

# DATA AUTOMATION IS THE NEW BATTLEGROUND IN THE MORTGAGE INDUSTRY

Automating data ingestion will underpin operational resilience, reduce costs and deliver new revenue streams as mortgage providers tap into customer and property data currently trapped in applications, contracts and valuations

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The global pandemic that ground so many operations to a halt in early 2020 reinforced – in case anyone was not yet convinced of the fact – the fact that the digitization of data, getting structure out of unstructured documents and images at high volume, and exposing this to analytics and downstream processing, is the priority today. Enterprises whose operational processes are still predominantly based on painstaking, manual assessments, along with reviews and filing of incoming documents, found themselves substantially penalized. More than that, however, the crisis taught us that apart from resilience, digitization drives opportunity, as well.

Today's customers demand the automated simplicity of an Amazon encounter in their larger ticket items, too. The improved experience made possible through data-driven engagements promises returns across a range of fields like cost, up-selling opportunities, tailored products, innovation, etc.

It's a particularly significant moment for the banks and brokers operating in the mortgage industry, which face the challenge of ratcheting up their digital DNA in the face of so much competition and falling profits. According to [Mortgage Bankers Association](#), the average profit per loan in 2018 was just \$367, nearly half the \$711 of the year before. And the cost of manufacturing a loan

is the highest it's ever been – nearly \$9,000, according to [AI Foundry's](#) president Steve Butler, whereby more than a quarter is spent on lender labor and slightly more than that on back office costs. Cost reduction is a priority in order to pass savings on to customers – an important competitive advantage in this crowded market. And there is a solution, Butler points out, in the form of process automation, particularly in loan compliance and document review /classification.

The starting point for any improvement in this direction needs to be data, however. Data is the driver for end-to-end processing, but also generates insights that turn into new revenue opportunities. Swift, seamless workflows combined with reliable data analytics are the game-changers for the mortgage industry, and the extent to which these opportunities are taken up will distinguish those that surge ahead and dominate their markets in the 2020s, from those struggling to survive.



## BARBARA HODGE

Principal Analyst and  
Global Digital Editor,  
Shared Services and  
Outsourcing Network (SSON)

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# DIGITIZATION AS THE GAME-CHANGER FOR THE MORTGAGE INDUSTRY'S MAIN PROBLEMS: SPEED, ACCURACY AND INSIGHT

The mortgage industry is characterized by complexity in documentation, processes, reconciliations, controls and multiple actors (lawyers, lenders, valuers, government registries etc.). What separates one bank's mortgage from another is not the underlying product – mortgages are highly commoditized – as much as the customer experience. Key differentiators include user-friendliness, time, transparency of application and loan issuance process; and cost, of course. After all, no one wants a mortgage – they want the house.

And this is where leading mortgage companies are already investing big.

Inherent inefficiencies are coming under the spotlight as customers' expectations around real-time service, digital access, and experience, are not being adequately met. It's a perfect opportunity for those brave enough to re-engineer their operations from start to finish, in line with best practices in enterprise digitization.

In plain English: Data needs to be rendered digital from the start so that it can feed the process without delay, speed up application, and provide customer insights sorely needed to keep up in today's markets. Digitized, structured data facilitates downstream processing – but that means digitizing it at the point of entry.

Why? Because every data point is valid, and all data points need to be integrated and connected to drive optimal decision-making. The journey starts the moment the application is received, setting off a chain of events culminating in the acceptance or not of a mortgage, before switching activity to onboarding and security taking, and loan drawdown and servicing. Speed and accuracy are of the essence.

With the majority of incoming data still largely in unstructured form (images of application forms, supporting credit worthiness, KYC – images, emails, >>

## Mortgage Industry Challenges

### People, Processes and Paper

Adding seasonal headcount to manually review and process loan paperwork, as well as the printing, transporting and storage costs of large volumes of paper just for a single loan packet, makes this process time-consuming and prone to errors, as well as creating additional costs. It also makes the lender less agile and unable to respond quickly and cost-effectively to changes in demand.

### Delivering On Customers Expectations

With customers expectations of having an Amazon-like experience, they want a fast and easy loan application process. If you can't provide this level of engagement, you'll lose business to those who provide a quicker, simpler application experience.

### Overcoming The 'Stare And Compare' Process

Manually reviewing and verifying information takes time. Manually keying-in data can result in errors further along the loan application process. In the US alone, 48 HMDA data points are required for each loan application.

### Diminishing Profits

Profitability margins can be impacted by manual processing, which can be error-prone and may not meet stringent compliance regulations.

### Increasing Compliance Requirements

Similar to the banking industry, the Dodd-Frank Wall Street reform subjected mortgage lenders to a litany of regulations and compliance requirements, such as TRID, BSA, HOPEA, RESPA and HMDA. In addition, customer due diligence and audits are required. These compliance requirements when handled manually increase loan processing timelines and reduce staff productivity.

### Increasing Competition From Online, Non-Bank Lenders

Online FinTechs and companies such as Quicken Loans and LoanDepot are creating fierce competition for customers, which means mortgage lenders need to be more agile in their ability to process applications.



“The entire [mortgage] industry is taking advantage of driving efficiencies that come from deploying new technologies to automate, simplify and speed up each step of the mortgage process, helping to bring us closer to a complete end-to-end digital experience. The modernization and digitization of the mortgage origination process, end to end, is definitely one of the biggest advancements.”

**TANJA CLEVE**, VP Mortgage Solutions, Equifax

SOURCE: [COVID-19 Crisis has resulted in 'perfect storm' for mortgage industry; Mortgageorb](#)

>> documents, statements, some still with handwriting), processing is slowed significantly. And time, in mortgage land as elsewhere, is money.

The primary objective for players operating in this industry, therefore, is to read, recognize, convert and file data, quickly and reliably, in a cleaner, digitized format.



### Time's up

Up until now, mortgage customers have, by and large, expected and accepted lengthy and bureaucratic processes. A two-month turnaround period has been fairly common. Some providers got around this with “offers in principle” subject to processing, but this was hiding the fact that automation had not yet come to the end-to-end mortgage process. Today, the digital wave has arrived, and is changing all that. The “data” race is on to get ahead of the curve.

Where digitized data drives the process, reviews cycle through more efficiently, applications are processed faster, loans issued sooner, and mortgages sold on in the secondary market earlier – thus releasing much-needed cash to fuel further applications. There are also lucrative opportunities to identify and drive additional revenue through up- or cross-selling, as well as new business potential. Never has data been more keenly recognized as a value driver. Today, data can be commercially monetized by digitizing it the moment it enters an enterprise.

One critical element that will need to change is how mortgage companies and brokers are currently set up.

A digital-ready operating model is one in which IT works closely with all other parts of the business. Yet, many organizations are still organized around functions such as marketing, and sales. That operating model is not conducive to embracing transformation.

Furthermore, the customer needs to be central to the transformation journey. Siloed functions tend to have specific focus areas, not all of which align to the end-customer's experience. Siloed functions are also too rigid and can't respond rapidly to change. As part of the pivot to better servicing customers, therefore, internal partnerships need to be reassessed.



# WAKING UP TO DIGITIZATION – RETHINKING INTEGRATED AUTOMATION

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There's a danger of the mortgage industry being disrupted by newcomers built on digital technology, who threaten current ecosystems by offering faster throughput. The challenge for incumbents is not to be left behind. Instead, they should be doing all they can to vault themselves ahead of their competition.

Modern digital platforms offer a solution to those determined to leverage more resilient operating models. Such platforms can contain massive amounts of data and repositories of stored images of documents rich in valuable but inaccessible unstructured data sets, which, if combined with analytical capabilities, could create significant new business value streams as well as provide upsell and cross sell opportunities.

A key challenge is that while automation can drive real performance improvement, it has not been possible to automate data extraction across a myriad of formats common in the industry. Conventional data scanning solutions have depended on Optical Character Recognition (OCR) technology and require the data to be captured to be in a certain position on a page. Effective when applied to clearly defined structured documents, it is ineffective when presented with unstructured images, or images of documents that dominate the application, onboarding and servicing of mortgage business over ever diversifying channels.

That has changed as new AI solutions are able to use pattern recognition to recognize documents – even though they vary in structure – and classify them without human intervention. Once identified, machine vision and Machine Learning models can be quickly trained to extract data accurately – such as a mortgage processing clerk might have previously done. One of the newest kids on the block is Cognitive Machine Reading (CMR), which leverages pattern-matching via content-based object retrieval methods and is proving very effective in digitizing a full range of data formats, extracting and structuring data, applying business rules and enabling rapid downstream processing.

## Benefits Of Integrated Automation



### Better Customer Experience

An Integrated Automation Platform enables straight-through processing and cuts the time from loan origination to close dramatically, in most cases reducing loan processing time from weeks to days.



### Lower Operating Costs

With straight-through processing of loans, overheads are reduced as well as the need for seasonal headcount to stare and compare all that paperwork.



### Repurposing Staff

With automation, employees can be refocused on providing a higher touch, 'white glove' customer experience.



### Faster Loan Processing

Automating loan processes means only exception handling is required by employees, accelerating the loan process to become more efficient. Loans that previously required days to process can be processed in minutes.



### Better Compliance And Risk Management

Built-in business rules enable compliance checks and alert employees if there is missing or incorrect information, thereby reducing risk.

# THE LENGTHY END-TO-END PROCESS OF A MORTGAGE APPLICATION

Inefficiencies are inherent in all processes containing multiple steps. Add to that multiple recipients, each of which has their own input in the shape of additional data, and a process very quickly becomes highly complex, lengthy, error-prone and convoluted.

Typical stages in a mortgage application process include:

**Application:** Still frequently in the form of a physical document to support the application process, capturing information. It supports the underwriting process and often contains handwritten information.

**Compiling:** Documents are compiled to form a package so that a mortgage company or broker can decide whether to approve or deny the application. This package contains various forms such as W-2s, employment verification, income verification, bank statements, and previous mortgage statements. Much of this data is still unstructured. The need to review all of it in order to appraise the application currently requires many staff hours for manual review.

**Decision:** Based on the documentation provided, the mortgage is approved or denied, subject to meeting requirements. (Note that where critical information is absent, this may lead to a rejection of the application. In an automated and digitized scenario, this gap could be flagged by software while smart automation sources and auto-populates the missing data, avoiding a potential loss of business.)

**Real Estate search:** Once a mortgage loan is accepted by the lender, all the information is compiled in order to close the loan. Additional research on the real estate is done at this stage, and a title company checks to ensure the title is clear, in line with local regulations.

**Legal review:** The legal department draws up the mortgage agreement and documents the transaction for the local jurisdiction. The agreement frequently extends to 100 or more pages, most covering regulatory

and compliance issues. Attorneys are required for each of the three parties involved: the buyer, the seller, and the mortgage issuing entity. This leads to the closing or signing of the mortgage documents.

**Funding:** This is the stage at which the bank or mortgage company funds the loan. The mortgage is either held by the issuing entity or sold on – either on its own or packaged for end investors. Critically, mortgages require cash. If a mortgage is sold on in the secondary market, this requires additional and extensive documentation. The faster the mortgage cycle, the faster the loans are sold on to release cash for additional business – i.e., providing new mortgages and reaping fees. (it's fairly common for the mortgage process to take one to two months at present. This could, conceivably, be reduced to mere weeks for organizations that understand what's required to digitize and automate processes.)

**“To remain competitive, the ... industry needs to digitize from the ground up.”**

**PRABHAKAR BHOGARAJU,**  
Vice President, Digital Shared Services  
SOURCE: [FannieMae.com](http://FannieMae.com)

The steps outlined above highlight the complexity of the mortgage application and loan issuing process, how many handovers are involved, and how much of the data touched by the process is unstructured.

However, this presents a clear opportunity. Where digital, structured data is available, it feeds the downstream application process efficiently. The priority, therefore, is to be able to extract the necessary information for the underwriting process as quickly and efficiently as possible.

# LOWER COST, BETTER CUSTOMER EXPERIENCE, AND REVENUE – ACCESSING LOST DATA



## Interview with Mike Hobday

Chief Revenue Officer, AntWorks

### What is the main problem facing the mortgage industry today?

In short, it's low margins. Making money is hard – and the risks are still big. With interest rates as low as they are, mortgage companies have to focus on their costs to optimize their slim margins, which is why we are seeing so much interest in automation and risk analytics.

The priority today is to identify and extract the components of risk in order to make the right assessments. At the same time they need to be regulatory compliant, which is expensive. The great thing is that there is a solution: Intelligent Automation makes everything “discoverable” because all activities in the process are based on the application of rules.

### If those are the challenges, then where are the opportunities?

The mortgage process is fraught with paper and documents and most of the data – although read – is not actually transferred and used properly. So the opportunity is to clean up the process and offer the customer a better experience. This can be done quite easily and with minimal human intervention for low risk cases, by using AI-driven data extraction and automation tools. Then human intervention can be focused on those marginal cases, where, with the help of AI, documents can be presented with critical data already highlighted to the underwriters.

That is the big opportunity to drive lower cost and error rates, a better customer experience and consistency, and ensure “discoverability” from a regulatory perspective. In addition, there's a revenue opportunity from accessing data that was previously stored in the document

management system but not actually added to the systems of record.

If all data is captured and digitized correctly, in structured form, then there is no need for additional checks and controls downstream. It opens the door to more straight-through processing for low risk mortgages, which frees up humans to attend to the higher risk cases.

Today, the customer benefit is about speed but the benefit for the mortgage issuing entity is about lower cost, lower risk, and more value-add measured in terms of new revenue flows. A lot of data gathered during the course of an application is just stored away, unused, although it could have monetizable value. The mortgage business today carries lots of risk and offers only narrow margins. So there is an opportunity to use all data to personalize offerings, generate new insights and drive revenue.





## To what extent have mortgage companies recognized the opportunities presented today?

Many banks and mortgage companies that have been quite comfortable with OCR and RPA in the past are now thinking about AI as some super smart ability to solve highly complex problems. But the application of AI at that level of complexity is still rare.

Today, the real, tangible value of AI lies in its application in enabling work to be done. It's the ability to leverage a system to emulate how a human looks at things, extracts data, and learns about new formats through experience. So it's really about delivering at the front end of the process: in document classification, indexing, data extraction and basic decision-making. That is what our CMR solution does.

You teach it to recognize, for example, valuation forms – by giving them a large training set. With the requisite training, the digital graduate can be trained to extract certain data whenever presented with a valuation form, even though the form may be new to them. If you combine that capability with decision engines that set rules, and RPA that executes seamlessly – then you have a piece of AI-driven software that acts just as a human would – trained to recognize and process all the documents that a mortgage clerk would be expected

to do. So it's not a singular "job" that's offered, but the capability to do a broad range of jobs, all leveraging this extraordinary ability to learn and improve.

The important point to highlight here is that many enterprise leaders are being distracted by thinking of AI only in terms of its integration with big data, to drive really big strategic decisions. This view of AI is shifting the focus from where it can actually drive enormous value today: at the start of the process, by enabling data extraction, analysis, and then driving automated execution downstream.

## How easy is it to implement CMR?

The key point here is low code, no code. You don't need to be a data scientist to be an AI trainer. All that is required is a business subject matter expert with a user interface to train the software – the virtual graduate – on how to manage and read documents, and what data should be extracted.

The reason the implementation of CMR is so easy, is that you only need access to documents, which can be done from anywhere. If you think about RPA, on the other hand, you need to access the processes themselves. So CMR can be done from offshore, via the cloud or even on premise. It's not invasive.

**"The priority today is to identify and extract the components of risk in order to make the right assessments. At the same time they need to be regulatory compliant, which is expensive. The great thing is that there is a solution: Intelligent Automation makes everything "discoverable" because all activities in the process are based on the application of rules."**

**MIKE HOBDAV,**

Chief Revenue Officer, AntWorks



# BENEFITS OF DIGITIZING DATA AT SOURCE

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The ultimate objective is to reduce the total cost of processing mortgage loans and improve the return on investment at the same time. In addition, faster, more reliable processing releases cash sooner as loans are able to move off the books, and cash is made available to drive new business.

## Here are some key benefits from combining digitized data and automation:

- > Taking cost out of mortgage processing activities
- > Improving the profitability of mortgage management
- > Improving accuracy and highlighting errors
- > Ensuring reliability and "one source of the truth"
- > Reducing cycle time
- > Ensuring the data that auditors require is extracted and filed digitally
- > Giving structure to valuable data previously ignored (e.g. energy rating of properties vs post/zip code) not valuable to a bank but valuable nonetheless, even though today not yet exploited



## Speed: The Ultimate Enabler

In the mortgage industry, profitability is largely down to process efficiency and speed, especially considering the multiple stakeholders in a process. If an attorney was able to review a tagged and digitized report, as opposed to 500-page document, the cost of closing could be reduced significantly. It also translates to processing more loans.

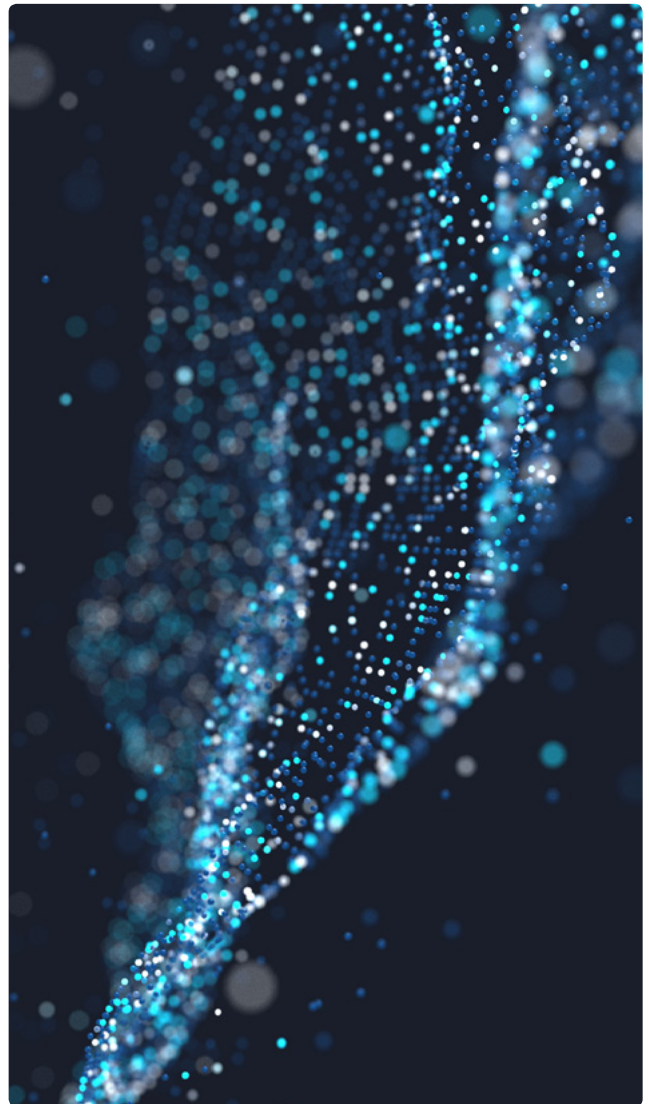
Similarly, digitized documents can be appraised much faster, at lower cost, and allowing for more volume. There is an ancillary benefit in the shape of customer experience. Given how easy it is to lose a customer and how hard it is to gain a new one, investing in retaining customers, and providing a positive experience in the context of time, transparency, and cost, is good for business.

Indeed, the mortgage industry is waking up to these opportunities very quickly. Currently, one of the larger mortgage brokers in the US has committed to process automation as a means of maximizing the business value it can drive from its current line of credit. Their objective is to process quickly, provide a loan, and sell it on to restock cash reserves.



## Driving a Competitive Advantage

Mortgage companies that leverage Shared Services /Global Business Services have made headway in improving process efficiencies through automation. In addition, expediting applications through automation is driving faster, more reliable results.



The big stumbling block remains ingesting (i.e., reading and curating) the massive quantities of unstructured data – specifically where these are entered into systems to become part of the DNA – to drive downstream processes efficiently.

Today's unstructured data arrives mainly in the form of emails, pdf forms, handwriting, and voice files. Given how heavily mortgage companies are attached to legacy systems, it requires significant change management to transition to a digitized architecture that can better manage all types of documents and data. Investing in such a platform is a game changer to drive growth and revenue.

Innovative solutions that leverage AI for a more "cognitive" approach to data ingestion and integration could not have come at a better time.



**"Today's borrower is more knowledgeable about the mortgage process than previous generations. Instant access to residential property information ... often via a mobile device – has forced lenders to adapt to a new reality and is fundamentally changing how they operate."**

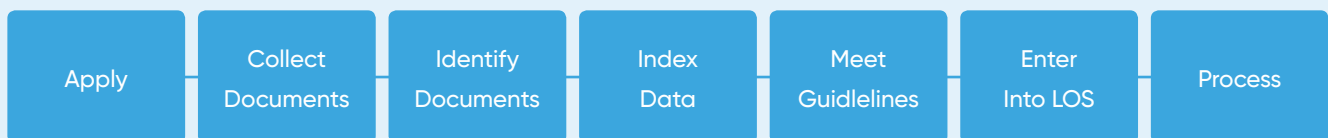
**JENNIFER HENRY,**

VP Strategy and Marketing, Equifax Mortgage and Housing Services.

SOURCE: Third-Party Data Now Critical For Mortgage Lenders' Technology Initiatives Mortgageorb

**Transforming the mortgage loan process through digitized data and automation:  
Achieve straight-through-processing with improved accuracy and customer experience**

**FROM**



**TO**



# COGNITIVE MACHINE READING (CMR): OPENING THE DOOR TO DIGITIZED DATA

Cognitive-based machine reading solutions emerge as a more effective solution for enterprises in search of automation-driven performance. Often favorably compared to Expert Systems or Chisel, CMR's ability to successfully ingest a broad range of data – both structured and, unstructured – from tables, checkboxes, handwriting, cursive, images and signatures, opens the door to end-to-end process automation. Today, CMR is integrated into leading intelligent automation platforms and facilitates the processing of large amounts of data and complex business contracts in a fraction of the time traditional processes take. The opportunity for mortgage companies to reinvent themselves as digital natives is enormous.

CMR is built using proprietary pattern-matching via content-based object retrieval methods to ensure high levels of precision. It relies on patterns and associated confidence scores as opposed to font sets – thus avoiding anomalies. Its advantage lies in the ability to capture and curate various forms of data including handwritten and cursive text, image and object recognition, and natural language, without being limited to specific file types. Data can also be exported for downstream consumption across multiple formats including CSV, JSON, XML, and DB schema. >>



## 3 Benefits of Cognitive Machine Reading



### Handles Multiple Data Formats with a Single Platform

Semi-structured data based on preset models

Unstructured data that is complex to analyze and summarize, cannot be processed with rules, in a natural language, has a limited or no structure or metadata, and can include non-text-based materials.



### Increases Accuracy

Includes Machine Learning technology that adapts and learns your workflows and progressively boosts accuracy up to 95%

Requires smaller data sets to learn and optimize all your underwriting, broking operations, onboarding and claims processing including handwritten forms



### Faster Time to Insights

Synthesize vast amounts of customer data using Natural Language Modelling (NLM) to generate powerful insights

Natural Language Processing (NLP) capabilities such as sentiment analysis, equip mortgage brokers with the necessary insights at the right time



The benefit of cognitive automation extends to cognitive scanning of data as intelligent engines learn from a representative set of documents (through Machine Learning) and share the knowledge gained in one process with another.

CMR and Machine Learning move far beyond traditional OCR, which – though widely used from a legacy perspective, captures only structured data. Independent of zones, templates, formats, modes and languages, CMR ingests, curates and classifies data across dozens of languages, ensuring it is available for downstream policy processing. CMR solves for the unstructured data challenge that besets the mortgage industry – especially regarding legacy systems of records and voluminous documents and data in multiple formats.

“The demand for mortgage lenders to automate and digitize if they want to survive is becoming obvious to most.”

Without Data Standards, the Mortgage Industry Doesn't Go Digital

**PRABHAKAR BHOGARAJU, SANDRO BARCHITTA, JOHN BURGESS AND NOAH ISRAEL**

SOURCE: [FannieMae.com](https://www.fanniemae.com)



## Cognitive Machine Reading delivers 75% accuracy, 100% regulatory compliance, and 90% reduction for mortgage processing time

Headquartered in New Jersey with over 1,200 employees worldwide, this leading provider of business services and technology for the U.S. mortgage industry supports every stage of the mortgage lifecycle with automation and software, outsourcing and project management, compliance and education.



### Challenges

The organization's OCR platform struggled with the volume and variability of the mortgage document formats, which varies from state to state and required constant intervention. The complexity included capturing multi-page loan documents, credit reports, tax statements, and more. After three years the business concluded that traditional OCR players could not handle its unique data challenges.



### Solution

The enterprise deployed Cognitive Machine Reading (CMR) to accelerate the process of identifying and classifying documents, extracting more than 900 data points automatically, and creating an output file. Built-in workflows now route data to designated systems based on business rules, and CMR automatically flags missing or unreadable information as exceptions and routes tasks to the right people. Each manual intervention improves the accuracy and confidence of CMR's Machine Learning models.



### Results

A cost-effective mortgage processing solution that generates up to **75% accuracy**, and ensures **100% regulatory compliance**, even during business peaks. The result is a **90% reduction in turnaround time**, which supports faster revenue conversion, and saves valuable resources, boosting bottom line savings.

# THE POWER OF ANALYTICS

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The power of analytics reduces the cost of customer acquisition in competitive sectors like the mortgage industry by driving precision marketing and personalization. With data storage capacity rapidly increasing and its cost falling, data analytics is now within

the grasp of many organizations that previously were unable to tap into its value.

**AI-based Machine Learning solutions play a big role.**

**"The entire mortgage industry is being impacted by the efficiencies that come from deploying new technologies to automate, simplify and speed up each step of the mortgage process, helping to bring us closer to a complete end-to-end digital lending experience."**

**JENNIFER HENRY,**

VP Strategy and Marketing, Equifax Mortgage and Housing Services.

SOURCE: [Third-Party Data Now Critical For Mortgage Lenders' Technology Initiatives Mortgageorb](#)

The mortgage industry is in desperate need of a digital overhaul. On the process side, we have already seen automation embraced to drive performance. Parallel shifts on the data side have, so far, been conspicuous in their absence, however.

Today, we stand at the cusp of a brave new world which offers the opportunity to transform from an archaic product-led model into one that places the customer at the heart of its growth strategy through automation-driven processing.

Successfully deploying automation to drive business depends critically on the ability to capture and digitize data, however; specifically unstructured data which makes up the vast amount of enterprise information.

With the advance of platform-based automation solutions and the spotlight on data management and availability, the "data gap" thus exposed includes images, handwriting, signatures, and even mobile content. The fact is that critical business and operational decisions are

driven by this [unstructured] data. Customer interactions will improve significantly through more personalized real-time engagement, driven by a better understanding of who the customer is.

Customer Experience promises to become the new benchmark of competitive differentiation. An advanced technology like CMR will become the standard approach for processing the large and complex data streams generated by mortgage applications and processing. While app-based applications are already readily available – consider what it would mean if the entire, convoluted back-end of an application could be integrated and automated.

The future will be defined by models that are constantly learning and adapting to the world around them – driving new product categories, innovative opportunities for customer engagement, and real time reactions to customers' changing circumstances.

**That journey starts today – with digitized data.**



## WE ARE ANTWORKS



We are Fresh in our approach, and look beyond the obvious, Fearless in embracing change and exploring the most innovative solutions, and Fast in learning, adapting, and delivering solutions that enterprises need now.

AntWorks™ is a global, artificial intelligence (AI) and intelligent automation (IA) company that creates new possibilities with data through digitisation, automation, and enterprise intelligence. As the world's only integrated Intelligent Automation Platform (IAP) powered by fractal science principles and pattern recognition, ANTstein™ digitises every type of data for forward-thinking companies looking to achieve straight-through processing.

Led by Co-Founders: Asheesh Mehra, Group Chief Executive Officer and Govind Sandhu, Chief Operating Officer; and also, by Dr. Venkat, Chief Technology Officer; along with a Colony of more than 500 "Ants," together we continue to set the course for the future of AI within enterprises.

## ABOUT THE SHARED SERVICES & OUTSOURCING NETWORK (SSON)



The Shared Services & Outsourcing Network (SSON) is the largest and most established community of shared services and outsourcing professionals in the world, with over 160,000 members.

Established in 1999, SSON recognized the revolution in support services as it was happening and realized that a forum was needed through which practitioners could connect with each other on a regional and global basis.

SSON is a one-stop shop for shared services professionals, offering industry-leading events, training, reports, surveys, interviews, white papers, videos, editorial, infographics, and more.