



Vendor management and
customer experience
modernisation for Indian banks
Powered by Oracle Fusion and AI

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Executive summary

India's evolving banking ecosystem underscores the growing need for leaders who can think beyond traditional silos, particularly in areas such as vendor management and Customer Experience (CX). While specialists bring deep expertise, today's environment demands generalists who can connect the dots between banking partners, internal processes and CX. These leaders blend cross-functional insight with strategic foresight, ensuring that bank vendor ecosystems are efficient and aligned to deliver superior, end-to-end CX.

Indian banks are at an inflexion point where operational resilience, regulatory compliance and CX are converging into a single strategic mandate. Vendor ecosystems, spanning IT service providers, fintech partners, operational service providers and field service agencies, now play a decisive role in shaping customer outcomes, regulatory posture and cost efficiency. However, most banks continue to view vendor management and CX as siloed capabilities, resulting in fragmented governance, inconsistent service delivery and elevated third-party risk.

From a CXO standpoint, modernisation now centres on establishing an integrated, cloud-based operating model that provides end-to-end visibility, from vendor onboarding and performance to customer satisfaction and regulatory compliance. Banks that fail to address this integration risk losing customer trust, inviting regulatory scrutiny and facing competitive disadvantage against digital-first players.



50 percent of bank customers view personalised services as essential for trust, yet only 35 percent of traditional banks meet this expectation.



A large bank saw a 40 percent higher usage of its AI-powered reward programme after personalisation.



Next-best-action models have helped other banks increase sales by ≈30 percent.



Indian banking landscape

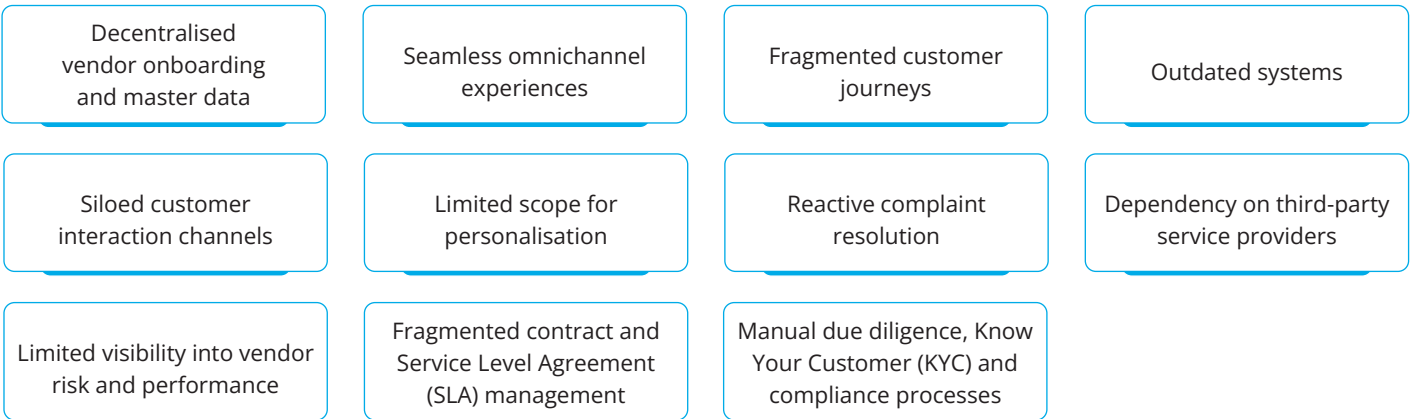
Key trends in banking

The rising reliance on complex vendor ecosystems and the demand for seamless CX are exposing operational gaps in banks that legacy models can no longer sustain. Therefore, banks must modernise core operational capabilities to remain competitive, compliant and customer-centric.

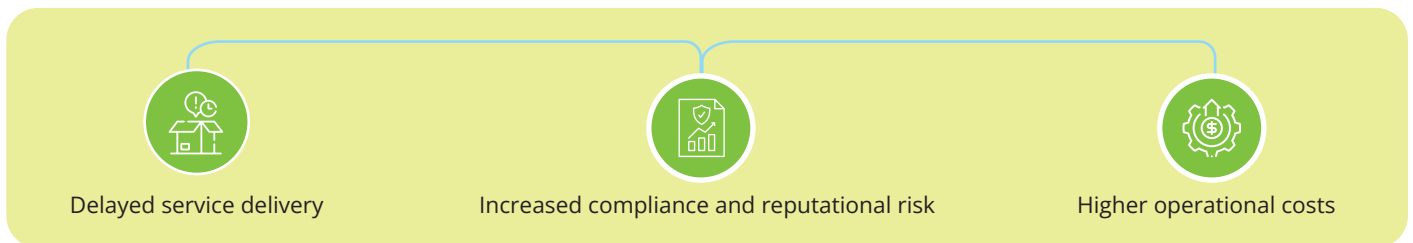
Vendor performance directly influences



Key issues



Business impact



Vendor-to-customer value chain





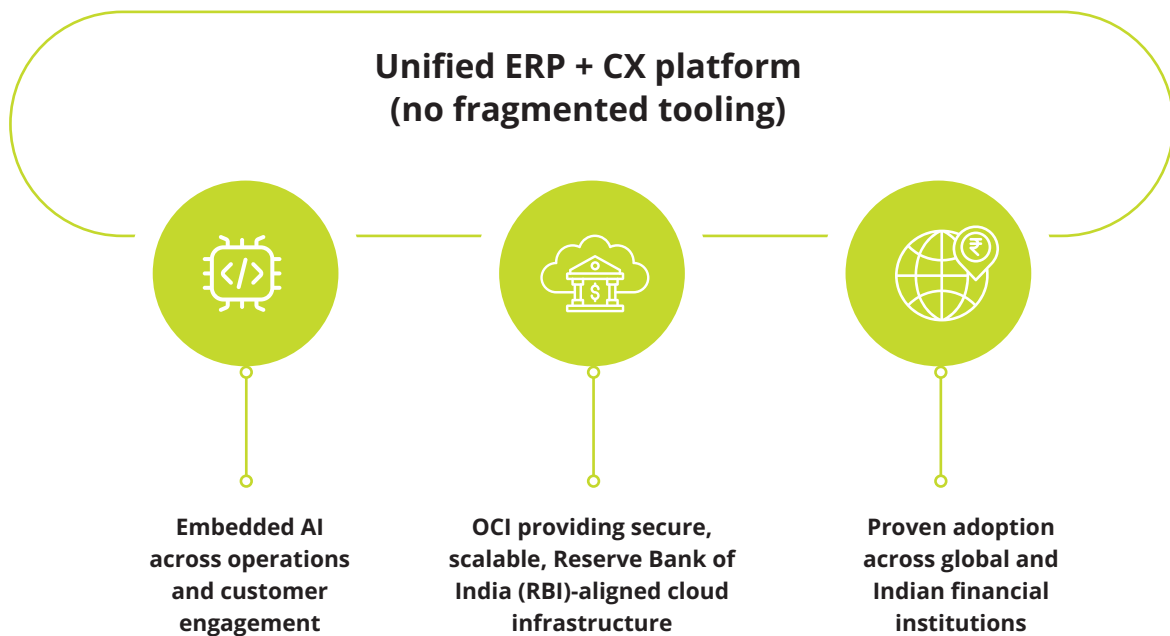
The role of AI-enabled technology

Realising value through AI-enabled technology with Oracle

Oracle embeds AI across Enterprise Resource Planning (ERP), CX, analytics and Oracle Cloud Infrastructure (OCI) to enable proactive decision-making and experience-led operations.

Together, Oracle ERP Cloud and CX provide a unified, enterprise-grade foundation to modernise vendor management and CX. Its integrated suite enables banks to:

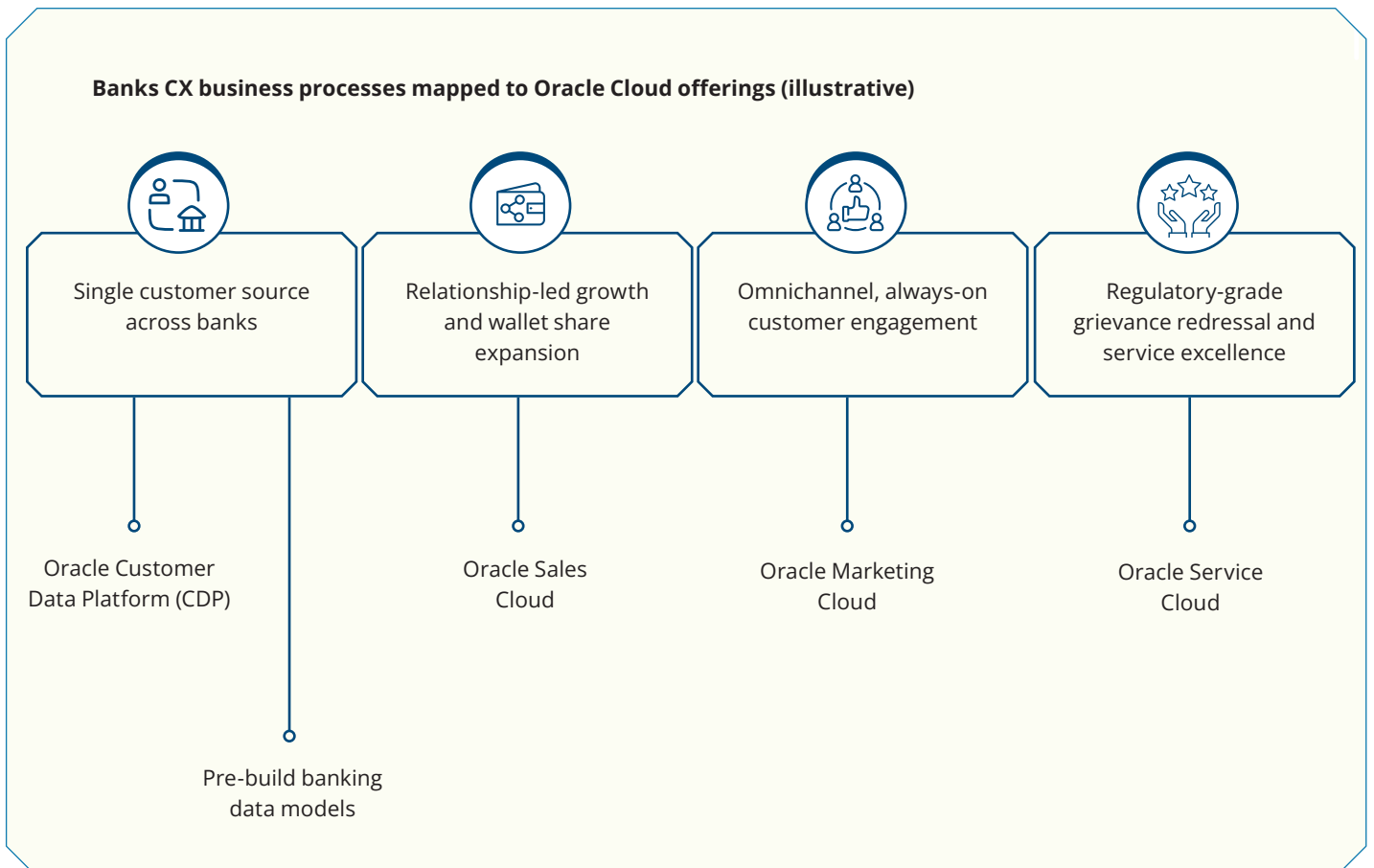
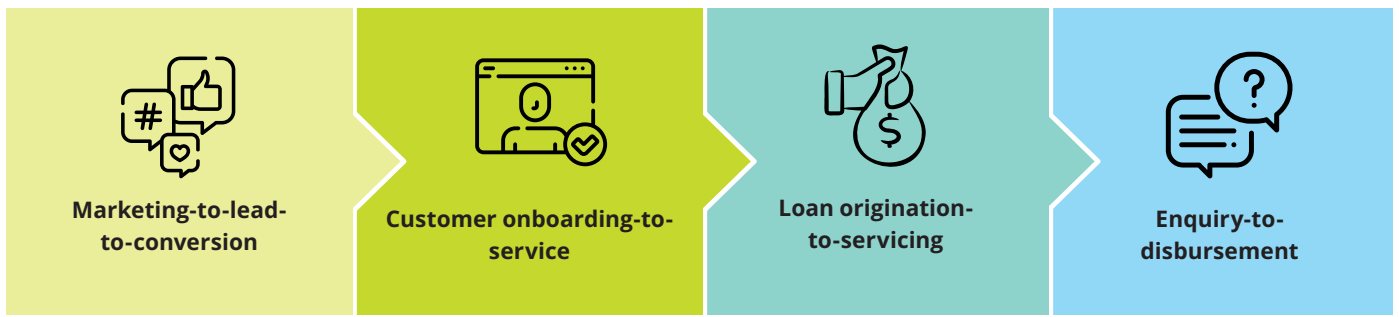
- Centralise vendor data, contracts, risk and financials on Oracle ERP
- Orchestrate omnichannel customer journeys and service workflows using Oracle CX
- Link vendor SLAs directly to CX outcomes
- Gain real-time insights through embedded analytics and AI



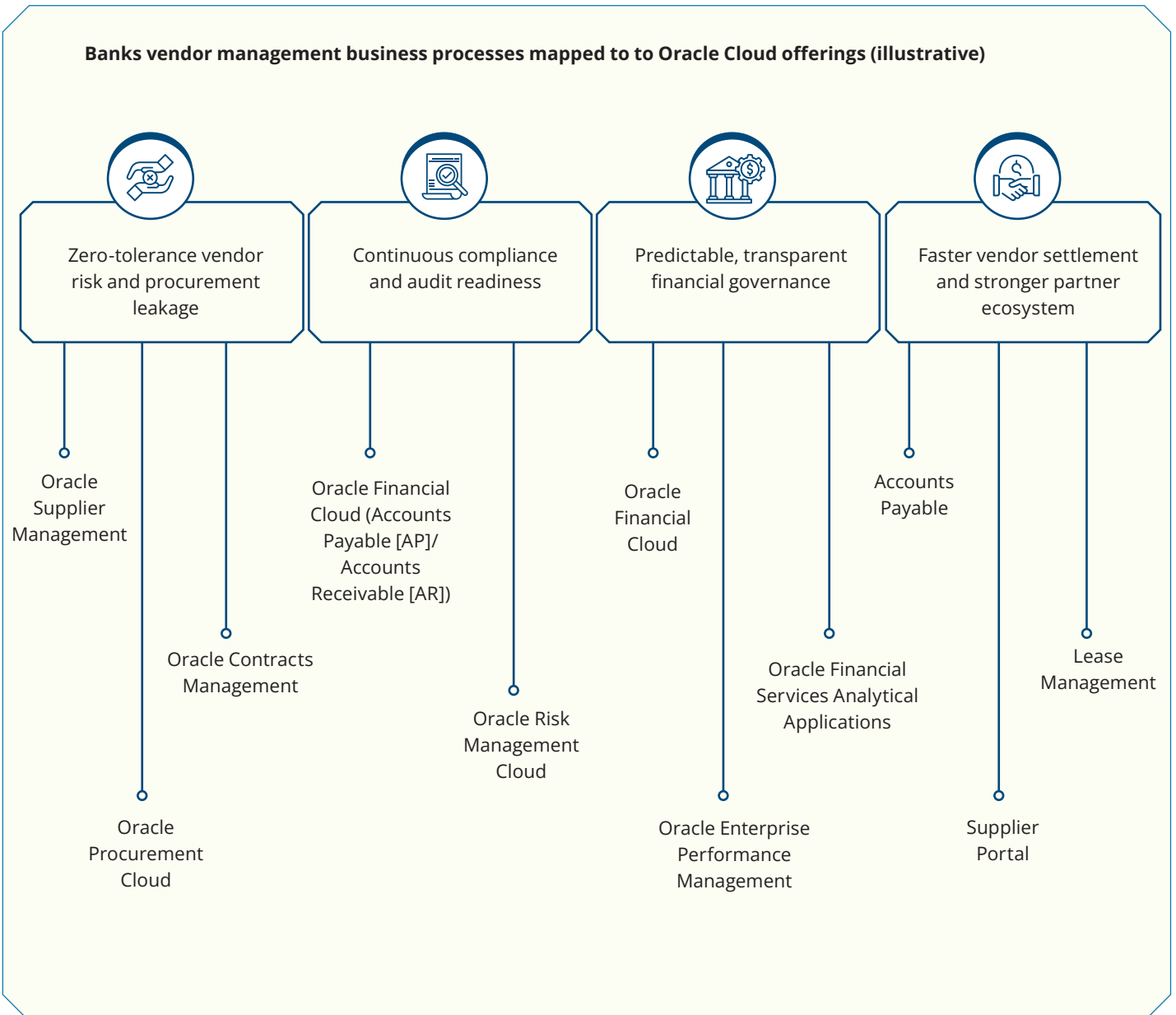
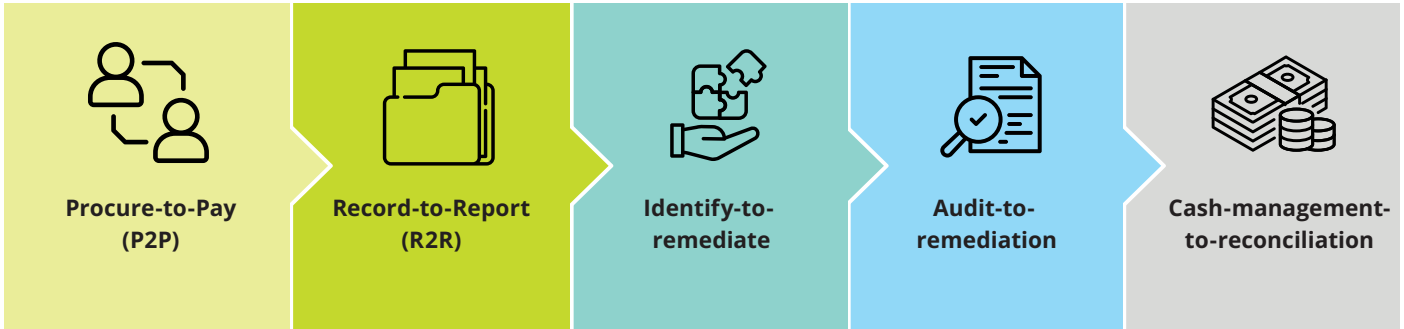
Vendor management and CX solution

Deloitte brings a deep understanding of the end-to-end solution needs of front-office and back-office functions for banking institutions. By combining Oracle Software as a Service (SaaS) offerings, such as ERP, Supply Chain Management (SCM), CX and OCI, it enables institutions to digitally manage processes.

1. Transforming Indian banks from transaction-driven institutions to trusted, intelligent and citizen-centric banking partners



2. Establishing Indian banks as zero-leakage, policy-driven and audit-ready institutions with complete transparency across vendor, financial and operational spend



Transforming the future of banking

The collaboration between Deloitte and Oracle brings innovative AI initiatives to life, delivering solutions that prioritise simplicity, automation and agility.

- Major banks are piloting agentic AI to automate complex tasks across KYC, Anti-Money Laundering (AML), payments, treasury and customer service.
- Oracle is actively enabling multi-agent AI systems across its offerings:

1

Embedded Fusion AI

- Classify an entity
- Detect an anomaly
- Predict a number
- Make a recommendation

2

Embedded Fusion GenAI

- Author assist
- Summarisation
- Categorisation
- Entity extraction
- Sentiment analysis

3

Embedded Fusion AI Agents

- Retrieval-Augmented Generation (RAG)-based Q&A analysts
- Single-agent assistants
- Multi-agent teams
- Complex workflows across third-party systems

- Early implementations show reduced manual effort, faster decision-making and improved compliance efficiency.
- Zora AI™ and GenW.AI™ are AI-driven, agentic, plug-and-play platforms that automate core business processes to achieve new levels of speed, efficiency and performance. Their modular, adaptive design integrates seamlessly across systems, empowering teams to focus on high-value work while intelligent automation manages routine tasks.



Business complexity and value



Embedded Oracle AI + agents

Description

Interaction

Service

Architecture consideration

- Oracle has released 150+ features and 15+ agents in standard modules. These are available at no additional cost.

- Interactions within Oracle apps

- Features activated on a quarterly basis during Implement and Operate

- Self-contained in Oracle SaaS with no flexibility to pick a specific Large Language Model (LLM)

This is not an exhaustive list of features. Oracle's website reflects the latest releases.



Embedded Oracle Agentic AI Studio

- Agentic AI Studio is a comprehensive platform for creating, deploying and managing AI agents. It is available at no additional cost.

- Interactions within Oracle and non-Oracle apps

- Opportunities identified during Implement and Operate to configure, deploy and manage agents

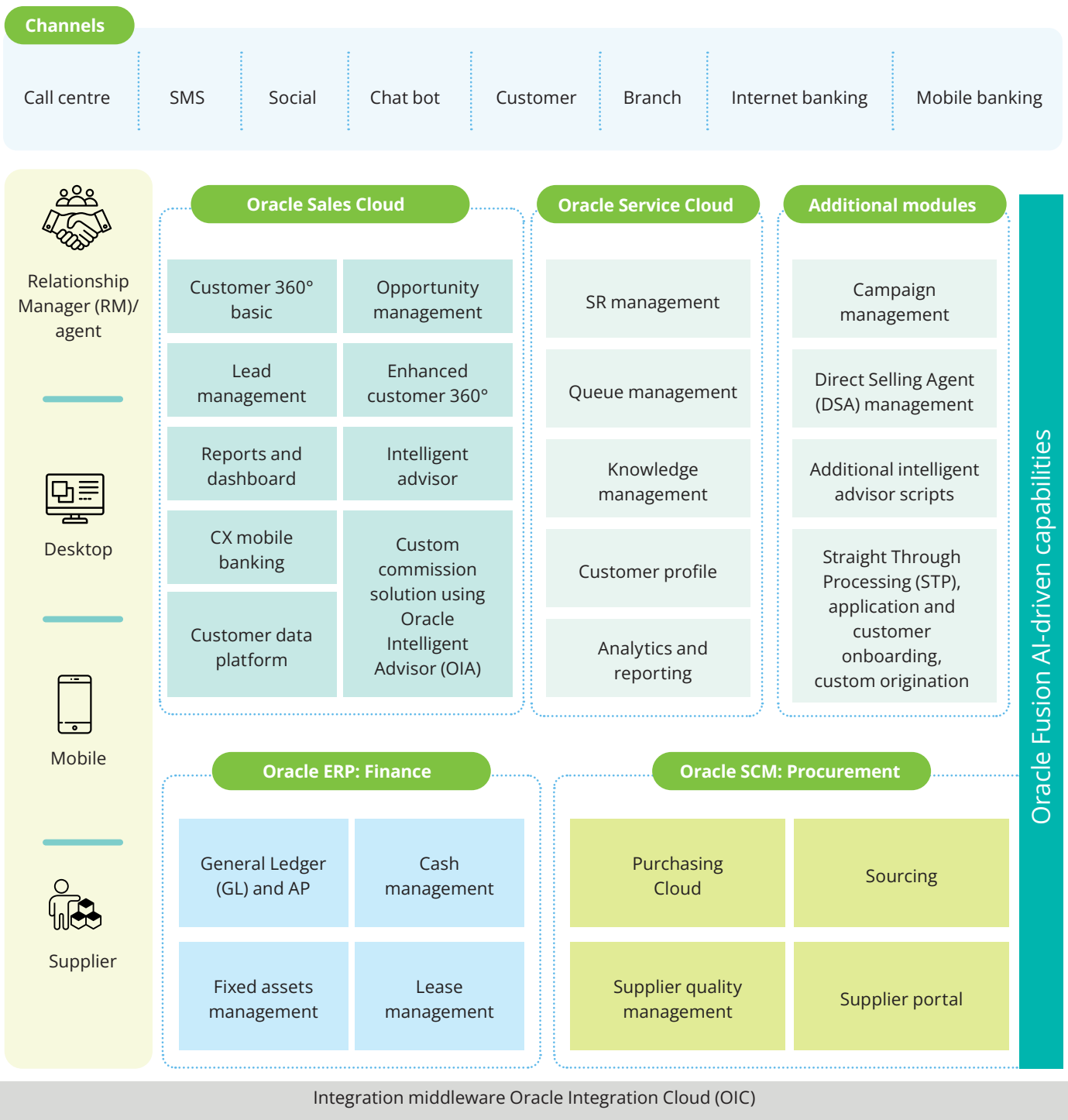
- Available in Oracle SaaS or bring your own LLM

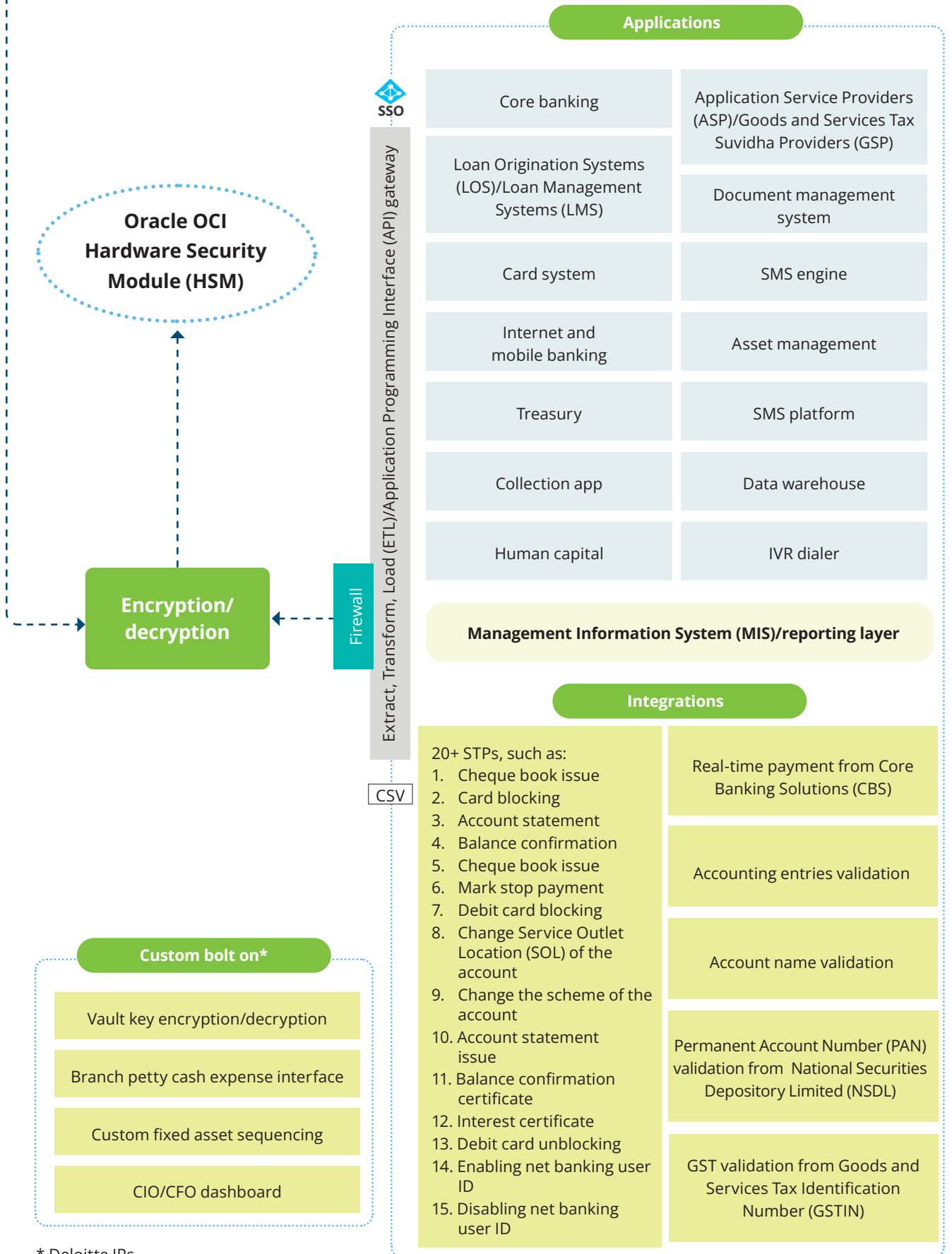
Extending Fusion AI with Deloitte's Zora AI™ and GenW.AI™

Deloitte's AI capabilities and solutions are available either as products using Zora AI™ and GenW.AI™ or managed services using Oracle's in-built AI features.

Target-state vision

Retail banks are transforming by addressing front-office and back-office operational challenges, such as streamlining supplier onboarding and fragmented customer journeys, through data-driven personalisation, conversational interfaces and predictive analytics.





* Deloitte IPs

AI-enabled use cases (Illustrative)

1. P2P



Key assets



Real-time data validation with CBS to ensure accuracy and prevent fraud



Automated real-time payment integration with CBS to fast-track the approved payments and reduce manual processing



End-to-end RBI-compliant data integrations ensuring encryption for data in transit from on-prem to cloud and vice versa



Executive dashboards provided for C-Suite executives to gain real-time insights for decision-making



Custom bolt-on interface provided to bank branch users to punch in details for expenses at the branch



Secured data transmission to and from Oracle CX and the bank's legacy applications

AI features

- 1 Generative AI for content creation
- 2 Redwood: Adds suppliers suggested by Oracle AI
- 3 IDR adaptive learning for supplier detection and corrections
- 4 Adaptive learning for invoice and supplier corrections
- 5 Intelligent account combination defaulting for invoices
- 6 AI Agent: Procurement policy advisor, purchase requisition status advisor and quote to purchase requisition assistant



2. New to Bank (NTB) process



Key assets



Optimised sales flows for core, third-party and value-added banking products



Auto-capture of Business-to-Business (B2B)/ Business-to-Customer (B2C) lead data for faster onboarding with less effort



Automated encryption and decryption-based customer data load



Real-time data validation with CBS to ensure accuracy and prevent fraud



Customer scorecards to prioritise cross-sell for retail and Small and Medium-Sized Enterprises (SME) segments



CRM usage tracking to boost user adoption and identify training needs across the bank



Unified 360° view with insights to boost engagement and cross-selling

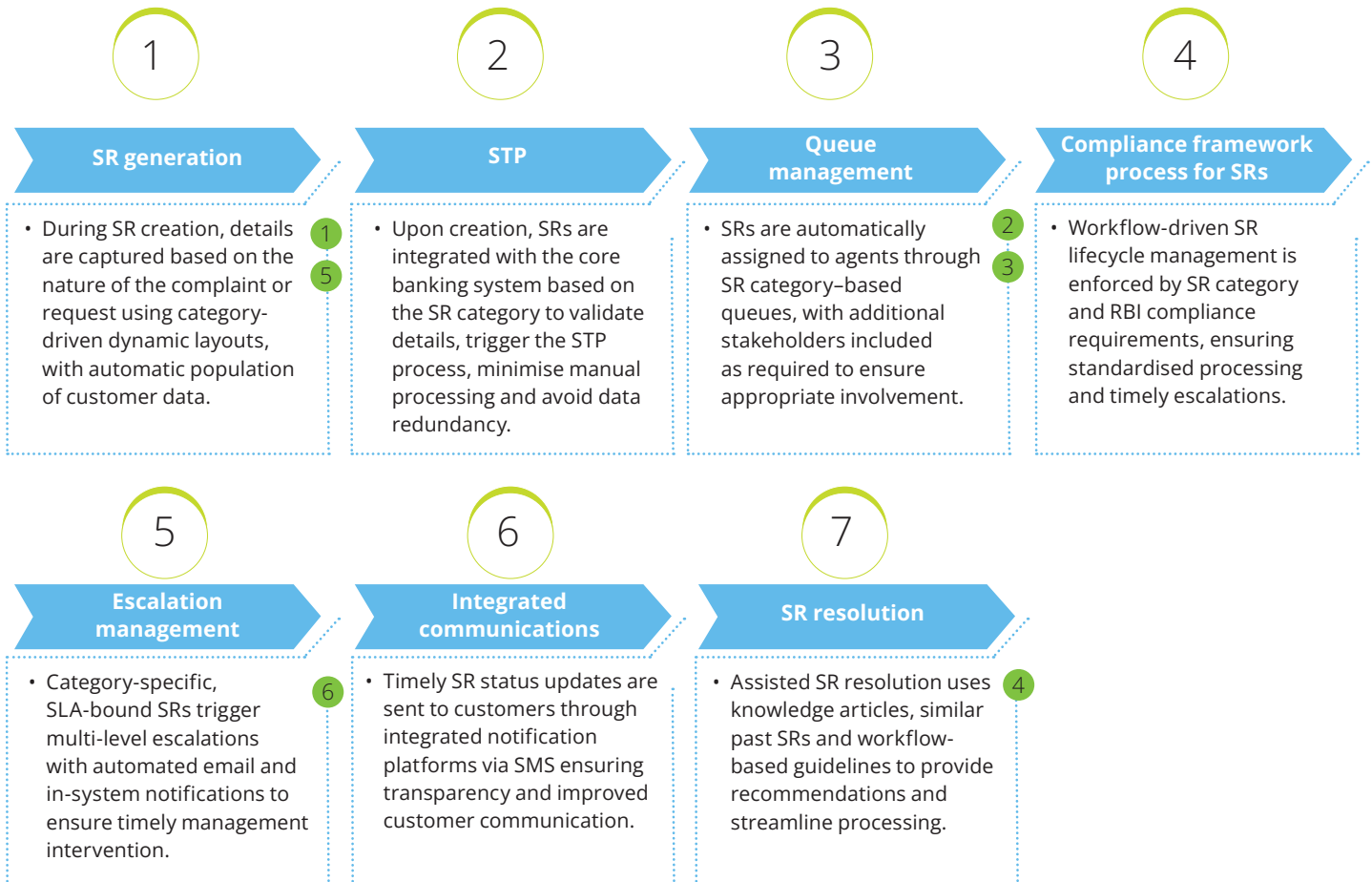
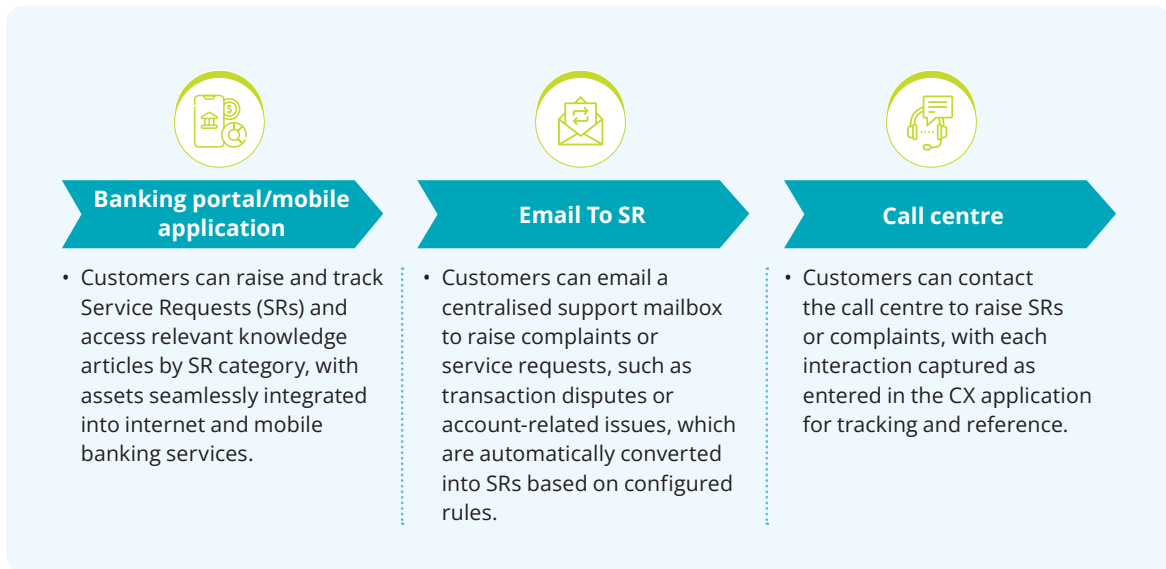
AI features

- 1 AI lead scoring
- 2 Engagement and activity effectiveness
- 3 Email drafting meeting summaries
- 4 Opportunity win probability
- 5 Opportunity win story generation
- 6 Next Best Action (NBA)
- 7 Sales analyser agent
- 8 Account advisor agent
- 9 Lead advisor agent



3. Customer Requests and Complaints Management (CRCM)

CRCM



Key assets



Real-time data validation with CBS to ensure accuracy and prevent fraud



Automated STP to fasttrack the SR process and reduce manual interventions



Digital workflow for complaint handling with RBI Banking Ombudsman (BO) compliance coverage



Real-time dashboards for sales, RM productivity and product penetration



Auto-detection and reprocessing of import errors for smooth bulk data loads



Secured data transmission to and from Oracle CX and the bank's legacy applications

AI features

- 1 SR problem description
- 2 SR classification
- 3 Triage agent
- 4 SR resolution agent
- 5 SR creation agent
- 6 Escalation prediction agent



Oracle embedded AI fusion applications: AI, generative AI and AI agents

Oracle Fusion provides various AI/generative AI-embedded features across its enterprise solutions. Deloitte uses these features to deliver exponential value to clients and helps them realise their AI vision through Embedded Fusion AI, Embedded Fusion GenAI, Embedded Fusion AI Agents, Extended Fusion Custom ZoraAI™ and GenW.AI™.

Vendor management (finance + procurement)

Account combination defaulting	Invoice/PO line matching	New Product Introduction (NPI) demand forecasting	Lead time insights	New product information
Intelligent document recognition	Dynamic discounting	Spend classification	Production anomaly detection	Warehouse Management System (WMS) cycle time
Supplier intelligence	Predictive cash forecasting	Predictive maintenance	Cycle time prediction	Predict ship lead times
Predictive planning	Intelligence Performance Management (IPM) insights	Predictive slotting during putaway	Transit time and ETA prediction	Item description generation
Digital assistant for ERP	Smart expense audit	Negotiation cover page generation	Digital assistant for SCM	Supplier recommendations for negotiations
Variance narrative generation	Period comparison insights	Supplier registration attachments summary	Negotiation summary generation	Supplier qualification questions generation
Change order generation from project issue	Project programme status summary generation	Sales order acknowledgement	Sales order change revisions summary	Purchase order details summary
Extract information from expense receipt	IPM assistant	Quality inspection characteristics generation	Quality inspection description for plan generation	Work order notes generation
Document IO agent	Ledger agent	Accrual clearing summary generation	Open receipt accrual balance review and clearance	Shift notes for operator workbench generation
Advanced predication agent	Maintenance troubleshooting advisor	Order management Customer Service Representative (CSR) guide	Product regulations and compliance standards advisor	Maintenance work summary generation

CX (sales + service + marketing)

Fatigue analysis	Intelligent switch	Send time optimisation	Opportunity activity effectiveness	Account duplicates identification model	BYOM package
NBA/offer	Account/contact lead scoring	Campaign attribution	Lead contact validation insights	Opportunity contact validation	Lead activity effectiveness
Subject line optimisation	Oracle sales assistant	Account and contact intelligence	Product Recommendation	Lead contact recommendation	Opportunity contact recommendation
Propensity modelling	Service request similarity	Document understanding	Similar accounts	Contact engagement level for lead and opportunity	Native sales
Bring Your Own Model (BYOM)	Digital assistant for service	Configure, Price, Quote (CPQ) and pricing optimisation	Outreach email generation	Email subject line creation	Email response authoring
Customer Data Management (CDM) deduplication	Service request classification	Field service automated routing and scheduling optimisation	Long form content authoring	Short form content authoring	Email content generation
Account engagement level	Opportunity win probability	Knowledge article recommendation	Win stories generation from won opportunities	Assisted content creation for fusion interviews	Activity recommendations for self-assignment
SMS content generation	SR response from knowledge article	Issue/SR summarisation	Service Level Objectives (SLO) and campaign text generation	Knowledge article from SR	Chat summarisation
Search excerpts from Q&A in the knowledge article	Question-answering in search (KM)	Phone call	Incentive compensation planning guide	Customer account researcher agent	Contracts researcher agent
Help desk request summarisation	Chat agent assistance	Landing page generation			

This is not an exhaustive list of features. Oracle’s website reflects the latest releases.

AI agents
 Generative AI
 Non-generative AI

** The cost to enable these standard features will be provided upon request.

Case studies

Deloitte provides comprehensive solutions for Indian banks and Non-Banking Financial Companies (NBFCs) across core modernisation, cloud migration, ERP/CX rollout, data and cybersecurity and AI-driven analytics. Using proprietary accelerators, it delivers faster time-to-value, measurable efficiency gains and builds future-ready digital ecosystems.

1

A leading private sector bank with over 600+ branches spread across 17 states and four Union Territories, serving 5.3 million customers with a century-long legacy of trusted banking

As part of its evolving digital-first strategy, the bank embraced a CX and ERP transformation. The solution digitised the full vendor lifecycle and modernised key finance and procurement operations, with real-time GST/PAN validation, automated P2P workflows and a standardised chart of accounts. It ensured speed, accuracy and compliance. Seamless integration with CBS enabled real-time payments and daily GL sync, with added automation for ITR 2B filing, intelligent invoice scanning, digitisation of the 1000+ leases and a new fixed asset register to drive transparency and control.

2

One of the world's largest banking and financial services organisations spread across 67 countries

The bank used the Oracle Fusion Cloud features with the intent that all configured systems and business processes would align to a unified, global business process model.

3

One of the largest and fastest growing NBFCs in India, with around 800+ branches in the country and 28,000+ employee/user base

With a vision to create a common IT infrastructure and harmonised processes across all functional domains, the NBFC implemented an ERP solution to transform finance and supply chain business processes, moving from a set of disconnected legacy applications to a fully integrated platform.

4

India's leading A+/A1+ NBFC acting as a link between debt capital markets and high-quality originators

The first-ever digital transformation in India on Oracle Cloud for an NBFC customer enabled it to generate financial reports, track lending and borrowings, manage purchases and integrate third-party loan management systems for file-based uploads.

5

A Chennai-based housing finance company operating across India with over 200 branches in 16+ states and more than 240,000 customers

The company implemented Oracle Cloud ERP with GL and sub-ledger functionality, including AR, AP and fixed assets, lease accounting and tax localisation. It delivered 10+ custom reports on Oracle's reporting tools, including Oracle Transactional Business Intelligence (OTBI), Smart View and Oracle Business Intelligence Publisher (BIP).

6

An aspirational NBFC that provides affordable housing finance solutions tailored to lower and middle-income groups

The NBFC implemented Oracle Cloud ERP to achieve seamless, comprehensive integration of modules and systems with advanced reporting capabilities to increase operational efficiencies.

7

A leading private sector bank in India, known for its strong presence in retail, SME and agricultural banking, with a legacy of over 100 years in delivering trusted financial services

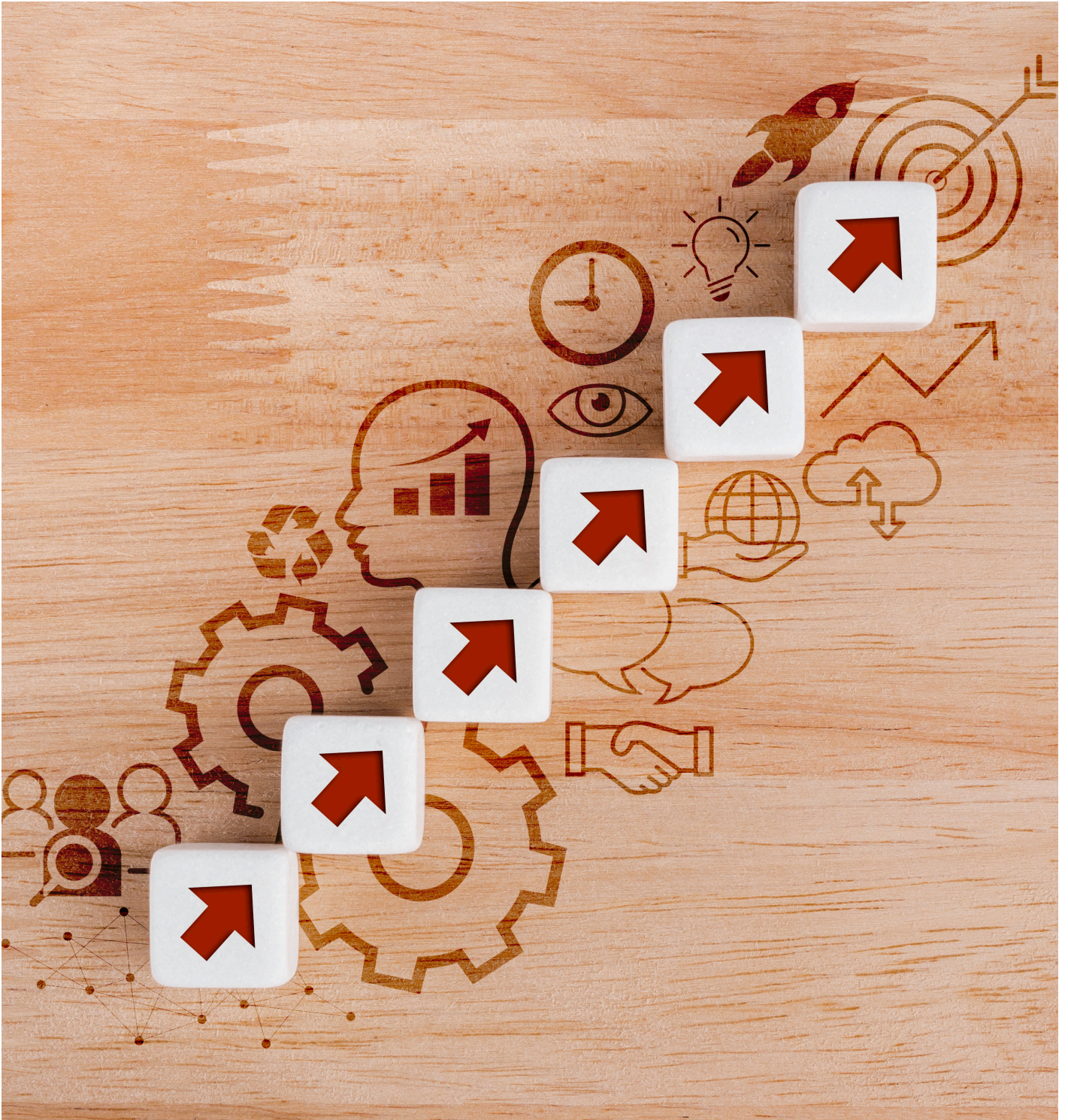
As part of its evolving digital-first strategy, the bank embraced an E-Business Suite (EBS)-enabled enterprise architecture and accelerated its digital transformation journey to support modern banking services and enhance CX. It modernised its technology landscape to support growth ambitions, migrating from homegrown software to a market-leading technology solution. The modernisation included implementing a core banking solution along with risk and finance transformation using Oracle applications.

8

One of the leading housing finance companies that provides housing loans, primarily in the unserved, unreached and underserved market

The company streamlined its business process towards a digital enterprise that seamlessly integrated with the loan management system. It adopted a future-ready platform with advanced cloud capabilities, enabling greater automation, better control and simplified tax processes.





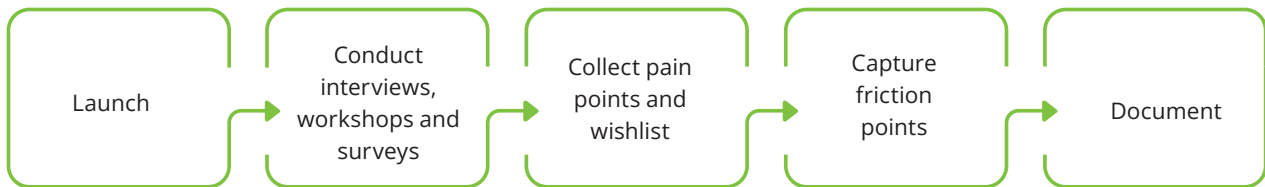
Implementation roadmap

Health assessment approach

Health assessment identifies gaps and improvement opportunities and provides actionable recommendations to enhance overall customer satisfaction and operational efficiency. Deloitte adopts a structured three-step approach for this assessment.

Plan and assess

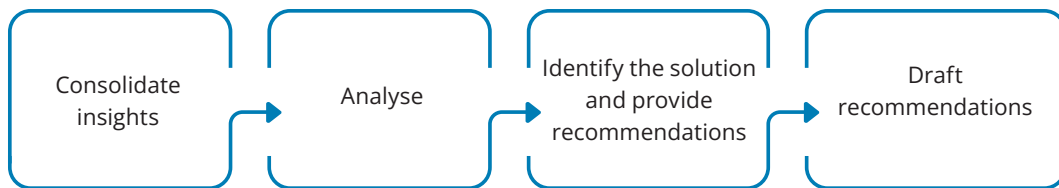
Discover



Assess the current sales and service process to uncover pain points, gaps and adoption issues. Provide insights that inform targeted improvements and the strategic roadmap.

Analyse and formulate

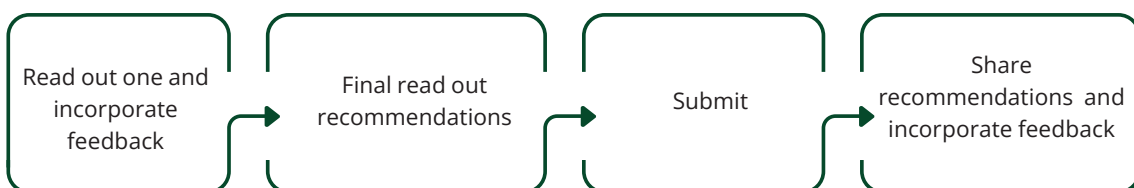
Analysis | Alignment | Optimisation



Analyse pain points and uncover root causes to identify potential solutions. Draft a recommendations roadmap.

Read out

Synthesis | Recommendation | Roadmap



Deliver actionable recommendations and a phased roadmap that enhances adoption and usability while aligning with business goals and best practices.

Five-step strategy for Vendor Management System (VMS) modernisation in the Indian banking industry

	Phase 0 Current state and readiness assessment	Phase 1 Initial ERP implementation	Phase 2 Modular expansion and process standardisation	Phase 3 Business optimisation and enterprise integration	Phase 4 Optimised/innovation stage
	01 month	2-4 months	4-8 months	8-12 months	12-18 months
Objective	Establish baseline readiness within the bank for technology, governance and process transformation.	Deploy core Oracle ERP Cloud modules for finance and initial supply chain functions in a controlled scope.	Expand ERP footprint to include additional modules and begin mature integration with banking operations and supply chain finance.	Achieve an automated, intelligent ERP that supports continuous improvement, embedded analytics and enterprise-wide workflows.	Drive continuous innovation with autonomous ERP, proactive decisioning and adaptive integrations.
Key Activities	<ul style="list-style-type: none"> Data sanity check Business stakeholder alignment Health check 	<ul style="list-style-type: none"> Enablement of controlled modules, such as: <ul style="list-style-type: none"> GL AP Cash management Procurement 	<ul style="list-style-type: none"> Process control standardisation Audit trails Approvals Segregation of duties Interim event-driven integration via OCI to reduce reconciliation delays Early adoption of AI features 	<ul style="list-style-type: none"> Enterprise Performance Management (EPM), including forecasting and budgeting End-to-end automation Enablement of AI-driven operations Standardisation of integrations across Lines of Business (LOBs) 	<ul style="list-style-type: none"> Enablement of bi-directional data flow Enablement of agentic AI
Outcome	<ul style="list-style-type: none"> Stakeholder onboarding and alignment As-is documentation Gap/risk identification 	<ul style="list-style-type: none"> Standardisation of the chart of accounts Data migration from legacy Unified vendor onboarding Activation of end-to-end Invoice workflow 	<ul style="list-style-type: none"> CBS integration Payments and International Organisation for Standardisation (ISO) 20022 readiness Document Management System (DMS) integration PO compliance (three-way match) Faster reconciliation of payment STPs 	<ul style="list-style-type: none"> Embedded event handling for real-time inter-system synchronisation and reduced latency Faster financial period closure Faster RBI submissions (Indian Accounting Standards [Ind AS]/ International Financial Reporting Standards [IFRS 9]) 	<ul style="list-style-type: none"> AI-assisted source to pay Full lifecycle traceability from front-office client events Automated regulatory reporting

Three steps to CX excellence

The Oracle CX suite supports best-in-class programmes.



Relationship expansion

- Cross-selling of financial and non-financial products
- Improved products per customer, lifetime value and TRV
- Cross-selling of non-financial products, such as FASTag
- Priority banking
- Sales incentivisation

12-18 months

+AI-enhanced customer experience

- Personalised cross- and up-selling
- Behavioural intelligence and advanced segmentation
- Cross-sell financial products and investment service
- Cross-sell non-financial products
- Priority banking

06-12 months

- Customer/product onboarding
- AI/ML and chatbots
- Information gathering
- STP and calculators
- E-KYC
- DSA management

+ Digitalisation, self-service and cross-channel orchestration



Digitalisation

Digitalised application management and customer/product onboarding

- High emphasis on self-service -digital application management
- Customer origination and product origination systems, such as e-KYC
- Guided advisors
- Frictionless loans and credit cards origination
- End relationship

00-06 months

Sales, service and campaign management

- Customer 360°
- Leads and opportunities
- Customer service
- Campaign management



Everyday banking CX foundation

- Sales pipeline management
- Enablement of omni-channel customer service
- Automated campaign management through emails and SMS
- Integration with core and product systems for customer data

Driving standardisation and enabling efficient operations

Deloitte brings its proprietary tools and assets to drive optimisation and innovation throughout the delivery process and helps identify opportunities to reduce the overall cost in consecutive years of service.

Asset installation payment control	OCI vault key encryption	Customer data model for retail and corporate banking (India-specific)	Customer profile score report	Department-wise vendor management
Enhanced lease data capture	Branch invoice punch-in bolt-on	SR workflow automation for RBI regulatory compliance	End user adoption dashboards	Branch petty cash enablement
Retainage and progress payment work confirmations	Custom fixed asset numbering integration	Summarisation using gen AI	Unified agent desktop for retail banking	Secure and authorised SR processes framework
Enabling generative AI tools for supplier negotiations	GST filing process	GL accounting entries sync Oracle Fusion to Finacle	Customised template deployment for PO PDF document	Streamlined setup with predefined complaint and SR categories
Customer 360° retail and corporate banking (India-specific)	Various CXO dashboard for sales, payables and procurement	Repository of pre-defined implementation templates	Dynamic layouts and automated validations for enhanced efficiency	Banking complaint categorisation framework BO vs. non-BO
DSA onboarding and sales commission management	Cyber Threat Intelligence (CTI) integration accelerator	Automated STP flows for cheque book and stop payment	Intelligent advisor for loans, High Net Worth Individual (HNI) banking	SMS and Push Eloqua App with web services integration framework

B2B and B2C-specific lead and opportunity entry with auto-fetch data

Fixed price Oracle CX Service offering for the SME segment

Key validation, such as PAN validation from NSDL, name validation using Depository Account Validation (DAN) or GST validation using GSP

Real-time payment instruction sync and real-time remittance advice automation

Real-time API and file-based encryption and decryption of data to and from Oracle Fusion using OIC

Key validation, such as PAN validation from NSDL, name validation using Depository Account Validation (DAN) or GST validation using GSP

Customer onboarding and lead qualification for Micro, Small and Medium Enterprises (MSME)

Business product-specific sales processes, including assets, liabilities, third-party and value-added products

Campaign flows for retail banking, including lead generation and scoring using AI/ML for Responsys

Retail banking accelerator, including 20+ STPs, such as cheque book Issue, block card, account statement and balance confirmation





Conclusive remarks

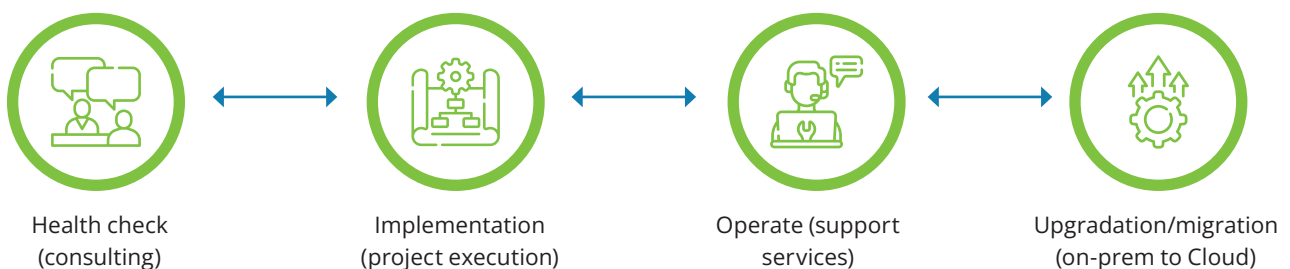
Beyond incremental change

As RBI guidance on AI adoption evolves, competition intensifies and regulatory scrutiny deepens, the cost of inaction will only rise. Banks whose CXOs act with urgency, align technology strategy with regulatory reality and invest in a unified, AI-powered ERP and CX foundation will lead the next phase of transformation.

- 1** Modernising vendor management and CX is a strategic imperative for Indian banks operating amid regulatory complexity, ecosystem dependencies and rapidly evolving customer expectations. Addressing these challenges will require an integrated, intelligent foundation that aligns governance, operation and experience.
- 2** Oracle's AI-enabled ERP and CX platform, powered by OCI, can provide banks with a unified foundation, enabling proactive vendor governance, risk mitigation and the delivery of consistent, personalised CX at scale.
- 3** Banks that delay transformation will lose high-value customers and incur escalating operational and compliance burdens. In contrast, institutions that act decisively can unlock early-mover advantages, establishing data-driven control, operational resilience and AI-led differentiation across the enterprise.
- 4** By adopting a unified ERP and CX operating model with Oracle AI, Indian banks will be better positioned to meet regulatory expectations with confidence, drive enterprise-wide efficiency and compete effectively in an experience-led, digitally governed banking future.

How can Deloitte support Indian banks?

Deloitte enables banks to accelerate digital transformation through end-to-end support spanning health checks, ERP/CX implementation, Cloud migration and optimisation powered by AI, analytics and automation. Using proprietary accelerators, it delivers faster time-to-value and measurable gains that help in building a scalable, future-ready digital ecosystem.



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