ENKI CASE STUDY

BUSINESS ARCHITECTURE – BIG DATA & ANALYTICS

Overview

Top 5 banking and financial services organization with 4,400 offices in established and emerging markets operating in 71 countries around the world serving 46 million customers through four Global Businesses: Retail Banking and Wealth Management; Commercial Banking; Global Banking and Markets; Global Private Banking.

Problem

- Publicly announced 3-year cost reduction initiative was not delivering results
- Legacy culture violated global banking laws resulting in fines and a bank "monitor"
- Legacy systems were country specific, not integrated, and slow to change
- Leadership could not address global regulatory data needs and risk considerations
- No single view of a customer inhibited risk, fraud, and audit activities and minimized customer engagement and support opportunities
- No documented customer journeys (processes and flows)

Action

- Coached client leaders to incorporate Big Data capabilities into the Business Architecture
- Engaged cross-functional team members to design global customer journeys for each banking group and build standard global process models
- Introduced heat map prioritization process and facilitated prioritization of business unit transitions
- Provided Leadership with the capability gap assessment of their team relative to new technologies

Outcome

- Operational process changes improved efficiency by 15% for 7,800-person group, realizing $134 million in savings
- Reorganization of 5 groups with a total of 37,000 employees achieved a 20% cost improvement ($851 million), with an additional 30% improvement planned over 2 years
- Outsourcing and the skills shift required as the Big Data environment and tools moved to the Cloud reduced information technology staff by 29,000 of 82,000, with net savings of $3.5 billion over 2 years