsorships, giving and 20-year anniversary strategy
- + Hire an executive assistant to assist Co-CEOs, GJ Branch President, Community Room scheduling needs
- + Ensure connectivity between mission and vision and marketing strategy (is this clearly defined?)
- + Build-out/add meat to VTO marketing rubric so it's a value-add to marketing department
- + Define purpose (we believe statement)/niche statements to stand out/differentiate TIMBERLINE Bank
- + Define non-negotiables to hold to/not compromise in times of growth/scaling and/or downsizing

Marketing Team

- + Clearly define roles and role accountabilities related to marketing ROI to complement long-term
- + Department strategy
- + Restructure duties, functions so people work at their natural best and align with new structure
- + Strengthen marketing skill level
- + Provide opportunities for growth: training, mentorships,, continuing ed
- + Strategic and consistent execution tied to budget and content deployment strategy and analytics

Marketing Department

- + Bring in marketing leadership/expertise to teach team and create strategy tied to executive's
- + Priorities/objectives
- + Restructure Department to be accountable to all 3 branches and each branches individual
- + market needs
- + Restructure budgeting for clarity=align department function and spend
- + Develop memorable stories to capitalize on hyper-personal brand, combat "rich person's bank"
- + Create content buckets, reinforce cascading messages and how they are cascaded
- + Create content deployment strategies
- + Create budget to complement both
- + Clearly define brand personality and align it with values and purpose statement
- + Newsletter deployment with analytics
- + Rebuild a modern, responsive website tied to analytics, high SEO ranking, and usability
- + Begin using analytics to inform decision-making, budgeting
- + Budget: Tighten up the budget, add more clarity and accountability to each line item
- + Begin fully utilizing CRM (Constant Contact) to connect and track customer behaviors

THREATS



Timberline Bank

- + Growing too fast
- + Company organizational structure/systems not able to keep pace with growing internal and customer needs
- + Lose personal touch with growth
- + Diluting culture with growth
- + External market forces: rates, bank closures, politics/elections
- + Website is losing/not capturing or converting customers
- + Website losing and/or not capturing customers
- + CRA rating, pending CRA audit
- + Competitors' private banking (OakStar Bank) offering better rates
- + Competitors' breaking ground and opening new branches (Home Loan in Montrose/Oak Star Bank in GJ)

Marketing Department

- + Wasted resources (time and money)
- + Plateaued growth, unable to help the bank break through to the next level of desired growth, cast a wider net
- + Increasing sponsorship demands/requests without filter to run "yes" or "no" through
- + (highlighting the needs to move away from ad hoc marketing decisions to strategic decisions)

Marketing Team

- + Ability to retain talent
- + Inability to improve team credibility bank wide
- + Inability to serve unique needs of each branch
- + Budgeting practices create lack of accountability or skin in the game for team



OPPORTUNITIES BY BRANCH

Aspen

The team highlighted the following trends they've noticed in the Aspen market (not data driven): ↪

- + Highly tech savvy and digitally driven population.
- + Often remote (traveling due to wealth, second homeownership, or from sleeper communities for work) so a full suite of digital banking capabilities is very important in the Aspen market.
- + Residents and visitors are drawn to affluent events to "see and be seen."
- + Sponsorships are "obscenely" expensive.
- + Financial literacy or community/educational programs will become increasingly important as the CRA audit approaches.
- + TIMBERLINE Bank's logo gets confused with Alpine Bank often in the Aspen market.

Opportunities based on the aforementioned trends: ↪

- + Revamp website (not banking portal; rather front-end) so it has better SEO and is more responsive, intuitive and accommodates digital onboarding.
- + Create an all-inclusive, seamless online banking experience (banking portal).
- + Focus on digital marketing in Pitkin County specifically.
- + Launch a local headliner and exclusive event in partnership with local papers like "[40 Under 40](#)" (a complement to [The Aspen Times Snowmass Sun - Best of 2022](#)) to raise your local profile by raising the profile of movers and shakers.
- + Work in partnership with local elected officials to launch roundtable discussions on important issues facing Pitkin County with exclusive sponsorship rights (i.e. affordable housing, workforce development and retention, etc).
- + Work with Aspen School District and Colorado Mountain College to bring classes to students within the school to teach CRA approved financial literacy classes for school credit from Kindergarten through post-secondary education.
- + Redesign a brand to differentiate yourself from your competitors.

Grand Junction

The team highlighted the following trends they've noticed in the Grand Junction market (not data driven): ↪

- + The big, beautiful new building lends itself to the "rich person's bank" persona.
- + There is a need to cast a wider net to capture new customers in smaller Grand Valley communities like Loma, Mac, DeBeque, Palisade and Fruita; however, customer motivation to switch banks is not fully known or understood.
- + The marketing team's efforts are primarily focused in Grand Junction because it serves as headquarters, but also because the team reports directly to the Grand Junction branch president.
- + Financial literacy or community/educational programs will become increasingly important as the CRA audit approaches.
- + Guerilla marketing tactics deployed today will burn out employees in the long run.

Opportunities based on the aforementioned trends: ↪

- + Combat the false perception of "rich person's bank" through storytelling, especially focused on founders and executives' humble, western ties rooted in hard work, individual responsibility, family and community.
- + Create a messaging cascade tied to some marketing dollars to effectively disseminate those personalized stories.
- + Conduct focus groups to better understand the local population's banking wants, needs, and wishes to better cater to your direct market.

- + Reorganize marketing accountabilities to report to a company-wide executive rather than the Grand Junction branch executive.
- + Work with D51 and CMU Tech to bring classes into the bank's physical branch location to teach CRA approved financial literacy classes for school credit from Kindergarten through post-secondary education.
- + Work in partnership with local elected officials to launch roundtable discussions on important issues facing Mesa County with exclusive sponsorship rights (i.e. affordable housing, workforce development and retention, etc).
- + Deploy strategic, personalized, digital marketing efforts to help cast a wider net and keep your employees from burnout associated with guerilla marketing and nonstop event attendance.

Montrose

The team highlighted the following trends they've noticed in the Montrose market (not data driven): ↩

- + Relationships are still "the currency" in Montrose.
- + Relationship building work is still in the development stages for many big partners like the hospital, school district, etc.
- + It's hard to have a local presence at every event when the small team is also expected to be working in the office/delivering on day-to-day outputs and serving customers.
- + The move from a coffee pot to a Keurig changed the way customers linger in the lobby.
- + Customers get confused by signage and entrance directions to enter the physical bank location compared with Land Title's entrance.
- + At night, it's hard to read Hwy 50 signage with the green lighting behind the trees in the TIMBERLINE Bank name.
- + Financial literacy or community/educational programs will become increasingly important as the CRA audit approaches.

Opportunities based on the aforementioned trends: ↩

- + Hire a Community Outreach Coordinator respected, well known and steeped in the community to begin raising your profile and forge new, stronger partnerships with community anchor institutions like the school district, hospital, etc. (Alpine Bank has this role in the Grand Junction market.)
- + Brew coffee in coffee pots or a carafe again to keep your local customers engaged on-site.
- + Increase signage around the physical bank location, but especially at the south end near your front doors. Post arrows on the north end to direct first-time customers at the back to your front parking lot.
- + Replace the right-of-way Hwy 6&50 TIMBERLINE Bank signage light bulbs with all white lights so it's easier to read at night.
- + Work with the Montrose County School District and CMU to bring classes into the bank's physical branch location to teach CRA approved financial literacy classes for school credit from Kindergarten through post-secondary education.

Key Takeaways **Themes from Informal Research**



KEY TAKEAWAYS | THEMES FROM INFORMAL RESEARCH

Summary

Growth is in the Forecast

As the bank grows and scales so will the public relations, communications and marketing needs. Without a clearly defined budget, analytics, or marketing strategy, the bank will realize increased costs with little to no accountability for spends or ability to track the effectiveness of spends. Ultimately, there will be wasted resources (time and money) and a team who continues to react to market competitors rather than proactively and strategically thinking about the infinite game.

Playing the Long Game

The Infinite Game is a book by Simon Sinek that describes the difference between two types of games: finite and infinite. Finite games have clear rules and are meant to be won or lost; whereas infinite games do not have clear rules and the object is not to win or lose but to continue to play the long game and endure. In order to do that, one can't keep moving the goalpost to the next large objective, burning out employees and continuing on the hamster wheel of chasing increased revenues, customers, deposits, etc. One must play for a Just Cause. A Just Cause is described by Sinek as "a specific vision of a future state that does not yet exist; a future state so appealing that people are willing to make sacrifices in order to help advance toward that vision." Sinek makes a compelling case for playing an infinite game because "leaders who embrace an infinite mindset, aligned with infinite play, will build stronger, more innovative, inspiring, resilient organizations."

"We asked ourselves, what's a goal that would change people's lives?" –Jeff Taets, Co-CEO

During our research phase, these pressing marketing needs surfaced:

Skilled Marketing Leadership

Who is skilled and also being paid to think about, prioritize and execute on your growth strategies?

The ability to strategize, promote, and support substantial growth requires a skilled marketing leader. The department needs a lead who can teach the team the art, language, and tactics of marketing and communications; who can skillfully create and execute strategic campaigns that align with leadership's objectives; who can effectively create and manage marketing, PR, and sponsorship budgets that complement the Company's objectives; who can lead and empower a team and who can represent the department at an executive level to reinstate credibility company-wide while overseeing growth in a hyper-personalized way that reflects TIMBERLINE Bank's values and founding core tenants.

The Marketing Funnel

How are you moving your potential leads from awareness to consideration to conversion and ultimately, activation? To date, awareness and targeted relationships have proven effective, but can the bank scale to the next level with this same, unmodified strategy in the future? For example, current advertising campaigns in print publications are missing clear calls to action (CTA) in addition to a web address, phone number or a QR code.

Data & Analytics

Without data, TIMBERLINE Bank's time and resources are underutilized, by how much is unclear. Additionally and without metrics, it's widely unknown which marketing campaigns have worked and why. Currently, there are no data accountabilities (KPIs) in marketing. Spends are not tracked to impressions or activations; the CRM is currently unused; website analytics are not connected; email marketing is not engaged; customer behavior is widely unknown; and the customer experience process is not managed nor is customer feedback collected.

Customer Relationship Management (CRM)

A CRM (Customer Relationship Management) system holds immense value for a bank. It helps banks effectively manage their relationships with customers, enhance customer satisfaction, and drive business growth. As the bank scales to the next iteration, an activated CRM system empowers banks to build stronger customer relationships, improve operational efficiency, and drive business growth by leveraging customer data and insights effectively.

Your Website as the Bank's Electronic Storefront

In today's digital world, the website is a company's electronic storefront. TIMBERLINE Bank's website (front-end; not banking portal) does not represent the bank's brand values. It's not modern, easy, better, or faster. It is not connected to analytics, it has numerous broken links and filler content contributing to its low SEO ranking on Firefox, Google, and Safari. And most importantly, it does not have the ability to convert potential customers into bonafide customers through an online banking experience.

Brand Size & Clarity

TIMBERLINE Bank's brand is tricky to read. The combined logo mark is busy, the sub font in the script is difficult to distinguish, and it's hard to differentiate from (and very similar to) the bank's rival, Alpine Bank. Additionally, the bank is missing a clear logo mark to easily spot in small places like the App store.

Personalization

Personalization is a niche TIMBERLINE Bank already does exceptionally well in, but as consumers move toward a more fully digital experience, digital personalization should not be ignored or underestimated.

Personalization is the practice of tailoring experiences, products, or services to meet the specific needs, preferences, and characteristics of individual customers. By using data, insights, and technology, a business can create customized and relevant experiences that resonate with individuals on a personal level.

Because personalization is ultimately about moving away from a generic one-size-fits all approach, we believe that personalization can also be leveraged through personal relationships in order to create an emotional connection to the bank and its team members, something TIMBERLINE Bank already excels at. For example, as the bank grows, knowing everyone who walks through your front door by name will become more and more difficult. However, Customer Resource Management (CRM)* software can help with this monumental effort, if managed correctly. For example, tellers can enter in important facts they learn about a customer during their interaction so the next time their account is open, another teller or loan officer can pick up right where they left off (and ask for example, "how their granddaughter's surgery went?").

In the context of digital marketing, personalization often involves leveraging data and analytics to deliver targeted content, recommendations, offers, or messages to specific individuals or segments. This can be done through various channels such as websites,

"Personalization is a niche TIMBERLINE Bank already does exceptionally well in."

Personalization Continued

emails, social media, or mobile apps. Examples of personalization in digital marketing include personalized product recommendations based on browsing or purchase history, dynamic website content that adapts to user preferences, personalized email campaigns based on user behavior or demographic data, and customized user interfaces that cater to individual preferences or accessibility needs.

Ultimately, personalization is about using data, technology, and genuine relationships to deliver tailored experiences that resonate with individuals and meet their unique needs and expectations in a very customized and relational manner.

Budgeting

TIMBERLINE Bank's current marketing budget practices need to be tightened up. Currently and as it stands today, the marketing budget appears to be a catch-all for the bank's miscellaneous expenses. Most importantly and before marketing efforts are even launched, a comprehensive plan with a thoughtful budget should be created and approved. Campaign budgets need to be maintained so that the Bank can holistically view all marketing efforts, associated costs, and their effectiveness to make strategic choices to ratchet down or ramp up certain efforts while ensuring the spend is on budget. See Sample Marketing Campaign Budget in this audit as a reference.

**Purposeful Co has created a list of the top CRMs for marketers with price points, [which can be found here](#).*

The Ideal Marketing Team Accountabilities & Skills

Marketing Departments are often broken into 2 segments– marketing and communications, referred to informally as MarComms (promotion) and sales marketing (product, price, place, promotion). The entire department is often led by a marketing executive who understands all segments and can skillfully oversee and ensure strategy execution.

Here are some of the key marketing roles that can be fractionalized and/or combined based on current skill sets and company needs and size.

VICE PRESIDENT of MARKETING & COMMUNICATIONS

TECHNICAL

- Website Specialist
- CRM Data Analyst

SALES MARKETING

- Advertising Specialist
- Optimization Specialist (SEO and CRO)
- Lead Generation Manager
- Director of Customer Service/Experience (CX)

COMMUNICATIONS

- Copywriter
- Brand Strategist
- Creative Manager
- Graphic Designer
- Social Media Manager
- Media Editor
- Public Relations Director

Purposeful Co is also including Business Development in the marketing roles section because the bank already includes it and has a robust budget for this function organized within marketing.

BUSINESS DEVELOPMENT

- Events Manager
- Manager of Sponsorships & Donations
- Educational/Awareness Program Manager
- Outreach Coordinator



ROLES DEFINED

Vice President of Marketing & Communications

The Vice President of Marketing and Communications is a senior executive responsible for overseeing and guiding an organization's marketing and communications strategies. They play a crucial role in developing and implementing plans to promote the organization's brand, products, or services, while also managing its overall reputation and public image.

Their key responsibilities include strategic planning by working closely with the executive team to develop a comprehensive marketing and communications strategy aligned with the organization's goals. They ensure a consistent brand identity is maintained across all marketing channels and communications. This involves defining brand guidelines, messaging, and visual elements, as well as monitoring and protecting the organization's reputation; they oversee advertising campaigns, both traditional and digital, to raise brand awareness and drive customer engagement. This may involve collaborating with advertising agencies and/or contractors, managing budgets, and evaluating campaign effectiveness; they manage the organization's public relations efforts, including media relations, press releases, and crisis communications. They build relationships with journalists and media outlets to secure positive coverage and handle any negative publicity that may arise; they develop and execute internal communication strategies to ensure effective communication within the organization. This involves keeping employees informed about company news, initiatives, and fostering a positive company culture; they conduct market research to identify consumer trends, preferences, and competitive landscape. This information helps guide marketing strategies, product development, and decision-making processes.



The Vice President of Marketing and Communications holds a key leadership role in driving the organization's marketing efforts, growth, and shaping its public perception.

TECHNICAL

Website Specialist

In a low-touch, digital world, your website is your modern-day storefront. It's important that it's responsive, easy to navigate, and quickly addresses customer needs. A website specialist should have the ability to create structural changes and build templates in HTML code while ensuring plug-ins and applications are up to date. Ideally, they should also keep the website debugged, running efficiently, and connected to analytics in order to audit customer traffic patterns (back-end). Additionally, having a front-end developer is valuable because they can alter the look and feel including copy edits and stylistic changes, the creation of landing pages, and help coordinate your website with current marketing campaigns. An up-to-date, responsive, and intuitive website will help your company remain competitive.

Ideal skills for website specialists should include front-end and back-end development and html coding. Basic SEO and CRO could also be included in this role until a more sophisticated Optimization Specialist is warranted.

CRM Data Analyst

A CRM Data Analyst should specialize in a Customer Relationship Management (CRM) platform such as Salesforce, HubSpot or Constant Contact (Constant Contact is already licensed by TIMBERLINE Bank) to better organize, understand, and access customer data. The data that is gathered by the analyst should be shared with ad and marketing teams to inform campaigns and deepen long-lasting customer relationships.

Through the use of one platform— a CRM— social media campaigns and ads can be scheduled and managed; digital banner ads can be created and managed; email newsletter campaigns can be distributed and tracked; SEO can be influenced; and website analytics and traffic patterns can be monitored. And most importantly, customer data can be gathered and used to inform subsequent spends via effective and personalized marketing campaigns.

Purposeful Co has created a list of the top CRMs for marketers with price points, [which can be found here](#).

SALES MARKETING

Advertising Specialist

An advertising specialist is a professional who possesses expertise in planning, creating, and implementing advertising campaigns. They are skilled in analyzing target audiences, identifying marketing objectives, and developing strategies to effectively promote products, services, or brands. Advertising specialists are knowledgeable about various advertising mediums such as print, television, radio, digital platforms, and social media. They utilize their creativity, market research, and communication skills to craft compelling advertisements that generate awareness, attract customers, and drive sales. Their role also involves monitoring and measuring the success of advertising campaigns to make necessary adjustments for maximum impact.



Optimization Specialist (SEO and CRO)

An optimization specialist, specifically in the context of CRO (Conversion Rate Optimization) and SEO (Search Engine Optimization), is a professional who focuses on improving the performance and visibility of websites or online platforms.

In terms of CRO, an optimization specialist analyzes user behavior and website data to identify areas of improvement that can lead to higher conversion rates. They may conduct A/B testing, usability testing, and employ various data analysis techniques to optimize elements such as website design, layout, navigation, and calls-to-action. Their goal is to enhance the user experience, increase engagement, and ultimately drive more conversions, whether it's coming to an event, submitting a webform, setting up a new account, or any other desired action using the website as the medium for conversion.

Regarding SEO, an optimization specialist aims to improve a website's visibility and ranking in search engine results pages. They employ various strategies and techniques to optimize the website's structure, content, and keywords, ensuring it aligns with search engine algorithms and user intent. They may conduct keyword research, optimize meta tags, improve website speed, build quality backlinks, and create relevant and engaging content. The objective is to attract organic traffic, increase the website's authority, and ultimately improve its visibility in search engines.



An optimization specialist plays a critical role in enhancing website performance, driving conversions, and increasing organic traffic through continuous analysis, experimentation, and improvement.

Lead Generation Manager

The responsibilities of a lead generation manager may include:

1. **Lead Strategies:** Developing and implementing lead generation strategies aligned with the organization's goals and target audience. This involves identifying target markets, defining buyer personas, and determining the most effective channels and tactics to reach potential leads.
2. **Lead Capture:** Creating and optimizing lead capture forms, landing pages, and other mechanisms to collect contact information from potential leads. This may involve using lead generation software, optimizing website conversion rates, and ensuring seamless integration with customer relationship management (CRM) systems.
3. **Content Creation:** Developing high-quality content such as blog posts, ebooks, whitepapers, webinars, and videos that attract and engage potential leads. This content is often used as a valuable resource to exchange contact information, helping to build a database of leads.
4. **Lead Nurturing:** Designing and implementing lead nurturing campaigns to build relationships with potential leads over time. This involves sending targeted emails, providing valuable content, and personalized communication aimed at converting leads into qualified prospects.

Customer Service/Experience (CX) Manager

A customer service and experience manager oversees and manages the customer service and experience operations of a company. Their primary responsibility is to ensure that customers receive excellent service and have a positive experience throughout their interactions with the organization.

The Customer Service Manager should be analyzing customer service processes and procedures to identify inefficiencies and opportunities for improvement. The manager works to streamline processes, eliminate bottlenecks, and implement best practices to enhance the overall customer experience.

Collecting and analyzing customer feedback is also an important part of the CX role, including surveys, reviews, and complaints, to gain insights into customer satisfaction and identify areas of improvement. The manager uses this feedback to make informed decisions and implement changes to enhance the customer experience.



Tracking and analyzing key performance indicators (KPIs) related to customer service and experience, such as customer satisfaction scores, response times, and resolution rates. The manager uses this data to measure the effectiveness of customer service efforts and identify areas for improvement.

COMMUNICATIONS

Copywriter

A copywriter specializes in creating written content for various mediums, such as advertising, marketing, and promotional materials. Their primary role is to craft persuasive and compelling copy that effectively communicates a brand's message or product to a target audience. Copywriters develop engaging content that drives consumer action, such as purchasing a product, signing up for a service, or visiting a website. They are skilled in using language and storytelling techniques to capture attention, evoke emotions, and

ultimately persuade readers or viewers to take a desired action. Good writers are key to creating content for print ads, websites, social media, emails, brochures, scripts, and other promotional materials that are personalized, aligned with the brand, and compelling.

Brand Strategist

A brand strategist helps organizations develop and execute effective strategies to build and strengthen their brand. They work to understand their target audience, competitive landscape, and business goals in order to develop a clear and cohesive brand identity. Brand strategists conduct research, analyze market trends, and gather insights to inform their strategic recommendations. They also create brand positioning statements, brand architecture, and messaging frameworks that guide the organization's communication and marketing efforts. Additionally, brand strategists may collaborate with designers, copywriters, and marketers to ensure that the brand's visual and verbal elements align with its overall strategy. Their ultimate goal is to create a distinctive and memorable brand that resonates with consumers, builds customer loyalty, and drives business growth.



Creative Manager

A creative manager is someone who oversees and leads the creative team within an organization. They are responsible for fostering innovation, generating new ideas, and managing the execution of creative projects and campaigns. A creative manager collaborates with designers, artists, writers, and other creative professionals to develop and implement strategies that align with the company's goals and objectives. They encourage a positive and collaborative work environment, where everyone feels empowered to think outside the box and bring their unique perspectives to the table. Additionally, a creative manager stays up-to-date with industry trends, explores new technologies, and seeks out opportunities to enhance the creative output of the team. They play a pivotal role in driving the organization's success through imaginative, playful, out-of-the-box and impactful creative solutions.

Graphic Designer

A graphic designer is a professional who combines artistic and technical skills to create visual and graphic elements for various mediums such as print, digital, and multimedia. They use their creativity and design expertise to communicate messages, ideas, and information visually (show rather than tell). Graphic designers work on projects such as creating logos, branding materials, websites, advertisements, brochures, packaging, and other visual assets.

They are skilled in using design software and tools like Adobe Photoshop, Illustrator, and InDesign to create and manipulate images, typography, illustrations, and layouts. They also have knowledge of color theory, composition, and visual hierarchy to create visually appealing and effective designs.



Graphic designers often collaborate with marketing or sales teams to understand project requirements, target audience, and desired outcomes. They then use their design skills to develop concepts, present mock-ups, and revise designs based on feedback. They may also

work on multiple projects simultaneously and meet deadlines while ensuring the quality and consistency of their work.

Social Media Manager

A social media manager is responsible for managing and overseeing a company's social media presence and activities. Their primary role is to create, implement, and manage social media strategies in order to effectively reach and engage with the target audience.

Social media managers are knowledgeable about various social media platforms such as Facebook, Instagram, Twitter, LinkedIn, and YouTube. They stay updated on the latest trends and best practices in social media marketing to maximize the company's online presence and achieve marketing goals.

Their responsibilities include creating and curating content for social media posts, scheduling and publishing content, monitoring and responding to comments and messages, analyzing social media data and performance metrics, managing social media advertising campaigns, and maintaining brand consistency across all social media channels. ([TIMBERLINE Bank's social media metrics can be found here.](#))

Social media managers also collaborate with other teams, such as marketing, public relations, and customer service, to align social media efforts with overall business objectives. They may work on content creation, community management, influencer partnerships, customer engagement, and crisis management.

Media Editor

A media editor manages the editing process of various forms of media content, such as articles, videos, audio recordings, and photography. Their primary role is to ensure that the final product meets the desired quality standards and is ready for publication or distribution. The responsibilities of a media editor may include proofreading and correcting grammar, spelling, and punctuation errors, fact-checking information, improving clarity and coherence of written content, ensuring adherence to style guides and publication guidelines, and verifying the accuracy of visual elements.

In addition to editing written content, media editors also work with multimedia content, such as videos and podcasts. They may be involved in tasks like video editing, audio editing, selecting and arranging visual and audio elements, adding captions or subtitles, and optimizing the media for different platforms and formats.



Media editors must possess strong language and communication skills, attention to detail, and a thorough understanding of grammar and style rules. They may also need to have knowledge of specific software or tools related to the type of media they are editing, such as video editing software or content management systems.

Public Relations

A public relations manager is responsible for planning, implementing, and managing public relations strategies and activities on behalf of an organization or individual. Their primary goal is to establish and maintain a positive public image and reputation for their clients. The responsibilities of a public relations manager may include:

1. Developing and executing public relations campaigns: This involves creating strategic plans to promote and enhance the client's reputation, managing media relations, and coordinating public appearances and events.

2. Media relations: Public relations managers proactively seek media coverage for their clients by pitching story ideas to journalists, arranging interviews, and responding to media inquiries. They also monitor media coverage and handle any potential crisis or negative publicity.

3. Content creation: They create and distribute press releases, media kits, speeches, and other written materials to convey key messages and promote their clients' objectives. They may also oversee the production of digital content, such as blog posts, social media updates, and videos.

4. Relationship management: Public relations managers build and maintain relationships with journalists, influencers, community leaders, and other stakeholders to ensure positive media coverage and support for their clients.

5. Reputation management: They monitor and analyze public opinion, social media conversations, and industry trends to identify potential risks or opportunities for their clients' reputations. They develop strategies to address any issues and promote positive narratives.

6. Crisis communication: Public relations managers are responsible for managing and mitigating any crises or negative events that may impact their clients' reputations. They develop crisis communication plans, coordinate responses, and provide guidance to clients and their teams during challenging situations.



Public relations managers must possess excellent communication and interpersonal skills, as well as a deep understanding of media relations, public perception, and industry trends. They should be creative, strategic thinkers who can adapt to changing situations and effectively manage multiple projects and stakeholders.



BUSINESS DEVELOPMENT

Events Manager

An events manager is an individual who plans, organizes, and coordinates various types of events for organizations or individuals. They are responsible for ensuring that events run smoothly and successfully, meeting the objectives and expectations of the client or company. Events managers handle all aspects of event planning, from the initial concept and budgeting to the execution and post-event evaluation. They liaise with vendors, suppliers, and stakeholders, negotiate contracts, secure venues, manage logistics, and oversee event promotion and marketing efforts. Additionally, event managers are skilled in managing timelines, coordinating schedules, and troubleshooting any issues that may arise during the planning or execution phases. Their goal is to create memorable and impactful events that leave a positive impression on attendees and achieve the desired outcomes.



Sponsorships & Donations Manager

A sponsorships and donations manager is responsible for securing financial support and partnerships for an organization or event through sponsorships and donations. Their main role is to identify potential sponsors and donors, build relationships with them, and negotiate sponsorship agreements or donation arrangements. They develop sponsorship proposals, present them to potential sponsors, and negotiate the terms and benefits of the sponsorship. They may also oversee the execution of sponsorship agreements, ensuring that sponsors receive the agreed-upon benefits and that the organization fulfills its obligations to sponsors. Additionally, they may work closely with marketing and communications teams to develop strategies for promoting sponsorships and donations and to recognize and thank sponsors for their support. The ultimate goal of a sponsorships and donations manager is to secure/commit financial resources that can help the organization or event achieve its objectives and sustain its operations.

Educational/Awareness Programs Director

An educational and awareness program manager is responsible for designing, implementing, and evaluating educational and awareness initiatives within an organization. Their main objective is to educate and inform the target audience about specific topics or issues and raise awareness to drive positive change.

The responsibilities of an educational and awareness program manager may include:

- 1. Program Development:** They collaborate with subject matter experts and stakeholders to identify educational and awareness needs and develop appropriate programs. This involves conducting research, designing curriculum, creating educational materials, and selecting suitable delivery methods.
- 2. Program Implementation:** They oversee the execution of educational and awareness initiatives, ensuring that all necessary resources, such as materials, facilities, and technology, are available. They coordinate with team members, volunteers, and external partners to deliver programs effectively.

3. Outreach and Engagement: They develop strategies to reach and engage the target audience. This may involve organizing workshops, seminars, conferences, or community events. They also manage relationships with community organizations, schools, government agencies, and other entities to ensure broad program reach.

4. Evaluation and Impact Assessment: They measure the effectiveness and impact of educational and awareness programs through various evaluation methods. This includes collecting and analyzing data on participant feedback, knowledge gain, behavior change, and overall program outcomes. They use this information to make informed decisions and improve future initiatives.

5. Stakeholder Collaboration: They work closely with internal and external stakeholders, such as subject matter experts, community leaders, and advocacy groups. They seek partnerships, collaborations, and sponsorships to enhance program offerings and extend program reach.



6. Budget Management: They develop and manage the budget for educational and awareness programs, ensuring that resources are allocated appropriately and efficiently. They may also secure funding through grants, sponsorships, or donations to support program initiatives.

7. Communication and Marketing: They develop communication and marketing strategies to promote educational and awareness programs. This includes creating promotional materials, utilizing social media platforms, managing websites, and coordinating media relations.

8. Compliance and Reporting: They ensure that educational and awareness programs comply with relevant regulations and guidelines. They may also prepare reports and documentation to demonstrate program effectiveness and compliance to funders, stakeholders, and governing bodies.

Community Outreach Coordinator

A community outreach coordinator is someone who plays a crucial role in connecting organizations, businesses, or institutions with the community they serve. They are responsible for developing and implementing outreach strategies to engage and build relationships with community members. Their main goal is to raise awareness about the organization's initiatives, programs, or services and ensure that the needs of the community are being met. They may organize events, collaborate with local groups, facilitate partnerships, and actively listen to community feedback to foster positive change and make a meaningful impact. Overall, community outreach coordinators are dedicated to bridging the gap between organizations and the communities they serve, fostering a sense of belonging and collaboration.

The Marketing Funnel

Awareness, Consideration, Conversion, Activation, Loyalty, Advocacy

How are you moving your potential leads from awareness to consideration and conversion to ultimately, activation, loyalty and advocacy? To date, the majority of the current work done by the bank rests fully in the awareness category of the funnel. Awareness and targeted relationships have proven effective, but can the bank scale to the next level with this same, unmodified strategy in the future?



Top of the Funnel (TOFU) is all about Awareness

Examples of awareness campaigns include social media posts, blog posts, web and landing pages, infographics, guides, quizzes and surveys, videos, podcasts, webinars, media mentions, TV commercials and videos, PR, guerilla marketing, sponsorships, events, and donations.

Middle of the Funnel (MOFU) is the Engagement Phase > Consideration and Conversion

Examples of consideration include organic website searches, newsletter engagement, free trials, live demos, signing up for a software demo.

Examples of Conversion include targeted campaigns, remarketing, drip campaigns, free trials, and content downloads in exchange for lead information.

Bottom of the Funnel (BOFU) is the Decision Stage > Activation, Loyalty, Advocacy

Types of activation include opening an account, purchasing a product, and signing up for a literacy program.

Types of loyalty include: Retention campaigns, loyalty programs

Types of advocacy include: Referrals, user-generated content

Data Analytics

Collecting data and analytics on digital marketing campaigns is crucial for evaluating their performance, optimizing strategies, and achieving better results. Here are some key areas where data and analytics can be collected in digital marketing campaigns:

Campaign Metrics: This includes tracking key performance indicators (KPIs) such as click-through rates (CTR), conversion rates, impressions, reach, engagement rates, and cost per acquisition (CPA). These metrics provide insights into the effectiveness of campaigns and help in making data-driven decisions.

Personalization fosters stronger customer relationships and improves customer loyalty, which is why a CRM system holds immense value for a bank.

Customer Insight and Personalization: A Customer Relationship Management system allows banks to gather and consolidate valuable customer data, such as transaction history, preferences, and demographics. With this information, banks can gain deep insights into customer behavior and tailor their services to meet individual needs. Personalization fosters stronger customer relationships and improves customer loyalty, which is why a CRM system holds immense value for a bank. It helps banks effectively manage their relationships with customers, enhance customer satisfaction, and drive business growth.

Website Analytics: By using tools like Google Analytics, marketers can collect data on website traffic, user behavior, and conversions driven by digital marketing campaigns. This data helps identify the sources of traffic, landing page performance, user demographics, and other valuable insights for optimizing campaigns.

Social Media Analytics: Platforms like Facebook Insights, Twitter Analytics, and LinkedIn Analytics offer data on campaign reach, engagement, audience demographics, and conversion tracking. Marketers can analyze this data to understand which social media channels are driving the most traffic and conversions, and adjust their strategies accordingly. [Current social media analytics can be found here.](#)

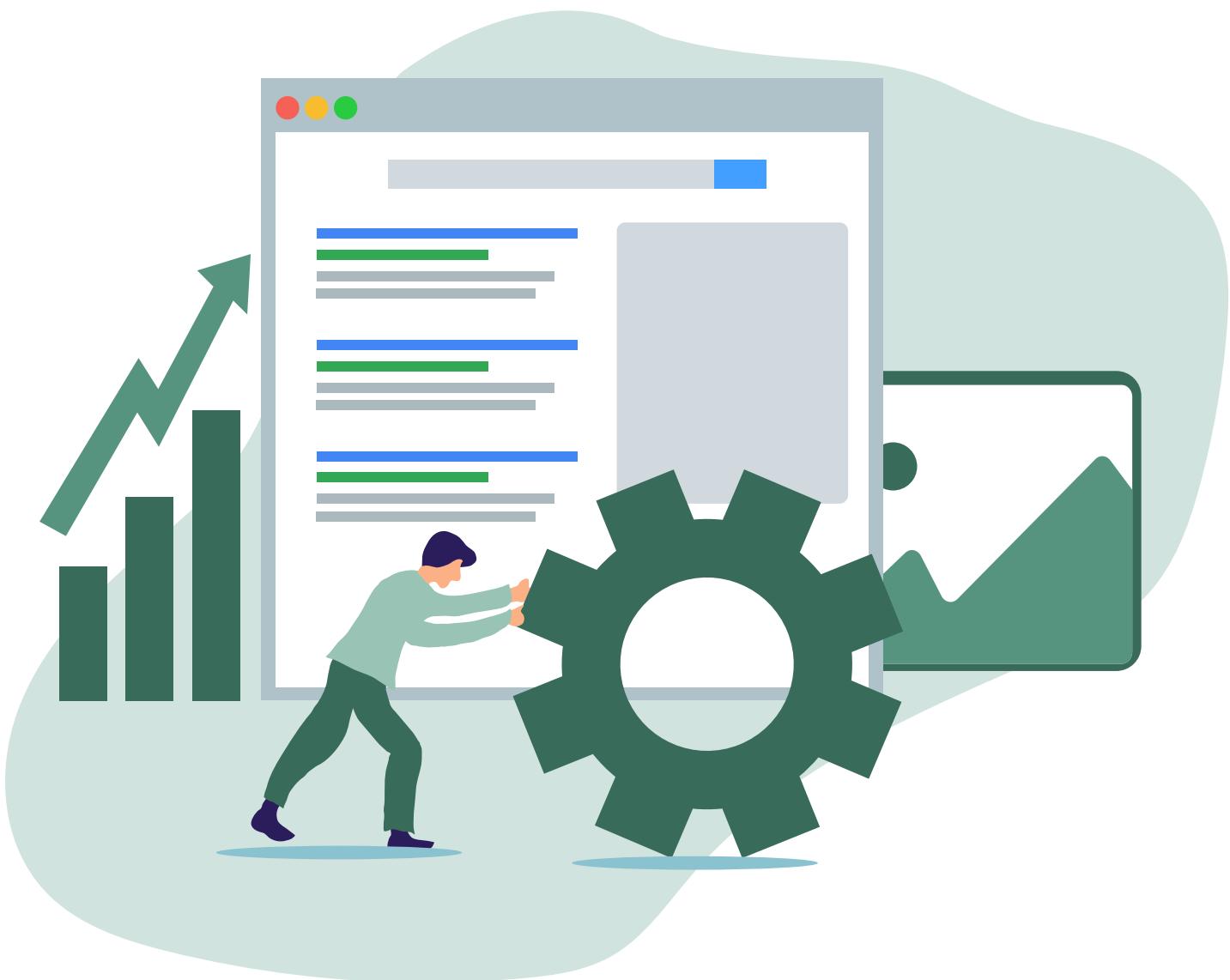
Email Campaign Analytics: Email marketing platforms provide data on open rates, click-through rates, conversions, and other engagement metrics. Marketers can use this data to evaluate the effectiveness of email campaigns, segment audiences, and optimize content and design to improve engagement and conversions.

Ad Performance Analytics: Platforms like Google Ads, Facebook Ads Manager, and LinkedIn Ads provide data on ad impressions, clicks, conversions, and cost per click (CPC). Marketers can analyze this data to identify high-performing ads, optimize bidding strategies, and allocate budgets effectively.

Customer Journey Analytics: Attribution models and customer journey tracking tools enable marketers to understand the path customers take from initial touchpoints to conversions. This data helps optimize marketing channels, measure the impact of different touchpoints, and allocate resources effectively.

A/B Testing: By conducting A/B tests on various elements of digital marketing campaigns, such as ad copy, visuals, landing pages, and CTAs, marketers can collect data on which variations perform better. This data helps optimize campaigns for maximum effectiveness and drive better results.

By collecting and analyzing data from these areas, marketers can gain valuable insights into the performance of their digital marketing campaigns, identify areas for improvement, and make data-driven decisions to achieve their marketing goals.



Customer Relationship Management (CRM) System

A CRM (Customer Relationship Management) system holds immense value for a bank. It helps banks effectively manage their relationships with customers, enhance customer satisfaction, and drive business growth. Here are a few key benefits:

Customer Insight and Personalization: A CRM allows banks to gather and consolidate valuable customer data, such as transaction history, preferences, and demographics. With this information, banks can gain deep insights into customer behavior and tailor their services to meet individual needs. Personalization fosters stronger customer relationships and improves customer loyalty.



Streamlined Sales and Marketing: A CRM helps banks streamline their sales and marketing efforts by providing a centralized platform to manage leads, track customer interactions, and analyze campaign effectiveness. This enables banks to target the right customers with relevant offers, resulting in improved conversion rates and revenue growth.

Efficient Customer Service: With a CRM, banks can enhance their customer service by recording and tracking customer inquiries, complaints, and requests. Bank representatives can access this information in real-time, ensuring a seamless customer

experience. This leads to faster query resolution, increased customer satisfaction, and reduced customer churn.

Cross-Selling and Upselling Opportunities: A CRM system enables banks to identify cross-selling and upselling opportunities by analyzing customer data and identifying patterns. By recommending additional products or services to customers based on their needs and behaviors, banks can increase revenue and deepen customer relationships.

Enhanced Collaboration and Communication: A CRM facilitates better collaboration and communication among bank employees, as all customer-related information is available in one central system. This enables teams to work together more efficiently, share insights, and provide a consistent customer experience across various touchpoints.

As the bank scales to the next iteration, an activated CRM system empowers banks to build stronger customer relationships, improve operational efficiency, and drive business growth by leveraging customer data and insights effectively.

[Please find a list of CRMs including costs and benefits here.](#)

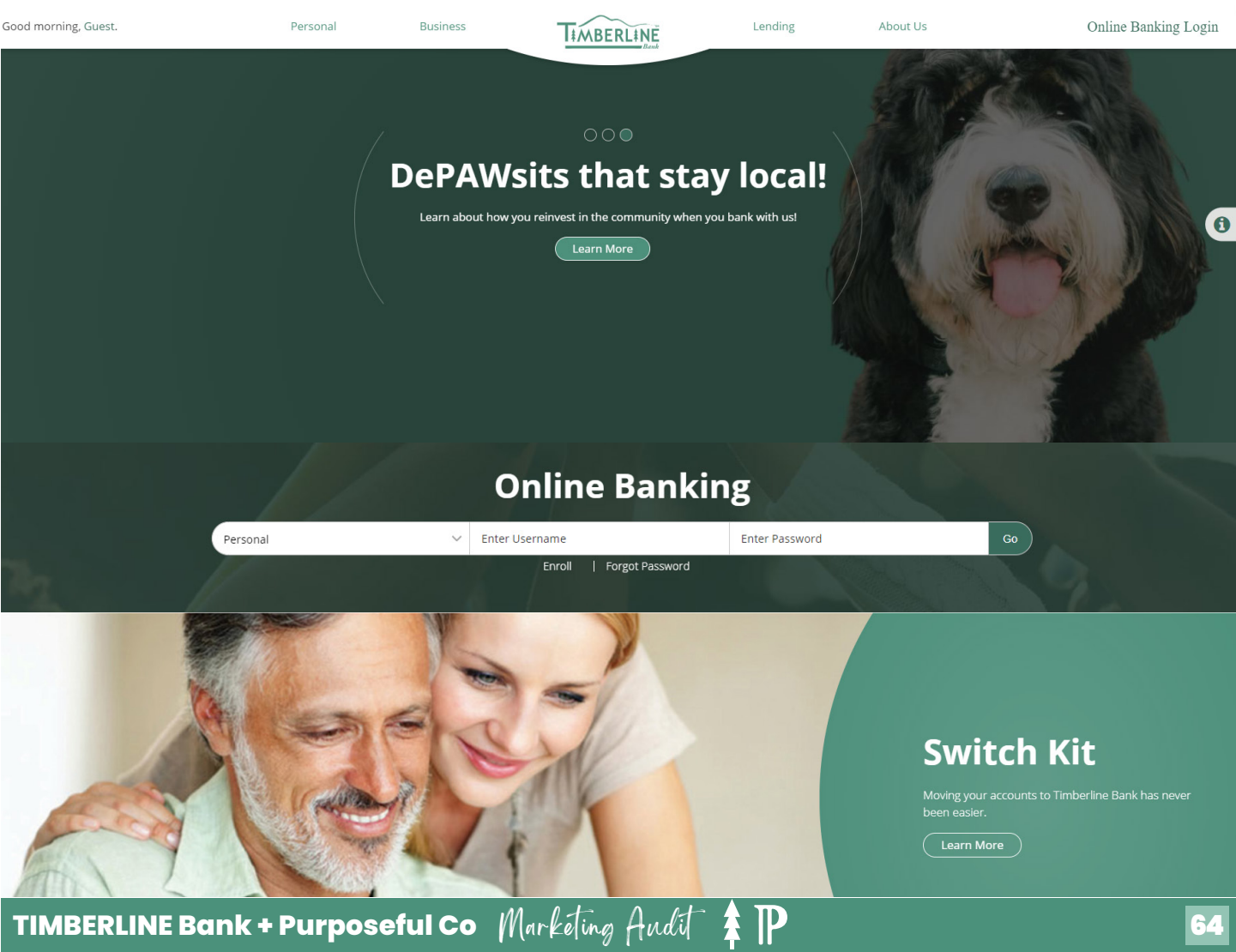
Website Audit Results

In today’s digital world, the website is a company’s electronic storefront. TIMBERLINE Bank’s website (not banking portal) does not represent the bank’s brand values. It’s not modern, easy, better, or faster. It is not connected to analytics, it has numerous broken links and filler content contributing to its low SEO ranking on Firefox, Google, and Safari. And most importantly, it does not have the ability to convert potential customers into a customer through online banking.

See the full website audit here to help inform the company’s next front-end iteration to provide an exceptional customer experience (CX), which should also include important infrastructure work (back-end) for a strong marketing foundation, including connected analytics and enhanced SEO.

[The website audit for TIMBERLINE Bank can be found here.](#)

TIMBERLINE Bank’s website is not connected to analytics; it has numerous broken links contributing to its low SEO ranking on Firefox, Google, and Safari.



Brand Size and Clarity

TIMBERLINE Bank's brand is hard to read. The combined logo mark is busy, the sub font in script is tricky to distinguish, and it's hard to differentiate from and very similar to the bank's largest competitor, Alpine Bank. Additionally, the bank is missing a favicon to easily spot in small places like the App store.

As the bank considers its 20-year anniversary, the creation and unveiling of a new brand and favicon could be a nice capstone to end the year. However, it would be unwise to forge ahead without comprehensive market and brand research to ensure you do not end up with a brand that mirrors another competitor's or a favicon like "TB" which also stands for the infectious disease Tuberculosis.

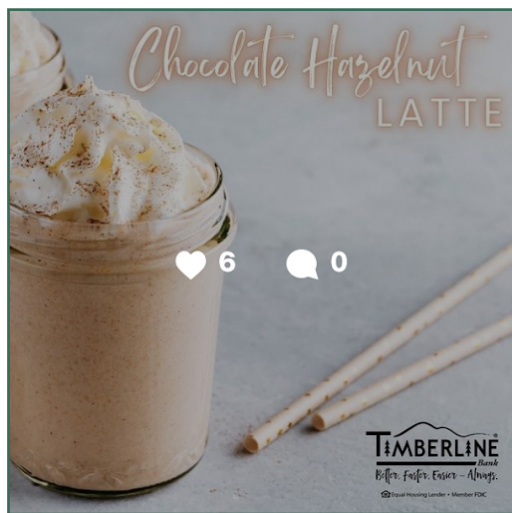
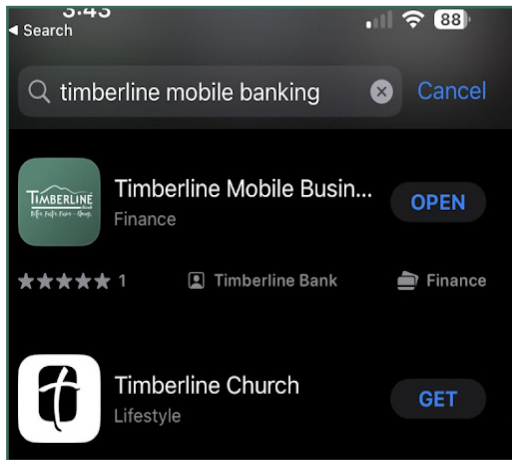
Additionally, when considering the next brand iteration, ensure it passes the "Piccolino Test." Can you read it clearly and recognize it at 2"? According to Trillion Creative, here are a few additional questions to consider when creating your new brand:

- Can you reduce your logo design to less than an inch in width?
- Is your logo design legible if you print it small and in black and white?
- Would you be able to print your logo design on a pen and still be able to read it?
- Would your logo be legible if it were on the face of a watch?



Source: <https://trillioncreative.com/does-your-logo-pass-piccolino-test/>

Here are some examples of how difficult the brand is to read in smaller versions:



Favicons

Here are some examples of widely known brand favicons to cast a vision for a TIMBERLINE Bank favicon in the future:



When considering a rebrand, it's also important to determine if the bank will unveil all new branding at once or slowly replace previously branded items over the course of months or a year. As you factor in the cost of a rebrand, it's wise to also create a budget that includes signage and collateral replacement before launching into the effort.

A brand is the single most important visual marker to set your bank apart from the competition. As you consider your ambitious bank goals, now seems like the appropriate time to tackle this effort and differentiate yourself from Alpine Bank.



Sample **Marketing Campaign**

SAMPLE MARKETING CAMPAIGN

Purposeful Co created a sample marketing campaign and provided a template below that can be reused and reworked for additional campaigns in the future.

20 Years of Banking | Dedicated to Moments That Matter

#MomentsThatMatter #MTM #DedicatedTo...

You, People, Family, Genuine Relationships, Outstanding Experiences, Simple Solutions, Teaching, Community...

Background

2024 marks TIMBERLINE Bank’s 20th anniversary of dedicated banking service in western Colorado.

TIMBERLINE Bank is proud to be known as a bank that’s here for our communities and customers at life’s important moments. Whether we have had the privilege of helping someone buy their first home, start their dream business, keep their deposits safe, or invest for retirement, TIMBERLINE Bank is dedicated to being here for the moments that matter.

Some of those moments are expected and some come as surprises like the Covid-19 pandemic. During the uncertainty of 2020, TIMBERLINE Bank was able to show-up for local nonprofits and community business owners by providing the most PPP loans with the fastest delivery time, which allowed many of our local anchor institutions to stay open and operational.

We have loyal banking relationships with our customers because we are here when they need us. Our commitment to providing exceptional service, tailored to the unique needs of each customer, has allowed us to be part of countless moments of joy, relief, and hope. We celebrate these moments of triumph and recognize the power of banking to unlock opportunities and create positive change. By empowering individuals and businesses, we have witnessed firsthand the transformative impact that banking can have on communities.

TIMBERLINE Bank believes we can change people’s lives and the communities it serves through dedicated, personalized, simple and outstanding banking experiences every day, but especially at important life events.

Now that’s banking dedicated to you. That’s banking dedicated to the moments that matter.

Resources

This toolkit provides several communication tools for TIMBERLINE Bank branches to effectively message the purpose and goals of our 20-year Anniversary #MomentsThatMatter campaign. The following communications are included:

- + Campaign Purpose
- + Key messages
- + Talking points
- + Define Moments that Matter to Customers
- + Call to Action
- + Social media posts

- + Retractable stand-up banner
- + Posters
- + Digital resources and graphics
- + Videos
- + Opinion Editorial
- + Employee Recommitment Declaration
- + Timeline
- + Tactics & Budget
- + Contacts
- + Sample Approval Process

Campaign Purpose

- + TIMBERLINE Bank is celebrating 20 years of banking dedicated to #MomentsthatMatter.
- + While driving awareness for the bank's anniversary, the campaign also aims to distinguish itself as the Bank that's dedicated to changing people's lives by being there for the community and its customers' at important life events.
- + Through personal stories, testimonials, and moving images, the Bank will show and tell how it serves as a trusted resource, establishes broad credibility for its name, drives awareness to a larger audience who may not know about the bank.
- + Calls to action will direct potential customers to their physical storefront and website to turn awareness into customer conversions.

Key Messages

External

- + 2024 marks TIMBERLINE Bank's 20th year of serving western Colorado's banking needs.
- + TIMBERLINE Bank is a community bank dedicated to changing people's lives.
- + Through personalized, simple, and outstanding banking experiences every day, we will consistently deliver for our customers, exceed their high expectations and be their trusted resource while improving the communities we live in.
- + When we show up at/before life's most important milestones and events, TIMBERLINE Bank is able to transform a banking relationship into a personal relationship.
- + Genuine, personal relationships are the key to serving our communities in meaningful, lifechanging ways.
- + TIMBERLINE Bank is more than a bank.
- + TIMBERLINE Bank is dedicated to community and relationships while showing up in moments that matter.

Internal

- + TIMBERLINE Bank is proud to celebrate our 20th year dedicated to simple, personalized, and outstanding banking experiences.
- + We couldn't do this without you!
- + Because of your dedication and teamwork, we transform banking relationships into real, genuine relationships.
- + When we have real relationships, we get to show up at important moments in our communities and customers' lives.
- + Please share your stories with us. Is there a time when you've been able to be there at a moment that mattered for one of our customers? Was there a time when you helped better our community through your work with TIMBERLINE?
- + We hope to celebrate these stories and the important moments we were there for our customers and communities throughout this year.
- + As we look to our future and the next 20 years, we know that personal relationships will continue to be the way we show up differently and better.
- + Changing people's lives through genuine relationships will need to remain our niche, core purpose, and mission.

Talking Points

TIMBERLINE Bank was founded by 2 locally minded businessmen who were raised on the Western values of hard work, personal accountability, humility, and the importance of community and family. As small business owners, Jeff Taets and Jim Pedersen— the bank's founders and co-CEOs— had a myriad of banking experiences that left them wanting more. They knew they could create a locally-owned and operated bank founded on the core values they were raised by that could also provide outstanding banking experiences, exceed customers' high expectations and serve the communities they loved and lived in. After all, they had yet to experience anything like it in their 20 plus years of owning and operating several successful small businesses together. And so in 2004, they set out to do just that.

20 years later, TIMBERLINE Bank has 3 branches operating across western Colorado steeped in those very core values:

- + TIMBERLINE Bank is a community bank dedicated to changing people's lives.
- + Through personalized, simple, and outstanding banking experiences every day, it consistently delivers for its customers and exceeds their high expectations.
- + TIMBERLINE Bank is able to transform a banking relationship into a personal relationship by being there for their customers' important life moments.
- + Genuine, personal relationships are the key to serving our communities in meaningful, lifechanging ways.
- + TIMBERLINE Bank is more than a bank.
- + TIMBERLINE Bank is dedicated to its communities and people and showing up in moments that matter.

Defining Moments that Matter to Customers

Moments that Matter | A New Customer Service Roadmap for Financial Services (Oracle, 2019)

- + Buying a Car
- + Getting Married
- + Having a Baby
- + Starting Minor Checking & Savings Accounts
- + Starting a Business
- + Buying a Home
- + Student Loans
- + Retirement
- + Combating Fraud from a Previous Institution

*TIMBERLINE Bank should spend time defining moments that matter to their customers. These are just samples based on reports and experiences.

Calls to Action

All Calls to Action will direct to the #MomentsthatMatter website landing page connected to analytics with a direct link to "Open an Account," a web form to "Inquire about an Account or Loan" and a Customer Service number directing to a real person who can assist them knowledgeably and professionally.


- + The call to action for future employees/workforce:
 - + Do you share our dedication to changing lives? Join our banking family.
- + The call to action for customers/prospective customers:
 - + Ready for banking dedicated to you? Make the switch to TIMBERLINE Bank. You can bank on us.
 - + Ready to have a true banking partner dedicated to the moments that matter most? Make the switch to TIMBERLINE Bank. Welcome home.
- + Alternate call to action for customers:
 - + Share your #MomentsthatMatter with us. We're dedicated to you and life's most important moments.

Social Media Posts

Files are available for download here* (this is a guide, files are not available for download).

Buying a car?

TIMBERLINE Bank is dedicated to being there for the moments that matter.



TIMBERLINE Bank

Better. Faster. Easier. Always.

Equal Housing Lender • Member FDIC


#Moments that Matter

TIMBERLINE Bank is dedicated to being there at life's most important moments. Whether you're buying your first car or saving for retirement, we're here for you.

Ready for personalized banking dedicated to the moments that matter most to you? Call us today at xxx.xxx. xxxx to get started.

Opening a Small Business?

TIMBERLINE Bank is dedicated to being there for the moments that matter.



TIMBERLINE Bank

Better. Faster. Easier. Always.

Equal Housing Lender • Member FDIC

#Moments that Matter

TIMBERLINE Bank was founded 20 years ago with the sole purpose of providing better, reliable, and more personalized banking experiences to our friends and neighbors. We're proud that we've been there for you. Thank you for letting us be part of those #Moment-s thatMatter.

Ready to have a genuine banking partner dedicated to your most important moments. Call us today. xxx. xxx.xxx. We're more than a bank. We're dedicated to changing lives.

Buying your first home?

TIMBERLINE Bank is dedicated to being there for the moments that matter.



TIMBERLINE Bank

Better. Faster. Easier. Always.


Equal Housing Lender • Member FDIC

#Moments that Matter

For 20 years, we've been dedicated to you and the moments that matter.

Ready to retire?

TIMBERLINE Bank is dedicated to being there for the moments that matter.



TIMBERLINE Bank

Better. Faster. Easier. Always.

Equal Housing Lender • Member FDIC

#Moments that Matter

Our Bank strives to be more than a bank. We're a group of dedicated people who value genuine relationships and being there for you when it matters most. Ready for a banking partner dedicated to you? Welcome home.

Print Collateral

Files are available for download [here](#).

Retractable Banner

TIMBERLINE Bank will provide each branch with one retractable stand-up banner. Branches will be provided with the design file if they purchase additional banners to display in multiple locations.

Posters/Flyers

Posters/flyers are designed as both 24 x 36-inch posters or 8.5 x 11 flyers that can be printed in-house.

Visitor Stickers

TIMBERLINE Bank will provide each branch with 250 vinyl stickers to be given to customers and their children when they visit in-person branches to conduct business. The stickers allow customers to participate in the 20-year celebration campaign.

Digital Resources

Samples are not included, but should be pasted below with a hyperlink to access them in the share drive.

- + 20-year Anniversary Logo
- + Intranet Graphics
- + Screensavers
- + Graphics for Website
- + Graphics for Banner Ads
- + Graphics for retargeting ads
- + Graphics for OOT marketing on streaming channels

Video

Samples not included, but a hyperlink to the video should be included here. Ideas can include the co-CEOs sharing their purpose to found a bank along with personalized touches highlighting their backgrounds or current families; testimonials of customers sharing their #MomentsthatMatter and who have been positively impacted by the bank and its dedicated employees. This video can be repurposed on social media, YouTube, website, within bank branches and be complemented by still shots for traditional ads to brand the campaign to its consistent images.

For submission to local newspapers
by Jeff Taets and Jim Pedersen, Co-CEOs

Twenty years ago, our bank embarked on a journey to not just serve customers, but to truly make a difference in their lives. Today, as we celebrate two decades of dedicated community banking, we reflect on the countless moments that have shaped us and the lives we have touched. It is with immense pride and gratitude that we share this opinion editorial, highlighting our commitment to changing lives and focusing on moments that truly matter.

Building Strong Communities

From the very beginning, our mission has been to build strong communities. We understood that our success as a bank is intertwined with the prosperity of the neighborhoods we serve. Over the years, we have actively invested in local businesses, provided financial literacy programs, and supported initiatives that promote economic growth. By empowering individuals and businesses, we have witnessed firsthand the transformative impact that banking can have on communities.

Changing Lives

Banking is not just about numbers and transactions; it is about changing lives. We have been privileged to witness countless stories of individuals and families who, with our support, have achieved their dreams of homeownership, higher education, and entrepreneurial success. We celebrate these moments of triumph and recognize the power of banking to unlock opportunities and create positive change.

Moments that Matter

In our journey, we have learned that it is the small moments that truly matter. From a simple act of kindness to a personalized financial solution, we strive to make every interaction meaningful. We understand that in people's lives, it is often the seemingly insignificant moments that leave a lasting impact. Our commitment to providing exceptional service, tailored to the unique needs of each customer, has allowed us to be part of countless moments of joy, relief, and hope.

Looking Ahead

As we celebrate these 20 years of dedicated service, we are reminded that our work is far from over. The challenges and opportunities that lie ahead are immense, but we are committed to expanding our impact. We will continue to innovate, adapt, and find new ways to make a difference. Our focus will remain on building strong communities, changing lives, and cherishing the moments that truly matter.

Twenty years ago, we set out on a mission to redefine what banking means to our community. Today, we celebrate the countless lives we have touched, the businesses we have empowered, and the moments we have been privileged to be a part of. As we look towards the future, we renew our commitment to our customers, employees, and the communities we serve. Together, we will continue to make a lasting impact and shape a future that is brighter for all.

Jeff Taets and Jim Pedersen were raised on the Western values of hard work, personal accountability, humility and the importance of family and community. In 2004, they founded TIMBERLINE Bank and served as its co-CEOs. Today, the bank has branches in Aspen, Grand Junction, and Montrose. Learn more at Timberlinebank.com.

#MomentsthatMatter EMPLOYEE DECLARATION

TIMBERLINE Bank will provide each branch with a 24 x 36 poster mounted on foam core of the #MomentsthatMatter Employee Declaration. These posters are designed to be used at each branch to launch the campaign and the 20-year celebration. The declaration can also be printed as a flier to be posted in the break or lunch rooms.

How can I help create #MomentsthatMatter?

Today, and as we celebrate our 20th year serving western Colorado, we gather to renew our commitment to the core values that define our workplace: people and moments that matter. As we move forward, let us reaffirm our dedication to prioritizing the needs and experiences of all those we serve.

Our success lies in recognizing that people are at the heart of everything we do. Each interaction is an opportunity to connect, understand, and make a positive impact. We will continue to go above and beyond, ensuring that our clients, customers, and colleagues feel valued, supported, and heard. Their satisfaction and well-being will remain our utmost priority.

Moreover, we understand that life is composed of significant moments that shape us. Whether it's a celebration or a challenge, we will be there, providing unwavering support and creative solutions. Embracing these moments with empathy and compassion allows us to elevate experiences, creating lasting memories for all involved.

Let us also emphasize the importance of building genuine relationships. Authenticity is the key to fostering trust and loyalty. By actively listening, showing empathy, and fostering a sense of belonging, we will continue to forge connections that transcend mere transactions. Together, we will build a network of support, collaboration, and growth.

We recommit ourselves to people and moments that matter. With unwavering dedication, we will continue to exceed our customers' high expectations, have fun while winning, empower one another to deliver on our promises, and remain a value-added resource to our customers.

In holding to our core values, we will make a lasting positive impact on the lives of those we serve and within our communities.

Timeline

Campaign Launch: January 8, 2024

DELIVERABLE	DATE	DETAILS
Completion of toolkit with files for digital boards, social media posts, posters, fliers, and graphics completed.	December 1, 2023	Approved by branches and co-CEOs
Print collateral – retractable pull-up banner, a poster of the Employee Declaration, and stickers provided to each branch.	December 18, 2023	Shipped to branches.
Leader orientation for the campaign	December 18, 2023	Virtual Meeting
Launch campaign internally for employees to share success stories, 20th anniversary kickoff, and themes. Share employee declaration.	January 5, 2024	In-person events Employee declaration
Launch campaign publically	January 8, 2023	Monday all-employee team meeting, review employee declaration; External public collateral to go live– Op Ed submitted Website design elements First social posts Banners hung Stickers distributed Retargeting Ads Digital Ads SEO Newspaper Print Ads Banner Ads
Monthly mini-campaigns	January-March	Monthly email newsletter will be distributed to customers outlining the celebration with individual stories and clear calls to action to engage a more loyal and dedicated customer base. A monthly branch huddle activity and sheet – designed to take only a few minutes will be shared throughout the company. The sheets

DELIVERABLE	DATE	DETAILS
		<p>may include a QR code to a brief video or message.</p> <p>Each month will also feature a digital board, social media post and article to be cascaded through each branch by branch presidents with employee and customer success stories tied to the campaign to continue to engage the team in meaningful 20-year work.</p>
Screensavers	January-March	The marketing team will deploy a series of screen savers internally tied with monthly branch visits to review the next phases of the campaign, gather and share more success stories tying into #MomentsthatMatter
Social media campaign	January-March	External messaging to the public will be posted on our social media channels.
Digital Banner Campaigns	January-March	External messaging to the public will be posted digitally to ensure market saturation of key messages.

Marketing Tactics Plus Budget

This is an isolated chart/budget. As more campaigns are launched, it's effective to overlay them in a Gantt chart so you can holistically view all marketing efforts, associated costs, and their effectiveness to make strategic choices of ratcheting down or ramping up certain efforts.

Hyperlinked here is a comprehensive list of advertising opportunities, demographics, contact and costs for the TIMBERLINE Bank team to build out campaigns quickly and effectively.

TACTIC	MEDIUM	MARKET	TYPE	REACH	DURATION/ QTY	COST
Social Media Ads	CRM for Instagram, FB or Longpoint Digital	GJ, Aspen Mont	Content Ad	Market Saturation	90 days	\$24,800
Internal Retargeting Campaign	CRM					0
OTT (Over the Top) Advertising						0
SEO	CRM or Peak Marketing	GJ, Aspen, Mont	Technical SEO Mang		90 days	\$6,750
Digital Display/ Banner Ads	CRM or LongPoint Digital	GJ, Aspen, Mont	Content Ad	Market Saturation	90 days	\$21,500
Email Marketing	CRM or Peak Marketing	GJ, Aspen, Mont	Newsletter,	Current Customer Base	1/month	\$3,750
Website Landing Page	Tech Role or Peak Marketing	GJ, Aspen, Mont	Content	Track Calls to Action Engageme nt	90 days	\$3,000
Billboards	CWOA	GJ	Content Ad	Daily Effective Circulation	90 days	\$8,400
Bus/Bench	FUEL	GJ/Mont	Street furniture	292,000 impressions	30 days	\$1,345
Bus	RFTA	Aspen	Ski resort bus adv	2,684,415 impressions	winter	\$4,975
Radio	KAFM	GJ/Mont	Underwrite	over 10,000	60 days	\$600
	CPR	Western Slope/ Vail Valley	CPR News statewide	1,280,400 statewide audience	2 weeks	\$3,800

TACTIC	MEDIUM	MARKET	TYPE	REACH	DURATION/ QTY	COST
	Outlaw	GJ/Mont	Station Sponsorship	unrated market	30 days	\$1,500
	KDNK	Aspen	Underwrite: News	over 100,000	90 days	\$1,350
Newspaper	The Daily Sentinel	GJ	Opinion Editorial	32,000 readership	1 time	\$0
		GJ	¼ page Color print	32,000 readership	90 days; 1x month	\$3,200
	Business Times	GJ	Opinion Editorial	15,000 monthly readership	1 time	\$0
		GJ	¼ page Print Ad	15,000 monthly readership	24x prepaid	\$3,000
	Aspen Daily	Pitkin	Opinion Editorial	113,750 weekly readers	1 time	\$0
		Pitkin	¼ page Print Ad	113,750 weekly readers	90 days	\$3,876
	Montrose Independent	Mont	Opinion Editorial	over 8,480	1 time	\$0
		Mont	¼ page Print Ad	over 8,480	90 days	\$2,500
Magazine	Spoke + Blossom	GJ, Aspen, Mont	½ page Ad	not tracked	90 days	\$1,095
	Winter & Summer in Aspen & Snowmass	Aspen	½ page Ad	Over 1 million readers	90 days	\$1,170
Collateral	Stickers	GJ, Aspen, Mont		Foot traffic	1,000	\$500
	Banners	GJ, Aspen, Mont		Foot traffic	4	\$2500
	Employee Declaration	GJ, Aspen, Mont		Internal	3	\$750
Video	Commercial Digital Ads Social Media Ads	GJ, Aspen, Mont		Market Saturation	1 video 90 days	\$4,500

TACTIC	MEDIUM	MARKET	TYPE	REACH	DURATION/ QTY	COST
	YouTube Website					
TOTAL		GJ, Aspen, Mont, Pitkin, Western Slope, Vail Valley		over 100,45,26,045	90 days	\$104,861

Contacts

For questions regarding #MomentsthatMatter campaign, please contact the Marketing Department:

For messaging or advertising deployment:
+ *Alyse Billington*: ABillington@TimberlineBank.com

For digital or print resources:
+ *Gianna Taets*: GTaets@TimberlineBank.com

To discuss additional resources or needs, contact the VP of Marketing:
+ *Louise Goodman*: LGoodman@TimberlineBank.com

Sample Campaign Approval Process

As content, graphics, and advertisements are created, the marketing team will first share it between the team to catch errors or accidental oversights. The team must be able to ensure the following criteria are met:

- + Does it clearly correlate to the campaign at-hand?
- + Are the spelling and grammar correct?
- + Is there a clear call to action (CTA)?
- + Is the website, QR code or a phone number listed?

After the marketing department approves of the campaign, it must go to the marketing director for sign-off with the following associated items:

- + What is the purpose of the piece? (awareness, product sales, customer conversion, etc)
- + How will this piece be deployed?
- + What is the cost associated with deployment?
- + How will it be measured? (open rates, website clicks, web form completion, increased customers, increased deposits, increased foot traffic, event attendance?)

After the marketing director approves, the entirety of the marketing plan must go to the co-CEO's for final approval with the following associated items:

- + How does the campaign spend fall in line with overall annual budget goals?
- + How long will the campaign last?
- + What will success look like?
- + When will the campaign be re-evaluated?

Approval? Campaign launch is a go and the timeline goes into effect.

The background image is a dark, teal-toned photograph of a campsite at night. In the foreground, a bright fire burns in a metal fire pit, casting a warm glow. To the left of the fire, there are two tents; the one in front is a light-colored dome tent, and the one behind is darker. The campsite is surrounded by dense trees and foliage. The sky above is dark and filled with numerous stars, with some faint nebulae visible. The overall mood is peaceful and serene.

Conclusion

CONCLUSION

TIMBERLINE BANK CAN TAKE PERSONALIZATION TO THE NEXT LEVEL AS IT BECOMES THE NEXT ITERATION OF ITSELF.



“A smooth customer experience is the price of entry, but engagement is the differentiator. Banks must move beyond experiences to build emotional connections, trust and relationships. The way to do this is through content, advice and empathy.” – The Financial Brand | Retail Banking Priorities have Shifted in 2023

TIMBERLINE Bank knows many customers on an individual level and is dedicated to changing people’s lives through personalized, simple, and outstanding banking experiences. Those genuine relationships are the key for customers to associate this personal feeling with TIMBERLINE Bank’s brand.

Because of those relationships, personalization is an area that TIMBERLINE Bank can truly “play to your strengths.”

“Play to your strengths: *Know what your brand means to your customers and understand your right to play. Be honest about where you stand relative to peers and create experiences that stay true to your point of difference.”*
–Deloitte’s US Consumer Banking Survey, 2019

TIMBERLINE Bank excels at personalization with community engagement and events. However, there will be a challenge to maintain this personal feel, as a differentiator to other banks, as growth encroaches on the impossibility of knowing everyone’s name. The opportunity to personally connect in other avenues becomes vitally important. Ideally, TIMBERLINE Bank will utilize data and analytics to continuously improve and grow personalized efforts. The use of a Customer Relationship Management (CRM) allows for customized messages to be sent across various digital platforms so TIMBERLINE Bank can connect with numerous customers at the same time and track customer behavior. Moreover, some CRMs engage bank tellers by allowing them to add personalized notes into the database from conversations with customers so that the next teller can seamlessly continue that conversation of whatever life events are taking place in that valued customer’s life.

Now is the time to take advantage of the digital options available to personally connect with the younger generation that cares more about connecting with social media than physically being in a branch. There are significant key life events the younger generation encounters such as a first job with the need of a checking account, a first car with the need of a loan, or college acceptance with the need of a student loan. These monumental moments should be capitalized on through digital engagement because if TIMBERLINE Bank doesn’t give attention to connecting with these customers and potential customers in the digital realm, another bank will.

TIMBERLINE Bank can create moving content for key life moments of all their customers and this content can be easily portrayed across many digital platforms with a CRM consistently sending the message that you are more than just a bank—

Timberline Bank is dedicated to changing lives and cares about customers on a personal level.

Storytelling is a great way to connect to customers and potential customers on a personal level and TIMBERLINE Bank has an amazing team with relatable stories. From the founders to the tellers, there are countless stories of local, hard-working, people engaged in the community and committed to the moments that matter. The question remains, how does the Bank disseminate those stories in a way that is strategic and effective?

Furthermore, positioning TIMBERLINE Bank as the trusted advisor through educational and literacy programs can also create a very emotional experience which can lead to greater personalization through your value of relationships. Highly personalized events like “40 under 40” may also help distinguish the bank in a personalized, values-aligned, creative way as well. Experimenting with all these approaches will allow TIMBERLINE Bank to continue in-person engagement and take personalization to another level to reach more people with customized messages through digital platforms. Tracking through data and analytics provide the Bank cushion to experiment with digital platforms while ensuring that your niche in genuine relationships is not compromised with growth.

Recommended Priorities

As a result of the Marketing Audit, Purposeful Co recommends the following priorities to assist TIMBERLINE Bank as it grows and scales for implementation and execution consideration within the next 15 months:

Fiscal Year 2023

- 🌲 Bring in Marketing *Leadership*
- 🌲 Lease and begin training in a *CRM*

Fiscal Year 2024 | 20-Year Anniversary

- 🌲 Unveil a *new brand*, favicon, and the *stories* of the people behind it
- 🌲 Launch a more modern, *optimized*, and all-inclusive website
- 🌲 Launch advertising and marketing on *digital platforms*
- 🌲 *Track* your efforts through data & analytics

Appendices

[Advertising Opportunities Across the Bank's 3 Markets](#)

[Board Opportunities in Mesa County](#)

[CRM Marketing Research](#)

[Rate Cards and Marketing Kits Across Markets](#)


[Sample Marketing Campaign](#)

[Social Media Analytics, Current](#)

[Survey Monkey Company-wide Survey Results](#)

[Website Audit](#)



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