NEAT EVALUATION FOR COGNIZANT:

GenAI & Process Automation in Banking

Market Segment: Overall

Introduction

This is a custom report for Cognizant presenting the findings of the NelsonHall NEAT vendor evaluation for *GenAI & Process Automation in Banking* in the *Overall* market segment. It contains the NEAT chart of vendor performance, a vendor profile of Cognizant in this market, and the latest market analysis summary.

This NelsonHall Vendor Evaluation & Assessment Tool (NEAT) analyzes the performance of vendors offering GenAI and process automation services for the banking sector. The NEAT tool allows strategic sourcing managers to assess the capability of vendors across a range of criteria and business situations and identify the best performing vendors overall, and with specific capability in GenAI services, process automation services, operations services, and professional services.

Evaluating vendors on both their 'ability to deliver immediate benefit' and their 'ability to meet client future requirements', vendors are identified in one of four categories: Leaders, High Achievers, Innovators, and Major Players.

Vendors evaluated for this NEAT are: Apexon, Capgemini, Cognizant, Datamatics, DXC Technology, Firstsource, Happiest Minds, Infosys, Kyndryl, LTIMindtree, Mphasis, Quantiphi, SBS, Sopra Steria, TCS, and WNS.

Further explanation of the NEAT methodology is included at the end of the report.

NEAT Evaluation: Overall

GenAI & Process Automation in Banking 2025
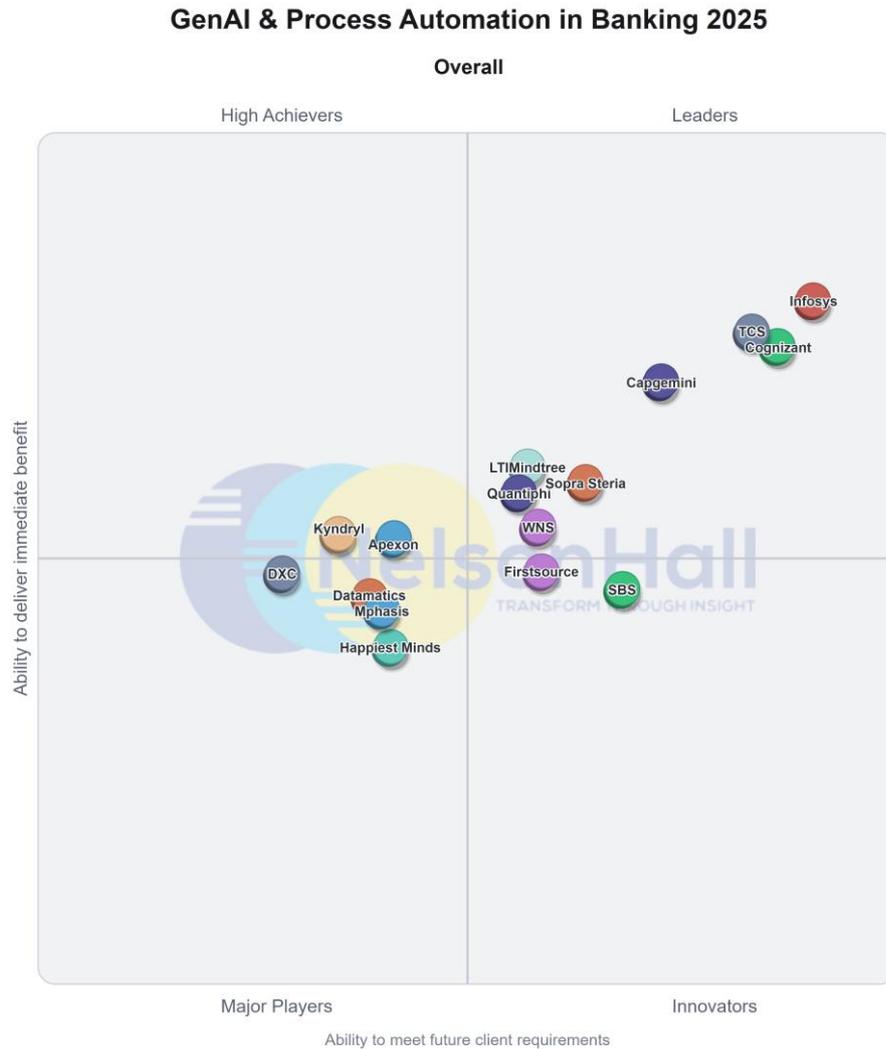
Overall

NelsonHall has identified Cognizant as a Leader in the *Overall* market segment, as shown in the NEAT chart. This market segment reflects Cognizant's overall ability to meet future client requirements as well as delivering immediate benefits to its GenAI and process automation banking services clients.

Leaders are vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet future client requirements.

Buy-side organizations can access the *GenAI & Process Automation in Banking* NEAT tool here.

Vendor Analysis Summary for Cognizant

Overview

Cognizant delivers GenAI and automation services using three primary platforms: Neuro Banking Suite, Skygrade, and Flowsource. It customizes its delivery based on the domain knowledge it has gained over 30 years of working within the financial services industry, with customization applied to subsector processes including fraud mitigation, brand integrity, and the launch of new products. Cognizant leverages its ecosystem of vendors to create customized roadmaps and offerings for clients, transforming their operations.

The company has a significant presence with tier-one financial institutions and aims to expand its presence with tier-two and tier-three banks. It has been working with one of its platform vendors to develop a tooling and automation suite that standardizes clients' AI and automation journeys.

Cognizant's GenAI and process automation services encompass consulting, design, implementation, and operational services. It employs a three-vector approach to enabling clients to move to an AI-enabled enterprise, which consists of:

- Enabling hyperproductivity: employing AI to help clients manage and modernize data more efficiently

- Industrializing AI: transforming consumer-grade AI to enterprise-grade AI to enable new business models and revenue streams

- Agentifying the enterprise: shifting towards AI-enabled operations and software-based services using integrated AI agents.

Cognizant utilizes its BASIS (Business-led Autonomous Systems Integration Services) framework to develop a roadmap tailored to each client, industrializing their AI capabilities.

NelsonHall estimates that Cognizant's services support the following financial sectors:

- Consumer banking: 55%

- Commercial banking: 15%

- Capital markets: 15%

- Industry service providers (e.g., payments, government, and fintechs): 15%.

To enhance its delivery capabilities, Cognizant employs:

- Bluebolt, an internal idea innovation engine, which to date has been used with clients to generate and implement 47k ideas, enabling $329m in cost savings and $146m in revenue generation

- Training and enablement programs for employees on evolving technologies, with specific programs including: Full Stack Intelligence Engineer (FSIE), EXCEED 2.0, CognizantSynapse, The Gen AI-Forge program, Gen AI Hub at Cognizant, Gen AI Engineering Program, GROW (Get Role Ready for opportunities at Work), and The Skill Up Program.

Financials

NelsonHall estimates that Cognizant's 2025 full-year revenues from GenAI and automation services for banking were made up of the following services:

- Design/deploy/IT services: 45%

- Consulting: 35%

- BPS: 15%.

- Managed services: 5%.

Strengths

- Portfolio of accelerators and tools for validating data, integrating data, integrating partner solutions, and transforming legacy environments

- GenAI and AI agent capabilities in payments

- Large portfolio of IP and product partners with emerging technology

- Portfolio of cloud- and SaaS-delivered GenAI offerings.

Challenges

- Developing a scale portfolio of prepackaged agentic AI solutions for tier-two and tier-three banks

- Productizing tools and capabilities into offerings to target tier-two and three banks across multiple markets.

Strategic Direction

Cognizant works with retail banks, commercial banks, capital markets, and industry service providers of all sizes across all major markets. It supports its financial services clients with five GenAI and automation offering sets:

- Consulting on business/process re-engineering, data/process modernization, product selection, and change management

- Solution engineering for data, agents, and processes

- Implementation and orchestration of solutions, architecting of data and analytics

- Ongoing operational support

- BPS delivery of operational processing as-a-service.

It is investing in partnerships with product vendors to deliver new capabilities to clients. Key partnership initiatives include:

- Payments: a transaction banking cloud platform

- Agentic AI: partnering with RPA vendors to develop agentic AI use cases

- Risk and compliance: automated regulatory solutions

- Horizontal in vertical: supporting horizontal tech vendors as they expand into the financial services industry.

Cognizant aims to grow its business over the next several years by:

- Enabling clients to quickly develop, customize, and deploy agentic AI using its Agent Foundry offering

- Applying agentic AI to payment services, currently providing a cross-border payments solution targeting the mid-market

- Enhancing its AI-enabled customer onboarding offerings

- Building and launching SaaS and BPaaS versions of its solutions

- Customizing its services to the regulatory and credit requirements of each market

- Adding to its AI Innovation Studios. The established ones are in Plano, London, Hudson Yards, Bangalore, and San Francisco. Recently, it launched a new studio in Sydney and is preparing to open additional studios in Tokyo.

Outlook

Cognizant has a GenAI and process automation services business that delivers operational services to banking institutions in North America, Europe, and the ROW. It is expanding the range of product partners it works with and deepening the breadth of offerings it delivers with these partners. It is investing $2.5bn in skills and systems for GenAI and agentic AI to expand its AI offering services.

NelsonHall estimates that Cognizant's GenAI and process automation services revenues will grow by 8% per year over the next three years. If it successfully builds agentic AI offerings to support multi-agent systems for domain-specific solutions, it should be able to grow its business by an additional 4% per year.

GenAI & Process Automation in Banking
Market Summary

Overview

The banking industry is facing growing cost pressure and the need to expand its customer base as its mature customer base erodes. The first step is for banks to digitalize their entire operations environment to enable the comprehensive use of AI across all processes. The cost and operational risk of replacing their core platforms entirely are too high. Instead, banks are automating processes to make the process manageable.

GenAI and automation services are evolving from a faster, lower-cost way of doing business to a new method of doing business. Tier 1 banks are the early adopters and have been experimenting to find out what works. Today, these banks are working to operationalize simple, effective use cases at scale to begin developing value from these new technologies.

Banks will shift their focus in the deployment of GenAI towards software engineering to reinvent themselves, improving data management and customer support, and launching new financial products. Many banks are encouraging employees to use GenAI at work.

Currently, enhancing software engineering productivity and customer onboarding/ management are driving most demand for GenAI services. In the future, improved risk management and compliance services will drive growth. Clients are increasingly looking to share the investment costs of GenAI and automation transformation through gain-sharing pricing models.

Key drivers for IT services include the need to reduce manual processing and the prevalence of custom use cases. In mature markets, IT services enable greater flexibility by implementing a wide array of solutions, which will be trimmed back as domain leaders emerge. Managed and BPS services are growing rapidly, enabling banks to build flexibility into their technology ecosystems. The focus is on coordinating heterogeneous vendors and enabling a broader array of internal users to implement use cases.

Buy-Side Dynamics

Large banks are the primary adopters of GenAI and automation. They are employing GenAI to enable nonlinear reductions in operational costs, enabling them to change their business models and deliver previously premium services to mass audiences. Large banks are implementing:

- Operational deployment of the most promising GenAI POCs and use cases

- SLM-based POCs and operations, which they find to be more productive than LLMs

- Data coordination across silos to enable improved risk management and better KYC

- Employee upskilling programs for AI and automation to enable more effective internal use of these technologies.

Regional banks' initiatives vary by geographic market:

- APAC and EMEA: implementing GenAI and automation to support business model changes to Open Banking, sustainability, evolving cybersecurity, and entity management

- North America: software engineering, hyperpersonalization, entity management, and commercial banking operations.

Community banks are:

- Automating processes, but not yet ready to adopt GenAI

- Looking for pre-packaged services delivered from the cloud and trained on data from data vendors and/or large correspondent bank partners

- Primarily focused on smart payments delivered from the cloud (in APAC and EMEA)

- Primarily focused on cloud-delivered agent support for customer service (in North America).

Within capital markets:

- The large custodians are the most active in adopting GenAI. Engagements include software engineering, new product development/management, marketing management, and compliance

- Investment banks and asset managers are implementing credit/investment analysis

- Wealth managers are implementing customer support.

Industry service providers are:

- Increasing the use of GenAI and AI to deliver updated compliance and risk management support

- Implementing AI and data orchestration & management across silos

- Providing GenAI support for customer advisors in wealth and lending.

As processing has become increasingly automated, data management has moved to the center of effective AI strategies. The most widely adopted use cases are for software development, which constrains use to the technology domain.

Tier one financial institutions spent 2024 running POCs but found few to operationalize. Leaders are driving operational deployment in 2025 with a better understanding of what is likely to deliver value. All other banks have yet to begin operational deployment.

LLM-based GenAI has found a few successful use cases. SLM use cases are more likely to be successful but require LOB personnel to identify the use case. Banks need to train their staff on GenAI technology to enable them to build tightly constrained, high-value use cases for deployment.

Market Size & Growth

NelsonHall estimates that the size of the GenAI and automation services market for financial services, less insurance, is ~$5.69bn in 2025 and forecasts that it will grow at a rate of 10.3% annually to reach $9.28bn in 2030. This relates to GenAI and automation, not other types of AI.

Success Factors

Vendor success factors include applying domain expertise, delivering speed to market, improving data management, reengineering processes, and a robust ecosystem of IT vendors to deliver leading functionality. These include:

- Business execution:
  - Domain expertise to enable the development of high-value use cases and execute effective solutions
  - Domain expertise to enable reengineering of the widest range of sub-processes possible
  - Application of best practices from across clients and markets
  - Delivering speed to market for new products, new market entry, and hyperpersonalization for customers
  - Ability to source, analyze, and manage data for business purposes, risk management, and compliance
- IT services capabilities:
  - A curated solution vendor ecosystem, with ongoing monitoring of technology vendors
  - Frameworks to guide transformation and provide transparency to stakeholders
  - Ability to embed intelligence in all automation projects
  - Ability to combine ITS and BPS into a joint, continuous improvement engagement.

Outlook

The future direction for technology and operations services for deploying GenAI and automation in banking will include:

- Automating specialist financial operations, including commercial banking, trade finance, and investment banking. Those operations will then have GenAI applied to accelerate efficiency
- Adoption of GenAI in software engineering will accelerate, leading to LOB workers making software deployment decisions. The spread of GenAI in large banks will happen in incremental steps at the individual employee level
- Adoption of GenAI in mid and small size banks will occur through delivery of core platform software from the cloud with GenAI features embedded in software and BPS operational delivery
- Increasing use of SLM-based GenAI use cases across operations
- Increasing use of GenAI in cybersecurity
- Growing deployment of GenAI training programs across companies for all employees.

NEAT Methodology for GenAI & Process Automation in Banking

NelsonHall's (vendor) Evaluation & Assessment Tool (NEAT) is a method by which strategic sourcing managers can evaluate outsourcing vendors and is part of NelsonHall's *Speed-to-Source* initiative. The NEAT tool sits at the front-end of the vendor screening process and consists of a two-axis model: assessing vendors against their 'ability to deliver immediate benefit' to buy-side organizations and their 'ability to meet future client requirements'. The latter axis is a pragmatic assessment of the vendor's ability to take clients on an innovation journey over the lifetime of their next contract.

The 'ability to deliver immediate benefit' assessment is based on the criteria shown in Exhibit 1, typically reflecting the current maturity of the vendor's offerings, delivery capability, benefits achievement on behalf of clients, and customer presence.

The 'ability to meet future client requirements' assessment is based on the criteria shown in Exhibit 2, and provides a measure of the extent to which the supplier is well-positioned to support the customer journey over the life of a contract. This includes criteria such as the level of partnership established with clients, the mechanisms in place to drive innovation, the level of investment in the service, and the financial stability of the vendor.

The vendors covered in NelsonHall NEAT projects are typically the leaders in their fields. However, within this context, the categorization of vendors within NelsonHall NEAT projects is as follows:

- **Leaders**: vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet future client requirements

- **High Achievers**: vendors that exhibit a high capability relative to their peers to deliver immediate benefit but have scope to enhance their ability to meet future client requirements

- **Innovators**: vendors that exhibit a high capability relative to their peers to meet future client requirements but have scope to enhance their ability to deliver immediate benefit

- **Major Players**: other significant vendors for this service type.

The scoring of the vendors is based on a combination of analyst assessment, principally around measurements of the ability to deliver immediate benefit; and feedback from interviewing of vendor clients, principally in support of measurements of levels of partnership and ability to meet future client requirements.

Note that, to ensure maximum value to buy-side users (typically strategic sourcing managers), vendor participation in NelsonHall NEAT evaluations is free of charge and all key vendors are invited to participate at the outset of the project.

Exhibit 1

'Ability to deliver immediate benefit': Assessment criteria

Assessment Category	Assessment Criteria
Offerings	Breadth of application of GenAI to financial processes
	Breadth of application of automation services to financial processes
	Breadth of application of data management to financial processes
	Application of GenAI to software engineering
	Consulting and strategy development
	Application of AI/cognitive technology for financial services
	GenAI and automation services implementation capability
	Ongoing GenAI and automation management BPO
	Monitoring and observability - managed services
	Application of AI/cognitive technology to financial processes
	Ability to offer new process models with GenAI and automation
	Ability to benchmark processes and offer roadmap
Delivery Capability	Scale of GenAI and automation process delivery capability
	Cognitive delivery capability
	Delivery capability – North America
	Delivery capability – Europe
	Delivery capability – ROW
	Use of pre-existing technology implementation templates
	GenAI and automation change management capability
	Maturity of services delivery model
	Services governance capability
	Extent of partnerships in support of GenAI and automation services
Market Presence	Overall presence in GenAI and automation processes
	Overall GenAI and automation consulting presence
	Overall GenAI and automation design and deploy presence
	Overall GenAI and automation BPS presence
	Presence in managed services processes
	North American presence
	Europe presence
	ROW
Benefits Achieved	Overall level of benefit achievement
	Cycle time reduction
	Increased self service
	Improvement in operational agility
	improved speed to market
	Improvement in operational performance, reliability, availability
	Level of cost savings achieved
	revenue uplift
	Increased end-user satisfaction

Exhibit 2

'Ability to meet client future requirements': Assessment criteria

Assessment Category	Assessment Criteria
Service Innovation Culture	Perceived suitability to meet future client needs in GenAI and automation
	Ability to apply GenAI and automation services to financial processes
	Ability to deliver improved data sourcing and scrubbing capabilities
	Perceived suitability to develop new business models & processes
	Service culture
	Innovation & creativity
	Ability to apply new technologies
	Transformation capability
Maturity of Roadmap	Maturity of roadmap in support of business strategy development
	Maturity of roadmap in GenAI and automation deployment
	Maturity of roadmap in support of process management with GenAI and automation
	Maturity of roadmap in monitoring and observability capability
	Maturity of roadmap in data management
	Maturity of roadmap in AI technologies
	Maturity of roadmap in own tools & platforms in support of clients
	Maturity of roadmap in automation
Market Momentum	GenAI and automation services momentum
	AI and Analytics services momentum
	Operations services momentum
	Automation focused momentum
	Professional services

For more information on other NelsonHall NEAT evaluations, please contact the NelsonHall relationship manager listed below.

Sales Inquiries

NelsonHall will be pleased to discuss how we can bring benefit to your organization. You can contact us via the following relationship manager:

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