

CAPCO

a wipro company

THE CAPCO INSTITUTE  
**JOURNAL**  
OF FINANCIAL TRANSFORMATION

ORGANIZATION

Generative AI technology  
blueprint: Architecting the  
future of AI-infused solutions  
CHARLOTTE BYRNE | THOMAS HILL



**GenAI**

**2024/2025 EDITION**

# THE CAPCO INSTITUTE

## JOURNAL OF FINANCIAL TRANSFORMATION

RECIPIENT OF THE APEX AWARD FOR PUBLICATION EXCELLENCE

### Editor

**Shahin Shojai**, Global Head, Capco Institute

### Advisory Board

**Lance Levy**, Strategic Advisor

**Owen Jelf**, Partner, Capco

**Suzanne Muir**, Partner, Capco

**David Oxenstierna**, Partner, Capco

### Editorial Board

**Franklin Allen**, Professor of Finance and Economics and Executive Director of the Brevan Howard Centre, Imperial College London and Professor Emeritus of Finance and Economics, the Wharton School, University of Pennsylvania

**Philippe d'Arvisenet**, Advisor and former Group Chief Economist, BNP Paribas

**Rudi Bogni**, former Chief Executive Officer, UBS Private Banking

**Bruno Bonati**, Former Chairman of the Non-Executive Board, Zuger Kantonalbank, and President, Landis & Gyr Foundation

**Dan Breznitz**, Munk Chair of Innovation Studies, University of Toronto

**Urs Birchler**, Professor Emeritus of Banking, University of Zurich

**Elena Carletti**, Professor of Finance and Dean for Research, Bocconi University, Non-Executive Director, UniCredit S.p.A.

**Lara Cathcart**, Associate Professor of Finance, Imperial College Business School

**Géry Daeninck**, former CEO, Robeco

**Jean Dermine**, Professor of Banking and Finance, INSEAD

**Douglas W. Diamond**, Merton H. Miller Distinguished Service Professor of Finance, University of Chicago

**Elroy Dimson**, Emeritus Professor of Finance, London Business School

**Nicholas Economides**, Professor of Economics, New York University

**Michael Enthoven**, Chairman, NL Financial Investments

**José Luis Escrivá**, President, The Independent Authority for Fiscal Responsibility (AIReF), Spain

**George Feiger**, Pro-Vice-Chancellor and Executive Dean, Aston Business School

**Gregorio de Felice**, Head of Research and Chief Economist, Intesa Sanpaolo

**Maribel Fernandez**, Professor of Computer Science, King's College London

**Allen Ferrell**, Greenfield Professor of Securities Law, Harvard Law School

**Peter Gomber**, Full Professor, Chair of e-Finance, Goethe University Frankfurt

**Wilfried Hauck**, Managing Director, Statera Financial Management GmbH

**Pierre Hillion**, The de Picciotto Professor of Alternative Investments, INSEAD

**Andrei A. Kirilenko**, Reader in Finance, Cambridge Judge Business School, University of Cambridge

**Katja Langenbacher**, Professor of Banking and Corporate Law, House of Finance, Goethe University Frankfurt

**Mitchel Lenson**, Former Group Chief Information Officer, Deutsche Bank

**David T. Llewellyn**, Professor Emeritus of Money and Banking, Loughborough University

**Eva Lomnicka**, Professor of Law, Dickson Poon School of Law, King's College London

**Donald A. Marchand**, Professor Emeritus of Strategy and Information Management, IMD

**Colin Mayer**, Peter Moores Professor of Management Studies, Oxford University

**Francesca Medda**, Professor of Applied Economics and Finance, and Director of UCL Institute of Finance & Technology, University College London

**Pierpaolo Montana**, Group Chief Risk Officer, Mediobanca

**John Taysom**, Visiting Professor of Computer Science, UCL

**D. Sykes Wilford**, W. Frank Hipp Distinguished Chair in Business, The Citadel

# CONTENTS

## TECHNOLOGY

---

### 08 Mindful use of AI: A practical approach

**Magnus Westerlund**, Principal Lecturer in Information Technology and Director of the Laboratory for Trustworthy AI, Arcada University of Applied Sciences, Helsinki, Finland

**Elisabeth Hildt**, Affiliated Professor, Arcada University of Applied Sciences, Helsinki, Finland, and Professor of Philosophy and Director of the Center for the Study of Ethics in the Professions, Illinois Institute of Technology, Chicago, USA

**Apostolos C. Tsolakis**, Senior Project Manager, Q-PLAN International Advisors PC, Thessaloniki, Greece

**Roberto V. Zicari**, Affiliated Professor, Arcada University of Applied Sciences, Helsinki, Finland

### 14 Understanding the implications of advanced AI on financial markets

**Michael P. Wellman**, Lynn A. Conway Collegiate Professor of Computer Science and Engineering University of Michigan, Ann Arbor

### 20 Auditing GenAI systems: Ensuring responsible deployment

**David S. Krause**, Emeritus Associate Professor of Finance, Marquette University

**Eric P. Krause**, PhD Candidate – Accounting, Bentley University

### 28 Innovating with intelligence: Open-source Large Language Models for secure system transformation

**Gerhardt Scriven**, Executive Director, Capco

**Tony Moenicke**, Senior Consultant, Capco

**Sebastian Ehrig**, Senior Consultant, Capco

### 38 Multimodal artificial intelligence: Creating strategic value from data diversity

**Cristián Bravo**, Professor, Canada Research Chair in Banking and Insurance Analytics, Department of Statistical and Actuarial Sciences, Western University

### 46 GenAI and robotics: Reshaping the future of work and leadership

**Natalie A. Pierce**, Partner and Chair of the Employment and Labor Group, Gunderson Dettmer

## ORGANIZATION

---

### 56 How corporate boards must approach AI governance

**Arun Sundararajan**, Harold Price Professor of Entrepreneurship and Director of the Fubon Center for Technology, Business, and Innovation, Stern School of Business, New York University

### 66 Transforming organizations through AI: Emerging strategies for navigating the future of business

**Feng Li**, Associate Dean for Research and Innovation and Chair of Information Management, Bayes Business School (formerly Cass), City St George's, University of London

**Harvey Lewis**, Partner, Ernst & Young (EY), London

### 74 The challenges of AI and GenAI use in the public sector

**Albert Sanchez-Graells**, Professor of Economic Law, University of Bristol Law School

### 78 AI safety and the value preservation imperative

**Sean Lyons**, Author of Corporate Defense and the Value Preservation Imperative: Bulletproof Your Corporate Defense Program

### 92 Generative AI technology blueprint: Architecting the future of AI-infused solutions

**Charlotte Byrne**, Managing Principal, Capco

**Thomas Hill**, Principal Consultant, Capco

### 96 Unlocking AI's potential through metacognition in decision making

**Sean McMinn**, Director of Center for Educational Innovation, Hong Kong University of Science and Technology

**Joon Nak Choi**, Advisor to the MSc in Business Analytics and Adjunct Associate Professor, Hong Kong University of Science and Technology

## REGULATION

---

### 104 Mapping GenAI regulation in finance and bridging the gaps

**Nydia Remolina**, Assistant Professor of Law, and Fintech Track Lead, SMU Centre for AI and Data Governance, Singapore Management University

### 112 Board decision making in the age of AI: Ownership and trust

**Katja Langenbucher**, Professor of Civil Law, Commercial Law, and Banking Law, Goethe University Frankfurt

### 122 The transformative power of AI in the legal sector: Balancing innovation, strategy, and human skills

**Eugenia Navarro**, Lecturer and Director of the Legal Operations and Legal Tech Course, ESADE

### 129 Remuneration on the management board in financial institutions: Current developments in the framework of supervisory law, labor law, behavioral economics and practice

**Julia Redenius-Hövermann**, Professor of Civil Law and Corporate Law and Director of the Corporate Governance Institute (CGI) and the Frankfurt Competence Centre for German and Global Regulation (FCCR), Frankfurt School of Finance and Management

**Lars Hinrichs**, Partner at Deloitte Legal Rechtsanwaltsgesellschaft mbH (Deloitte Legal) and Lecturer, Frankfurt School of Finance and Management



# CAPCO CEO WELCOME

# DEAR READER,

Welcome to our very special 60th edition of the Capco Journal of Financial Transformation.

The release of this milestone edition, focused on GenAI, reinforces Capco's enduring role in leading conversations at the cutting edge of innovation, and driving the trends shaping the financial services sector.

There is no doubt that GenAI is revolutionizing industries and rapidly accelerating innovation, with the potential to fundamentally reshape how we identify and capitalize on opportunities for transformation.

At Capco, we are embracing an AI infused future today, leveraging the power of GenAI to increase efficiency, innovation and speed to market while ensuring that this technology is used in a pragmatic, secure, and responsible way.

In this edition of the Capco Journal, we are excited to share the expert insights of distinguished contributors across academia and the financial services industry, in addition to drawing on the practical experiences from Capco's industry, consulting, and technology SMEs.

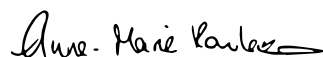
The authors in this edition offer fresh perspectives on the mindful use of GenAI and the implications of advanced GenAI on financial markets, in addition to providing practical and safe frameworks for boards and firms on how to approach GenAI governance.

The latest advancements in this rapidly evolving space demonstrate that the potential of GenAI goes beyond automating and augmenting tasks, to truly helping organizations redefine their business models, processes and workforce strategies. To unlock these benefits of GenAI, I believe that firms need a culture that encourages responsible experimentation and continuous learning across their organization, while assessing the impact of the potential benefits against a strategic approach and GenAI framework.

I am proud that Capco today remains committed to our culture of entrepreneurialism and innovation, harnessed in the foundation of our domain expertise across our global teams. I am proud that we remain committed to our mission to actively push boundaries, championing the ideas that are shaping the future of our industry, and making a genuine difference for our clients and customers – all while ensuring to lead with a strategy that puts sustained growth, integrity and security at the forefront of what we do.

I hope you'll find the articles in this edition both thought-provoking and valuable as you create your organization's GenAI strategy and future direction. As we navigate this journey together, now is the time to be bold, think big, and explore the possibilities.

My greatest thanks and appreciation to our contributors, readers, clients, and teams.



Annie Rowland, **Capco CEO**

# GENERATIVE AI TECHNOLOGY BLUEPRINT: ARCHITECTING THE FUTURE OF AI-INFUSED SOLUTIONS

CHARLOTTE BYRNE | Managing Principal, Capco

THOMAS HILL | Principal Consultant, Capco

## ABSTRACT

The generative AI (GenAI) landscape is evolving rapidly – and transforming how organizations approach and embrace technology and innovation. As businesses seek to harness the power of GenAI, it is crucial they establish a robust technology blueprint that guides the development, deployment, and management of AI-driven solutions. We explore the essential elements of a GenAI technology blueprint, covering the importance of flexible architectures, ethical considerations, and seamless integration with existing systems.

## 1. WHY A GENERATIVE AI TECHNOLOGY BLUEPRINT MATTERS

To effectively develop a GenAI technology blueprint, it is essential to recognize that GenAI is not the only factor shaping the future of technology – GenAI's synergy with the broader tech stack (including other artificial intelligence and machine learning tools), as well as the strength of an organization's data foundations, the robustness of past integrations, and the scope of cloud computing capabilities, will all have a profound impact.

A well-defined GenAI technology blueprint will serve as an invaluable roadmap, providing a structured approach to designing and implementing GenAI solutions that align with business objectives, while also addressing the unique challenges posed by GenAI.

By establishing clear architectural principles, governance frameworks, and integration strategies in advance, organizations can ensure the scalability, maintainability, and ethical deployment of GenAI solutions.

## 2. UNIQUE CHALLENGES POSED BY GENERATIVE AI

GenAI presents a set of distinct challenges that organizations must navigate to ensure successful adoption and deployment, some of which we highlight below.

**Data quality and bias.** GenAI models rely heavily on the quality and diversity of training data. Ensuring that the data used for training is representative, unbiased, and ethically sourced is a significant challenge. Biased data can lead to discriminatory or unfair outcomes, perpetuating societal biases in AI-generated content.

**Intellectual property and content ownership.** GenAI models have the ability to generate novel content, such as text, images, and audio. Determining the ownership and intellectual property rights associated with AI-generated content can be complex. Organizations must establish clear guidelines and legal frameworks to address issues related to content ownership, attribution, and licensing.

**Explainability and interpretability.** GenAI models, particularly deep learning-based models, can be highly complex and opaque. Understanding how these models arrive at their outputs and making their decision making processes interpretable is a significant challenge. Ensuring transparency and explainability is crucial for building trust in GenAI systems and meeting regulatory requirements.

**Ethical considerations.** GenAI raises ethical concerns related to privacy, fairness, and responsible use. Organizations must grapple with questions such as data privacy, consent, and the potential misuse of GenAI technologies for malicious purposes. Developing ethical frameworks and guidelines is essential to ensure the responsible deployment of GenAI solutions.

**Integration with legacy systems.** Integrating GenAI solutions with existing legacy systems can be challenging. Organizations must navigate compatibility issues, data integration challenges, and the need for seamless interoperability between GenAI components and traditional software systems. Overcoming these integration hurdles requires careful planning and robust integration strategies.

**Talent and skills gap.** The rapid advancement of GenAI technologies has created a talent and skills gap. Organizations face the challenge of acquiring and retaining employees with expertise in GenAI techniques, such as deep learning, natural language processing, and computer vision. Building internal capabilities and upskilling the existing workforce are crucial for successful GenAI adoption.

### 3. KEY COMPONENTS OF A GENERATIVE AI TECHNOLOGY BLUEPRINT

#### 3.1 GenAI application architecture

A GenAI technology blueprint should outline a flexible and scalable application architecture designed to leverage the capabilities of generative models. The architecture should facilitate the creation of new, unique content using enterprise data and integrate seamlessly with current systems for diverse applications.

The following key components should be considered when establishing an application architecture:

- **Experience layer:** this layer encompasses various user interfaces, such as chatbots, contact center portals, web applications, and API playgrounds, enabling seamless interaction with GenAI solutions.

“

*Capco realized additional efficiencies of up to 50% in certain tasks where individuals had the right training.*

”

- **API management:** robust API management is crucial for facilitating integration between GenAI applications and external systems, ensuring secure and efficient data exchange.
- **GenAI platform:** the GenAI platform serves as the core of the architecture, providing orchestration and model management capabilities. It includes components such as prompt libraries, GenAI models (custom, open-source, and closed-source), and MLOps platforms for model training and deployment.
- **Data storage:** efficient data storage mechanisms, such as knowledge graphs, relational databases, data lakes, and vector databases, are essential for storing and retrieving relevant data for GenAI models.
- **Observability and monitoring:** comprehensive observability and monitoring tools are necessary to track the performance, usage, and outcomes of GenAI solutions, enabling continuous improvement and auditing.

#### 3.2 Types of GenAI models and adaptation strategies

The technology blueprint should consider the various types of GenAI models available and provide guidance on adapting them to specific use cases. The blueprint should cover the following aspects:

- **Model catalog:** maintaining a comprehensive model catalog is crucial for managing and updating information about existing GenAI models, as well as integrating new models as they become available. The catalog should include details such as model types, use cases, performance benchmarks, architectures, and data requirements.



- **Model customization:** the blueprint should outline strategies for customizing GenAI models to specialize in specific domains or tasks. Techniques such as fine-tuning, adapter tuning, and reinforcement learning from human feedback (RLHF) can be employed to enhance model performance and adapt to specific requirements.
- **Retrieval augmented generation (RAG):** RAG is a powerful technique that combines retrieval mechanisms with generative models to provide more accurate and contextually relevant responses. The blueprint should provide guidance on implementing techniques like RAG, including data retrieval strategies, embedding techniques, and integration with GenAI models.
- **Prompt engineering:** effective prompt engineering is crucial for guiding GenAI models to generate desired outputs. The blueprint should cover best practices for crafting prompts, including techniques such as zero-shot, one-shot, and few-shot learning, as well as chain-of-thought prompting and prompt chaining.

### 3.3 Solution designs and rationale

The GenAI technology blueprint should provide standardized architectural designs and recommendations on how the architectural patterns have been applied to trending GenAI capabilities or similar sets of requirements. It should include:

- **Data architecture:** the blueprint should outline the key data components and considerations for GenAI solutions, such as data discovery, profiling, sourcing, ownership, quality, metadata, and storage.

- **Technology stack:** the blueprint should recommend a suitable technology stack for implementing GenAI solutions, leveraging tools and services from leading cloud platforms such as Microsoft Azure, Amazon Web Services or Google Cloud Platform.
- **Deployment patterns:** the blueprint should provide guidance on deploying GenAI solutions using various patterns, such as containerization, serverless computing, and edge deployment, based on specific requirements and constraints.

### 3.4 GenAI LLM ops framework

The GenAI technology blueprint should include a framework for building and optimizing Large Language Model Operations (LLM Ops). The LLM Ops framework should cover the following aspects:

- **Model development:** guidelines for selecting the appropriate foundation models, training datasets, and architectures for GenAI model development.
- **Model deployment:** best practices for deploying GenAI models, including considerations for scalability, performance optimization, and monitoring.
- **Model maintenance:** strategies for maintaining and updating GenAI models, including version control, continuous integration and deployment (CI/CD) pipelines, and performance monitoring.
- **Governance and security:** frameworks for ensuring the ethical use, misuse prevention, and adherence to compliance standards in GenAI model development and deployment.

**Figure 1:** To embark on the journey of creating a GenAI technology blueprint, organizations should consider the following five steps.

1. ASSESS	2. ENGAGE	3. DEVELOP	4. ESTABLISH	5. INVEST
the current state of their technology landscape and identify areas where GenAI can deliver the most value.	with domain experts, AI practitioners, and business stakeholders to gather requirements and align GenAI initiatives with strategic objectives.	a roadmap that outlines the phased implementation of GenAI solutions, considering architectural principles, governance frameworks, and integration strategies.	partnerships with technology vendors, research institutions, and industry consortia to leverage best practices, access cutting-edge tools, and contribute to the broader GenAI ecosystem.	in talent development and upskilling programs to build the necessary expertise in GenAI technologies and ensure a smooth transition to AI-driven solutions.



#### **4. CONCLUSION: GETTING STARTED WITH A GENERATIVE AI TECHNOLOGY BLUEPRINT**

A well-crafted GenAI technology blueprint is a vital tool for organizations seeking to harness the transformative power of generative AI. By prioritizing flexible architectures, ethical considerations, seamless integration and continuous monitoring, organizations can accelerate their GenAI adoption and unlock new opportunities for innovation and growth.

As the GenAI landscape continues to evolve, organizations that invest in robust technology blueprints will be ideally positioned to navigate the challenges and opportunities ahead – effectively leveraging GenAI to drive transformative outcomes and shape the future of their industries.

© 2024 The Capital Markets Company (UK) Limited. All rights reserved.

This document was produced for information purposes only and is for the exclusive use of the recipient.

This publication has been prepared for general guidance purposes, and is indicative and subject to change. It does not constitute professional advice. You should not act upon the information contained in this publication without obtaining specific professional advice. No representation or warranty (whether express or implied) is given as to the accuracy or completeness of the information contained in this publication and The Capital Markets Company BVBA and its affiliated companies globally (collectively "Capco") does not, to the extent permissible by law, assume any liability or duty of care for any consequences of the acts or omissions of those relying on information contained in this publication, or for any decision taken based upon it.

## ABOUT CAPCO

Capco, a Wipro company, is a global management and technology consultancy specializing in driving transformation in the energy and financial services industries. Capco operates at the intersection of business and technology by combining innovative thinking with unrivalled industry knowledge to fast-track digital initiatives for banking and payments, capital markets, wealth and asset management, insurance, and the energy sector. Capco's cutting-edge ingenuity is brought to life through its award-winning Be Yourself At Work culture and diverse talent.

To learn more, visit [www.capco.com](http://www.capco.com) or follow us on LinkedIn, Instagram, Facebook, and YouTube.

## WORLDWIDE OFFICES

### APAC

Bengaluru – Electronic City  
Bengaluru – Sarjapur Road  
Bangkok  
Chennai  
Gurugram  
Hong Kong  
Hyderabad  
Kuala Lumpur  
Mumbai  
Pune  
Singapore

### MIDDLE EAST

Dubai

### EUROPE

Berlin  
Bratislava  
Brussels  
Dusseldorf  
Edinburgh  
Frankfurt  
Geneva  
Glasgow  
London  
Milan  
Paris  
Vienna  
Warsaw  
Zurich

### NORTH AMERICA

Charlotte  
Chicago  
Dallas  
Houston  
New York  
Orlando  
Toronto

### SOUTH AMERICA

São Paulo

THIS UNIQUE IMAGE WAS GENERATED USING MID-JOURNEY, STABLE DIFFUSION AND ADOBE FIREFLY

[WWW.CAPCO.COM](http://WWW.CAPCO.COM)



**CAPCO**  
a wipro company