



Industry	Mortgage Industry, Loan Origination
Client	Ameritrust Mortgage Company/TAVANT
Industry Position	Industry leader in specialized home mortgages
Project Challenge	The departments in the loan origination group used a variety of software applications ranging from mainframe to thin client desktop applications for their sales support and lead management operations. The challenge was to create an enterprise solution that provided superior lead management and loan proposal capabilities; integrated seamlessly with the loan origination system and that increased the efficiency of branch operations.
Solution	SNAP™ (Sales navigation and Accelerated Production) - A scalable and extensible J2EE solution consisting of various platform components automating and integrating the end-to-end lead management process.

Business Summary

In 2002, AMC's technology division (ADS) started evaluating solutions for a new sales support and lead management system that would replace the current disparate systems. SNAP™ (Sales navigation and Accelerated Production) was envisioned to replace the disparate, crippled systems and provide superior lead management, loan proposal capabilities, and seamlessly integrate with the loan origination system. The system was also expected to increase the efficiency of the branch operations many folds and built to scale for the expected growth in business.

A snapshot of the spaghetti of multiple systems before SNAP™ days: AMC was utilizing a home brewed, lotus notes based system called Contact Management System (CMS) for sales support and tracking of telemarketing functions in the Retail Branch Offices. For Business Development, Portfolio Retention and Internet Branch Offices the business utilized a different system called Telemagic. Town & Country Credit (TCC), a subsidiary of AMC, was using MS Access-based Loan Force and Deal Maker Systems for their telemarketing and sales functions respectively.

These systems' capabilities were pushed to their limits by the multifold growth of AMC's business both in terms of volume of transactions as well as new branches and new associates joining the company

The project was delivered under budget and on time. The delivery process was well managed and earned a lot of positive feedback from the customer. The deployment process was managed across multiple geographical locations and the efforts of various teams involved were well coordinated to meet and exceed the expectations of the user groups.



Company Description

Amerquest was founded in 1980 as Long Beach Savings and Loan Company. In 1997, the name was changed to Amerquest Mortgage Company. Amerquest has originated and serviced billions of dollars in mortgage loans and is approved as a seller/servicer of Fannie Mae and Freddie Mac. AMC is also a non-supervised mortgagee of the U.S. Department of Housing and Urban Development. AMC currently maintains over 250 local offices (Retail Branches) throughout the USA and Hawaii. AMC corporate office is located in Orange, CA.

AMC maintains a full staff of highly qualified individuals -- Account Executives (AE), Loan Coordinators (LC), and Credit Analysts (CA) with years of experience in the mortgage lending industry. The AEs form the primary sales force of AMC. The LCs are responsible for loan processing and loan origination. The CAs perform due audits and reviews before a loan gets funded.

Scenario Prior to the Project

- Branch offices and subsidiary of AMC used variety of disparate and crippled systems for the sales support and lead management functions.
- The data was distributed across various systems used by different branches and subsidiaries and no consolidated view was available for loan origination
- The AMC systems did not provide loan proposal tools, lacked sufficient functionality to capture and support inbound leads, and were not integrated with the Loan Origination System
- TCC's Loan Force System lacked desired functionality for inbound lead management and campaign structuring.
- TCC's Deal Maker System provided some partial loan proposal functionalities but was not integrated with the Loan Origination System.
- The sales associates had to depend on inefficient and error-prone processes to structure a loan proposal, as there were no rapid access to information provided by the systems.
- The users had to manually create and enter the loan details in the loan origination system due to lack of integration between the loan origination and branch systems
- The users had to go to multiple systems to achieve a single task and no task management capabilities were provided by the applications in use.

Project Goals

The business and technological goals addressed by SNAP™ include the following.

- Increase customer service levels and response time in the sales cycle.
- Provide the AEs with rapid access to information and tools to structure a loan proposal.
- Increase the lead to loan application conversion ratio.

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- Increase application to funding ratio.
- Reduce duplication of tasks and eliminate delays in obtaining pertinent sales information.
- Enhance inbound lead management and source identification.
- Enhance reporting and management tools.
- Enhance lead queue management functions and event triggers.
- Provide sufficient capacity and feature/functionality to support new business interfaces (Automated Valuation Method AVM, Title, etc.), business alliances (B2B, referrals, other), volume increases, products and reporting (internally and to business partners)
- Integrate the sales system with Loan Origination System.
- Provide ultimate configurability at every level to provide for rapid incorporation of dynamic changes in business requirements

Challenges

- The various systems in use by the organization did not have well defined integrations and documentations levels were poor.
- Some of the legacy systems could not interface data in real time manner and the business process had to be defined accordingly.
- There were multiple departments and various vendors involved. The priorities were carefully managed to make sure that demanding expectations are met and the users get the productivity boost they wanted.

Solution

SNAP™ solves the problems AMC had by providing single solution, which handles contacts, proposals, reports and many more features and is extremely robust.

SNAP™ system was built using the Tavant Platform V1 as its foundation. It is a Java solution that is modeled on the J2EE specification. While SNAP™ is a system that is tailor-made to suit AMC's needs; its components are designed in a generalized manner with ultimate configurability to accommodate disparate needs both with in AMC as well as (if needed) outside.

The project followed an Iterative requirements definition, design, development, and release cycle. An important hallmark the approach has been Rapid adoption of business requirement changes. This has led to success in SNAP™ as well. Requirements changes were quickly and efficiently absorbed -- all the way through design, code, test, and release to production. This is especially critical in the mortgage industry where often changing federal compliance rules need to be implemented quickly to avoid fines and penalties. Onsite support in all areas including monitoring was provided. The rollout started with Retail and planned rollout for others was several quarters later. Within a few months all the divisions were on board.

The Pricing engine is one of the components of SNAP™ which executes nearly 2000 business Rules, optimizes various constraints and presents the best four loan options to the customer.

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- Sufficient capacity and feature/functionality to support new business interfaces (Automated Valuation Method (AVM), Title, etc.), business alliances (B2B, referrals, other), volume increases, products and reporting (internally and to business partners) have been provided
- Integrated with Loan Origination System.
- Enabled 'first contact conversion' in one conversation.

Results

- Approximately 2 million hits/day have been received and supported on SNAP™ website.
- Around 450,000 lead calls/day has been handled by the associates
- Around 7000 Credit Pulls/day has been achieved.
- Approximately 4500 Manual Loan Submissions/day has been achieved.
- The solution has been deployed to the all branches as the primary leads management system that integrates with the loan origination system
- The solution has resulted in the reduction on total ownership cost (RTOC)
- AMC is already planning to get all the divisions to use the solution. Managers are getting a better view of how Account Executives are doing and now they are thinking how to become even better.

ROLE CONTRIBUTIONS BY TOUCHPOINTS

- Business Analysis
- Systems Analysis
- Technical Lead
- Production Support
- Software Engineering for enhancements and revisions
- Production Lead
- ETL aspects