



Strategic Marketing and Fintechs: Eliminating Five Critical Blindspots

Hunter Young, President
HIFI Agency

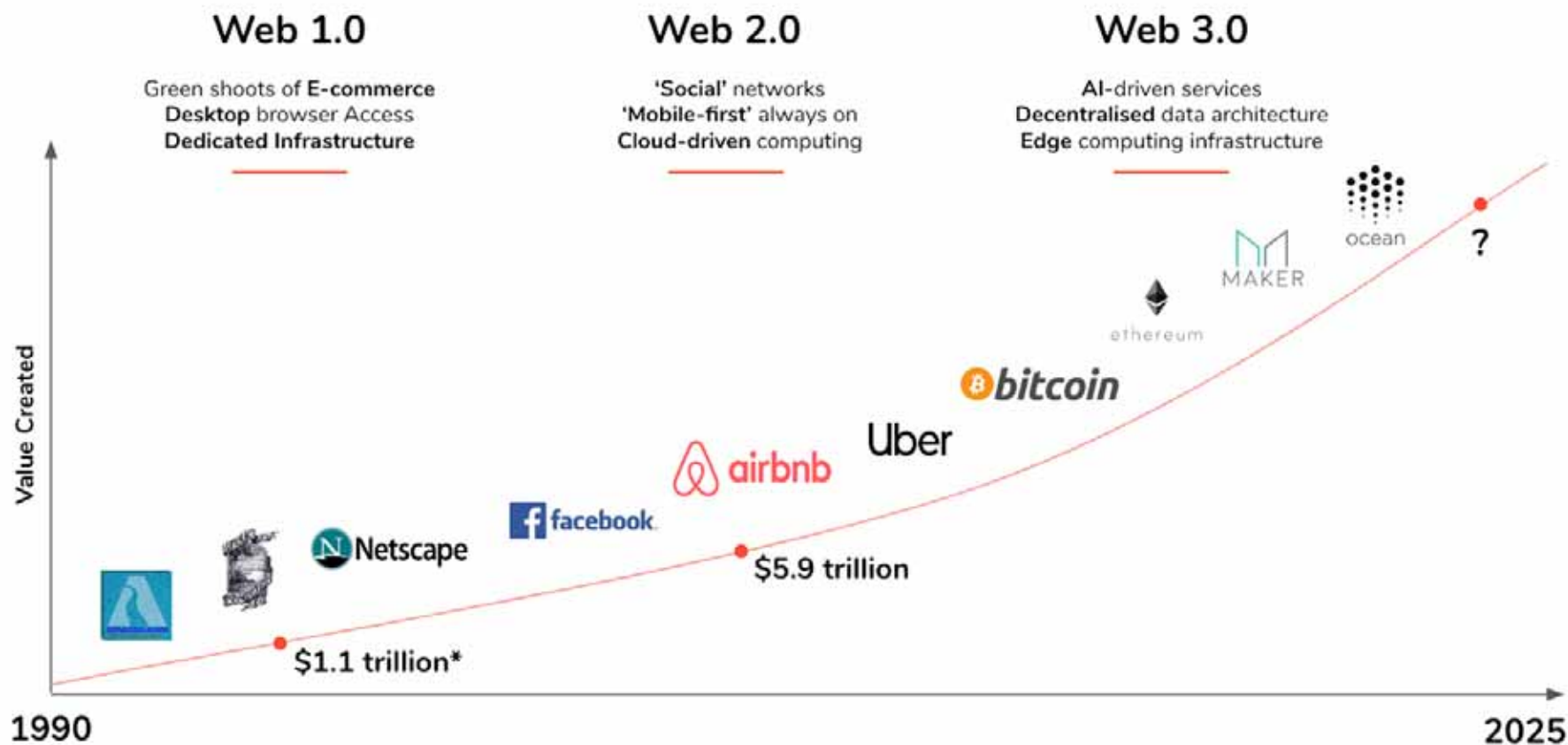
THE FINANCIAL BRAND

FORUM

\$2.85 Million



The Evolution of the Web



* Internet companies' market cap as of 2000

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Capital Markets

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Personal Finance

M scalable trust wealthfront Betterment HMBradley
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POS & Consumer Lending

Addi CRED deserve Klarna. sunbit Petal

Regulatory & Compliance

Comply Advantage FORTER Trulioo Signifyd Socure HPR
 Quantexa onfido IMMUTA

Real Estate & Mortgage

loft HomeLight Rhino roofstock Pacaso hometaip
 LeaseLock SPRUCE QUINCOANDAR snapdocs Valon
 Juniper Square SIMPLENEXUS Qualia Flyhomes Divvy

Retail Investing & Secondary Markets

public.com YIELDSTREET GROWW Rally TRADE REPUBLIC

Payroll & Benefits

remote snappy PayFit Human Interest dailypay. check
 PAVE papayaglobal Guideline. deel. truework gusto

Asset Management

ADDEPAR
 VISE EquityBee DRIVEWEALTH AlphaSense

Payments Processing & Networks

Bolt cedar mollie
 Airwallez ppro Orum checkout.com NIUM
 paymongo Cashfree BharatPe GOCARDLESS
 Flutterwave stripe ZEPZ OPay PayCargo
 Enfuze RELAY Rapyd Razorpay deliverect
 balance Paystand Pine Labs xfers ripple
 SpotOn melio xendit EBANX recharge



Insurance

Extend Ladder wefox
 *alan CyberCube at bay ARTURO
 TRACTABLE
 CAMBRIDGE ZEGO BESTOW socotra digit
 PIE INSURANCE VOUCH COWBELL CYBER ETHOS
 NEXT Thimble Coalition luko CORVUS
 EMBROKER BOUGHTBYMANY Policygenius marley

Business Lending & Finance

spendesk ramp CLEARCO Konfio pipe
 Tradeshift PLEO BlueVine Capchase Rho
 C2FO MERCURY Brex airbase tide
 PRODUCEPAY Fundbox

Financial Services & Automation

glio Oculrus h[s] Notarize unqork Fairmarkit

Core Banking & Infrastructure

ALLOY AMOUNT Finxact unit Solarisbank MX
 TRUELAYER zeta MAMBU Modulr NYMBUS
 FINIX Reserve Trust cross river TREASURY PRIME narmi
 MANTL Thunes. Railsbank Lithic HASH belvo.
 codat PLAID

Credit Score & Analytics

Borrowell freo credit sesame NOVA CREDIT

Digital Banking

chime Current Varo GREENLIGHT LUNAR step NU
 monzo qonto Revolut Starling Bank GREENWOOD uala

Mobile Wallets & Remittances

Chipper FONDEADORA PAYSSEND FAZZFINANCIAL toss

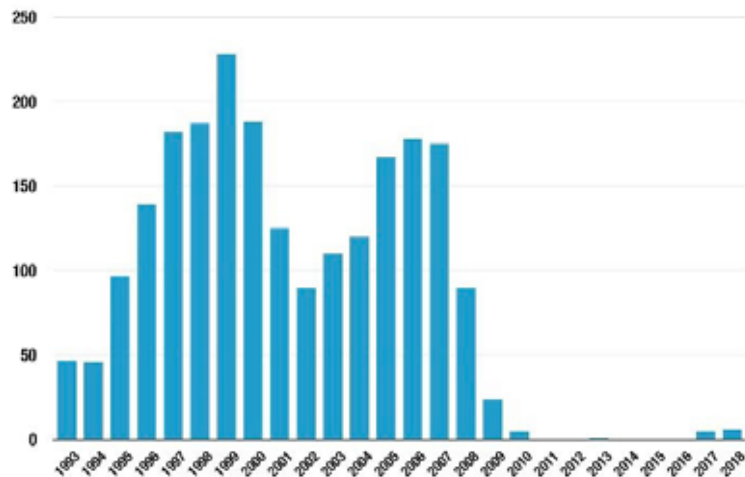
Cryptocurrency

CERTIK Bitcoin Suisse ANCHORAGE DIGITAL copperco FTX SYNTHETIX
 MESSARI BLOCKDAEMON Chainalysis Blockchain.com
 Dapper BlockFi TAXbit bitpanda Bitwise Lukka
 PAXOS FALCONX Fireblocks alchemy MobileCoin
 Bitso celo Finoa AMBER Ledger CoinDCX wyre

General Lending & Marketplaces

CAPITAL FLOAT upgrade credits WeLab

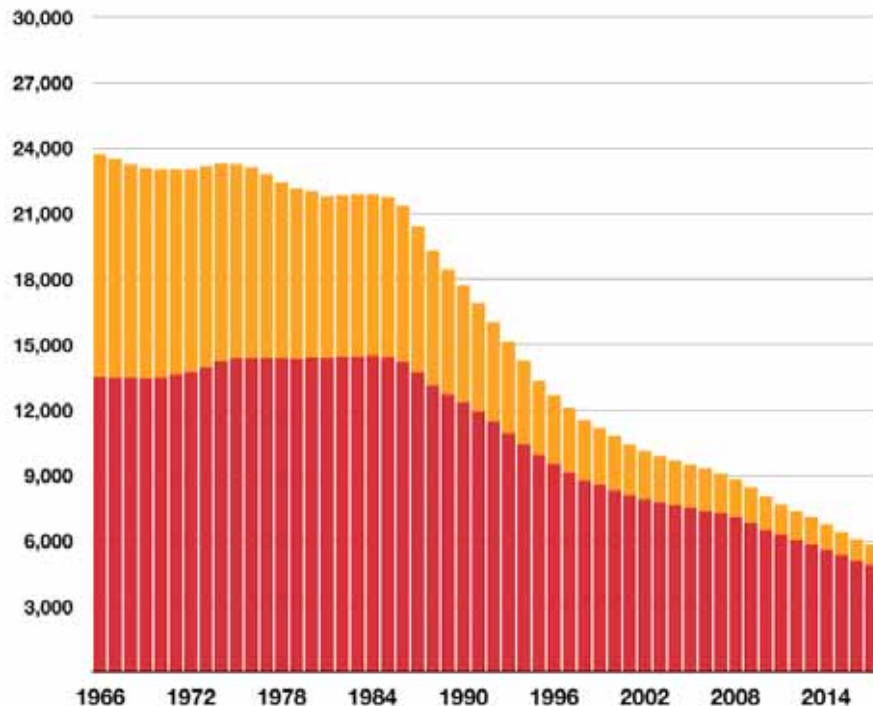
Number of New Banks, 1993 - 2018



Source: Federal Deposit Insurance Corporation

Notes: Includes all newly created commercial banks, but not savings institutions or credit unions.

Number of Commercial Banks in the U.S.



■ Single-Office Banks ■ Banks with Branches

Source: Federal Deposit Insurance Corporation



★★★★★ 127

Brick Bank

CREATOR
EXPERT

Retired product

Abbreviated History

2005 : What's a fintech?

2009 : Banks are terrible. We need something new.

2012 : These new fintechs are going to kill banking as we know it.

2016 : Fintechs really need banks to scale.

2020 : Banks saved the day! Fintechs need banks to survive. JPEGs will make me rich.

2022 : Consolidation, failure, and a brighter, collaborative future. My spouse wants a divorce because I'm JPEG-poor.

Strategic Blind Spots

Participatory Branding

Product Context

Product Connection

Funnel Faculties

Partner Analysis

participatory branding

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To Neo...

Or not to Neo...

Not all digital bank models are sustainable.

Bank A, funded by the venture community, has no branches, employs 833 people, accumulated 3.3 million deposit customers, and that number translates into \$251 million in deposits.

This bank is consumer-driven and summarizes its value proposition as:

No monthly fees.
**Early
payday.***

Bank B has 641 employees, 10 branches, 1.7 million depositors, and \$17 billion in deposits, as well as verticals for both business and consumer, large majority of its business is transacted over specialized digital channels.

Consumer:

- Continue to scale direct personal loan originations
- Expand products starting with credit card relaunch

Commercial:

- Continue to scale CBIT customers and significantly grow deposits
- Digital SMB bundle product pilot launch in 1H2022

Banking-as-a-Service

- Achieve \$5M+ of run rate revenue in 2H22

Bank B	Customers	12/20 Q	03/21 Q	06/21 Q	09/21 Q	12/21 Q
	Net Income	56,669	33,553	64,305	118,725	105,199
	ROAA (%)	1.24	0.73	1.33	2.41	2.19
	ROAE (%)	19.31	10.67	19.27	34.27	29.21
	Efficiency Ratio (FTE) (%)	47.85	64.06	44.60	32.54	37.65
	Tangible Common Equity	1,184,559	1,311,766	1,350,323	1,413,437	1,459,989
Bank A	Varo					
	Net Income	(41,759)	(45,806)	(58,132)	(73,444)	(88,108)
	ROAA (%)	(35.92)	(46.13)	(75.01)	(73.25)	(51.61)
	ROAE (%)	(163.43)	(207.90)	(288.22)	(118.15)	(90.85)
	Efficiency Ratio (FTE) (%)	NM	NM	346.25	NM	NM
	Tangible Common Equity	67,302	80,288	52,512	416,582	332,709

DILUTION



DILUTION

<i>Term</i>	<i># of Banks</i>	<i>% of Total Banks</i>
STATE	1056	17.63%
FIRST	912	15.23%
NATIONAL	702	11.72%
TRUST	586	9.78%
SAVINGS	566	9.45%

<i>Term</i>	<i># of Banks</i>	<i>% of Total Banks</i>
COMPANY	377	6%
COMMUNITY	350	6%
FARMERS	229	4%
CITIZENS	214	4%
FEDERAL	204	3%
COUNTY	177	3%
LOAN	139	2%
PEOPLES	130	2%
ASSOCIATION	125	2%
SECURITY	108	2%
AMERICAN	101	2%
MERCHANTS	101	2%
VALLEY	101	2%
CITY	81	1%
UNITED	64	1%

Brand Positioning

Contrast



Brand Positioning

Values



Brand Positioning

Category Creation



Brand Positioning

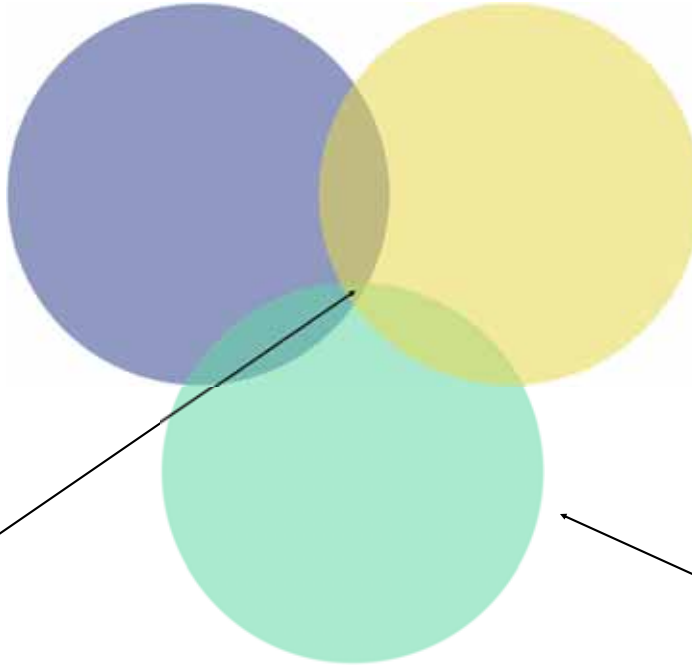
Limitation



BRAND

CULTURE

NEED



product
context + connection

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Banking With Us Is Just Better

BANKING
ON THE
INTERNET!

Platinum
Gold
Checking!

We're So
Local!!



FINANCIAL
YOUR TAGLINE GOES HERE

A man with dark hair and glasses, wearing a dark blue suit jacket over a grey turtleneck, is seated at a white desk, focused on his laptop. A glass of water sits on the desk to his right. In the background, a woman with dark hair in a ponytail, wearing a light grey blazer, is also working at a desk. The office environment is bright and modern, with a white shelf and a potted plant visible in the background.

**You're A Business Person
Doing Business and We
Do Business Banking.**



FINANCIAL
YOUR TAGLINE GOES HERE

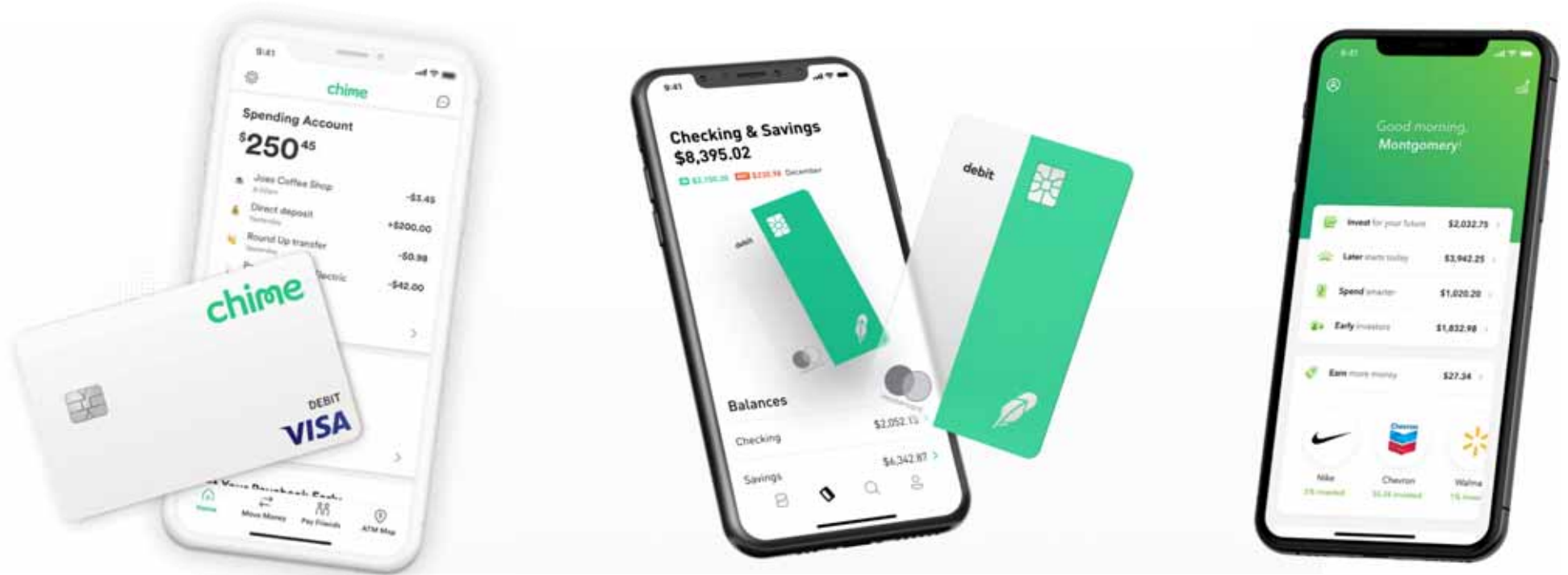
the uber of banking

— SUPPORTED BY A BANK, ACTUALLY —

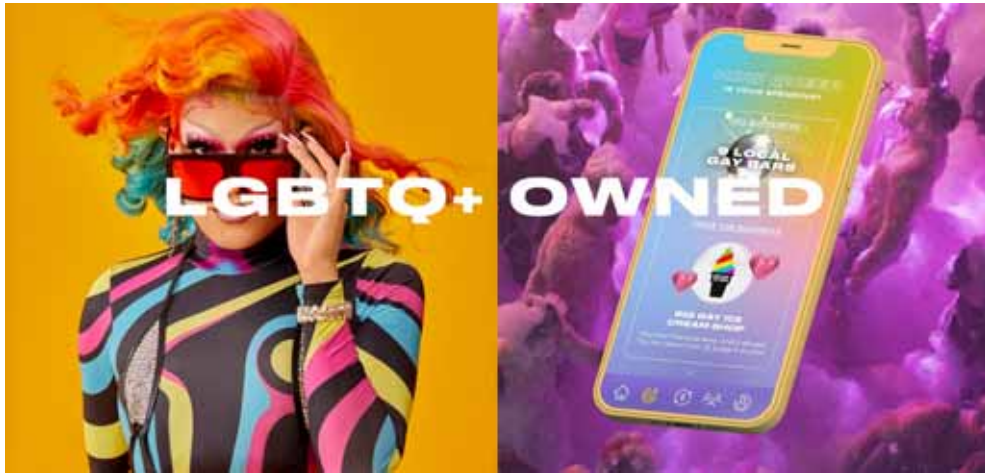
Download our app and pray
our venture capital doesn't
dry up in the next 12 months



Digital Product



Digital Product



No fees.
None. Ever.



Banking for Teens



Forbes VentureBeat TC COMPLEX

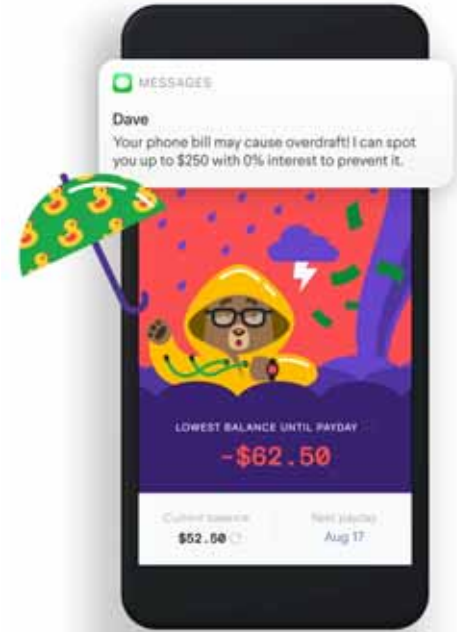
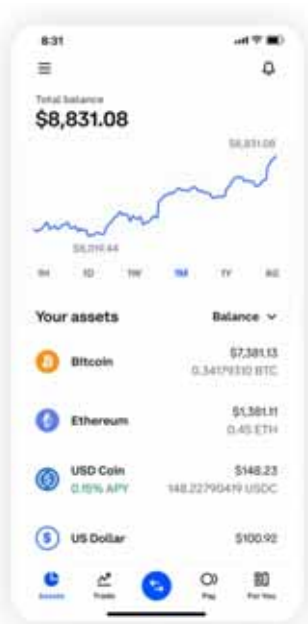
Get an allowance
with recurring
payments

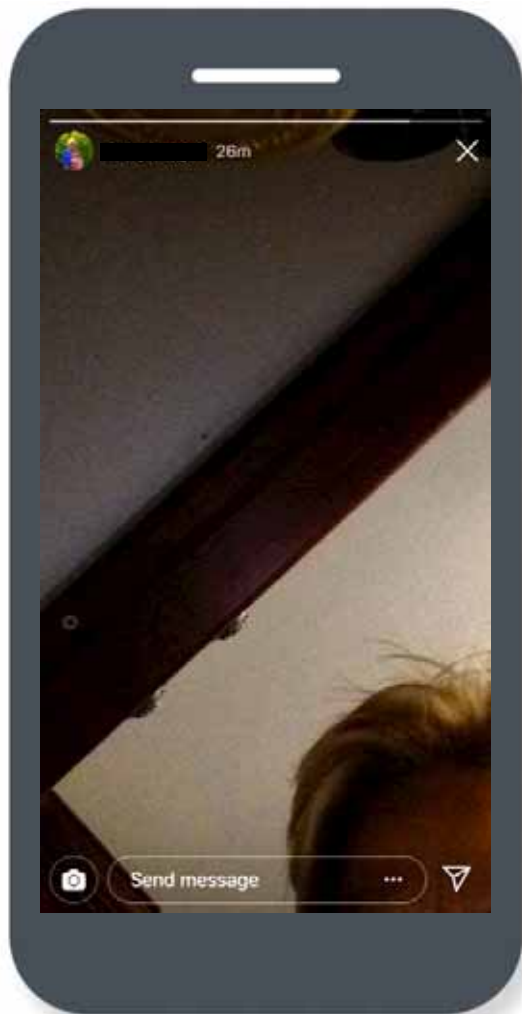


Earn money by
inviting friends

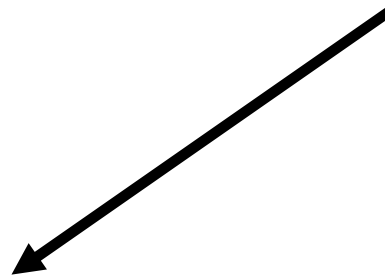


Digital Product





Mom



funnel
faculties

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Your Digital Storefront



\$32,174

THE AVERAGE AMOUNT INVESTED TO BUILD A
NEW FINANCIAL INSTITUTION WEBSITE

NETFLIX

"...it's not who they are in a superficial sense – like gender, age, even geography. It's not even what they tell you. It's what they do."

TODD YELLIN, VP OF PRODUCT INNOVATION, NETFLIX

Customer Information

- ▶ 29 Years Old
- ▶ \$1,234 Monthly Average Balance
- ▶ Has Online Banking
- ▶ \$50–\$100 annual revenue customer?

Customer Behavior

- ▶ Visits SBA lending page
- ▶ Sends \$810 payment to Lightstream Auto
- ▶ Has not logged into OLB in 120 days
- ▶ \$10,000 annual revenue client?

partner analysis

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- ▶ Overstudied: systems
- ▶ Understudied: strategy

Infrastructure

Team - What's the makeup?

Data - How do you use it as the foundation of great CX?

Product - What do the people want? Do you have it?

Digital - It's become the default. How do you enable?

Brand - How do you build it?

Customer Experience - Big buzz word, but how to journeys and feedback foster success?

What is a “vanity metric”?

A number that looks impactful but is falsely correlated to success or insight and doesn't translate to material gains for the business.

“Vanilytics” (Vanity Analytics)

- Traffic (unfiltered)
- Clicks
- Pageviews
- Online / Mobile Banking Accounts
- Total Accounts
- Social Media Followers

take
away

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**Bankers holding on to
their charters like...**

No amount of technology is going to wipe away the human touch....it might reduce it, but it won't completely automate it.

Community is still central to every innovation taking hold. Finding communities and leveraging them is key.

What's your type?

Investor

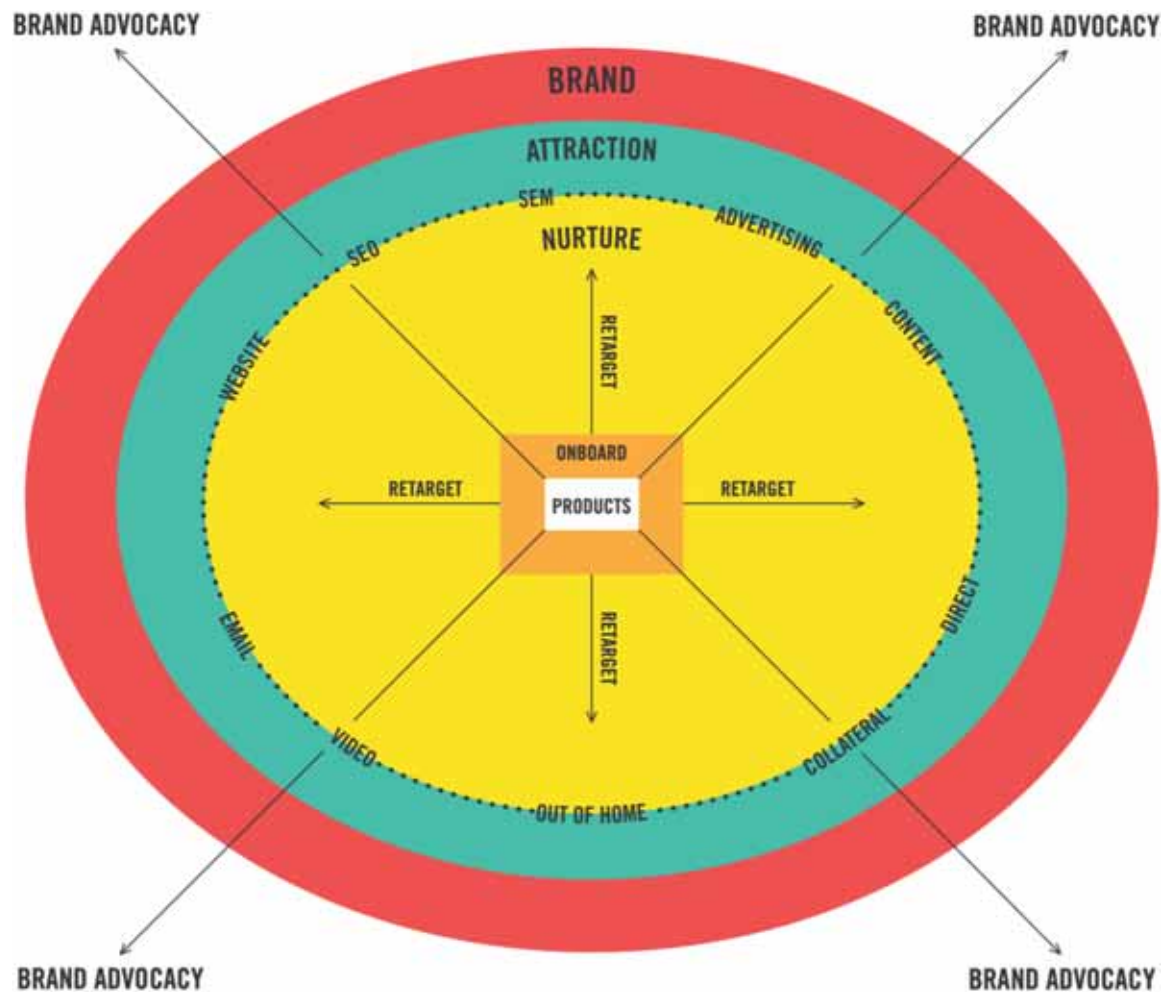
Embedder

Provider

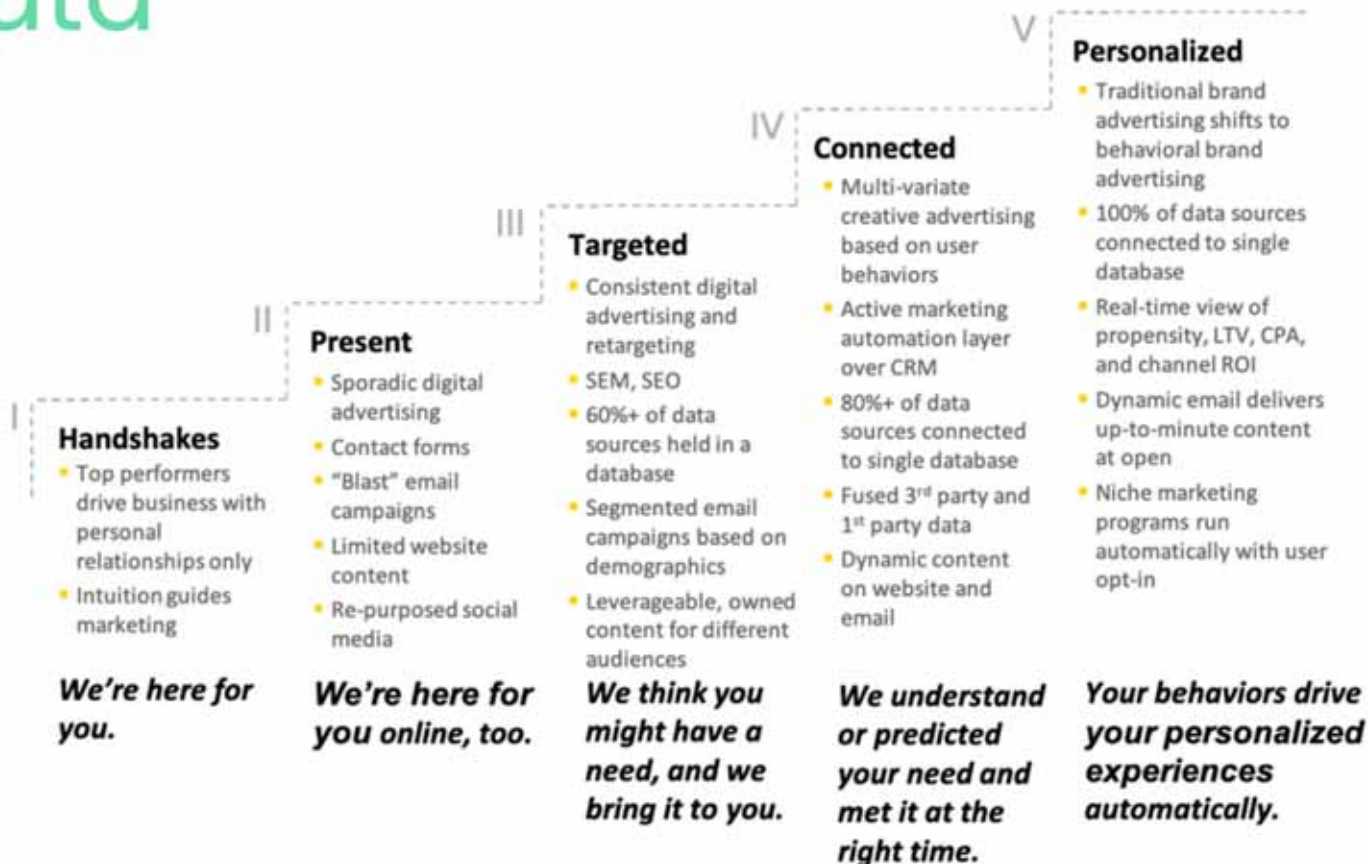
Digital Hybrid

Niche

Find your next, best
~~customer~~ community.



Data





Hunter Young
President, **HIFI Agency**



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[/hunteryoung](#)



[EHunterYoung](#)