



FROM GAPS TO GROWTH: SETTING GOALS AND RIGHT-SIZING RESOURCES

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TOPICS FOR DISCUSSION

1. Welcome and Intro
2. Gaps to Growth Roadmap Recap
3. Why Prioritize? Not All Opportunity is Equal
4. Goal Setting FAQ
5. What Does Success Look Like?
Establishing and Building on a Baseline
6. The Art of Right-Sizing

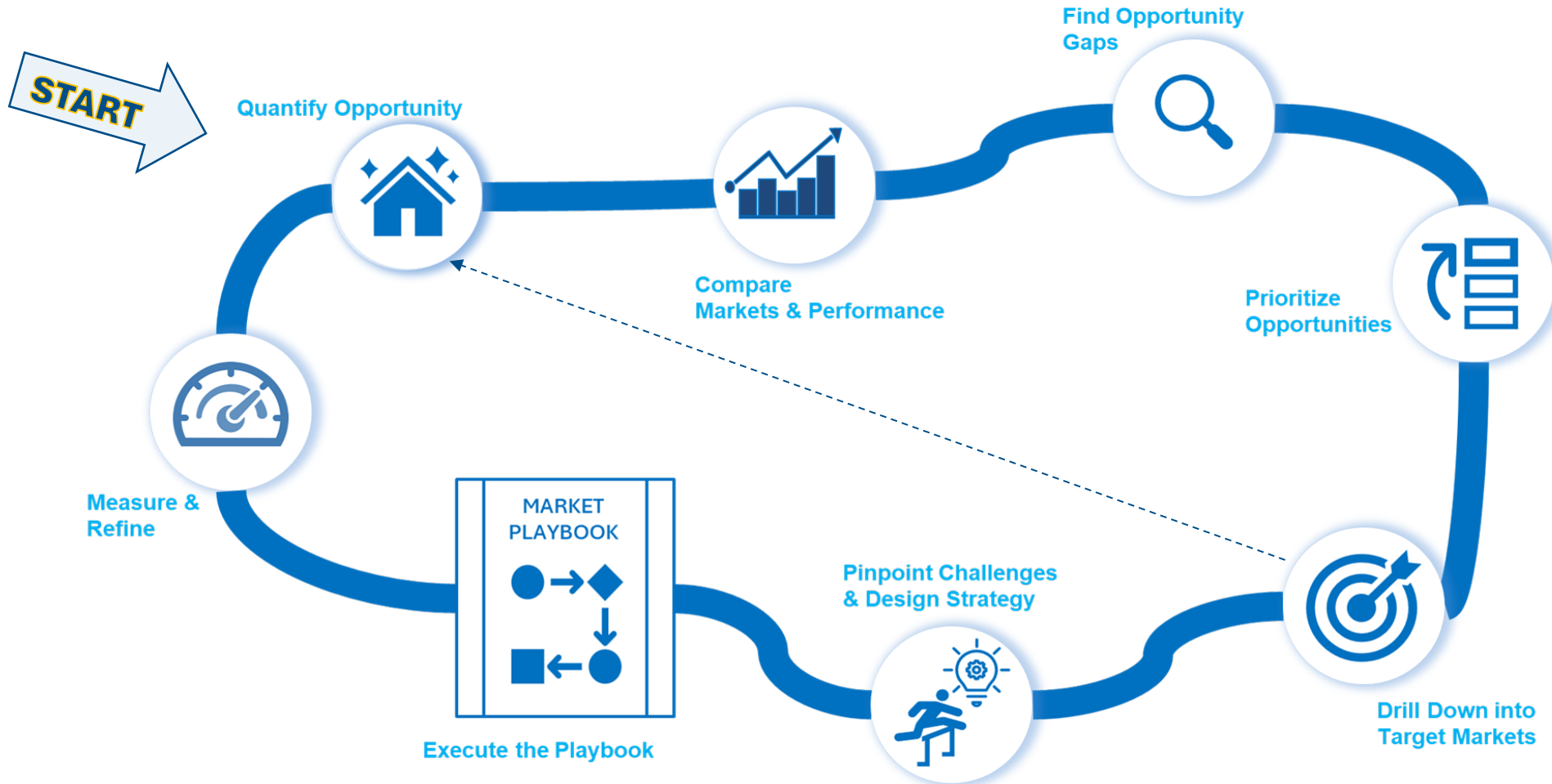
The logo for iEMERGENT features a stylized lowercase 'i' in green with a white dot, followed by the word 'EMERGENT' in a bold, blue, sans-serif font.

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WHERE ARE WE?

REVISITING OUR SPOT IN THE ROADMAP

OPPORTUNITY ROADMAP



MORTGAGE OPPORTUNITY RECAP

Discovering New Opportunities



Uncovering Missed Opportunities



- Opportunity can be quantified **in loans, dollars, growth, share, and segment penetration.**
- Every market has a different **mix of borrowers, products, affordability pressures, and growth drivers.**
- Every lender's opportunity is different because capture depends on **product fit, coverage, execution, and conversion.**
- Past production shows where lending has happened; **forecasts show where demand is heading.**
- Turning gaps into growth starts when you **identify specific, actionable opportunities by place, borrower segment, product, and strategy.**

OPPORTUNITY IS EVERYWHERE

RESOURCES ARE NOT

A disciplined approach to prioritizing opportunities, setting goals, right-sizing resources, and measuring success is critical.

- ➔ Closing every gap and capturing every opportunity is not feasible – prioritize opportunities based on size, fit, feasibility and expected return.
- ➔ Understand the “value” of an opportunity through multiple lenses:
 - calculate the size of the opportunity, not the size of the market.
 - “see” the opportunity through the context of your baseline and overall strategy
 - Consider the competitive landscape – not who is winning but how?
- ➔ If the new opportunity stems from a gap, take time to diagnose why – make sure the solution is something you can reasonably pursue
- ➔ Goals should be specific, measurable and market-opportunity-grounded.
- ➔ Right-sizing resources includes the people, products, partnerships, processes and dollars that are needed to reach the goal
- ➔ Match resource intensity to the opportunity and the size of the goal



GOAL SETTING BASICS

1. What are the big-picture themes we need to keep in mind?
2. How do you choose the right goal metric?
3. How to know if your goals should be people or place-based?
4. How specific should goals be?
5. What is the best way to build off a baseline?
6. How do you “scale” goals – creating consistency without rigidity?

2025 PERFORMANCE VS GROWTH GOAL

ABC Mortgage

Growth Goal: To be in Top 25% for Loan Penetration Rates in Your Markets.

2025	Actual Purchase Units	Lender Loan Penetration Rate (LPR)	Market Loan Penetration Rate (LPR)	Actual Top 25% LPR	Units Needed to be Top 25 %	Delta (Add'l Units Needed)	Growth Percentage Over Actual
All Purchase	589	100.0%					
Asian	12	2.0%	8.1%	8.7%	52	+40	+333%
African American	55	9.3%	17.8%	23.0%	136	+81	+147%
Hispanic	146	24.8%	20.8%	29.2%	173	+27	+18%
Diverse Markets Total	213	36.2%	N/A	N/A	361	+148	69%

- **Needed 148 additional purchase units across diverse segments to achieve Top 25%.**

Note: This view depends on penetration rates, regardless of size. The better you serve diverse borrowers, the fewer additional units needed to reach Top 25%.

QUESTIONS TO ASK BEFORE SETTING GOALS

QUESTION:

WHAT DO WE NEED TO THINK ABOUT WHILE WE SET GOALS?

How large is the opportunity?

Is there enough demand to justify focus and resources?

How are we performing today?

What is our current share, penetration, application flow, and conversion?

How has our performance changed over time?

Are we improving, flat, declining, or losing ground?

Who is winning today?

Which competitors are capturing the opportunity, and what can we learn from that?

What type of gap are we trying to close?

Is this an awareness gap, coverage gap, product gap, partnership gap, conversion gap, or capacity gap?

What resources would actually move the needle?

Do we need people, partners, marketing, product support, training, operational changes, or better follow-up?

What goal is realistic but meaningful?

What target would stretch performance without disconnecting from market reality?

How will we know if the strategy is working before year-end?

What leading indicators should we monitor along the way?

GOAL SETTING BASICS

QUESTION:

HOW DO YOU CHOOSE THE RIGHT GOAL METRIC?

The right goal metric depends on the problem you are trying to fix.

- Use an application goal when the problem is increasing demand.** Choose this when the lender is not seeing enough activity from the target borrower group or geography.
- Use an origination goal when the problem is closed-loan production.** Choose this when leadership needs a clear production target and the lender has enough pipeline or capacity to reasonably support it.
- Use a market share goal when the problem is competitiveness.** Choose this when the lender is participating in the market, but competitors are capturing a larger share of the opportunity.
- Use a penetration goal when the problem is alignment.** Choose this when the lender's own production does not reflect the opportunity, need, or composition of the market.
- Use a pull-through or conversion goal when the problem is fallout.** Choose this when applications are coming in, but borrowers are not reaching origination.
- Use an approval or denial-rate goal when the problem is qualification or product fit.** Choose this when denial rates are high or certain borrower groups are disproportionately unable to move forward.
- Use a partnership/referral goal when the problem is trust, access, or early-stage borrower connection.** Choose this when the lender needs stronger relationships with organizations that already serve the target community.
- Use a capacity-building goal when production growth is not realistic yet.** Choose this when the market has need, but the lender has not yet built the conditions necessary to increase lending.

If you are trying to...	Choose this metric
<i>Build awareness</i>	Applications
<i>Build early pipeline</i>	Preapprovals/Applications
<i>Close more loans</i>	Originations
<i>Compete more effectively</i>	Market share
<i>Increase community lending</i>	Penetration rates
<i>Improve operations & process</i>	Pull-through / conversion
<i>Reduce preventable barriers</i>	Denial reasons / approval rate
<i>Bridge trust gap</i>	Partner referrals
<i>Evaluate neighborhood reach</i>	Geography-based penetration
<i>Evaluate borrower reach</i>	Borrower-based penetration
<i>Evaluate product alignment</i>	Product utilization

GOAL SETTING BASICS

QUESTION:

HOW DO YOU KNOW IF YOUR GOALS SHOULD BE PEOPLE OR PLACE-BASED?

	Geography-based goal	Borrower-based goal	Combined geography + borrower goal
<i>Use when...</i>	The gap is concentrated in certain places.	The gap is concentrated among certain borrower groups.	The strongest opportunity is tied to both people and place.
<i>Best metrics</i>	Tract-level applications, originations, market share, penetration, LO coverage	Applications, originations, penetration, approval rate, pull-through by borrower segment	Applications/originations by borrower segment within priority geographies
<i>Example</i>	Increase purchase applications in the five highest-priority LMI/MMCT tracts by 15%.	Increase LMI borrower purchase originations from 18% to 22% of total purchase lending.	Increase LMI borrower applications in majority-minority tracts by 12%.

GOAL SETTING BASICS

QUESTION:

HOW SPECIFIC SHOULD GOALS BE?

Goals should be specific enough that a team can act on them and leadership can evaluate progress.

Not complicated, but usable.

Not very meaningful:

Increasing lending in underserved communities.

Better:

“Increase purchase applications from LMI borrowers in the assessment area by 15% over the next 12 months,”

Best:

“Increase purchase applications and originations in the five highest-priority LMI and majority-minority tracts by 10%–15% over the next year.”

GOAL SETTING BASICS

QUESTION:

HOW WHAT IS THE BEST WAY TO BUILD OFF A BASELINE?

The baseline prevents the goal from becoming wishful thinking. The forecast prevents the goal from becoming backward-looking. Together, they help the lender set a target that is realistic, forward-looking, and strategically meaningful.

QUESTION	Goal-setting Step
<i>What did we do last year/last period?</i>	1. Establishes the baseline
<i>Was last year normal or distorted?</i>	2. Determine whether the baseline is reliable or needs context
<i>What is the market expected to do next?</i>	3. Adjust for the market forecast.
<i>If we simply maintain current position, what would we produce – and how does that compare?</i>	4. Compare expected performance to the opportunity.
<i>Where do we want to gain share, increase penetration, improve conversion, or expand reach?</i>	5. Define and quantify the strategic lift.
<i>What target reflects the forecasted market change and the improvement we hope to gain?</i>	6. This becomes the opportunity goal.



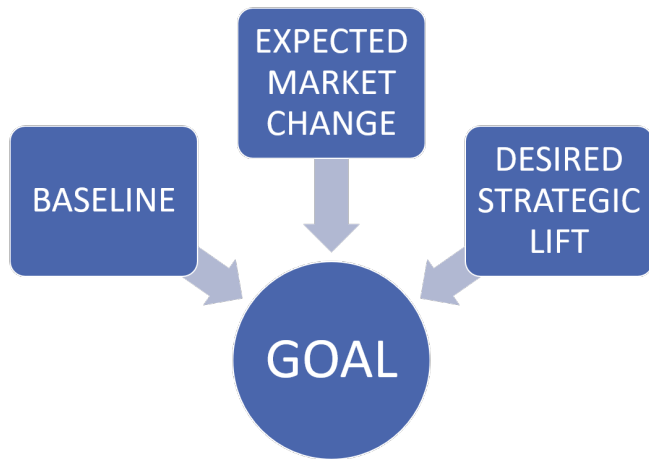
GOAL SETTING BASICS

QUESTION:

HOW WHAT IS THE BEST WAY TO BUILD OFF A BASELINE?

Adjusting for how the market shifts is critical before you set the goal, but it is an activity you never stop revisiting - every 3-6 months.

Simple example of how you adjust for different types of market shifts:



Scenario	Baseline	Forecast	What the goal should consider
Growing market	20 loans	Market expected to grow 10%	A goal of 22 loans may only maintain position; a stronger goal may be needed to gain share.
Flat market	20 loans	Market expected to stay stable	A goal of 23–25 loans may represent meaningful growth.
Shrinking market	20 loans	Market expected to decline 10%	A goal of 20–22 loans may still be ambitious because the lender is outperforming the market.
Shifting market	20 loans	Growth concentrated in specific tracts or borrower segments	The goal should focus on the places or borrowers where future opportunity is forming.

GOAL SETTING BASICS

QUESTION:

HOW DO YOU SCALE GOALS – CREATING CONSISTENCY WITHOUT RIGIDITY?

Uniform goals may be easier to manage, but customized goals are more likely to work.

- The same goal across every market can look consistent, but it may not be strategic. It ignores the size of the opportunity, the level of need, the lender's starting position, and the resources on the ground. Market-specific goals allow a lender to be more realistic, more accountable, and more responsive to local conditions.
- Consistency from market-to-market is maintained if the goals and strategies fit the overall direction of the company.

WHY GOALS ARE NOT ONE-SIZE-FITS-ALL?

- ✓ Opportunity size
- ✓ Gap width
- ✓ Market Make-up
- ✓ The Starting point
- ✓ Resources-in-place

RIGHT-SIZING RESOURCES

1. What does it mean to right-size resources?
2. What types of resources should be reviewed before finalizing a goal?
3. How should resource decisions differ between a high-growth opportunity market and a repair-the-gap market?
4. How do you know if a goal is under-resourced?
5. What happens when goals are set by leadership but not translated into branch, LO, marketing, and partnership actions?

RIGHT SIZING RESOURCES

QUESTION:

WHAT DOES IT MEAN TO RIGHT SIZE RESOURCES?

- ➔ Increasing resources does not automatically mean spending money: it's about matching the **type and level of resources** to the specific gap you are trying to close.
- ➔ Every lender's opportunity is different because capture depends on **product fit, coverage, execution, and conversion**.
- ➔ Past production shows where lending has happened; **forecasts show where demand is heading**.
- ➔ Turning gaps into growth starts when you **identify specific, actionable opportunities by place, borrower segment, product, and strategy**.

RIGHT SIZING RESOURCES

QUESTION:

WHAT KINDS OF RESOURCES SHOULD WE THINK ABOUT?

	Resource area	Question
<input checked="" type="checkbox"/>	Loan officers	<i>Do we have the right LOs assigned to the opportunity?</i>
<input checked="" type="checkbox"/>	Branch network	<i>Are branches aware of and connected to the priority areas?</i>
<input checked="" type="checkbox"/>	Partnerships	<i>Do trusted partners know how and when to refer borrowers?</i>
<input checked="" type="checkbox"/>	Products	<i>Do we have products that fit the target borrower's needs?</i>
<input checked="" type="checkbox"/>	DPA knowledge	<i>Does the team understand available assistance programs?</i>
<input checked="" type="checkbox"/>	Marketing	<i>Is messaging tailored to the borrower, place, and barrier?</i>
<input checked="" type="checkbox"/>	Operations	<i>Can applicants move through the process without unnecessary fallout?</i>
<input checked="" type="checkbox"/>	Data/reporting	<i>Can we track leading indicators before year-end?</i>
<input checked="" type="checkbox"/>	Leadership cadence	<i>Is there a regular review process to adjust strategy?</i>
<input checked="" type="checkbox"/>	Ownership	<i>Who is accountable for making the goal happen?</i>

KEY TAKEAWAYS

DO

Do start with the size of the opportunity. Understand how much demand exists before setting a goal.

Do compare opportunities across multiple lenses. Look at market size, growth, penetration, competition, strategic fit, and resource needs.

Do separate “interesting” data from “actionable” data. Focus on insights that can guide decisions about people, products, partners, marketing, or operations.

Do benchmark against both your own history and your competitors. Your trend shows progress; competitor performance shows what may be possible.

Do diagnose the type of gap before choosing the fix. A coverage gap, product gap, awareness gap, and conversion gap each require different responses.

Do right-size resources to the opportunity. Larger or more complex opportunities may require more time, people, partnerships, and operational support.

Do set goals that are specific and measurable. Tie goals to geographies, borrower segments, loan purposes, application flow, conversion, penetration, or share.

Do assign ownership and review progress regularly. Every priority should have an owner, a timeline, and a cadence for checking progress.

Do use data to focus the conversation. Data should help teams agree on where to focus and what action is needed.

Do connect growth and impact. The best opportunities often create both business value and community value.

DON'T

Don't set goals based only on last year's production. Past performance is a baseline, not the full picture of what is possible.

Don't chase every gap you find. Not every gap is large enough, actionable enough, or strategically important enough to pursue right now.

Don't overwhelm teams with too many metrics. If everything is a priority, nothing becomes executable.

Don't assume a competitor's success means you should copy their strategy. Use benchmarking to ask better questions, not to blindly imitate.

Don't treat every gap like a marketing problem. More outreach will not solve every issue if the real barrier is product, process, pricing, or capacity.

Don't set aggressive goals without changing the resource plan. If the resources stay the same, the goal may be more aspirational than achievable.

Don't rely only on broad production goals. “Grow lending” is not specific enough to guide action or accountability.

Don't make goal-setting a once-a-year exercise. Markets shift, competitors move, and strategy needs to adjust.

Don't use data only to describe the problem. The real value comes when data changes decisions and execution.

Don't frame underserved market opportunities only as compliance obligations. These can be meaningful growth markets when approached strategically.



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FROM GAPS TO GROWTH:
RETHINKING MARKETING STRATEGIES WITH DATA**

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APPENDIX: DATA, GAPS, AND RESPONSES

Gap Type	Likely Response
Geographic gap	LO deployment, branch focus, referral partnerships, local outreach
LMI borrower gap	Affordable lending strategy, DPA, counseling partnerships, CRA-aligned goals
Product gap	FHA/VA strategy, portfolio product, home equity, renovation, construction, first-time buyer program
Channel gap	Realtor/builder partnerships, community partnerships, direct-to-consumer strategy
Conversion gap	Process redesign, pre-application support, documentation help, underwriting review
Competitive gap	Peer benchmarking, pricing/product comparison, targeted market response
Forecast hotspot gap	Strategic growth priority, market plan, leadership accountability

APPENDIX: WHAT THE DATA SHOW AND MAN

If the Data Shows...	Possible Gap Type	What It May Mean	Questions to Ask	Possible Response
Large market opportunity but low application volume	Awareness gap	Borrowers may not know the lender is active, relevant, or accessible in that market	Do borrowers and referral partners know us? Are we visible in this community? Is our message reaching the right audience?	Targeted marketing, community outreach, local events, borrower education, branch engagement
Large market opportunity but limited LO activity	Coverage gap	The lender may not have enough sales presence in the market	Do we have LOs assigned to this area? Are they active? Do they understand the market?	Reassign LO coverage, hire strategically, set activity goals, align branches and sales territories
Strong borrower demand but low origination volume	Conversion gap	Applications are entering the pipeline but not closing	Where are applications falling out? Are withdrawals, denials, or incompletes high?	Review fallout, denial reasons, borrower support, process speed, communication, pricing
High applications and high withdrawals	Shopping / experience gap	Borrowers may be leaving for other lenders or abandoning the process	Are we competitive on pricing? Are we responding quickly? Are borrowers receiving enough guidance?	Improve follow-up, review pricing, monitor response time, strengthen borrower communication
High incomplete application rate	Process or support gap	Borrowers may be struggling to provide documentation or complete steps	What documentation is missing? Where are files stalling? Are LOs following up?	Add borrower support, simplify communications, improve document checklists, train staff
High denial rate in priority segments	Credit / affordability / product fit gap	Applicants may not fit current product or underwriting requirements	What are the denial reasons? Are DTI, credit, collateral, or income issues most common?	Review product options, DPA programs, counseling partnerships, portfolio options, prequalification process
Competitors are strong in FHA, VA, or DPA while lender is weak	Product gap	Competitors may be better aligned with borrower needs	Do we offer the right products? Are LOs trained and comfortable using them?	Product training, DPA partnerships, FHA/VA focus, product expansion, scenario desk
Opportunity exists in tracts near branches but production is low	Branch alignment gap	Branch presence is not translating into mortgage opportunity	Are branch teams trained to identify mortgage opportunities? Are referrals happening?	Branch-mortgage referral process, branch training, local accountability, shared goals

APPENDIX: GOAL METRIC MATRIX 1

If the gap is...	What it may mean	Best primary goal metric	Supporting metrics to track	Example goal
Low application volume	Borrowers in the target market may not know the lender, trust the lender, or see the lender as relevant.	Applications	Preapprovals, referrals, outreach activity, website engagement, event attendance, partner leads	Increase purchase applications from LMI borrowers in the Greenville AA by 15% over 12 months.
Low origination volume	The lender is not producing enough closed loans in the target segment or geography.	Number of loans / originations	Applications, approval rate, fallout rate, denial reasons, product mix	Increase purchase originations in the five priority LMI/MMCT tracts from 18 to 25 loans next year.
Low market share	The lender is present, but competitors are capturing more of the available demand.	Market share	Number of loans, applications, competitor ranking, channel mix, product mix	Increase market share of LMI borrower purchase lending from 3.5% to 4.5% in the assessment area.
Low penetration among target borrowers	The lender's own production does not reflect the borrower opportunity or community need.	Borrower penetration rate	Share of applications, share of originations, approval rates, fallout rates by borrower segment	Increase the share of purchase originations to LMI borrowers from 18% to 22%.
Low penetration in priority geographies	The lender is not reaching the neighborhoods where need or opportunity is concentrated.	Geographic penetration rate	Applications/originations by tract, market share by tract, LO coverage, branch proximity	Increase the share of purchase applications from priority census tracts from 9% to 13%.
High fallout after application	Borrowers are applying but not making it through the process.	Pull-through / conversion rate	Withdrawn rate, incomplete rate, denial rate, conditions cleared, time to close	Improve application-to-origination pull-through for LMI borrowers from 48% to 55%.
High denial rate	Borrowers may face credit, DTI, collateral, documentation, product-fit, or underwriting barriers.	Approval rate / denial reduction	Denial reasons, DTI, credit, CLTV, income bands, product type, preapproval outcomes	Reduce denial rates for LMI purchase applicants by 3 percentage points while maintaining responsible underwriting.
High incomplete rate	Borrowers may need more guidance, documentation support, or process follow-up.	Application completion rate	Incomplete applications, time in process, follow-up cadence, LO contact attempts	Reduce incomplete applications in priority tracts from 14% to 10%.

APPENDIX: GOAL METRIC MATRIX 2

If the gap is...	What it may mean	Best primary goal metric	Supporting metrics to track	Example goal
Weak preapproval activity	The lender may not be engaging early enough in the homebuying journey.	Preapprovals / early-stage pipeline	Preapproval-to-application conversion, realtor referrals, homebuyer education leads	Increase preapprovals for first-time buyers in priority zones by 20%.
Weak product fit	Borrowers may need FHA, VA, DPA, portfolio, SPCP, or other affordable lending options that are underused.	Product utilization	Product mix, approval rates by product, DPA usage, fallout by product, loan size	Increase use of DPA-compatible products among eligible LMI borrowers by 15%.
Low referral activity	The lender may not have strong enough relationships with trusted local partners.	Partner referrals	Number of active partners, referrals received, referral-to-application conversion	Generate 40 qualified homebuyer referrals from three priority community partners over 12 months.
Weak loan officer coverage	The opportunity exists, but the lender lacks people or relationships in the right places.	LO coverage / activity	LO assignments, calls, events, realtor relationships, applications by LO	Assign dedicated LO coverage to all five priority zones and track monthly application activity.
Low first-time homebuyer reach	The lender may be missing emerging purchase demand or younger/newer households.	First-time buyer applications or originations	Preapprovals, DPA use, average loan size, borrower age, product mix	Increase first-time homebuyer purchase applications in the target market by 12%.
Weak performance in majority-minority census tracts	The lender may not be reaching neighborhoods with high unmet need or future growth potential.	MMCT applications/originations or market share	Tract-level market share, borrower race/ethnicity, product mix, denial/fallout	Increase purchase originations in majority-minority tracts from 32 to 40 loans.

APPENDIX: GOAL METRIC MATRIX 3

If the gap is...	What it may mean	Best primary goal metric	Supporting metrics to track	Example goal
Strong need but limited current demand	The market may require groundwork before production can grow.	Capacity-building metrics	Partnerships, outreach, education, preapprovals, referrals, product readiness	Establish three partner relationships and generate 25 preapproval conversations in the priority zone.
Strong demand but low lender capture	The opportunity already exists, but the lender is being outperformed by peers.	Market share and application volume	Competitor rankings, realtor relationships, channel mix, LO productivity	Increase market share in the priority zone from 2.8% to 4.0% while increasing applications by 15%.
Good applications but weak closings	Demand exists, but the process is not converting applicants into borrowers.	Pull-through rate	Denial reasons, incomplete rate, withdrawals, product mix, processing time	Improve pull-through for applicants in priority tracts from 52% to 60%.
Low visibility in a new or expanding market	The lender is trying to build presence, not just improve production.	Awareness and pipeline metrics	Events, partner meetings, realtor contacts, preapprovals, applications	Build a pipeline of 50 qualified leads and 20 applications in the first year of market entry.
CRA or community development alignment gap	Lending activity may not align with the lender's stated community priorities or assessment area needs.	Place-based and borrower-based penetration	LMICT, LMI borrower, MMCT, loan purpose, product mix, outreach, partnerships	Increase the share of purchase activity in CRA priority tracts from 11% to 15%.

APPENDIX: LEADING INDICATORS CHECKLIST

Leading Indicators Checklist

Closed loans are the outcome, but they are often a lagging indicator. If you wait until year-end production results to evaluate whether a strategy worked, it may be too late to adjust. Leading indicators help lenders monitor whether the strategy is gaining traction before the final production numbers come in.

Demand indicators — Are we connecting to the right people or households driving opportunity?

Category	Leading Indicator	What It Tells You	Why It Matters	Suggested Review Cadence
Market Demand	Application volume in priority markets	Whether borrowers are entering your pipeline in the places you are targeting	If applications are not increasing, the issue may be awareness, coverage, referral flow, or product fit	Monthly or quarterly
Market Demand	Application volume by borrower segment	Whether target borrower groups are engaging with your institution	Helps determine whether outreach, partnerships, and product positioning are reaching the intended audience	Monthly or quarterly
Market Demand	Application volume by tract type	Whether activity is increasing in LMI, majority-minority, or other priority tracts	Useful for CRA, fair lending awareness, community development strategy, and place-based growth	Monthly or quarterly
Market Demand	Preapproval activity	Whether early borrower interest is increasing before purchase loans close	Preapprovals can show whether future purchase activity is building, especially in competitive markets	Monthly
Market Demand	Forecasted demand vs. actual activity	Whether your production is tracking with expected market opportunity	Helps identify markets where demand exists but your institution is not capturing it	Quarterly

APPENDIX: MARKET PENETRATION INDICATORS

Demand indicators — Are we connecting to the right people or households driving opportunity?

Category	Leading Indicator	What It Tells You	Why It Matters	Suggested Review Cadence
Market Penetration	Application share	Your share of all applications in a market or segment	Shows whether borrowers are choosing you at the front end of the process	Quarterly
Market Penetration	Origination share	Your share of closed loans in a market or segment	Shows whether you are capturing completed loan volume	Quarterly
Market Penetration	Penetration rate by segment	How well your lending reflects the size of the opportunity in a borrower, tract, income, or product segment	Helps compare performance across groups or geographies of different sizes	Quarterly
Market Penetration	Change in share over time	Whether you are gaining, losing, or holding position	Directional movement is often more useful than a single-year snapshot	Quarterly or semi-annually
Market Penetration	Application share	Your share of all applications in a market or segment	Shows whether borrowers are choosing you at the front end of the process	Quarterly

APPENDIX: CONVERSION INDICATORS

Conversion indicators — Are applications turning into loans?

Category	Leading Indicator	What It Tells You	Why It Matters	Suggested Review Cadence
Conversion	Pull-through rate	The share of applications that become originations	Helps identify whether demand is converting into production	Monthly or quarterly
Conversion	Fallout rate	The share of applications that do not result in originated loans	High fallout may indicate borrower readiness issues, process friction, pricing, product fit, documentation issues, or capacity constraints	Monthly or quarterly
Conversion	Withdrawal rate	The share of applicants who withdraw before a final decision	May indicate borrower shopping behavior, slow follow-up, pricing concerns, or communication issues	Monthly or quarterly
Conversion	Incomplete application rate	The share of applications closed for incompleteness	May indicate documentation barriers, borrower support needs, or process complexity	Monthly or quarterly
Conversion	Denial rate	The share of applications denied	Helps identify credit, income, collateral, DTI, or product-fit barriers	Quarterly
Conversion	Pull-through rate	The share of applications that become originations	Helps identify whether demand is converting into production	Monthly or quarterly
Conversion	Fallout rate	The share of applications that do not result in originated loans	High fallout may indicate borrower readiness issues, process friction, pricing, product fit, documentation issues, or capacity constraints	Monthly or quarterly

APPENDIX: PRODUCT FIT INDICATORS

Demand indicators — Are we connecting to the right people or households driving opportunity?

Conversion indicators — Are applications turning into loans?

Category	Leading Indicator	What It Tells You	Why It Matters	Suggested Review Cadence
Product Fit	Product mix by segment	Whether borrowers are using conventional, FHA, VA, USDA, portfolio, jumbo, DPA, or other products	Helps determine whether product offerings align with market needs	Quarterly
Product Fit	FHA/VA/DPA usage	Whether affordable or flexible products are being used in priority segments	Particularly useful when trying to increase purchase lending among first-time buyers, LMI borrowers, or underserved markets	Quarterly
Product Fit	Loan size distribution	Whether your production aligns with the price points in the market	May reveal whether lenders are missing smaller-balance loans, entry-level buyers, or specific housing stock	Quarterly
Product Fit	Rate spread / pricing indicators	Whether pricing may be affecting competitiveness or borrower outcomes	Pricing differences can influence conversion, competitiveness, and fair lending risk awareness	Quarterly
Product Fit	Product mix by segment	Whether borrowers are using conventional, FHA, VA, USDA, portfolio, jumbo, DPA, or other products	Helps determine whether product offerings align with market needs	Quarterly
Product Fit	FHA/VA/DPA usage	Whether affordable or flexible products are being used in priority segments	Particularly useful when trying to increase purchase lending among first-time buyers, LMI borrowers, or underserved markets	Quarterly
Product Fit	Loan size distribution	Whether your production aligns with the price points in the market	May reveal whether lenders are missing smaller-balance loans, entry-level buyers, or specific housing stock	Quarterly

APPENDIX: GEOGRAPHIC INDICATORS

Coverage indicators — Are people and partners aligned to the opportunity, in the right places?

Category	Leading Indicator	What It Tells You	Why It Matters	Suggested Review Cadence
Geographic Coverage	Production by county, city, tract, or branch area	Where production is concentrated or missing	Helps connect market opportunity to physical footprint and sales coverage	Quarterly
Geographic Coverage	LO coverage in priority areas	Whether loan officers are assigned to the markets with the strongest opportunity	Helps determine whether resources match the growth strategy	Quarterly
Geographic Coverage	Branch proximity to opportunity	Whether branches are located near target opportunity areas	Useful for aligning retail presence, outreach, CRA strategy, and local partnerships	Semi-annually
Geographic Coverage	Production by county, city, tract, or branch area	Where production is concentrated or missing	Helps connect market opportunity to physical footprint and sales coverage	Quarterly

APPENDIX: GEOGRAPHIC INDICATORS

Coverage indicators — Are people and partners aligned to the opportunity, in the right places?

Category	Leading Indicator	What It Tells You	Why It Matters	Suggested Review Cadence
Referral Activity	Realtor referral activity	Whether real estate agent relationships are developing in priority markets	Purchase growth often depends on referral networks	Monthly or quarterly
Referral Activity	Builder referral activity	Whether builder relationships are supporting new construction or growth-market opportunities	Especially useful in suburban, high-growth, or inventory-constrained markets	Monthly or quarterly
Referral Activity	Community partner activity	Whether nonprofit, housing counseling, employer, or community relationships are creating borrower flow	Helps measure whether outreach is becoming a real pipeline source	Monthly or quarterly
Referral Activity	Events and outreach activity	Whether teams are actively engaging in priority markets	Activity does not guarantee results, but it helps explain whether the strategy is being executed	Monthly

APPENDIX: SALES EXECUTION INDICATORS

Execution indicators — Is the plan actually being carried out?

Category	Leading Indicator	What It Tells You	Why It Matters	Suggested Review Cadence
Sales Execution	LO activity in target segments	Whether loan officers are spending time in the priority markets and borrower segments	Helps distinguish a strategy problem from an execution problem	Monthly
Sales Execution	LO conversion rates	Whether some team members are more effective at converting target opportunities	Can identify training needs or best practices to scale	Monthly or quarterly
Sales Execution	Time from lead to contact	How quickly prospects are contacted	Slow response time can reduce conversion, especially in competitive purchase markets	Monthly
Sales Execution	Follow-up completion	Whether borrowers and referral partners are receiving consistent follow-up	Helps identify pipeline management issues	Monthly
Sales Execution	LO activity in target segments	Whether loan officers are spending time in the priority markets and borrower segments	Helps distinguish a strategy problem from an execution problem	Monthly
Sales Execution	LO conversion rates	Whether some team members are more effective at converting target opportunities	Can identify training needs or best practices to scale	Monthly or quarterly
Sales Execution	Time from lead to contact	How quickly prospects are contacted	Slow response time can reduce conversion, especially in competitive purchase markets	Monthly

APPENDIX: OPERATIONAL EXECUTION INDICATORS

Execution indicators — Is the plan actually being carried out?

Category	Leading Indicator	What It Tells You	Why It Matters	Suggested Review Cadence
Operational Execution	Turn times	How quickly applications move through the process	Long turn times can create fallout, withdrawals, or lost referrals	Monthly
Operational Execution	Conditions or documentation delays	Whether files are stalling due to documentation or underwriting issues	May indicate borrower support needs, process improvements, or training opportunities	Monthly
Operational Execution	Exceptions or overrides	Whether files require special handling	Can highlight product constraints, underwriting friction, or opportunities for policy review	Quarterly
Operational Execution	Turn times	How quickly applications move through the process	Long turn times can create fallout, withdrawals, or lost referrals	Monthly
Operational Execution	Conditions or documentation delays	Whether files are stalling due to documentation or underwriting issues	May indicate borrower support needs, process improvements, or training opportunities	Monthly
Operational Execution	Exceptions or overrides	Whether files require special handling	Can highlight product constraints, underwriting friction, or opportunities for policy review	Quarterly
Operational Execution	Turn times	How quickly applications move through the process	Long turn times can create fallout, withdrawals, or lost referrals	Monthly

APPENDIX: STRATEGIC INDICATORS

Competitive indicators — Are others proving the opportunity is capturable?

Category	Leading Indicator	What It Tells You	Why It Matters	Suggested Review Cadence
Competitive Position	Competitor share in priority segments	Which lenders are capturing the opportunity	Helps benchmark what may be possible and identify who is winning	Quarterly or semi-annually
Competitive Position	Competitor product mix	How competitors are serving the market	May reveal product gaps, pricing differences, or channel strategies	Quarterly or semi-annually
Competitive Position	Rank among peer lenders	Your relative position compared with similar lenders	Useful for board reporting, market planning, and performance accountability	Quarterly or semi-annually
Strategic Alignment	Resource allocation by priority	Whether people, budget, and partnerships match stated goals	Helps determine whether the strategy is actually resourced	Quarterly
Strategic Alignment	Progress against milestones	Whether the plan is moving forward before final production results are available	Keeps execution visible and accountable	Monthly or quarterly
Strategic Alignment	Goal variance	Whether actual performance is above, below, or on track with target	Helps leadership adjust goals, resources, or tactics	Monthly or quarterly
Strategic Alignment	Resource allocation by priority	Whether people, budget, and partnerships match stated goals	Helps determine whether the strategy is actually resourced	Quarterly