

Huntington Bank

Accelerated deposit growth enabled by process improvement.

A bank holding company reduces its cycle for authenticating, funding, and opening accounts—and achieves even more.

The Challenge

Enabling digital touchpoints

Consistent with industry trends, Huntington Bank expected to execute and manage over a quarter of its customer transactions through electronic channels by 2012. “That’s a critical market space—one that we want to be a part of and ready for,” said Tim Scholten, Huntington’s senior vice president of Online Services.

Scholten felt one critical key to better enabling these channels was reexamining how the bank qualified, opened, and funded its accounts. In the past, the bank used various manual and disconnected online data sources to gather information, followed by a clerical review with standards not intended for today’s online model.

The bank was also concerned about reducing its spread on existing customers’ deposits as its customers found the higher-yield offer online.

The Solution

Strategy and process skills plus financial services expertise

To prepare for this shift and enable better insight into customer deposit data, Huntington began assembling a team to solve the problem and called on strategy and eCommerce experts at West Monroe Partners.

THE BOTTOM LINE

\$100 MILLION
IN ADDITIONAL DEPOSITS

FASTER AND MORE EFFICIENT
APPROVAL PROCESSES

REDUCED TIME TO
AUTHENTICATE, FUND,
AND, OPEN ACCOUNTS

Huntington National Bank is a \$55 billion bank holding company headquartered in Columbus, Ohio, with locations in 12 states. Including its online and call center facilities, the bank serves customers in all 50 states.

Together with West Monroe, the bank first created a rules-based table that stratified application scoring into several levels. Then, using a new authentication engine to process customer applications, it began grouping applicants in one of three categories: approved, approved with minor review, and declined. For applications that scored in the highest quality tier, the bank could automatically open a new account—without any human review.

A simple review of Huntington's customers' recurring ACH transactions found that there already was significant run-off of existing deposits to other organizations. "We discovered that those existing customers that opted for a Huntington High Yield account actually brought 80 percent more deposits back into the bank from competing financial service companies," Scholten recalled. "What originally was intended as the primary purpose of the project—reducing the time to authenticate, fund, and open an account—wound up being the icing on the cake."

The Impact

Prepared for a bright, automated future

Because a large percentage of the bank's target customers were intended to score in the highest category, the bank's approval processes immediately became much faster and more efficient. Prior to restructuring and automating the new system, qualification took days, but after, it took minutes to complete the same process, and higher-quality deposits were generated with very little effort.

In less than a year, and with limited marketing efforts, Huntington National Bank added \$100 million in deposits. "We set some reasonable levels of expectations for the first year in terms of new account on-boarding and growth," said Scholten. "But, in fact, our results were far above our original estimates." Because this strategy was applicable across the bank's operations, Huntington also evaluated these processes to implement in their contact center.

