

Winning Wallet Share: Earning Relevance and Primary Across Generations

Paul Marston

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CUSG

Retaining Wallet Share

NAVARI

The fight for relevance and differentiation



NAVARI

Achieve More

Navari is a technology and solutions platform that helps leaders navigate complexity and achieve more. By combining connected software, insights, and services with human expertise, Navari supports stronger performance and better outcomes for more than 2,200 organizations nationwide. Learn more at navari.com.

Introduction

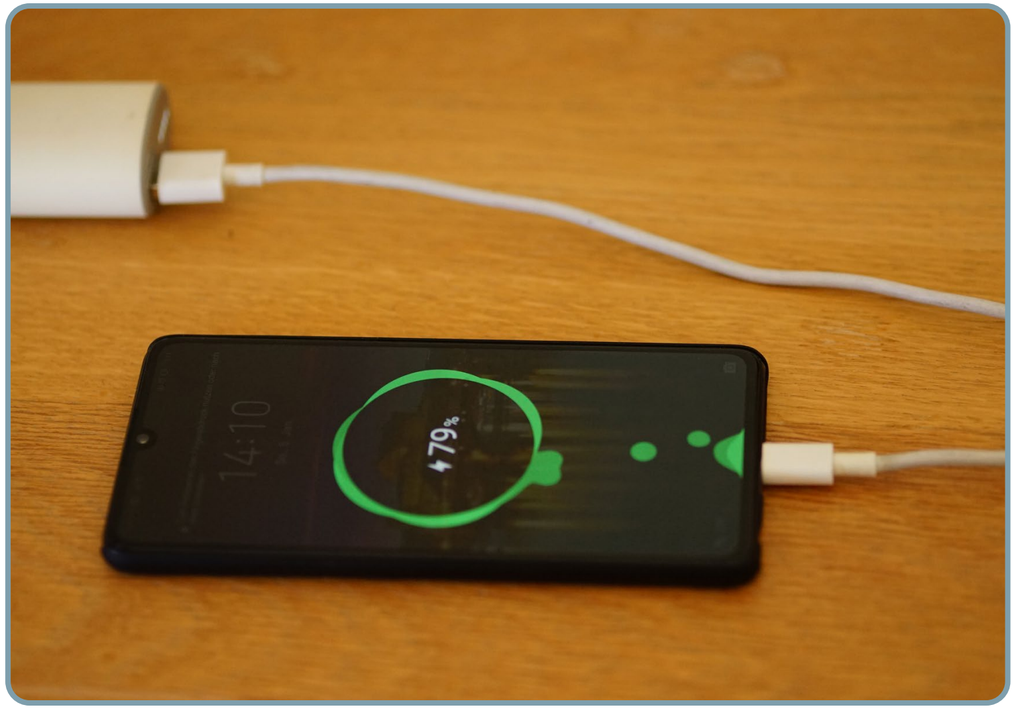
Paul Marston, SHRM-CP, is Chief Sales Officer at NAVARI and a dynamic revenue strategist with nine years of experience partnering with 700+ organizations. He leads national sales strategy and go-to-market execution, aligning business goals with scalable performance, compensation, and learning solutions. Paul focuses on driving performance, strengthening leadership pipelines, and implementing practical growth strategies that deliver measurable results.



Housekeeping

- Look for QR codes
- Watch for Poll questions

HOPE YOUR PHONE IS CHARGED



What Will We Learn?

- What actually triggers a change level event
- How switching motivations differ by generation
- Why ‘ease of moving money’ now outweighs brand loyalty
- How neobanks are quietly capturing wallet share
- What makes a digital experience relevant (or ignored)
- Where most credit unions are unintentionally vulnerable
- What ‘make money move’ really means for growth
- How to turn insight into action
- Practical ways to align digital experience

Change Level Event

Disruption = Change



Change Level Event by Generation

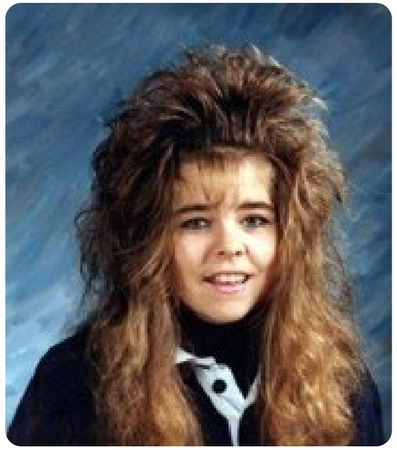


Gen Z (14-29)

Lowest fees
Best rates
Cash incentives or rewards
Life events (school, job, relocation)

Sources: BAI; MCUL 2025

Voted most likely to leave because they changed schools

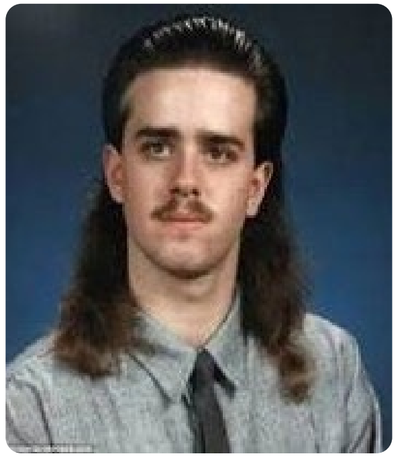


Millenials (30-45)

Lowest fees
Positive institutional reputation
Dissatisfied with current FI
Access to better loan or mortgage offers

Sources: BAI; MCUL 2025

Voted most likely to leave because of a service issue

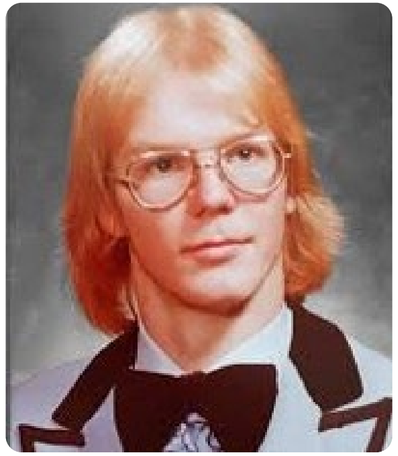


Gen X (46-61)

Best interest rates
Lowest fees
Conveniece / branch proximity
Strong fraud protection / feeling protected

Sources: BAI; MCUL 2025

Voted most likely to leave over a percentage point



Boomers (62-80)

Convenient branch locations
Face-to-face, in-person service
Security and fraud protection
Overall stability & satisfaction

Sources: BAI

Voted most likely to leave because Angie left and the branch changed locations

Money Moves



Money Moves

Prevention to movement:

- Multi Day Settlements
- Too many steps to move money between accounts
- Slow P2P and external payments
- Fees

Movement Friction

When there is friction with money movement,
money moves. Away.

#1 National Banks - Invisible Attrition
#2 NeoBanks

- **New Account Acquisition:** Neobanks captured 44% - 47% of all new checking accounts opened in 2023-2024
- **Primary Relationships:** are projected to grow to 22.8% by 2027.

Top Ways NeoBanks Take Wallet Share

#1 They become the primary checking account - The paycheck and daily spend hub

Counter Strategy

They become the primary checking account - The paycheck and daily spend hub

- Design for “Primary Financial Institution (PFI)” status
- Measure success by:
  - Direct deposit penetration
  - Debit card usage frequency
  - Monthly active checking members
- Incentivize paycheck routing
- Re-price checking to reward activity

Top Ways NeoBanks Take Wallet Share

#2 Early direct deposit + fee-free checking shifts paycheck flows

Counter Strategy

Early direct deposit + fee-free checking shifts paycheck flows

Eliminate punitive overdraft optics

- Replace NSF/OD dependency with:
- Grace balances
- Small-dollar lines of credit
- Fee caps or forgiveness tied to behavior

Match or neutralize early pay

- If early direct deposit exists, market it aggressively.
- If not, explain why and offer compensating value (rate boosts, cash flow tools).

Reframe financial protection

- Position checking as member protection, not penalty enforcement.
- Why it works: Members don't leave for features—they leave to avoid financial punishment.

Top Ways NeoBanks Take Wallet Share

#3 Superior Mobile Experience- becomes the everyday money app

Nearly 48% of consumers use at least one P2P platform, further fragmenting wallet share away from traditional institutions

Counter Strategy

Superior Mobile Experience - becomes the everyday money app

Optimize for daily engagement

- Push real time alerts, spending insights, and balance updates.
- Make the app useful even when members aren't transacting.

Simplify digital journeys

- Reduce steps for:
  - Transfers
  - Card controls
  - P2P
- Speed matters more than feature depth.

Treat digital as the relationship

- Stop positioning digital as a channel.
- Position it as the member experience, with branches as support.

Top Ways NeoBanks Take Wallet Share

#4 Capturing savings with higher yields and simplicity

Counter Strategy

Superior Mobile Experience - becomes the everyday money app

Segment savings strategy

- Not all members need the same rate.
- Target:
  - Rate-sensitive savers
  - High-balance households
  - Digital-only users

Bundle savings with relationship value

- Tie better rates to:
- Checking activity
- Direct deposit
- Multi-product relationships

Compete on clarity, not just APY

- Transparent rate tiers + simple savings tools beat confusing promotions.

Top Ways NeoBanks Take Wallet Share

#5 Expanding beyond checking into payments, lending, and investing

Top Ways NeoBanks Take Wallet Share

Expanding beyond checking into payments, lending, and investing

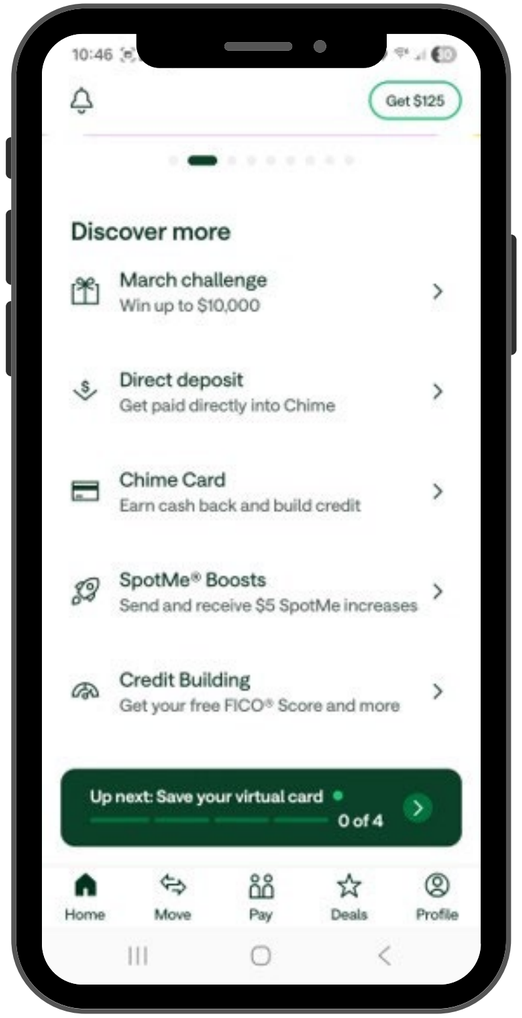


57% of Americans say they are living paycheck to paycheck.

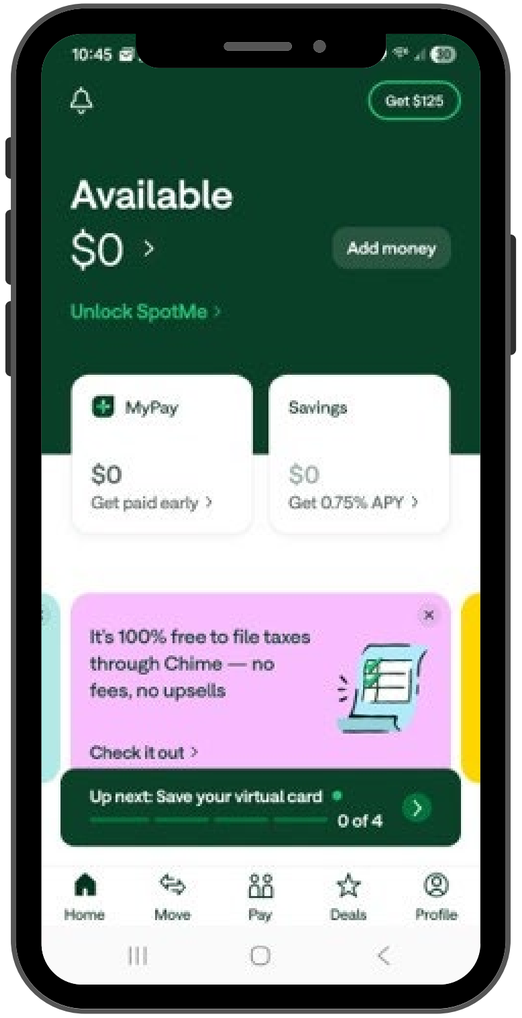
MarketWatch Guides survey of 2,000 U.S. adults (2025)

Top Ways NeoBanks Take Wallet Share

Expanding beyond checking into payments, lending, and investing







Account opened in less than 2 minutes

Counter Strategy

Neobanks expand into payments, lending, and investing

Adopt a “platform mindset”

- You don’t need to build everything—embed or partner.
- Prioritize:
  - Simple investing
  - Credit-building tools
  - Budgeting and advice
  - Buy now pay later

Unify visibility

- One login, one dashboard, one story—even if services are modular.

Lead with advice, not products

- Use human trust + digital convenience.
- Especially effective with Gen Z, Millennials, and life event moments.

The Digital Experience Priority

Schema vs. Visible Page

If the markup states a "2.5% APR" on a mortgage product, but the text on the page says "starting at 3.0%," Google will ignore the schema because it considers it misleading

A credit union lists a "High-Yield Savings" product with a 5.0% rate in the FinancialProduct schema, but the actual visible web page does not display the rate

FAQ Schema Violations
Financial institutions often add FAQ schema to pages about personal loans or HELOCs. If the markup does not match the visible content, it will not appear.

Repeating the same Frequently Asked Questions on every branch location page. Only one instance of a specific FAQ should be marked up across the entire site.

The Digital Experience Priority



NAVARI

Digital Marketing Intelligence for Credit Unions

SEO + AEO Readiness Report

Prepared by CU Solutions Group

[redacted]

Generated: 2026-03-24 12:57:55 | 538 pages crawled of 538 in sitemap

SEO FUNDAMENTALS	AEO READINESS	TRUST/COMPLIANCE	TRACKING STACK	PERFORMANCE
A	D	B	D	D
6/6 checks pass	0/5 checks pass	4/5 checks pass	GTM: GTM-W3Q7ZG4, GTM-MN6F729, GTM-W667K2ZB, GTM-56STSSP	0 blocking scripts

Executive Summary

s showing significant gaps across multiple areas that represent clear opportunities.

No structured data (JSON-LD) was detected across all 538 crawled pages, meaning the site is effectively invisible to AI answer engines. The tracking stack shows 4 Google Tag Manager containers firing simultaneously, which inflates analytics data and adds page load overhead.

The audit identified **3 high-priority issue(s)** requiring attention and 6 additional medium/low priority items. The most critical findings are:

- FAQPage schema: zero pages
- 4 GTM containers firing simultaneously
- 1 asset(s) preloaded multiple times

Addressing the high-priority items — particularly structured data implementation and any compliance gaps — would meaningfully improve this site's visibility in AI-generated search results, Google rankings, and member trust signals.

- First impression check: Evaluates how effectively your homepage builds trust, communicates value, and supports compliance for members and prospects.
- AI + search visibility: Assesses how clearly your site is understood by search engines and AI tools that increasingly influence discovery.
- Actionable insights: Delivers a brief summary of strengths, gaps, and opportunities to improve the digital member experience.

The Member Experience Priority

It’s not what we say about service, it’s what members feel during friction

- Do you know where member experience is actually breaking?
- Do you know where your members experience friction?
- Do you know how your members feel about the all of the various interactions they have with your CU?



The Member Experience Priority

Snapshot

demonstration template only.
sources below are illustrative

1) EXECUTIVE SUMMARY (SAMPLE)

- Member experience strengths: Members frequently cite friendly branch staff and fast issue resolution (sample review evidence)
- Digital performance: Mobile app stability is generally viewed as reliable with occasional UX friction (sample app reviews)
- Financial posture: Public filings suggest stable asset growth and consistent capital ratios (sample regulator data)
- Brand trust: Community sentiment appears locally positive with strong name recognition (sample social signals)
- Primary friction theme: Transaction disputes and fee clarity appear as the most common complaint category (sample complaint data)
- Lending sentiment: Consumer loan experiences are mixed, driven by processing time variability (sample reviews)
- Mortgage visibility: Limited public sentiment; insufficient evidence for assessment
- Employee brand: Employees reference supportive teams but inconsistent leadership communication (sample employer reviews)
- Operational risk signal: No acute regulatory enforcement actions visible (sample regulator search)
- Overall takeaway: Experience is generally solid, with clear opportunities around transparency and digital refinement

2) SENTIMENT SCORECARD (SAMPLE)

A) Member Sentiment — Mixed

Top Positives

• "Staff were helpful and explained everything clearly."

Top Negatives

• "Fees weren't clear until after the transaction."

B) Digital Sentiment — Mixed

Top Positives

• App uptime described as reliable

Top Negatives

• Navigation and alerts cited as confusing

The Member Experience Priority

"What is measured, improves"

- Peter Drucker

Lending	Transactions	New	Lost
Consumer Loan	**Transaction**	**New Member**	**Withdrawn Loan**
Members that obtain a funded consumer loan. Include personal loans, vehicle loans, credit cards, etc. Include Home Equity loans if the processes aligns with consumer lending process. Does not include business loans, mortgage loans, denied loans, dropped loans or indirect loans.	Member transactions where the member worked with an employee. Include deposit, withdrawal, transfer, etc. Transactions to exclude: conducted by support staff, mail, night drop, automated, online, mobile, ACH, ATM, collections, etc.	Members that are new to the credit union.	Include members that started the loan application process and were approved but did not fund their loan. Do not include: members that were not approved for that loan, or loans where a member did not fund that loan because they took out a different loan with the credit union.
Mortgage Loan	**Member Care**	**New Account**	**Denied Loan**
Members that obtain a funded mortgage loans. Include Home Equity if process aligns with mortgage lending process. Does not include denied mortgage loans or dropped mortgage loans.	Members that interact with an employee to resolve an issue, answer a question, etc. Excludes transactional interactions.	Existing members that open a new deposit account. Include savings, checking, IRA, certificate, etc. Do not include main account opened when joining the credit union.	Include members that started the loan application process but were not approved for that loan.
Business Loan	**Mobile App**	**Insurance Services**	**Closed Membership**
Members that obtain a funded business loan. Include personal loans for business use, vehicle loans, and credit cards. Include Lines of Credit if the process aligns with the business lending process. Does not include consumer loans, commercial real estate loans, denied business loans, dropped business loans or indirect loans.	Members that use the mobile app to conduct a transaction or perform other activities.	Members that interact with the insurance services department.	Members that have closed all accounts and are no longer credit union members.
Indirect Lending	**Online Banking**	**Financial Planning**	**Closed Account**
Members that obtain a credit union loan by purchasing a car through a dealership where the dealer facilitates the loan process.	Members that use online banking to conduct a transaction or perform other activities.	Members that interact with the financial services or wealth department.	Members that have closed an account at the credit union, such as a checking account.

Differentiation Challenges and Strategies

Challenge:

- Better Service is no longer a differentiator

Strategy:

- Segment-led experience design
- Make service visible before help is needed
- Redefine service as guidance, not courtesy

Differentiation Challenges and Strategies

Challenge:

- No clear value proposition

Strategy:

- Own a narrow battlefield
- Outcome-based positioning
- Narrative discipline across channels

Differentiation Challenges and Strategies

Challenge:

- Digital sameness driven by shared vendors and platforms

Strategy:

- First digital design
- Use digital to express purpose
- Differentiate on relevance, not features

Leverage Technology

Experience Measurement Software

Performance Management

Web Design

Learning Management

What Did We Learn?

Change doesn't happen because of messaging — it happens because of disruption.

Change-level events are driven by friction, life events, and broken expectations, not brand loyalty.

Different generations switch for different reasons, but money movement is the common trigger.

Fees, rates, convenience, protection, and ease of access vary by age — but friction always accelerates change.

When money movement slows or feels unclear, wallet share moves elsewhere.

Delays, extra steps, fees, or unexplained holds create invisible attrition long before accounts are closed.

Neobanks aren't stealing members — they're quietly capturing primacy.

Whoever owns the paycheck, daily spend, and app becomes the primary financial institution.

Digital experience is no longer a channel — it *is* the relationship.

The app members open first becomes the institution they trust and use most.

Member experience failures are usually process failures.

Payments, fraud resolution, and cross-channel inconsistency erode trust faster than pricing alone.

"Better service" is no longer a differentiator — relevance and ease are.

Winning institutions design experiences around member needs, not internal structure.

You can't protect wallet share if you can't see where friction exists.

Measurement, visibility, and action are required to prevent quiet erosion.

Let’s Talk

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