

CASE STUDY

A Regional Bank's Real
Estate Lending Business
Transformation



ABOUT

Huntington National Bank's residential mortgage business was struggling with outdated legacy systems and operational inefficiencies. They brought in CC Pace to lead a complete business transformation, combining their mortgage and home equity lines of business onto a consolidated lending platform. The resulting streamlined process and improved organizational design has allowed them to increase production, communicate better with customers and earn high ratings in numerous industry benchmarks.

SITUATION

Huntington management wanted to transform their residential lending businesses to gain operational efficiencies and a better customer experience.

Specific goals included:

- Combine consumer (HELOC and HELoan) and mortgage lending into a single process on a single platform
- "Wow" the customer giving them the best product for them – faster and with more transparency
- "Wow" internal colleagues, by providing a better process, a better system, and a clearer career path
- End-to-End efficiency, using image-enabled, task-based workflow to help lower cycle time, including:
 - » Employing a parallel processing model
 - » Building compliance into the system
 - » Integrating all external interfaces and leveraging eDocuments
 - » Enabling flexible capacity handling
 - » Improving construction, CRA and other specialty lending

Huntington engaged CC Pace to lead the design of the new process and then assist them in selecting new technology. CC Pace then helped implement the new process, organizational model and technology.

CC Pace Developed the Future Business Model

- Envisioned Huntington's target future process based on their business drivers
- Developed a scalable organization model based on image-enabled, task-based workflow (See CC Pace's article on [Managing Cyclicity in the Mortgage Industry](#) [here](#))
- Developed the business case and ROI

Led System Selection

- Used deep industry knowledge to quickly develop an RFI and vendor short-list to drive system replacement
- Facilitated the selection of a solution for the combined platform through the issuance and assessment of RFI and RFPs, and other due diligence activities

Guided the Process Transformation and System Implementation

- Led development of detailed business requirements designed to minimize customization to the LOS
- Designed the organizational structure to support the new process and technology
- Assisted Huntington throughout the implementation, including driving several critical functional areas and leading the user acceptance testing effort

SOLUTION

RESULTS

The new streamlined process simplified lending, increased loan production and allowed the bank to better communicate with borrowers. Because of this business transformation effort, Huntington has had measurable success, including:

- Becoming the top purchase lender in Ohio and second in Michigan.
- Ranking highest for closed loans per loan officer in their expansive peer group.
- Ranking No. 1 for home equity in several categories, including home equity line of credit production ranking/market share out of 20 in-footprint lenders (per ICON Analytics).
- 50% of home equity loans now close in less than 20 days
- Earning an "outstanding" rating from the Office of the Comptroller of the Currency for its Community Reinvestment Act Performance Evaluation.
- Jay Plum, Huntington's EVP of Consumer and Mortgage Lending, was awarded a "Housing Wire Vanguard" for 2017 for the culmination of this work

"We couldn't have successfully transformed our business and achieved our results without CC Pace, their leadership, and their drive."

Jay Plum, EVP
Huntington Bank

ABOUT HUNTINGTON

Huntington National Bank (HBAN), Columbus, OH, is the 35th largest bank in the US with total assets valued at more than \$104B. HBAN is a full-service regional bank with more than 950 branches across a footprint spanning 8 states: Ohio, Michigan, Pennsylvania, Indiana, Illinois, Wisconsin, West Virginia and Kentucky. They compete for loans on the basis of a combination of value and service, and build customer relationships by addressing the entire suite of banking needs, demonstrating expertise and providing convenience.

ABOUT CC PACE

CC Pace is a business and technology consulting firm headquartered in Fairfax, Virginia. For over 40 years, CC Pace has built its reputation on an unwavering commitment to customer satisfaction and is nationally recognized for solving business problems and delivering high-impact results. CC Pace specializes in the mortgage banking and financial services industries and our clients appreciate that we have a deep understanding of their business. Our domain experience allows us to design solutions to not only meet their needs, but achieve both measurable bottom-line results and significantly improve business execution.