



CPG's Mortgage Banking Strategic Services

About the Firm

Capital Performance Group is a management consulting firm based in Washington, DC. Our firm provides advisory, planning, analytic, and project management services to the financial services industry. Our professionals possess deep experience in a broad range of functional specialties including strategic planning, sales management, quality engineering, marketing and product development, market research, risk management, operations and technology, compliance and regulatory matters, mergers and acquisitions, and strategic cost management.

What makes CPG Unique

Experience — We are knowledgeable industry “insiders.”

Our professionals have an average of over 20 years experience in the financial services industry.

Focus — We are financial services industry specialists. We have developed unique tools and methodologies to address the specific business issues and challenges of this industry.

Practicality — We know what it takes to implement and manage strategic initiatives. We provide hands-on assistance and actionable advice.

For more information, please contact us at 202/337-7870 or email us at info@capitalperform.com.

The Challenge

Banks that successfully avoided the mortgage market meltdown have an unprecedented opportunity to capture market share and reestablish themselves as the premier mortgage lender for their banking customers and prospects. However, the collapse of the secondary market and diminishment of wholesale channels is forcing many banks to redevelop their business models and refocus on portfolio lending. As a result, banks looking to reassert themselves and create competitive advantage must determine how to:

- ◆ Improve portfolio lending profitability,
- ◆ Integrate mortgage lending into retail and wealth management banking programs and channels,
- ◆ Cross-sell new mortgage acquisition customers, and
- ◆ Develop an efficient operating structure.

The Solution

Capital Performance Group can help. CPG's team of mortgage banking consultants has assisted a number of banks to transform themselves and can assist your organization with:

Strategic Planning

- ◆ Identification and prioritization of growth and improvement initiatives
- ◆ Insightful summaries of key industry and competitive trends and developments
- ◆ Segmentation strategy and value proposition development
- ◆ Financial planning and business case development
- ◆ Planning process and meeting facilitation

Business Performance Assessment and Benchmarking

- ◆ Identification and analysis of notable competitive models and key consumer preferences
- ◆ Evaluation of channel, product, process, and technology capabilities relative to industry best practices and strategic plan requirements
- ◆ End-to-end assessment of capacity for growth and recommendations for expansion
- ◆ Measurement and benchmarking of organizational, channel, and operational profitability, productivity and efficiency, and customer experience
- ◆ Market share and customer base penetration analysis

Channel Development, Enhancement, and Implementation

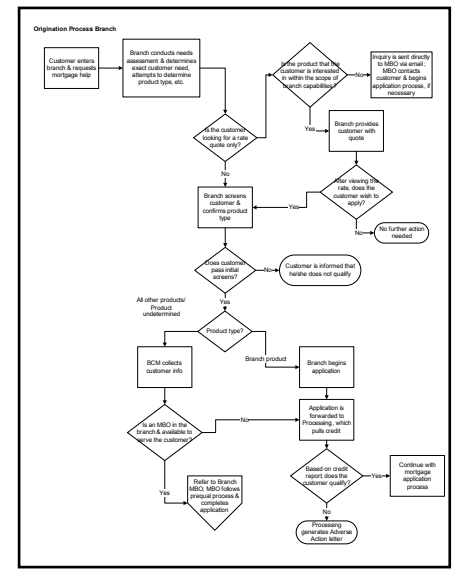
- ◆ Retail and wholesale origination
- ◆ Branch-based origination and referrals
- ◆ Consumer direct, including online and call center-based origination
- ◆ Cross-sell process development
- ◆ Origination and referral process mapping and (re)design
- ◆ Technology planning and implementation
- ◆ Organizational design and resource planning
- ◆ Performance measurement and incentive program development
- ◆ Implementation planning

Operational Reengineering

- ◆ Development and implementation of strategies to improve throughput, productivity, pull-through, and turnaround
- ◆ Hardware/software analysis and IT architecture design
- ◆ End-to-end mapping of current processes and streamlining of origination, underwriting, application processing, closing, post closing, and secondary marketing functions
- ◆ Capacity planning and staffing analysis
- ◆ Facility planning and incorporation of lean manufacturing concepts
- ◆ Evaluation of potential vendors, including sub-servicers and outsource partners
- ◆ Implementation planning and performance measurement

New Product Development

- ◆ Product line rationalization and identification of specific product line and pricing enhancement opportunities
- ◆ Design of packaged products to facilitate cross-selling and improve retention
- ◆ Assessment of fee service opportunities
- ◆ Product profitability assessments
- ◆ Implementation planning and assistance



Branch Origination Process Flow Example

CPG Practice Areas and Services Summary

Strategy & Performance Improvement	Distribution Strategy & Channel Management
Strategic Planning Business Line Scorecards Process Reengineering Revenue Enhancement Strategies Cost Reduction Programs Advanced Performance Analytics & Research M&A Services Organizational Design Compliance & Risk Management	Distribution System Strategy & Design De Novo Market Entrance Strategy Branch Network Consolidation Market Opportunity Assessment Branch Network Consolidation Branch Site Analysis Sales Force Productivity Assessment Sales & Relationship Management Program Design eCommerce/Internet Channel Strategy ATM & Call Center Channel Strategies Service Quality Measurement & Program Development Distribution Process Reengineering
Marketing Strategy & Support	Regulatory Assistance and Policy Analysis
Value Proposition & Brand Development Market & Competitor Analysis Customer Analytics Segmentation & Lead Generation Programs Product Development & Testing Proprietary Market Research Market Communications & Implementation Services	Charter Applications Business Valuations Review of Policies & Procedures Assistance in Complying with Regulatory Orders Customized Research Policy Analysis

