

Scaling Up: Growth Case Studies and Strategies

What Does this White Paper Cover?

Growth occurs in many forms: loans, members, deposits, products per member, and others. Yet, growth without scale is nearly impossible to sustain.

This white paper from the CEO Council examines:

- **What** constitutes scaling up (in cases where the credit union grew as a result of internal decision-making that did not include a merger or acquisition);
- **What** credit unions have done to achieve growth through scaling up, including a discussion of roadmaps;
- **How** decisions are made to spiral up to encourage growth;
- **How** scale-up strategies affect other areas of the credit union;
- **What** traits are necessary for leading a scale-up growth initiative; and
- **What** unexpected benefits and/or challenges credit unions have encountered in these initiatives.

Contributor Profiles



David Dykes
CEO

First Family Federal Credit Union, Henryetta, OK
\$110 million in assets
15,000 members



Steve Foley
President/CEO

Bragg Mutual Federal Credit Union, Fayetteville, NC
\$86.1 million in assets
10,000 members



Dr. David Tuyó
CEO

University Credit Union Los Angeles, CA
\$800 million in assets
41,000 members



Linda White
CEO

Upward Credit Union Burlingame, CA
\$83 million in assets
5,000 members

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“A key component is to allow the employees to understand they’re empowered to make crucial decisions to grow the offices or portfolios they manage. They cannot be expected to ‘buy in’ if they aren’t allowed to put some skin in the game.”

Steve Foley, Bragg Federal Credit Union

Top 3 Takeaways

- 1 Successful scaling up requires the board and management team to have alignment in their priorities and goals.
- 2 A credit union’s staff is a growth plan’s most valuable asset. If the team is not invested in the credit union’s success, the best plan will underperform.
- 3 A strategic focus keeps planning proactive, instead of reactive, creating greater opportunities for growth.