Emprise Bank Case Study

Asset Size: $2.4 billion
Headquarters: Wichita, Kansas

About

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Asset size: $2.4 billion (as of December 31, 2021)

Service area: 33 branch offices covering 20 communities across Kansas

Employees: 407

The Challenge

Emprise Bank sought a digital end-to-end loan operating system that would:

– Provide a better customer experience through a fully digital interface

– Improve efficiencies and accelerate time to close

– Eliminate duplicate data entry

– Improve visibility into the customer relationship

– Provide a single platform for multiple lines of business

– Eliminate paper files and improve data and document storage

– Scale to meet the needs of a growing enterprise

– Support a future vision fueled by innovation

The Solution

Emprise went live on nCino's Commercial Banking Solution in March 2020, just as the COVID-19 pandemic struck. nCino has enabled Emprise to obtain significant time savings and efficiencies while supporting a remote workforce by deploying a single, cloud-based platform.

The Results

Emprise has achieved record results since implementing the nCino Commercial Banking Solution, including:

• Enhanced visibility and transparency into the customer relationship

• Supported better employee and customer experiences

| **38 DAYS**	**40% RATE**	**14 DAYS**
Slashed average time to close for commercial loans from 60 to 38 days	Attained a 40% auto-decisioning rate on retail loans, with an average time to approval of just 5 minutes	Reduced the average consumer loan cycle time from 20 to 14 days

Overview

"We believe our mission is to empower people to thrive. We want to help empower their financial lives. We do this through our key values, including integrity and customer focus. We do what we say we're going to do, and we always consider how we serve our customers."

The roots of Emprise Bank were planted in 1910 when Stockyards National Bank was founded in Wichita, Kansas. The Michaelis family purchased the small community bank in 1965, eventually growing Emprise into a full-service $2.4 billion institution with 33 branch offices covering 20 communities across Kansas, as well as commercial offices in Kansas City, Missouri and Omaha, Nebraska.
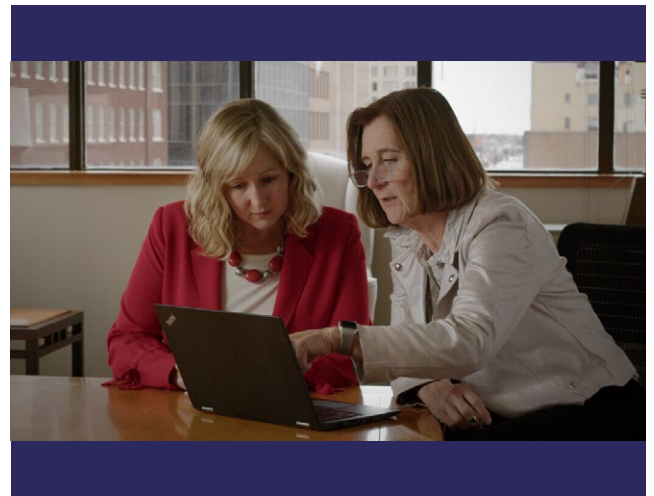
According to Emprise's Chairman, President and CEO, Matt Michaelis, a relentless focus on the bank's mission and core values is the key to its success.

"We believe our mission is to empower people to thrive. We want to help empower their financial lives. We do this through our key values, including integrity and customer focus. We do what we say we're going to do, and we always consider how we serve our customers."

Emprise's focus on the customer experience has driven its need for change in digital transformation and partnership with nCino.

"We have to continue to improve the customer experience every single day," Michaelis says. "Our customer's last experience is their new expectation. So wherever they engage digitally – whether it's Amazon or Starbucks or others – they expect that experience when they come to Emprise. We have to be diligent about adding capabilities and strength to that customer experience and finding the right balance of personal and digital delivery."

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The Challenge

As Emprise Bank grew over the past decade, it was increasingly constrained by its legacy loan operating systems. These disjointed systems did not support the customer experience, service and speed the bank was aiming to offer.

> "Emprise has a really high set of standards around the way we want to deliver customer service," says Andrea Scarpelli, Executive Vice President and Enterprise Risk Officer. "It was really important for us to have a system that has the capabilities to grow into what we wanted it to be, and also gave us the flexibility to customize."

Scarpelli saw the opportunity to improve the loan cycle times delivered by its prior loan origination systems and the length of time loans sat in various stages before moving to the next step. "It took way too much time for our analysts or our mid-office people to turn around a credit decision because the system was cumbersome and antiquated and didn't give us the level of detail that we wanted. We had a real bottleneck in the mid-office trying to get approvals out. It didn't meet our expectations."

"Prior to nCino, things were slower," says Audra Vanderford, AVP, Loan Documentation Manager. "The communication was poor. We would have to add comments to the loan software system and then copy and paste them into an email because the banker would never receive a notification."

For Josh Wiebe, Small Business Underwriter/Portfolio Manager, one of the biggest challenges was in managing a complex loan portfolio through a legacy system that generated static, arbitrary triggers that weren't always relevant to the most significant areas of risk with a particular loan.

"We'd have to work through a checklist of triggers that generated red flags that didn't necessarily need to be addressed," Wiebe says, "because they didn't actually affect the greater picture of that relationship or loan. I spent a lot of time just weeding through triggers that I wasn't going to take any action on."

That static approach to portfolio management, coupled with multiple, disparate systems used in various lines of business, also translated to more significant risk to the Bank.

"We had one loan system for commercial. We had another that we used for small business and consumer loans, and we had varying degrees of challenges getting the right information from them," says Elizabeth Rapp, VP, Senior Process Risk Manager. "It wasn't a life-of-loan system. It didn't allow you to see how a particular loan performed post-closing. We had to go to a totally different system for that."

Loan origination also proved to be challenging, as users often had to re-enter the same borrower information from the small business platform into the commercial platform for a new loan or vice versa.

Most of all, Emprise sought a solution to provide its customers with an outstanding digital experience.

"WE WANTED A **BETTER ONLINE APPLICATION PROCESS** FOR OUR CUSTOMERS."

"Our old system was a lot less user-friendly, and we wanted to provide a better digital experience for customers. And we also wanted a relationship with a vendor that was more flexible and forward-thinking," says Joe Belsan, Capabilities Manager.

The Journey

As Emprise's contract with its prior loan origination system vendor came up for renewal, the Bank began to explore better solutions on the market, with the eye toward identifying a single, cloud-based end-to-end solution that could support the entire portfolio.

"The biggest two areas we considered in our vendor evaluation were innovation and customer experience," says Kyle Womacks, VP, Portfolio Manager.

"We were all leaning towards nCino, knowing they could support a better online application and give us the ability to reach out to customers that might not be physically in our footprint. No one else had the combination of both credit monitoring and a 'wow' customer experience, plus we saw nCino as a partner that could innovate with us."

"We'd been with our previous solution for more than 10 years," Rapp says. "We ultimately chose nCino because we felt it was the best fit for us in terms of what we could do for our customers and the vision we had for the future—particularly as it relates to customer experience."

Emprise selected the nCino Bank Operating System and scheduled a go-live date for March 2020, just as the worldwide pandemic began to take hold.

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"We had all of these activities planned for how we were going to train people, get buy-in and bring people together," Rapp says. "And when everything shut down in March 2020, of course, we had to completely pivot. We had to go virtual with our training. We had to figure out how to get people on board and how to get people's feedback while everybody was working. It was really challenging."

Rapp cites nCino's world-class support for helping the Emprise team through that period and in launching the project successfully.

"One of the things that's helped us is the dedication that nCino has had in making sure the right people are there to support us. Just knowing that nCino listened to our feedback and made sure to fill in those gaps really made us feel good about the choice that we made."

That support and partnership continued over time. As a result, Emprise now has rich cloud-based training and educational resources like nCino University and nCino Community at their disposal—resources that weren't available through their prior vendor. This enables Emprise to train staff quickly and effectively – even within a virtual, remote working environment.

"[Post-COVID], even our frontline training has changed, with most of it being done remotely," Rapp says. "We've used a combination of some of the nCino University training resources, along with in-house materials. And nCino Community has been really helpful."

FOR EMPRISE'S LEADERSHIP, THE PARTNERSHIP THAT EMPRISE ESTABLISHED WITH NCINO IS **BUILT ON TRUST AND A SHARED VISION OF THE FUTURE.**

"I think one of the most important things in finding the right partner is a clear view and alignment around value," Michaelis says. "That's where it starts, and then having a common outlook on the industry and how we go about things. Are they willing to do small proofs of concept where you run fast, learn and then go onto the next one? I think having that alignment is really, really important."

The Solution

To reduce its reliance on multiple, unreliable legacy software systems in its loan operations and to enhance the customer experience, Emprise Bank sought an end-to-end digital solution that combines industry-leading functionality, flexible configurability and an intuitive and

"The partnership with nCino has proven time and again that we did make the right decision. The support that we've had from nCino along the way has just continued to show that it was the right choice for us."

-Elizabeth Rapp,
Senior Process Risk Manager,
Emprise Bank

user-friendly interface. Created by bankers for bankers, nCino's Bank Operating System enables financial institutions of all types and sizes to succeed in today's competitive environment.

Custom reports and dashboards:

nCino reports and dashboards provide a 360° view of the entire customer relationship in real time. Reports and dashboards centralize data from a financial institution's core and other siloed systems into comprehensive visuals to improve data presentation and usability.

A clear view of the customer relationship:

nCino's Bank Operating System includes Customer Relationship Management (CRM) and integrates with a financial institution's core and other existing servicing systems, providing a consolidated 360° view of loan operations and customer relationship data. Although a financial institution may have disparate lines of business, everyone at the institution can share a common CRM platform, access the same data and speak the same language.

Document exchange and management:

nCino's patented Document Manager is a configurable, integrated and secure content management system that incorporates an institution's policies, processes and document requirements. Access to documents is permission-based, so users can obtain what they need when they need it through one central location. In addition, Document Manager eliminates the need for paper files and allows financial institutions to achieve a 100% electronic loan file process.

Customer Portal:

nCino's Customer Portal is a white-labeled, customer-facing solution that allows financial institutions and customers to interact directly in a single digital space. Through Customer Portal, institutions can streamline document collection and account maintenance while maintaining

complete transparency throughout the loan lifecycle. Customers can easily view their loan progress, communicate with loan team members and securely track and upload documents. Customer Portal differentiates a financial institution by improving their customers' overall experience.

Flexible configuration:

To ensure adherence to stringent regulatory requirements and proprietary processes, any solution must offer more than simple customization. The nCino Bank Operating System can be quickly and easily configured to address the institution's specific needs.

A scalable, agile solution:

The nCino Bank Operating System is designed to grow with your institution, supporting entry into new markets and lines of business. nCino continuously adds value and increased efficiency through a regular cadence of new releases and enhancements throughout the year.

The Results

Emprise Bank went live on the nCino Bank Operating System in March 2020. Since digitally transforming its loan operations through nCino, the Bank has achieved these outstanding results:

FASTER LOAN CYCLES: AFTER DEPLOYING THE NCINO BANK OPERATING SYSTEM, EMPRISE **REDUCED ITS COMMERCIAL LOAN TIME TO CLOSE FROM 60 DAYS TO 38 DAYS, A 37% IMPROVEMENT**. IN ADDITION, AVERAGE RETAIL LOAN CYCLE TIMES WERE **REDUCED BY 30%, FROM 20 DAYS TO JUST 14 DAYS.**

"Overall time to close has certainly decreased," Rapp says. "We have centralized processes for all the pre-closing and closing functions. The combination of the digital application, the really quick turnaround for underwriting and the dashboards those groups use to see what's in their queues has enabled us to shorten the time from application to closing."

Better risk management and compliance: nCino helps financial institutions more effectively manage internal policies, the examination process and overall compliance. nCino integrates directly with the core accounting system, centralizing data and giving executives throughout the Bank access to crucial information via detailed reporting. Compliance with state and federal laws and internal policies is facilitated through each component of the nCino Bank Operating System.

"Speaking from a risk perspective, nCino has made all of us feel more at ease," Scarpelli says.

"Because it's cloud-based, if we need to pull something up and understand it, we can do that much more efficiently and transparently. So if I have a question about a particular segment of loans, it's much easier to drill into that because that information lives in nCino."

"We're able to auto-approve almost **40%** *of our transactions," Scarpelli says. "Someone can log on, fill out their application and if they meet our credit criteria, they will receive a decision and pricing options within five minutes. It's really important to us to make the application process as easy as possible for our customers. It makes all the difference in the world."*

-Andrea Scarpelli,
Executive Vice President and Enterprise Risk Officer

Streamlined consumer lending through auto-decisioning: With the online application and auto-decisioning engine built into the nCino Bank Operating System, Emprise is now able to accept and decision consumer loan applications at lightning-fast speeds – enabling the delivery of an outstanding customer experience.

An improved customer experience drives better relationships: With category-leading features like Document Manager, Customer Portal and Online Applications, the nCino Bank Operating System provides Emprise with all the tools it needs to build loyal, long-lasting customer relationships.

nCino has helped our bankers build relationships," Vanderford says. "They can clearly see the entire loan relationship in nCino. They can see the whole picture in one place with the Portal, allowing them to communicate faster, take care of the customers faster and get them a quicker turnaround time for their loans."

"We are able to respond more quickly when there's an issue and process steps quicker because **everything's in one place** – there's less shifting between software systems."

AUDRA VANDERFORD, LOAN DOCUMENTATION MANAGER, EMPRISE BANK

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Better employee engagement: nCino's fully integrated end-to-end platform serves as a single source of truth, providing staff across functions and roles with designated access to the same customer and portfolio data. With easy-to-configure dashboards and built-in reporting functionality, executive leadership has a birds-eye view of all critical metrics, while staff can get their work done – more quickly and efficiently.

"Having access to that data definitely helps with decision-making," Belsan says. "If you don't have a dashboard or an easy way to get information to people, they're not aware of potential problems or potential opportunities for improvement. Having good dashboards and reports and encouraging folks to use them helps bring those conversations to light."

"Our dashboard really has everything a portfolio manager needs," Womacks agrees. "It's refreshed every day. It includes our opportunities, loans coming due and past due, annual reviews and renewals. It's all right there for you to see with the click of a button, and you just pick what you want to work on and dive deeper from there. Personally, I think it's very intuitive and very easy to use."

Enhanced operational efficiency: Upon deployment of the nCino Bank Operating System, Emprise was able to eliminate several redundant systems and consolidate all lending operations to a single end-to-end solution, significantly reducing the need for redundant, manual data entry. This saved resources, sped up the loan process, minimized human error and improved cross-functional communication.

"nCino has definitely helped us with staffing and how many people we need and seats and what roles are in those seats," Womacks says. "In the summer of 2021, I lost half my staff. When you're a five-person team and you lose half of your staffing in your primary office, it's a pretty big shock. But the visibility of everything within nCino made it a lot easier for us to step into those shoes and carry deals to the finish line while we filled those holes."

Enhanced visibility and transparency: With built-in on-demand reporting and easy-to-use dashboards, nCino empowers Emprise's executive team to view the pipeline and manage risk across the entire loan portfolio. With real-time trend and volume reports available at the click of a button, management can track the loan pipeline and critical service metrics like time to approval and time to close on demand.

"With the dashboard we've built," Scarpelli says, "our executive leadership can view at any point in time where every commercial transaction or retail transaction is in the pipeline, what's pending closing, what's been approved, and what's been denied. From an internal perspective, those stakeholders are much more satisfied now."

Better document tracking and collateral management: Through nCino's patented Document Manager application, users can access what they need when they need it through one central location. Document Manager replaces antiquated paper files with a fully electronic loan file process, resulting in greater efficiency and transparency throughout the loan process.

"There are times we may have 19 or 20 pieces of real estate collateralizing one loan," Vanderford says. "It's great to be able to review our collateral ahead of time to help speed up the process. We also do SBA loans and there's a lot of work – additional invoices and fees – that goes into those as well. I try to review those ahead of time to make sure those are in place at any point in the stage, instead of waiting until doc prep. It allows us to be more proactive."

A Partnership Built on a Shared Vision

Since implementing nCino in its commercial lending operations in 2020, Emprise has expanded to utilizing the solution in its consumer and small business lending operations. In 2021, the Bank continued to build out its use of nCino, rolling out additional functionality like portfolio analysis, streamlined annual reviews, a microbusiness loan online application, and a new, streamlined credit memo. Leadership is excited about the future possibilities with the nCino platform, especially as the Bank continues to expand its digital banking options with its continued focus on a stellar customer experience.

"We think about nCino evolving with us as we deliver more and more digital capabilities," Scarpelli says. "We have the opportunity now to deliver consumer accounts completely digitally from application to funding, and our intention is to be able to do that for a particular segment of our commercial customers as well. We're hopeful that at some point in time in the very near future, we can deliver commercial loans of $250,000 and less completely online."

> "Being on nCino feels very reliable. I have peace of mind knowing it's going to be there and it's going to work correctly. I don't have a software system that's freezing or constantly dragging. It's just nice to know that **it's always there – it's dependable and has everything I need."**
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> **AUDRA VANDERFORD, LOAN DOCUMENTATION MANAGER, EMPRISE BANK**

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