

# STRATEGIC ADVISORY SERVICES

Moving financial institutions toward brighter futures with strategic solutions.



**FIERCELY FOCUSED >**

**WIPFLI**<sup>LLP</sup>  
CPAs and Consultants



*"The management team needed to hear the information and see the big picture . . . We made a plan that is attainable, achievable, and feels like 'us.' Thank you!"*

**\$535MM Community Bank in Midwest**

*"Thanks for an excellent day . . . which may be remembered as a watershed day in the history of our Bank."*

**\$176MM Community Bank in Midwest**

## **ONE OF THE COUNTRY'S LEADING AUTHORITIES IN STRATEGIC ADVISORY WORK FOR FINANCIAL INSTITUTIONS.**

Strategy has never been more critical to the continued success of any financial institution. After all, the financial services environment continues to be extremely challenging, and these are not ordinary times. Many core assumptions in the financial services marketplace have come into question, and the extraordinary uncertainty within the industry continues to dominate headlines. That said, many institutions are thinking about a rebirth in strategy as they get back to the basics and focus on their core business model.

Within our Financial Institutions Practice, the Strategic Advisory Services group consists of former financial institution executives with both large regional and community banking leadership experience. The team is nationally renowned and highly regarded by the major regulatory agencies and by state and regional associations. Our expertise and experience allow us to provide detailed comparisons with any asset size or type of institution and provide value-added custom solutions specific to clients.

**We take pride in our creativity, customized approach, and our track record of developing and delivering innovative and strategic solutions to our clients that result in high-performing financial institutions, as defined by both earnings and leadership. Our clients routinely cite the high return they receive on their investment.** We spend time and effort researching and exploring trends and technical issues to develop innovative approaches not typically considered by other consulting firms.

## WIPFLI'S STRATEGIC ADVISORY VALUE PROPOSITION

The following key features set us apart from our competition in several important ways:

- Known for our highly customized, organization-specific strategies, we work with each client on an individual, customized basis, guiding the engagement team through a custom process that meets the client's unique needs.
- Our extensive financial institution experience gives us a practical, down-to-earth approach to understand and resolve the organizational and personnel issues that often hinder implementation of purely theoretical approaches.
- We believe in a highly participative process. In the words of our clients, what sets us apart from other competitors is the quality of facilitation and strategic thinking, clearly a competitive advantage. We are known for our ability to engage all levels of participants in active dialogue, probing questions, fact finding, and proactive solutions.
- Our processes have been developed over multiple decades of work with financial institutions, and each client receives an end product unique to the client's organization.

**"Very constructive – time well spent. Brought out pertinent issues and focused on them."**

**\$106MM Community Bank in Midwest**

**"Leadership was excellent and enthusiastic . . . excellent assessment, great job consulting . . . best facilitator to date."**

**\$3.3B Bank in Southeast**

# STRATEGIC ADVISORY SERVICES SOLUTIONS

## Strategic Planning

### ***Are strategic plans important?***

Strategic planning should be one of the highest yielding annual investments a financial institution makes!

### ***Can skilled, outside facilitation assist in our process?***

A skilled facilitator enhances the strategic thinking process, provides needed objectivity, can get the “real” issues on the table, and produces a quantifiable return on investment.

### ***We need to make more money!***

At Wipfli, we have people who devote 100% of their time, with real world experience, to helping clients devise strategies to improve net income.

### ***We need new strategies for the new world and need help getting beyond our own historic thinking.***

Wipfli works with each client to produce a unique, customized process and an end product plan document that aligns strategy with shareholder and board expectations. All options get vetted, including the toughest ones!

## Succession Planning and Talent Management

### ***We do not have a succession plan for executive management.***

Develop a comprehensive succession plan that objectively evaluates the talent you currently have, the talent you will need, and the potential people who could fill those roles immediately, in 1-2 years, in 2-3 years, and long term.

### ***We do not have people in the right places for succession needs.***

Decide whether you have time to develop talent from within or need to go outside the organization or whether you need to contemplate a sale or merger if needed leadership skills can't be developed, found, attracted, or retained.

### ***We have never assessed talent in our organization.***

Wipfli has a proven talent mapping process that can be as formal or informal as needed. The result is a clear picture of the “A” players you cannot afford to lose!

### ***What about board succession?***

Wipfli works with boards to develop an objective list of the qualifications needed going forward to ensure governance is reflective of the new world, including proactive board assessment.

## Asset Liability Management

### ***Regulatory mandates to address weaknesses regarding:***

- ***Interest rate risk management (IRRM)***
- ***Liquidity risk management (LRM)***

Wipfli is able to help you evaluate your IRRM and LRM processes to identify strategic and technical issues and provide recommendations to solve them.

### ***Our organization lacks the resources to develop and/or maintain a sound Asset Liability Management (ALM) process.***

Outsourcing ALM processing services to Wipfli can free up valuable resources while ensuring efficient, effective processing that meets regulations. If outsourcing isn't for you, Wipfli can provide valuable strategic and tactical recommendations to help you improve the process.

### ***We have weak ALM corporate governance practices.***

We will evaluate existing responsibilities, policies, reports, and procedures of management, the ALCO, and the board and then we will make recommendations for improvement.

### ***Our ALM model assumptions are not relevant.***

Evaluating and analyzing the behavioral characteristics of earning assets and funding sources is an important step to keeping the ALM model relevant.

***“Many thanks for your extraordinary efforts with our planning session. You have outstanding instincts and we accomplished so much more as you were willing to take the ‘risk’ to venture off the agenda. The place is buzzing again!”***

**Chairman and CEO,  
\$7B Bank in Northeast**

## Human Resource Consulting

### ***We do not have a formal salary structure. Where do we start?***

Align the basic foundational pieces: update job descriptions for the roles needed going forward, ensure internal equity of those roles for alignment with comparable worth, benchmark to reputable survey data, and develop a standard salary structure with market competitive base pay.

### ***Our organizational structure is dated. How should we be organized?***

Assess your current structure against industry best practices. With the new regulatory environment, functional versus geographic structure is the new normal.

### ***How do we determine if our compensation plans meet the new risk assessment criteria?***

At Wipfli, we risk assess compensation plans and provide recommendations for enhancement.

### ***How can we evaluate our personnel expense and staffing to become more efficient?***

Wipfli has multiple tools and industry benchmarks to map to and provide quantifiable, holistic bottom-line recommendations customized to the financial institution and accompanied by a process that secures input and ownership from the critical stakeholders in implementing recommended solutions.

## Merger and Acquisition Services

### ***How do we handle regulatory issues and approvals?***

It is important to develop a Regulatory Management Plan, including business and capital plans for submission to regulators.

### ***How does an acquisition impact our financial performance?***

Conducting forecasting and scenario modeling will help to illustrate the potential financial impact of a merger or acquisition.

### ***We are having trouble assessing possible transactions and identifying targets.***

We map target against strategic objectives, as well as assess sustainability of revenue, earnings, cash flow, and assets.

### ***What about the tax risks and other exposure(s)?***

Wipfli can identify the key risks from tax liabilities and other exposures and help you make smart tax decisions.

### ***How do I identify qualified buyers and navigate the process of selling my financial institution?***

Our M&A process is unique to each opportunity and we lead you through the many variables to complete the transaction with desired results.

## Other Strategic Advisory Services

### ***How much capital is enough?***

We can assist in developing a variety of quantitative and subjective measurements to address a process to determine capital adequacy.

### ***How can we improve our staffing efficiency?***

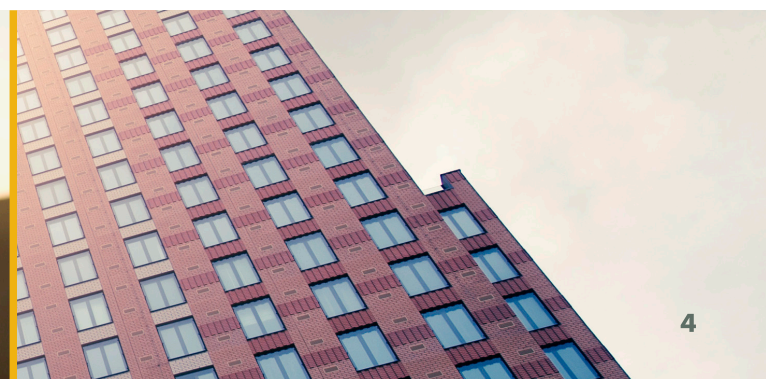
Every time we have helped clients assess workflows, we have been able to identify more efficient ways to do tasks.

### ***How can you help us evaluate branches?***

Branches can be classified as asset generators, deposit generators, or market significant. We can assist in developing assessments for each type.

### ***We need assistance with board governance.***

Due to the depth and practical experience levels of our professional staff, we deliver board governance consulting on a wide range of governance issues. We even have a governance assessment tool to evaluate key characteristics of your board.



## ABOUT WIPFLI LLP

With associates and offices across the United States, Wipfli ranks among the top accounting and business consulting firms in the nation. The firm's associates can advise in all areas of business, from finance and operations to human resources, information technology, and customer relationships. Wipfli's clients include financial institutions, manufacturers, contractors and developers, construction companies, real estate companies, health care organizations, nonprofit entities, dealerships, small businesses, and individuals. The firm's legacy of helping its clients succeed is a point of pride for each of Wipfli's partners and associates. We differentiate ourselves through our long-term commitment to the success of our clients by direct and timely communication and education on key issues, our close relationships with our clients, and deep industry expertise. We believe that is why we have been able to grow our market share significantly over our history.

For more information, visit [www.wipfli.com](http://www.wipfli.com).

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