

Operations Analytics Solution

THE NETHERLANDS | FINANCIAL SERVICES | BANKING

Large bank strengthens effectiveness as financial crime gatekeeper

Deloitte's Operations Analytics unlocks insight into the operational efficiency and effectiveness of a bank's Financial Crime Unit (FCU).

Client issue

Banks have an increasingly important gatekeeping role in combatting financial crime. That is why one of the largest banks in the Netherlands created a centralized unit to detect financial crime. This unit consisted of thousands of analysts tasked with reviewing transactions and other related cases and was built in a fairly short time to boost the bank's effectiveness as a gatekeeper.

Since the organization was **assembled in a short time**, the bank had **little to no insight** into the efficiency of the operation and what employees were spending their time on. Production and efficiency seemed lower than expected and varied between teams and departments, with no system in place to objectively measure efforts.

For these reasons, the bank decided to work with Deloitte and its Operational Analytics (OA) proposition **to turn this gut feeling into facts**.



Accelerate operations, increasing efficiency and effectiveness



Manage operations in a data-driven way



Make operations plannable by foreseeing over- and under-capacity

Operations Analytics not only delivers value for organizations, but also employees and customers, within short time frames. Deloitte's solution can be used as the key to unlock fact-based performance management.

Deloitte's solution-based approach

Using data-based insights and Deloitte's expertise

In collaboration with the bank, Deloitte's OA team installed a **dedicated operational performance management team**. They first created a **dashboard based on data** the bank already had, e.g., throughput time, first time rights, and the number of cases. To dig even deeper, a pilot was launched with Deloitte's Operations Analytics solution. Specifically, the scheduling and activity registration modules of the tool were installed within two departments for employees to log their daily activities.

The outcome of the pilot was positive, **giving more insight into how employee's time could be spent more effectively**. This resulted in the pilot being extended to the rest of the departments within the organization, scaling up the tool to 1,500+ users over a period of six months. At the same time, users and management were **trained to reap the full benefits** of Operational Analytics.

With help from the OA team, the bank was **quickly able to translate logged data into a dashboard** that gave leadership and management steering information on a team level. These insights allowed them to **successfully tackle the large volume and variety in activities** of employees.

An estimated **16 billion euros** are laundered in the Netherlands annually. Deloitte remains committed to driving innovation that makes an impact on key societal issues, in the banking sector.



Impact

By working with Deloitte's Operations Analytics solution and the OA team, the bank's unit to detect financial crime now has a **central system and way of working for logging activities**. Deloitte's OA platform has become the central hub for operational steering information. This gave the bank's management the ability to **analyze time allocation** within the entire FCU unit, **according to the same standards**.

At the team level, it is possible to analyze how one team allocates its time in relation to others. These insights make operations **more plannable**, as every team can **foresee over- or under- capacity**, which also increases **overall effectiveness**. Case handling is **sped up in a data-driven way**, making work **more focused, efficient, and effective** for the bank and its analysts.

The bank's Financial Crime Unit (FCU)'s leadership and management could therefore leverage insights to:

1. Accelerate the unit's operations
2. Manage the operations in a data-driven manner
3. Make the operations plannable

Contact us

Deloitte's solution-based approach delivers high-impact, data-driven insights to clients. By combining Deloitte's professional expertise with proprietary digital assets, we offer future-proof solutions that solve your unique challenges.



Dennis Scheeren
Director | AI & Data
dscheeren@deloitte.nl
+31 (0)88 288 6404



Frank Brouwer
Manager | AI & Data
fbrouwer@deloitte.nl
+31 (0)6 5008 0263

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