

Pulte Mortgage Improves Lending Process

challenges

- increase the penetration of mortgage-based loans by 10%
- reduce the closing-to-cash cycle time

solution

- event-driven process orchestration
- real-time dashboards and alerts for visibility

benefits

- increased customer satisfaction rate from 85% to 92%
- initial deployment in less than 90 days

Pulte Mortgage, LLC is a wholly owned subsidiary of Pulte Homes, Inc., a Fortune 500 company and one of the largest homebuilders in the United States. The company provides loan services for a majority of Pulte Home buyers, and meets the financing needs of its customers through excellent customer service and a variety of loan options. This commitment has established Pulte Mortgage as one of the leading providers in the industry.

Diagnosing the Problems

Several years ago, Pulte Mortgage established a corporate initiative to grow 300% over an 18 month period. This plan focused on enhancing customer service to achieve growth. Customer satisfaction was already at high levels, so deciding where to start was not obvious. As Pulte looked closer at how they managed their mortgage process, they were able to diagnose several key issues:

- **No View of the Complete Process.** The lending process was spread out across 3 separate systems with no end-to-end reporting of key information. Problems only surfaced when data changed – there was still no information about how sub-processes were performing or how long tasks were taking. By the time data changed, it could be too late to take action on overdue tasks.

- **Inconsistent Prioritization.** Without a complete view of the process, it was a challenge to identify priority cases and expedite them efficiently. Since the mortgage process was roughly nine months long, Pulte has to constantly update schedules and tasks as construction or financing changes happen.
- **No Uniform Way to Process Exceptions.** Instead of submitting exceptions into one system, they were dealt with outside of the system with a paper-based process. Again, there was no complete view of the process.

A More Efficient Way to Work

After a thorough vendor review conducted by BearingPoint, Pulte selected Lombardi Teamworks. The selection was based on Teamworks' unique performance measurement and business activity monitoring (BAM) capabilities, and also because of its ability to rapidly change processes to keep up with evolving business conditions. The first version was deployed in 90 days, followed by upgrades every few months.

Teamworks' process monitoring and reporting capabilities provide us with more control over our end-to-end loan application process, which helps improve efficiency, and respond more quickly and accurately to customer requests – both critical elements for remaining competitive in this industry.

Teamworks reduced process delays, decreased processing costs and increased Pulte's ability to respond quickly to business changes. Key benefits for Pulte include:

- **Improved Team Productivity and Performance.** Teamworks guides employees through process tasks, delivering key information from existing systems. Detailed instructions reduce training time, ensure consistent process execution across the enterprise, and facilitate faster handoffs.
- **Customers Receive Improved Service.** Teamworks closely monitors critical customer service events throughout the life of the process, and ensures process steps are completed on time and on quality. For example, processors receive e-mails as the loan approaches closing, prompting them to contact the customer for a document review to avoid any last minute surprises and ensure a smooth closing.
- **Business Owners Gain Visibility to Process Performance.** End-to-end data that was previously gathered through typical post-close batch and custom reports is now delivered via flexible dashboards that provide a detailed view of process performance, from any level within the organization. Drill-down views help users immediately access specific process information such as resolution time by process stage, product, or employee.
- **Business owners can proactively manage exceptions.** Teamworks monitors loan applications for exceptions and coaches processors through resolutions prior to close, rather than cleaning up errors in the post-close stage of the process.

Through a close integration with Microsoft's BizTalk integration platform, Teamworks also scans internal and external systems for any changes (e.g. a loan cancellation), evaluating a set of rules and taking intelligent, appropriate action.

Platform for the Future

Teamworks helped Pulte increase its customer satisfaction rate from 85% to 92% – a remarkable achievement. Now that Pulte has its first top-down view of end-to-end process performance, it has become easy to diagnose additional problems or bottlenecks. In the future, Teamworks will be used to augment specific elements of the existing systems and processes to further improve customer service and efficiency, and drive growth.

About Lombardi

Lombardi is a leader in business process management (BPM) software for companies, systems integrators and government agencies. We offer award-winning BPM technology, know-how and services to help our customers succeed with their process improvement initiatives.

Lombardi is behind some of the largest, most successful BPM implementations in the world. Our customers include Allianz Group, Aflac, Banco Espirito Santo, Barclays Global Investors, Dell, El Paso Energy, FETAC, Financial Services Authority, Ford Motor Company, Hasbro, ING Direct, Intel, Maritz Travel, National Bank of Canada, National Institute of Health, Safety-Kleen, T-Mobile, UCLH, Xbridge and numerous governmental agencies. For more information, visit www.lombardi.com.

