One Backbone, Many Journeys: Newgen's Unified Approach to Banking Operations

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At a macro level, how is Newgen enabling India's banks to modernize at scale and what makes your approach different?

Most banks today already have all the required systems CBS, LOS, LMS, channels, KYC tools, document repositories. The issue is they don't work as one flow. Every journey still jumps between screens, teams and handoffs. That is what slows turnaround time and creates operational risk.

Newgen sits above existing systems and runs the entire customer journey as one process. From application intake to decisioning, documentation, disbursal, servicing and collections everything moves through a single workflow. Documents, communication and approvals stay linked to the same case. So where rules allow, processing becomes straight-through, and where regulation requires, maker-checker and audit trails remain intact. Business and risk teams get real-time visibility on the same case instead of separate trackers.

What makes us different is the last-mile execution. We connect branch, mobile, portal and partner sourcing directly to back-office queues. KYC, e-sign, bureau checks, rules engine and core banking posting all happen inside the same flow instead of separate follow-ups. No swivel-chair operations, no manual reconciliation later.

The reality we see across banks is this: modernization projects often add new systems but also add more handoffs. The problem is fragmentation, not the shortage of technology. Our role is to make existing systems operate as one continuous banking process.

Banks today are struggling with fragmentation instead of technology. From your experience, where does that fragmentation hurt the most?

Fragmentation hurts most at handoffs, and the impact becomes visible only when the bank scales.

Banks have made full tech adoption. The breakdown happens when a case moves between these systems. Data gets re-entered, documents are chased over email, approvals sit in separate queues, and teams maintain trackers outside the system. Delays rarely come from credit decisioning they come from coordination gaps.

We see three major pressure points:

• Intake to operations multi-channel sourcing creates inconsistent processing

• Approval to documentation and disbursal paperwork and compliance sit outside the decision flow

• Audit and servicing visibility case history has to be reconstructed manually

In one large retail bank running account opening across 6,500+ branches and 25,000+ users, onboarding still depended on manual checks and fragmented archives despite digital systems. After migrating to a single, controlled Newgen workflow with linked documents and audit trails, the bank processed over 96 lakh transactions, averaging 2,200+ per day with predictable throughput.

In a large agricultural lending portfolio of about 4.5 trillion spread across 22,000+ branches, the challenge was similar. The issue was not credit capability but tracking ownership and status across thousands of touchpoints, leading to operational inefficiencies and compliance gaps.

So, the real cost of fragmentation is not just slower turnaround. It is loss of control and visibility and that risk compounds as the bank grows.

You speak often about "intelligent orchestration." How is that different from traditional automation?

Traditional automation follows predefined rules. If A happens, do B. It improves speed but still depends on humans whenever judgment or interpretation is required.

Intelligent orchestration goes a step further. It understands context, decides the next action, and routes work accordingly while staying inside governed workflows.

For example, a major financial regulator had already automated 60+ regulatory processes. Yet officers still had to manually interpret past rulings before approving applications. The challenge was applying precedent consistently not routing files.

We embedded AI directly into the workflow to analyse decades of unstructured rulings in seconds, generate confidence-scored recommendations, and dynamically route cases based on complexity. Simple cases moved straight through; complex ones went to senior officers with supporting rationale. The regulator effectively got a "digital expert" that learns from every decision.

So the difference is:

• Automation executes rules

• Intelligent orchestration applies knowledge, context and risk awareness within the process

Instead of AI sitting outside as an advisory tool, decisions happen inside governed workflows with auditability, compliance checks and continuous learning built in.

Lending remains one of the most complex domains in banking. Many institutions have loan origination systems. Why do delays persist?

Because origination is only one stage. The real delay sits between origination, documentation, disbursal, servicing and collections.

Most banks have a LOS, but the lifecycle still jumps across multiple systems. Data gets copied into LMS, documents are tracked separately, disbursal depends on manual checks, and servicing runs on another platform. Each handoff adds waiting time, reconciliation and compliance risk. So even when approval is quick, the loan is not.

A Germany-based captive auto finance company faced exactly this. Origination, loan management and collections ran on different systems, leading to duplicate data entry, limited visibility and higher operating cost. After moving the entire lifecycle onto a unified managed cloud platform, the outcomes were measurable:

• 60–70% reduction in processing time

• 50% reduction in operational cost

• 75% improvement in tracking and monitoring

• 60–70% increase in processing efficiency

The lesson is simple: faster lending does not come from faster decisioning alone. It comes from running workflows, decisioning, documentation, servicing and reporting within a single controlled architecture. That is what actually reduces TAT.

What about large, complex portfolios such as agricultural lending?

Agricultural lending is difficult because the complexity is physical, not just financial. Cases originate in villages, documents are field-collected, land and crop data varies by region, and compliance is strict. So the challenge is coordination across thousands of touchpoints, not credit policy.

At India's largest bank, agricultural lending ran across 22,000+ branches with field officers, branch teams and credit units working on different systems. Tracking case status, verifying land records and ensuring compliance became the real bottleneck.

The bank moved to a unified, AI-driven platform that connected field capture, document management, rule engine and approvals in one flow. It included a mobile app for field agents, role-based controls, compliance tracking and configurable rules for variables like land size and cropping patterns.

The impact was measurable:

• 60% faster loan processing

• 100% compliance tracking visibility

• Kisan Credit Cards issued within one day

The takeaway is that large distributed portfolios don't need more systems they need one controlled process spanning field to branch to credit. Intelligent unification is what makes scale manageable.

Fraud prevention and compliance are increasingly under scrutiny. How does a unified approach improve governance?

Governance improves when checks are part of the process, not a review after the process.

In many banks, fraud monitoring, KYC verification, document checks and approvals sit in separate systems. Operations completes the case first and compliance reviews it later. That delay creates both risk exposure and rework.

At a large Indian retail bank, the Financial Crime Prevention Group relied heavily on manual tracking and limited upfront checks. The bank embedded fraud controls directly into the workflow automated case initiation, parallel third-party verification, facial recognition and OCR-based document validation all running during processing, not after it.

The impact was clear:

• Screening turnaround reduced from weeks to days

• Over 1.69 crore transactions processed

• 18,000+ transactions per day with full decision tracking and reporting

The advantage of a unified platform is simple: compliance becomes preventive instead of detective. Every action carries an audit trail, every exception is visible in real time, and risk teams monitor the same live process that business teams execute. That is what enables proactive oversight rather than post-facto investigation.

Many mid-sized institutions fear that such transformation requires massive rip-and-replace programs. Is that the case?

Not in practice. Case in point, one of India's fastest-growing NBFCs was operating with siloed processes, legacy infrastructure and heavy manual documentation. Instead of replacing core systems, the institution implemented a unified contextual content and workflow layer integrated with its existing LOS, core and third-party systems.

The results were measurable:

• 80% increase in productivity

• 50% faster processing turnaround

• 60% reduction in manual errors

• 30% improvement in customer satisfaction

• 100% regulatory compliance visibility

The takeaway is clear. Modernization does not require tearing down the core. It requires establishing a unified backbone that connects processes, content, compliance and AI across existing systems.

You refer repeatedly to a "hub." What defines this hub model?

The hub is a single digital backbone that integrates workflow automation, document management, communication management, decision engines, third-party integrations and AI within one governed architecture.

Its impact is visible across use cases:

• In trade finance, one large retail bank centralized operations across 2,900 international branches in 15 countries, processing over 1.16 crore transactions to date with 8,400+ transactions daily on a unified platform.

• In retail loan origination, AI-enabled decision engines accelerated underwriting while maintaining structured maker-checker governance.

• In regulatory oversight, the same architecture supported AI-driven precedent analysis across 60+ regulatory processes, enabling contextual case routing and confidence-scored recommendations.

The hub ensures that process, intelligence and compliance are not separate technology investments but interconnected capabilities operating on the same data and audit trail.

Looking ahead, how does an institution that has adopted this unified, intelligent hub differentiate itself?

The difference shows up in operating metrics.

• Onboarding volumes scale predictably, as seen in banks processing 96 lakh+ account-opening transactions with 2,200+ daily throughput under a unified lifecycle.

• Fraud screening reduces from weeks to days while handling 1.69 crore transactions at 18,000+ per day with embedded compliance checks.

• Agricultural portfolios across 22,000+ branches achieve 60% faster processing and 100% compliance tracking.

• Lending operations see 60–70% reduction in processing time and up to 50% lower operating costs when the full lifecycle runs on one platform.

The institution shifts from managing systems to managing measurable outcomes speed, cost, compliance and customer experience.

If you had to leave banking leaders with one directive, what would it be?

Do not modernize in silos. Do not evaluate workflow, ECM, lending engines or AI as isolated upgrades. Evaluate how your institution orchestrates end-to-end journeys across onboarding, lending, servicing, fraud and regulatory oversight.

The banks that will lead are not those with the most systems. They are the ones that have unified them and can prove it through measurable improvements in turnaround time, cost efficiency, compliance assurance and processing scale.