MartechTribe

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The State of Martech 2025 in Banking, Financial Services & Insurance

Three Big Bets to Future-Proof Your Business

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Foreword

Have you ever stopped to think about how personal your relationship is with your bank, financial services organization, or insurance provider? Engaging with them requires an immense amount of trust. After all, if something goes wrong – if they mishandle your money or deny a claim – it could have a profound impact on your life.

As you'll read in this report, the most successful organizations understand this at a very deep level and are leveraging technology to ensure that the humans they serve remain their north star.

But the technology they are leveraging today looks different than it did in recent years. It is evolving at a breakneck speed. The proliferation and democratization of AI have created an inflection point that is having a transformative effect on every facet of our lives – including the way we engage with the trusted organizations in the BFSI space.

By embracing these advancements and aligning Martech investments with customer behavior shifts, BFSI organizations can exceed customer expectations, delivering personalized and secure services that foster lasting trust.

The State of Martech 2025 in Banking, Financial Services, and Insurance is rooted in research and provides recommendations for creating human-centric, actionable go-to-market technology strategies.

Sara Faatz
Director Technology
Community Relations
Digital Experience Team at Progress

Introduction

Customers feel it daily. Whether it is disputing a charge, opening an account, or updating account details, financial services often feel like they're stuck in a past era. Slow, repetitive, and fragmented interactions aren't just frustrating. They're the byproduct of a system built for compliance, not customer experience. Our data confirms this: years of stringent Know Your Customer (KYC) requirements have slowed CX initiatives across the BFSI landscape. The layers of regulation, while essential, have created manual, time-consuming processes that pull focus away from seamless service.

But that's starting to change. Soon, customers won't need to navigate forms, wait on hold, or repeat their story across channels. Instead, they'll get instant, intelligent responses, whether they're messaging through WhatsApp, tapping a mobile app, or interacting with a virtual assistant on a retailer's site.

Interactions will feel conversational, not transactional. Journeys will be fluid, not fragmented. Trust won't be earned through paperwork but through timely, personalized, and secure service that shows the institution knows them and respects their time.

Start today. Our research shows that BFSI outperformers don't wait. They deliberately invest in specific Martech capabilities and align them with real shifts in customer behavior. Those who delay risk more than poor experience; they risk losing trust, business, and long-term relevance.

What Are BFSI Organizations?

The Banking, Financial Services, and Insurance (BFSI) industry includes institutions like retail and commercial banks (e.g., JPMorgan Chase, ING), insurance providers (e.g., Allianz, AXA, Lemonade), and financial technology companies (e.g., Visa, PayPal). These organizations serve both consumers and businesses, offering products from checking accounts to credit underwriting, from health coverage to wealth management.

Many of these institutions are decades or even centuries old, with infrastructures built around branch networks, call centers, and paper-based processes. Yet in today's landscape, they are rapidly evolving into mobile-first, always-on service platforms, embedding themselves into the digital lives of their customers, sometimes invisibly, often indispensably.

A New Metric to Evaluate Martech

Based on five years of data science research, we introduced a new and meaningful metric for evaluating Martech: Stack Value. A "stack" refers to the combination of tools a company, or a specific business unit, uses to engage customers across service, marketing, content, and analytics.

Our research is grounded in over a decade of analysis: 1,500+ real-world Martech stacks, 14,000+ tools available on MartechMap.com, and 4,500+ curated requirements from our independent proprietary data warehouse, spanning 16+ industries and 30+ countries.

These data points are mapped against capability maturity benchmarks based on the Capability Maturity Model (CMMI) from the Carnegie Mellon University.[1]

One of our key insights is that higher maturity isn't always better. Especially in Red Martech, we found that chasing maturity for its own sake can add cost without improving outcomes. By contrast, industry outperformers show a distinct pattern, investing in the right capabilities at the right time, which correlates with higher revenue-per-employee ratios.

How Martech Drives Value

The Stack Value methodology helps organizations quickly see in a single chart where to invest (Green Martech), where to evolve cautiously (Amber Martech), and where to rationalize tools that add cost without great customer value (Red Martech), all tailored to their specific vertical. This empowers teams to make decisions that directly drive customer engagement and business performance.

Consider CMS: In the Nonprofit sector, it's categorized as Green Martech, delivering high value at an average maturity of 2.7. In BFSI, it's Amber Martech—valuable for the right use cases when kept at a moderate maturity level of 2.2. In Education, CMS is seen as Red Martech, requiring the right expertise to reach a high maturity of 3.0 to deliver foundational impact.

For this industry report, we combined our industry benchmarks with how leading analyst firms forecast the future of Travel & Transportation. We identified the most compelling industry shift and the impact on their go-to-market models and Martech investments. This report summarizes that evolution in three big bets so you can start preparing for the future today.

[1] Wikipedia - CMMI Model

The Shift From Compliance-First to Customer-First

BFSI organizations are undergoing one of the most significant industry transformations in decades. Our data shows that years of stringent requirements of Know Your Customer (KYC) compliance have slowed down customer experience (CX) initiatives within financial institutions. The necessity to adhere to complex regulatory standards often results in manual, time-consuming processes that can detract from efforts to enhance CX.

A study revealed that 79% of banking executives identified poor customer experiences as a direct consequence of overly complex onboarding processes, underscoring the tension between regulatory compliance and the pursuit of seamless CX initiatives.[2] With that as a background, traditional, channel-driven interactions, like in-branch service and phone support, are being replaced by always-on, mobile-first, and embedded experiences.

Between 2011 and 2021, US banks shuttered 17% of their domestic branches, while those in Europe closed 35%.[3] This isn't just about physical infrastructure. It reflects a deeper shift in customer expectations and behavior.

Globally, consumers actively using mobile banking climbed 18 percentage points between 2020 and 2023 to 57 percent.[4] At the same time, new modes of interaction are emerging. 66% of those aged 18-24 want their bank to offer the possibility of interacting in a virtual branch or office.[5]

Even core services are shifting channels. In 2023, Forrester reported that digital payments have surpassed traditional payments in the US, reflecting how fast embedded, invisible finance is overtaking legacy methods. The most compelling is the shift from traditional banking channels (branches) to digital-first banking Experiences (customer service and mobile).

- Between 2011 and 2021, US banks shuttered 17% of their domestic branches, while those in Europe closed 35%.[6]
- Digital Payments Have Surpassed Traditional Payments In The US in 2023.[7]
- Globally, consumers actively using mobile banking climbed 18 percentage points between 2020 and 2023 to 57 percent.[8]
- Mobile adoption is growing rapidly, especially for customer service.[9]
- Consumers are open to experimenting with new ways of interacting with their bank: 56%.[10]
- 66% of those aged 18-24 want their bank to offer the possibility of interacting in a virtual branch or office.[11]

[2] Family Wealth Report - onbording challenges for banks, 2025
[3,5,6,10,11] Accenture - "Global Banking Consumer Study", 2023
[4,8,9] McKinsey & Company - "The state of retail banking", 2024
[7] Forrester - digital payments, 2024

This transformation isn't just about convenience. It's about control, responsiveness, and trust. Today's customer expects their bank, insurer, or payment provider to know them, support them instantly, and show up where they are, whether that's in a mobile app, a social message, or a checkout screen on a retail site.

A Real-World Example
Consider a customer who detects suspicious activity on their bank card. In the past, they would have had to find a phone number, wait on hold, speak to an agent, and complete verification steps.

Today, many banks have deployed AI-powered assistants on mobile apps and WhatsApp. These assistants can instantly freeze a card, send a fraud report, and follow up with next steps, all within seconds. The result: a faster, more human experience that builds trust while minimizing friction.

This is more than operational efficiency. It's a fundamental upgrade to customer service, turning moments of stress into moments of confidence.

How Customer-First Impacts Go-to-Market Strategies

The move from compliance-first to customer-first doesn't just shift expectations. It demands a new Go-to-Market strategy. That GTM strategy must address three fundamental changes in how value is delivered.

Big Bet #1: Human-like AI Service.
Customers want service, not support. They expect real-time, human-like help on their terms, not call centers or scripted flows.

Big Bet #2: Seamless Customer Journeys.
Customers expect continuity across channels. They move fluidly between devices and expect the experience to follow them.

Big Bet #3: Finance Everywhere, Omnichannel.
Customers don't go to banks. They expect banking to come to them, embedded into apps, moments, and platforms they already use.

These aren't abstract ideals. They're practical GTM shifts already underway among industry outperformers. Each one calls for focused Martech and AI investments that deliver value where it matters most: the customer experience.

To respond to these new customer expectations and compete in a mobile-first, 24/7 world, BFSI organizations must rethink their Martech stack with AI at the center.

Why Act Now on Technology & AI?

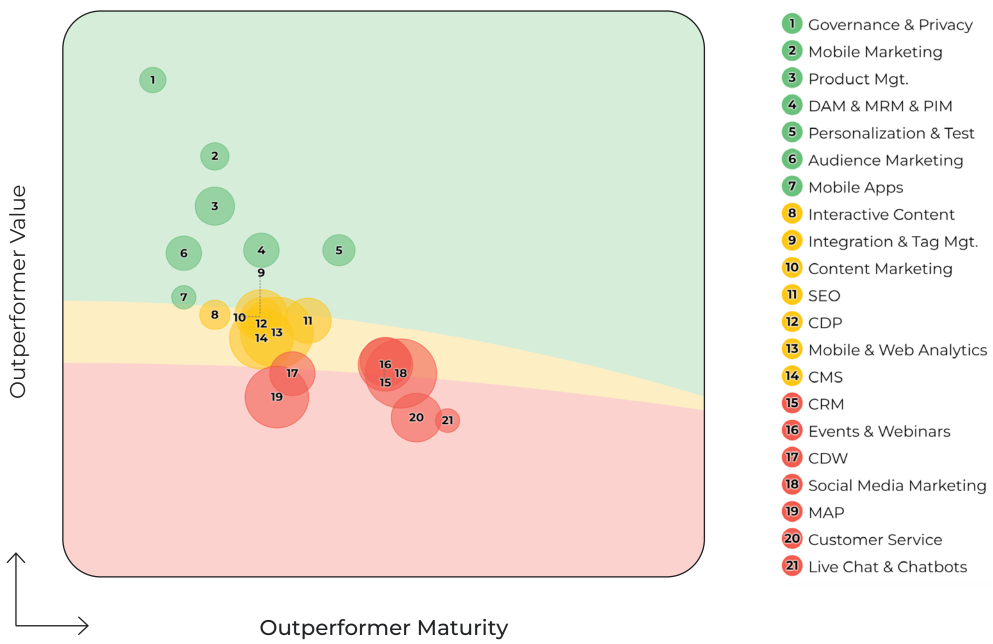
BFSI companies use a wide variety of marketing technologies with different levels of success. The quadrant below demonstrates which technologies are used and which ones contribute most to company value (left axis). The right axis shows how proficient (mature) nonprofits are to reap those benefits.

Failing to modernize the stack, especially content and personalization capabilities, creates real business risk. 56% of consumers are open to experimenting with new ways of interacting with their bank.[12] Yet, many BFSI organizations still rely on outdated content systems, fragmented personalization efforts, and legacy customer service infrastructure.

At the center of this transformation are content management systems (CMS) and digital experience platforms (DXP). These technologies enable BFSI companies to manage interactions across mobile apps, websites, and support channels while meeting regulatory standards. CMS and DXP systems allow for consistent messaging, personalized content, and secure self-service experiences. As BFSI organizations move toward service-based models and AI-enhanced operations, these platforms become foundational for delivering seamless, compliant, and scalable customer experiences.

This misalignment creates friction in key customer moments, onboarding, support, and product selection, where digital expectations are highest. To future-proof their Go-To-Market approach, BFSI organizations need to evolve now, not incrementally, but strategically. And that starts by aligning Martech investment with the actual shifts customers are making.

Stack Value Quadrant - BFSI Organizations



Note:
Bubble size = prevalence in Outperformer Stacks

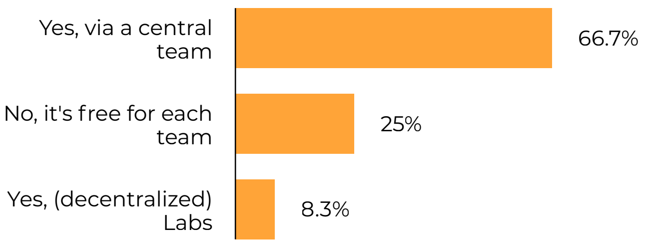
[12] Accenture - “Global Banking Consumer Study”, 2023

But there are more reasons to act now on technology. There's also Generative AI. Only 75% report having an AI policy in place, and just 67% have a central team to enforce it. For a highly compliance-driven industry, those figures are relatively low compared to other verticals in our research.

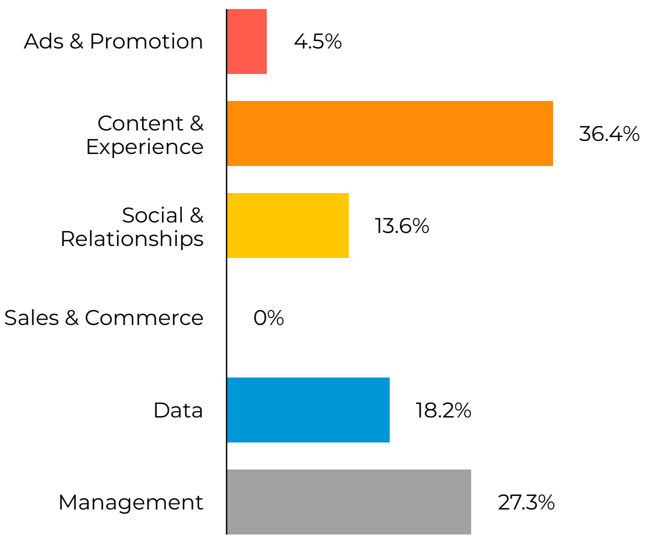
As with many verticals, GenAI is used for brainstorming, creating, and producing copy. It also is frequently used for testing content results, as the outperformers are already skilled users of *Personalization & Testing* solutions (see *Big Bets #1* and *#2*). Generative AI is also being used for *Image/Video Ideation and Production*.

What is remarkable and unique for the BFSI vertical is the GenAI use for *Chatbot* and *Customer Service & Support*. These two areas are where outperformers really struggle (see Big Bet #1). With that in mind, the adoption of GenAI for data use cases seems less like an innovation and more like a workaround, a way to compensate for what core platforms fail to deliver.

Do you have a GenAI policy?[13]

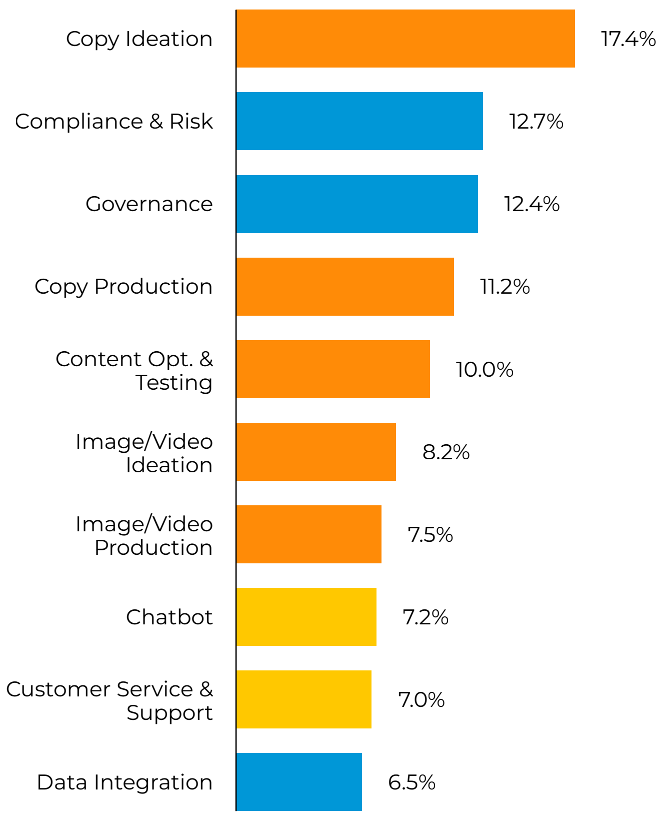


GenAI Adoption by (AIDARI) Category[14]



With that being said, the BFSI industry is also the least using GenAI for data use cases. Maybe compliance has become a cultural second nature and made the industry careful with data. Nevertheless, compliance breaches can also come from using content in a GenAI context.

Top 10 GenAI Use Cases[15]



[13,14,15] Data source: 2024 GenAI Survey, chiefmartec & MartechTribe
[14,15] 22 recorded use cases (12 organizations responded)
Additional resources about AIDARI categories

The Three Big Bets

This leads us to three strategic imperatives. Three Big Bets where technology investment aligns directly with evolving customer behaviors and the future of BFSI.

This report introduces three big strategic bets, each driven by technological advancements and evolving customer behavior and backed by research and proprietary data. These bets come with actionable go-to-market technology recommendations grounded in our unique Stack Value research.

	Big Bet 1	**Big Bet 2**	**Big Bet 3**
Shift	**FROM** Call Centers & FAQs **TO** AI Assistants That Understand You	**FROM** Fragmented Touchpoints **TO** Unified Customer Experiences	**FROM** Standalone Bank Apps **TO** Banking Inside Everyday Apps
Strategy	**Human-like AI Service**	**Seamless Customer Journeys**	**Finance Everywhere, Omnichannel**
Tactics	1. Train AI on real customer queries to increase accuracy and emotional tone recognition 2. Deploy AI across mobile apps, websites, and third-party platforms like WhatsApp 3. Offer smooth escalation paths to human agents when issues become complex	1. Connect customer ID across all active channels to avoid fragmented journeys 2. Use a shared customer profile to coordinate content and services 3. Continuously track and optimize drop-offs and cross-channel flows	1. Offer APIs that allow third-party apps to embed financial services such as BNPL and insurance 2. Surface offers within partner platforms, ensuring ease of activation and decision-making 3. Align compliance and product design across internal and external experiences
Technology	1. Personalization & Testing, Customer Service, Mobile & Web Analytics 2. Mobile Apps, CMS, Integration & Tag Management, Live Chat & Chatbots 3. Customer Service, Live Chat & Chatbots, Governance & Privacy	1. CDP, CRM, CMS, Integration & Tag Management 2. Audience Marketing, CDP, CMS, CDW 3. Personalization & Test, SEO, Mobile & Web Analytics	1. Product Management, Mobile Apps, Integration & Tag Management 2. CMS, MAP, CDP, Interactive Content, Content Marketing, Mobile Marketing 3. DAM & MRM & PIM,, Governance & Privacy

#1 Human-like AI Service

The Shift
Customer service in banking has long revolved around call centers, scripted FAQs, and long wait times. These models no longer meet expectations. With branches closing, banks are under pressure to provide service digitally and instantly.

At the same time, the way customers prefer to get help is changing. Customers no longer want to call a bank; they want to message it at their convenience, just as they would a friend or delivery service. The growing use of mobile devices only accelerates this trend. Service must be intelligent, conversational, and available 24/7. In this context, the ability to respond like a human, but faster, more compliant, and without wait time, becomes a competitive differentiator.

The Big Bet
To meet this shift, BFSI organizations must move from call center dependency to human-like AI assistants that resolve issues in real time. This isn't about eliminating human service but about augmenting it. AI can handle routine queries, escalate complex cases, and offer helpful suggestions without making the customer feel like they're talking to a machine.

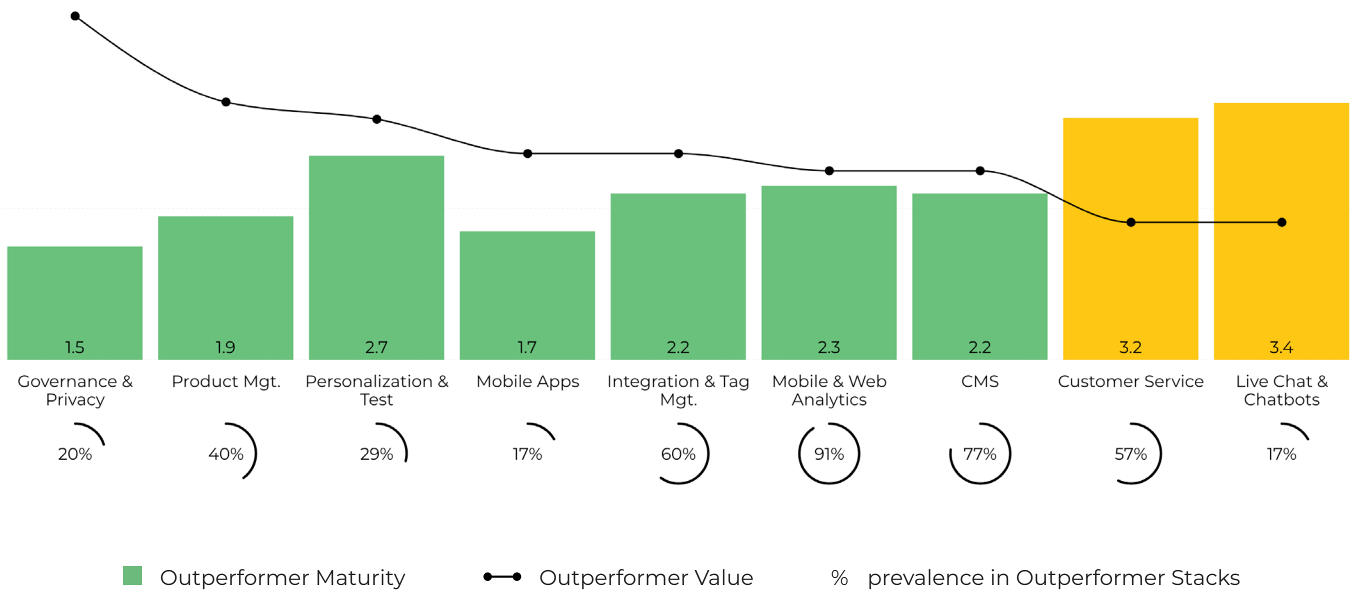
Tactics
To realize this shift, organizations should:

- Train AI assistants using real customer queries and case data to improve responsiveness and empathy.
- Deploy conversational AI across mobile apps, web chat, and third-party messaging platforms like WhatsApp.
- Enable seamless handover to human agents with full context retained to preserve trust and efficiency.

Technology's Role
For this bet, Green Martech delivers increasing value as proficiency grows (capability maturity), while Amber Martech provides foundational value when applied with care and skill, based on our research.

Our data reveals that BFSI organizations have traditionally underperformed in areas like Chatbots and Customer Service & Support. Even among outperformers, these capabilities show limited impact. Interestingly, the strong uptake of GenAI for data use cases appears less as a breakthrough and more as a workaround. It is an attempt to bridge the gaps left by underperforming core platforms.

Human-like AI Service-stack



Train AI on real customer queries. To provide relevant, empathetic, and fast responses, BFSI organizations must train AI assistants on real customer data. This requires tools that personalize interactions and analyze user behavior in real time. *Personalization & Test* tools allow AI responses to adjust tone, flow, and timing based on context. *Customer Service* platforms provide the foundational workflows, while *Mobile & Web Analytics* tools (like Google Analytics) track performance, helping refine AI behavior for more human-like results.

Deploy AI across mobile apps, websites, and third-party platforms. The few BFSI organizations that adopted Mobile Apps show early success, even at lower maturity levels. These platforms enable end-to-end app lifecycle management and low-code/no-code deployment, which are key for rapid AI integration. *CMS* solutions must also evolve to support mobile-first design and smooth integration with *Live Chat & Chatbots*. To orchestrate AI across multiple environments, *Integration & Tag Management* platforms (like Zapier, Make, N8N) help connect services and ensure continuity across channels like WhatsApp and web chat.

Offer smooth escalation paths to human agents. AI doesn't replace human service, it augments it. When escalation is needed, *Customer Service* and *Live Chat & Chatbots* must hand over context-rich cases to agents. Yet, even with high maturity, these tools often underperform in BFSI, signaling better capabilities, use, and skills are needed. The high adoption of GenAI use cases is telling. To support this transition while staying compliant, *Governance & Privacy* platforms are essential, ensuring that every interaction, AI or human, is secure and within regulatory bounds.

#2 Seamless Customer Journeys

The Shift
Banking customers don't think in channels. They think in terms of service continuity. They might start a loan application on their phone, pick it up on a desktop, and complete it in a branch or via video chat. But many institutions are still organized in silos, forcing customers to re-authenticate, repeat information, or even start over when they switch touchpoints.

McKinsey emphasizes that "Personalization is not only a crucial capability, it's one that punches above its weight,"[16] especially when journeys are consistent. When customer identity and intent can carry across every channel, the experience feels warm and intelligent, not fragmented.

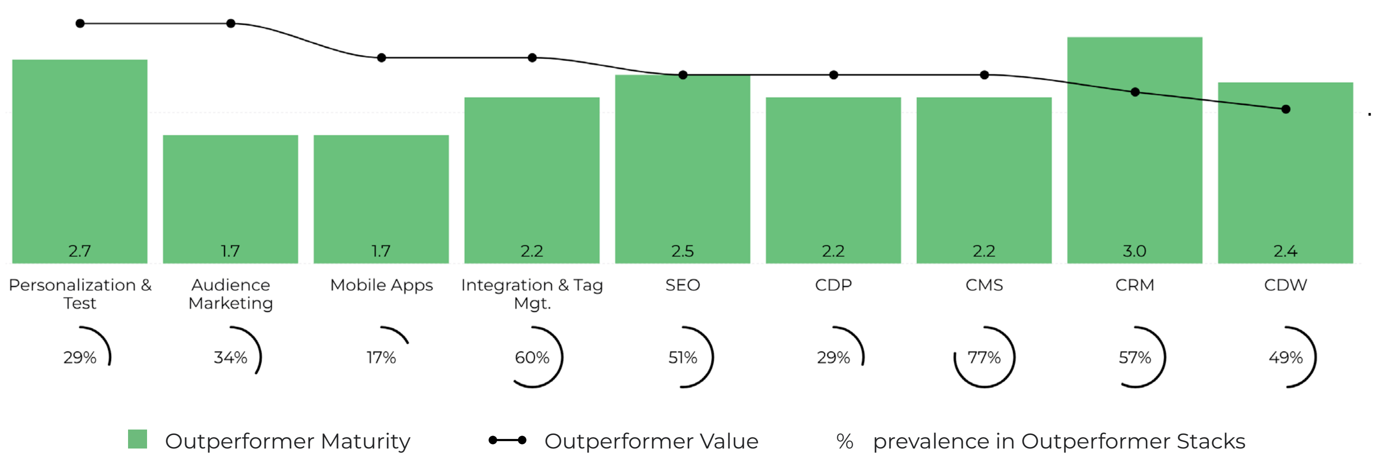
The Big Bet
To deliver this consistency, BFSI leaders must shift from fragmented digital efforts to truly unified customer experiences. A seamless customer journey means that every interaction feels like part of a conversation, not a reset.

Tactics
To build unified journeys, BFSI organizations should:

- Connect customer identity across mobile, web, branch, and support channels to ensure one continuous experience.
- Use a shared customer profile to orchestrate content and offers across all active channels.
- Track and analyze journey drop-offs to prioritize improvements and test new paths in real time.

Technology's Role
For this bet, Green Martech delivers increasing value as proficiency grows (capability maturity), based on our research.

Seamless Customer Journeys-stack



[16] McKinsey & Company - "The state of retail banking", 2024

Connect customer ID across all active channels. Fragmented experiences break trust. Connecting a customer's identity across all platforms requires strong foundational systems. *CDP* and *CRM* tools tie together behavioral and transactional data, while *CMS* ensures consistent messaging across digital channels. *Integration & Tag Management* tools serve as the connective tissue, allowing real-time sync across apps, websites, and support platforms.

Use a shared customer profile. To deliver the right message at the right time, BFSI leaders rely on a single, unified profile. *Audience Marketing* tools enrich profiles using data science, while *CDP* and *CDW* solutions provide the intelligence layer behind every personalized interaction. *CMS* then brings that personalization to life, ensuring every touchpoint reflects a cohesive journey.

Continuously track and optimize drop-offs. The best journeys are measured and refined. *Personalization & Test* tools enable real-time optimization of customer flows. *SEO* supports discoverability across organic channels, and *Mobile & Web Analytics* reveal friction points, helping teams understand where users drop off and why so they can fix it before it impacts experience.

#3 Finance Everywhere, Omnichannel

The Shift
Traditionally, customers went to their bank to get a loan, make a payment, or apply for insurance. Increasingly, these services are meeting customers inside the platforms they already use. This reflects a broader movement. Consumers want financial services not as separate destinations but as integrated features in everyday apps, rideshare platforms, travel booking sites, and online retailers. The boundaries of where "banking" happens are dissolving.

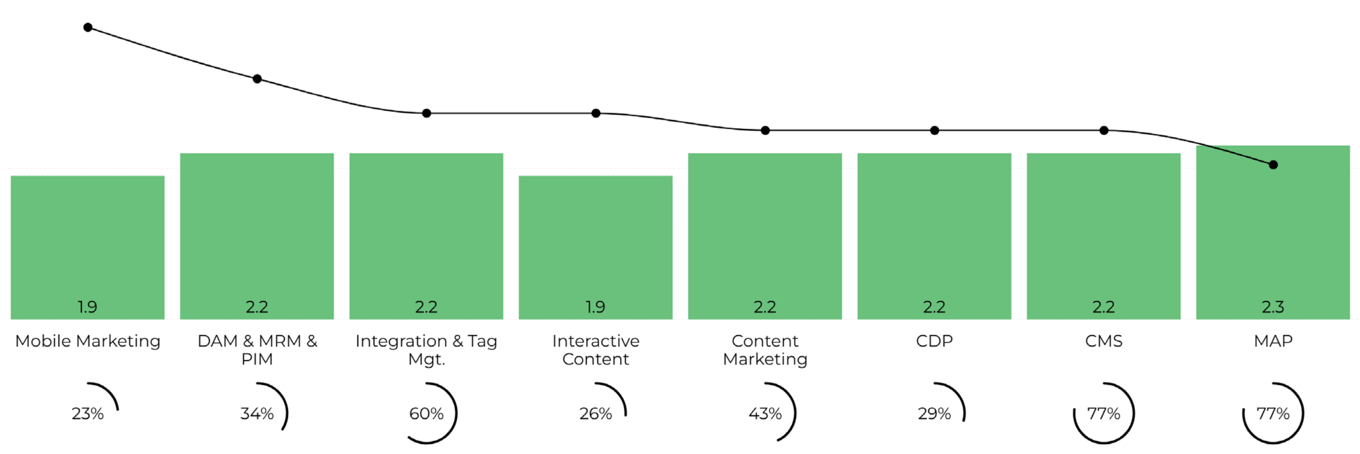
The Big Bet
To remain present and relevant in this embedded world, financial institutions must evolve from standalone apps into invisible infrastructure, present when needed, silent when not. This requires designing services as embeddable components, not walled-off destinations.

Tactics
To support this transition, BFSI institutions should:

- Offer modular APIs that allow third parties to embed financial products, such as credit, payments, or insurance, within their customer flows.
- Embed financial offers into retail and partner platforms with streamlined activation flows and real-time decisions.
- Work across compliance, product, and experience teams to ensure that embedded journeys meet brand, legal, and regulatory expectations.

Technology's Role
For this bet, Green Martech delivers increasing value as proficiency grows (capability maturity), based on our research.

Omnichannel Financial Integration-stack



Outperformer Maturity   Outperformer Value   % prevalence in Outperformer Stacks

Offer APIs that allow third-party apps.
To meet customers where they are, BFSI institutions must embrace APIs (Application Programming Interface). Think about the Open Banking API as a digital gateway that allows third-party developers to build applications and services around financial institutions' systems. The value of global open banking transactions reached $57 billion USD in 2023.[17] *Product Management* platforms help design these integrations and API services with user experience in mind. *Mobile Apps* provide a foundation for native deployment, while *Integration & Tag Management* tools further connect backend systems with customer engagement channels experiences seamlessly.

Surface offers within partner platforms.
Relevant offers should appear where customers are already active in e-commerce checkouts, travel apps, or ride-sharing platforms. *CMS* powers content delivery, while *MAP* (like Hubspot, Marketo, Eloqua) and *CDP* (TreasureData, ActionIQ, and Hightouch) orchestrate when and how those offers are triggered. *Interactive Content* (sweepstakes, quizzes, surveys), and *Content Marketing* tools (Canva, Photoshop) create engaging entry points that drive action, while *Mobile Marketing* capabilities, such as push notifications, SMS, and WhatsApp, ensure that embedded offers are not just visible but actionable, providing the immediacy today's customer expects.

Align compliance and product design.
Embedded journeys must be up to standard content and meet strict compliance standards. That's where *DAM & MRM & PIM* solutions shine by managing content workflows, creative assets, and product data at scale. *DAM* stores and organizes digital assets (Censhare, Widen), *MRM* coordinates marketing workflows (Uptempo, Aprimo) and resources, and *PIM* (Riversand, PIMcore) centralizes and enriches product information for distribution. *Governance & Privacy* platforms ensure that every campaign, app, or offer meets legal and regulatory expectations across regions.

[17] Stripe - "Open banking APIs explined", 2024

Report Author

Frans Riemersma founded MartechTribe, a company specializing in Martech research and benchmarking.

With 30+ years in consultancy, he combines qualitative expertise with quantitative Martech data on stacks, vendors, and requirements in a proprietary Martech Data Warehouse.

He is the author of *A Small Book on Customer Technology* and co-author of *Marketing Tech Monitor*, *Customer Technology Sector Trends*, and *Hello Firstname*.

In collaboration with Scott Brinker, he also co-produces the MartechMap, an overview of the marketing technology landscape.

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