

# **Participants in the forum are reminded of their responsibility to observe anti-trust laws**

The EBA Anti-Trust Policy is available at the EBA website

[https://www.abe-eba.eu/media/azure/production/1352/eba\\_antitrust\\_policy\\_20170602\\_final\\_clean.pdf](https://www.abe-eba.eu/media/azure/production/1352/eba_antitrust_policy_20170602_final_clean.pdf)

The forum is an open group, where interested stakeholders can discuss and exchange information on industry-wide topics.

The content of the slides presented, and the views expressed in the context of the activities of the forum are those of the respective participants in the forum, and do not represent the views of the Euro Banking Association (EBA).

# Open Forum on Digital Transformation

Transformation and digitalisation – how are payments and banking evolving? Insights and lessons learned

3 June 2025  
Digital meeting

Public

## Agenda (1/2)

How are payments and banking evolving? Insights and lessons learned

Welcome and opening remarks

**Thomas Egner**, Euro Banking Association

Setting the scene and housekeeping

**Kate Pohl**, Projective Group

Transformation and digitalisation: transforming the corporate bank in Germany

**Dennis De Weerd**, Deutsche Bank

FinTechs and innovation in banking; from foes to friends to allies

**Nicola Breyer**, Open Finance & Data Expert

### *Coffee Break*

What role does Cloud play regarding transformation and digitalisation in financial services?

**Alexander Schütz**, Alvarez & Marsal

**Thomas Rose**, Alvarez & Marsal

## Agenda (2/2)

How are payments and banking evolving? Insights and lessons learned

Data and regulation: what is the impact of FIDA on the evolution of banking? Different perspectives

**Daniel Szmukler**, Euro Banking Association

**Edwin Sanders**, Rabobank

**Wolfram Stacklies**, wealthAPI

### *Coffee Break*

What role does Artificial Intelligence play in the transformation and digitalisation of banks? Experience / use cases from 3 different practitioners

**Christoph Merte**, Erste Digital GmbH

**John Müller**, ING

**Glenn Lauwers**, Projective Group

Wrap-up

**Thomas Egner**

**Secretary General  
Euro Banking Association**

# **Kate Pohl**

**Executive Advisor  
Projective Group**

**Dennis De Weerd**

**Head of Corporate Bank Germany Transformation – Processes and Products, Deutsche Bank**



# Nicola Breyer

## Open Finance & Data Expert

# **Coffee Break**

## **10:25 – 10:35 CET**

During coffee break, do not “leave the meeting”  
(i.e., stay connected while muting your sound and turning off your camera)

**Alexander Schütz**

**MD, Financial Services Industry  
Alvarez & Marsal**

**Thomas Rose**

**MD & Partner  
Alvarez & Marsal**



# Rewiring Financial Services: Cloud, Data & AI in Action

How the Cloud is Reshaping the Operating Model of Banks?

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Frankfurt, June 2025



# Speakers

ALVAREZ & MARSAL EXPERTS



**ALEXANDER SCHUETZ**

**MANAGING DIRECTOR – FINANCIAL SERVICES INDUSTRY**

- 30+ years of experience in financial services
- International Retail and Commercial Banking and Capital Markets
- Treasury, Risk Management, Regional Expansion
- Operational Transformation and Strategic Optimization
- Sustainability and Green Finance (ESG & Fintech)

***“Infrastructure used to be an after-thought for business leaders in banking. No longer so.”***



**THOMAS ROSE**

**MANAGING DIRECTOR – BUSINESS TECHNOLOGY**

- 30+ years of experience in IT strategy
- Expertise in managing and restructuring organizations
- Specializes in the hyperscaler market
- Cloud, Data, and AI Expertise
- Financial services and technology leadership

***“Cloud is the starting point. Data is the differentiator. AI is the accelerator. Operating model is the outcome.”***

# The Financial Sector in Transformation

HOW THE FINANCIAL SECTOR IS ADAPTING ITS OPERATING MODEL

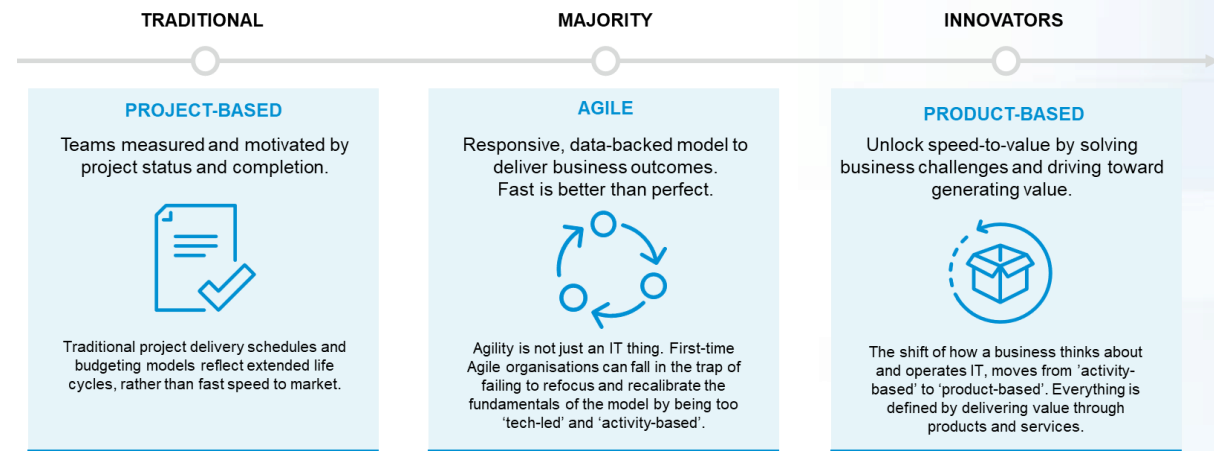
## CHALLENGES

- **Increasing pressure:** tighter margins, rising operational costs, and greater regulatory demands.
- **Customers expect fully digital,** personalized, and seamless financial services.
- **Rising competition** from fintechs and Big Tech players.
- **Persistent reliance** on legacy infrastructure limits innovation.



*The current landscape demands structural transformation, not just digital upgrades*

## SOLUTIONS



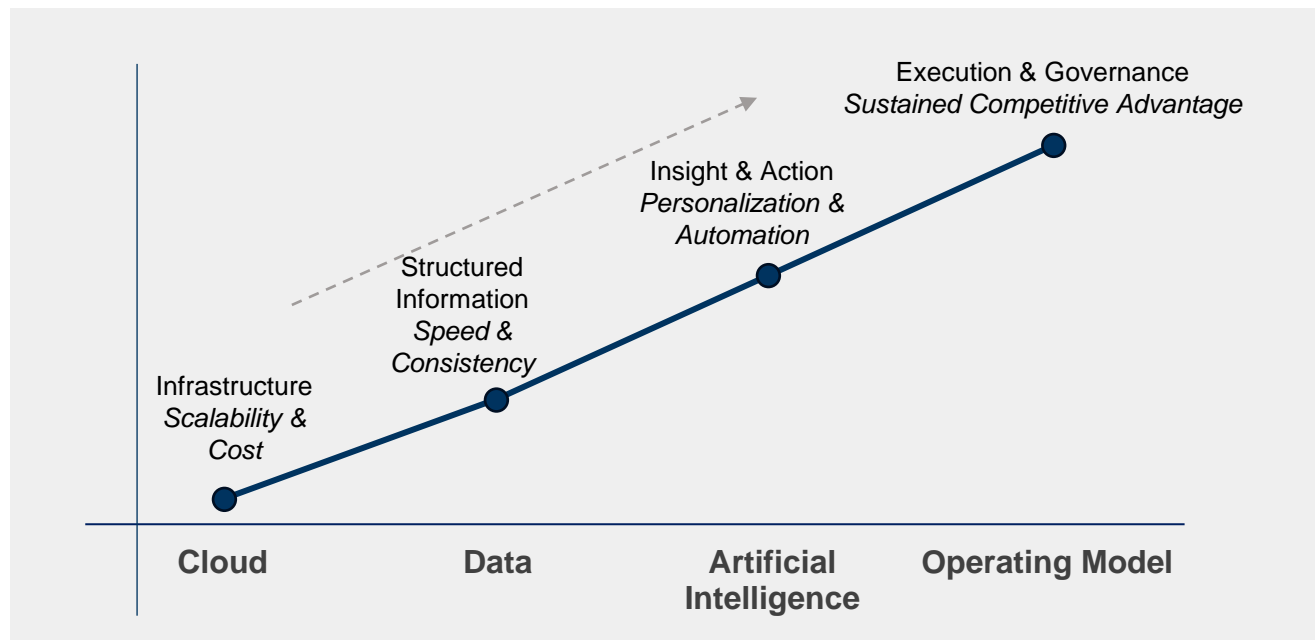
**The most innovative banks are transforming with cloud systems, harnessing data and artificial intelligence**



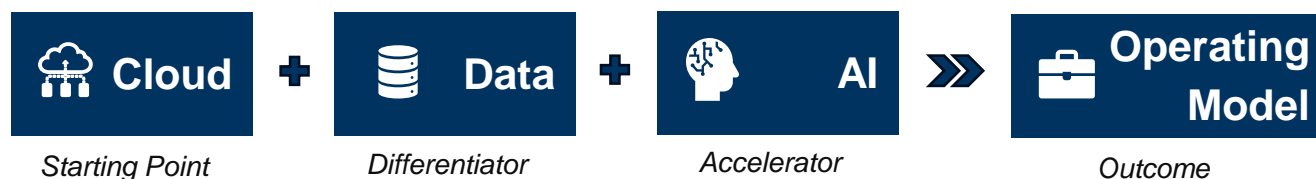
# Setting the Stage: It's Not Just About Cloud

CLOUD AS A STRATEGIC ENABLER

## From Cloud to Business Value: The Transformation Curve



## How it works



## Key Insights

- **Cloud is** no longer a point of differentiation — it's the **baseline**.
- Most banks today have **migrated** at least parts of their workloads into **public or hybrid cloud environments**. But very few are **truly capturing** the business **benefits beyond cost and speed**.
- The conversation is no longer just about infrastructure. It's about **data, AI**, and how all this changes **how a bank works** — its products, decision logic, and cost structure.

85%  
of Tier 1

*Banks in Europe have adopted multi-cloud strategies....*

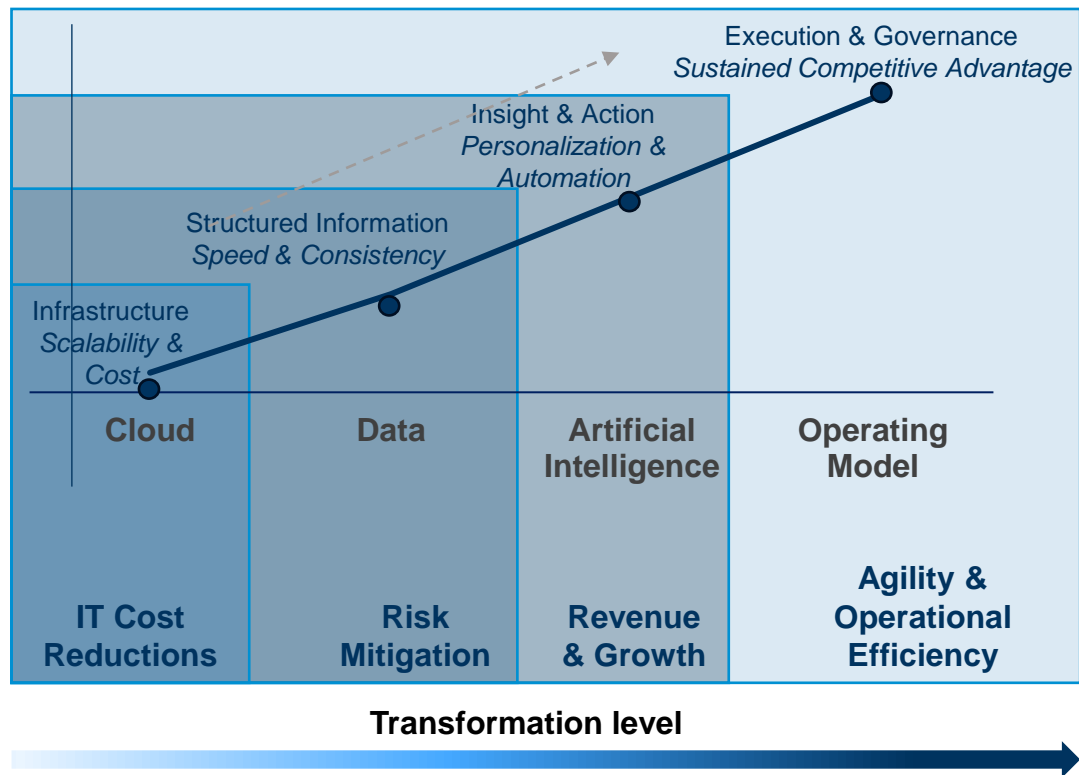
<40%

*....have unified data models enabling cross-functional reuse .*

# Cloud Is the New Normal: Data Is the Differentiator

BECOME TRULY DIGITAL BANKS

## From Cloud to Business Value: The Transformation Curve





# Real business value: Cloud in action

## USE CASES

### Context

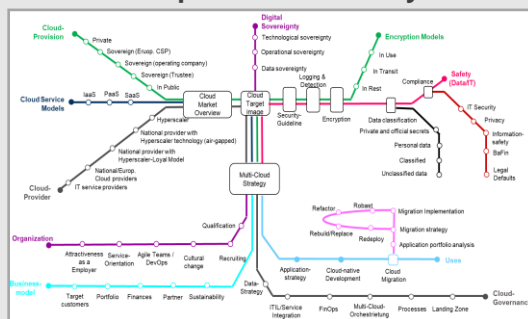
A UK-based digital bank faced the challenge of migrating its legacy technology stack to AWS, aiming to enhance scalability, performance, and operational efficiency.

### A&M Services

A&M provided a comprehensive strategy definition service for the entire cloud migration journey, ensuring a seamless transition to the cloud. This approach enabled a:

- 4x improvement in deployment velocity, significantly accelerating time-to-market
- Facilitating replatforming process incorporated embedded FinOps monitoring, enhancing cost efficiency and operational transparency

#### Example Cloud Journey



### OUR ADDED VALUE

The strategy defined by A&M generated **over £5M in annual IT run rate savings for the client.**

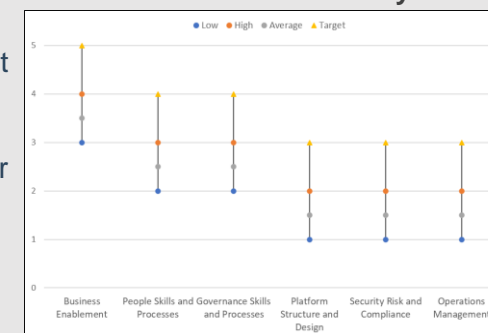
### Context

A UK-based commercial bank faced the challenge of implementing Microsoft Copilot and Teams Premium to enhance the efficiency and effectiveness of board-level meetings

### A&M Services

A&M delivered a comprehensive service that involved conducting a thorough evaluation across multiple strategic areas, assessing the current state, identifying opportunities for improvement, and evaluating the level of acceptance and readiness for change. This approach ensured a holistic understanding of the challenges and facilitated the development of tailored solutions to drive successful outcomes

#### Example Cloud Readiness Assessment Summary








### OUR ADDED VALUE

The strategy defined by A&M generated **over €135K in annual savings, faster decision cycles, stronger audit traceability**

# Data-Centric Operating Model: More Than a Buzzword

## MAIN REASONS

	Reason	Description	Benefits
	Real-Time Decision-Making	Data enables fact-based and analytical decisions, reducing errors and improving accuracy.	Faster and more accurate decisions
	Process Opt. and Op. Efficiency	Data eliminates redundancies and enhances workflows through automation.	Cost reduction and increased productivity
	Personalization & Customer Exp.	Analyzing behavioral data allows for tailored products and services to meet cust. needs.	Higher customer satisfaction and loyalty
	Innov. & Comp. Advantage	Data identifies trends and opportunities ahead of competitors	Continuous innovation and market leadership
	Reg. Compliance & Risk Manag.	Data facilitates regulatory compliance and real-time risk detection.	Reduced risks and efficient compliance

### Use Case

#### Credit & Loan AI Assistant (EU Bank)

- Multilingual AI agent parsing loan documents
- 80% faster document handling → 10,000 hours saved
- €0.5M+ in efficiency gains + €20M risk avoidance (missed clauses)
- Embedded in legal and risk workflows

### Use Case

#### AI-Driven Regulatory Mapping (EU Bank)

- Tracks BaFin, ECB, and EBA changes
- Maps directly to internal policies
- Productivity gain = +50% for compliance teams
- Prevented regulatory breaches by early alerts

# AI Enablement Is a Data Problem, Not Just a Compute Problem

THE TRUTH ABOUT AI

**Without structured, contextualized data — AI fails. Institutions need:**



## UNIFIED TAXONOMIES

Essential for structuring and standardizing data, enabling seamless integration and consistent interpretation. This ensures that AI systems accurately understand data relationships, enhancing precision, scalability, and efficiency.

## REAL-TIME EVENT STREAMS

Ensure that AI systems operate with up-to-date information, enabling immediate responses and decisions based on current context. This is critical for optimizing processes and maintaining competitiveness in dynamic environments.

## STRONG LINEAGE AND QUALITY CONTROLS

Ensure data reliability and transparency by tracking its origin and transformations. This minimizes errors, mitigates biases, and guarantees that AI-driven decisions are ethical and accurate.

## EXAMPLE

### **Context**

Structured transaction data enabled LLMs to assist in cash flow planning



### **Problem**

Used in parallel with internal SAP flows and risk feeds



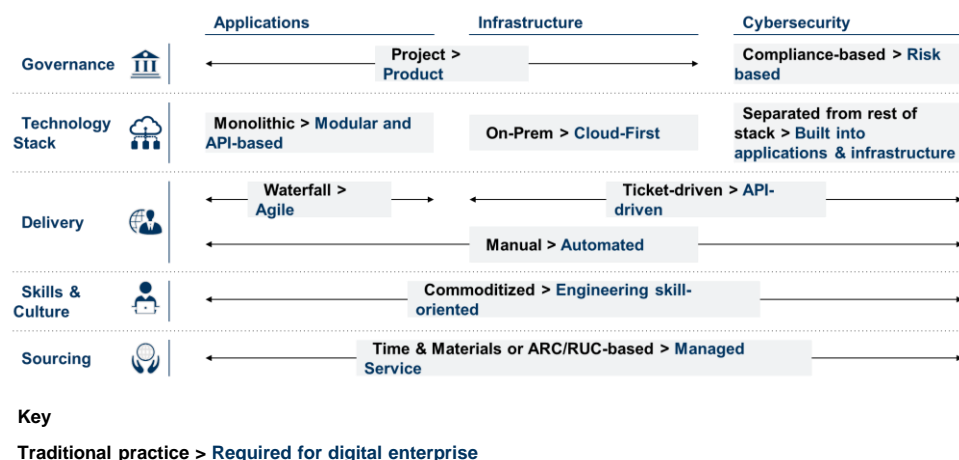
## RESULT

Faster liquidity steering, reduced manual dependency

# Cloud + Data + AI = Operating Model Shift

## THE EVOLUTION OF OPERATING MODELS

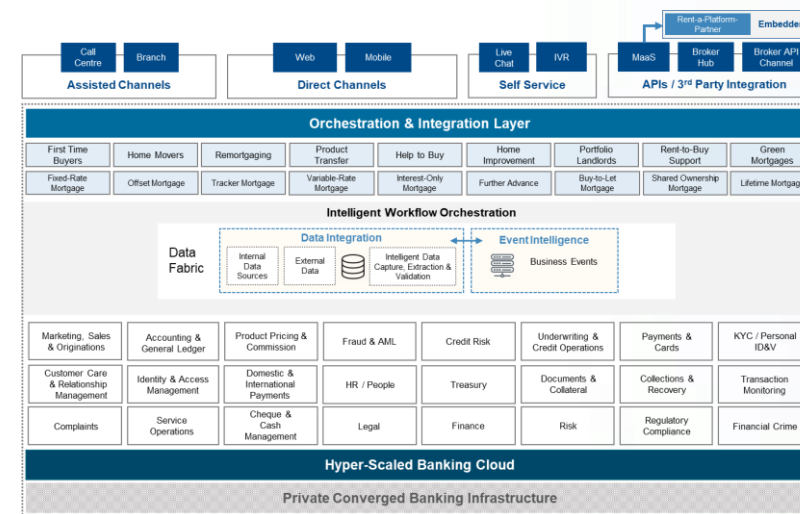
### Where we were....



Operating models based on **INDEPENDENT EVOLUTION** towards digital environments by different areas without comprehensive digital orchestration, which **HINDERED**:

- ✗ Proper data structuring
- ✗ Agility in adapting to change
- ✗ Use of AI-based solutions.

### ...Where we are going

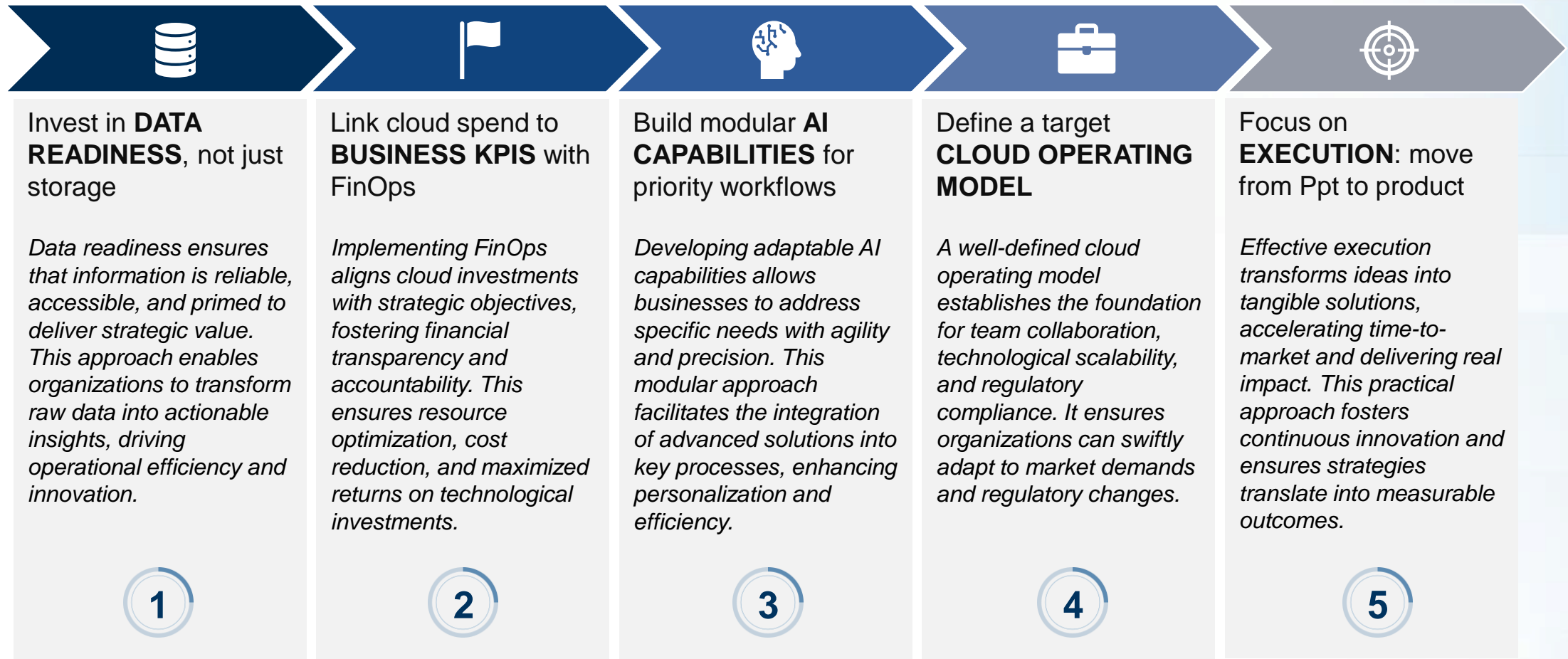


Operating models based on **CORELESS BANK AND MODULAR TECHNOLOGY** focused on data lakehouse, microservices, and external partner integrations, with an emphasis on the use of artificial intelligence, which **ENABLES**:

- ✓ Real-time decisioning
- ✓ Embedded compliance
- ✓ Hyper-personalization

# Five Moves for Real Value in Your Operating Model

## NEXT STEPS



A&M is a global professional services firm which, over the past 4 decades, has set a standard for helping organizations tackle complex business issues and maximizing shareholder value

Our people



- Senior leadership with experienced practitioners
- 400+ experienced partners in the firm
- ~9,000 employees worldwide
- Network of industry experts

Our clients



- 167 of S&P 500
- 44% FTSE 100
- 60% Fortune 100
- 138+ industries

Our differentiators



- Integrated full-service solutions
- Hands-on approach
- Strong operational heritage
- Free from audit-based conflict

A&M in the Middle East



- 200+ employees based in the Middle East
- Presence in Riyadh, Dubai & Abu Dhabi
- Strong financial services experience



# Thank you.

## Questions or Comments?

Contact Details:

**Alexander Schuetz**

**Managing Director – Financial Services Industry**

 Email: [aschuetz@alvarezandmarsal.com](mailto:aschuetz@alvarezandmarsal.com)

**Thomas Rose**

**Managing Director - Business Technology**

 Email: [trose@alvarezandmarsal.com](mailto:trose@alvarezandmarsal.com)

# **Daniel Szmukler**

**Director / Innovation,  
Member Relations &  
Strategic Engagement  
Euro Banking Association**

# **Edwin Sanders**

**Tribe Lead Innovation  
  
Rabobank**

# **Wolfram Stacklies**

**CTO & Co-Founder  
  
wealthAPI**



# FIDA: A Cloud-Native Catalyst for Banking Transformation

**Wolfram Stacklies, CTO & Co-Founder**



# The Evolving Customer Journey: A Call for Transformation



**The advising market is transforming**, away from traditional players and towards influencers.

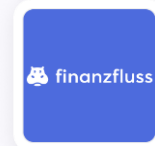


**Influencers and financial platforms** have a high level of customer trust



**wealthAPI** is the preferred partner for influencers

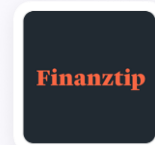
## Top 3 influencer in Germany



4,9 MN



3,1 MN



2,6 MN

views per month

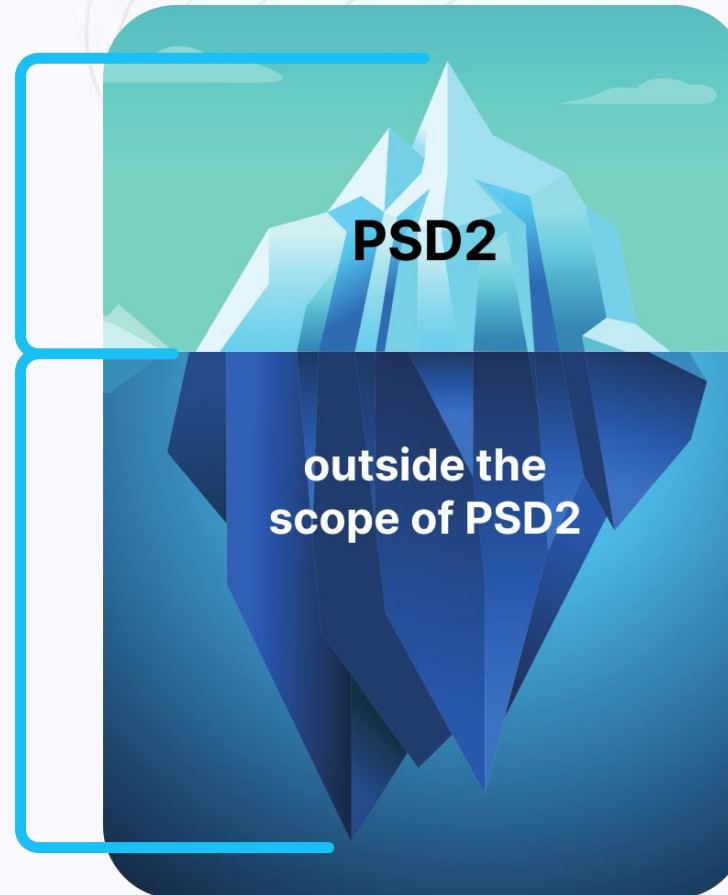


# The Future of Product Selection and Platformization: Financial Data as Individual Co-Pilot

## Payment Accounts (PSD2)

All additional financial data of a customer is  
NON-PSD 2

- Securities (multi-depot, multi-brokerage)
- Crypto
- P2P lending
- Equity investments
- Real estate and other tangible assets such as precious metals, watches, art, classic cars
- Building savings and loan data
- Tax data
- Insurance data





# PSD2: The Foundation and its Limitations



open banking is established EU-wide



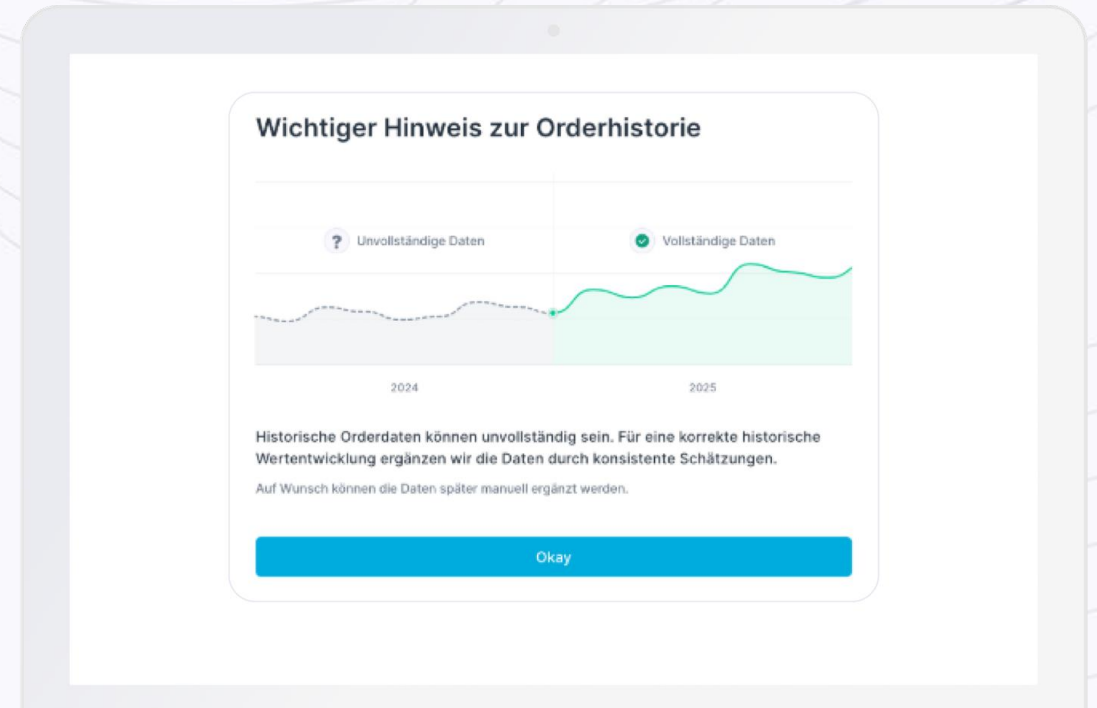
still, customers are not happy with the solution



data quality is not optimal







most assets are still hidden





# FIDA: Addressing the End-User Pain Points

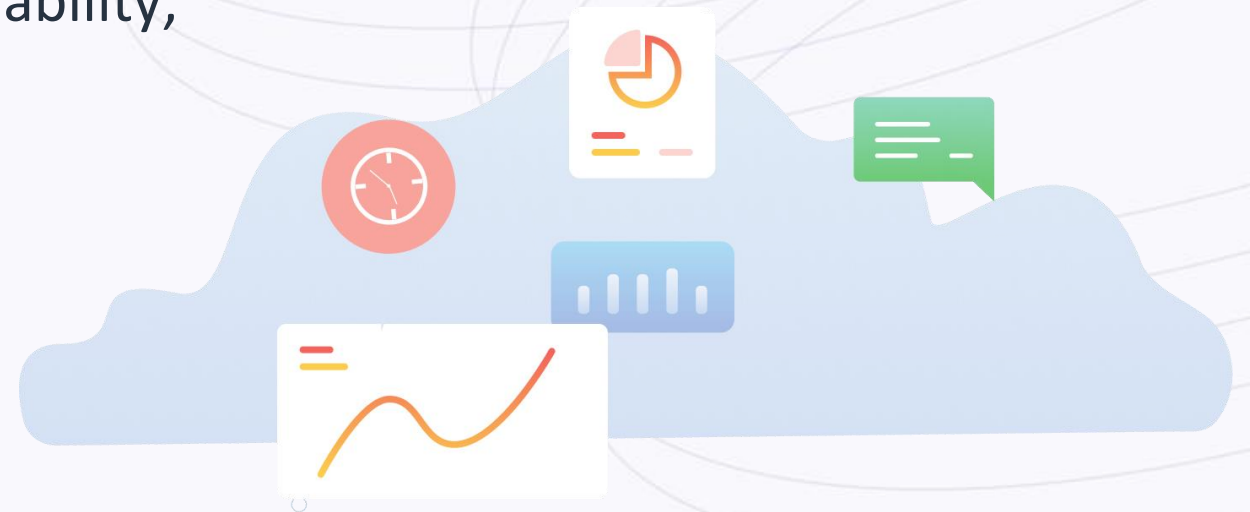
-  open wealth is established EU-wide
-  most asset classes are visible
-  will customers be happy with the solution
-  FIDA's success hinges on trust and collaboration among regulators, banks, and FinTechs





# Cloud-Native: The Enabling Architecture

- platformization fuels innovation, driving customer choice
- cloud-native principles (microservices, containerization, serverless) are crucial for banks to securely implement FIDA, offering scalability, agility, and cost-efficiency





# Regulations Meet Usability

- EU regulations like GDPR are highly complex
- Usability is often overlooked in regulation priorities (onboarding, data quality, availability, integrability)
- Banks should improve customer journey through regulation, not the other way around
- Cloud technology enables secure and user-friendly FIDA setup
- Security measures should not compromise overall user experience





## Thank you!

wealthAPI GmbH

Fanny-Zobel-Str. 9  
12435 Berlin

**Phone** +49 30 71 53 30 10

**Web** <https://wealthapi.eu>

**Wolfram Stacklies**  
**CTO**

[wolfram@wealthapi.eu](mailto:wolfram@wealthapi.eu)





# **Coffee Break**

## **12:05 – 12:15 CET**

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# **Christoph Merte**

**Head of Agility  
and Innovation  
Erste Digital GmbH**

# **John Müller**

**IT Lead Analytics  
Engineering  
ING**

# **Glenn Lauwers**

**Consultant  
Projective Group**

# How AI is changing banking today

Our usecases and approach



# Current AI developments

*What does this mean for banking?*

## Weekly Model Releases

- Many competing vendors
- Mistral, Google, OpenAI, Deepseek, Qwen, Anthropic ,...

## Breakthroughs every 3-6 months

- MoE, Frameworks, Agentic RAG, Reasoning models, Deep Research, ...
- **What do we focus on?**

## The Business Challenge

- Analysis paralysis: Which technology to bet on?
- FOMO vs. JOMO: Fear vs. Joy of Missing Out on the latest breakthrough
- Resource allocation: Chasing shiny objects vs. solving real problems

***AI is an accelerator that amplifies human potential rather than replacing it.***



AI is maturing...  
...start now and **start small**, to  
mature and learn in its usage

### What to focus on?

- Supporting function that processes lots of unstructured data. A data rich environment.

### How to implement?

- Use an **Innovation Lab** approach for ideation & establishing viability, prior to handing off to IT

### What are the benefits (ROI)?

- AI is an accelerator. ROI will be measured in quantifiable **efficiency gains**

### What are the Challenges?

- New way of working (Innovation Lab brings Business & IT together)
- Initial infra complexity (Cloud AI tools with often on-premise data)



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Example use case from one of our Projective Group projects

# Intelligence-Driven Compliance Pipeline

*Our project inputs: over 100,000 client-related documents*

## Problem Statement

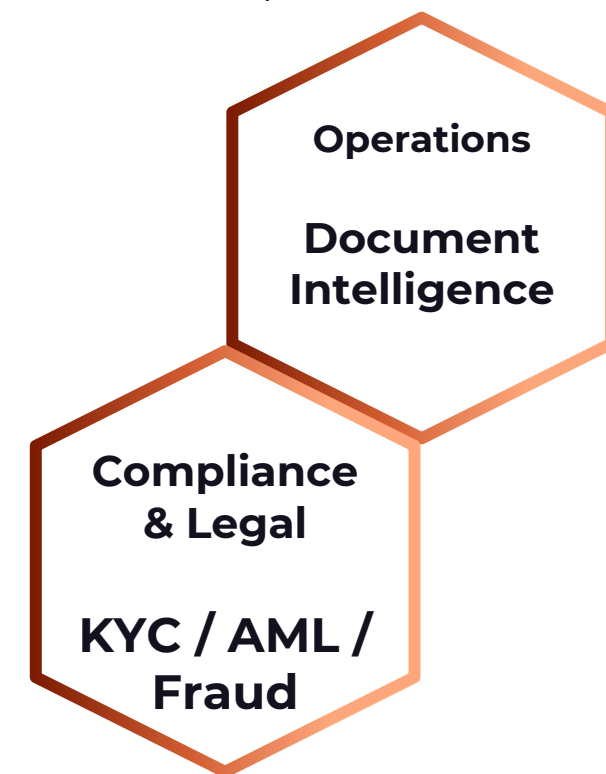
Fragmented data across multiple touchpoints - 100K+ client documents + 40K+ KYC dossiers + external data sources - Teams manually gathering, verifying, cross-referencing information - Decisions made with incomplete data pictures

## AI as Data Preprocessor:

- Document Intelligence extracts and standardizes unstructured data
- External data enrichment (adverse media, sanctions, government sources)
- Pattern recognition flags inconsistencies and missing information
- Risk scoring provides initial assessment baseline

## Human-AI Collaboration Model:

- AI gathers and structures the data foundation (80% automation)
- Humans verify, validate, and make final decisions (20% refinement)
- Employees guide AI tuning based on business knowledge
- Continuous feedback loop improves accuracy over time





Example use case from one of our Projective Group projects

# AI-Accelerated Software Development

*The Development Speed Revolution*

## **Documentation and Review**

- Legacy code documentation and business logic extraction
- Extensive documentation and quality improvements
- Real-time code review and suggestions

## **Automation of Repetitive Tasks**

- API integration management and deployment scripts
- Database schema migrations and data transformations
- Monitoring and alerting setup automation

## **Example Impact**

- COBOL replatforming: AI extracts business logic in hours vs. months
- New feature development: From weeks to days
- Documentation: Auto-generated from code comments and behavior



Result

Here AI bridges the gap between business and IT by providing a shared language and platform, simplifying complexity and accelerating Q&A.

AI becomes one of the (partial) solutions to help solve the issue of missing documentation

# Implementation Pitfalls & Reality Checks

*What we have learned...*

Lessons Learned

Key objectives

## **Data Quality is Still King**

- "Garbage in, garbage out" - AI amplifies data quality issues
- Solution: Invest in data governance, engineering and analytics! → *AI can help with this!*

## **Challenges**

- Compute/cloud capacity constraints
- Cloud costs can escalate quickly with large-scale processing
- Weekly Technology improvements- what works today may be obsolete tomorrow
- Don't chase every new model/framework - focus on business value delivery

## **The Competition Reality**

- Google, Meta, OpenAI will build general-purpose solutions
- Don't try to create the "best chatbot" or "ultimate AI agent"
- Focus on domain-specific, process-embedded automation
- Your competitive advantage is business knowledge, not AI algorithms

# The Innovation Lab Approach

## AI as Force Multiplier

### **Small E2E teams – specialized expertise**

- Permanent:
  - Data/AI Engineer & Analyst + Solution architect (supporting)
- Rotating team-members:
  - Topical (business/product) expert, business analyst

### **Execution Strategy – Start Small, Scale Smart**

- Break the problem in **bite-sized sub-problems**
- 2–4-week PoCs to evidence viability before IT handover
- Develop – Test – Validate – Repeat
- This creates a library of **re-usable AI components**

(over time, solving new use cases just becomes a chain of existing components, like **Lego blocks**)



### **AI as Preprocessor + Human Quality Control**

- AI handles: data gathering, initial processing, pattern recognition, baseline structures
- Humans provide context, verification, decision-making, business knowledge
- Embedded automation in existing workflows (not standalone AI tools)

## Viability Criteria (The Reality Filter)

- Technologically feasible with AI
- Cost Effective
- Business value is evidenced

## Implementable?

- Data is accessible
- AI can interact with the legacy applicative landscape

**...Won't be commoditized by  
Google/OpenAI in 6 months**

# Wrap-up

**Thank you!**

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