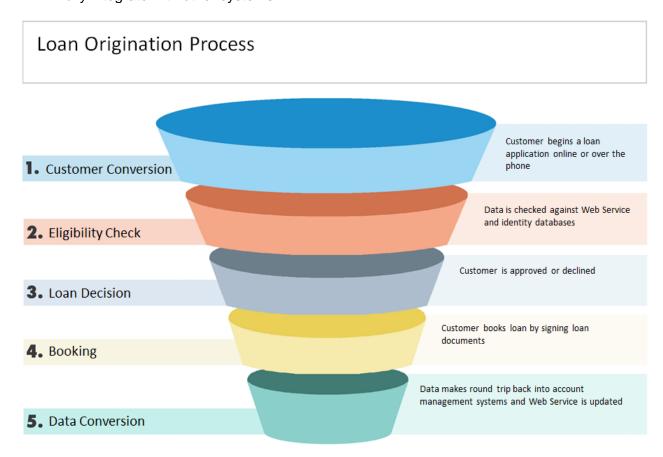
New Lending System Development

OVERVIEW

The purpose of this project was to develop a new loan origination system and a front-end application website. The strategic objectives included the following:

- Improve user experience by upgrading user interfaces, content, design, functionality, workflow, and triggered communications
- Improve analytics and reporting capabilities
- Support business development initiatives
- Fully integrate with other systems



To accomplish this, the marketing team worked with third-party vendors and internal business units to adapt back-end systems to meet business requirements. The front-end website was created with attention to the following:

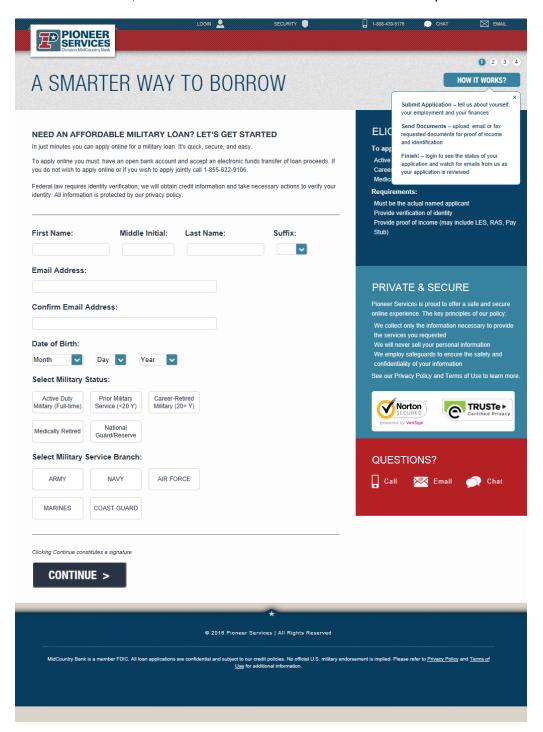
- Overall UX best practices
- Innovative UX treatments in online lending industry
- Responsive design for mobile adaptability
- Branding guidelines
- Proper presentation of legal consents and disclaimers
- Integration of contact solutions (click-to-call, live chat, office location information)
- Applicant authentication and security
- Personalized, dynamic content and functionality
- Logical and strategic applicant flow with strong focus on conversion

PROJECT TASKS

In my role as Marketing Project Manager, I was responsible for managing all aspects of the process from start to completion of the New Lending System. In addition, managed the process of Legal review for all content. See below for an outline of the tasks accomplished.

Step 1: Background

Studied the existing system to look for potential improvements, assess the current workflow, take note of conversion issues, and better understand what our customers experienced.

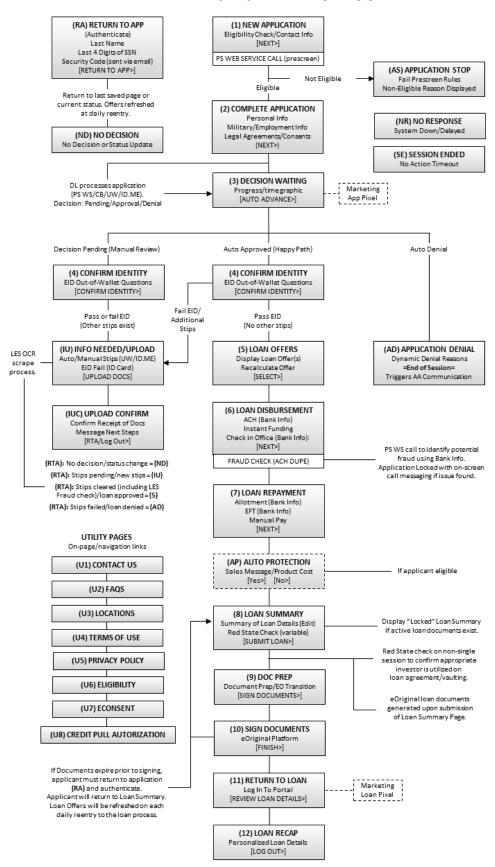


Step 2: Applicant Flow

Identified all pages needed for the front-end website, solidified naming conventions for each, and created a sitemap of possible scenarios an applicant may encounter throughout the process.

V8_6.8.18_FINAL

Consumer Portal (CP) Sitemap/Applicant Flow



Step 3: Background

Identified all required form fields to be shared among origination system, account management system, and the data warehouse across all pages in the website.

Example:

Requ	uired Fields
Origination	Account Management
First Name	First Name
Middle Initial	Middle Initial
Last Name	Last Name
Suffix	Suffix (added to end of the last name field)
Email Address	Email Address
Date of Birth	Date of Birth
Military Status	Military Status
Active Duty	Active Duty Military (Full Time)
Veteran	Prior Military Service (<20 Y)
National Guard/Reserve	Career-Retired Military (20+ Y)
	National Guard/Reserve
Duty Status (if Veteran)	DoD GS-6 or Above
Career Retired	
Medically Retired	
Prior Military	
Duty Status (if NGR)	
Active Guard/Reserve (AGR)	
Traditional Guard/Reserve	
Individual Ready Reserve (IRR)	
Inactive National Guard (ING)	
Military Branch	Military Service Branch
Army	Army
Navy	Navy
Air Force	Air Force
Marines	Marines
Coast Guard	Coast Guard
	Government

Step 4: Research Best Practices

Collaborated to research industry-leading financial and tech websites, plus articles from thought leaders and online communities, to determine the best practices for individual form fields. This included working with developers on unique solutions to meet business and legal requirements while accounting for their back-end capabilities.

Step 5: Begin Requirement Documents

Managed the creation of individual documents for each page in the front-end website, with attention to the following:

- Page URL
- Required form fields
- Required functionality
- Validation and error messaging
- All content, including headers, sub-headers, body copy, form field labels, placeholder text, dropdown options, call-to-action buttons, disclaimers, pop-ups, navigation, etc.
- Background information, instructions, and notes for developers
- Rough layout and formatting
- Internal notes and discussion topics

These requirement documents were updated as needed in accordance with the iterative development process.

Example:

LOAN OFFER

Offer **Display #2**: one offer, one rate, variable offer amount, PB refinancing a Current Loan to receive new cash. <u>Only one investor</u> offer available or being presented.

Example: PB applicant owes \$2,125.47 on current PS Loan. \$250 fresh cash requirement sets the minimum loan size at \$2,375.41. Per UW guidelines, the applicant qualifies for a max loan amount of \$6,000 (Maximum Cash to You of \$3,874.53).

CONGRATULATIONS! YOUR LOAN REQUEST IS APPROVED

You're approved for the loan offer outlined below. You can use the entry box and update button below to adjust your loan amount. Please review your loan details after each adjustment.

Because you currently have a loan with Pioneer Services, we'll use part of the new loan to pay off your existing balance. The rest is all cash to you.

Min Loan: \$2,375	Max Loan: \$6,000

Loan Amount: \$4,500 [Update]

Your Loan Amount must be between \$[Min] and \$[Max]. You must click the Update button to change your Loan Amount.

Current Loan Payoff: (\$2,125.47)

Cash to You: \$2,374.53

Loan Details	Current Selections
Amount Financed	\$X,XXX.XX
Origination Fee*	\$XXX.XX
Interest Paid	\$XXX.XX
Total Payments	\$X,XXX.XX
Interest Rate	XX.XX%
APR	XX.XX%
Loan Term	XX Months
Monthly Payment	\$XXX.XX

[ACCEPT LOAN OFFER]

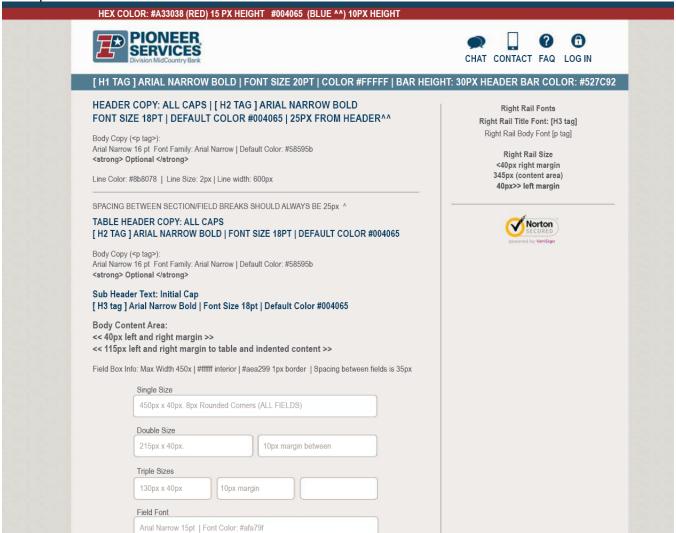
*Origination Fee is a percentage of the loan amount. Your final loan details may vary based on the date you complete the loan or if you make additional elections.

You will be presented with a summary of all costs and fees prior to signing your loan documents. You will also have the opportunity to change or edit your selections.

Step 6: Design Template

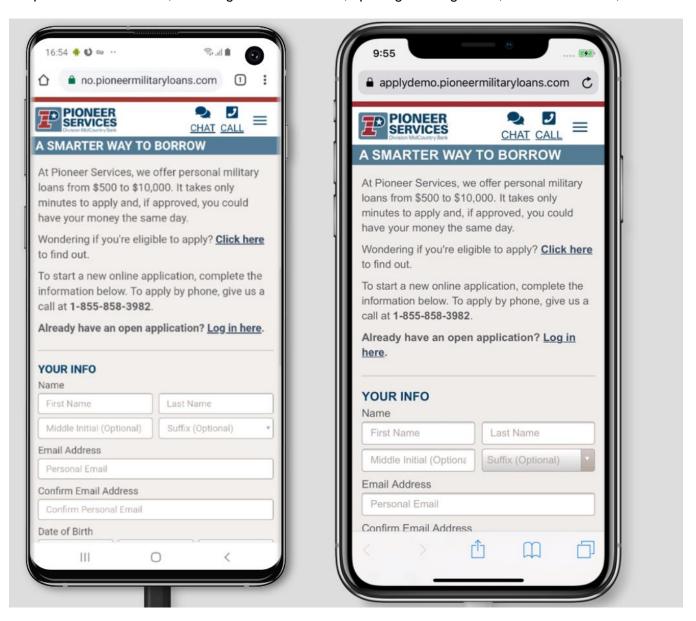
Managed the creation of a design template, which defined the standard for each individual element of an average page, including the global navigation and footer, font treatment, style, brand colors, alignment, spacing, and more. This template was used as the standard during manual QA testing.

Example:



Step 7: Mobile Design

Managed the direction to the developers about responsive design and how the front-end website should adapt for mobile devices, including form field widths, spacing and alignment, the mobile menu, etc.



Step 8: Triggered Communication Strategy

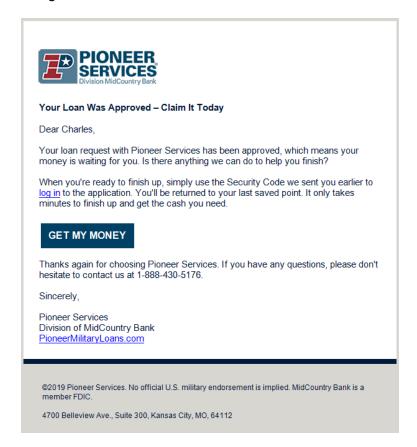
Reviewed the existing triggered communications (automatically generated emails and print letters) and eliminated all outdated or unnecessary messages. Matrix created based on business requirements, legal and compliance requirements, and the workflow of the new system. Worked with other business units to determine the timing and core messaging based on various trigger events and worked with back-end developers to build desired triggers into the origination system.

Matrix Example:

Channell Applicant Type	kem	Communication Template Name	Legal/ Regulato ry Reguired	Required Recipient(s)	Communication Format	Message Direction	Message Form	Trigger Rules	Trigger/Send Timing	Trigger Vendor(s)	Distribution Vendor(s)	Fiserv Director Archive Required	From Display Name	From Address
Direct	1-A 1-B	Partial Application: 1-Day Follow- Up Partial Application: 3-Day Follow- Up	No	Applicant	HTML Email	Remind applicant(s) that they are eligible to apply and encourage them to return to complete a full application. Provide into an all application channels (online, voice phone, LPO), 1 and 3-day follow-up use same message.	Standard content. Personalization: Name	Completed and passed eligibility questions, but did not submit complete application on the same day. Pseand email it sill haven't submitted complete application within 3-days. Applies to both online and voice phone applicants.		TCI: Decision Lender	TCl: Decision Lender	No	Pioneer Services	pioneermail@pioneerservices.com
Direct	2-A	Completed Application Confirmation (Contains Return To App Security Code)	No	Applicant	HTML Email	Alert applicant(a) that we have receive their completed application request. Share details on how to reenter the online process (including use of their Security Code) and how to contact us via phone-ternal with questions during the application process.		. "	Trigger: System Real-Time Send Email: Immediate		TCI: Decision Lender		Pioneer Services	pioneermail@pioneerservices.com
Direct	2-8	Security Code Reset	No	Applicant	HTML Email	Provide new "Security Code" to applicant. Code still replace previous code sent to applicant. Flemind applicant of how to reenter the online process. Include link to Return to App page.	Stamdard Content. Personalization: Name, App ID, New Security Code.	Sent immediately upon applicant request to reset Security Code. Applicant must pass qualifing questions on Beset Page to confirm identity (email address, last 4 digits of SSN, DOB). New Security Code sent to email address connected to active application. Security Code reset and email can also be triggered within Lb by a Pinoneer Rep (applicant phone call or LPO visit).		TCI: Decision Lender	TCl: Decision Lender	No	Pioneer Services	pioneermail@pioneerservices.com
Direct	3-A	Adverse Action (Application Denied) (have e-consent)	Yes AA info	Applicant	HTML Email with pdf attachment. Use 3C for Print Letter Backup if email is undeliverable	Alert applicant(s) that their loan request was deried and provide complete denial reasons with required disclosures in stacked pdl. Email or prink format pending prior e-consent.			Trigger: System Real-Time Send Email: Immediate Mail Ltr: Daily Batch	TCI: Decision Lender	TCl: Decision Lender TCl: Mailhouse	Yes (Archive pdf attackment & meta data)	Pioneer Services	pioneermail@pioneerservices.com
Direct	3-C	Adverse Action (Application Denied) (no e-consent)	Yes AA info	Applicant	1st Stage Print Letter, including cover letter Cover letter: print front Attachment: print front/back			Same as above, but DL has confirmed NO prior e-consent.	Trigger: System Real-Time Mail Ltr: Daily Batch		TCk Decision Lender TCk Mailhouse	Yes (Archive pdf of letter & meta data)		
Direct	4-A 4-B 4-C	Info Requested: 1-Dag Reminder Info Requested: 3-Dag Reminder Info Requested: 5-Dag Reminder	No	Applicant	HTML Email	Alert applicant(s) that additional information is needed in order to finilize a loan desiron. Into requested (fignamic or oustom stips) are displayed within the small with develocate content on how to upload or emailNa's information. Email to include stips for Borrower and Co-Borrower (when relevant). Message to become more aggressive with each communication.		Additional information (not standing stips) are needed from applicant. Send email when no response received by the following timelines: 1-Dags: zeen need stylate in this leaguest for info. 3-Dags: zeen 6-dags after initial request for info. 5-Dags: zeen 5-dags after initial request for info.	Trigger: FDay, 3-Day, and 5- Day query Send Email: Immediate	TCI: Decision Lender	TCl: Decision Lender	No	Pioneer Services	pioneermal@pioneerservices.com
Direct	5-A	Info Requested: Final Notice (have e-consent) Sent 7 days prior to app expiration	Yes Reg Binfo	Applicant	HTML Email Use 5C for Print Letter Backup if email is undeliverable	Alert applicant(s) that they only have a few days left (display expiration date) to send requested information (display stips) and complete the loan process. Include pdf attachment with repeat of info and legal language (expiration notice) to sabisfy	stips. Include App ID.	Additional information (outstanding stips) are still needed from applicant. Trigger email to be sent 7 days prior to application expiration date (23 days after submission of completed application), DL to confirm prior e-consent. If email	Trigger: 23-Day query Send Email: Immediate Mail Ltr: Daily Batch	TCI: Decision Lender	TCl: Decision Lender TCl: Mailhouse	Yes (Archive with meta data)	Pioneer Services	pioneermail@pioneerservices.com

Step 9: Write and Design Communications

Managed the development all content for emails and print letters, including from name, from address, subject lines, global templates and signatures, headers and footers, body copy, dynamic flex fields, call-to-action buttons, and links. Provided HTML files to the vendor to build emails, keeping responsive design and mobile standardization in mind.



Step 9: Testing Plan

Managed the creation of a testing plan both the site and triggered communications for the iterative development and quality assurance process. Testing for this project was ongoing and extremely agile, often featuring direct contact between testers and developers of all involved parties. This process also included ongoing refinements of marketing and UI requirements, researching unique solutions, and collaboration between vendors and other business units to create the best end-product possible.

Worked closely with technology teams to identify test data and configure web services to simulate specific scenarios in a demo environment.

Managed the creation of spreadsheets with test cases that detailed every aspect of QA testing needed in order to sign off on marketing requirements.

E۶	kample:												
A	A	В	С	D	E	F	G	Н	1	J	K	L	M
1	Page Name												
2	Page URI:												
	Device and Browser				Functional Re	quirements		Design Look	& Feel		Content Accurac	y/Typos	
4													
5	Page Section	Field/Element Description	Functional Requirements		Functional Status (Drop Down)	Functional Details		Design Status (Drop Down)	Design Details		Content Status (Drop Down)	Content Details	
	Page Logic												
6 7	Page Title												
8	ruge ride									+			
9	Intro Copy												
	Entry Field Header						Н			+			
11	,												
					Shots Mockups								

Step 10: End-to-End Manual Testing

Once released by the development partner for testing, reviewed the UI of each page in the front-end website to test the design, content, and functionality, including break testing and detailed QA and all possible scenarios an end user could encounter. High-level results, including screenshots, were recorded in the testing spreadsheets for replication and internal discussion. This included both desktop and mobile testing, using a variety of the devices, browsers, and operating systems most frequently used by our customers, as defined by Google Analytics.

This process included full testing of the triggered communication system, covering all scenarios necessary to trigger each customer communication and ensuring that the following was correct:

- Send timing, based on trigger event
- Content, design, and functionality of all messages
- Dynamic flex fields populating correctly
- Correct attachments and cover letters
- Print letters generated and sent as needed

Supported other business units in their testing efforts, as there was frequent crossover between the UI and the back-end loan decisioning system. This included alerting other testing teams of issues encountered, collaborating to cover common ground, clarifying marketing and UI requirements, and helping to replicate their results.

Example:

Info Needed Stips (Doc Upload/Text Box)				
Intro Copy	Copy (see copy doc)	Includes link to "Upload		
		Static text.		
		been attached, filename appears on portal. Error message displays if invalid file type is attached (see copy doc). File is sawed to Consumer Portal and remains viewable on Upload page until page is submitted. Need to define additional native DL errors (eg., file name character limit,	displays an error message. However, the portal still displays the file name, making it appear as if the file is attached. Clicking the CTA generates "Required" error	
Doc Upload			If there's an error for an	
		Static text. Portal displays "No file chosen" by default. The filename of the user's document		
	Trash (Button)	Allows user to remove attached		
	, ,	User must click Add File button to begin attaching files. Button remains below each upload field so user can add additional files if needed.		2635 Design treatment for the Add File button is incorrect. The default state and hover state are correct. However, there's a third, unspecified design state after the user clicks the button with the text changed to black. When a user clicks the button, it should automatically revert back to the default state like all other buttons in the portal.
				See IMAGE 2

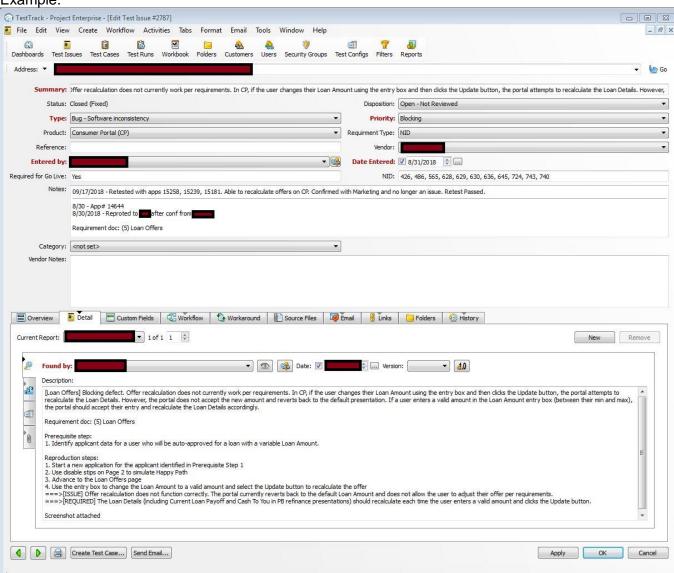
Step 11: Submitting Defects

Reviewed all defects submitted to ensure the appropriate information was captured. Once a defect was discovered and replicated, it was communicated internally to marketing leadership. It was then reviewed by executive leadership from various business units to determine whether it was to be escalated, accepted as is, or reserved for post-launch development.

If escalated, each defect was entered into project enterprise software for internal tracking and compliance purposes, and formatted to be sent directly to the developers. Each ticket included the following fields:

- Priority (blocking, high, medium, low)
- Page or function
- Brief summary
- Detailed description
- Requirement document
- Testing prerequisites
- Replication steps
- Instructions for the development required for resolution
- Screenshots

Example:



Step 12: Tracking Defects

Created a separate spreadsheet and recorded each defect allowing other relevant business units and leadership to see the details in a snapshot format and track the current testing status. Testing status was marked as either:

- Ready for retest
- Failed retest
- Passed retest
- Designated for post-launch
- Marked obsolete

Example:

	Α	В	C	D	E	F	G		J	K	L
T	CI ID#	Test Track	Consumer Portal Page	Ticket Description	Requirements	Requirement	Date	Linked?	Testing Status	Date/Notes	Req'd
		Issue #			or FTW		Entered in				Go Li
		ψÎ	▼	v	~	₩	Test Tra 🔟	~	~	▼	
Г		2722	Repayment	[Repayment] The alignment for the subheaders and related content for each of	Requirement		8/7/2018	2722,	Pass	9/27/2018 Retest Pass	No
				the three disbursement options (MyPay Allotment, EFT, and Manual Repayment)				2724			
				is not correct. Per global design specs, the following content should all be left-							
D	-17611	2723	Repayment	[Repayment] The error message for a blacklisted routing number for EFT	Requirement		8/7/2018		Pass	9/13 Passed (Closed/Fixed)	Yes
				Repayment is incorrect. Currently, this error states "Sorry, we're unable to accept							
				the bank account you entered as a backup for repayment" This error should							
D	-17610	2724	Repayment	[Repayment] When generating the error message for blacklisted routing	Requirement		8/7/2018	2722,	Pass	9/13 Passed (Closed/Fixed)	Yes
				numbers for both MyPay Allotment and EFT, portal incorrectly generates a				2724			
				horizontal line separator between the "Confirm or Enter" subheader and the							
D	-17602	2725	Page 2	[Page 2] The spacing between the error messages and the data entry fields for	Requirement		8/7/2018		Pass	9/28 Passed Retests	No
				Special Military Pay are inconsistent with the rest of the pages and form fields						(Closed/Fixed)	
				throughout the portal.							
D	-17602,	2732	Log Out	[Log Out Confirmation] The log in/out link in the utility nav is currently "Log Out."	FTW		8/7/2018		Pass	10/18/2018 Passed Retests	No
D	-18468,		Confirmation	This should be Log In, as this page can only be accessed if the user has logged						10/15/2018 RETEST FAILED	
D	-19217			out of their session.						Defect can still be replicated by	
D	-17848	2734	Log Out	[Log Out Confirmation] The alignment of the "Log In" CTA button is not correct.	Requirement		8/13/2018		Pass	9/28/2018 Passed Retests	No
			Confirmation	Per design specs, all CTA buttons and form field buttons throughout the portal						(Closed/Fixed)	
1				share a standard 115px spacing between the left side of the content area and						8/22 Submitted to TCI	
D	-17843	2737	Session Ended	[Session Ended] The content of the countdown timer is not correct. Currently, the	Requirement		8/13/2018		Pass	9/27/2018 Retest Pass	No
				portal displays "X minute(s) X seconds"						8/22 Submitted to TCI	
5				Per requirements, this countdown should be formatted as "2:00" to start and							
D	-17843	2738	Session Ended	[Session Ended] The font treatment for the line of content starting "You will be	Requirement		8/13/2018		Pass	9/27/2018 Retest Pass	No
				logged out" is not correct. It is currently smaller font and bolded. The font						(Closed/Fixed)	
5				treatment should match the other line starting "Do you want" and all other						8/22 Submitted to TCI	
D	-17846	2739	Loan Doc Prep	[Loan Doc Prep] The spacing between the blue page title bar and the intro/body	Requirement		8/13/2018		Pass	9/27/2018 Retest Pass	No
				copy does not match global design specs. Spacing between these sections						(Closed/Fixed)	
_				should always be 25px. Currently the spacing is 40px.						8/22 Submitted to TCI	
D	-17845	2740	Session Ended	[Session Ended] Across all devices, the portal behaves inconsistently when	Requirement		8/13/2018		Pass	9/27/2018 Retest Pass	Yes
				users are inactive for 10 minutes. The portal often encounters extreme delays in						(Closed/Fixed)	
				generating the popup, and other times it never displays.						8/22 Submitted to TCI	
D	-17844	2741	No Response	[No Response] The No Response pop-up is missing the X button to close in the	Requirement		8/13/2018		Pass	1/24/19 Retest Passed	No
				upper right. All pop-ups in the Consumer Portal should have this X button that						12/6/18 - Need to coordinate with	
				functions as a close.						IT to generate testing scenario	
D	-17863	2742	No Response	[No Response] Font treatment for the body copy of the No Response pop-up is	Requirement		8/13/2018		Pass	10/15/2018 RETESTS PASSED	No
				not correct. Currently, the font is treated as a subheader (bold, blue, larger font).						10/3/2018 FAILED RETEST: Ensure	
0				This font should be formatted as body copy (black, 16pt) like all other standard						the font color is #58595b, per	
_	-17899	2748	Page 1	[Post Sync Issues] PAGE 1 The options in the Suffix dropdown are not correct.	Post		8/17/2018		Pass	9/13 Passed (Closed/Fixed)	Yes
-		2750	Dane 2	(Doct Sunc Issues) The options in the STATE drondown are incorrect across all	Post		8/17/2018		Dacc	10/18/2018 Pacced Petects	Vec

Step 13: Retesting

Once resolved by the vendor and sent back, each defect was marked as ready for retest. Using the same scenarios and test data from the original ticket, testers followed the replication steps to see if the defect could be reproduced:

- If the defect persisted, it was marked as a retest fail and the ticket was updated with new notes and screenshots, adding clarification for the developers
- If it could not be reproduced, it was marked as pass and all internal documentation as updated to reflect passed status.

Defects could be reopened at a later date if they occurred again.

Step 14: Post-Launch Improvements

Once all the significant defects were resolved, Marketing discussed post-launch improvements and began looking for updates to further refine and improve the UX.

Step 15: UAT Launch Plan

Nearing completion, the final step was developing the plan for a soft launch for user acceptance testing to a controlled subset of the customer base. This included confirmation of all working parts of the production environment.

SUMMARY

The project outlined above was a collaborative effort to develop a new origination system for the purpose of improving user experience and exploring innovative UI and back-end solutions to help grow the business.

By The Numbers:

Total UI requirement docs: 35
Total testing spreadsheets: 30
Total defects tracked: 1,475

Skills Demonstrated:

- Project Management
 - Comprehensive UI and UX including:
 - Website content
 - Emails and print letters
 - Meta data, including HTML meta titles and URLs
 - Validation and error messaging
 - Logging defects and writing effective descriptions and replication steps
 - Instructional information for developers
 - Internal documentation
 - o Written communication with leadership, vendors, and other business units
- Research and discovery
- Conversion optimization strategy
- Effective communication of complex UI issues with marketing leadership, developers, testing teams, and other business units
- Attention to detail
- Strategic thinking
- Problem solving
- Collaboration
- Leadership