

From **Fragmented** to **Fluid**:

The Interoperability Playbook
for Financial Institutions

Interoperability: the missing link in the client lifecycle management

Today's financial institutions are not lacking in technology; in fact, they can be burdened by it. When systems fail to communicate effectively, it creates significant challenges. Trading systems, client databases, risk engines, and compliance platforms are all essential components. However, they are often not designed with integration and interoperability as priorities. This oversight leads to duplication of effort, blind spots in data, and costly workarounds, all of which negatively impact the client lifecycle and increase operational risk.

The stakes are rising.

Markets are evolving rapidly, compliance demands are becoming more complex, and clients are less forgiving of delays or errors. Institutions that struggle to coordinate their systems face fragmented workflows, incomplete views of clients, and escalating costs, precisely when they need to enhance agility and reduce total cost of ownership (TCO).

Interoperability is crucial in this context, enabling the seamless exchange of data across functions and providing firms with comprehensive visibility and orchestration throughout the client lifecycle. Without it, onboarding processes are prolonged, compliance checks are repeated by multiple teams, and establishing a single course of client truth becomes unattainable.

Moreover, seamless integration between systems acts as a catalyst for delivering AI and automation at scale, transforming initiatives from isolated pilots into consistent capabilities that enhance the entire lifecycle.

This eBook offers a pragmatic look at the interoperability challenges hindering digital transformation and outlines actionable steps financial organizations can take to address them. From legacy systems to disparate technologies, it serves as your guide to embedding interoperability to unlock resilience, agility, and growth.



Interoperability



Connect & Grow: Optimizing Client Lifecycle Management

Enhancing Interoperability for Financial Institutions

Throughout organizations' relationships with their clients, unnecessary and unwanted friction arises from misaligned client lifecycle systems.

From initial client onboarding and account opening to ongoing maintenance updates, periodic refreshes, and ultimately, client and account offboarding, the same problems persist. Client data is reentered into multiple platforms, redundant compliance checks are conducted, and documents are stored in formats that cannot be consistently shared or tracked. Valuable institutional client data remains hidden behind siloed data and unstructured, uncategorized, documents.

Here's what's happening on the ground:

- **Onboarding delays.** Account opening processes stall when KYC/AML, credit, tax, and legal reviews occur in silos, resulting in a lack of central visibility, limited transparency, and little accountability.
- **Documentation gaps.** Contracts, certificates, and regulatory documents are often locked in PDFs or emails, slowing the review process and increasing the risk that operational deficiencies could lead to regulatory issues.
- **Duplicated effort.** Compliance and risk teams frequently repeat checks already performed elsewhere, consuming scarce specialist resources and leading to repeated client outreach that undermines the client experience.
- **Ongoing client relationship maintenance bottlenecks.** Growing a client relationship by introducing new products from other business lines or new jurisdictions, conducting timely periodic KYC refreshes, or completing event-driven reviews when a client's profile changes, often force multiple teams to revalidate the same client data in parallel, duplicating efforts and delaying updates.
- **Offboarding complexity.** Whether due to client decisions, business needs, or compliance concerns, full or partial client and account offboarding present operational challenges for even the most sophisticated financial institutions, often revealing inconsistencies across systems and stakeholders.

The push for automation and AI makes the interoperability gap more acute. Firms seek to automate repetitive reviews, apply AI to unstructured documentation, and free up scarce specialist resources for higher-value work. However, fragmented systems and inconsistent data hinder the scaling of these initiatives. Instead of reducing cost and risks, they often amplify errors and increase compliance exposure. In areas like settlement and reporting, regulators are already advocating for automation to minimize errors and enhance transparency. Without interoperability, firms will struggle to respond effectively at scale.

The net result is not just slower and more complex workflows. Institutions incur higher operational costs, expose themselves to regulatory challenges, and struggle to deliver the consistent, always current, and always accurate single client view needed for growth. Rip-and-replace strategies are disruptive, laden with risk, and rarely a practical option.

The business risks of fragmentation

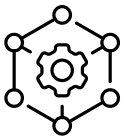
- **Poor customer experience:** Creates a negative first impression.
- **Slower time-to-revenue:** Onboarding drags across disconnected teams.
- **Operational inefficiency:** The same client data is validated multiple times.
- **Incomplete client view:** Documents and data are spread across unlinked systems.
- **Regulatory exposure:** Arises from inconsistent KYC/AML practices and a chronic backlog of periodic refreshes.

Progress comes from connecting what's already in place, reducing duplication, and establishing a lifecycle management framework that provides all stakeholders with an accurate, complete, and timely view of their clients. This is where APIs play a crucial role. They offer a practical means of connecting existing systems and unlocking the data essential for driving change—to create the institutional knowledge needed for fully informed business decisions.

Putting interoperability into practice

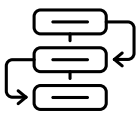
When wholesale “rip-and-replace” of core systems is not a feasible option, a practical approach is to build on existing infrastructure, connecting platforms, reducing duplication, and creating streamlined data flows across the lifecycle. APIs are central to this strategy, embodying an “API-first” mentality that provides the connective tissue necessary for interoperability between legacy and modern systems. This foundation paves the way for enhanced visibility, orchestration, and smarter utilization of automation and AI.

Core capabilities to embed interoperability:



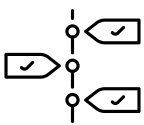
Interoperable ecosystems

Universal APIs (UAPIs) establish secure connections between disparate solutions, and extend functionality as needed. Rather than creating custom links for every system, UAPIs offer a single, consistent endpoint for easier integration, monitoring, and updates.



Data structures

APIs deliver value only when the data they transfer is consistent. This necessitates a framework for consolidation and normalization, ensuring that CRMs, trading systems, collateral management platforms, and client portals all draw from the same trusted source.



Orchestration tools

Interoperability is most impactful when it facilitates orchestration across the lifecycle. By layering orchestration tools over connected systems, firms gain end-to-end visibility, coordinated workflows, and the ability to continuously optimize processes.

From APIs to outcomes: interoperable solutions for the client lifecycle

S&P Global Market Intelligence solutions integrate with existing systems through open APIs, enhancing interoperability across onboarding, maintenance, and offboarding processes. Once these foundations are established, interoperability can be leveraged to address specific operational challenges, whether managing the full client lifecycle, structuring legal agreements, streamlining protocol adherence, or adding managed capacity. We also convene working groups and support industry standards to help reduce duplication across the market and promote greater consistency for all participants. Together, our solutions empower COOs to cut costs, strengthen oversight, and scale with confidence.

With these elements in place, true interoperability can be realized, connecting existing systems and providing leaders with clearer oversight, more efficient workflows and fewer points of duplication.

CLM Pro: Orchestrate the entire lifecycle

Unify onboarding, maintenance, and offboarding with a configurable platform designed for interoperability.

Client lifecycle management is one of the most complex, resource-intensive functions in financial services. Multiple systems, legacy architectures, and manual handoffs can slow processes and increase risk.

CLM Pro provides a modular, cloud-based platform that integrates every stage of the lifecycle into a single, seamless environment—delivering automation, oversight, and interoperability through open APIs.



How CLM Pro helps:

Automates onboarding and reviews

Streamlines entity data capture and validation across KYC, tax, credit, and legal processes, reducing manual outreach and accelerating time to revenue.

Maintains compliance continuously

Schedules periodic refreshes and triggers event-driven reviews based on risk parameters, ensuring that files remain current and auditable.

Facilitates clean offboarding

Utilizes a single “golden record” to reconcile outstanding positions, update internal systems, and consistently notify stakeholders at closure.

Connects to your ecosystem

Open APIs integrate with platforms such as Salesforce, DocuSign, ISDA Create, and Refinitiv, ensuring seamless data flows across the wider operational landscape.

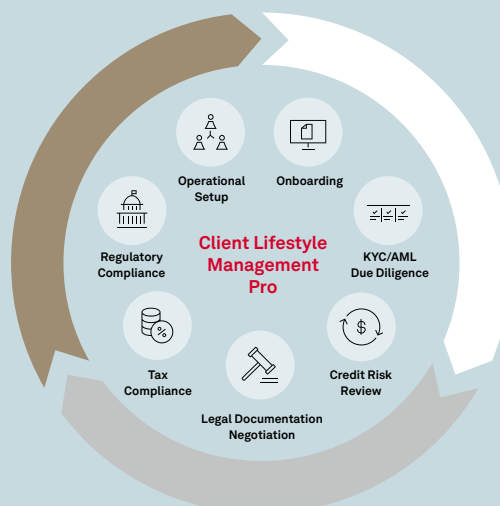
The infographic below shows how our cloud-based, modular platform can accelerate your CLM process.

Stage 3: Offboarding

Select account to be offboarded - due to termination or incomplete maintenance event - identify account exposure across all internal stakeholders of account closure.

Workflow:

- Complete review of outstanding positions across various platforms to be terminated ahead of account closure.
- Notify internal teams and end client of closure of account.



Stage 1: Initial onboarding

Capture requirements, centralize data and documentation and manage tasks across internal and external stakeholders to ensure timely completion.

Workflow:

- Track account opening process, key milestones and multiple stakeholders.
- Configure workflow requirements to suit jurisdiction, account and/or products.
- Achieve KYC, AML, tax, credit, legal and regulatory compliance.

Stage 2: Ongoing maintenance

Review and complete account refresh, to include KYC/AML, name change, conversion, and/or restructure. Check existing data and documentation against requirements and work towards target completion date.

Workflow:

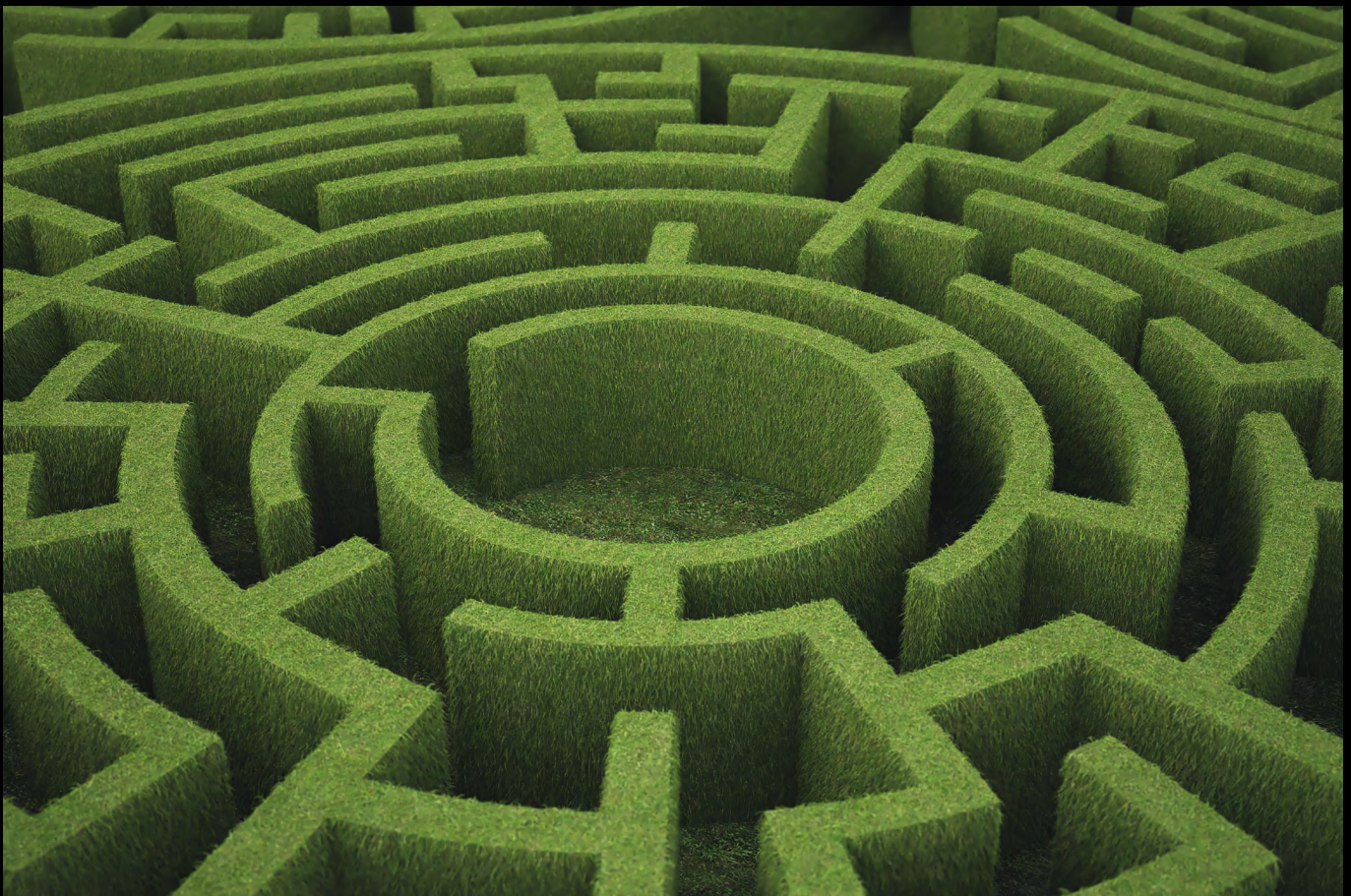
- KYC, credit, tax and legal teams review existing available data and documentation to identify requirements for additional and updated information.
- Complete updates within internal systems to reflect result of maintenance event.

Agreement Intelligence: bring legal data into the flow

Digitize and analyze contracts at scale for faster, more transparent decision-making.

Agreements often sit outside operational workflows, slowing processes and obscuring risk. Agreement Intelligence addresses this challenge by programmatically comparing agreements at the

clause level, generating machine-readable outputs, and integrating contract intelligence into downstream systems.



Here's how Agreement Intelligence helps:

Automates extraction and analysis

Identifies and structures key clauses across thousands of agreements, creating machine-readable outputs for quicker intake.

Strengthens compliance response

Flags contracts affected by sanctions, regulatory changes, or counterparty events, enabling swift and consistent actions.

Reduces manual review

Saves hours of legal and compliance work by using AI-powered clustering and clause identification to isolate relevant content.

Feeds downstream workflows

Transfers structured contract data into OMS, collateral, risk, or compliance systems for straight-through processing and reporting via open APIs.

Agreement Intelligence at a glance



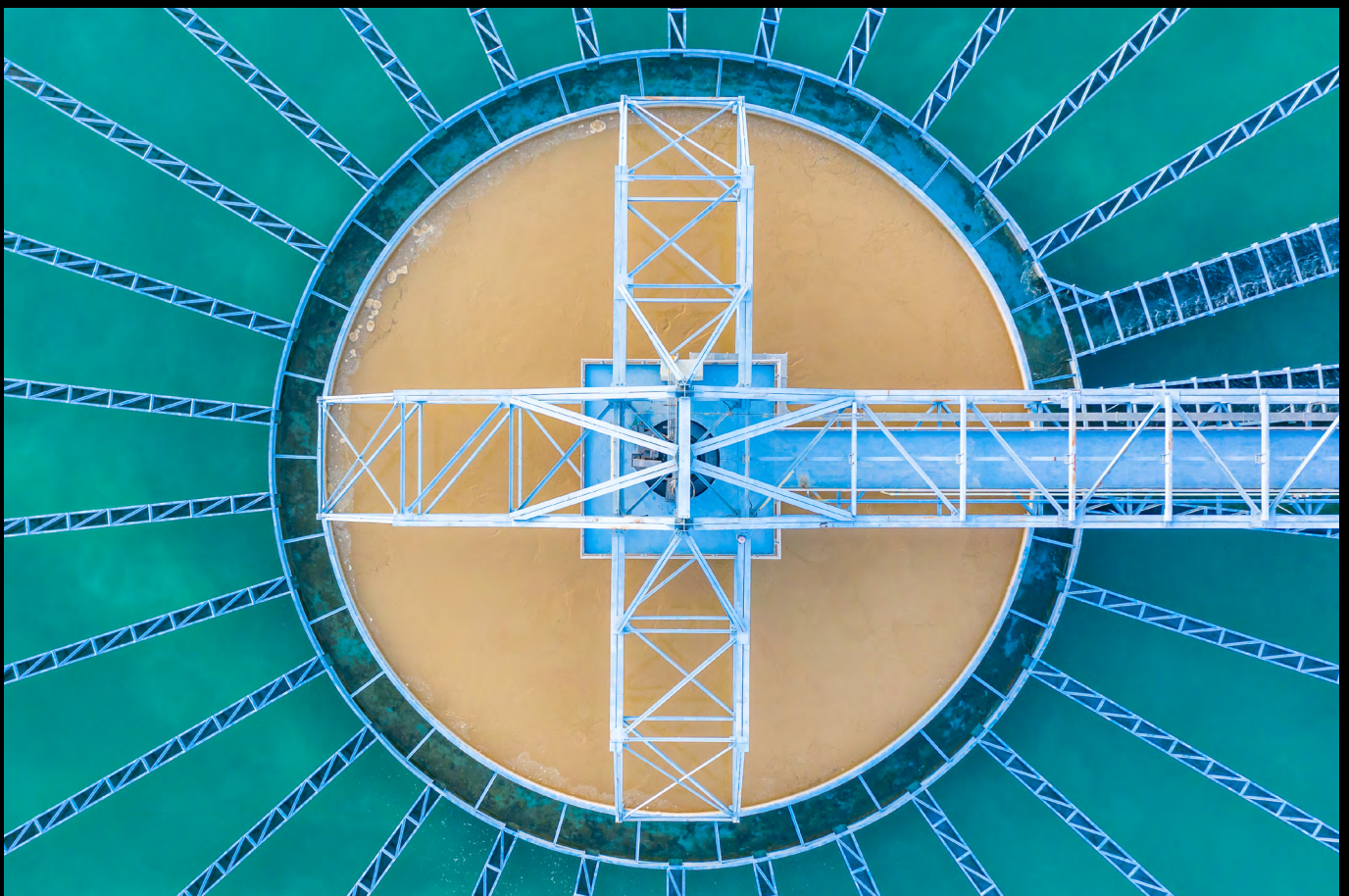
- Clause-level contract analysis
 - Machine-readable, auditable outputs
 - 70–90% time savings in contract review exercises
 - Holistic view of counterparty risk and obligations
-

ISDA Amend: streamline protocol adherence

Simplify compliance with global ISDA protocols through a single digital platform.

Adhering to regulatory and market protocols is essential—but managing them manually is costly, complex, and error-prone. ISDA Amend, built in

partnership with ISDA, centralizes protocol adherence in one platform, combining regulatory guidance, smart logic, and automated data exchange.



Here's how ISDA Amend helps:

Guides compliance

Utilizes smart logic to guide users through each protocol's requirements, reducing complexity and errors in adherence.

Standardizes access

Connects participants to a global network of banks, brokers, and buy-side firms, ensuring updates and responses are more consistent.

Scales seamlessly

Supports the dissemination and receipt of adherence data via API, flat file, or manual download, meeting firms where they are and integrating outputs directly into existing compliance systems.

Provides full auditability

Captures timestamps and user logs for every task, giving firms a transparent and defensible record of compliance.

ISDA Amend at a glance



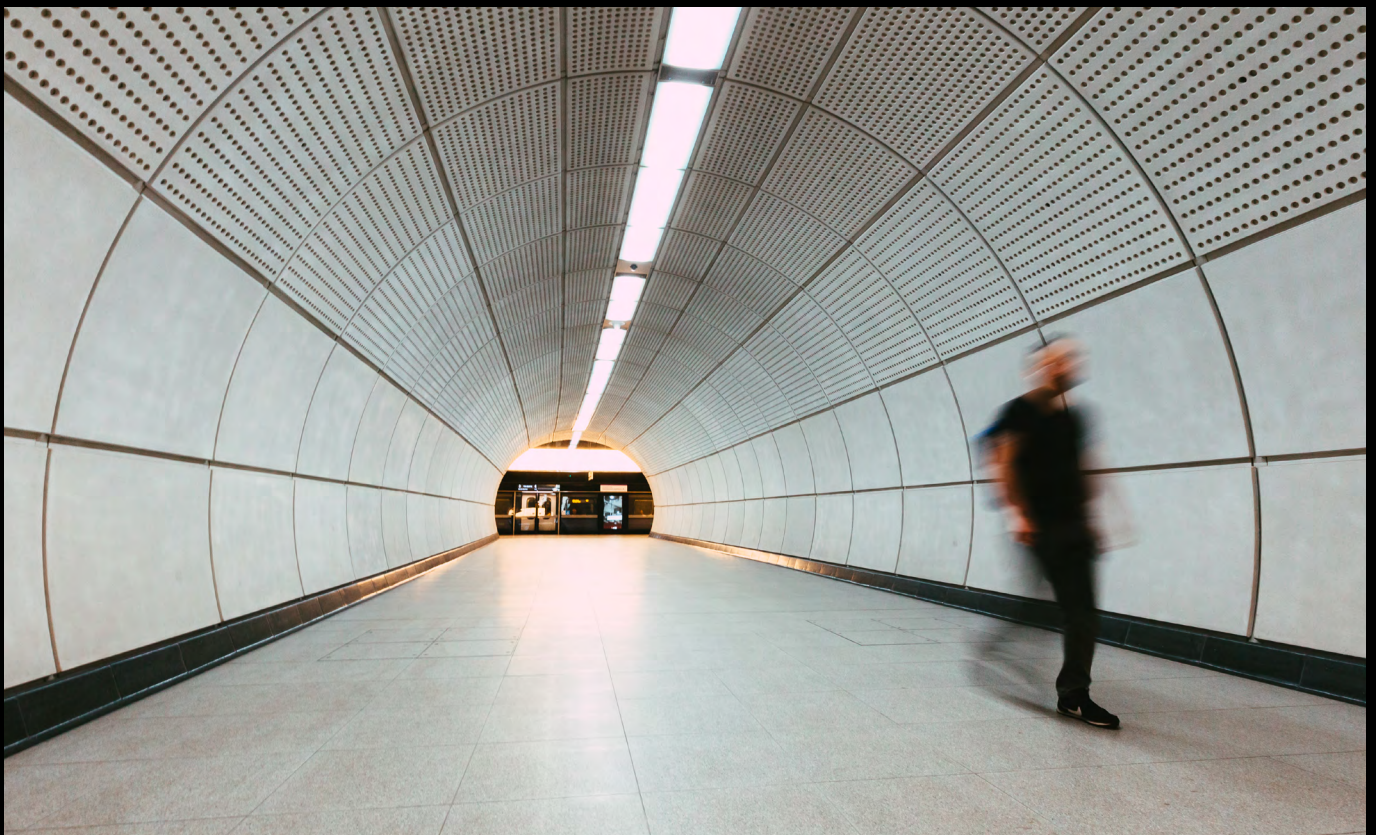
- 130,000+ legal entities onboarded
- 10,000+ buy-side subscribers
- 210+ dealers exchanging documents
- Covers Dodd-Frank, EMIR, Margin, Benchmarks, IBOR fallbacks, and more

Services for Regulatory & Compliance: scale integration with confidence

Extend your team with expert-led services that accelerate execution and reduce risk.

Integrating new systems and workflows often demands resources that internal teams cannot spare. Managed Services offer on-demand capacity and expertise,

supported by advanced workflow tools, to ensure that integration and interoperability programs remain on track—without the need to expand headcount.



How Services help:

Extend your team

Provides access to 500+ domain specialists who collaborate with internal teams to manage regulatory and operational processes at scale.

Deliver managed processes

Covers onboarding, KYC, legal documentation, and compliance workflows—delivered consistently and in accordance with agreed service level agreements (SLAs).

Combine people and technology

Utilizes workflow tools, enriched data, and automation to minimize manual effort, increase accuracy, and accelerate delivery.

Support predictable costs

Outcome-based, fixed-price models offer budget certainty and align costs directly with business objectives.

Services at a glance



- 500+ compliance professionals
- Flexible onsite, offsite, or hybrid support
- End-to-end workflow coverage
- Outcome-based delivery for clear accountability

Get started today

The pressure to streamline the client lifecycle is only increasing. Settlement cycles are shorter, regulatory expectations are higher, and clients expect a seamless experience from start to finish. Interoperability is the practical way forward—connecting what you already have, reducing duplication, and creating the visibility needed to orchestrate processes end to end.

Begin by identifying where systems fail to connect—whether it's multiple compliance checks across teams, client data re-entered into various platforms, or documents stored in formats that cannot be shared. Then, take the next step: use APIs to link your existing systems, establish a consistent data structure, and layer orchestration on top. This approach transforms complexity into a connected lifecycle that is faster, leaner, and easier to scale.

S&P Global Market Intelligence can help. We support over 40,000 financial institutions worldwide with interoperable platforms, workflow tools, and managed services. Our solutions help firms accelerate onboarding, simplify compliance, and enhance oversight without the disruption of wholesale system change.



Embedding interoperability into your technology estate is just one part of the client lifecycle equation. For a comprehensive view of how leading institutions are addressing operational complexity—combining data, technology, AI and automation, and more—read our full paper Future-proofing the client lifecycle. It includes client examples, practical advice, and proven strategies to accelerate onboarding, improve oversight, and reduce risk.

[Get the full story. Read the paper](#)



Data is where the client journey begins. In the first eBook of this series, we explored how financial institutions can strengthen their data foundations—eliminating duplication, enhancing governance, and enabling smarter use of automation and AI. Read it now to see how data and interoperability together form the basis for a resilient, scalable client lifecycle.

[Catch up on eBook 1: Data](#)

Looking to accelerate onboarding, reduce operational risk, or prepare for AI and automation at scale? Our Qyou organization—backed by deep market expertise and hands-on experience.

[Talk to one of our experts today](#)

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