FinX™

Modern, real-time, data-driven, AI-enabled banking platform

Composable Banking at Scale

A BIAN-Aligned Approach to Progressive Modernization.

Banks face a structural challenge that cannot be solved through incremental upgrades alone. This paper sets out how a BIAN aligned, composable approach enables institutions to deliver value continuously, evolve their architecture progressively, and build toward a future-ready operating model, without the risk of large-scale transformation programmes.

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What's inside:

This paper sets out a structured case for BIAN-aligned composable modernization, from the architectural principles that underpin the approach, through to practical delivery, innovation, data, and a comparative view of available options.

01 Introduction

Moving Beyond Transformation as a One-Time Event

Banks are facing a structural challenge that cannot be solved through incremental upgrades alone.

The technology foundations that have supported the industry for decades, while reliable, have become increasingly restrictive. They limit the ability to respond to changing customer expectations, introduce new products, and operate efficiently in a real-time, digital-first environment.

In response, many institutions have invested in digital channels, point solutions, and integration layers. Yet despite this investment, progress often feels slow and fragmented. The reason is not a lack of technology, but a **lack of architectural cohesion.**

Transformation has traditionally been approached as a large-scale, high-risk programme, often centred around replacing a core system. These programmes are costly, complex, and disruptive, and as a result are frequently delayed or scaled back. At the same time, smaller initiatives can deliver value quickly but fail to contribute meaningfully to long-term change.

What is required is a different model, one that allows banks to deliver value continuously, while evolving toward a clearly defined target architecture.

This is the context in which a BIAN-aligned, composable approach becomes particularly relevant. Rather than treating transformation as a single event, it provides a framework for continuous, structured evolution. Each initiative builds toward a longer-term objective, delivering tangible benefit while contributing to an architecture that becomes progressively more capable, flexible, and resilient.

The Problem with Big-Bang Transformation

Large-scale core replacement programmes are costly, complex, and disruptive, frequently delayed or scaled back before completion.

The Problem with Point Solutions

Smaller initiatives deliver quick wins but fail to contribute to long-term architectural change, creating fragmentation over time.

02 Architecture

Why BIAN Provides the Right Framework

The Banking Industry Architecture Network (BIAN) provides a standardized model for defining and organizing banking capabilities as discrete, independently deployable service domains.

Each domain encapsulates a specific functional area, such as customer management, payments, or lending, and defines how it should interact with other parts of the organization. This creates a structured, modular view of the bank that can be used to guide technology decisions, rationalize the application landscape, and plan modernization in a coherent way.

For banks pursuing modernization, BIAN provides several important advantages. First, it offers a **vendor-neutral foundation,** one that is not tied to any specific platform or product. This means that technology decisions can be made on their merits, without locking the organization into a particular architecture or supplier relationship.

Second, BIAN provides a common language for describing and managing complexity. When multiple systems, teams, and vendors are involved in delivering a banking platform, the ability to communicate consistently about capabilities, interfaces, and dependencies is essential. BIAN creates that shared vocabulary, reducing misunderstanding and enabling different parts of the organization to operate cohesively.

Vendor-Neutral Foundation:

Technology decisions based on merit, not supplier lock-in. Maintain flexibility across your entire partner ecosystem.

Common Language:

A shared vocabulary for capabilities, interfaces, and dependencies, reducing misunderstanding across teams and vendors.

Incremental Change:

Transformation becomes continuous rather than episodic, each step building toward a longer-term architectural objective.

The practical impact is significant. It enables institutions to introduce change in a controlled manner, without destabilizing the broader environment. Systems can be replaced, enhanced, or supplemented over time, while maintaining consistency at the interface and data levels.

Data Alignment as a Foundation

BIAN provides a foundation for aligning data across the organization. By standardizing how information is structured and exchanged, it reduces fragmentation and creates a more reliable basis for analytics, automation, and decision-making, enabling transformation to become incremental rather than episodic.

03 Delivery Model

From Architecture to Delivery: The FinX Approach

While BIAN provides the architectural blueprint, successful modernization depends on how that blueprint is applied in practice.

The FinX approach has been developed to translate BIAN principles into a delivery model that works in real banking environments. It combines architecture, technology, and execution into a single, cohesive approach that enables progressive modernization with reduced risk.

FinX is a subsidiary of UST, a global digital transformation company with more than 33,000 employees and over $2 billion in annual revenue. UST brings deep experience in financial services, large-scale delivery capability, and managed services expertise, enabling transformation to be delivered not just as a programme, but as **an ongoing partnership.**

Through this approach, FinX has built a BIAN-aligned composable banking platform that can be deployed to support banks at different stages of their modernization journey

Importantly, this platform is not the starting point, it is the result of applying a structured, iterative approach to transformation. Each client engagement contributes to its evolution, ensuring the platform remains grounded in real-world banking requirements rather than theoretical constructs.

Architecture + Execution

A unified approach combining BIAN architectural principles with practical delivery capability, tested across real banking environments.

Ongoing Partnership

Leveraging UST's global managed services capability, transformation is sustained beyond programme delivery as a long-term operating model.

Progressive Deployment

The platform can be introduced at any stage of a bank's modernization journey, adapting to existing constraints and ambitions.

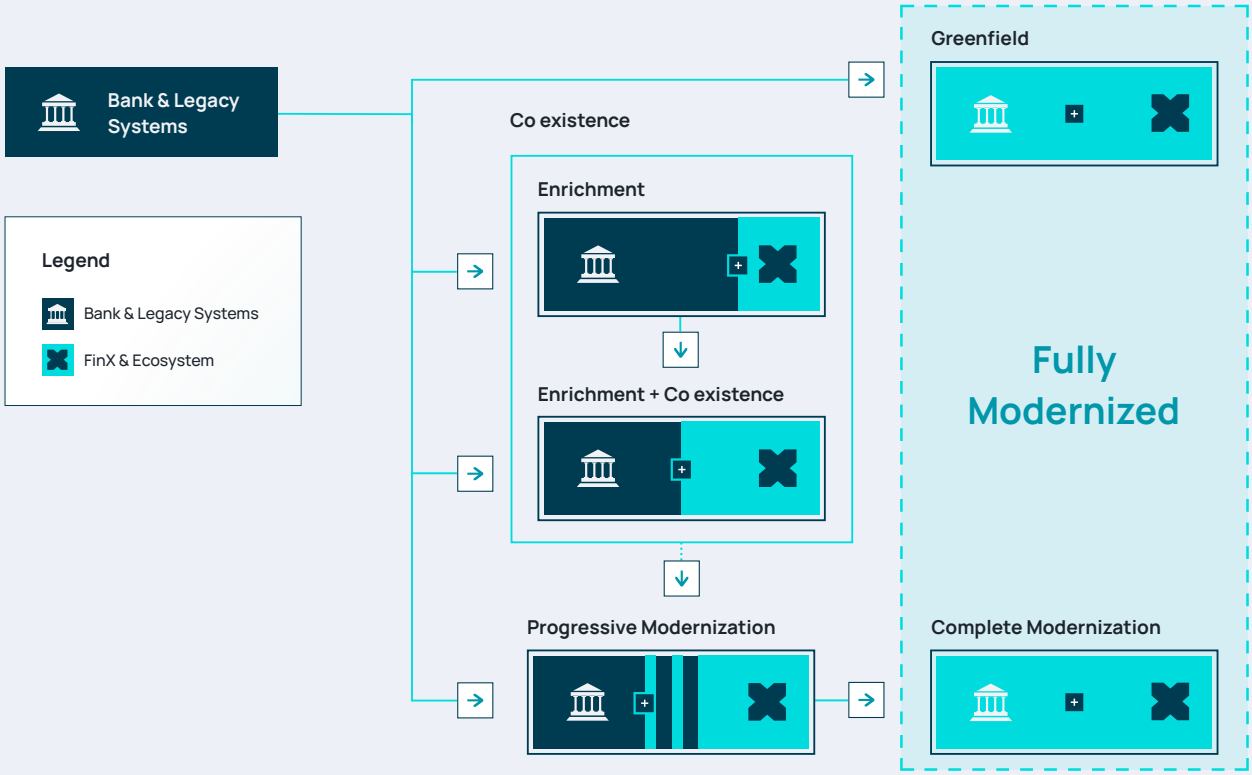
Real-World Grounding

Each engagement contributes to platform evolution, ensuring capabilities reflect actual banking requirements rather than theory.

03 Delivery Model

UST FinX Platform:

Pathways to Successful Modernization



FinX supports several modernization pathways:

Enrichment, coexistence, progressive modernization, and full modernization. The common thread is controlled change: new capabilities arrive early, while legacy dependencies reduce over time through our managed programme and operating model.

01 Enrich — 02 Coexist — 03 Progressive — 04 Scale — 05 Modernized

04 Platform

An Evolving, Composable Banking Platform

Applying this approach in practice has led to the development of a BIAN-aligned operating layer that sits across channels, operations, and underlying systems.

At its core is an **orchestration and integration capability** that standardizes how systems interact. By exposing services through consistent APIs and managing process flows across multiple platforms, it enables banks to introduce new capabilities without tightly coupling them to existing systems.

Alongside this sits a **unified operational layer,** providing a single interface through which processes are executed and managed. This ensures that operational teams interact with a consistent environment, even as underlying systems evolve or coexist.

Supporting these layers are capabilities for workflow orchestration, integration, and digital channel delivery, enabling both operational and customer-facing innovation to be delivered quickly and safely.

Modern Integration Tooling

Complex workflows can be designed and deployed with minimal custom code, reducing delivery timelines and risk while enabling continuous change. On the customer side, modular digital capabilities allow new features and journeys to be introduced rapidly,without the need for large-scale redevelopment

Together, these capabilities form an evolving platform that reflects the application of BIAN principles in practice, one that can be introduced incrementally and expanded over time.

Orchestration Layer:

Consistent APIs and process flow management across multiple systems, decoupling innovation from legacy constraints.

Operational Layer:

A unified interface for operational teams that remains consistent as underlying systems change or coexist.

Digital Channels:

Modular customer-facing capabilities that can be introduced rapidly without requiring large-scale redevelopment.

05 Risk Management

Enabling Coexistence and Reducing Transformation Risk

A critical challenge in modernization is managing coexistence. For most institutions, legacy systems cannot be replaced immediately.

Instead, new and existing platforms must operate together for an extended period. Without a structured approach, this creates complexity and risk. Multiple systems expose different interfaces, data becomes fragmented, and operational processes become inconsistent.

By introducing a **BIAN-aligned orchestration layer,** interactions across systems can be standardized. Requests are routed and processes coordinated in a consistent manner, regardless of where functionality resides. This allows multiple systems to coexist without exposing that complexity to the wider organization.

Rather than a disruptive transition between systems, modernization becomes a controlled process of gradually shifting capability from one environment to another.

At the same time, a unified operational layer ensures that staff interact with a single environment. Processes remain consistent even as underlying systems change, reducing the risk of disruption and simplifying training and adoption.

Without a Structured Approach

- Multiple incompatible system interfaces
- Fragmented data across platforms
- Inconsistent operational processes
- Increased training burden and adoption risk
- Compounding technical debt

With BIAN-Aligned Coexistence

- Standardized interactions across all systems
- Consistent data structures and interfaces
- Single operational environment for staff
- Controlled, gradual capability migration
- Reduced risk at every transition point

06 Value Delivery

Delivering Value Through Iterative Modernization

A key principle of this approach is that transformation should deliver value continuously, not just at the end of a programme.

This is achieved by structuring modernization as a series of focused initiatives, each designed to deliver tangible outcomes within a relatively short timeframe, typically **six to nine months.** These initiatives are not isolated projects; they are aligned to a broader architectural direction and contribute cumulatively to long-term change.

Early initiatives often focus on areas where value can be realized quickly, such as improving the customer experience, enhancing operational efficiency, or introducing automation into manual processes. Examples include implementing a unified customer view,modernizing digital channels, or digitizing onboarding journeys.

As the foundation matures, subsequent phases introduce new products, extend capabilities, and gradually migrate functionality away from legacy systems. Over time, this results in a steady transition toward the target architecture, achieved through a sequence of manageable, value-driven steps.

Continuous Investment Alignment

This approach reduces risk, improves predictability, and ensures that investment is continuously aligned with business outcomes, rather than deferred to a future programme completion date.

Phase 1 - Quick Wins:

Unified customer view, digital channel modernization, onboarding digitization,delivering visible value within 6–9months.

Phase 2 - Capability Extension:

New product introduction, automation expansion, and deeper integration as the architectural foundation matures.

Phase 3 - Migration & Scale:

Gradual legacy migration and platform expansion toward the target composable architecture, continuously, not all at once.

07 Innovation

Innovation Within a Structured Environment

One of the fundamental challenges in banking is balancing innovation with control. Rapid change can lead to fragmentation, while excessive standardization can slow progress.

The combination of BIAN and the FinX approach provides a balance between these two forces. By defining clear boundaries and interfaces between capabilities, it allows innovation to take place within a structured environment.

New products, services, and integrations can be introduced without disrupting existing functionality. Because they are aligned to standard service domains and data models, they remain consistent with the broader architecture, avoiding the fragmentation that characterizes many fintech-led innovation strategies.

Rather than being delivered through periodic transformation programmes, new capabilities can be introduced continuously, with each addition strengthening rather than complicating the overall platform.

This creates the conditions for **sustained innovation.** The architecture becomes a capability in itself, an enabler of continuous improvement rather than a constraint on it. Over time, this translates into a demonstrable competitive advantage: the ability to respond to market change faster, more cheaply, and with greater confidence than institutions operating on less structured foundations.

Structured Boundaries Enable Speed

Clear service domain interfaces mean new capabilities can be introduced, tested, and deployed without disrupting existing operations, dramatically shortening time to market.

Consistency at Scale

Standard data models and APIs ensure that each new addition remains coherent with the broader platform, innovation compounds rather than fragments.

Ecosystem Integration

BIAN-aligned interfaces simplify integration with third-party fintechs, data providers, and regulatory systems, expanding the innovation surface without increasing architectural risk.

Competitive Resilience

The ability to respond to market change rapidly and confidently, without accumulated technical debt, becomes a durable structural advantage.

08 Data & AI

Data and AI: Building on a Structured Foundation

As banks look to leverage data and artificial intelligence more effectively, the importance of a consistent architectural foundation becomes increasingly clear.

A BIAN-aligned model provides a natural structure for organizing data across the organization. By aligning data to service domains and standard models, it becomes easier to aggregate, analyze, and act upon, eliminating the data silos that plague fragmented architectural approaches.

Building on this foundation, data can be consolidated into a unified environment, enabling advanced analytics and machine learning. More importantly, **AI capabilities can be embedded directly into business processes,** rather than operating as standalone tools.

AI in Operational Workflows:

Within operational workflows, AI can support decision-making, automate routine tasks, and enhance efficiency. Because these activities are executed within defined processes, they remain transparent, auditable, and aligned with regulatory requirements.

AI in Customer Interactions:

AI can enhance customer interactions by enabling more personalized and responsive experiences, grounded in a structured architecture that ensures capabilities are both scalable and controlled.

Why Foundation Matters for AI

AI models are only as good as the data that feeds them and the processes that act on their outputs. A BIAN-aligned model provides the data consistency, process structure, and interface clarity needed to deploy AI reliably at scale, without the governance failures that arise from fragmented data landscapes.

By grounding AI capabilities in a structured architecture, banks can ensure that innovation in this area is both scalable and controlled, meeting regulatory expectations while delivering meaningful business value.

09 Differentiation

Why This Approach Differs from Traditional Alternatives

Banks typically consider a number of options when approaching modernization. Each can deliver benefits, but they often address only part of the challenge.

Upgrading existing systems can improve stability but rarely changes the underlying constraints. The fundamental architectural limitations, tightly coupled processes, proprietary interfaces, and inflexible data models, remain in place, limiting the institution's ability to respond to market change.

A **fintech-led approach** can accelerate innovation in specific areas but often introduces complexity and fragmentation. Without a coherent architectural framework, each point solution adds integration burden and creates new dependencies, the opposite of the composable, flexible environment banks need.

Replacing core platforms can provide a modern foundation but typically involves significant risk and long delivery timelines. The disruption to operations and the scale of investment required mean that many such programmes are delayed, descoped, or abandoned before completion.

> The approach described here does not rely on a single system or transformation event. Instead, it introduces a structured way of evolving the architecture over time, incrementally, safely, and continuously.

By establishing a consistent orchestration and operational layer, it enables change to be introduced incrementally while maintaining stability across the organization. It also **reduces dependency on any individual vendor or platform,** allowing institutions to adapt as technology and business requirements evolve.

Core Upgrade

Improves stability but preserves underlying constraints.
Limited long term flexibility and continued architectural debt.

Fintech Stack

Accelerates specific areas but creates fragmentation and integration complexity without a coherent architectural framework.

New Core Platform

Modern foundation but high risk, long timelines, and significant operational disruption during and after delivery.

10 Comparative Analysis

Comparative View: Approaches to Modernization

The table below provides a structured comparison across the most common modernization approaches, evaluated against the dimensions that matter most to institutions planning long-term architectural change.

Dimension	Core Upgrade	Fintech Stack	New Core Platform	BIAN-Aligned FinX Approach
Architectural Model	Monolithic (modernized)	Fragmented	Core-centric	Composable, service-domain aligned
Time to Value	Slow	Fast (isolated)	Medium–slow	Fast, iterative
Transformation Risk	Low–medium	Medium	High	Low–medium
Integration Complexity	High	Very high	Medium	Low (standardized)
Operational Impact	Minimal change	Increased complexity	Disruptive	Controlled, consistent
Coexistence Capability	Limited	Unstructured	Limited	Native and structured
Migration Approach	Deferred	Ad hoc	Programme-led	Incremental, phased
Innovation Model	Constrained	Fragmented	Moderate	Continuous, structured
Long-Term Flexibility	Low	Medium	Medium	High

Key Insight

No single dimension tells the full story. The BIAN-Aligned FinX Approach is the only model that combines fast time to value with structured coexistence, low integration complexity, and high long-term flexibility, making it uniquely suited to institutions that need to evolve continuously rather than transform episodically.

11 Differentiation

From Transformation to Continuous Evolution

The challenge facing banks today is not simply to modernize their technology, but to establish a model that allows them to evolve continuously.

A BIAN-aligned approach provides the structure to achieve this, enabling institutions to break down complexity, standardize interactions, and introduce change in a controlled manner. When combined with a delivery model focused on iterative value, it transforms modernization from a high-risk programme into a manageable, ongoing process.

The FinX approach demonstrates how these principles can be applied in practice, resulting in an evolving composable platform that can be introduced progressively and expanded over time. By combining architectural discipline with practical delivery capability, it enables banks to move forward with confidence, delivering value early, reducing risk, and building toward a flexible, future-ready operating model.

In an environment where change is constant, the ability to evolve safely and continuously is not just an advantage, it is essential.

What You Gain

- A structured, vendor-neutral architectural framework
- Iterative value delivery every 6–9 months
- Managed coexistence with legacy systems
- A foundation for AI and data-driven operations
- Reduced dependency on any single supplier
- A long-term partner in UST's global delivery network

Next Steps

- Engage with UST FinX for an architectural assessment
- Define your target BIAN-aligned service domain map
- Identify first-phase initiatives for rapid value delivery
- Establish the orchestration layer as a modernization foundation
- Build an iterative roadmap toward your target architecture

Contact UST FinX

To explore how a BIAN-aligned composable approach can accelerate your modernization journey, contact the UST FinX team at www.ustfinx.com. Our team of banking architects and delivery specialists is ready to support you from first assessment through to ongoing platform evolution.