

Interview Transcript (10 Key Questions)

Project: Alpha Bank Loan Process Redesign

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Interviewee: Business Relationship Manager

Years of Experience: 5+

Interview Format: Live Virtual Interview (Google Meet)

Tools Used: Google Meet, Google Docs, Note-taking App

Date: June 2025

Interviewer: Can you walk me through the entire loan process from when a customer applies to when the loan is disbursed?

Response:

When a customer comes in for a loan, the first thing we do is check their credit report using their BVN. This report gives us an idea of their creditworthiness — basically, if they've taken loans before and how they repaid. Most banks, including ours, are connected to credit bureaus via API, so we get this data in real-time.

Next, we look at the customer's statement of account to assess their earning capacity. We typically work with 30% of their monthly income. So, for example, if a customer earns ₦700,000 monthly, 30% of that is ₦210,000. Multiply that by 12 months — that's ₦2.5 million, which is the maximum loan they qualify for.

The loan interest, say 3% monthly, is added to the repayment plan. The customer ends up paying back a total of about ₦3.4 million over the loan period.

Once this financial assessment is done, the customer fills a loan application form. The Relationship Officer manages the form, runs the checks, and sends it to the Risk and Compliance team for KYC and AML checks. If there are no red flags, the file is sent to the Head Office for final approval.

If approved, an offer letter is generated. The customer signs and returns it. Then, the next step is to submit a guarantor or collateral, if it's a secured loan.

Interviewer: On average, how long does it take for a customer to receive a loan after applying?

Response:

The process usually takes between 1 to 2 weeks. It depends largely on how quickly the customer can provide all the required documents and secure a guarantor or collateral.

Interviewer: Which stages in the process usually cause the most delays or back-and-forth?

Response:

Definitely the collateral and guarantor stage. Customers either delay or struggle to meet those requirements. That's where we lose a lot of time.

Interviewer: What are the most common complaints or frustrations you hear from customers during the loan process?

Response:

Most of them say it takes too long. They're frustrated by the amount of time it takes to get approved or to move from one step to the next.

Interviewer: At what point do customers usually abandon their loan applications and why?

Response:

Usually right after the offer letter is given. That's when they realize they still need to provide collateral and a guarantor, which many find difficult. That's when some just walk away.

Interviewer: What manual or repetitive tasks do you or your team handle often in this process?

Response:

Collecting documents from customers is mostly manual like CAC certificates, ID cards, business details, etc.

Also, the offer letter process is manual. After it's signed by the customer, it must go back to the Head Office for processing. All of that takes time.

Interviewer: How are customer documents and information currently verified?

Response:

For CAC documents, there's a portal we use to verify registration status.

KYC and AML checks are handled by the compliance team using third-party platforms. They look at customer inflows and business activities and check if they align. If they don't match, that could trigger a red flag.

Interviewer: How are credit checks currently done, and how long do they typically take?

Response:

We use the customer's BVN to retrieve their credit report. It's an automated system connected to credit bureaus via an API. The credit score comes up almost immediately, but reviewing and interpreting the report still takes human time.

Interviewer: How is KYC and AML compliance currently managed during the process?

Response:

It's partly automated and partly manual. The compliance team checks personal and business information and compares it to what's on the bank records. If something seems off, they flag it. But it still needs human review.

Interviewer: If a digital loan system was introduced, what key features do you believe it must have to truly improve the process?

Response:

From a customer's point of view, the process should be digital from end to end. Customers should be able to apply for loans from their homes through an app, upload their documents easily, and track their application status in real time. That would reduce delays and improve customer satisfaction.

However, in Nigeria, we still need some manual checks but automation will reduce turnaround time significantly.