servicenow | NVIDIA

AI Maturity In Banking

May 2025

Preface

Colin Fleming

Chief marketing officer, ServiceNow

Holly Briedis

Senior vice president global industry go-to-market, ServiceNow

With all the hype around AI, we were initially surprised by the lead finding from our annual Enterprise AI Maturity Index study. We surveyed 4,473 organizations in 16 countries worldwide about their progress implementing and capturing value from AI. Self-reported AI maturity scores fell by an average of nine points year over year, representing a 20% drop relative to 2024 levels. Banking saw a 10-point decline.

Yet that's not surprising when you consider what has transpired in the last 365 days, from the rise of agentic AI to incessant headline news coverage, emergent AI startups, and convergent messaging from software players. The reality is that AI is evolving faster than the ability of most banks to deploy the technology effectively.

We feel your pain and we want to help you break through the noise.

The following report has three main goals: 1) to provide industry benchmarks to help you understand the lay of the land, 2) to preview where the Pacesetters (industry leaders in AI) are going, and 3) to offer a point of view on what to do next.

Sneak preview: ServiceNow and NVIDIA are all-in on AI, because we have seen firsthand the organizational gains and improvements that can be achieved by leveraging the right AI platform. In fact, we believe the only way to harness the potential of AI is through the power of a unified, orchestrated, and AI-native platform. We also recognize that there is a broad set of organizational capabilities, including talent, design, process redefinition, and governance, that are essential to unlocking AI's potential in every industry.

As always, we invite conversation and dialogue, and we welcome the opportunity to better understand what is transpiring within the four walls of your organization. Thank you for checking out our perspective on AI maturity in banking.

AI-powered banks have the edge

In his 2024 letter to JPMorgan Chase shareholders, CEO and chairman Jamie Dimon placed AI first on a list of key issues facing the company. "While we do not know the full effect or the precise rate at which AI will change our business, we are completely convinced the consequences will be extraordinary," he wrote.

Dimon represents a growing chorus of industry leaders who believe AI will revolutionize how banks manage their end-to-end businesses, across the front, middle, and back offices. By transforming business strategies, models, and operations through AI solutions, banks will create frictionless, hyper-personalized customer experiences for a new wealth generation. This promises to boost productivity and cost savings, minimize fraud and risks, and drive new levels of profitability and growth.

"The AI opportunity for banks is almost infinite," says Simon Cox, chief transformation officer at ServiceNow. "AI is evolving fast, from GenAI to agentic AI and eventually to quantum AI. It can truly transform every corner of the banking business."

Kevin Levitt, director of global financial services business development at NVIDIA, agrees. "One of the most exciting things about AI is its versatility. AI has the power to impact every banking function and line of business. The leading banks today are operating against hundreds of use cases."

The AI race is on

With the stakes high, banks around the world are rushing to adopt AI. For example, Bank of America's Erica, a digital assistant supporting over 2 billion customer interactions, recently added live chat powered by generative AI (GenAI). And Citi expects AI to boost total banking industry profits by 9% in 2028, or $170 billion.

With limited financial and technology resources—as well as labyrinthine legacy systems—many smaller banks are falling behind. Some 40% of banks in our survey with less than $250 million in revenue say they are only in the evaluation or experimentation stage of AI implementation, versus no banks with over $5 billion in revenue.

But some smaller banks are breaking from the fold. FVCbank of Virginia has rolled out FVCbank Lightning Lending, an AI-driven lending platform that provides funds to approved applicants in 48 hours. And neobanks such as Revolut and Bunq use AI to detect risks, make real-time decisions, and handle customer queries.

AI maturity is a fast-moving target

In early 2024, ServiceNow released its inaugural Enterprise AI Maturity Index to track the state of AI maturity across the globe. For this year's study, we surveyed just under 4,500 executives worldwide—including 477 banking leaders, representing institutions with average annual revenue of $850 million. We measured AI maturity across five dimensions: strategy and leadership, workflow integration, talent and workforce, AI governance, and realizing value in AI investment.

The results surprised us.

This year's average maturity score has declined significantly for banks—by 10 points—from a relatively low base last year. Clearly, rapid AI innovation is outpacing banks' ability to deploy technology effectively.

"The bar for maturity has moved on materially over the last year," says Cox. "The pace of technology change is moving faster than the industry has ever seen before." Gregory Kanevski, global head of banking for ServiceNow elaborates: "Many banks had just begun implementing generative AI when agentic AI became a viable option. They are struggling to keep up."

"AI adoption has been uneven across the industry" Kanevski adds. "There's a big disparity between the haves and the have-nots, between the money center banks and the regional and mid-market banks."

With the speed of AI innovation accelerating, banks will need to pick up the pace on AI transformation to avoid being squeezed out by larger AI-enabled banks with bigger budgets and fast-moving neobank startups that are jumping on AI opportunities.

10pts

average AI maturity scores in banking dropped 10 points year over year, from 45 to 35

Rapid change brings challenges

The data hurdle

The percentage of banks making significant progress in acquiring resources and technologies to integrate and optimize data dropped from 49% last year to 44% this year.

"Many banks have historically grown through acquisition and face challenges retiring old apps and systems," says Kanevski. "Data resides in many places, and most are still trying to consolidate their environment, much less implement AI."

Future-ready AI skills gap

Our analysis shows that 67% of banks are still in the process of identifying requisite skills as they formalize their AI strategies.

Lack of risk mitigation

Only 49% have a designated team that drafts AI policies, mitigates AI risks, and focuses on responsible AI use.

Seizing AI opportunities

Despite the headwinds, banks have made major advances in AI usage over the last year, and 87% plan to increase investment in the next fiscal year. Some 57% of banks have rolled out more than 100 enterprise-wide AI use cases across functions. According to our survey, the most common use cases involve customer support, data management, customer and employee experiences, and predictive analytics.

Banks often turn to AI to solve persistent business problems. "Customer onboarding is a great example," says Adolfo Tunon, head of banking go to market, EMEA, at ServiceNow. "When I started in banking 30 years ago, opening an account was the number one problem. Today, it still is."

Banks are seeing dividends from AI

AI use cases are paying off. DBS, for example, projects $1 billion in economic value from AI in 2025. Revolut has observed a 30% reduction in the fraud losses resulting from card scams from their AI-based fraud detection system. Eighty percent of the more than 3,300 employees at BBVA who use ChatGPT claim to have saved at least two hours per week by using the tool.

According to our research, banks saw an average 8.4% increase in gross margins from their use of AI last year. So far, they report the highest returns from using AI for search, to answer customer queries, and to extract information from documents. Over half of banks also gain hefty returns from deploying AI to drive process improvements and efficiencies. Almost as many leverage AI to glean actionable insights from data through advanced analytics and predictive models.

87%

of banks expect to increase AI investment over the next fiscal year

---

8.4%

of banks report an average increase in gross margins from their use of AI over the past year

Banks cite multiple AI use cases across the value chain

Front office

Analyzing customer behavior

"We use AI for predicting and analyzing consumer spending behavior to optimize marketing strategies."

- CIO, Saudi bank

Personalized recommendations

"While personalization was a known benefit, the surprising value came from how recommendations went beyond product suggestions."

- CIO, German bank

Demand-based pricing

"AI helps us develop better pricing strategies based on demand conditions of markets."

- SVP, Canadian bank

Middle office

Cybersecurity

"Our AI-powered cybersecurity system detected new and evolving threats and prevented data breaches."

- Senior director, UK bank

Fraud prevention detection

"AI detects financial fraud through big data analysis."

- Senior director, Dutch bank

Risk management

"Intelligent market risk prediction reduces our losses."

- CIO, Australian bank

Back office

Operations

"AI is integrated into our operations to automatically assign tasks to individuals based upon their availability."

- CFO, UAE bank

IT management

"AI automatically detects and fixes bugs in software applications."

- VP of app development, US bank

Accounting and finance

"Automating invoicing processing saves us hours of manual work."

- CFO, Canadian bank

Agentic AI moves center stage

Agentic AI solutions that can plan, decide, and implement tasks autonomously are growing in the banking industry. Two out of 10 banks surveyed now use agentic AI, and 41% are considering adopting it within the next 12 months. So far, the most common use cases include handling cybersecurity issues, acting on customer inquiries, writing code, and interacting with internal systems.

"Agentic AI will enable banks to find the signal in the noise," says Cox. "AI can sort through massive amounts of data at speed when rapid action is critical, such as making a trading decision or patching a vulnerability during a cyberattack."

According to NVIDIA's Levitt, "Leaders in financial services are already finding ways to use agentic AI to improve customer experiences. For example, agentic AI can drive greater productivity and efficiency in call center interactions that would traditionally be handled by human agents."

Our research shows agentic AI is already boosting business performance at banks. For example, early adopters of agentic AI in our study were 1.8 times more likely than others to improve gross margins and boost productivity. They were also 1.6 times as likely to see higher revenue growth.

Agentic AI use cases that banks are piloting or have implemented

[Commonwealth Bank of Australia] uses agentic AI to resolve credit-card payment disputes. The solution feeds customer queries to a large language model. An AI agent then assesses and addresses the issues in minutes rather than a couple of days.

Pacesetters lead the way

Pacesetters do it differently

Our research has identified an elite Pacesetter cohort that are well ahead of the pack across all five pillars of AI maturity: (1) AI strategy and leadership, (2) workflow integration, (3) talent and skills, (4) data governance, and (5) realizing value in AI investment. Pacesetters had higher scores than other banks in each of these areas. As a result, the average maturity index score for Pacesetter banks is 44.4 out of 100 vs. 33.2 for other banks.

Larger banks have an AI edge

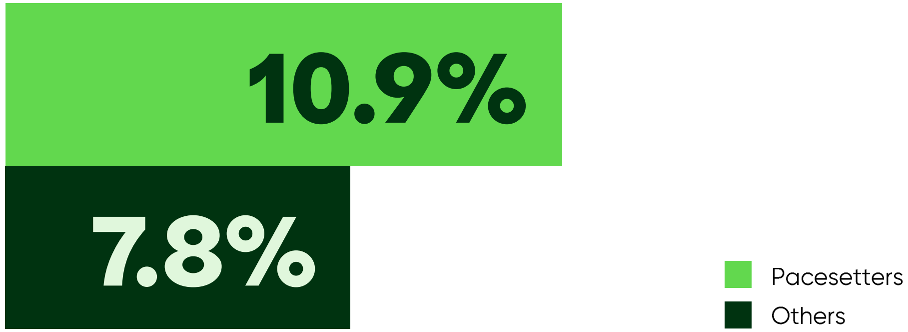
We found that 20% of banks in our survey are Pacesetters. By this measure, banking is the second most AI-mature sector, after technology. Overall, larger banks are well ahead of smaller banks on AI adoption: 42% of banks with over $5 billion in revenue are Pacesetters, versus 20% of banks below $5 billion in revenue.

Thanks partly to a more flexible regulatory environment and a digitally minded client base, APAC is ahead of other regions in the percentage of Pacesetters.

Pacesetters drive greater returns from AI

As a result of their efforts, Pacesetters in the banking industry saw greater bottom-line growth from AI usage than others last year. In addition, they achieved significant improvements in productivity, risk management, experiences, and revenue growth.

Pacesetters saw higher margin growth from AI last year



Pacesetters outperform others in achieving target outcomes

2.13x increased efficiency and productivity

1.85x risk management

1.78x improved experiences

1.40x higher revenue growth

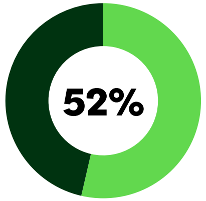
Pacesetters lead with an innovation mindset

Over seven out of 10 Pacesetters encourage a culture of experimentation. They apply an AI lens across their organizations, not just to optimize their internal processes, but also to reimagine their products, services, and value propositions. The most forward-looking banks invent new approaches that humans couldn't achieve without AI.

Staying at the forefront of innovation

We believe banks with strong innovation cultures will benefit most from AI. "These banks explore how AI can augment human intelligence across the front-, middle-, and back- offices," Tunon says. "Crucially, they want to be leaders and not followers. They want to be at the forefront of new ideas and technologies, rather than waiting to see what happens."

More than half of Pacesetters have launched AI innovation centers to accelerate AI transformation. For instance, Wells Fargo recently opened an Innovation Center in Silicon Valley where their business and technology teams can collaborate with each other and the broader tech community to find AI-driven banking solutions.



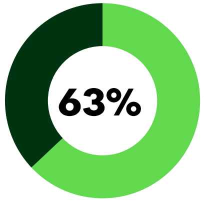
of Pacesetters have made significant progress creating an AI innovation center, vs 36% of others

Pacesetters prefer platforms

By using modern IT platforms that integrate workflows, applications, and data across functions, Pacesetters harness the full power of AI. They use AI to optimize existing workflows and are twice as likely as other banks to develop new workflows that draw on AI's predictive and analytical capabilities.

Connecting the dots

"Many banks still have numerous legacy systems and siloed data that impede the use of AI," says Cox. "Companies may be able to power legacy technology with some AI capabilities, but it will take a lot of money and time. Pacesetters don't just implement AI solutions for each organizational silo or function. They look holistically at ways to connect the dots across the whole enterprise with a single modern AI platform."



of Pacesetters employ a platform approach with built-in AI capabilities across the enterprise, vs 43% of others

Pacesetters focus on talent

Pacesetters pay close attention to the human side of AI adoption, ensuring they have the right talent and skills to drive AI innovation.

Pacesetters prioritize training and upskilling

"Banks can't just buy in AI talent," says Cox. "They also need to think about how they will change the skill set and long-term culture of the full organization." To do this, 81% of Pacesetters provide AI training programs to their staff and 77% host learning events.

BBVA, for example, has set up a Global AI Adoption team to provide employees easier access to the latest AI tools. This area works together with the bank's AI Factory, an innovation lab that develops the bank's AI-powered products and services.

56% of Pacesetters strongly agree they have the right mix of talent and skills to execute their AI strategy, compared to 30% of others

Pacesetters prioritize data governance and management

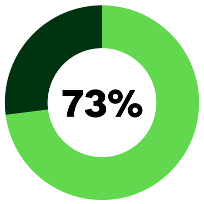
Pacesetters are far ahead of others in formalizing data governance and compliance. They understand that AI solutions are only as good as the data they run on—and that they can create new risks if not properly managed.

AI applications are based on data, so data availability and data quality are among the biggest challenges for banks. Having a data system that integrates and optimizes data is key, as is proper governance of that data.

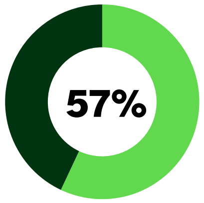
"Pacesetters focus on data governance, quality, and management, with the understanding that it's a forever task," says Malcolm DeMayo, global vice president at NVIDIA for the financial services industry. "It's a work in progress that never ends, because banks are always generating new data sources."

Pacesetters are ahead of other banks when it comes to managing data

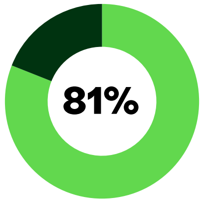
% who have made significant progress



have formalized data governance and compliance, compared to 41% of others



have connected data and operational silos, compared to 41% of others



have assessed potential AI applications and understand data requirements, compared to 53% of others

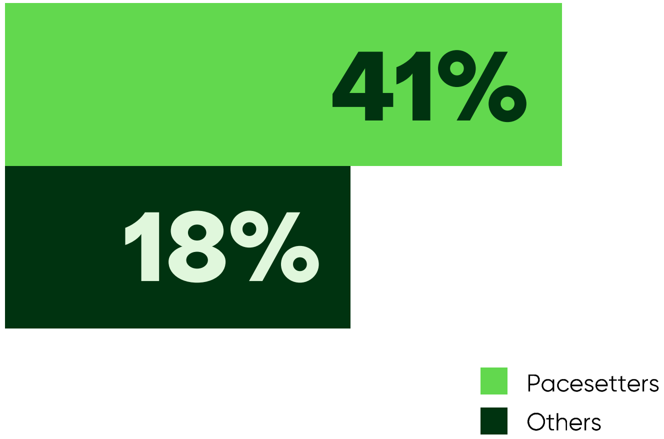
Pacesetters embrace agentic AI

Pacesetters see agentic AI as a game-changer and are moving fast to put it to work. "Agentic AI allows banks to service customers faster, to expand their client bases, and to perform their functions more securely and safely," says Kanevski.

"These are not marginal technologies," Tunon adds. "They are now core solutions that should be incorporated in any new initiatives for cost optimization, risk management, revenue growth, or other critical areas."

HSBC, one of the world's largest banks, has implemented AI agents to revolutionize its fraud detection processes. CapitalOne used multi-agentic AI workflow technology to build Chat Concierge, a conversational assistant that helps car buyers compare vehicles, schedule test drives, and explore financing options.

Banks that are using agentic AI



60%

HSBC reduced false positives in fraud alerts by 60%, saving millions of dollars annually and enhancing customer trust.

Calls to action

Get in the ring—your peers are already on their AI journeys

It's better to move fast and make mistakes than to move cautiously. The growth of AI will be exponential, and the longer you wait, the harder it will be to catch up to competitors. "You are bound to hit some speed bumps in your AI journey, whether that's data quality, skills, governance, or regulation," says Cox. "But you have faced similar technology challenges in the past, and that muscle memory will stand you in good stead as you navigate AI adoption."

Build a shared leadership vision and AI-centered team

Ensure that you have a shared AI vision across the C-suite as a vital first step. "If the whole C-suite, starting with the CEO, does not have a united vision for AI adoption, then it becomes an academic exercise," Kanevski says. "Your bank will not be able to execute on AI solutions." Once you have the vision in place, communicate it to build next-level commitment from staff. And don't be afraid to rethink the top-level design - AI Pacesetters often create C-level functions to lead AI transformation. For example, JPMorgan Chase employs a chief data and analytics officer who sits on the bank's Operating Committee and reports directly to CEO Jamie Dimon and COO Daniel Pinto.

Lay the groundwork for AI success

The sooner you prepare your foundation, the sooner AI will generate outcomes for your business. Start with the back and middle offices. Install modern IT platforms that streamline processes, simplify workflows, and embed AI. Deploy the latest AI solutions to keep your systems secure and resilient. With the foundation in place, you can start using AI to accelerate revenue growth. "AI can help you drive everything from hyper-personalized journeys to intelligent cross-selling and always-on account planning," Tunon advises.

Make sure your data is AI-ready

Remember that your success with AI depends on the quality of your data management and governance systems. AI Pacesetters create advanced data management systems that integrate data across silos and install guardrails to ensure data is used properly. Start by defining policies on data and AI governance. Who should create these policies? Can they be adjusted as lessons are learned? And should the same standards be applied to model management? Levitt suggests layering on an AI factory to process data, train AI models, and deploy AI solutions at scale to extract greater insights and value from your data.

Appendix

Research methodology

This report uses banking insights from the ServiceNow 2025 Enterprise AI Maturity Index. Developed in partnership with Oxford Economics, the study surveyed directors, senior directors, and the C-suite of 4,473 organizations in 16 countries around the globe (Australia, Canada, France, Germany, Hong Kong, India, Italy, Japan, Saudi Arabia, Singapore, Spain, Sweden, The Netherlands, the United Arab Emirates, the United Kingdom, and the United States).

The Enterprise AI Maturity Index is based on responses to our global survey, which we analyzed using statistical and econometric modeling techniques. The Index serves as a tool for organizations to better understand their performance in relation to others in their market or industry. Given these objectives, ServiceNow and Oxford Economics defined five dimensions of AI maturity: strategy and leadership, workflow integration, talent and workforce, AI governance, and realizing value in AI investment. Specific questions in the survey were written to understand organizations' maturity based on each of these dimensions.

We then calculated scores for the five dimensions using principal component analysis (PCA). PCA is a statistical method to simplify complex data from a large number of survey responses by transforming it into a smaller set of uncorrelated variables called principal components. PCA is widely used for dimensionality reduction in data analysis and machine learning and therefore lends itself well to index creation.

Using PCA to create an index has two main benefits:

- Simplification: PCA helps condense large amounts of information from different questions into a smaller number of key components. This helps generate an index without losing important details.
- Objective representation: PCA ensures that the index reflects the most important patterns in the data, without being influenced by any specific set of factors. This means the index gives a fair and accurate picture of responses, making it more reliable for decision-making.

The PCA scores are standardized on a scale ranging from zero to 100—with zero representing no enterprise AI maturity and 100 representing full enterprise AI maturity—to enable comparisons. The standardized scores for the five dimensions are then combined and equally weighted to generate a single Enterprise AI Maturity Index rating. The choice of equal weights reflects the researchers' view that all five dimensions are equally important in defining the AI maturity of an organization.

Authors and contributors

Authors

Gregory Kanevski
Global head of banking, ServiceNow
[LinkedIn]
[Get in touch]

Greg Kanevski is the global head of banking for ServiceNow and leads the strategic plan for the banking sector. As an executive leader, Gregory has managed large teams domestically and internationally for both Fidelity Investments and Citizens Bank.

Simon Cox
Chief transformation officer, ServiceNow
[LinkedIn]
[Get in touch]

Simon Cox collaborates with companies to leverage the ServiceNow AI platform, helping them optimize growth, innovation, and business agility. He also unites business and IT stakeholders to drive digital transformation and enterprise streamlining and simplification efforts.

Kevin Levitt
Director, global financial services business development, NVIDIA
[LinkedIn]
[Get in touch]

Kevin Levitt leads global business development for the financial services industry at NVIDIA. He focuses on global trends in accelerated compute and AI for consumer finance—including fintech, retail banking, credit card and insurance.

Adolfo Tunon
Head of banking go-to-market, EMEA, ServiceNow
[LinkedIn]
[Get in touch]

As the head of banking go to market at ServiceNow, Adolfo leads the localization of banking solutions across EMEA. He has held senior positions at banks including HSBC, NatWest, and Citi.

Acknowledgements

The authors would like to thank the many ServiceNow and NVIDIA colleagues who helped make this report possible, especially: Holly Briedis, senior vice president, industry go-to-market, ServiceNow, Jeffrey Gore, vice president, industry product and solutions marketing, ServiceNow, Lauren Spruiell, global industry marketing solutions director, financial services, ServiceNow, Suzie Clark, global ISV sales go-to-market lead, NVIDIA, Mauricio Sousa, alliance marketing lead, NVIDIA, Jessica Buckley, head of brand content, ServiceNow, Sheila Dowd, director of thought leadership editorial, ServiceNow.

ServiceNow research contributors

Richard Murphy, head of global thought leadership research, René Stranghoner, director, thought leadership research strategy, Richard Cohen, senior manager, thought leadership research strategy, Sarah Struble, senior manager, thought leadership research strategy.

This report was produced by ThoughtLab

ThoughtLab is an innovative thought leadership and economic research firm providing fresh ideas and evidence-based analysis to help business and government leaders cope with transformative change.

ServiceNow (NYSE: NOW) is putting AI to work for people. We move with the pace of innovation to help customers transform organizations across every industry while upholding a trustworthy, human-centered approach to deploying our products and services at scale. Our AI platform for business transformation connects people, processes, data, and devices to increase productivity and maximize business outcomes. For more information, visit servicenow.com.

Since its founding in 1993, **NVIDIA** (NASDAQ: NVDA) has been a pioneer in accelerated computing. The company's invention of the GPU in 1999 sparked the growth of the PC gaming market, redefined computer graphics, ignited the era of modern AI, and is fueling industrial digitalization across markets. NVIDIA is now a full-stack computing infrastructure company with data center-scale offerings that are reshaping industry. More information can be found at nvidia.com.