

Banking, through a product lens.

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YOUR SPEAKER

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Alloy Labs is a banker-led consortium of community and regional banks — pooling capital, talent, and conviction to build what no single bank can build alone.

Picture one of your **best** business customers.

Fifteen years with you. Healthy checking balance. Loan is current.

Everything that actually runs their business now runs *somewhere else.*

Gusto

Payroll

→ LEFT THE BANK

QuickBooks

AR financing

→ LEFT THE BANK

Wise

FX & cross-border

→ LEFT THE BANK

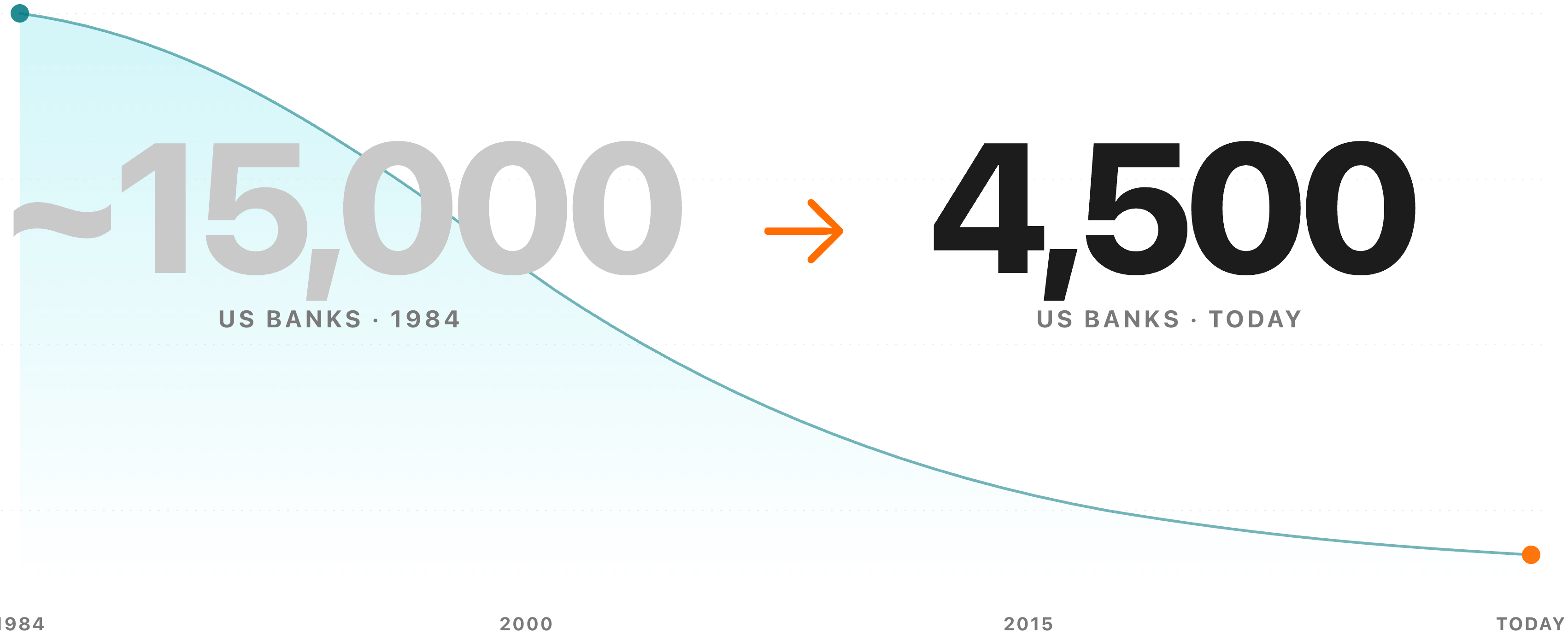
Ramp

Corporate card

→ LEFT THE BANK

Their checking account is still with you.

You haven't lost them.
You've been stuck with the leftovers.



~15,000
US BANKS · 1984



4,500
US BANKS · TODAY

1984

2000

2015

TODAY

Failure is the smaller risk. The real risk is irrelevance.

WHAT WE OBSESS OVER

~2,200

Bank failures since 1984 — the number our entire risk apparatus is built around.

WHAT ACTUALLY CONSUMED THE INDUSTRY

~8,300

Disappearances — absorbed, sold, faded. Strategic risk doesn't show up on a CAMELS rating. It shows up in a press release, if at all.

WHY MANAGING RISK ISN'T ENOUGH

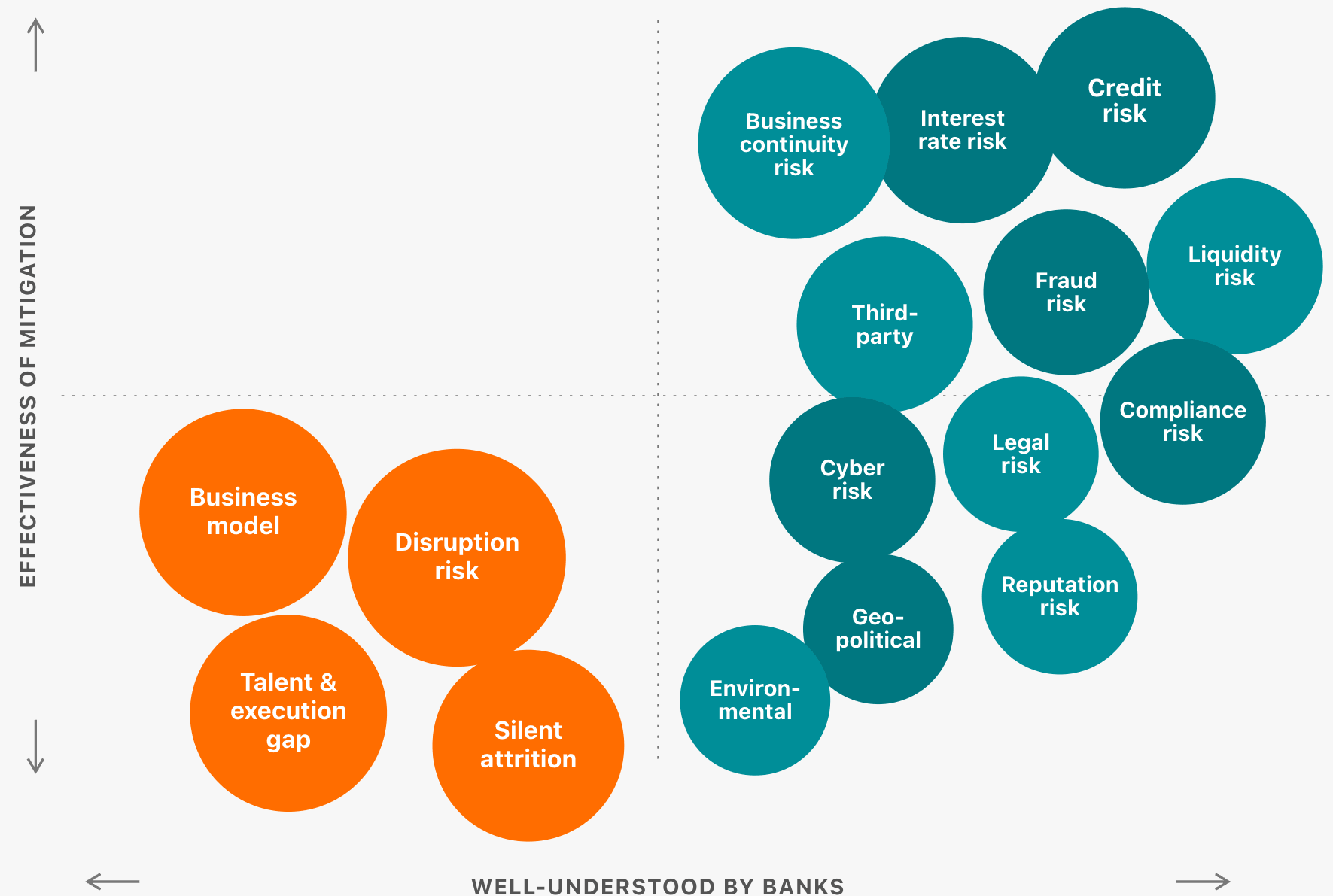
What consumed the 8,300 wasn't failure. It was **risks no one has a system for** — risks every bank in this room still faces.

TWO KINDS OF RISK · ONE SET OF TOOLS

Banks have well-developed systems for managing risk in a stable, predictable environment.

Managing these risks prevents failure. It does not ensure success.

The orange risks don't show up where bankers look — not in CAMELS ratings, risk-management reporting, board audit committees, regulator examinations, or external audits. The whole apparatus is calibrated for the other quadrant.



THE ANSWER ISN'T TO COMPETE HARDER ON RATE

Compete differently.

The lens I want to give you today is *product thinking*.

Output vs. Outcome

OUTPUT

"We deployed a new mobile banking app."

A press release. A finished thing. The team disbands. The launch is the win.

The output erodes

OUTCOME

"We attracted \$25M in deposits from new customers under 30."

A strategy. A customer-centric metric. The team stays. The launch is the start.

The outcome compounds

Project vs. Product

PROJECT

**RFP. Implementation. Go-live.
Done.**

Team disbands. The next conversation about onboarding happens in five years when someone says "our onboarding feels dated."

One-and-done

PRODUCT

**A continuously improving
experience, owned by a
persistent team.**

Same launch. A year later the team is on version 4 — because they noticed something the dashboard didn't.

Continuously evolving

40%

MORE LIKELY TO CLOSE BY MONTH NINE

A MEMBER-BANK STORY

Customers who didn't enroll in e-statements in the first 30 days were 40% more likely to close their account by month nine.

The technical lift was modest. The hard part was challenging the BI team to produce cohort-based metrics they had never been asked for before.

Capabilities vs. Solutions

CAPABILITY

**"We have online banking.
ACH. RTP. A mobile app.
Remote deposit capture."**

A list of ingredients. Capabilities are vendor decisions — you can add one by writing a check.

Raw Inputs

SOLUTION

**"We help contractors get paid
the day they finish a job."**

A specific customer, a specific workflow, multiple capabilities wrapped around one problem. Solutions are product decisions.

Fully Baked Solution



**"Banks sell capabilities,
but our customers want solutions."**

Chief Deposit Officer at \$3B Bank

Conversation In Alloy Labs Center of Excellence

THE TRANSLATION GAP

Business owners don't wake up thinking about **ACH**.

They wake up thinking about making payroll, chasing a 47-day-past-due invoice, and figuring out if they have enough cash to take on a new contract.

The narrow door opened a wide relationship.

Specific segment ("law firms," not "professional services"). Real, painful, recurring problem. Once a firm runs trust accounts through Nota:

STEP 01

Trust accounts move first

Nota solves the IOLTA reconciliation, reporting, and compliance headache.

STEP 02

Operating accounts follow

The firm consolidates its operating banking on the same rails.

STEP 03

Then the credit line

M&T already understands the firm's cash flow — underwriting is easier.

STEP 04

Then the partners' personal banking

High-net-worth relationships pulled in through the firm.

A values-aligned door opened an ethical banking suite.

Specific customer ("values-aligned depositors," not "ESG-curious"). Real, recurring problem — "where is my money actually going?" Once a customer banks with Sunrise:

STEP 01

Mission-aligned deposits open the door

Checking and savings that explicitly fund affordable housing, CDFI lending, and B-Corp customers.

STEP 02

Lending follows the same criteria

Carbon-aware underwriting and named industry exclusions. The "no" list is part of the brand.

STEP 03

Then the partner network

Nonprofits, B-Corps, and mission-driven fintechs deepen the relationship beyond the account.

STEP 04

Then public impact reporting

Carbon and community-development metrics published openly — the proof that earns the next deposit.

III. WHAT GOOD LOOKS LIKE

TRADER JOE'S

TRADER JOE'S

4,000

SKUs

TYPICAL SUPERMARKET

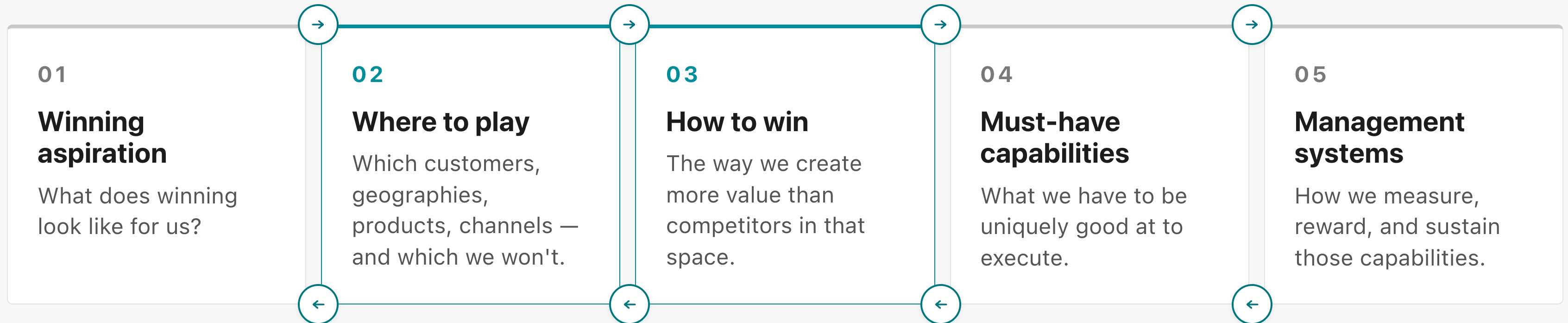
30,000

SKUs

Designed for someone.

An invitation to everyone is an invitation to no one.

Strategy is about five linked choices.



IV. WHY IT'S HARD

IF THIS IS SO OBVIOUS, WHY DON'T MORE BANKS DO IT?

Three walls banks come up against.

Wall 01

The Ribbon-Cutting Culture

Teams get rewarded for delivery, not adoption. Go-live dates, launch announcements, press releases.

Wall 02

The Core Vendor Straitjacket

Your bank's strategy was written by your core vendor. Banks have always had pricing strategies, not product strategies.

Wall 03

The Need to Rethink "Community" Banking


Zip code used to be a reasonable proxy for need. It isn't anymore.

IV. WHY IT'S HARD

A BANKER AT OUR PRODUCTX EVENT

"We're addicted to ribbon cutting."

Go-live dates. Launch announcements. Press releases.



"Banks agree with the product management argument, then simply retitle staff without changing governance, funding, or accountability. Identical roadmaps. Identical incentives. Identical outcomes — you've just given people new business cards."

AN UNCOMFORTABLE TRUTH

**Your bank's strategy
was written by your
core vendor.**

The Need to Rethink "Community" Banking

Zip code used to be a reasonable proxy for need. Within five miles of your headquarters today:

CUSTOMER A

28-year-old remote engineer

Banks on her phone. Has crypto.
Wants instant FX.

CUSTOMER B

Third-generation farmer

Seasonal cash flow. Equipment loans.
In-branch.

CUSTOMER C

Fast-growing dental practice


Three locations. Payroll. AR financing.
Treasury.

CUSTOMER D

Retiree on Social Security

Fixed income. Bill pay. Branch relationships.

Almost nothing in common. The next chapter of community banking is being the **best** bank for a specific set of customers — not the **only** bank for everyone in a region.



"I think we have an **identity crisis**. Are we going to be a commercial bank? A consumer bank? Both? — I don't think we've consciously had that conversation."

Anonymous

Senior executive · \$2B+ member bank

ADDRESSING THE MOST PRESSING OPPORTUNITY

Now, about AI.

It's the most current, most vivid example of *how this all plays out.*

74%

OF VALUE ACCUMULATES TO 20% COMPANIES

PWC RESEARCH

**ROI is not evenly distributed.
Your *AI fitness* drives
results.**

Laying a strong foundation raises the conversion rate from AI activity to measurable outcomes.

If you take one slide home, take this one.

01

Start with the business problem, not the tool.

"What outcome are we moving?" beats "What can ChatGPT do?" Cost reduction is not a strategy — it's an outcome of one.

02

Think AI as hiring a workforce, not buying a tool.

Every agent needs three things: infrastructure, context (your policies, tone, edge cases), and accountability.

03

Push the mandate down. Centralize the development.

Surface opportunities from the bottom. Build, govern, and monitor from the center. The only model that scales without shadow IT.

04

Build the learning loop before you launch.

An AI product without a feedback mechanism is an experiment that escaped. Define 30, 90, 180-day success before you ship.

05

Pick partners who reduce execution risk, not just demo well.

Ask vendors "what's your 90-day path to production at a community bank?" — not "what can it do?"

WHAT MUST BE TRUE

The Five Principles of Product-Led Banking.

- 01 Customer problem is the north star.**
A product earns the right to exist by solving a real, painful problem for a specific customer. Features alone don't cut it.

- 02 Measurable outcomes over vanity outputs.**
Shipping a widget isn't the win. Moving a customer-centric metric is.

- 03 Continuous evolution over one-and-done launches.**
Projects end; customer needs don't.

- 04 Cross-functional, persistent ownership.**
Stable teams steward the experience so customer value never falls through org-chart cracks.

- 05 A culture of learning and pruning.**
Let data — not hierarchy — decide. Celebrate sunseting as much as launching.

THREE SIMPLE THINGS

To do next week.

01 · Where to Play

Have the conversation.

Get your leadership in a room and answer one question: *"Who are we genuinely the best bank for?"* Don't try to solve it. Just notice how hard it is to answer.

02 · Who to Lead

Name one product owner.

Pick one offering — onboarding, business checking, a treasury service, an AI use case — and give one person clear, persistent ownership for outcomes. Not delivery. Outcomes.

03 · What to Measure

Change one metric.

Pick one product where success today is an output. Add one outcome metric beside it. Don't replace. Add to. The conversation will follow.

VII. CLOSE

THE REAL THREAT

Not a catastrophic failure.
A slow fade.

**The banks that answer
"who are we for?" will build
something worth choosing.**

The ones that don't will keep growing — until the question answers itself.

WHAT'S ON YOUR MIND?

Q & A

Continue the conversation.

ABOUT ALLOY LABS



BOOK A MEETING



OR SEND A NOTE

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