



CASE STUDY

# Bendigo Bank



# From Fragmentation to Unity: How Bendigo Bank Transformed Two Banks Into One With nCino

Banking executives face a common challenge: how do you modernise legacy systems while maintaining business continuity? Bendigo Bank addressed this through a strategic partnership with nCino that delivered results in just 13 months.

## The Challenge: Two Banks, One Vision

Bendigo Bank stood at a crossroads. As one of Australia's most trusted banks, serving customers across business banking and agricultural finance through its Business and Agribusiness division, the institution faced a complex operational reality that was hindering growth.

The numbers told the story: 30+ different forms and systems for product origination, multiple core banking platforms, and two completely separate business units operating like different banks.

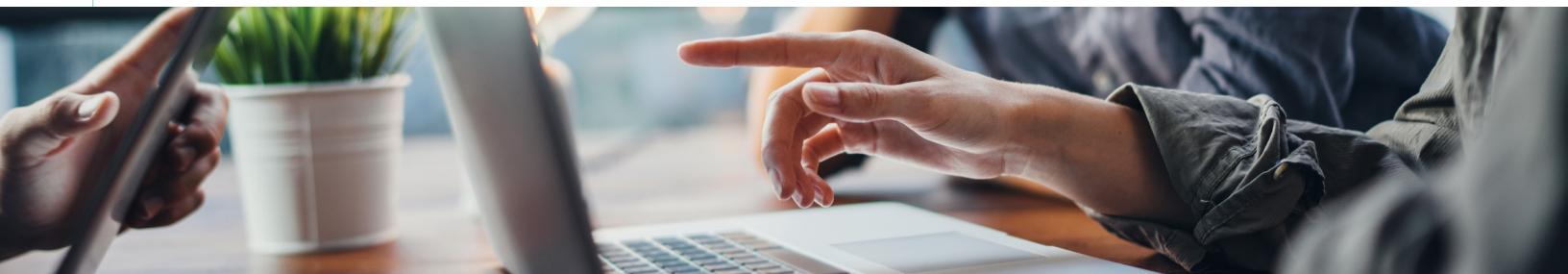
Business and Agribusiness had distinct product origination systems, separate policies, different customer tools, and disparate internet banking platforms. For a bank committed to and widely recognised for delivering exceptional customer experiences, this fragmentation was unsustainable.

"We had customers using multiple tools, bankers using multiple tools," explains Neil Edwards, Head of Business Design and Product Ownership at Bendigo Bank. "We couldn't actually start to improve the process because we had multiple processes instead of one standardised approach."

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### Neil Edwards

Head of Business Design and Product Ownership, Bendigo Bank





## The Solution: Strategic Transformation Through Partnership

Bendigo Bank's leadership recognised that incremental improvements would not address their fundamental challenges. The bank partnered with nCino to create an entirely new operating model.

### The Strategic Approach

Edwards and his team adopted a "pace over perfection" philosophy, making calculated trade-offs to achieve rapid transformation. Rather than pursuing a multi-year implementation, they committed to converging both business units onto a single platform within 13 months.

The transformation encompassed every aspect of operations: new systems, unified policies, standardised products, and a completely restructured operating model for staff. Most importantly, Bendigo Bank leveraged 87% standardisation from nCino's out-of-the-box capabilities, avoiding the costly and time-consuming trap of excessive customisation.

**"We absolutely couldn't have done it without them."**

### Partnership Excellence in Action

What set this transformation apart was the depth of partnership between Bendigo Bank and nCino. Edwards highlights a key differentiator: "The people that I started speaking to four years ago, I'm still working with today."

This continuity enabled:

- **Weekly strategic conversations** addressing both immediate challenges and long-term roadmap planning
- **Embedded expertise** with nCino architects and subject matter experts working on-site daily
- **Collaborative problem-solving** that leveraged nCino's global experience while addressing Bendigo's unique requirements

"We take the problems we're trying to solve and ask, 'how do we solve it together?'" Edwards notes. "We absolutely couldn't have done it without them."

## Measurable Results in Record Time

The transformation delivered substantial and measurable impact:

### Operational Simplification

- **Consolidated from 30+ origination forms and systems to one** comprehensive platform
- **Unified two separate internet banking platforms** into a single customer experience
- **Standardised policies and products** across both business units
- **Created a true single pane of glass** for sales, operations, credit, and post-approval teams

### Enhanced Efficiency

- **13-month implementation** that nCino recognised as one of the fastest in APAC of this magnitude
- **Streamlined decision-making** through unified data and processes
- **Improved innovation capability** through standardised operations

### Customer and Colleague Benefits

The transformation eliminated the confusion of multiple systems and created consistency across all touchpoints. Customers now interact with one unified bank, while staff operate from a single, integrated platform that supports better decision-making and service delivery.

# One

comprehensive platform  
from 30+ forms & systems

# 13 month

implementation

# Standardised

policies and products across both business units

## Key Lessons for Banking Leaders

Edwards identifies two critical insights that other banking executives should consider:

### 1. Embrace Standardisation

"I would take more out of the box from our partners. I think our stat is something around 87% standardisation, and I'd actually like to see that much higher."

The temptation to customise can slow transformation and increase costs. Leveraging proven, standardised solutions accelerates implementation and reduces risk.

### 2. Invest Heavily in Change Management

"When it actually lands, it is a big shock to our people. If there was one thing I would double down on, it's that the change effort is so important."

Edwards describes the magnitude of change: staff who closed their computers Friday night with 20 years of familiar systems opened their laptops Monday morning to find everything completely different. Success requires significant investment in helping people navigate this transformation.



# The Strategic Value of Cloud Banking

Bendigo Bank's experience demonstrates the practical benefits of cloud banking solutions. By partnering with nCino, they achieved comprehensive transformation that positions them for continued growth.

The partnership remains active, with ongoing collaboration addressing new challenges and opportunities. As Edwards notes, "We talk to nCino at least weekly," ensuring the transformation continues to evolve.

## Your Transformation Journey

Banking executives across APAC face similar challenges to those Bendigo Bank addressed. Legacy systems, operational fragmentation, and the need to deliver consistent customer experiences while maintaining efficiency are common concerns.

Bendigo Bank's experience shows that with the right partner and approach, substantial transformation is achievable. Their journey from 30+ forms and systems to one unified platform in 13 months provides a practical example of effective banking transformation.

To learn how nCino can support your bank's transformation, visit [ncino.com](https://ncino.com).