

Report Price: £2466.89 | \$3995.00 | €3133.71

The above prices are correct at the time of publication, but are subject to change due to currency fluctuations.



"Now that the banking industry is recovering from the financial crisis for which it was blamed several years ago, it can begin to tackle the new challenges it faces. One challenge is to attract new customers, especially young ones, and banks and credit unions are fighting it out, competing on the emerging mobile banking battlefield."

— Robyn Kaiserman, Financial Services Analyst

This report looks at the following areas:

- · How can credit unions compete for young customers?
- Do banks and credit unions still need branches?
- Where will new growth come from?
- Customer service: More important than ever?

The retail banking and credit union industry is facing new challenges as it continues its recovery from the financial crisis. Many customers see banks as commodity institutions with little difference from one to the other. At least partly for this reason, people tend not to switch banks and it is difficult to grow by attracting new customers from other banks in the absence of factors such as moving from one area to another.

Both banks and credit unions need to focus on providing the very best customer service possible as well as cross-selling to their existing customer base. An array of robust and easy-to-use mobile banking features as well as financial advisory services are two of the best paths to success in this industry and those institutions who can offer up the best of these will be in the strongest position.

This report builds on the analysis presented in Mintel's Retail Banking – US, October 2012.

BUY THIS REPORT NOW

VISIT: store.mintel.com

CALL: EMEA +44 (0) 20 7606 4533

> Brazil 0800 095 9094

Americas +1 (312) 943 5250

+61 (0) 2 8284 8100

EMAIL: oxygen@mintel.com

DID YOU KNOW?

This report is part of a series of reports, produced to provide you with a more holistic view of this market



Report Price: £2466.89 | \$3995.00 | €3133.71

The above prices are correct at the time of publication, but are subject to change due to currency fluctuations.

Table of Contents

Scope and Themes

What you need to know

Data sources

Consumer survey data

Direct marketing creative

Abbreviations and terms

Abbreviations

Terms

Executive Summary

The market and leading companies

Banks

Figure 1: Deposits of FDIC banks, by asset size, June 30, 2013

Figure 2: Largest US banks, measured by assets, Dec. 31, 2013

Credit unions

Figure 3: Assets of credit unions, by asset size, Sept. 30, 2013

Figure 4: Largest credit unions, measured by assets, Dec. 31, 2013

Market drivers

Mobile banking – smartphone and tablet ownership

Figure 5: Smartphone and tablet ownership, June 2013, December 2013

Sluggish housing market dampens mortgage demand

Proposed new regulations would apply to biggest banks

Interest rate environment still not conducive to growth

The consumer

Where accounts are held

Figure 6: Where different types of accounts are held, by type of account, December 2013

Incidence of online banking, by device

Figure 7: How most banking activities are conducted, December 2013

Channels/devices used for specific transaction types

Figure 8: Channels used for different banking activities, by device, December 2013

Customer satisfaction rising with big banks

Figure 9: Reasons for switching primary checking account provider, December 2013

Interest in bank services not currently used

Figure 10: Select additional banking products and services not currently used but interested in using, by gender, December 2013

What we think

Issues and Insights

How can credit unions compete for young customers?

BUY THIS REPORT NOW VISIT: store.mintel.com

CALL: EMEA +44 (0) 20 7606 4533 | Brazil 0800 095 9094



Report Price: £2466.89 | \$3995.00 | €3133.71

The above prices are correct at the time of publication, but are subject to change due to currency fluctuations.

Issues:

Implications:

Do banks and credit unions still need branches?

Issues:

Implications:

Where will new growth come from?

Issues:

Implications:

Customer service: More important than ever?

Issues:

Implications:

Trust is inching back

Issues:

Implications:

Trend Application

Inspire trend: Click and Connect

Inspire trend: Locavore

Mintel Futures: Generation Next

Market Size and Forecast

Key points

Number of banks and credit unions continues to fall

Figure 11: Number of FDIC-insured banks and credit unions, 1993-Q3 2013

Figure 12: Assets of FDIC-insured commercial banks and savings institutions, year- end, 2003-12

Figure 13: Deposits held by FDIC-insured commercial banks and savings institutions, year-end 2003-12

Number of credit unions is falling, but memberships are increasing

Figure 14: Credit unions, numbers, members and assets, 2003-12

Market Drivers

Key points

Proposed new regulations aim to reduce banking risk

Smartphone and tablet ownership continues to increase

Figure 15: US sales of smartphones, 2007-13

Figure 16: US tablet sales, 2010-17

Figure 17: Smartphone and tablet ownership, June 2013, December 2013

Housing market is slowing

Interest rate environment is still not conducive to growth

Leading Companies

Key points

Banks



VISIT: store.mintel.con

CALL: EMEA +44 (0) 20 7606 4533 | Brazil 0800 095 9094 Americas +1 (312) 943 5250 | APAC +61 (0) 2 8284 8100



Report Price: £2466.89 | \$3995.00 | €3133.71

The above prices are correct at the time of publication, but are subject to change due to currency fluctuations.

Largest banks

Figure 18: Largest US banks, measured by assets (Dec. 31, 2011, Dec. 31, 2012, Dec. 31, 2013)

Customer satisfaction with big banks is rising

Credit unions

Largest credit unions

Figure 19: Largest credit unions, measured by assets (Dec. 31, 2011, Dec. 31, 2012, Dec. 31, 2013)

Credit union assets are growing faster than banks'

Figure 20: Asset growth rate, credit unions vs banks, 2000-12

Direct banks are challenging traditional banks and credit unions

Figure 21: Ally Bank and Discover bank deposit growth, Q3 2012-Q3 2013

Figure 22: Conduct more than half of banking electronically (computer/laptop versus smartphone), by age, December 2013

Figure 23: Reasons people won't use online-only bank, by age, December 2013

Innovations and Innovators

Key points

U.S. Bank offers photo imaging for balance transfers

PNC's pop-up bank branch

University Federal Credit Union's interactive financial centers

Chase has new tablet app for home buyers

Bank apps for Google Glass

Innovations FCU rebranded to attract young customers

Marketing Strategies

Key points

Direct mail

Email versus direct mail

Checking and saving acquisition mail

Overview of the brand landscape

Brand analysis: JPMorgan Chase

Figure 24: JPMorgan, new branch opening incentive offer, print ad, 2013

Figure 25: JPMorgan Chase, E-Z with QuickPay, direct mail ad, 2013

Figure 26: JPMorgan Chase, My New Home App, television ad, 2013

Brand analysis: Bank of America

Figure 27: Bank of America, various benefits of mobile banking, direct mail ad/statement stuffer, 2013

Figure 28: Bank of America, depositing checks with mobile, direct mail ad, 2013

Figure 29: Bank of America, banking with your smartphone or tablet, online ad, 2013

Figure 30: Bank of America, "Portraits," Partnering with Customers, television ad, 2013

Brand analysis: Wells Fargo

Figure 31: Wells Fargo, green banking, print ad, 2013

Figure 32: Wells Fargo, text based banking services, email ad and landing page, 2013-14

Figure 33: Wells Fargo, schedule time with a banker, email ad, 2013 $\,$

BUY THIS REPORT NOW

VISIT: store.mintel.com

CALL: EMEA +44 (0) 20 7606 4533 | Brazil 0800 095 9094



Report Price: £2466.89 | \$3995.00 | €3133.71

The above prices are correct at the time of publication, but are subject to change due to currency fluctuations.

Figure 34: Wells Fargo, "girl's first check," Get Banking Done, television ad, 2013

Brand analysis - Navy Federal Credit Union

Figure 35: Navy Federal Credit Union, opening a campus account, direct mail ad, 2013

Figure 36: Navy Federal Credit Union, join online, print ad, 2013

Figure 37: Navy Federal Credit Union, mortgage deal - 100% financing, online ad, 2013

Figure 38: Navy FCU, "Showdown," Not Just for the Navy, television ad, 2013

Brand analysis - Ally Bank

Figure 39: Ally Bank, no asterisks, print ad, 2013

Figure 40: Ally Bank, putting customers first, online ad, 2013

Figure 41: Ally Bank, "New ways," Addressing the Fear of Switching, television ad, 2013

Social Media - Retail Banking and Credit Unions

Key points

Key social media metrics

Figure 42: Key performance indicators, Jan. 20, 2013-Jan. 19, 2014

Market overview

Brand use and awareness

Figure 43: Brand use and awareness of retail banking and credit union brands, December 2013

Interaction with brands

Figure 44: Interaction with retail banking and credit union brands, December 2013

Online conversations

Figure 45: Online mentions, selected retail banking and credit union brands, Jan. 20, 2013-Jan. 19, 2014

Where are people talking about retail banking and credit unions?

Figure 46: Mentions by page type, selected retail banking and credit union brands, Jan. 20, 2013-Jan. 19, 2014

What are people talking about online?

Figure 47: Mentions by topic of conversation, selected retail banking and credit union brands, Jan. 20, 2013-Jan. 19, 2014

Brand analysis

JPMorgan Chase

Figure 48: Chase key social media indicators, January 2014

Key online campaigns

What we think

Wells Fargo

Figure 49: Wells Fargo key social media indicators, January 2014

Key online campaigns

What we think

Bank of America

Figure 50: Bank of America key social media indicators, January 2014

Key online campaigns

What we think

Citibank



VISIT: store.mintel.com

CALL: EMEA +44 (0) 20 7606 4533 | Brazil 0800 095 9094 Americas +1 (312) 943 5250 | APAC +61 (0) 2 8284 8100

EMALL: oxygen@mintel.co<mark>n</mark>



Report Price: £2466.89 | \$3995.00 | €3133.71

The above prices are correct at the time of publication, but are subject to change due to currency fluctuations.

Figure 51: Citibank key social media indicators, January 2014

Key online campaigns

What we think

Ally Bank

Figure 52: Ally Bank key social media indicators, January 2014

Key online campaigns

What we think

Navy Federal Credit Union

Figure 53: Navy Federal Credit Union key social media indicators, January 2014

Key online campaigns

What we think

Financial Products Owned

Key points

Younger consumers less engaged with even basic accounts

Figure 54: Financial products owned, by age, December 2013

Figure 55: Financial products owned, by household income, December 2013

Figure 56: Financial products owned, by race/Hispanic origin, December 2013

Financial products owned, by current banking relationship

Figure 57: Financial products owned, by current banking relationship, December 2013

Where Accounts are Held

Key points

Large banks doing better with mortgages and credit cards than primary checking

Figure 58: Type of institution where primary accounts are held, by type of account, December 2013

Figure 59: Type of institution where primary checking account is held, by age, December 2013

Figure 60: Type of institution where primary checking account is held, by current banking relationship, December 2013

Primary short-term savings account

Figure 61: Type of institution where primary short-term savings account is held, by gender, December 2013

Figure 62: Type of institution where primary short-term savings account is held, by age, December 2013

Figure 63: Type of institution where primary short-term savings account is held, by current banking relationship, December 2013

Primary residential mortgages

Figure 64: Type of institution where primary residential mortgage is held, by age, December 2013

Figure 65: Type of institution where primary residential mortgage is held, by household income, December 2013

Primary general purpose credit card

Figure 66: Type of institution where primary general purpose credit card is held, by gender, December 2013

Figure 67: Type of institution where primary general purpose credit card is held, by age, December 2013

Attitude Toward and Use of Online Banking

Key points

Almost 60% of primary checking account holders doing over half of their banking online



VISIT: store.mintel.com

CALL: EMEA +44 (0) 20 7606 4533 | Brazil 0800 095 9094

FMAII · oxygen@mintel.com



Report Price: £2466.89 | \$3995.00 | €3133.71

The above prices are correct at the time of publication, but are subject to change due to currency fluctuations.

Figure 68: Attitude toward and use of electronic banking, by gender, December 2013

Figure 69: Attitude toward and use of electronic banking, by age, December 2013

Figure 70: Attitude toward and use of electronic banking, by household income, December 2013

Figure 71: Attitude toward and use of electronic banking, by current banking relationship, December 2013

Difficulty of app use not a barrier to smartphone/tablet users

Figure 72: Reason for not using bank/credit union mobile/tablet app, by gender, December 2013

Different Devices for Different Transactions

Key points

Primary device used to conduct financial transactions

Figure 73: Device used to conduct financial transactions, December 2013

Use of computers for select financial activities

Figure 74: Transactions conducted on desktop/laptop, by gender, December 2013

Figure 75: Transactions conducted on desktop/laptop, by age, December 2013

Figure 76: Transactions conducted on desktop/laptop, by gender and age, December 2013

Figure 77: Transactions conducted on desktop/laptop, by household income, December 2013

Use of smartphones for select financial activities

Figure 78: Transactions conducted on smartphone, by gender, December 2013

Figure 79: Transactions conducted on smartphone, by age, December 2013

Figure 80: Transactions conducted on smartphone, by household income, December 2013

Little use of tablets for select financial activities

Figure 81: Transactions conducted on tablet, by gender, December 2013

Figure 82: Transactions conducted on tablet, by gender and age, December 2013

Transactions people perform in branches

Figure 83: Transactions conducted in branch, by gender, December 2013

Figure 84: Transactions conducted in branch, by age, December 2013

Figure 85: Transactions conducted in branch, by household income, December 2013

Figure 86: Transactions conducted in branch, by race/Hispanic origin, December 2013

Interest In and Use of Additional Banking Products and Services

Key points

Interest in additional banking products - text alerts and personal advisors key

Figure 87: Interest in additional banking products and services, December 2013

Focus on PFM – alternative banks offer yet another option

Figure 88: Interest in PFM tools and alternative banks, by age, December 2013 $\,$

Additional banking products currently used – men more engaged than women

Figure 89: Current use of additional banking products and services, by gender, December 2013

Figure 90: Current use of additional banking products and services, by gender and age, December 2013

Additional banking products not currently used but of interest – focus on Blacks and young adults

Figure 91: Additional banking products and services not currently used but interested in using, by gender, December 2013

Figure 92: Additional banking products and services not currently used but interested in using, by age, December 2013

BUY THIS REPORT NOW VISIT: store.mintel.com

CALL: EMEA +44 (0) 20 7606 4533 | Brazil 0800 095 9094



Report Price: £2466.89 | \$3995.00 | €3133.71

The above prices are correct at the time of publication, but are subject to change due to currency fluctuations.

Figure 93: Additional banking products and services not currently used but interested in using, by household income, December 2013

Figure 94: Additional banking products and services not currently used but interested in using, by race/Hispanic origin, December 2013

Not much interest in social media

Figure 95: Additional banking products and services not currently used and no interest in using, by gender, December 2013

Figure 96: Additional banking products and services not currently used and no interest in using, by age, December 2013

Attitudes toward Checking Account Provider

Key points

Convenient locations and web access are key factors

Figure 97: Attitudes toward primary checking account provider, by gender, December 2013

Younger account holders more likely to switch banks for the right reward

Figure 98: Attitudes toward primary checking account provider, by age, December 2013

Figure 99: Attitudes toward primary checking account provider, by household income, December 2013

Figure 100: Attitudes toward primary checking account provider, by race/Hispanic origin, December 2013

Switching Checking Account Provider

Key points

Most Don't Switch Checking Account Providers

Figure 101: Whether switched checking account providers in last five years, by gender, December 2013

Figure 102: Whether switched checking account providers in last five years, by age, December 2013

Figure 103: Whether switched checking account providers in last five years, by household income, December 2013

Reasons for switching - mostly moving

Figure 104: Reasons for switching primary checking account provider, by gender, December 2013

Figure 105: Reasons for switching primary checking account provider, by age, December 2013

Appendix – Other Useful Consumer Tables

Primary checking accounts

Figure 106: Type of institution where primary checking account is held, by gender, December 2013

Primary residential mortgages

Figure 107: Type of institution where primary residential mortgage is held, by gender, December 2013

Interest in additional banking products

Figure 108: Interest in additional banking products and services, by gender, December 2013

Figure 109: Interest in additional banking products and services, by age, December 2013 $\,$

Figure 110: Interest in additional banking products and services, by household income, December 2013

Figure 111: Interest in additional banking products and services, by race/Hispanic origin, December 2013

Use of ATMs for select financial activities

Figure 112: Transactions conducted on ATM, by gender, December 2013

Figure 113: Transactions conducted on ATM, by age, December 2013

Reason for nonuse of mobile/tablet app

Figure 114: Reason for not using bank/credit union mobile/tablet app, by age, December 2013

Figure 115: Reason for not using bank/credit union mobile/tablet app, by household income, December 2013

BUY THIS REPORT NOW VISIT: store.mintel.com

CALL: EMEA +44 (0) 20 7606 4533 | Brazil 0800 095 9094



Report Price: £2466.89 | \$3995.00 | €3133.71

The above prices are correct at the time of publication, but are subject to change due to currency fluctuations.

Figure 116: Reason for not using bank/credit union mobile/tablet app, by race/Hispanic origin, December 2013

Satisfaction with primary bank's financial advice

Figure 117: Satisfaction with primary bank's financial advice, by gender, December 2013

Appendix - Social Media

Brand use or awareness

Figure 118: Brand use or awareness, December 2013

Figure 119: JPMorgan Chase use or awareness, by demographics, December 2013

Figure 120: Bank of America use or awareness, by demographics, December 2013

Figure 121: Citibank use or awareness, by demographics, December 2013

Figure 122: Wells Fargo use or awareness, by demographics, December 2013

Figure 123: Ally Bank use or awareness, by demographics, December 2013

Figure 124: Navy Federal Credit Union use or awareness, by demographics, December 2013

Activities done

Figure 125: Activities done, December 2013

Figure 126: JPMorgan Chase - Activities done, by demographics, December 2013

Figure 127: Bank of America - Activities done, by demographics, December 2013

Figure 128: Citibank - Activities done, by demographics, December 2013

Figure 129: Wells Fargo - Activities done, by demographics, December 2013

Online conversation

Figure 130: Online mentions, selected retail banking and credit union brands, Jan. 20, 2013-Jan. 19, 2014

Appendix - Trade Associations



VISIT: store.mintel.com

Americas +1 (312) 943 5250 | APAC +61 (0) 2 8284 8100