



## FINANCIAL SERVICES

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### About Navigant

Navigant, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's team of experts combines deep industry knowledge with technical expertise to help clients to build, manage and protect their business interests. With a focus on industries and clients facing transformational change and significant regulatory and legal issues, the Firm serves clients primarily in the healthcare, energy and financial services sectors. Across our range of consulting, outsourcing, and legal dispute resolution services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at [navigant.com](http://navigant.com).

## ATTACKING COSTS WITH LOAN PROCESS INNOVATION

Left unchecked, loan origination processes degrade over time. In the wake of new regulations, many lenders are experiencing increased loan production expenses and declining productivity. Business growth can add new requirements. Mergers can introduce redundant processes. Static ERP systems and loan applications are costly and time consuming to change.

### HOW CAN YOU RECOGNIZE THE WARNING SIGNS IN YOUR LOAN PROCESS? HERE ARE SOME KEY CONSIDERATIONS:

- Are changing requirements leading to more use of spreadsheets, paper and custom reports?
- Has the number and type of exceptions increased?
- Is there concern over rising costs?
- Are you experiencing unexpected compliance issues?
- Are you dependably meeting service levels?
- Are system changes needed, but difficult to justify?
- Are business rules fully understood and applied?
- Do process owners have the metrics they need to track progress and predict problems?
- Are supervisors spending too much time trying to fix problems at the expense of doing the work?

## HOW NAVIGANT CAN HELP

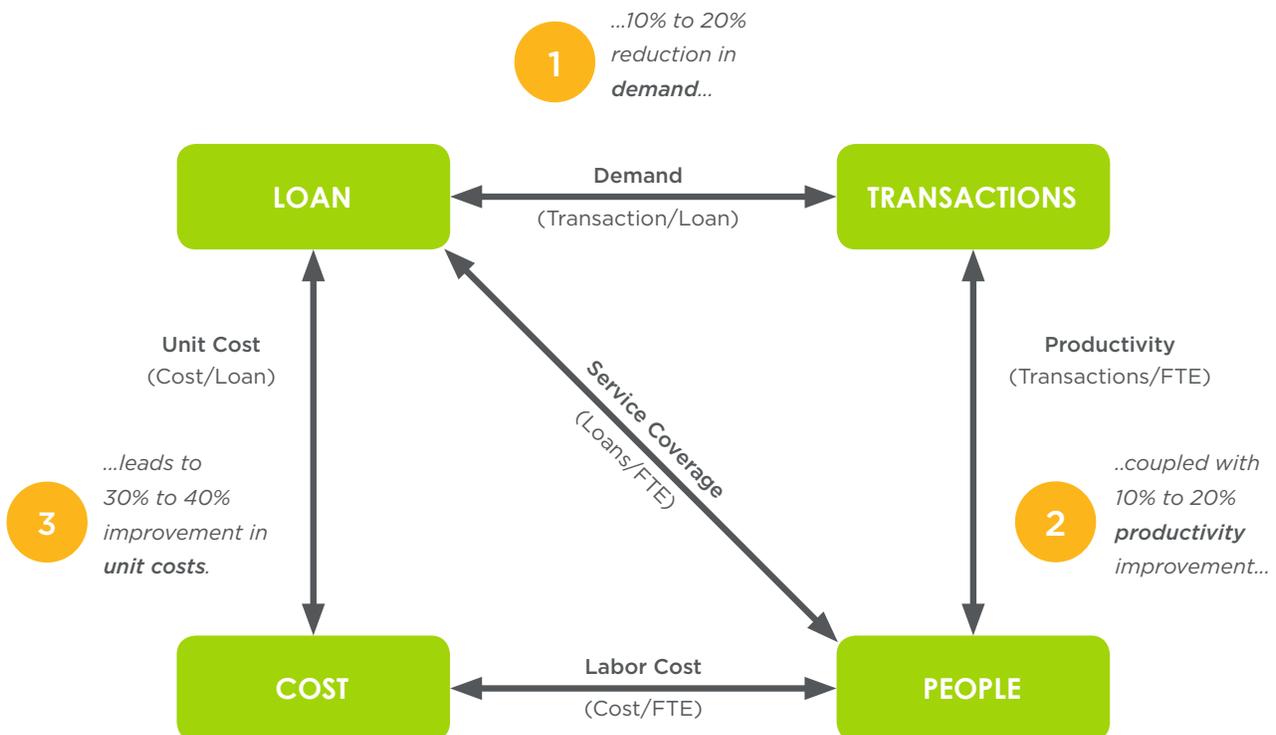
Improving lending processes and managing costs is hard. Because it's not a one size fits all proposition, your objectives determine the approach. Sometimes the focus is productivity improvement. Sometimes it is reducing spending. Other times, management needs more sophisticated cost information for a better approach to decision making.

YOUR CHALLENGE	NAVIGANT SERVICE	OBJECTIVE	BENEFITS
Enhancing Productivity in Loan Origination	Loan Process Transformation	Focused and facilitated program to develop breakthrough innovations in loan origination	<ul style="list-style-type: none"> <li>Improved speed, cost, and quality</li> <li>Increased competitiveness</li> <li>Improved customer service</li> <li>Reduced risk</li> <li>Improved compliance</li> </ul>
Reducing Spend	Cost Management Strategy	Delivers a portfolio of economically viable actions to reduce or manage costs	<ul style="list-style-type: none"> <li>More efficient operations</li> <li>Demonstrated progress for investors and other stakeholders</li> </ul>
Improving Decision Making	Operational Costing	Determines costs of individual products or processes based on usage of resources and provides data visualization	<ul style="list-style-type: none"> <li>Meaningful answers to "what if" scenarios</li> <li>More sophisticated cost information for decision making</li> </ul>

## SMALL, ACHIEVABLE IMPROVEMENTS CAN HAVE A MATERIAL IMPACT

Much emphasis is placed on cost per unit (account, loan, etc.), but it can be challenging to influence directly. We look at the interactions and interdependencies of four core operational inputs – Costs, Loans, People, and Transactions – to help our clients improve operational effectiveness and customer satisfaction by addressing the key drivers of unit costs.

### Navigant Commercial Dynamics Model



## NAVIGANT: EXPERTS IN LOAN PROCESS INNOVATION

Navigant's successful track record of driving transformational improvements has helped our clients lower operating costs, improve cycle times, achieve greater flexibility to scale operations, meet compliance requirements, and improve analytics. Our experts have been designing and delivering people, process and technology solutions for some of the world's leading banks, mortgage, and consumer finance companies for years.

Our clients have engaged our Loan Process Transformation experts because we:

- Bring an informed perspective on how to drive return on investment
- Act as a committed business partner, adding value and providing support at both the strategic and tactical level
- Design solutions that drive operational excellence and agility
- Adopt our client's culture and work styles, emphasize teamwork, and work effectively together
- Deploy senior advisors and seasoned analysts who know how to anticipate risk and resolve issues

## EXPECT RESULTS

A top **US commercial bank** struggled to close a highly profitable loan product within a competitive time frame. Our professionals redesigned the lending process to achieve straight through processing, improve customer service, decrease loan officer intervention, and improve competitiveness by reducing cycle time by 25%.

A leading **US mortgage company** experienced operational challenges leading to unwanted loan repurchases. The Navigant team redesigned the loan operation to overcome inefficient processes, unclear roles, resource limitations and technology constraints. As a result, we helped the client deliver an improved future process that eliminated pain points, mitigated risk, and reduced loan repurchases.

A **regional bank** experienced inefficient operations and rising processing costs. Navigant performed an end-to-end review of residential lending processes -- involving experts in technology, lending, and purchasing -- and produced a future state process and organization design. As a result, the bank improved customer service, reduced operational risk, and reduced unit costs by over 50%.

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## ABOUT NAVIGANT'S FINANCIAL SERVICES CONSULTING PRACTICE

Navigant (NYSE: NCI) provides a wide range of services, spanning from consulting and compliance to litigation and investigative support to help highly-regulated industry organizations address their most critical business issues. Our Financial Services consulting practice works collaboratively with banking, insurance, and investment management clients to achieve their business objectives by improving operational effectiveness and mitigating compliance risks. Our comprehensive service offering focuses on our clients' key opportunities and challenges including core business operations, technology, human capital, regulatory compliance, strategic transformations, customer service, and business process outsourcing (BPO). We bring deep industry, consulting and technical expertise, and are known for partnering with our clients to realize their business objectives.

