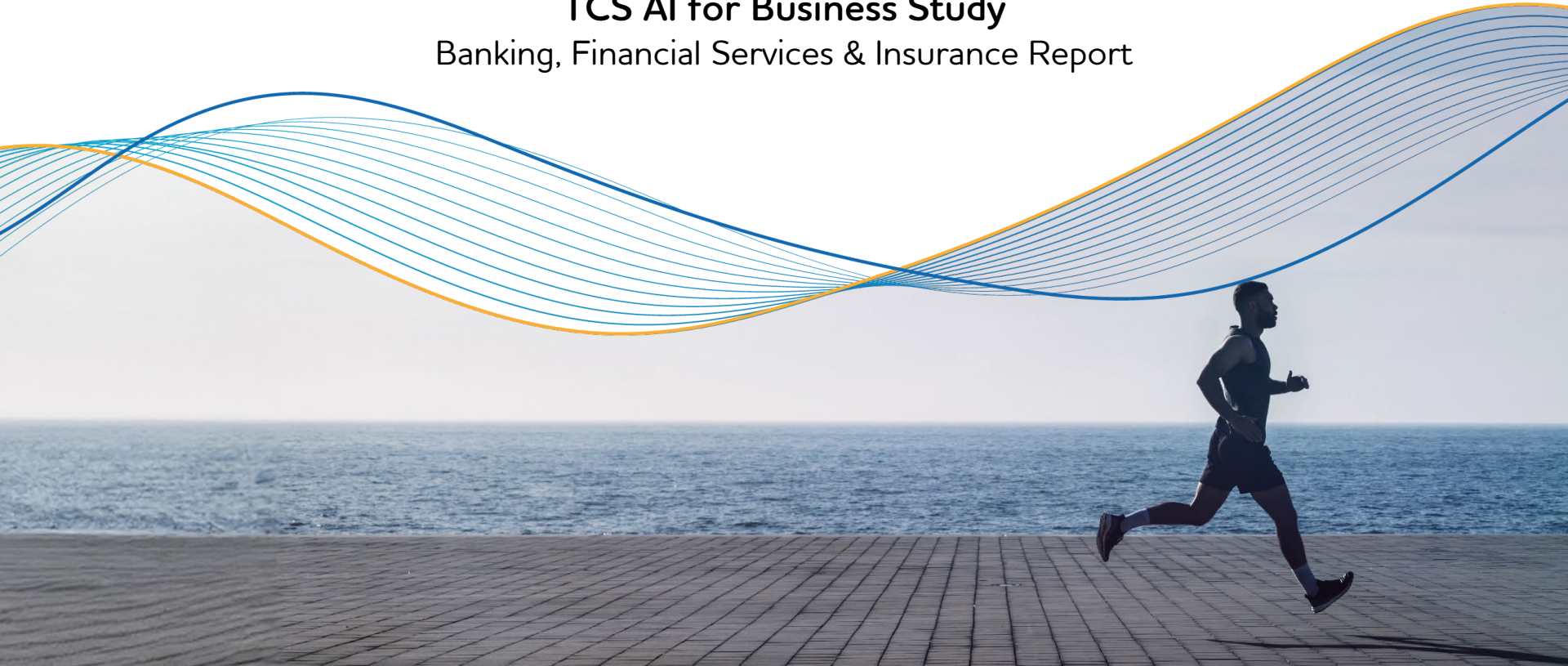


From potential to performance by design

TCS AI for Business Study

Banking, Financial Services & Insurance Report



Leadership perspective

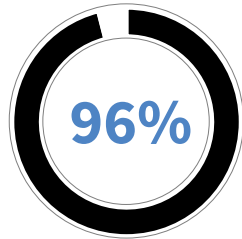


Shankar Narayanan

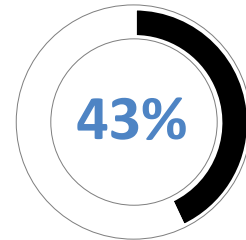
President & Business Head, BFSI – UK, EMEA & APAC, TCS

“From hyper-personalised services to efficient operations, improved risk management and accurate decision-making, BFSI firms are exploring the enormous potential that AI and Generative AI presents to transform businesses. The findings from the study bear testimony to the optimistic outlook of the firms towards the value that AI can create. At the same time, they are conscious about using it responsibly and safely. As partners to leading BFSI firms, TCS has been collaborating with customers to build enterprise-wide AI foundation with necessary guardrails in place to turn potentials into tangible outcomes and set the organizations on the path of growth.”

- Shankar Narayanan, President & Business Head, BFSI – UK, EMEA & APAC, TCS

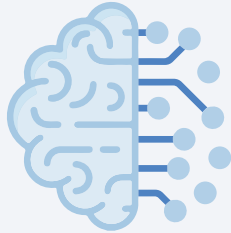


have AI implementations planned, in process, or already completed.



expect more than half their employees to be using GenAI on a daily basis within the next 3 years, mandating increased focus on ethical considerations and the responsible use of AI.

About the TCS AI for Business Study



TCS surveyed senior executives at nearly 1,300 companies in 12 sectors across 24 countries, approximately half of which had annual revenues over US\$5 billion.

This report includes study findings from **160 survey respondents** in the **Banking, Financial Services & Insurance industry**.

What's driving AI implementations?

How are employees, skills and roles shifting?

How is AI redefining the BFSI industry?

What customer engagement AI trends are emerging?

Where is AI strategy headed in BFSI?

Are business results aligning with aspirations?

The findings in this report reflect a survey sample of 160 senior executives — CEOs, divisional and business unit heads, and senior VPs or VPs with profit-and-loss responsibility — working for major BFSI companies headquartered in the following countries:

- Australia
- Austria
- Belgium
- Brazil
- Canada
- Chile
- Colombia
- Denmark
- Finland
- France
- Germany
- India
- Ireland
- Japan
- Mexico
- Netherlands
- New Zealand
- Norway
- Spain
- Sweden
- Switzerland
- UK
- USA

Additionally, seeking to find correlations between a company’s business success and its approach to implementing artificial intelligence, each executive’s company was ranked alongside the others in that same industry for its financial success, as measured by a combination of revenue growth and profit growth over the last three years.

These “**Pacesetters**” represent the top 31% of companies — 49 companies – among the BFSI executives we surveyed.

Where relevant, this report notes differences between the industry’s overall survey answers and the responses of its Pacesetters.

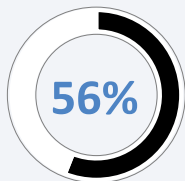
The transformative potential of AI



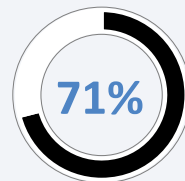
An optimistic outlook on AI's impact



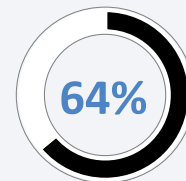
Few technology advancements have gripped the public imagination like artificial intelligence. The majority of senior executives in the BFSI industry believe **AI's impact on their business model will be greater or equal to earlier disruptive technologies, and they're optimistic about its potential.**



More than half believe **the impact of AI will be greater than or equal to cloud computing**



Almost three-quarters believe the impact of AI will **be greater than or equal to embedded chips**

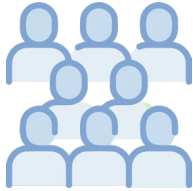


Nearly two-thirds say they are optimistic or excited about AI's potential impact on their business

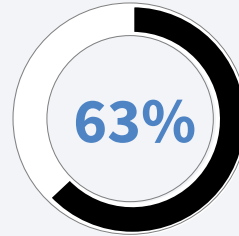
Q. How would you compare AI's potential impact on your business model with the following technological developments: Internet; smartphone.

Q. Which of the following is closest to how you're feeling about AI's potential impact on your business?

Humans, not AI, expected to remain the competitive differentiator



Most BFSI executives believe that rather than replacing human workers, AI will augment and enhance human capabilities, enabling people to focus on higher-value activities that require creativity, empathy, and strategic thinking.



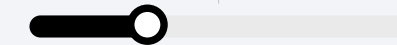
Almost two-thirds of BFSI executives say human creativity or strategic thinking will remain their company's competitive advantage.

PACESETTERS

63%



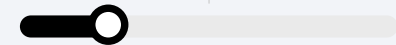
36%



expect AI to make more tactical decisions, freeing up workers to think more strategically



27%



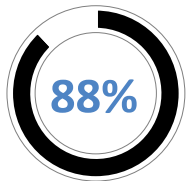
believe human intuition and creativity will remain central to their company's competitiveness

Q. In your business, which of these statements most closely matches your own expectations for how AI will impact decision making in the next 3-5 years?

Executives want to innovate and make money with AI

The BFSI industry is slightly more focused on using AI to spur innovation and grow revenue than are most other industries. On a 10-point scale between “optimization” and “innovation,” BFSI executives averaged 6.84, compared to an average of 6.71 for all other industries.

BFSI Pacesetter firms are firmly in the camp of using AI to focus on innovation and revenue growth.

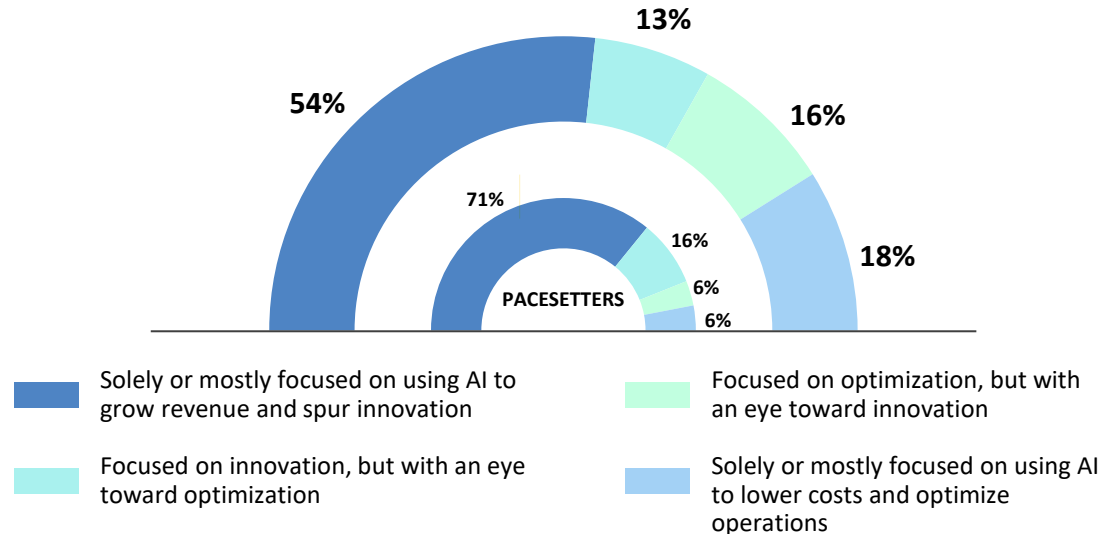


of respondents at Pacesetter firms said they were primarily focused on innovation



said they were more interested in using AI to cut costs

Banking, Financial Services & Insurance



Q. On a scale of 1 to 10 — where 1 is solely interested in using AI to lower costs and optimize operations and 10 is solely focused on spurring innovation and revenue growth — where would your company's current approach toward AI fall?

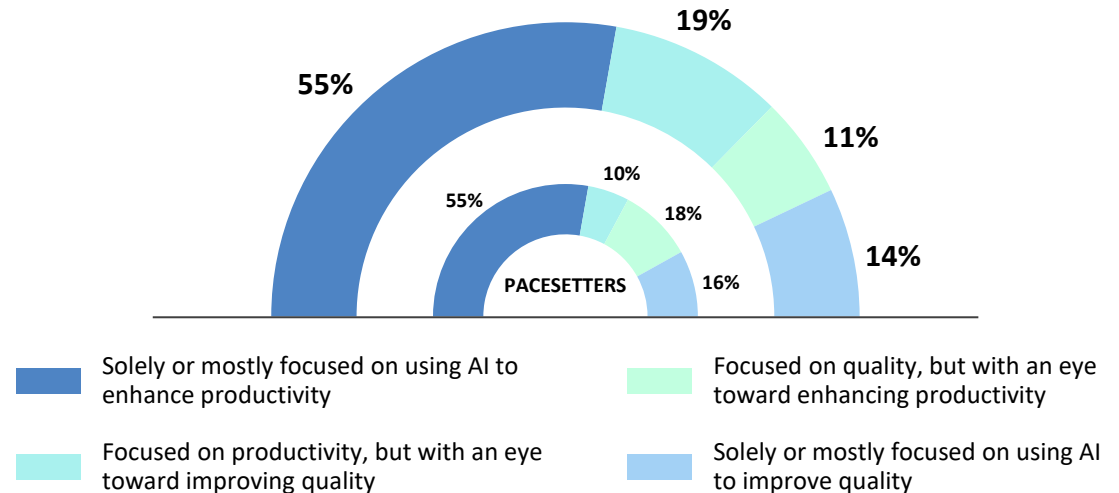
Productivity is an AI benefit, but quality will be its lasting value

For the financial industry, productivity is still the rationale behind most AI implementations. But over time, a more balanced approach to integrating AI – through optimization, productivity, innovation and quality – may offer better outcomes and the elevation to excellence. In fact, a third of BFSI Pacesetter firms are more focused on quality than productivity, compared to only a quarter of the industry overall.

On a 10-point scale between “improving quality” and “enhancing productivity,” BFSI executives scored an average of 7.01, compared to the 6.88 average across other industries.

But Pacesetters scored an average of 6.76, showing more interest in improving quality with AI beyond just productivity gains.

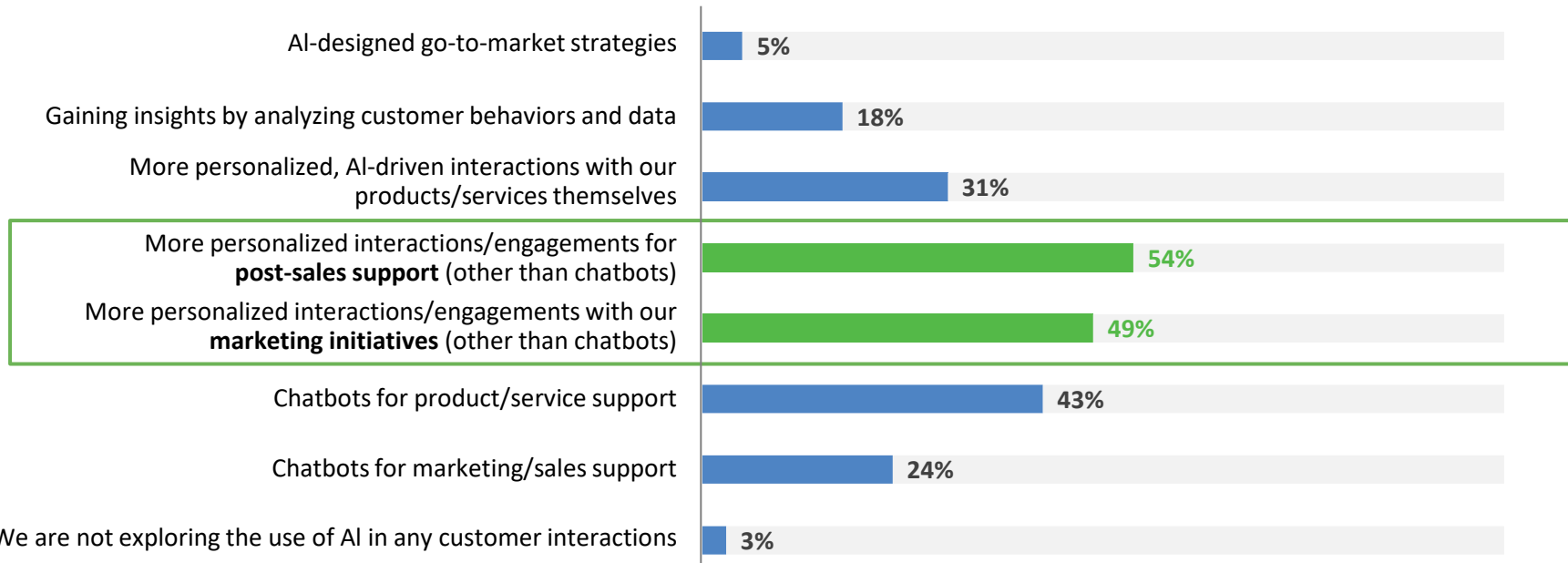
Banking, Financial Services & Insurance



QQ. On a scale of 1 to 10 — where 1 is solely focused on using AI to improve quality and 10 is solely focused on using AI to enhance productivity — where would your company's current approach toward AI fall?

Personalized interactions are top AI customer focus areas

When it comes to customer engagement, organizations say they're moving beyond commonplace chatbots. While chatbots for sales and product support remain important to BFSI companies, their use is being supplanted by other AI-driven means to accomplishing these goals.



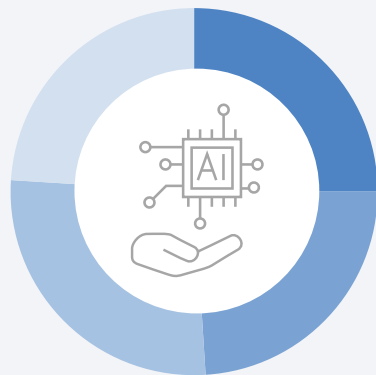
Q. In what ways are you exploring AI's impact on your relationships with customers?

The journey to AI



One size fits one? AI adoption strategies vary for BFSI executives

AI is not plug-and-play technology with a one-size-fits-all strategy, and the findings from BFSI executives reflect their varied approaches to AI. A quarter favor establishing an enterprise-wide AI strategy and a little over a quarter want bold experimentation and fail-fast methods.



25%

want to establish an enterprise-wide AI strategy to maximize its benefits to the company

24%

want to stay true to their purpose and success model in exploring how they might leverage AI

27%

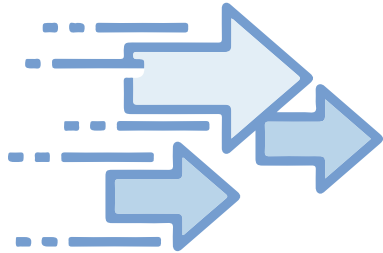
want to experiment and take risks with AI to maximize its benefits

24%

want to wait and see how AI gets used in their industry and follow the lead of others

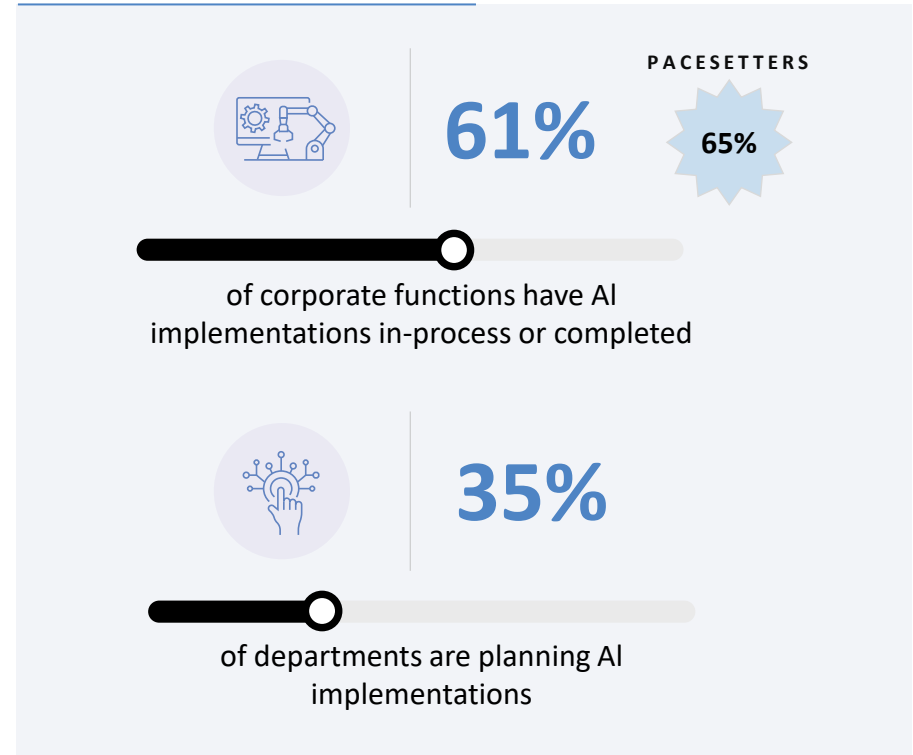
Q. Rank three areas in order of importance to your company's leadership regarding the use of AI in the enterprise.

Fast or slow, BFSI organizations are adopting AI



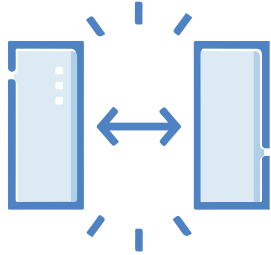
While the pace of AI adoption differs, the ultimate objective is overwhelmingly consistent.

The vast majority of BFSI executives (96%) have AI implementations planned, in process or already completed.



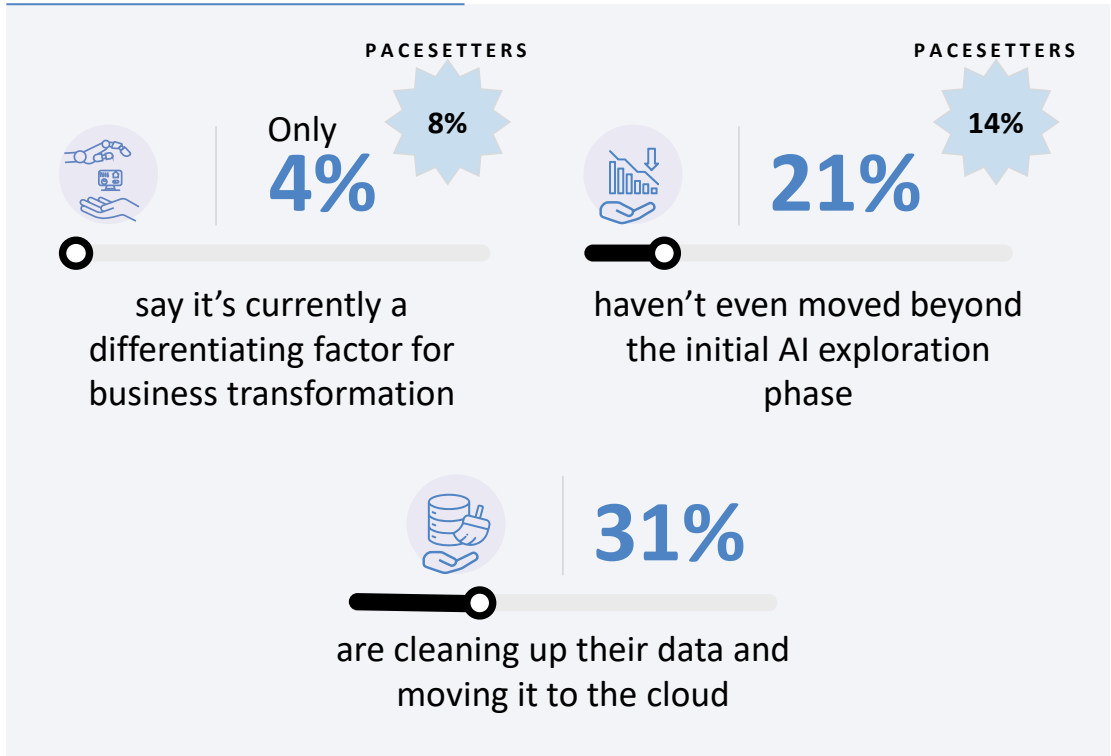
Q. What is the state of implementation for AI-enabled operations in the following areas of your company?

A gap between aspiration and reality



The merging of reasoning and recognition intelligence into generative models offers tremendous potential to help companies reimagine entire value chains and transform the way they do business.

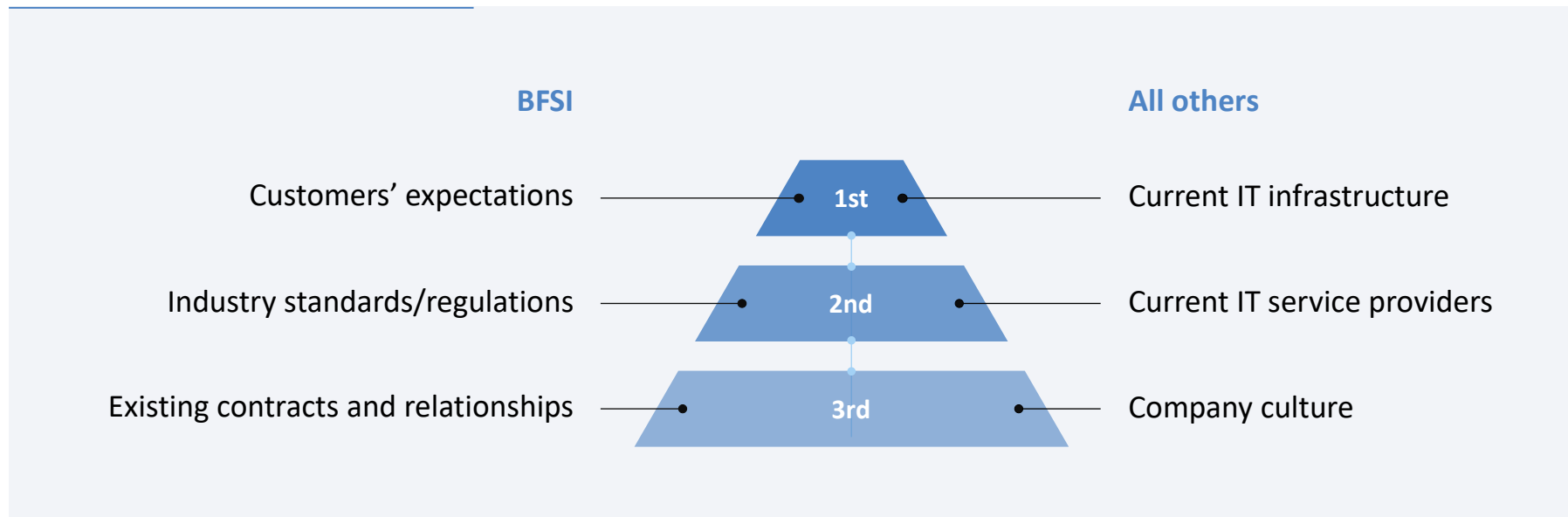
But the vast majority of BFSI respondents say they have a long way to go to realize these outcomes.



Q. Looking at your organization overall, which most closely describes your company's current relationship to AI?

What's hampering AI progress?

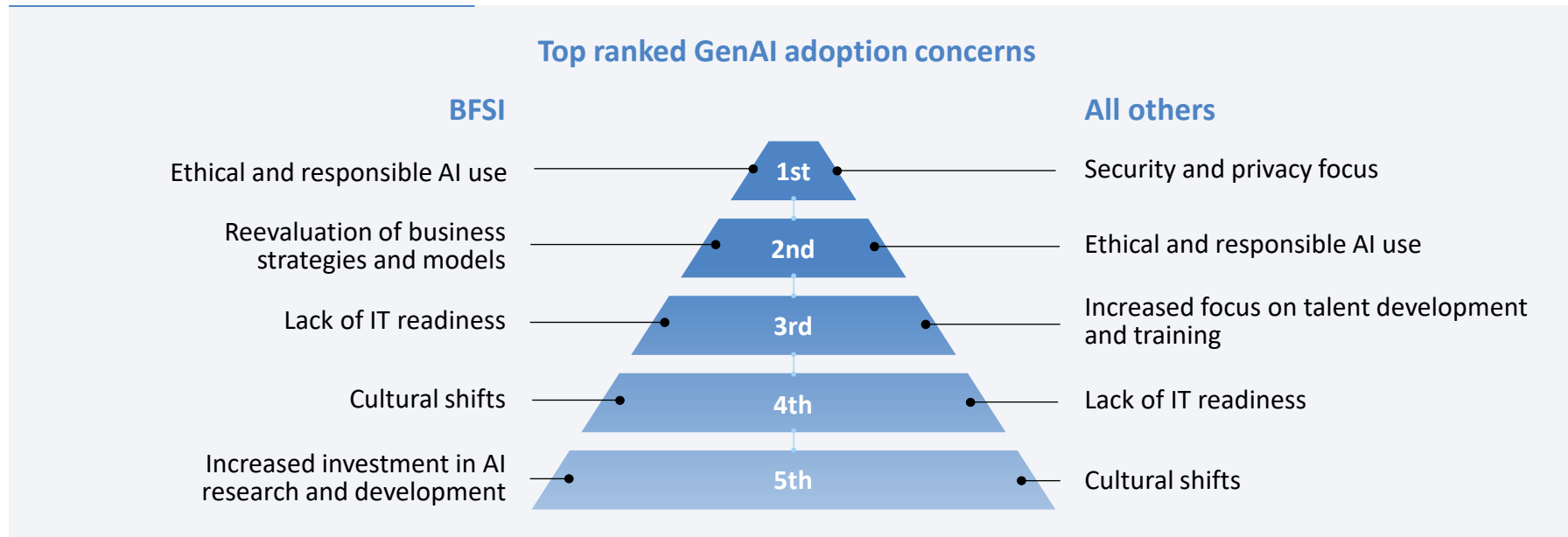
BFSI executives say **customers' expectations**, **financial regulations**, and their **existing contracts and relationships** are hampering overall AI efforts – none of which were ranked in the top 3 by the executives of all other industries.



Q. What are the top 3 challenges to making effective use of AI in your company?

Generative AI brings its own set of challenges

43% of BFSI executives surveyed expect more than half of their employees to be using GenAI on a daily basis within the next 3 years. But they say that means their firms will need to increase their focus on ethical considerations and the responsible use of AI technologies.



Q. In three years, what percentage of your employees do you believe will be using/interacting with Generative AI capabilities on a daily basis?

Q. Rank the top 3 statements, which most closely reflect how recent attention to Generative AI (specifically) has changed your company's assessment of AI's benefits and risks more generally

**Balancing risk with
opportunity**

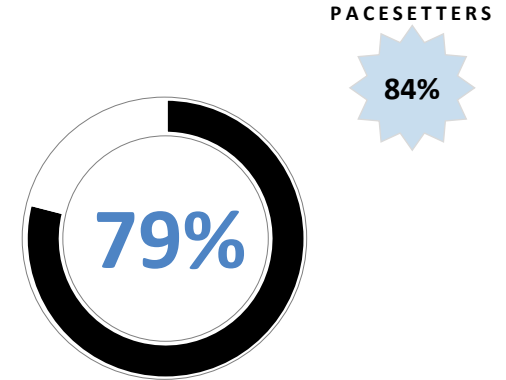


Making way for AI



Introducing such powerful technology into organizations comes with a great weight of responsibility. Extensive preparation and stringent governance that foster trust in outcomes and investment values must go hand in hand with AI adoption.

BFSI firms are not only aware of the changes involved, but actively planning for them.



of BFSI companies are currently reworking or are planning to rework how they operate across the enterprise

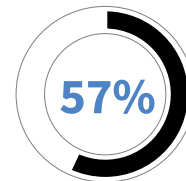
Q. Have you given any thought to how your company's strategic direction needs to be revised due to AI's potential benefits or risks for your organization or your industry?

Homegrown implementation prevails for now

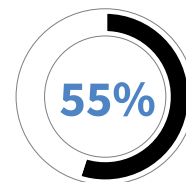


As AI preparation turns to implementation, organizations face numerous decisions to achieve the right mix of artificial intelligence and investment.

Despite the complexity, over half of BFSI companies **are likely to rely on internal teams** to develop and implement AI — even for tasks as difficult as creating their own enterprise-specific large language models (LLMs).



are relying solely or mostly on in-house talent to implement this new technology



plan to create their own enterprise-specific LLMs for use in GenAI implementations

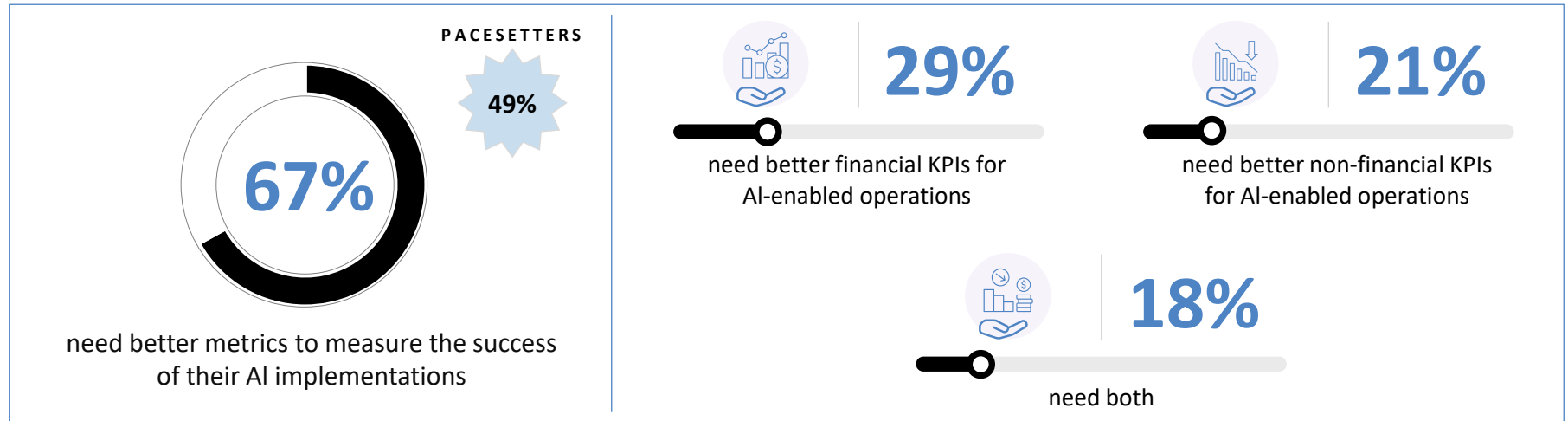
Q. On a scale of 1 to 5, how much are you relying on external vendor and partnerships (including academic or government partners) for your AI implementations and how much are you doing in-house?; Q. Are you planning to create your own enterprise-specific LLMs for use in Generative AI implementations?

Implementation metrics fall short

BFSI executives say they need better KPIs to measure the success of their AI implementations. Without KPIs, organizations will struggle to demonstrate AI's value and gain internal traction for its adoption.

Only **27%** say they have “good enough” metrics and KPIs for their current stage of AI deployment.

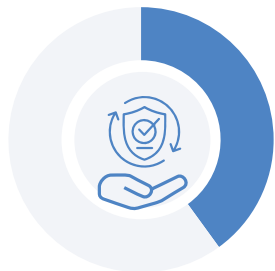
6% said they aren't even aware of any useful metrics for AI implementations.



Q. Which statement most closely matches how you feel about measuring the success of and financial return on AI implementations?

Navigating ethical, security and privacy dimensions

The debut of sophisticated AI applications has intensified the focus on security and privacy concerns, and the ethical dimensions of AI use have also garnered significant attention. Most senior BFSI executives prefer global standards, debating whether specific use cases are better covered at this scale or more locally.



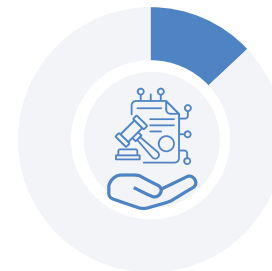
40% prefer global AI standards regulating specific use cases and outcomes



36% prefer global AI standards, plus specific regional controls



12% prefer a heterogeneous environment of local regulations

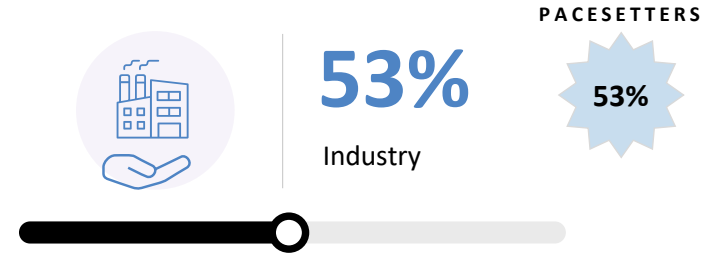
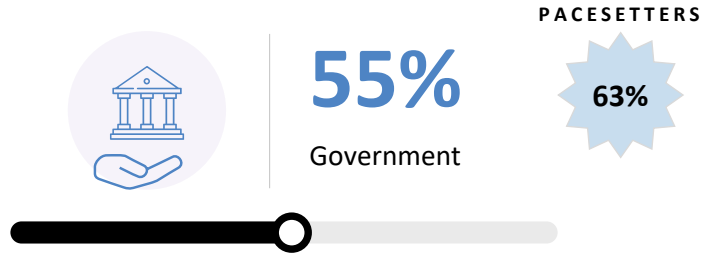


13% think it's too early or unnecessary to regulate AI

Q. Which regulatory landscape is most appropriate for your business's use of AI?

A regulatory partnership between industry and government

A majority of BFSI executives think regulations should be jointly established between industry voices and government agencies. Close to half also think academic expertise deserves a seat at the table given how complex this technology already is and how quickly it is evolving.



Q. Which organizations should be involved in establishing regulations about AI?

TCS recommendations

Based on this research, here are our recommended next steps.



Focus on the business value, not the technology

Embrace an AI strategy based on prioritized initiatives and use cases that have the potential to drive tangible business outcomes.



Make your business & culture AI-ready

Invest not only in the necessary technology and infrastructure but in a culture that embraces change, experimentation, and continuous learning.



Adopt a more strategic approach

Consider the broader strategic value of AI initiatives and how they can be used to improve operational efficiency, reduce risk, and enhance decision-making — all of which can contribute to overall business performance.



Don't go it alone

Let business and IT staffs focus on core competencies and strategic objectives, seeking partnerships and external expertise where appropriate, rather than shouldering the entire burden of AI implementation internally.



Plan for success, not scarcity

Implement AI with the goals of expanding revenue, opportunity, and innovation, which offers the potential to create new jobs and enhance human capabilities.

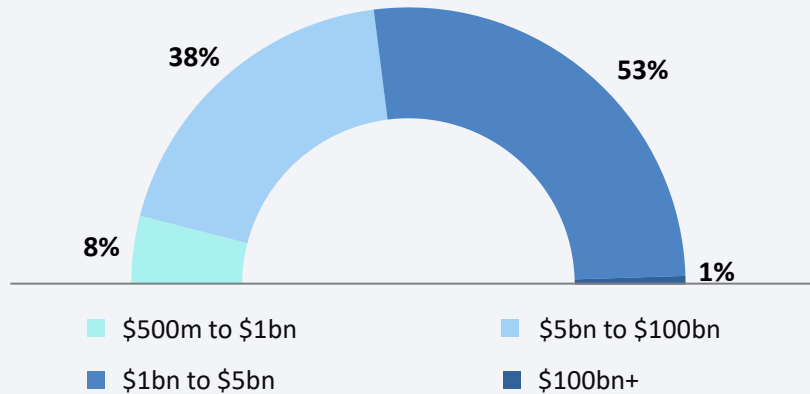


Create higher-level relationships with customers

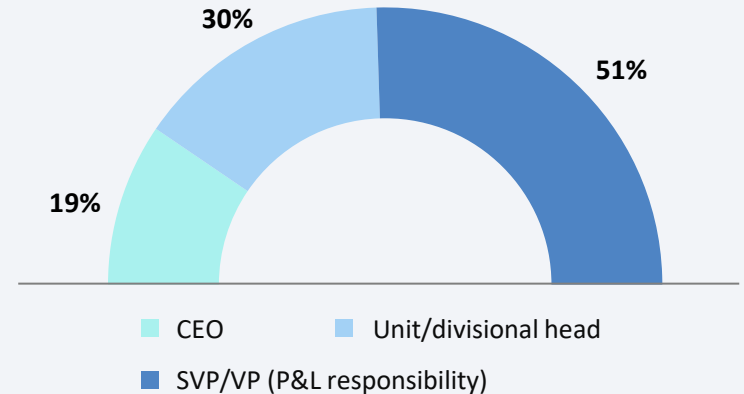
Leverage more modern AI to deliver highly personalized, proactive and more value-added experiences across the customer journey for competitive differentiation and to build long-term loyalty.

Demographics: role and revenue

Revenue representation (in USD)



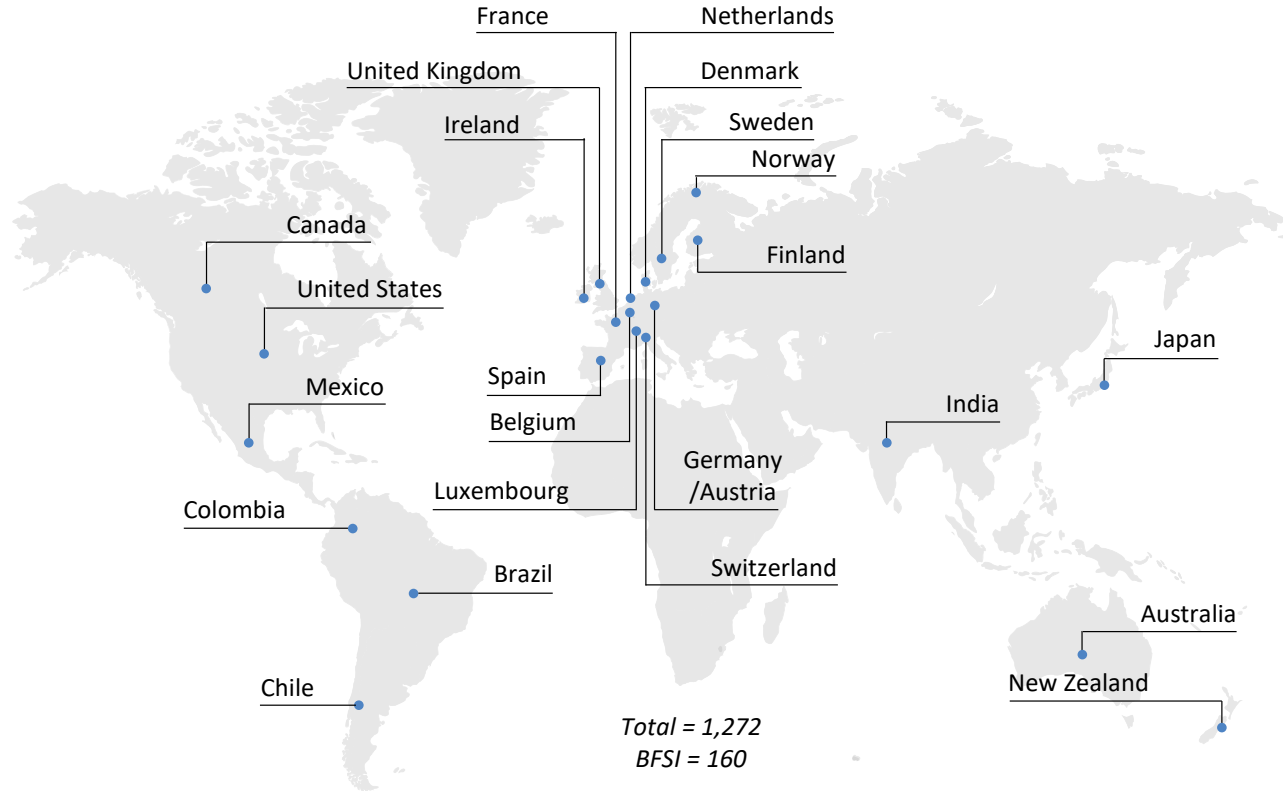
Role representation



Banking, Financial Services & Insurance

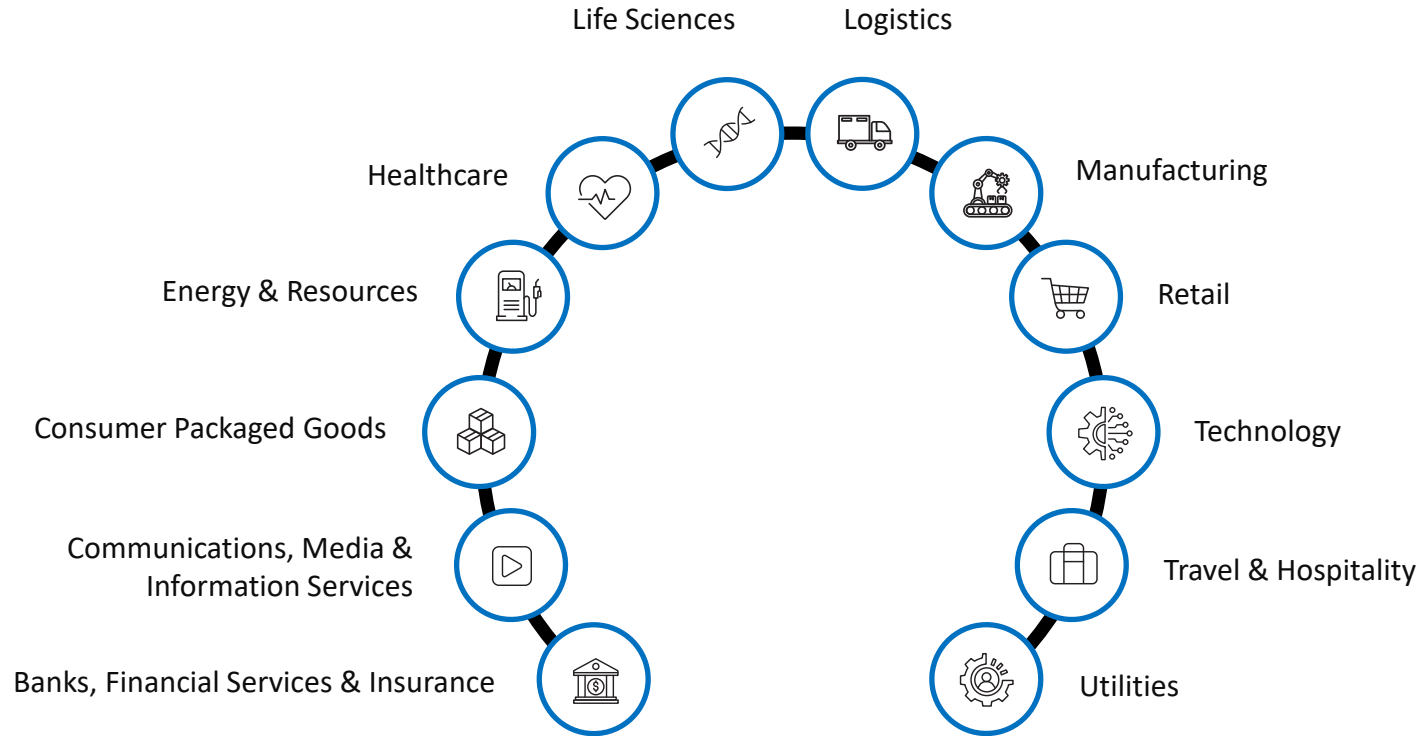
n = 160

Demographics: 24 countries represented in the study



Note: All countries except for Luxembourg are included in the BFSI sample

Demographics: 12 industries represented in the study



n = 1,272

About the study

Executive champions

Dr. Harrick Vin

Chief Technology Officer, TCS

Abhinav Kumar

Chief Marketing Officer, TCS

Siva Ganesan

Senior Vice President and Head, AI.Cloud, TCS

Krishna Mohan

Vice President and Deputy Head, AI.Cloud, TCS

Sankaranarayanan “Shanky” Viswanathan

Vice President and Head of Business Innovation,
Chief Technology Office, TCS

Nidhi Srivastava

Vice President and Head of Offerings, AI.Cloud, TCS

Suranjan Chatterjee

Global Head, AI.Cloud Engineering, TCS

Ashok Krish

Head, Advisory and Consulting, AI.Cloud, TCS

Serge Vatin-Perignon

Global Head, TCS Thought Leadership Institute

Get more insights

If you would like to get additional research based on the TCS AI for Business Study, visit on.tcs.com/2024-global-ai-study

For more information or any feedback, email the TCS Thought Leadership Institute at TL.Institute@tcs.com



The TCS AI for Business Study explores how companies around the world are looking at the strategic implications of AI technologies and how they are responding to its transformative potential. A survey of 1,272 senior executives with profit-and-loss responsibility at their companies was conducted November 28, 2023, through January 17, 2024, with responses from 24 countries across 12 industries, exploring the strategic implications of artificial intelligence and their expected impact on large, for-profit enterprises.

Some data presented will not add up to one hundred percent due to rounding, and not every answer is included in the findings reported.

About the Thought Leadership Institute

Since 2009, the TCS Thought Leadership Institute has initiated conversations by and for executives to advance the purpose-driven enterprise. Through primary research, we deliver forward-looking and practical insights around key business issues to help organizations achieve long-term, sustainable growth. For more information, visit tcs.com/insights/global-studies

For the most up-to-date content and news, download the TCS Perspectives app for your iOS and Android device.



About Tata Consultancy Services

Tata Consultancy Services is an IT services, consulting and business solutions organization that has been partnering with many of the world's largest businesses in their transformation journeys for over 56 years. Its consulting-led, cognitive powered, portfolio of business, technology and engineering services and solutions is delivered through its unique Location Independent Agile™ delivery model, recognized as a benchmark of excellence in software development.

A part of the Tata group, India's largest multinational business group, TCS has over 601,000 of the world's best-trained consultants in 55 countries. The company generated consolidated revenues of US \$29 billion in the fiscal year ended March 31, 2024, and is listed on the BSE and the NSE in India. TCS' proactive stance on climate change and award-winning work with communities across the world have earned it a place in leading sustainability indices such as the MSCI Global Sustainability Index and the FTSE4Good Emerging Index. For more information, visit www.tcs.com

