

***Financial institutions hold the richest customer datasets in any industry. The question is whether they can activate what they already own.***

Every few years, a new entrant arrives with a clean tech stack, a frictionless app, and a narrative about disrupting financial services. Stablecoin and tokenized deposits. Robo-advisors. Neobanks. Buy Now, Pay Later platforms. The playbook rarely changes; strip out friction, undercut price, win on experience.

And yet, the fundamental architecture of financial trust has not collapsed. Customers still want to know who holds their money. Who underwrites their mortgage? Who answers the phone when a claim is disputed or a payment fails?

That is not inertia. That is the structural reality of financial services, and it represents the most durable competitive advantage legacy institutions hold. The question worth asking is why so few of them are using it.



***The institutions that lose out to disruption are not the ones without AI. They are the ones that cannot activate what they already know.***

## **The Data Advantage is Real and Largely Dormant**

Banks, credit unions, capital markets firms, and insurers hold something no fintech can replicate on a 3-year timeline: decades of longitudinal customer data. Embedded in that data is a powerful read on each customer's financial reality: wealth, liquidity, purchasing power, borrowing capacity, protection gaps, savings shortfalls, investment potential, and unmet needs. Used responsibly, this gives incumbents a durable advantage, the ability to anticipate what customers need next, personalized advice and offers, and the ability to deepen relationships at precisely the moments that matter.

No other private sector industry holds data of this depth, duration, or sensitivity. A regional bank with 30 years of customer history knows more about its customers' financial lives than any algorithm trained on open-source signals. But here is the reality most executives already sense: knowing and activating are not the same thing.

Across financial services, customer insight sits siloed in core banking systems, actuarial models, claims platforms, and spreadsheet-based reporting that was never designed to connect. The data exists. The intelligence that should flow from it often does not.

**“** *I have worked with financial services clients who can tell you about their total assets under management to the penny but cannot tell you which customer segments are profitable or why. That gap is not a data problem. It is an architecture problem. And it is exactly where the competitive window is opening right now.*”

– Julie Feeney, SVP Financial Services  
Peloton Consulting Group

## What AI Actually Needs to Work

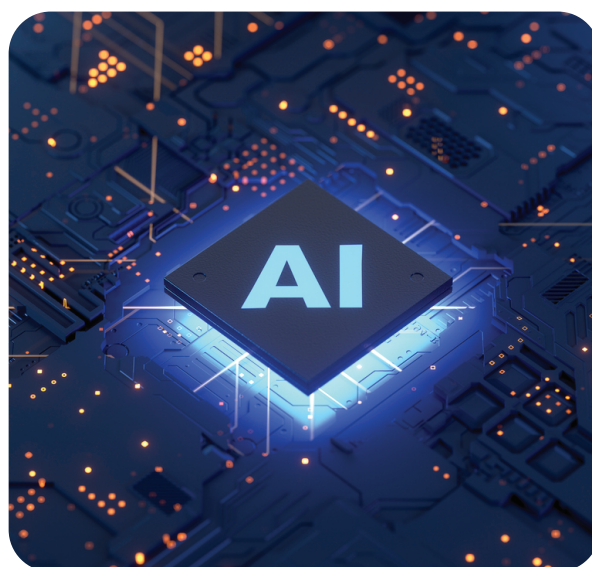
There is a persistent misunderstanding about what makes AI valuable in financial services. The conversation lands on use cases: AI-powered underwriting, intelligent fraud detection, personalized offers, automated compliance reporting. These are real and worth pursuing.

But the conversation skips the prerequisite: AI is only as good as the data it runs on.

Clean, governed, connected, and auditable data is not a technology problem. It is a business architecture problem. Institutions that bolt AI onto fragmented data models will generate outputs they cannot trust, cannot explain to regulators, and cannot act with confidence.

Oracle Fusion Cloud ERP and Oracle Enterprise Performance Management (EPM) are where that foundation is built. Not because they are AI tools themselves, but because they create the standardized, auditable, enterprise-wide data layer that AI requires. When financial outcomes are connected to operational drivers in a governed platform, institutions can finally ask real questions: Which customer segments drive margin? Where does profitability erode by channel? Which products create lifetime value and which ones create churn?

Those are not reporting questions. They are strategic ones. And they require a system of record that reflects operational truth, not a patchwork of disconnected exports stitched together for the quarterly close.



## The Relationship Layer No Fintech Can Buy

The fintech argument has always been that we can serve customers better, faster, and cheaper. What it consistently underestimates is the role of trust in financial decision-making.

People do not optimize purely on price when selecting a mortgage lender. They do not switch insurers based on premium alone when a major claim is filed. They do not move their retirement savings because a digital ad was well-targeted.

They stay where they trust. And they leave when trust erodes, often permanently.

Technology's role in this equation is not to replace relationships. It is to inform them. When a relationship manager walks into a conversation knowing a customer's complete financial picture, their product history, their recent life events, and the next logical product that genuinely fits their situation, that is not a sales motion. That is advice. And advice, delivered at the right moment with the right information, is what customers in financial services are seeking.

Oracle's Customer Experience (CX) platform and analytics capabilities exist to close the gap between what institutions know about their customers and what reaches the customer-facing conversation. But those tools only surface insight when the underlying data layer is trusted and connected.

“ *The institutions we see pulling away from the field right now are not doing something radically new. They are doing something foundational well: they know who their best customers are, they know what those customers need before the customer says it, and they have the infrastructure to act on that knowledge at scale. That is the whole game.*”

– Julie Feeney, SVP Financial Services  
Peloton Consulting Group

## What Activation Actually Requires

Financial institutions that are successfully closing the gap between data held and insight used tend to share a few common characteristics. They have moved beyond departmental data ownership to a genuine enterprise view of the customer. Finance, risk, sales, and operations are working from the same version of financial truth rather than reconciling across competing sources at month end.

They have invested in platforms that connect transactional systems to analytical workloads in a governed, auditable way. Oracle Fusion Applications serves that function for a growing number of institutions because it handles the full complexity of financial services data at enterprise scale, while maintaining the documentation practices that regulators require.

Embedded in that data is a powerful read on each customer's financial reality: wealth, liquidity, purchasing power, borrowing capacity, protection gaps, savings shortfalls, investment potential, and unmet needs. Used responsibly, this gives incumbents a durable advantage: the ability to anticipate what customers need next, personalize advice and offers, and deepen relationships at precisely the moments that matter.

## The Competitive Window is Not Open Indefinitely

The structural advantages that legacy institutions hold – longitudinal customer data, regulatory infrastructure, established trust – are real. They are also finite on time. The fintechs that struggled to build trust a decade ago are a decade better at it now. The AI tools that once required clean data environments to function are becoming more capable of working with messier inputs.

The window in which an incumbent institution's data advantage translates directly into AI capability is open now. The institutions investing in that foundation today are not just solving a near-term reporting problem. They are building the architecture that will determine who leads and who follows in the next chapter of financial services competition.

Activating what you already have is not a technology project. It is a strategic decision about whether your institution will enter the AI era with the foundation already in place or spend the first several years trying to build it while competitors are already running on it.

“ *Before institutions can fully capitalize on AI, they need an honest answer to a simple question: Do we trust our data? If the answer is anything other than an immediate yes, that is where the work begins.*”

– Julie Feeney, SVP Financial Services  
Peloton Consulting Group



The institutions that will define the next decade of financial services are not starting from zero. They are activating what they already have, with the right architecture underneath it.

The future of financial services belongs to institutions that can turn data into trust, insight, and action. Oracle provides the platform. Peloton Consulting Group provides the expertise to unlock its value. If your organization is asking whether it is ready for what comes next, that conversation is worth having.

## About Peloton Consulting Group

Peloton Consulting Group has the vision and connected global capabilities to help organizations envision, implement, and realize the benefits of digital transformation. Our team has the best practices, knowledge, industry expertise, and know-how. We make digital transformation a reality by leveraging AI, Enterprise Performance Management (EPM), Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Human Capital Management (HCM), Customer Experience (CX), Analytics, and Data Management for the cloud. Through connected capabilities, we bring people, processes, and technology together. We help organizations go further, faster. That is the Peloton way!