



REDEFINING BFSI & ENTERPRISE OPERATIONS FOR THE NEXT DECADE

Sunil Pandita, Sr. VP & Head - Business (India & South Asia), Newgen Software



With over two decades of progressive experience in technology, sales, and business leadership, Sunil Pandita is an engineer from BITS Pilani and holds an MBA from Symbiosis. He specializes in strategic planning, alliances, and GTM strategies across Banking, BFSI, Government, Enterprise, and emerging markets. He has led large teams, driven digital transformation projects, and represented global technology brands including Samsung, Adobe, Autodesk, and IBM.

In a recent interaction with M R Yuvatha, Senior Correspondent at siliconindia, Sunil shared his insights on how AI and digital transformation are reshaping BFSI and enterprise operations in India

AI is moving beyond automation to become a predictive and autonomous force in BFSI. Banks are leveraging AI for real-time decision-making, fraud detection, and hyper-personalized customer journeys.

The rise of Generative AI and Agentic AI models is enabling systems that not only process but also act intelligently, reducing operational costs and improving agility. With productivity gains projected to reach 46 percent by 2030, institutions that adopt AI strategically will lead the next wave of transformation. This evolution is about creating adaptive ecosystems that anticipate customer needs and regulatory shifts.

The New Era of BFSI Agility

Banks are prioritizing the modernization of lending and collections and NPA management, as well as payment hubs for real-time transactions, and AI-driven risk management. The roadmap is increasingly incorporating GenAI-powered customer engagement and autonomous workflows to enhance speed-to-market.

Compliance remains critical, but the differentiator will be contextual intelligence, which involves deploying AI within the unique regulatory and operational frameworks of the BFSI sector. Institutions are also focusing on scalable

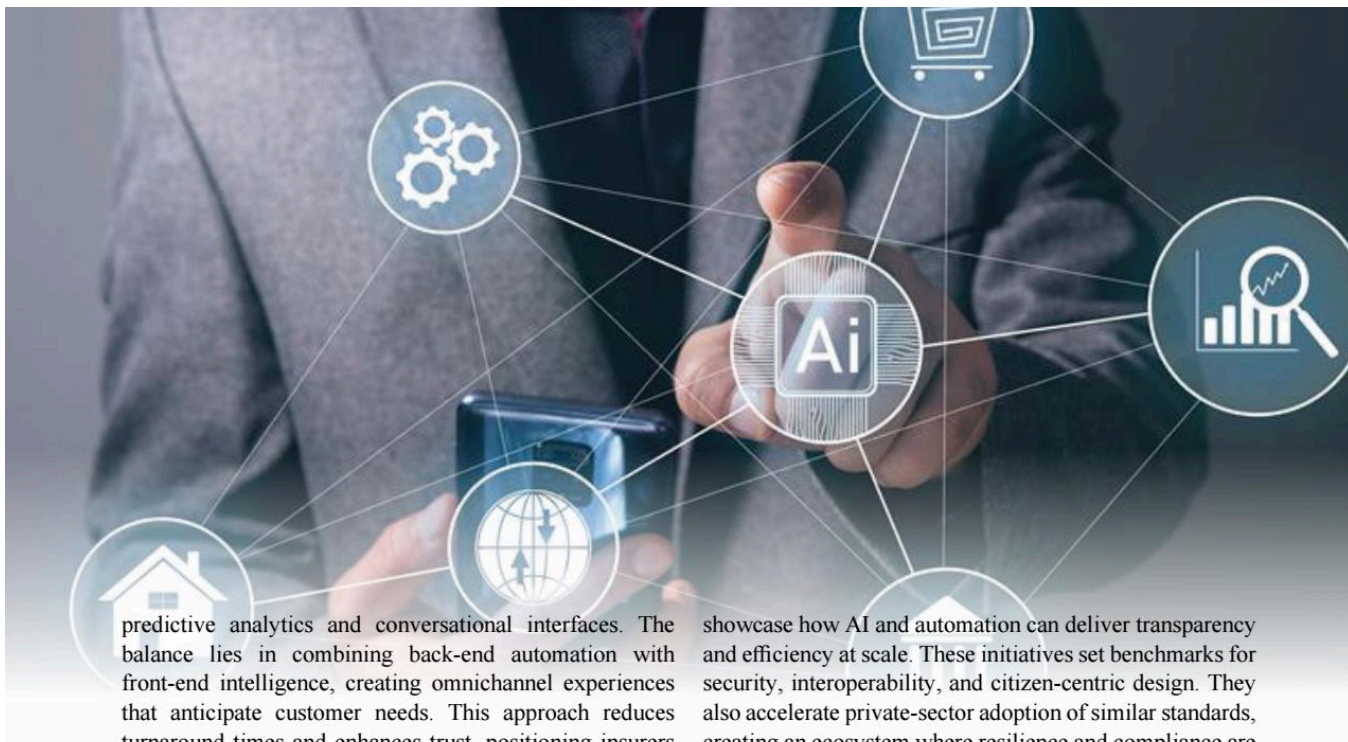
platforms that integrate analytics and automation to deliver resilience and personalization at scale.

Insurers are modernizing PAS to enable agility and customer-centricity. Beyond operational efficiency, PAS now integrates AI for underwriting and claims, allowing insurers to predict risks and personalize offerings. The push is driven by regulatory compliance and the need for faster product launches. Increasingly, insurers are adopting a 'hollowing out the core' approach, repositioning PAS as a streamlined system of record while shifting intelligence to an external middle-office layer of microservices, APIs, and rule engines.

This enables rapid product innovation, real-time regulatory adaptation, and advanced technology integration without the need for risky core replacement or extensive core code updates whenever directed by authorities. In a landscape of evolving customer expectations and compliance demands, PAS modernization is a strategic imperative for delivering seamless experiences while maintaining governance.

Redefining Enterprise Operations with AI

Insurers are adopting platforms that integrate PAS with AI-powered engagement tools. This ensures operational efficiency while enabling personalization through



predictive analytics and conversational interfaces. The balance lies in combining back-end automation with front-end intelligence, creating omnichannel experiences that anticipate customer needs. This approach reduces turnaround times and enhances trust, positioning insurers for long-term competitiveness.



AI is no longer just a tool for automation it is the predictive, autonomous force that will define the next era of BFSI, driving agility, personalization, & compliance at scale

Enterprise automation is evolving from rule-based workflows to intelligent systems that learn and adapt. Finance teams are using AI to optimize Order-to-Cash cycles, while HR leverages automation for predictive workforce planning. Legal functions benefit from AI-driven contract analysis, which improves compliance and reduces risk. The next frontier is autonomous workflows that can make decisions in real time, freeing human capital for strategic tasks.

India's Next-Gen Digital Infrastructure

Government projects, such as PAN 2.0 and CERSAI,

showcase how AI and automation can deliver transparency and efficiency at scale. These initiatives set benchmarks for security, interoperability, and citizen-centric design. They also accelerate private-sector adoption of similar standards, creating an ecosystem where resilience and compliance are non-negotiable. The lesson is clear, digital transformation must strike a balance between speed and governance.

Scalability, localization, sovereignty, and governance are critical. Successful rollouts demonstrate that technology must align with regulatory frameworks while ensuring agility. AI-driven automation played a key role in managing complexity and improving turnaround times. These projects underscore the importance of partnerships and the need for platforms that can adapt to evolving policy and citizen expectations.

Enterprises are prioritizing platforms that ensure data residency and compliance with domestic regulations. This aligns with the 'Make in India' vision and reflects a strategic shift toward resilience. Localization is not just regulatory; it's about creating systems that understand cultural and operational nuances. By embracing sovereignty, organizations safeguard continuity and reduce dependency on global supply chains.

Conclusion!

Providers must deliver secure, scalable platforms with deep domain expertise and AI-driven intelligence. Success depends on enabling end-to-end automation, contextual AI, and compliance with regulatory frameworks. Agility in deployment and strong governance are critical.

The future belongs to providers who can combine automation with perception and prediction, creating adaptive systems that empower institutions to lead in an uncertain world. 