
ENKI CASE STUDY

KYC – JOURNEY EXECUTIVE LEADER

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 humiliated when accused of knowingly dealing with drug cartels.
 - Legacy culture violated global banking laws resulting in fines and a bank “monitor”
 - Legacy systems were slow and difficult to change
 - Consistently missed customer opportunities, regulatory needs, and risks
 - Legacy structures and processes inhibited improvement
 - No single view of a customer increased risk, fraud, and audit activities
 - Poor processes and tools minimized customer engagement and support opportunities
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Action

- Drove first holistic customer journey effort to create new customer activity models
 - Identify misplaced risk assessment steps in new customer journey
 - Highlighted improvement opportunities by shifting process steps
 - Drove alignment of IT, Big Data, Digital, and Marketing groups with journey work
 - Partnered with Marketing to create new growth marketing campaigns
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Outcome

- Documented customer journeys and identified business architecture and technical architecture gaps and interdependencies for entire global program
- Identified over 20 gaps with assessed impact of \$3.5 billion in global program and project risk
- Proposed customer journey changes to simplify customer risk and approval processes while improving accuracy and duration of processes
- Designed customer journey structure to remove barriers and improve knowledge of customer
- Reduced new customer setup by 36 hours
- Increased accuracy of Risky Customer identification by 30%
- Increase global customer knowledge base across local transaction systems
- Improve customer campaign focus and reduced customer campaign complaints
- Proposed new Digital Business Model based on customer journey to drive long-term growth.