Driving BFSI Success with Cognitive Business Operations
A joint study by NelsonHall and TCS

September 2019
Introduction

The purpose of this study is to assist executives in the banking, financial services and insurance (BFSI) sector in understanding the future of business process services as it relates to capital markets, retail & commercial banking, and insurance.

The study is based on:

- Discussions with 50 executives in the capital markets, retail & commercial banking, and insurance sectors across North America, Europe, and Asia Pacific to identify their operational transformation priorities and intentions (see Section 2)
- Discussions with TCS executives to understand TCS' approach using cognitive business operations for BFSI companies (see Section 3)
- TCS BFSI case studies of the adoption of cognitive operations (see Section 4).

BFSI firms have typically been at the forefront of automation and led the way in terms of early RPA adoption. However, despite these early successes, their processes continue to have considerable room for enhancement in terms of reducing the levels of human involvement and exception handling and in delivering greater levels of both process and business insight.

Accordingly, it is now time for enterprises in the BFSI sector to move beyond one-off automations and adopt cognitive business operations, which necessitates a fundamental rethinking of target processes. Due to the lack of in-house personnel with cognitive operations expertise, enterprises will typically need to involve third-party vendors in their operational transformation.

As a pioneer in providing cognitive business operations, TCS has partnered with NelsonHall in this joint study to identify the critical success factors in moving to the next wave of cognitive operations. The study looks at the increasing importance for companies in selecting vendors with a wider end-to-end transformational capability than automation alone, and who can complement their automation and domain expertise with agile, cloud apps, infrastructure, and security capabilities, ideally incorporating industry process transformation solutions.
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1. Executive Summary

BFSI executives recognize that addressing existing process shortcomings requires the development of new process models and that this involves:

- A fundamental rethinking of target processes, typically supported by design thinking and process reimagination
- A strong focus on key business KPIs and outcomes
- A strong knowledge of the industry and industry processes.

The majority of BFSI executives recognize that technology plays a key role, and that it is highly important to adopt a machine-first approach and to incorporate cognitive technologies beyond RPA. Additionally, governance and change management are critical; cognitive operations initiatives require strong cooperation across the lines of business and the central IS function.

Digitization is clearly highly important as the basis for cognitive operations with API/micro-services highly favored as the mechanism for linking new cognitive technologies with existing core systems. In terms of the cognitive technologies themselves, advanced analytics, NLP and machine learning & deep learning, followed by blockchain, industry platforms, and core system upgrades are key ingredients.

Partner selection criteria are also changing in line with this new thinking. BFSI executives now want vendors to take an end-to-end approach to cognitive operations and complement their process and automation expertise with wider IT infrastructure and application services capability, particularly around cloud apps & infrastructure and cybersecurity capability. Here, cloud and SaaS capability, coupled with domain expertise, is of particular importance to avoid reinventing the wheel.

TCS is at the forefront in assisting BFSI firms to adopt cognitive operations and become intelligent, agile, automated, and on the cloud. TCS’s Cognitive Business Operations (CBO) for BFSI is positioned on:

- Machine First as the overarching philosophy for operational transformation fueled by TCS’ Machine First Delivery Model (MFDM)™
- The importance of deep domain understanding, with consultative ability to transform and re-imagine a business or a process
- The need for a rich ecosystem within the supplier.

To minimize investment and implementation time, the company offers a number of transformation solutions for the BFSI sector in support of cognitive operations, including:

- Cognitive KYC & digital onboarding and AML transaction analysis
- Digital mortgage solution
- Dispute & collections management
- Cognitive financial spreading
- Trade Finance Digitization Automation and Analytics (TraDAA)
- Asset servicing platform.
In addition, TCS has created a range of technology building blocks and machine learning algorithms covering, for example, customer intent identification and RPA-based industry utilities.

TCS assignments typically start with a mandate to reimagine the client’s business operations using design thinking, where TCS typically uses its Tran§form© framework. Examples of major transformational assignments in cognitive operations carried out by TCS include:

- Increasing loan conversion success for a Top 3 U.S. wholesale lender
- Automating break assignment for a U.S. investment bank
- Bereavement claims automation for a U.K.-based multinational financial services firm
- Digital reimagination of two-wheeler loan processing.

Critical success factors for successful deployment of cognitive operations include:

- **Governance**: Both operations (COO) and IT (CIO) buy-in within the client organization is critical to the success of transformation projects, both at the senior sponsor level and at the level of process owners and application owners.
- **Maximizing business outcomes**: Optimum machine-first delivery requires process reimagination and reengineering, not automation of existing processes.
- **Implementation**: Recognizing that cognitive business operations is an ongoing journey and not a one-off event and that long-term straight-through processing is best achieved through use of platforms and integrating to core systems through APIs rather than through use of RPA.
- **Partner capabilities**: As machine-first delivery becomes an ever more important part of process transformation, it is important for partners to have capability that covers operational process expertise, IT operations expertise, and application services and have access to a wide technology ecosystem and pre-built transformation solutions.
2. The Role of Cognitive Operations in BFSI

NelsonHall conducted interviews with 50 industry executives in the capital markets, retail & commercial banking, and insurance sectors across North America, Europe, and Asia Pacific, to identify their operational transformation priorities and intentions. This section presents the key findings.

A. Current BFSI Operations: Scope to Reduce Human Involvement & Exception Handling

While 84% of executives in BFSI enterprises are highly satisfied with the suitability and customer-centricity of their current processes and business models to support their business ambitions over the next 2 years, they also attach high importance to the development of innovative process models, and their existing processes exhibit a number of significant weaknesses.

Below are the proportions of BFSI executives who perceive current processes and business models to be adequate in supporting a range of potential process characteristics.

<table>
<thead>
<tr>
<th>Adequacy of Current Processes</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Straight-through processing</td>
<td>70%</td>
<td></td>
<td>46%</td>
</tr>
<tr>
<td>High regulatory compliance</td>
<td>68%</td>
<td></td>
<td>38%</td>
</tr>
<tr>
<td>Ability to compete with emerging competitors</td>
<td>68%</td>
<td>60%</td>
<td>36%</td>
</tr>
<tr>
<td>Risk reduction</td>
<td>64%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agile process learning &amp; adaptation</td>
<td>64%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A truly digital customer experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduced levels of exception handling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low levels of human involvement</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Improved business insight</td>
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</tbody>
</table>
Enterprises in the BFSI sector have traditionally achieved a sound level of straight-through processing and regulatory compliance, and their executives are reasonably confident in their ability to compete with emerging competitors. However, there are aspects of their operations that could be enhanced by a more cognitive approach. In particular, there remains scope to reduce the levels of human involvement in judgment-based processing and to reduce current levels of exception handling as well as improving the level of business insight from operations.

By sub-sector:

- Executives in insurance firms are particularly dissatisfied with their firms’ capabilities in risk reduction and high regulatory compliance, and both insurance and retail banking executives are concerned about their ability to meet the demands of the emerging regulatory environment.

- Executives in capital markets and commercial banking firms are dissatisfied with their ability to deliver straight-through processing, with executives in commercial banking firms also dissatisfied with their firms’ ability to deliver a truly digital customer experience with reduced levels of exception handling.

Accordingly, operational transformation in the form of development of innovative process models and new business models is highly important to more than three-quarters of BFSI executives, with commercial banking executives having a particularly strong requirement to develop innovative process models and insurance executives strongly seeking transformational initiatives in support of new product development.

Below are the proportions of BFSI firms that would seek to achieve various key objectives from operational transformation.

**KEY TRANSFORMATION OBJECTIVES**

**BUSINESS PERFORMANCE**

- **94%** Cost to income reduction
- **80%** Increased market share/deepening of wallet share
- **62%** Accelerated go-to-market
- **58%** Accelerated product/service development lifecycles

**BUSINESS RISK**

- **84%** Improved regulatory compliance
- **76%** Risk reduction

**CUSTOMER EXPERIENCE**

- **76%** Faster customer onboarding & fulfillment
- **64%** Enhanced customer experience
While each of these objectives is highly important to the majority of BFSI executives, the key themes are:

- Cost to income reduction, highly important to over 90% of BFSI execs
- Improved regulatory compliance and risk reduction
- Increased wallet/market share & faster customer onboarding and fulfillment.

Improved regulatory compliance and risk reduction are particularly important objectives for commercial banks. Predictably, cost to income reduction is of greatest importance to insurance companies, while executives in both retail banks and insurance firms attach a higher than average importance to enhanced customer experience.

**B. Benefits Sought from Cognitive Operations**

BFSI executives view cognitive operations as a means of automating activities to replace manual intervention and human decision-making and a means to decouple processing volumes from headcount. The main themes that emerge from BFSI executives’ perceptions of cognitive operations are automated decision-making, reduced manual intervention, built-in mechanisms for process learning & adaptation, and increased process efficiency.

In particular, cognitive operations are regarded as having particularly strong potential in automating and improving the handling of low-value transactions that were previously difficult to handle effectively and efficiently using manual decision-making.

BFSI executives also attach high importance to improved process effectiveness from cognitive operations, with over 90% of executives attaching high importance to reducing error rates and error handling and improving service fulfillment times.

In addition, improving the customer experience is a particularly key benefit to executives in retail banks and insurance firms.

Below are the perceived importance levels of the potential benefits of cognitive operations.
Areas being targeted with cognitive operations include:

- Reference data management and research-related processes, anti-money laundering, and custody & transfer agency services within capital markets firms
- Card operations, including account opening and onboarding within the retail banking sector
- Financial spreading, fraud operations and anti-money laundering, and card operations within commercial banking
- Policy origination & maintenance and claims handling, in addition to fraud management, within the insurance sector.

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C. BFSI Firms Looking to Fundamentally Rethink Target Processes

So, what approaches are BFSI enterprises taking to implement cognitive operations? Below are the perceived importance levels of potential approaches to the development of new operations models.

**KEY APPROACHES TO DEVELOPING COGNITIVE OPERATIONS**

**PHILOSOPHY**

- **92%** Fundamentally rethinking the target process
- **86%** Focusing on key business KPIs & outcomes
- **84%** Having strong knowledge of the industry & processes
- **80%** Adopting an agile approach

**EXECUTION**

- **78%** Incorporating cognitive (IA) tech beyond RPA
- **78%** Increasing level of digital & mobile within customers
- **76%** Adopting a machine-first approach
- **54%** Taking wider ecosystem view, inc. info sources outside the company

In developing new operations models, BFSI firms recognize that it is absolutely critical to rethink their target processes fundamentally and that this should be undertaken with both a strong knowledge of their industry and industry processes and a strong focus on key business KPIs and outcomes.

Over three-quarters of BFSI executives recognize that technology plays a key role, and that it is highly important to adopt a machine-first approach and to incorporate cognitive technologies beyond RPA.

Additionally, governance and change management are critical; cognitive operations initiatives require strong co-operation across the lines of business and the central IS function. In addition, firms often utilize a CoE to coordinate implementation, though third-party vendors are also likely to be heavily involved.
Below are the perceived importance levels of each of a number of potential levers in transforming operations.

**KEY TRANSFORMATION LEVERS**

**CRITICAL**
- **Advanced analytics**: 92%
- **API/microservices**: 90%
- **Digitization**: 90%

**IMPORTANT**
- **Natural language processing (NLP)**: 74%
- **Application integration**: 72%
- **Machine learning & deep learning**: 74%
- **Design thinking & process reimagination**: 70%
- **Blockchain**: 56%
- **Industry platforms**: 52%

**COMPLEMENTARY**
- **Core systems upgrades**: 48%
- **Chatbots**: 36%
- **Cognitive OCR**: 22%
- **Lean & Six Sigma**: 16%

Digitization is clearly highly important as the basis for cognitive operations, with API/micro-services highly favored as the mechanism for linking new cognitive technologies with existing core systems. In terms of the cognitive technologies themselves, advanced analytics is regarded as the most important, with NLP and machine learning & deep learning regarded as highly important by around three-quarters of BFSI executives, and blockchain, industry platforms, and core system upgrades regarded as highly important by approximately half of executives.

In terms of methodologies, design thinking & reimagination is regarded as much more important than Lean & Six Sigma.
D. Vendors Must Offer Cloud-Based Industry Process Transformation Solutions to Complement Automation & Domain Expertise

The main challenge in the adoption of cognitive operations within BFSI firms is their lack of internal skills, and overall, half of BFSI firms expect to involve a vendor in their cognitive operations initiatives, typically in several of the stages shown below – with co-creation an important theme.

Below are the proportions of BFSI firms that will involve vendors in cognitive operations initiatives at each of a number of lifecycle stages.

While only 12% of BFSI firms expect to fully involve vendors across all stages of the cognitive operations lifecycle from use case identification to maintenance and management of the new operational model, vendors are expected to play a role to a certain extent at each stage, including significant involvement at the implementation and management stages.

Accordingly, BFSI firms are seeking vendors who have a broad range of expertise in process reimagination and implementation. In particular, these cognitive operations transformations are no longer just about standalone automation skills and partner capabilities, and should now also encompass design thinking, automation, and AI capability coupled with UX design capability (through cloud apps, infrastructure, & security capability) and with the domain strength to incorporate their own cloud-based industry process transformation solutions.
Below are the perceived importance levels of vendor capability when selecting a partner to assist in transforming business operations.

**KEY VENDOR SELECTION CRITERIA**

**APPROACH**

- **96%**
  - Strong domain & process understanding

- **58%**
  - Use of design thinking to reimagine processes & operations

- **50%**
  - Ability to rethink ‘industry boundaries’

**AUTOMATION CAPABILITY**

- **98%**
  - Breadth of RPA & automation capability

- **92%**
  - Cognitive & ML capability

- **90%**
  - Conversational experience & UX design capability

**CLOUD CAPABILITY**

- **82%**
  - Cloud apps & infrastructure capability

- **82%**
  - Cybersecurity capability

- **78%**
  - Ability to offer cloud-based industry process transformation solutions

Notably, BFSI executives are now looking for vendors to take an end-to-end approach to cognitive operations and complement their process and automation expertise with wider IT infrastructure and application services capability, with around 80% of BFSI executives attaching high importance to cloud apps & infrastructure and cybersecurity capability.

Cloud and SaaS capability, coupled with domain expertise, is of particular importance to avoid reinventing the wheel, with approximately 80% of BFSI executives attaching high importance to vendor ability to offer cloud-based industry process transformation solutions.

Given the above criteria and enterprise-level expertise required, NelsonHall engaged with TCS executives to understand TCS’ capabilities around the cognitive business operations models they have in place for BFSI (as described in the following section).

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3. TCS’ Positioning & Vision

TCS is at the forefront of assisting organizations in enhancing their competitive strength and achieving growth in the digital age, or Business 4.0™, by helping them to become intelligent, agile, automated, and on the cloud. As the largest provider of CBO in the BFSI industry, TCS supports this vision with deep domain knowledge in financial services, advanced technological ability, and an understanding of global regulatory and economic issues. This combination makes TCS a strategic partner of choice for providing transformational solutions and services by leveraging technologies such as robotic process automation, artificial intelligence, and machine learning. TCS has over 200 clients across BFSI, and its transformation approach is to create a personalized and high-value experience for individual enterprises.

TCS’ CBO for BFSI is positioned on:

- Machine First as the overarching philosophy for operational transformation fueled by TCS’ Machine First Delivery Model (MFDM)™
- The importance of domain understanding, with the most important aspect of transformation being the consultative ability to reimagine a business or a process based on deep process understanding
- The need for a rich ecosystem within the supplier. In terms of ecosystem, TCS’ CBO has an end-to-end service capability covering business process services, BPaaS, application services, and IT infrastructure services complemented by a wider ecosystem containing specialist transformation capability in areas such as Conversational Experiences, Cybersecurity, Blockchain, TCS Interactive, Enterprise Intelligent Automation, Analytics & Insights, and Cloud Apps & Infrastructure.

A. Transformation Solutions

TCS’ business transformation solutions are a key element in delivering cognitive business operations, and TCS has an extensive number of engagements based on its business transformation solutions which are modular and designed to be platform-agnostic to integrate readily with other banking solutions to minimize investment and implementation time. This includes areas such as:

- **Cognitive KYC & digital onboarding**: automated document recognition and extraction to enable straight-through processing within KYC
- **AML transaction analysis**: information retrieval, sentiment analysis tool, coupled with a workflow to enable public data search and online subscription databases to identify negative news and politically exposed personnel
- **Digital mortgage solution**: automates mortgage origination by gathering the documents from the customer and connecting with third-parties for title search and property valuation
- **Dispute & collections management**: automated handling of fraudulent transaction claims and disputes
- **Cognitive financial spreading**: cognitive OCR to read financial statements and notes to the accounts, to extract information and enable the setting of confidence thresholds with a workflow for manual review and assisted learning to recognize particular document characteristics
- **Trade Finance Digitization Automation and Analytics (TraDAA)**: OCR-based classification and data extraction supported by an “intelligent document checker” with a rule engine that checks field formats and conducts sanction checking
- **Asset servicing platform**: reads the various corporate announcements (such as merger, dividend, and AGM announcements) from multiple feeds and identifies those which relate to corporate actions and the nature of the corporate action.
B. Technology Building Blocks & ML Algorithms

In addition to its business transformation solutions addressing end-to-end use cases, TCS has developed a range of technology building blocks for use in the development of solutions and platforms across customer experience, operational efficiency, RPA, cognitive, and RegTech. Examples include:

- **Customer intent identification**, where TCS has built an algorithm that identifies the likely reason for an incoming customer contact based on recent events (such as a declined payment), and routes the call to an appropriate agent for this issue, alerting the agent as to the probable intent and presenting the agent with the information they need to handle this call.

- **RPA-based industry utilities**, where TCS has pre-built connectors to support, for example, mortgage title searches, and fraud filing with VISA and Mastercard.

TCS also develops client-specific ML-based algorithms. Examples include:

- For a leading U.S. investment bank, TCS has developed an algorithm to predict the patterns for trades that might break and what is required to repair them in order to automate the settlement function.

- An ML algorithm for the wealth management division of a U.S. bank to identify suspicious transactions and risks, with the aim of reducing the proportion of false positives that occur within AML.
TCS assignments typically start with a mandate to reimagine the client’s business operations using design thinking. For example, for a Nordic refinancing company, TCS was faced with the challenge of reducing the time taken for mortgage origination from 60 days to 2 days. And it has implemented digital onboarding for a private Indian bank, including supplying devices for identity capture, leading to an 85% reduction in customer wait time.

TCS typically uses its Tran$form© framework in support of these assignments, with the first stage involving process simplification and rationalization supplemented by point automations, with these changes being subsequently incorporated as part of a wider end-to-end process reimagining and digitalization.

Four examples of major transformational assignments in cognitive operations carried out by TCS are described below.

A. Bereavement Claims Automation for a U.K.-Based Multinational Financial Services Firm

The company requested TCS to undertake a consulting assignment to review their life & pensions (L&P) operations with a view to achieving at least 15% cost savings from automation.

TCS identified the main high-volume/high-effort processes for the L&P operations and carried out level 3 process mapping to identify the gaps in the processes, while also collecting operational data to support the identification of the potential benefits of process optimization.

TCS created a 2-year change and transformation plan for the organization’s bereavement business, supporting the client with internal change programs such as changes in customer journey alongside the automation projects carried out by TCS. Here, TCS carried out eight cognitive projects over two-and-a-half years.

The impact on the bereavement claims process is shown below:

- **Claim Handling Time**
  - Before: 150 days
  - After: 90 days

- **Manual Touch Points**
  - Before: 11
  - After: 3

- **Manual Effort**
  - Before: 121 minutes
  - After: 64 minutes
B. Increasing Loan Conversion Success for a Top 3 U.S. Wholesale Lender

The digital operations platform used has been implemented in three U.S. banks, including a major wholesale lender. The resulting benefits achieved were:

- **Sales Origination Costs**: 50% reduction
- **Loan Approval Times**: 30% reduction
- **Loan Conversions**: 10% increase

C. Digital Reimagination of Two Wheeler Loan Processing

This Indian multinational banking and financial services company wanted to change and re-energize its business model for two wheeler loan origination.

TCS developed a platform that undertook auto loan application capture, including initial KYC checks and credit underwriting/underwriting support.

At present, the level of straight-through processing is ~40% and overall, the end-to-end application time has been reduced to 8 hours (from 4 to 7 days previously). TCS’ solution has enabled the bank to scale application volume throughput by approximately 40x and disbursals by 7x.
D. Automating Break Assignment for a U.S. Investment Bank

TCS reviewed the bank’s existing business processes and reorganized these processes functionally, standardizing them and adopting regional best practice where appropriate.

TCS developed a central database of business units and automated the break assignments to the business units using machine learning. It took six months of historical break data to develop algorithms, accepting those rules that achieved a 95% confidence limit. New exceptions still arise, but TCS automates these as they occur, leading to 100% automation of break assignment.
5. Cognitive Operations Success Factors

Critical success factors for ensuring seamless cognitive operations include capability development, implementation, governance, and business outcomes. These emerged from the briefings with BFSI executives (see Section 2) and from the examples of process transformation from TCS (see Section 4) and are summarized here.

A. Key Capabilities

- As machine-first delivery becomes an ever more important part of process transformation, it is important for partners to have capabilities that cover operational process expertise, IT operations expertise, and application services
- Key transformation technologies in cognitive business operations include workflow, specialist platforms, and machine learning
- Access to a wide technology ecosystem and partner base is important in identifying best-of-breed digital technologies appropriate to individual transformation initiatives
- Pre-formed transformation solutions addressing individual process pain points are the future of machine-first cognitive business operations.

B. Approach to Implementation

- Cognitive business operations is an ongoing journey and not a one-off event
- Cognitive business operations delivery involves questioning whether every manual task needs to be done by a human
- Existing process documentation is unlikely to be sufficient for identifying process automation opportunities. Further process analysis and collection of process data is likely to be required
- Long-term straight-through processing is best achieved through use of platforms and integrating to core systems through APIs rather than through use of RPA
- Change management and multi-disciplinary change management is absolutely critical throughout, as is analytics capability.

C. Governance

- Both operations (COO) and IT (CIO) buy-in within the client organization is critical to the success of transformation projects, both at the senior sponsor level and at the level of process owners and application owners
- Senior executive involvement is important in identifying organizational challenges and business strategy to guide operations transformation initiatives
- Existing BFSI processes are likely to have scope to reduce levels of human involvement in judgment-based processes and exception handling.
D. Maximizing Business Outcomes

- Operational transformation and the introduction of innovative process models are key to competitiveness in the BFSI sector
- Optimum machine-first delivery requires process reimagination and reengineering, not automation of existing processes
- Transforming apparently judgment-based processes to rule-based processes has a major impact on operational transformation.
About NelsonHall

NelsonHall is the leading global analyst firm dedicated to helping organizations understand the ‘art of the possible’ in next generation IT and business services. With analysts in the U.S., U.K., and Continental Europe, NelsonHall provides buy-side organizations with detailed, critical information on markets and vendors that helps them make fast and highly-informed sourcing decisions. And for vendors, NelsonHall provides deep knowledge of market dynamics and user requirements to help them hone their go-to-market strategies. NelsonHall’s research is rigorous and all-original, and widely respected for the quality, depth and insight of its analysis.

Specifically for buy-side organizations, NelsonHall provides a comprehensive series of Vendor Evaluation & Assessment Tools (NEAT) that analyze the performance of vendors offering technologies and services across a wide variety of domains (e.g. digital transformation, customer experience, HR, finance & accounting and supply chain, as well as dedicated offerings for specific industries such as banking, insurance, and healthcare). The NEAT tools allow strategic sourcing managers and other senior business executives to assess the capability of vendors across a range of criteria and business situations and identify the best performing vendors overall, and with key capabilities around specific aspects of technology or service provision.

To find out more about NelsonHall and its services, go to: https://research.nelson-hall.com

About TCS

Tata Consultancy Services (TCS) is an IT services, consulting and business solutions organization that delivers real results to global business, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled, infrastructure, engineering and assurance services. This is delivered through its unique Global Network Delivery Model, recognized as the benchmark of excellence in software development.

With nearly five decades of experience in partnering with the world’s leading banks, financial services, and insurance (BFSI) companies, TCS offers a comprehensive portfolio of technology-led, domain-focused processes, frameworks, and innovative solutions that empower BFSI organizations to respond to market changes quickly and manage customer relationships effectively, while ensuring regulatory compliance. With a commitment to innovation and transformation, TCS is helping global BFSI organizations manage risks better, leverage ecosystems effectively, and create exponential value for customers.

For more information about TCS BFSI, go to: https://www.tcs.com/banking-financial-services