

Four enterprise debts block AI value in banking & capital markets

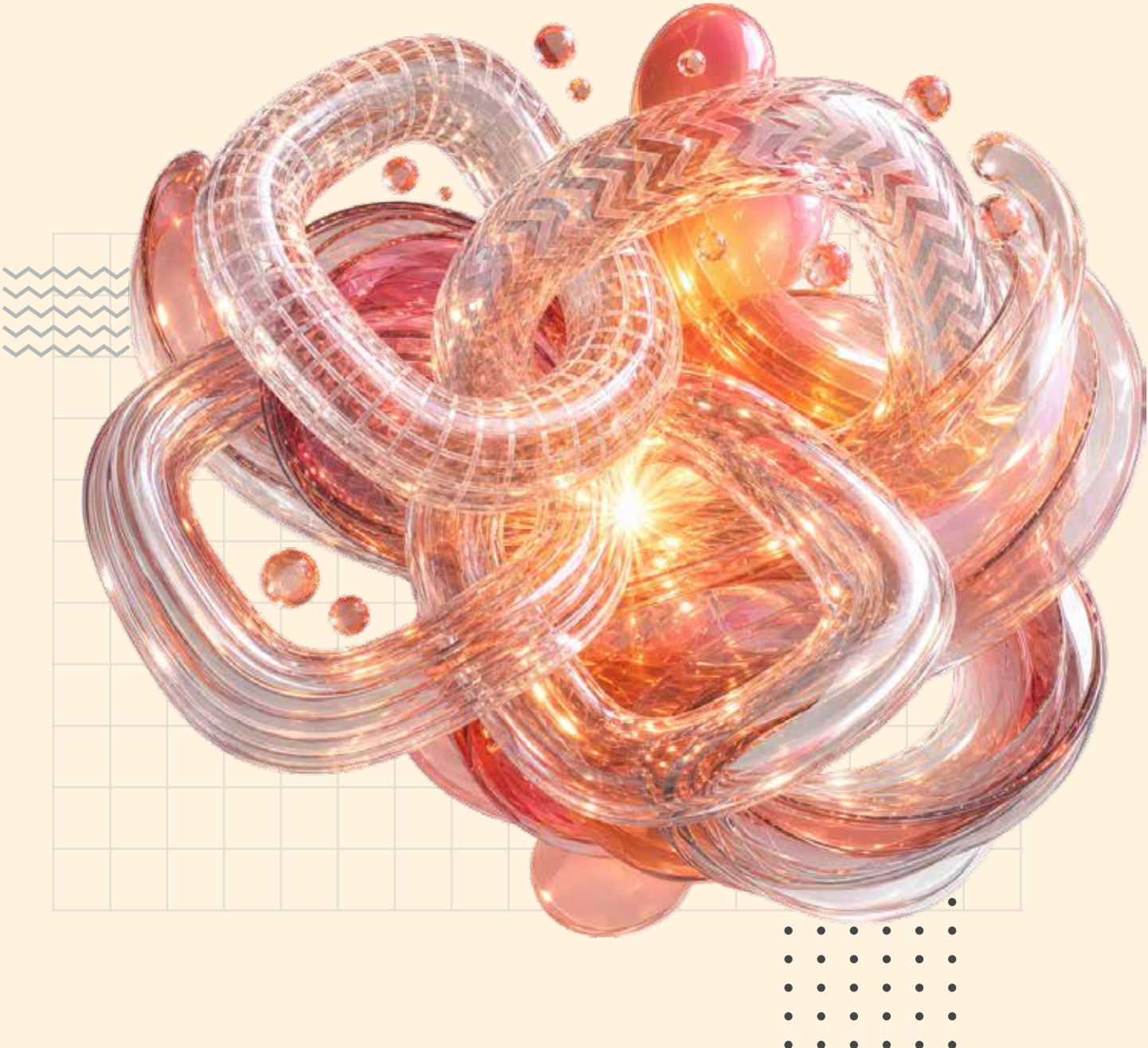
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“

Regulations of 50 years ago do not apply to today's AI world. Hard work has to be done to fix enterprise problems.

”

Venkat Vagvala, CFA
Major global financial institution



89%

of banking and capital markets leaders say debts limit AI value—four pts above the global average

35%

cite **technology debt** as the #1 AI blocker — different than the global pattern that rated data first

\$1.4tn

in annual ununlockable value across Global 2000 banking and capital markets firms

~10%

faster annual revenue growth and

~19%

annual cost reduction — both above the global averages

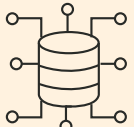
The problem

Four debts compounding into one system failure

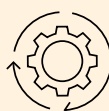
Banking and capital markets (BCM) firms are deploying AI onto foundations that can't support it. AI built on legacy core systems, fragmented data, ungoverned workflows, and underprepared teams doesn't fail visibly — it executes the wrong steps faster, at scale. The four enterprise debts carry distinct consequences for BCM firms, with some notable differences between banking and capital markets.



Technology
48% of dev team time is spent on tech debt
Legacy core banking platforms slow every move. Capital markets sinks even more time into servicing tech debt — 51% of dev capacity versus 45% in banking — because trading and settlement systems run in real time, with far less tolerance for downtime or latency than back-office banking cores.



Data
33% of data is AI-ready
Only about a third of BCM data is AI-ready. Fragmented estates and weak governance across core banking and trading systems keep AI trapped in pilots, unable to scale on foundations leaders can't trust.



Process
51% of workflows are impacted by rework
Siloed workflows and inconsistent governance slow decisions across banking — and run even hotter in capital markets, where trade and settlement handoffs span more systems. The widest split of the four debts: 45% banking vs. 56% capital markets.



Talent
34% of the workforce is AI-ready
Talent gaps are the silent tax on every other debt. With only around a third of the workforce AI-ready across both segments, adoption stalls and agentic models lose the human judgment they need at the last mile.

The opportunity

\$1.4 trillion in ununlockable value

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Resolving the four enterprise debts can unlock more than \$1.4 trillion every year for banking and capital markets firms through faster revenue growth and meaningful cost savings. Data and process debt hold the biggest value unlocks, at roughly \$600 billion each. Although technology debt is the top-cited pain point, BCM respondents actually see the greatest value in resolving process and data debt instead — likely because years of sustained technology investment have already narrowed that gap, leaving process and data as the bigger unresolved opportunity.

Where the value sits — banking & capital markets debt unlock

Debt	Revenue uplift	Cost savings	Total
Data debt	~\$200bn	~\$400bn	~\$600bn
Process debt	~\$200bn	~\$400bn	~\$600bn
Technology debt	~\$20bn	~\$100bn	~\$100bn
Talent debt	~\$20bn	~\$40bn	~\$100bn

Breaking down the unlock opportunity



~10% faster annual revenue growth



~19% annual cost reduction

The unlock opportunity for each carrier



~\$9.5bn
Banking



~\$3.5bn
Capital markets

Average value unlocked for each Global 2000 BCM firm resolving all four debts.

The path forward

closing the courage gap

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Despite the scale of the opportunity, most BCM firms remain stuck. The gap between those who have acted and those still in planning mode is a courage gap, not a strategy gap. And the 6% who have closed it are already pulling ahead.

The courage gap

51%

no funded plan

6%

proven resolvers

Every quarter of inaction is another quarter of AI investment laid on foundations that can't support it, and another quarter the 6% pull further ahead.

What the 6% do differently

1

CEO mandate, not an IT project: with debt spanning tech, data, process and talent, no single C-suite leader owns more than a slice. BCM's heavy tech debt makes this even more true: fixing core systems alone won't move the needle.

2

Run at dual velocity: modernize core platforms and pursue near- term wins (workflow digitization, data governance) simultaneously, not sequentially.

3

Use AI to accelerate resolution: deploy AI against fragmented data and legacy interfaces now, rather than waiting for a "clean" foundation that may never arrive.

4

Act before every condition is perfect: the diagnostic gap between proven and aspiring resolvers is small. In BCM, the tech-debt bottleneck is well understood; the execution gap is what separates the 6%.

Unlock value trapped in enterprise debts

Genpact helps banking & capital markets firms identify, prioritize, and reduce the operational debts that slow AI-led transformation.

Quantify your opportunity. Take the Enterprise Debts Diagnostic.

Sample size: 212 global banking and capital market (BCM) leaders — banking (n=115); capital markets (n=97), within a global study of 2,002 enterprise executives.
Source: Genpact in partnership with HFS Research, 2026.

[Read the report](#)

