



# SIX SIGMA

# 2021 CASE STUDY

FINANCIAL SERVICES FRAMEWORK

 **GREENCASTLE**

[www.greencastleconsulting.com](http://www.greencastleconsulting.com)

## THE SITUATION



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**Global** financial services company **increases** monthly loan orders by **1,000% in just a few months.**

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Studies from the last twenty years prove that the frequency of loan applications that a bank receives directly correlates with higher loan approvals and, as a result, higher profits. A Global leader in financial services realized this and sought to get ahead of its competitors by reengineering its loan process to facilitate a larger number of monthly orders. Research also illustrated that banks lose market share due to a lack of sales confidence, i.e., the ability to sell consumer credit effectively. Client realized in some instances, three or four approval signatures were being obtained when only two were necessary, creating significant waste in redundant face-to-face appointments.

## THE SOLUTION



REDESIGN



Using a Lean Six Sigma approach, Greencastle implemented a custom redesign of client's data collections and utilization of loan sales staff.

After comprehensive industry research, the team concluded that there were easy, low-cost methods to increase the likelihood of a customer's application reaching the approval stage. A customer was more likely to apply for a loan when he or she had a simplified understanding of the bank's credit products, making it easier to match consumer needs with an appropriate product. Another tactic was to speed up communication regarding credit decisions, thus preventing the customer from having to wait weeks or months for an answer from the creditor. A third goal was to understand the bank's policies regarding consumer credit, especially how the bank would review applications and keep the client up to date with the process.



**In order for client to dramatically increase loan volume, three-phase Lean Six Sigma was applied to employee training.**

**Work cells were utilized to cross-train personnel to fill in for each other, sidestep bottlenecked workflow and leverage the processing structure during increased application volume.**

## RESULTS & BENEFITS

**\$1.5M**

projected loan orders  
annually

**40%**

reduction in loan process  
time

**1000%**

increase in monthly loan  
orders

Loan order increase shown over a 12 Month period



### LEAN SIX SIGMA FOLLOW THRU

After designing a tighter system, Greencastle began testing and training employees. They enacted **an efficient information collection mechanism** which allowed client to change the way data was analyzed and presented, utilizing the **Lean approach to continue project improvement** throughout and beyond the rollout.

### MAJOR SAVINGS!

Streamlining the workflow structure and correlating risk and effort showed a **reduction of up to 40% in loan process time**. With new business rules for customers and suppliers, and a stronger customer service approach, client was able to provide services in accordance with existing quality standards and performance measures. Within just two months, the **loan process improved from a projected rate of 120,000 to 1,500,000 orders annually**.

# COMPANY PROFILE

**Greencastle Consulting is 100% Veteran-Owned and operated implementation consulting firm that is unique in its approach to mission-critical projects. We combine the best practices of change management, process improvement and project management with Greencastle's 6 rights of implementation into one methodology.**

**Using our implementation management methodology as the foundational approach to each project has enabled our clients to successfully meet the challenges of an ever-changing business landscape.**



**Military Precision:** Founded on a strong military background, Greencastle has been providing customized, metric-driven results to Fortune 500 companies for over 20 years.



**Data Driven:** We have completed well over 350 projects since 1997; most are large scale and complex—keeping people and the process top of mind. We consider every project a data project.



**We love challenges.** We turn our client's mission-critical strategic initiatives into outcome focused projects. The fun projects are the ones that have never been attempted.



## EXECUTIVE SUMMARY

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### THE SITUATION

A Global leader in financial services sought to get ahead of its competitors by reengineering its loan process to facilitate a larger number of monthly orders. Client realized in some instances, three or four approval signatures were being obtained when only two were actually necessary, creating significant waste in redundant face-to-face appointments.

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