



Banking

## CASE STUDY

### Loan Processing for Global Bank Serving 12 Million Customers

Annualized new  
business increased  
by over  
**300%**

How we helped a global financial services organization to improve cycle times and increase efficiency in its price and service sensitive broker channel – Increased loans funded per FTE by over 300% while reducing cycle times by 40%.

#### Overview

Client is one of Australia's largest banks offering financial services to over 12 Million customers. The organization employs 42,000 people and operates more than 1,800 retail and service locations globally.

*Challenge:* In the price-sensitive broker channel, there were a large number of touch points in the process and a large amount of rework resulting in long cycle times. There were also limited capabilities to attract or service additional volumes. Because of these issues, conversion to funded loans was lower than target.

#### Goals

- Gain efficiency and unlock capacity in the Broker channel
- Make it easier for brokers to do business by streamlining processes
- Reduce cycle times to improve customer service

## The Program

- Introduced Enlighten™ methodology and Enlighten Software™ allowing all components of the Broker channel to release large amounts of capacity.
- Reviewed and revised policies and Processes to streamline internal processing. This reduced touch times and cycle times and increased the attractiveness of bank's broker channel.
- Provided managers with the tools to drive improvement and implemented metrics to drive business performance
- Equipped the business to manage significant additional volumes by utilizing tapped available capacity
- Identified and implemented quick wins (process, structure & policy)
- Maintained and improved upon current service levels by reducing error rates, backlogs and the end-to-end customer turnaround times

## Results

- Applications per day increased by over 250%
- Annualized new business increased by over 300%
- Cycle time reduced by 40% with dramatic increases in volumes
- Unconditional "Yes" within 5 working days increased by over 300%
- FTE increased by 10%, however loans funded per FTE increased by over 300%
- Efficiency increase from 35% to 80% in mortgage verifications
- Efficiency increase from 38% to 80% in Credit
- Conversion improved by greater than 16%

## Growth in \$ Funding

