Rebuilding the Bank Financials Data Supply Chain

70% lower annual labor costs. 65% faster time to product. A 100-hour, vendor-dependent pipeline replaced by an automated, around-the-clock operation.

Client: Global credit risk and financial analytics provider, Bank Financials product **Engagement Lead: Richard Vogel**, Chief Data Strategist

THE CHALLENGE

The Bank Financials product was falling short of its P&L growth plan. Client complaints about data quality were rising, and delivery speed trailed major peers.

An external information provider (IP) was missing its SLAs of 48-hour production and 95% quality.

Manual production of a single annual report across 40,000 documents averaged 9 hours. A 16-hour gap between offshore operating windows prevented 24/7 delivery, and the IP was not legally allowed to process privately sourced financials.

End-to-end process mapping revealed what leadership had not seen: **a 100-hour delivery cycle from source to product.**

BUSINESS OUTCOMES

70%	Reduction in annual labor costs against expected run-rate
65%	Faster product ingestion per document, exceeding target (<3 hours)
96%	Accuracy on automated output, above the prior 95% SLA
<60 min	Bank interim report processing, ahead of known competitor SLAs
100%	Source ingestion, regardless of normalization requirements
0%	Annual turnover in the financial analyst operations team over three years (70 FTE)

THE APPROACH

Richard mapped the complete operational flow across **people, process**, and **technology**, documenting the current state and sequencing improvements tied directly to revenue growth.

Phase 1: Stabilize the information provider. Richard isolated the process levers that could lift IP quality and documented the relationship's structural limits. Taxonomy stabilization, training of the IP staff in financial decision-making, and platform improvement where real-time data uploads improved the database deliverable.

Phase 2: Bring production in-house through automation. Richard's executive mandate was to build the case for owned, high-volume capacity to ultimately end the Information Provider relationship:

- **Automation at scale:** AI and machine-learning ingestion across a 2,400-datapoint taxonomy (about 400 unique per statement), extracting multiple years, report types or business units from a single source. Data acquisition becomes a one-time cost with compounding returns. Every later use adds value without adding expense. Data is clean and valuable in perpetuity.
- **Self-reducing exceptions:** automation eliminates 98% of human exception processing after four similar consecutive statements.
- **Disciplined selection:** Tested seven AI, ML, and data technologies over 3 years for structured and unstructured financial data.
- **Redesigned operating model:** Offshore operations in Southeast Asia and Latin America, a re-engineered flow from database to product with planned technology improvements necessary to achieve the final goal.

PEOPLE AND PROCESS

- **Workforce upskilling:** every financial analyst role was upskilled, producing zero annual turnover for three consecutive years.
- **Redesigned process framework:** Executive leadership gained the ability to refine operational product economics and expand scope of Use Case categories (e.g. insurance, corporates, ownership) lowering risk, strengthening competitiveness, and raising customer satisfaction.

THE IMPACT

The selected technology ingests 100% of source content and stores it for future analytical use, turning a cost center into a reusable data asset. Leadership now runs an owned, measurable, globally distributed operation, staffed by a stable and upskilled team, with the capacity, coverage, and speed to compete on the dimensions clients had flagged and expand across the firm.

Intelligence Deployed. *Outcome-first delivery, with every technology decision tied to a business metric leadership can audit.*