

Bridgeforce Partners with Top 10 Lender to Build a New Future for Mortgage Servicing

THE CLIENT:

The client, a **top 10 mortgage lender and servicer**, sought to transform its mortgage servicing business to combat **pre-pandemic changes** in economic, regulatory and servicing environments. The client required an actionable strategic plan to help them redirect their mortgage servicing business and drive better customer experience and retention.

WHY BRIDGEFORCE?

Bridgeforce has partnered with this client for over a decade and serves as a trusted advisor in all aspects of the credit lifecycle. In satisfaction surveys, the **client described Bridgeforce's value as its ability to "bring pragmatic and value-added solutions"**.

THE CHALLENGE

Bridgeforce's challenge was to:

- **Understand** root causes behind the need for change.
- Create actionable strategic options to **create a new future for the business**.
- Ensure that the **root causes can be avoided** in the future.
- Present a **compelling business case** for the best option (and timing) for implementation.

THE PROCESS

Over the course of four months, **Bridgeforce executives and industry experts** developed a strategic plan and site-specific action plans with the client, using a proprietary suite of robust forecasting and modeling tools to evaluate proposed opportunities for adjustment across multiple sites.

The Bridgeforce team also launched working sessions with multiple business lines to identify process-improvement and automation opportunities; then employed a **"lessons learned" approach** to inform transformation strategy.

Bridgeforce's **proprietary forecasting and modeling tools** helped the client play out the effects of different options before committing. The tools included:

- **Guiding principles** to direct the transformation using the client's own strategic principles as a North Star
- Configurable **ranking dashboards** for new site scenarios
- Capacity modeling **forecast** to envision effects of proposed changes to **employees** as well as **performance servicing expectations**
- Assessment tool to **evaluate the ramifications** of offshore opportunities

THE RESULTS

The strategic options and best approach recommendations positioned the client to execute on a smooth, metrics-driven future for the business.

- The client is expected to **achieve \$600 MM in benefit** annually and meet its efficiency goals
- Executive sponsors were more informed, confident, and **aware of potential risks** for site adjustments
- The client **avoided disruptive organizational change** to staff or customers
- The final strategy gave the client an overall playbook to engage in **thoughtful, consistent changes** to the business