



A CASE STUDY

# WHAT MAKES THE BEST ENTERPRISE CRM?

Is it the functionality, the  
content, or something more?

USHERPA®



**Top marketing executives in any industry know what tools to use to get higher performance out of the sales teams they manage, but that job seems to be tougher in the mortgage industry.**

**First, most loan officers are fiercely independent.** They build their business on the strength of the relationships they've built in their communities and most won't invest in tools they don't think they need.

**Second, unlike most businesses, mortgage loan borrowers don't come back for another transaction very often.** While it was a couple of times a year during the height of the historic refinance boom, now it's rarely more than once every few years that borrowers come back for a new loan.

**Finally, marketing tools that force loan officers to become marketing people instead of mortgage professionals never get traction.** Loan officers don't want another piece of software to learn and manage and they aren't likely to spend the time to create their own content, even if it was easy to ensure its compliance, which it's not.

**So, do marketing technologies just not work in the mortgage industry? Don't suggest that to Eustis Mortgage Senior Vice-President for National Retail Growth Stephen Barton, unless you want to get laughed out of the room.**

# THE IMPORTANCE OF A TURNKEY SOLUTION

**“There are two things I look for in a CRM. First, it must be a turnkey system,” Barton says.**

Lenders want marketing technology that is ready to use out of the box, easy to configure and that works without a lot of loan officer intervention.

An experienced manager, Barton knows that busy loan officers won't take the time to learn complicated new marketing technologies, and they shouldn't have to. That's not their core strength and not what the company needs them to do. That's why it's so important that any tool he provides to his team be so easy to use that LOs don't even have to think about it.

Barton knows that the company will have to configure the software, build in the different borrower journeys for the loan products the company offers and set the standards that will guide in-process marketing and help LOs maintain the relationship with the borrower after the loan is closed. But after that, it should basically run itself.

Much of this work Barton's team can do on their own, but occasionally Eustis Mortgage needs to reach out to their client relationship software provider for assistance. That's not a problem, Barton says, because he works with Usherpa.

“One of the things I love about Usherpa and the reason I will never switch is that even though we're not one of the largest lenders, when we need assistance or want to make a change, our partner always hears our call for help and answers it,” Barton said.

Because he knows that Usherpa will help Eustis Mortgage get what it needs out of the Usherpa Smart CRM and that once configured it will operate with very little loan officer intervention, Barton says he has found the turnkey solution he needs. But he has one more requirement.

A man with a beard and short brown hair, wearing a white shirt, is smiling and holding a mobile phone to his ear. The background is a blurred office setting with computer monitors.

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## MARKETING AUTOMATION REQUIRES GREAT CONTENT

**“All of your outgoing communication needs to be relevant to the customer,” Barton said. “You need content that they will either click on, watch or read. And you need to deliver it in any way your customer wants, including text.”**

Having a great CRM is not a solution if it doesn't also come with great content that will get and keep your customers' attention. That is an art that few technology providers have mastered. To succeed here in the complex home finance industry, you need to have people who have worked here.

Usherpa was founded by Dan Harrington in 1995, a former loan officer who needed a better tool for marketing home loans. It has since evolved into the industry's most sophisticated, cloud-based CRM/Marketing Automation system.

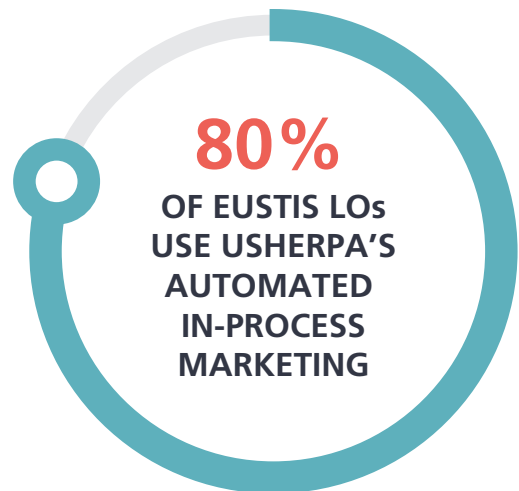
Now referred to as the Relationship Engagement Platform, Usherpa's smart CRM software has helped thousands of loan officers stay connected with partners and clients. But the software is only part of the story. It's the content that comes with it that gives it so much power.

“Our customers and prospects love to get videos, but they still click on and open PDF documents and even jpeg images,” Barton said. “Usherpa gives us content that we can deliver any way the customer prefers, so they can experience the journey we've built for them the way they want to experience it.”

Usherpa's Smart CRM knows when a borrower has a birthday or a loan anniversary and makes it virtually effortless for the loan officer to act on that information and reconnect with the customer. Once a new prospect is in the pipeline, Usherpa offers even more power.

"Usherpa makes it so the LO doesn't even have to know it's happening," Barton said. "Once the loan application is submitted for processing, the customer automatically gets a video, congratulating them on that part of the journey and letting them know what to expect. The loan officer doesn't have to touch anything to do that."

Barton says about 80% of his loan officers use Usherpa's automated in-process marketing. Barton says his LOs know that if they use it, they're going to make more money.



## ADAPTING QUICKLY TO A CHANGING MARKET

Over the next 12 to 18 months, Barton expects the refinance business to fall off dramatically and any lender who has not already built a business focused on purchase money lending to be in serious trouble. He's not worried.

"Anyone who built their entire company on refis is already in trouble," he said. "We've always been a 94% purchase shop, but when refis spike we're ready for that, too. Over the past year, increased volume led us to hire 12 additional people, but that allowed us to close three times our previous volume."

Barton credits effective use of technology for this, both on the loan origination side and in the marketing department. When the market changes, Eustis Mortgage can quickly build new marketing campaigns in Usherpa to reach out to prospects and past customers.

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Case in point: borrower communication post close. Eustis Mortgage services many of the loans it writes for a month or more while it completes its secondary market activities and finds an investor for its production. This can be confusing to borrowers and that reflects poorly on the lender, making it harder to get repeat and referral business.

Barton had a full person in the post-close department who was tasked with keeping track of where the borrowers' loans were being serviced and communicating with them to avoid distraction and dissatisfaction. He knew there was a better way.

He asked Usherpa to create an automated method for alerting his borrowers about their loan's first payment (usually due to Eustis Mortgage) and then, when the loan was sold, another message to provide all of the details about their new loan servicer. In addition, Usherpa was able to automate the process of alerting the borrower's hazard insurance provider, and flood insurance provider is applicable, to give them the information about the new mortgagee.

The results: a smoother process, higher levels of customer satisfaction and the ability to re-task the full-time employee to work that added more value to the company and its borrowers.

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As for pricing, Barton says Usherpa gives him all of the functionality he needs and the content to power it for a price that the other CRMs, especially those owned by big investors or VC companies, can't touch. But that's not what keeps him loyal to his customer relationship partner.

"It's not about price, although the price is great; it's not about all the features, but the features are fantastic," Barton says. "Usherpa is better than anybody in the market for the simple fact that I can call and get ahold of the people who care about us winning. For us, that's fantastic."