



Member Profile

CC Pace

Welcome to our newest feature! Each month, we'll bring you a closer look at one of our member companies, and ask them three questions about the state of the industry - "TheBig3".

If your company would like to know how you can be featured, please contact [Carol Danaher, California MBA Membership Development Director.](#)



This month, we spoke with Keith Kempf, Managing Consultant, Financial Services at CC Pace, one of the California MBA's associate members, about the state of the market.

About CC Pace

For 36 years, CC Pace has been working with lenders nationwide to answer their toughest business and technology problems. Recognized as one of the leading financial services consulting resources in the country, CC Pace's experience providing critical services and insightful guidance to the mortgage banking industry is unparalleled.

At CC Pace, our mission is simply to be effective, efficient and successful. Whether we are leading a business process redesign or creating a new offering in a response to a challenge in the industry, we pride ourselves by treating every engagement as if our reputation depends on it. Our history speaks for itself - and our track record demonstrates our commitment to do right by our clients.

The Big 3

California MBA: How can mortgage bankers do a better job reaching millennials?

Kemph: The millennial generation has made it blatantly clear that they will adopt those who have successfully adapted to this modern-day world in which technology rules. How mortgage bankers engage with millennials has to evolve in order to reach and connect with them. In this digital age, developing and maintaining 'personal' relationships with this generation has evolved into 'transactional' relationships.

Communicating with millennials requires social media and developing a virtual relationship as opposed to traditional forms of communication and face-to-face interactions. Finding a middle ground between the 'old guard' and the 'new guard' is crucial in order to build a relationship and develop a sense of loyalty with this new wave of users. Having the right technology is an absolute requirement for banking institutions of all types as this group seeks convenience, ease of access and a frustration-free experience.

Simply put, adapting to millennials' preferences, habits and behaviors will help financial institutions connect with and engage with this generation of technology-driven users.

California MBA: Where does the industry need to do a better job adopting technology?

Kemph: As technology continues to evolve, the gap between companies who press ahead with adopting progressive technology and those who remain conservative in their approach toward embracing changes widens. Whether it's new technology, changes in the market place or new regulations, the ability to adapt is among the greatest challenges facing financial institutions.

When finance companies hear 'technology' they almost instantly think of their applications (apps) and user interface. However, that doesn't tell the whole story. Between the client-facing application, the back-office system and the various processes associated with the technical system, there are more considerations to be taken into account than what you see on the surface. Financial institutions know they need to adapt to a 'digital environment' and adopt new technology, so resistance is broken down, but more often than not, the struggle is with knowing what technology or software is needed. This isn't a decision that institutions make on a regular basis, so it can be overwhelming.

That is one area where we can help - CC Pace has a proven approach to taking a holistic look at our clients' technology in order to help them plan for what is needed today and what will be needed down the road. We aren't evaluating technology every few years; we're doing it every day, so we have a proven methodology for finding the right system for our clients. The wrong technology can cause frustrations for not only your clients, but has a big impact on your internal

processes as well. Having the right technology is the difference between keeping the pace and setting the pace in today's market.

California MBA: What will be the big challenge for lenders in 2017?

Kemph: In one word: regulations. With TRID barely in the rearview mirror, lenders are already fearing the next rounds of regulatory changes: HMDA changes and a revised loan application (1003).

While it is undeniable that the regulatory changes are intended to address significant issues and improve the experience for the consumer, there are other initiatives that many lenders would like to pursue with the potential to be equally beneficial to borrowers: e.g. streamlining processes, embracing the emerging Fintech advances, pursuit of the digital mortgage, etc. The challenge for these lenders is that many simply don't have the capacity to take everything on at once, and the regulators are driving their priorities with the seemingly never-ending onslaught of initiatives, leaving precious little room for anything else.

TRID proved to many lenders that they can't simply trust their vendors to handle the regulatory changes themselves, so add to this mix that many lenders are struggling to figure out how to replace their core systems in the midst of this change. For many lenders, then, the big challenge for 2017 is simply how do they effectively manage change and achieve timely results, while maintaining acceptable profitability. This will take strong leadership, continual planning and perseverance. For many it also includes help from trusted partners like CC Pace.

For more information about CC Pace, go to www.ccpace.com/industries/mortgage/ or call (949) 205-5043.



2016 President's Council Sponsors

A L I G H T

CMG FINANCIAL

 **BANKERS**
INSURANCE SERVICE

A Division of Financial & Professional Risk Solutions, Inc.
In California DBA: FPR Insurance Solutions, Inc. Lic. #OG83953

Affinity Program