

DECREASING OPERATIONAL RISK:

REGULATORY COMPLIANCE AND RISK MANAGEMENT; CRITICAL INITIATIVE DELIVERY

DESIRED

- Operational Efficiency

CAPABILITIES:

- Process Development
- Program Build-Out

THE SITUATION

After experiencing exponential growth, one of the nation's largest commercial banks recognized that its increasingly siloed business units were limiting visibility into enterprise-level risks and opportunities. After conducting a process inventory, the organization's Enterprise Risk Management (ERM) team identified 21 key processes that could give bank leadership insight into their most critical processes and demonstrate greater clarity for their customers, shareholders and regulators. They reached out to Spinnaker to help define those processes and create that case.

THE CHALLENGE

Using key processes as justification, lay the groundwork for a transition from vertically oriented business units to a horizontally oriented enterprise process approach that aligns more closely with the customer experience, optimizes cost and revenue, and minimizes risk.

MEANINGFUL OUTCOMES

- Developed swim lane process maps detailing systems used, how information was collected (automated versus manual), regulatory steps, risk and control steps
- Leveraged client's existing visualization software to help leadership and stakeholders gain greater visibility into processes, risks, performance and controls
- Developed more than 100 process maps and nearly 60 risk and control summaries
- Transitioned findings and actionable recommendations to respective process owners and, in some cases, to several co-owners, further illustrating a lack of end-to-end accountability
- Completed a deeper dive into one complex process that touched 10 business units – each operating with differing business controls – and leveraged it to create the business case for ongoing investment in an enterprise-level approach and the need for a new role, Head of Enterprise Process Management, to manage the transformation



Spinnaker
CONSULTING GROUP

OUR APPROACH

We began by gathering and examining existing process documentation — maps, previous risk control self-assessments (RCSAs) and performance metrics — to establish baseline process steps, handoffs and end-to-end performance. From the start, bank department leads appreciated having an external eye to map and assess how distinct customer actions fit into upstream and downstream processes.

Following the research and planning stage, we led interviews with process owners and performers from each line of business to uncover how each end-to-end process was executed, the perceived risks, how those risks were controlled, documentation practices, and typical executional pain points. Not only did the interviews provide a lens into individual processes, they also uncovered inconsistencies from business line to business line and a surprising number of upstream-to-downstream departmental handoff challenges, driving home the need for an enterprise-level approach.

Team lead Scott Summers wore multiple hats during the engagement — engaging with senior leaders, managing the process documentation specialists and working alongside them as a performer. Following their interviews, the team developed a set of visual process maps detailing the full process alongside associated risks, opportunities and controls for each. After completing each process assessment, the team detailed a summary set of findings and improvement recommendations.

WE BUILD SYSTEMS THAT REDUCE ORGANIZATIONAL RISK.

[Contact Shawn Sweeney](#) and let us help you get there faster.



FEATURED CONSULTANTS:

Scott Hamilton
Consultant

Scott Summers
Consultant