

From Manual to Strategic:

How AI enabled Dream 11's global risk and controls group

Project Overview

In a digital-first business like Dream 11, data is created at a massive scale, bringing with it new, evolving risks.

With over 230 million users and 25 terabytes of data processed daily, the company's Global Risk and Controls (GR&C) group needed to be agile, proactive, and deeply integrated into the business.

Dream11's Global Risk and Controls (GR&C) team sought to shift perception from adversaries to strategic partners, driving influence, collaboration, and trust

across the fast-paced fantasy gaming giant. The relatively new department faced an uphill battle establishing its brand and operational effectiveness amid high data volumes and evolving risks. Success meant building credibility, communicating insights persuasively, and enabling the business to prioritize risk proactively.



Client Context & Objectives

Dream11 operates at a massive scale, with **230 million+ users generating over 25 terabytes** of data daily creating complex, real-time risk and compliance challenges. Leadership identified a need to evolve GR&C from technical evaluators to business enablers who influence decision-making and manage risk collaboratively. Rushmore Advisors were tasked with:

- Equipping GR&C with communication and conflict management skills to rebrand internally
- Introducing AI tools to automate manual tasks and amplify data-driven insight
- Delivering a phased roadmap to embed these capabilities operationally

From Manual to Strategic:

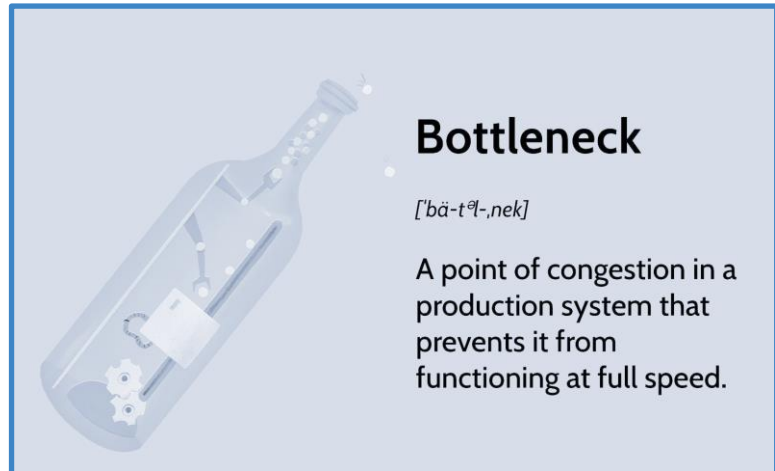
How AI enabled Dream 11's global risk and controls group

The Challenge

The GR&C team's mission was to be an enabler of change and a catalyst for compliance, but operational friction was holding them back. Their reliance on manual processes and an adversarial brand image created significant inefficiencies and risks.

Critical issues identified included:

- **Adversarial Brand Image:** The team was viewed as an adversary to be avoided, rather than a support function to be leveraged.
- **Communication & Credibility Gaps:** Data and report requests took **5 to 45 days**, with **70% escalating** to founders. Communication gaps and poorly structured reports undermined credibility.
- **Operational Bottlenecks:** Manual data collection and a lack of a clear execution plan created severe delays. In fact, approximately. Lack of a clear escalation matrix forced relationship-dependent conflict resolution.
- **Enterprise Risk Management Failure:** These inefficiencies delayed enterprise risk program maturity and obstructed automation.



*“The GR&C team was viewed as an **adversary to be avoided, rather than a support function to be leveraged.**”*

From Manual to Strategic:



How AI enabled Dream 11's global risk and controls group

Our Approach: Blending Soft Skills with Smart Tech

Rushmore Advisors deployed a high-engagement, **four-phase intervention** combining experiential learning with AI-enabled productivity tools. The method involved:

- Deep diagnostics via interviews and workshops to understand pain points.
- Interactive, “**no slides**” training emphasizing real-world role plays based on Dream11’s operational scenarios.
- **Introduction to the team to practical AI tools** that could automate their most significant pain points.
- Midpoint review calls to tailor content and reinforce learning.
- Final immersive session to close gaps and plan next steps.

Participants engaged in **simulations, gamification, and real-time role-plays based on real-life work scenarios** to build confidence in navigating difficult conversations with stakeholders.

*This approach prioritized adapting to **Dream11’s digital scale and rapid decision cycles**, avoiding generic “one-size-fits-all” training.*

From Manual to Strategic:

How AI enabled Dream 11's global risk and controls group

The Solution

Our solution combined foundational communication training with the strategic introduction of AI-powered tools. The core of the solution was to automate routine, time-consuming tasks so the team could focus on high-value, strategic work.

- **AI for Analytics and Risk:** We demonstrated how AI-powered analytics could continuously monitor transactions, automatically flagging anomalies and reducing the need for manual, time-consuming data requests. This enabled the team to spot sophisticated fraud patterns, such as "unusual winning streaks, duplicate accounts, or sudden high-value bets," within minutes.
- **Generative AI for Efficiency:** The team was trained on how to use Generative AI to instantly draft documents like audit-announcement emails, scoping memos, and interview guides, streamlining the most repetitive aspects of their work.
- **NLP for Insights:** We introduced Natural Language Processing (NLP) to analyze long-form documents and meeting transcripts, helping the team quickly identify key risk themes and summarize findings.



Workflow Transformation: Before vs. After

Before:

Manually reviewing millions of transactions to spot anomalies was impossible. Data requests took days to fulfill, and reports were often disorganized.

After:

AI models now examine all transactions, alerting the team to suspicious activity within minutes and reducing data request time to zero for these tasks.

From Manual to Strategic:

How AI enabled Dream 11's global risk and controls group

The Outcomes

The intervention successfully helped the GR&C team shed its "policeman" image and become a strategic asset to the organization. By providing both the soft skills and the technology to work smarter, we delivered measurable outcomes that speak directly to **Measurable ROI**.

- **Significant Efficiency Gains:** AI tools were projected to deliver **40-50% efficiency** improvements in audit processes. Report generation could become **55% faster**, and **document review time was reduced by 85%**.
- **Reduced Risk Exposure:** AI-powered analytics improved risk identification accuracy by **34%** and could increase fraud detection rates by **60%**.
- **Cultural Shift:** The engagement helped the team shift its focus from enforcing compliance to being a strategic business partner. Feedback from the team validated this impact, with both junior teams and senior leaders agreeing on the critical need for a new, collaborative brand image



Lessons & Forward Motion

Dream11's GR&C team has transitioned from compliance enforcers to strategic business partners empowered by **AI and communication excellence**. The engagement laid a foundation for continual upskilling, phased AI pilots, and an integrated enterprise risk approach. Future plans include sophisticated AI integration across departments and ongoing monitoring of ROI on training and technology investments

Take the Next Step

Every great outcome begins with a conversation. Schedule time with Rushmore Advisors today and discover how clarity, speed, and intent can reshape your decisions.

 **Book a call with us.**