

BANKERS AS BUYERS™ RESEARCH HIGHLIGHT & EXPERT PANEL

March 2025

“What technological developments will be promising opportunities for your bank over the next five years?”



Expert Panelists:



Charles Potts,
EVP & CIO,
ICBA



Todd Robertson,
SVP of Client Services,
ARGO



Allan Rayson,
Founder & CEO,
Finov8r



Kim Snyder,
Founder & CEO,
KlariVis

Source: Conference of State Bank Supervisors'
2024 CSBS Annual Survey of Community Banks

About the Report

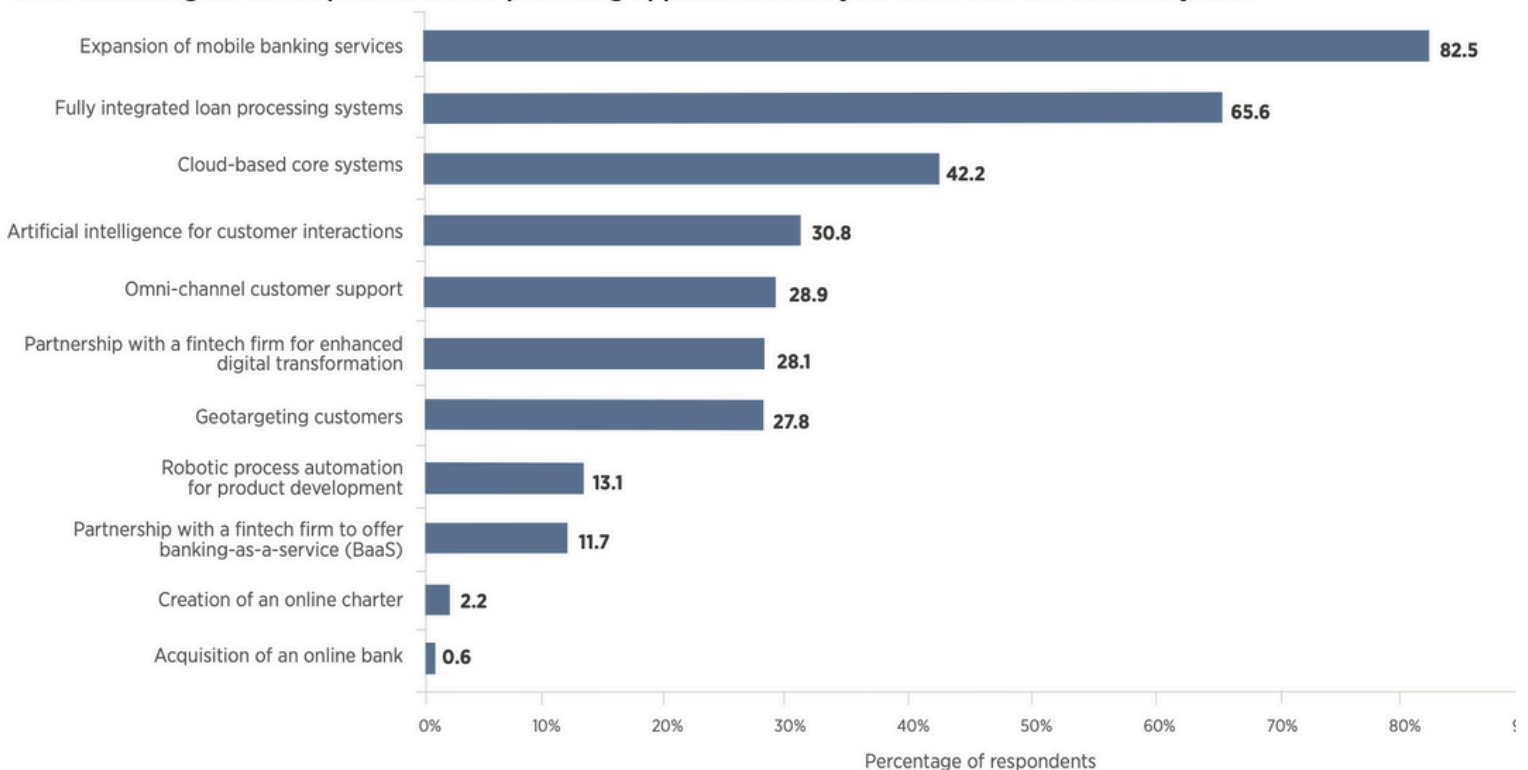
Research is vitally important to achieving a better understanding of the financial industry, market conditions and motivations. What is behind the numbers of findings? Are they telling a complete story or only part of the picture?

Bankers As Buyers™ Research Highlight & Expert Panel is a new series that looks at select research findings from trusted sources and adds opinions and insights of thought leaders.

For this issue, we are looking at one chart from the [Conference of State Bank Supervisors' \(CSBS\) 2024 CSBS Annual Survey of Community Banks](#). From the executive summary, “Drawn from nearly 370 respondents across 38 states, the survey results offer valuable insights for CSBS and our members, adding critical perspectives on the economic, regulatory, competitive, and operational challenges faced by the institutions our members charter and supervise.”

FIGURE 17

What technological developments will be promising opportunities for your bank over the next five years?



NOTE: Participants were asked to select all that apply.

Industry Experts Weigh In

Charles Potts, Executive Vice President & Chief Innovation Officer, ICBA

"Looking at how bankers' rank certain technologies in aggregate is generally a moment-in-time snapshot of how they feel about where investment is needed. Putting a finer point on understanding the implications really depends on the individual banks' strategy; for example, are we interested in growing the bank and where do we see that growth coming from? How do I compete through my various channels to ensure my offers are competitive and do I have a consistent frictionless user experience?"

Several of these technologies addressed in the chart go hand-in-glove with a strategy for enhanced digital transformation. The fact that most bankers are inclined towards these technologies indicates the importance of investing in and establishing a robust data-centric foundation.

The bottom line is that "strategy-first" thinking helps bankers foster a number of interrelated decisions, including technology planning, budgeting and prioritization of resources."



Todd Robertson, Senior Vice President of Client Services, ARGO



"When looking at the technological developments banks see promising over the next five years it is no surprise that connecting with consumers through digital channels is a common theme. Consumers are more empowered to research and make decisions online; however, the digital landscape has redefined consumer engagement rules, making traditional customer engagement models less effective. While digital channels improve consumer connections, they also disconnect banks from the consumer at the very moment they desire engagement.

Baby boomers (ages 58-76) and traditionalists (ages 77+) hold 70% of all deposit balances and nearly three-fourths of investment balances. While wealth transfer is happening, many banks are not leveraging software to drive positive customer engagement.

Recent studies show that over 53% of consumers visit branches for financial advice, yet over 50% of consumers are unaware of the investment services their institution offers.

Customer engagement will remain a crucial priority for banks across channels. More banks are exploring strategies to expand the interplay between digital and physical channels, particularly in a business model with commoditized products.

The focus on customer experience (CX) throughout the customer journey needs to expand. This can be accomplished by finding new ways to leverage data and insights to maintain competitiveness. Successful customer engagement results in consumer's feeling heard and their needs prioritized."

Allan Rayson, Founder & CEO, Finov8r

"I'm honestly a little frustrated to see this feedback from banks, but it's what I'd expect to see in the context of internally focused, plain vanilla technological developments. With over 30MM small businesses in the U.S., which [according to McKinsey provide 47% of all private sector jobs](#), I'm surprised to see so little emphasis on SMB banking oriented technological developments. Additionally, with an extended time horizon like five years, I'm shocked to see there isn't more of an external, client-focused approach and emphasis on payments and treasury. Banks seem to be focused on what they need internally and not on what the small and midsize business needs, which is concerning. SMB's for years have increasingly been turning to non-bank financial tools for capital, money movement, treasury and payments, which only serves to take revenue and deposits away from the banks."



Kim Snyder, Founder & CEO, KlariVis



"The CSBS 2024 Annual Survey of Community Banks highlights an industry in transition. Banks are clearly investing in digital transformation, with priorities like mobile banking expansion (82.5%) and integrated loan processing (65.6%) leading the charge. These findings reinforce a long-standing trend: community banks recognize the need to modernize customer experiences and operational processes.

However, when comparing these results to broader industry insights, a disconnect emerges. While this survey emphasizes front-end digital services, other research suggests that banks are also prioritizing data-driven strategies, with many leadership teams investing in data analytics (80%) and artificial intelligence (66%).

Yet, despite AI's growing role in financial services, only 30.8% of banks in the CSBS survey have prioritized AI for customer interactions. Similarly, while fintech partnerships can accelerate digital transformation, just 28.1% of banks see them as a priority. Community banks should view fintech partnerships not as threats, but as opportunities to innovate more efficiently without building everything in-house. Those that align with fintech firms gain access to advanced data analytics, AI-driven insights, and automation — allowing them to compete more effectively in a rapidly evolving market.

This raises an important question: Are banks approaching digital transformation holistically, or are they making fragmented investments without a clear strategy? While digital banking tools are essential, the real differentiator will be how well banks integrate data, automation, and fintech collaborations in a cohesive strategy.

The CSBS survey underscores a fundamental truth: technology alone does not create a competitive advantage — how banks use it does. Digital investments must be guided by strategy, powered by data, and aligned with long-term business goals.

For community banks, success isn't just about adopting the latest technology — it's about ensuring these innovations drive profitable growth, stronger customer relationships, and smarter risk management. The institutions that move beyond surface-level digital adoption and fully integrate data-driven decision-making will be the ones that thrive."