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Case Study

Where does the risk actually live? A workflow discovery story

Customer
Financial services company

Location
United Kingdom

Industry
Financial & Business sector

From invisible risk to a clear path forward

In financial services, some of the greatest operational risks don't live in systems, they live in people. When a team has operated the same way for years, the processes that hold everything together often exist only in their heads or in outdated documents. That works, until it doesn't.

A transaction management team at a global financial services firm was responsible for creating and managing contracts for trading activity. On the surface, the team functioned. Underneath, the reality was more fragile. Processes were manual, undocumented, and deeply reliant on the institutional knowledge of a long-tenured team. The firm's leadership recognised that this created real exposure, not just operational inefficiency, but concentrated risk. They wanted to understand whether the team's workload could be restructured or redistributed to higher-value activities.

Thirty tasks nobody had fully written down

Zenitech began with a structured discovery engagement. Using Business Process Model and Notation (BPMN), an industry-standard framework for mapping operational workflows, the team worked alongside the client to document how work actually moved through the transaction management function. The focus was deliberately narrowed to a specific type of trade, which represented the bulk of the team's daily volume.

What emerged from that mapping exercise was a clear picture that hadn't existed before. Approximately 30 manual tasks were identified as candidates for automation. Beyond the task count, the exercise surfaced a deeper problem: the team's document management relied entirely on a Windows file system that had accumulated hundreds of gigabytes of files over 25 years. It had no meaningful search capability. Version control was manual and error-prone. In at least one instance, a team member had spent months tracing errors across hundreds of contract files, the kind of cost that rarely appears in a risk register but is very real.

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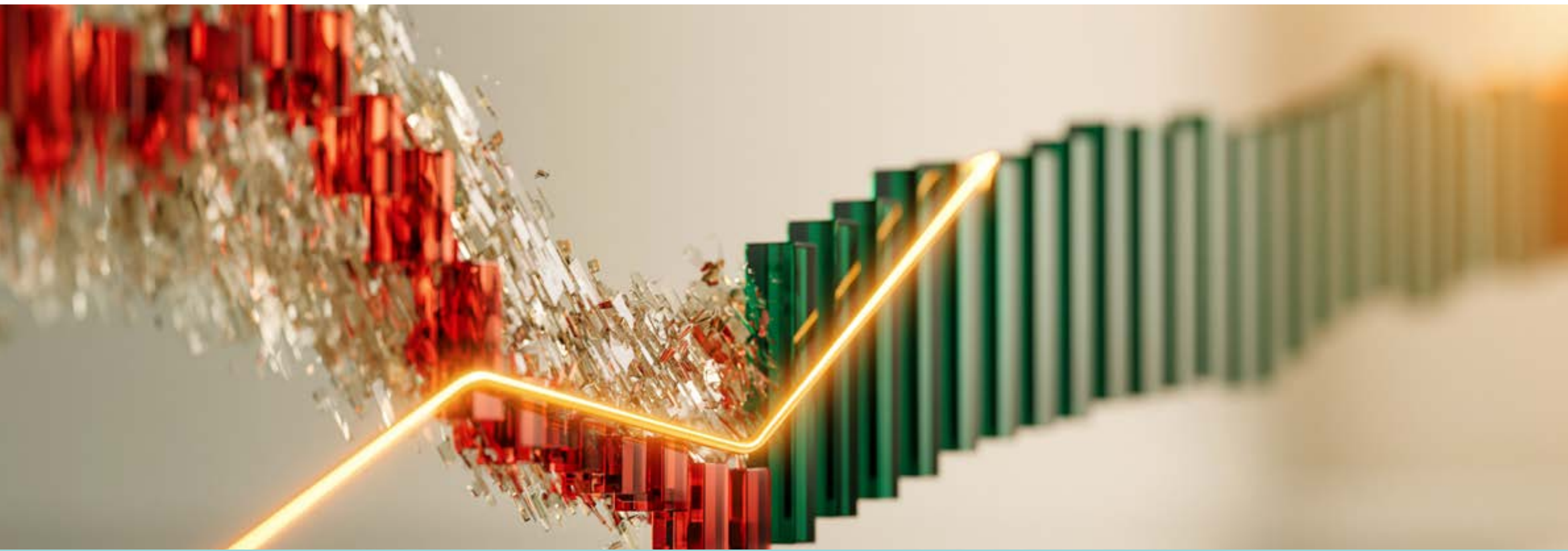
Making the possible concrete

A consultancy report documented the findings and outlined an ideal end-to-end automated workflow. But Zenitech didn't stop at a written recommendation. To move the client from conceptual agreement to informed decision-making, the team built a series of AI-powered proofs of concept: automated contract generation directly from key fact sheets, semantic search across the document archive, and a modernised interface for managing the team's workflows.

These weren't production tools, they were built to demonstrate what a future state could look like and to give the client something tangible to react to. They did exactly that. The client engaged seriously with the proposals, identified the document search and organisation capability as their priority, and moved into a scoped implementation project.

Why It matters

For organisations where operational knowledge lives in people rather than systems, the risk is often invisible right up until a key person leaves or a process fails under pressure. This engagement gave the client something it didn't have before: a documented, auditable understanding of how their team actually worked, where the risk sat, and a clear view of what automation could realistically address. That foundation, not the technology, was what made the next step possible.



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