twimbit

Banking leadership vision for 2025

Top 10 priorities for banking CEOs

Today's banking CEOs are catalysts of growth

Today's banking CEOs have transitioned from operational leaders to tech-first strategists, redefining industry benchmarks for efficiency, innovation, and growth.

Competing in a digital-first landscape requires a relentless focus on experience innovation—leveraging technology to enhance personalization, streamline operations, and drive seamless customer interactions. Simultaneously, cost optimization remains imperative, ensuring sustainable value creation while maintaining robust risk management and regulatory compliance.

Modern CEOs are not just navigating change; they are architects of transformation, shaping resilient, future-ready institutions.
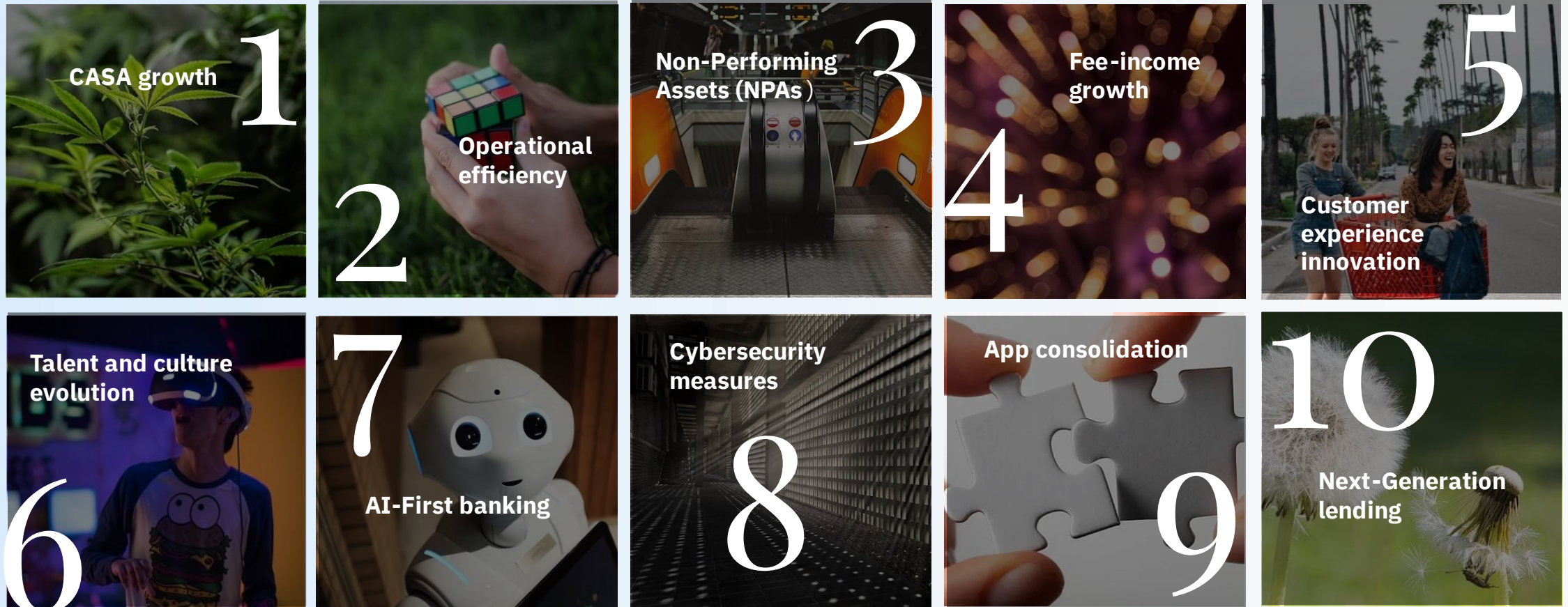
01

CASA growth

Challenge

- Banks facing **pressure on low-cost deposits** amid rising interest rates
- Digital banks offering **competitive rates** on savings accounts
- Core **product growth is slow** as shifting consumer behaviors disrupt traditional models.

Goal

Industry average	40%
Desired target	80%

Measures of success

- Cost of Deposits: Target **reduction of 20-30 bps** annually
- CASA customer acquisition cost: Target **< $10 per account**
- CASA account activation rate: Target **> 85%**
- Average CASA balance per customer: Target **15% YoY growth**
- Salary account penetration: Target **30% of total retail accounts**

Strategic imperatives

- Develop innovative **salary account propositions**
- Create **targeted micro-market strategies** for retail and corporate CASA
- Launch **digital-first savings products** with embedded lifestyle benefits

Note: Industry average is based on the FY24 results

Source: Twimbit analysis

twimbit

02

Operational efficiency

Challenge

- Legacy systems and processes causing **high cost-to-income** ratios
- Manual interventions leading to **longer turnaround** times

Goal

Industry average	50%
Desired target	30 %

Measures of success

- Cost per transaction: Target **reduction of 25% YoY**
- Digital transaction ratio: Target **> 95%**
- Branch transaction migration: Target **80%** to digital
- Process TAT: Target **50% reduction** in key processes
- Cloud migration: Target **80%** of applications on cloud
- Automated process ratio: Target **90%** of eligible processes

Strategic imperatives

- Reimagine customer journeys **with AI at branch and in-app**
- Implement **end-to-end process automation** to streamline workflows and reduce manual intervention.
- Deploy **cloud-native solutions** for core banking to enhance scalability, speed, and resilience.

Note: Industry average is based on the FY24 results

Source: Twimbit analysis

03

Non-Performing Assets

Challenge

- **Stress in high-risk sectors** like MSMEs, hospitality, and commercial real estate.
- **Lack of robust early warning systems** to detect potential delinquencies.

Goal

Industry average	4%
Desired target	1.5%

Measures of success

- Net NPA ratio: Target **< 0.5%**
- Early warning detection rate: Target **> 85%**
- Collection efficiency: Target **> 95%**
- Credit cost: Target **< 50 bps**
- Resolution time: Target **30% reduction** YoY
- Provision coverage ratio: Target **> 85%**

Note: Industry average is based on the FY24 results

Source: Twimbit analysis

Strategic imperatives

- Implement **AI-driven early warning systems** to identify and mitigate risk proactively.
- Develop **sector-specific stress testing models** to assess and respond to emerging threats.
- Create **automated collection workflows** to enhance recovery efficiency and reduce manual intervention.

04

Fee-income growth

Challenge

- Traditional fee sources under **pressure from fintechs,** reducing margins.
- Need to unlock **new revenue streams** beyond conventional banking.

Goal (Fee income to revenue)

Industry average — 18%

Desired target — 40%

Measures of success

- Fee income growth: Target **20%** YoY growth
- API revenue growth: Target **80%** YoY growth
- Products per customer: Target **> 5**
- Subscription revenue: Target **15% of fee income**
- Third-party partnership revenue: Target **25% of fee income**

Note:
1. Industry average is based on the FY24 results
2. Total Fee Income=Core Fee Income+ API Revenue+ Subscription Revenue+ Third-Party Partnership Revenue

Source: Twimbit analysis

Strategic imperatives

- Launch **value-added services** like embedded insurance, wealth advisory.
- Develop an **API-driven banking marketplace** to monetize third-party integrations.
- Introduce **subscription-based models** for premium banking with exclusive perks, business banking suites with financial tools, and AI-driven financial insights for personalised advisory.

twimbit

05

Customer experience innovation

Challenge

- **Rising customer expectations** for seamless, intuitive, and hyper-personalized digital experiences.
- Intense **competition from neobanks** offering frictionless, mobile-first banking solutions.

Goal (Net Promoter Score)

Desired target

50

Measures of success

- Customer effort score: Target **< 2**
- Digital adoption rate: Target **> 85%**
- First contact resolution: Target **> 90%**
- Mobile app rating: Target **> 4.5**
- Personalization adoption: Target **80% of customers**
- Customer retention rate: Target **> 95%**

Strategic imperatives

- Implement **hyper-personalization using AI-driven insights** to tailor products, offers, and interactions.
- Deploy **conversational banking solutions** with AI-powered chatbots and voice assistants for instant support.
- Create a **gamified loyalty program** that rewards customers for engagement, transactions, and referrals, driving long-term loyalty.

Note:
Customer effort score: Measures how easy it is for customers to complete a task or resolve an issue. Lower scores indicate better experience.
First contact resolution: Percentage of issues resolved in the first interaction. Higher rates improve efficiency and satisfaction.

Source: Twimbit analysis

twimbit

06

Talent and culture evolution

Challenge

- Growing **demand for digital skills** to drive transformation and innovation.
- Need for **cultural shift** to foster agility, experimentation, and continuous learning.
- Digital **talent ratio must exceed 30%** to stay competitive in a tech-driven landscape.

Goal (Employee Satisfaction Score)

Desired target ————————— 80%

Measures of success

- Digital talent ratio: Target **> 35%**
- Employee Innovation Index: Target **top quartile**
- Training hours per employee: Target **> 40 hours annually**
- Internal digital project delivery: Target **90% success** rate
- Diversity ratio: Target **50%** across levels
- Employee turnover: Target **< 10%**

Strategic imperatives

- Develop a **digital talent acquisition strategy** to attract and retain top tech talent.
- Create an **innovation-focused culture** that encourages collaboration, upskilling, and agile methodologies.
- Implement **hybrid working models** to enhance flexibility, productivity, and employee engagement.

twimbit

07

AI-First banking

Challenge

- Legacy decision-making models **limit speed, accuracy, and personalization**.
- **Competition from tech-first players** leveraging AI for superior customer experiences and efficiency.
- Inefficiencies in **risk management, fraud detection**, and operational processes.

Goal (Number of AI use cases within banks)

Desired target 50-80

Measures of success

- AI-enabled process ratio: Target **> 50%**
- AI-driven decision rate: Target **70% of eligible decisions**
- Productivity Target **>50%**
- AI cost savings: Target **30% in applicable areas**
- AI project ROI: Target **> 300%**

Strategic imperatives

- Deploy **AI across customer journeys** to enable seamless, intelligent interactions.
- Implement **AI for risk management, fraud detection, and real-time compliance monitoring**.

Source: Twimbit analysis

08

twimbit

Cybersecurity measures

Challenge

- **Increasing cyber threats** targeting financial institutions and customer data.
- Heightened **regulatory focus on security, compliance**, and data protection.
- Rising **complexity of cyberattacks** requiring advanced defense mechanisms.

Goal (Security investment out of IT budget)

Desired target [bar chart showing] 15%

Measures of success

- Threat detection rate: Target **> 99.9%**
- Mean time to detect: Target **< 1 hour**
- Mean time to respond: Target **< 4 hours**
- Employee security training: Target **100%** completion
- Zero-trust implementation: Target **100%** coverage

Strategic imperatives

- Implement **zero-trust architecture** to strengthen access controls and minimize attack surfaces.
- Deploy **AI-driven threat detection** for real-time monitoring, anomaly detection, and automated response.
- Create a **security-first culture** through continuous training, awareness programs, and strict governance.

Source: Twimbit analysis

09

twimbit

App consolidation

Challenge

- Multiple apps create a **fragmented experience**, leading to customer confusion and lower engagement.
- **High maintenance costs** due to redundant platforms and overlapping functionalities.
- **SUPERAPPs** are **driving 3x higher engagement**, setting new industry standards.

Goal (App consolidation rate)

Desired target

80%

Measures of success

- SUPERAPP adoption: Target **90% of digital customers**
- Customer engagement: Target **3x** increase
- App store rating: Target **> 4.5**
- Feature usage: Target **7+ features** per user monthly
- Load time: Target **< 2 seconds**
- API response time: Target **< 100ms**

Strategic imperatives

- Create a **SUPERAPP strategy** to integrate banking, payments, investments, and lifestyle services in one platform.
- Implement a **unified customer experience** with seamless navigation and **cross-product accessibility**.
- Deploy a **microservices architecture** to ensure scalability, agility, and faster feature rollouts.

Source: Twimbit analysis

10

Next-Generation lending

Challenge

- **Need for faster loan processing** to meet customer expectations.
- Intense **competition from digital lenders** offering instant approvals.
- Traditional underwriting models fail to capture the **creditworthiness of new-age borrowers** like gig workers and startups.

Measures of success

- Loan processing TAT: Target **< 3 minutes** for retail
- Credit assessment automation: Target **> 90%**
- Digital lending growth: Target upto **50% YoY growth**
- Risk-adjusted returns: Target **> 3%**
- Cross-sell ratio: Target **> 40%**
- Embedded lending revenue: Target **25% of lending income**

Goal (Digital loan to loan ratio)

Desired target 80%

Strategic imperatives

- Implement **AI-driven credit scoring** using transaction data, cash flow analysis, and alternative credit markers.
- Launch **tailored loan products with dynamic risk-based pricing** for gig workers and startups.
- Create **embedded lending solutions** within fintech and platform ecosystems for seamless financing.

twimbit

Innovate to deliver
exceptional experiences