Praxent

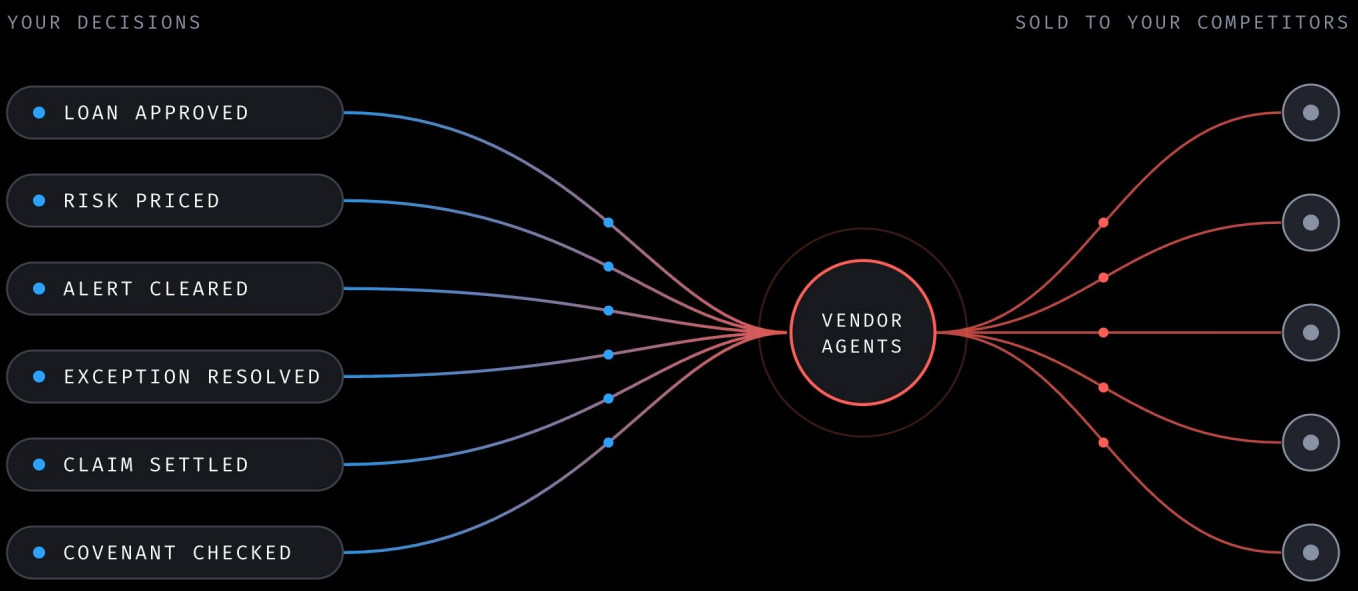
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WHITEPAPER · AI AGENT OWNERSHIP IN FINANCIAL SERVICES

Stop teaching your competitors to work like *you*.

Your AI vendors are earning off your decisions. Here's how to keep that value on your side of the ledger.





Dr. Ranjit Tinaikar

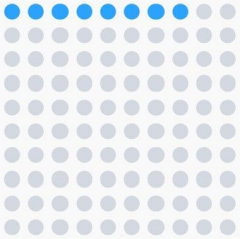
Chairman, Praxent

Host of Newsweek's AI Impact Forum Podcast · Former McKinsey Partner

EXECUTIVE SUMMARY

Own the agents that learn your business.

The AI capabilities of financial institutions over the next three to five years will cement who the industry leaders are, predicts S&P Global. With only 8% of institutions running AI enterprise-wide, that choice is still open.



8%

of institutions run AI across their full enterprise

S&P Global Ratings, AI survey for financial institutions, 2026

3–5 YEARS

for AI readiness to cement the next industry leaders

S&P Global, AI and banking, October 2025

Every financial institution will put AI agents to work, but what decides who pulls ahead is who keeps what those agents learn. This paper closes with the three moves to make before you sign another AI contract.

THE AI ADOPTION RACE

It's a cliche at this point to point out that every financial institution is eventually going to adopt AI.

What matters more than merely owning an AI license is who owns the *intelligence that powers* what that AI produces.

Most institutions will approach AI the way they've always approached technological change, as a mere feature inside their core, origination, policy administration, and monitoring platforms. That path feels safe since that's how changes have been handled before, but this time it carries a much heavier cost.

THE EXPENSE OF TRAINING SOMEONE ELSE'S AI AGENTS

AI agents learn from the people using them. So each loan your team approves, every risk they price, and each alert they clear all teaches the vendor's agents how your institution does business. The vendor can then sell their improved agents to every institution on its platform, including your competitors.

- You may only get invoiced for the licensing fee, but the real cost is in the expertise you're handing over.

THE OWNERSHIP ROUTE

Ownership pays *three* ways.

There's a better path, and it runs through ownership. Institutions that own their AI agents, built on their own policies, decision history, and workflows, gain three things that a vendor could never sell them.

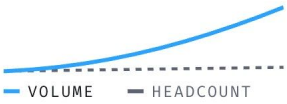
01



Faster, trusted decisions drive revenue growth

Faster decisions keep relationship borrowers from shopping for a deal elsewhere, and brokers often place policies with the insurer that quotes them first.

02



Proprietary agents that separate growth from headcount

The most valuable resource is the judgment of your scarcest people, such as underwriters, credit analysts, and investigators. When that knowledge becomes agents you own, your growth is sustainable, scalable, and stops waiting on hiring.

03



Compounding value improves your position

Every decision makes your institution smarter, and your competitors can't buy that from someone else.

We'll use commercial lending as the worked example in our breakdown because the numbers are easy to follow. But the logic applies equally to insurance underwriting, AML monitoring, servicing, and every other decision-heavy process in financial services.

LOANS APPROVED	RISKS PRICED	ALERTS CLEARED	EXCEPTIONS RESOLVED
Commercial and consumer lending	Insurance underwriting	AML and fraud monitoring	Servicing, claims, collections

Here's the argument, the numbers, what ownership looks like in practice, and the three questions to ask before you sign another AI contract.

THE HIDDEN COST

Your decisions are training someone else's *agents*.

A mid-size U.S. bank wanted to grow their loan volume without growing costs or error rates. To get there, they spent several years automating its lending operation with the best-of-its-kind software. Their board reviewed every visible cost along the way, from license fees to implementation contracts to annual support.

The greatest cost never appeared in a board packet, as the transaction ran in the other direction. Thousands of loan records, credit decisions, risk models, and operational workflows flowed, loan by loan, from the bank into the vendor's systems.

For decades that outward flow didn't matter, because software was a static system of record. But in the era of AI agents, it matters the most.

Agents run on the rules, policies, and workflows you define, and they improve as the people using them review and correct their work. When the agents belong to your vendor, every correction your team makes refines the vendor's product, not yours. The judgment your experienced people built over decades now can be packaged into agents the vendor sells to every other institution on the platform. And that includes the ones competing with you for the same customers.

You pay twice

PAYMENT 1
ON THE INVOICE

License fees	● REVIEWED
Implementation contracts	● REVIEWED
Annual support	● REVIEWED

Visible in every board packet.

PAYMENT 2
NEVER INVOICED

Loan records	→ VENDOR
Credit decisions	→ VENDOR
Risk models	→ VENDOR
Operational workflows	→ VENDOR

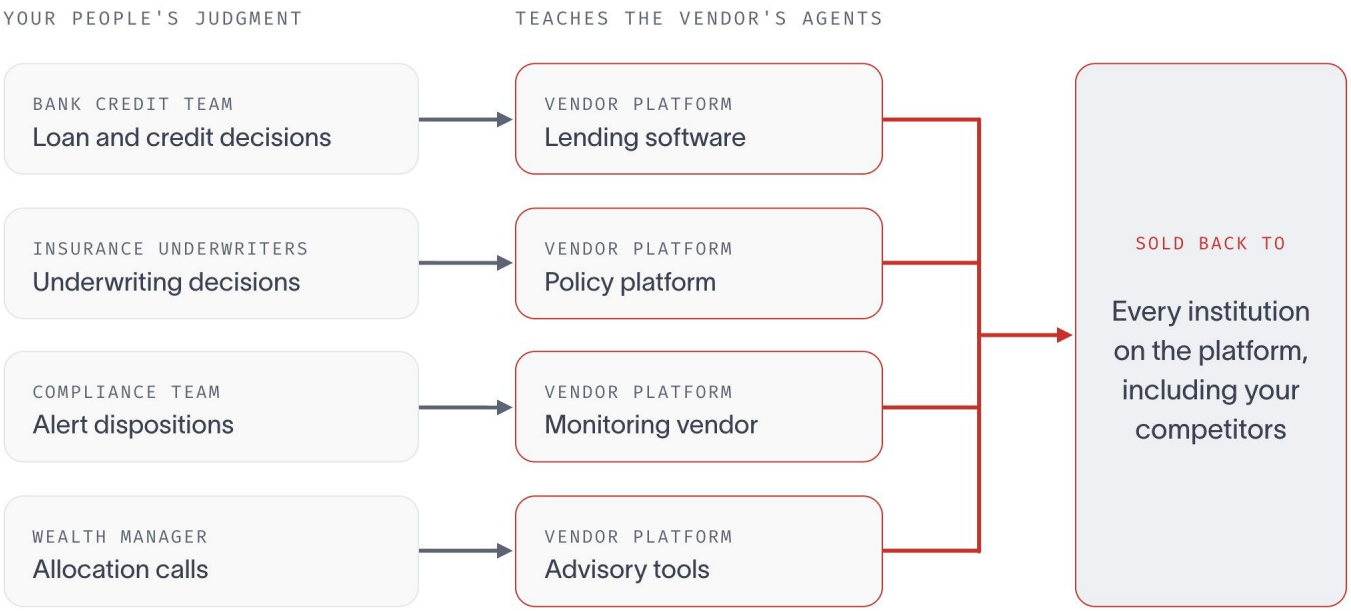
Gets packaged into agents the vendor sells to every institution on the platform.

That's why this bank ends up paying twice, but only one of their payments shows up on the invoice.

THE PATTERN ACROSS FINANCIAL SERVICES

Every decision-heavy line of business is teaching a *vendor's* agents.

This is just one version of the pattern occurring across financial services. It also happens when an insurer's underwriting decisions flow into its policy platform or a compliance team's alert dispositions flow into its monitoring vendor. For wealth managers, it happens when their allocation calls flow into their advisory tools.



Wherever your people make judgment calls inside someone else's software, that same second transaction is costing you.

THE TAKEAWAY

The expertise you feed a vendor's agents becomes the vendor's product. It's then sold back to the market, including to your competitors, at full price.

ALREADY HAPPENING IN OTHER INDUSTRIES

Buyers in other industries have started *pushing back* on how vendors use their data.

READING THE FINE PRINT — TAKING OWNERSHIP

ACROSS INDUSTRIES

Public disputes lead to more careful review

Public disputes over how vendors use customer data and content for AI have led many to start reading their AI data terms closely.

HEALTHCARE

Health systems now govern and invest in the data company their records built

Some went much further than reading it. In 2020, a group of large U.S. health systems helped found Truveta. A health data and analytics company, it draws de-identified patient records from these same member systems. So instead of contributing their expertise to their vendors' agents, they now generate value using their own data as it passes through their systems. their patient's generate.

In other words, the institutions hold equity in what their teaching builds, so the value of their contribution flows back to them instead of out the door.

READ IT IN THE VENDORS' FINANCIALS

You can also read the size of what's being handed over straight from the vendors' own financials. A vendor whose agents learn from its customers' operations gets a product that improves without the vendor needing to pay for the improvement. Instead, customers fund it with their data and their experts' time and corrections.

That shows up as revenue retention and margins that conventional software companies can't match. More and more vendors are building their businesses around exactly this model every quarter. The surplus continues to exist today, and the vendor keeps nearly all of it.

SO THE QUESTION FOR ANY FINANCIAL INSTITUTION'S LEADERSHIP IS PLAIN

When AI agents learn from your decisions, who *keeps* what they learn?

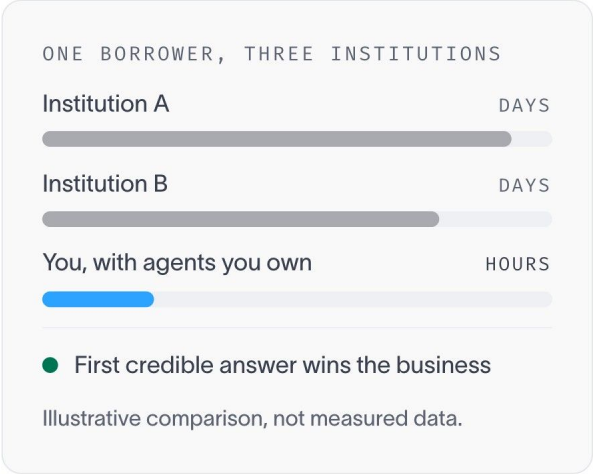
Grow revenue by being the institution that answers *first*.

Speed is the first place AI agent ownership pays, and lending makes the math easy to see.

Many borrowers apply where they already bank, often citing an existing relationship as the reason for doing so. Meanwhile, online-lender applicants most often cite speed as their primary focus.

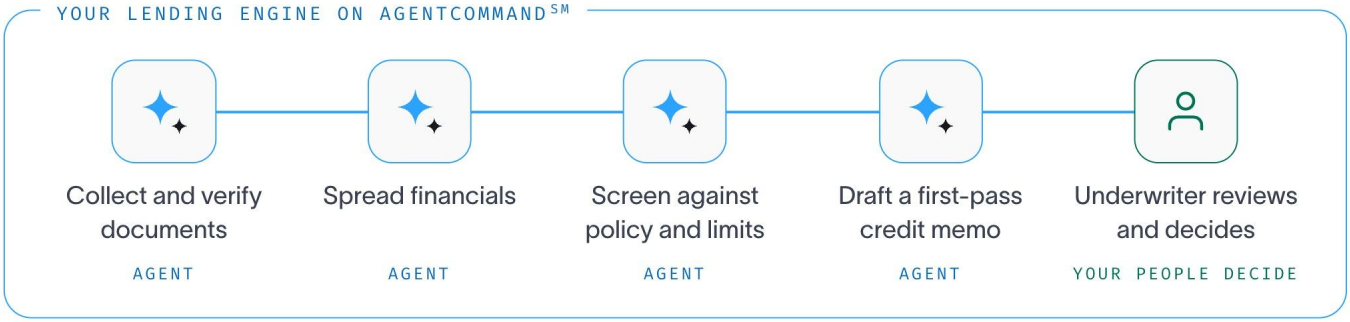
Answering in hours instead of days keeps your relationship borrowers from taking their deal elsewhere.

This applies across industries, whether its commercial lending for a business owner who needs equipment financing, an insurer that prices a new risk sooner, or a firm that opens new accounts in days instead of weeks.



Speed wins more of the right business, and every win grows revenue.

The reason is that agents built on your credit policy compress the slowest parts of the process. They collect and verify documents, spread financials, and screen a request against policy and concentration limits. After that, they draft a first-pass credit memo for your underwriter to review. The work that previously took days now takes hours, while your credit standards don't change.



Now your faster response time becomes the reason borrowers pick you.

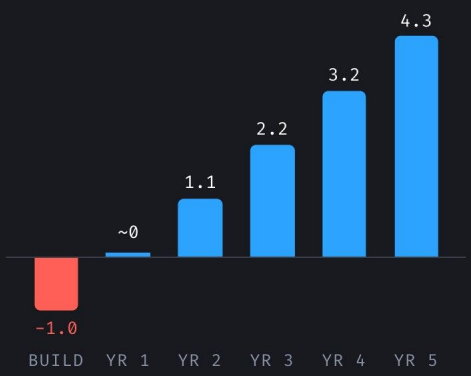
THE NAPKIN MATH, WITH LENDING AS THE EXAMPLE

A 10% larger book can pay for an owned agent in about a *year*.

A BANK WITH A $350 MILLION COMMERCIAL PORTFOLIO

Commercial portfolio Lending as the worked example	$350M
Average yield of about 7.4% Interest income a year	≈ $26M
Grow the portfolio 10% Same credit box, same team	+$35M
At a conservative 3% net interest margin Added net interest income, recurring	≈ $1M/yr
Build an owned lending agent Typical engagement, paid once	≈ $1M
Payback Every year after that is yours	≈ 1 year

CUMULATIVE RETURN, $M



Cumulative net interest income minus the one-time build. Illustrative: assumes the larger book holds from year one and leaves out ramp-up time.

The institutions moving on this aren't running experiments anymore.

40%

of large enterprises report scaling AI agents, up from 27% a year before

McKinsey, State of AI 2026

Up to 8%

AI-driven cost reductions financial institutions already expect by 2028

S&P Global Ratings, 2026

~6%

of organizations attribute more than 5% of EBIT to AI and report significant value from it.

McKinsey, State of AI 2026

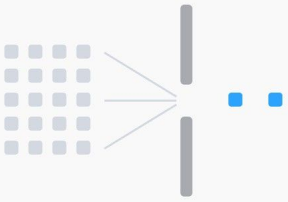
The difference between the few capturing value and the many still spending comes down to design.

The deployments that pay off start from how the institution makes money and work backwards to the technology, with a number defined before anything ships.

Turn your experts' judgment into agents you own, so growth stops waiting on *hiring*.

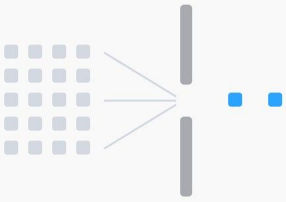
Growth at most institutions is gated by how many experienced people you can hire. A commercial portfolio expands only as fast as the credit team can responsibly touch the files, while a carrier binds only what its underwriters can review, and a compliance program clears only the alerts its investigators can work.

LENDING



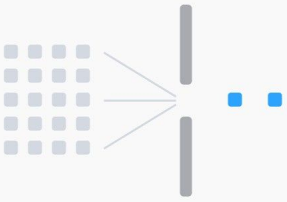
Files the credit team can responsibly touch

INSURANCE



Risks its underwriters can review

COMPLIANCE



Alerts its investigators can work

Seasoned judgment is hard to find, and it's made even harder in smaller markets.

Try recruiting a credit-trained underwriter or a certified compliance officer to work in a town of ten thousand people.

A NEEDLE IN A HAYSTACK

Those employees are a needle in a haystack and every institution in your footprint is chasing the same ones.

Owned agents take on the file work, so your underwriters *can decide* more deals.

An agent built from your credit policy, your decisioning rules, and your historical files handles the repeatable majority of the work. They can collect documents, manage spreading, check covenants, screen policies, and draft first runs of credit memos.

AGENTS YOU OWN HANDLE THE REPEATABLE MAJORITY

- Collect documents
- Manage spreading
- Check covenants
- Screen policies
- Draft first runs of credit memos

YOUR PEOPLE DECIDE

- Structuring a unique deal
- Pricing the gray-area risk
- Protecting the portfolio

Your underwriters stop doing the manual work an agent can do and instead focus their time on the decisions only they can make. Whether that's structuring a unique deal, pricing a gray-area risk, or protecting the portfolio. The same split holds in an AML program, where agents assemble the case file and your investigator decides whether to file a SAR.

Overall, your volume grows without lowering your credit bar and you avoid burning out your team.

Encoding it in agents you own means that judgment becomes an institutional *asset*.

The point here is growth without the hiring blocker. This differs from simply moving faster or cutting heads.

Instead, your best people become more valuable, because the agents are built from their judgment.

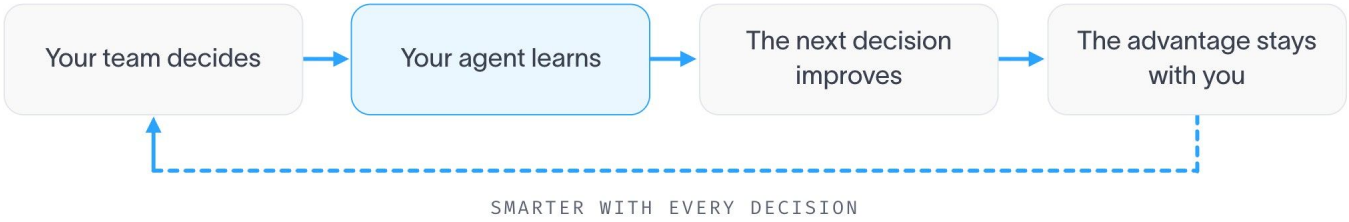
IF THE VENDOR OWNS THE AGENT

When a vendor owns the agent instead, every correction your experts make improves the vendor's product. So while your outcomes might improve short-term, the accumulated judgment ultimately improves someone else's bottom line.

Every decision makes your institution smarter, and your competitors can't buy *that*.

Ownership changes what happens after deployment, and that's where the lasting value sits. An owned agent improves with use. Every approved loan, declined application, and exception that your team resolves teaches the system more about how your institution makes decisions within your market and with your specific customers.

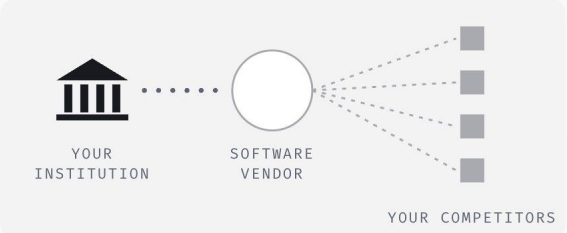
The same loop runs in a claims operation or an alert queue, where every reserve your adjusters set and every alert your investigators clear teaches your engine how your institution decides.



A mid-size commercial team makes thousands of credit decisions a year. Within a few years, your approval speed, pricing precision, and risk selection reflect your own book and its various nuances in a way that no off-the-shelf product could ever match.

Run the comparison from both sides and the stakes get even clearer:

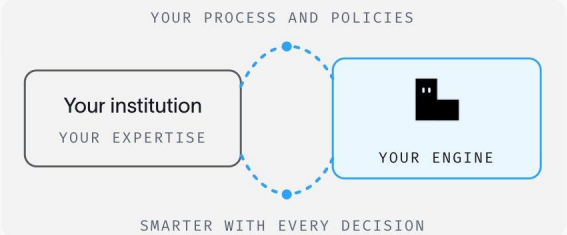
Software vendors — VENDOR OWNS THE AGENTS



On a vendor's platform, your expertise trains their product.

Every file you process improves agents the vendor can sell to your competitors at full price.

AgentCommand℠ — YOU OWN THE AGENTS



On agents you own, your expertise compounds for you.

Every decision stays in engines you own, while running single-tenant in your cloud, so your business advantage grows every quarter.

IN THE FINE PRINT

The institution that signs a standard AI agreement today may be consenting in the fine print to improving a product that will be sold to its competitors tomorrow. The teaching isn't named in the contract, and neither is the compensation.

Ownership turns hard governance questions into short *answers*.

Ownership also settles governance questions that are getting harder to avoid. Examiners, auditors, and boards increasingly want institutions to explain their agents, from where they run and what they learn from to who is accountable for what they decide.

EXAMINERS ASK	VENDOR OWNS THE AGENTS	YOU OWN THE AGENTS
Where do they run?	Inside a vendor's product	In your environment
What do they learn from?	Set by a contract signed years ago	Only your decisions
Who is accountable for what they decide?	Much harder to explain	Your people, who sign off on every decision

WHEN YOU OWN THE AGENT

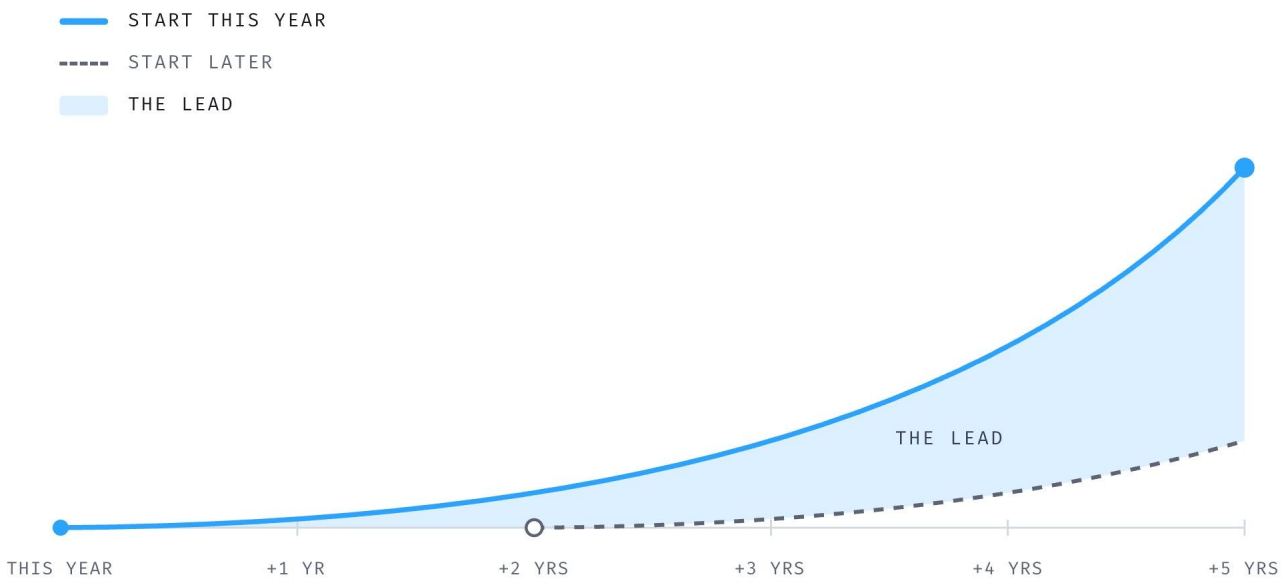
When you own the agent, these answers are clear and short. The agents run in your environment, learn only from your decisions, and nothing in the fine print sends your expertise to a competitor. Institutions that can say that will confidently clear procurement, audit, and examination queries faster.

WHEN THE VENDOR OWNS IT

When the agents sit inside a vendor's product under a contract signed years ago, explaining these elements becomes much more complicated.

WHY NOW

The advantage goes to whoever starts *first*.



Illustrative.

8% of institutions run AI across their enterprise, so for most of your competitors the compounding hasn't started.

S&P Global Ratings, AI survey for financial institutions, 2026

Only 8% of institutions have taken AI enterprise-wide, and many are still working one department at a time, so the lead in any single line of business is still open.

Agents you own that start learning from your decisions this year build a lead that gets harder to close every quarter.

Your competitors can't purchase your decision history and the years of compounding knowledge these agents need to build.

The advantage goes to whoever starts first in your market and among your lines of business.

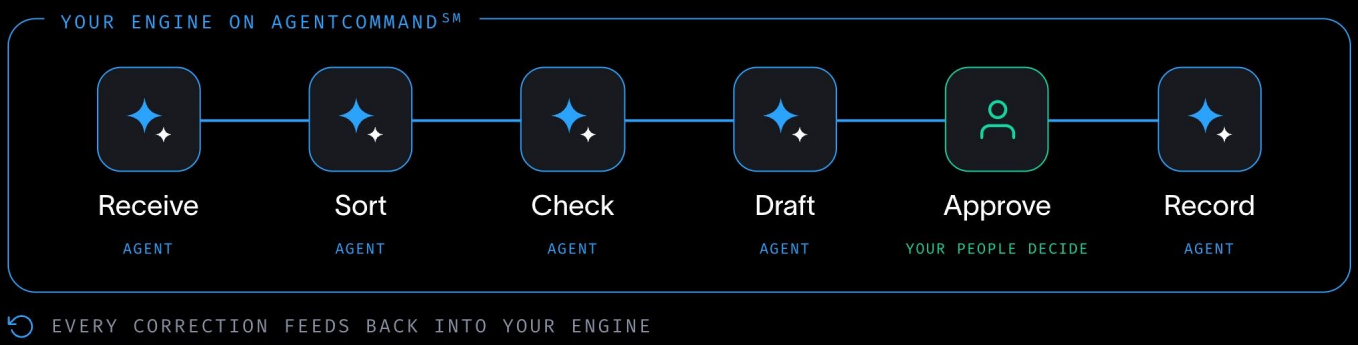
IN PRODUCTION TODAY

AgentCommand℠

What ownership looks like with AgentCommand℠ and the engines it *runs*.

Praxent runs this pattern in production today as a set of AI agent engines

Called AgentCommand℠, our agent accelerator builds and runs each engine in your cloud and on code you own, one for each workflow such as commercial loan intake, a claims file, or an AML alert queue. The agents work across your core and systems, even older ones without APIs.



It sends each case to the right agent, where it reads the documents, then applies your policies and limits. Next, it drafts the work for your team to review and holds the decision until a person signs off, while logging each step in an audit trail your examiners can follow.

Your cloud, your code
BUILT AND RUN IN YOUR CLOUD

Your policies and limits
APPLIED TO EVERY CASE

A person signs off
ON EVERY DECISION

An audit trail
EVERY STEP, FOR YOUR EXAMINERS

Works across your core
EVEN OLDER SYSTEMS WITHOUT APIS

Every correction your reviewers make is built back into the agents, so the learning stays inside your institution and all of your engines run on one platform.

Learn more about AgentCommand℠ →

THE AGENTCOMMAND ENGINES

More than 40 engines run on the platform, grouped by the businesses they *serve*.



LENDING

Commercial, SBA, mortgage, consumer, and auto lending, plus servicing, collections, and recoveries.



BANKING

Account opening, commercial onboarding and treasury, deposit operations, BSA/AML, and fraud and disputes.



INSURANCE

Commercial lines underwriting, life and annuity new business, commercial claims, and workers' compensation claims.



PAYMENTS

Merchant onboarding and underwriting, chargeback operations, and settlement and reconciliation.



INVESTING AND PRIVATE CAPITAL

Deal diligence, private credit underwriting, fund operations, and LP onboarding and reporting.

The engines were structured to hold up under *volume*.

NEWITY, the #1 SBA facilitator, runs more than 60 agents in production, while a specialty insurance broker we work with launched its first agent in two weeks and now saves $2.5 million a year.

60+

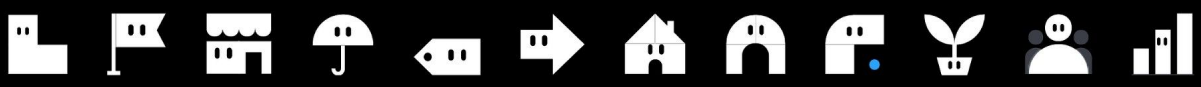
agents in production at NEWITY, the #1 SBA facilitator

2 weeks

for a specialty insurance broker to launch its first agent

$2.5M

saved a year by that same broker



YOUR CHECKLIST

Three questions before you sign another AI *contract*.

1 Ask every vendor what their agents learn from your institution

- [ ] Which workflows and corrections feed their agents?
- [ ] Who else gets the improvements?
- [ ] Can you audit usage?
- [ ] Can you opt out?
- [ ] Can you require deletion when the contract ends?

Vendors with good answers will give them, and a vendor without good answers just told you something important.

2 Put a value on what you contribute

Replicating your decades of decision history would be expensive for any vendor, which means it's worth something in a negotiation. If your institution's expertise and data materially improves a vendor's agents, negotiate like a partner who brought an asset to the table for better pricing, audit rights, or terms that keep the learning on your side.

BETTER PRICING · AUDIT RIGHTS · LEARNING STAYS ON YOUR SIDE

3 Start with one process tied to a revenue number

Pick one decision-heavy workflow, commercial loan intake, alert triage, or renewal pricing. Then benchmark it on cycle time, cost per file, or pull-through.

Deploy an agent you own against it, then re-measure at the end. If the number didn't move, then you've lost little. If it moves significantly, your compounding has started.

01 PICK › 02 BENCHMARK › 03 DEPLOY › 04 RE-MEASURE

HOW WE WORK

That last step describes how we *work*.

Praxent puts engineers beside your lending, underwriting, and operations teams to map how your business makes money. Then we benchmark the processes that drive it, build engines your institution owns on AgentCommand℠, and re-measure the results with you.

01 MAP › 02 BENCHMARK › 03 BUILD › 04 RE-MEASURE

We're an award-winning AI transformation firm and a select Anthropic partner for financial services.

25
years in the industry

200+
specialists at the intersection of AI and finance

$3T+
in assets managed on platforms we've built

YOUR NEXT STEP

Ready to run your own *numbers*?

If you lead lending, credit, underwriting, compliance, or operations at a bank, credit union, lender, or insurer, bring one process and one number you want to move.

We'll walk through what an owned agent would change, what it would cost, and how fast it pays back.

Book a demo | **Learn more about AgentCommand℠ →**

Reach us at praxent.ai or hello@praxent.ai

SOURCES

S&P Global Ratings, "AI In Financial Institutions Survey: Uneven Adoption And Risk Management Will Drive Credit Quality Differentiation," September 21, 2026. S&P Global, "AI and banking: Leaders will soon pull away from the pack," October 28, 2025. McKinsey & Company, "The state of AI in 2026: On the road to ROI," August 2026. The napkin math and the charts marked illustrative are directional estimates, not forecasts.

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