



USER SPOTLIGHT

# Luc Hilderman

Business Lead and Product Owner

## About



Headquarters

Vancouver, Canada

Asset Size

**\$23.2 billion CAD**  
(as of November 2020)

nCino Solution

 Commercial Banking

## Get to Know

Luc Hilderman is the Business Lead and Product Owner for the nCino Commercial/Business Loan Origination System at Vancity, Canada's largest community credit union.

Hilderman has spent over 14 years of his career serving in a variety of roles at Vancity, including change management, business integration and branch management.

Vancity is a values-based financial cooperative serving the needs of more than half a million member-owners through 60 branches in metro Vancouver, the Fraser Valley, Victoria, Squamish and Alert Bay in British Columbia. Founded in 1946, Vancity employs nearly 2,700 people and is consistently recognized as a top employer in Canada. Social and environmental sustainability have long been at the centre of Vancity's business model, and the organization shares 30% of its profits with its members and communities every year.

Vancity selected the cloud-based nCino Bank Operating System<sup>®</sup> to overhaul and streamline its commercial loan process and began implementation in March 2020, consummating its successful digital transformation in the midst of the COVID-19 pandemic. Hilderman has been involved in every key aspect of the nCino project, including business planning, initial vendor selection, business case writing and implementation.

*"We initially selected nCino based on the company's experience in the industry and its success with other financial institutions. But, as we went through the proof of concept, trust was established very quickly with the knowledge that both of us wanted to see the project succeed."*

– Luc Hilderman

Business Lead and Product Owner, Vancity



## We Asked, They Answered

Vancity employs a comprehensive vendor assessment process. What core principles guided your evaluation of commercial loan origination systems?

The system we were aiming to replace had been sitting on the shelf gathering dust for 15 years. One of our core principles when searching for a loan origination system was to make sure that did not happen again. We wanted a system that would remain relevant and could continue to grow along with us. For this reason, implementing a cloud-based platform with regular updates and releases was critical.

We also wanted an end-to-end solution that went beyond loan origination and would manage the entire loan lifecycle, including reviews, renewals and modifications, as well.

Vancity kicked off the nCino implementation in March 2020, and almost immediately the world was plunged into a global pandemic. How was Vancity able to pivot very quickly to a remote project?

The decision to quickly pivot started with getting commitment from our leaders. As an organization, we had to narrow our priorities down to the key areas of focus that would provide the most benefit in the long run, and the nCino implementation project was at the top of the list. Even in a challenging remote environment, when managers' resources were spread thin, there was a strong commitment to have their subject matter experts virtually attend and contribute to implementation planning meetings.

Another key decision we made at the beginning of the pandemic was to equip our employees with the tools and technology they needed to work remotely. It was a big investment, but this could very well be the new normal, so it could continue to pay off.

Previously, every component of every project we've done to date, from design and build to testing and training, happened in person. After the onset of the pandemic, our employees had to switch their mindset to thinking this implementation could be done remotely. Once they saw what could be delivered, people began to believe we could actually get this done and we could get it done on time.

How has the partnership you've built with nCino and Accenture contributed to the success of this implementation?

nCino was at the table for everything during this project and has been very quick to offer support in any way, shape or form. I view Accenture, our strategic implementation partner, in a similar light, because they were there for us whenever we had a gap in our knowledge, or there was something that they could bring to the table that was going to help make the work easier.

For those institutions considering embarking on their own nCino journey, what lessons can you share?

Designing remotely is certainly more challenging, but with the right approach you can solve for that challenge. We switched from fully collaborative design sessions to more of a predesign and validation approach, which helped us to execute the nCino implementation project despite being in a remote environment.

Also, we did our discovery early and were able to flag some of the processes that we knew were going to be problematic. Every time we were confronted with a decision on whether or not to maintain a current business process, we asked ourselves what it would mean for future updates and releases, because we wanted the system to still be relevant in years to come. Although we made some customizations, we stuck to nCino's gold standards and out of the box solution as much as we could.

*"When implementing nCino's Bank Operating System, we wanted to create big efficiencies to make the loan process as seamless as possible. nCino enabled us to streamline and automate tasks while reducing errors. These foundational pieces will support our goals for digital enablement in the future."*

– Luc Hilderman

Business Lead and Product Owner, Vancity