

AI in Banking: Moving from Possibility to Responsible Performance

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The views and opinions expressed are my own and do not necessarily reflect those of First Citizens Bank.

Community and Regional banks are using AI

Key Areas & Example Value Created

1	**Fraud & Financial Crime**	Reduced losses and faster detection
2	**Contact Center & Servicing**	15-40% productivity improvement
3	**Operations Automation**	20-60% reduction in manual effort
4	**Credit & Underwriting**	Faster decisions and better conversion
5	**Software Engineering**	10-30% developer productivity
6	**Risk & Compliance**	Faster identification of policy, regulatory, and control issues
7	**Knowledge Management**	Significant reduction in research time
8	**Customer Personalization**	Revenue uplift through improved targeting, cross-sell, engagement
9	**Agentic Workflow Automation**	10%-40% reduction in manual process effort

AI-Assisted Chatbot

US super-regional

3% → 42% increase self-service containment via AI assistant

Conversational assistant handles over 150 tasks for 2.4M mobile banking users (accuracy intent from 20%→90%). AI now writes ~45% of new code; 1M+ employee prompts in one month

Client Servicing at Scale

US super-regional

~1.3M client requests handled by its AI assistant in 1 quarter

81% self-service resolution through client facing AI-driven personal assistant; future growth expected in transforming branch operations using AI and enhanced technology

Call Center Efficiency

Digital bank

10,000+ employees on its proprietary GenAI platform

AI-driven call-summarization has been used to support over 5M customer calls; Platform was design to integrate with commercially available LLMs

Source: EY, 2026

AI Opportunities: Growth & Relationship Expansion

Wealth Cross/Up Sell

VALUE Prioritizes next-best opportunities and tailored banker actions.

PRIMARY STAKEHOLDER Relationship & Wealth Leaders

Lead Routing Agent for Bankers

VALUE Creates a daily, prioritized call list from customer signals.

PRIMARY STAKEHOLDER Retail & Business Bankers

AI-Assisted Conversation Prep

VALUE Delivers a concise customer brief, talking points, and likely objections.

PRIMARY STAKEHOLDER Relationship Bankers

Personalized Deposit Messaging

VALUE Generates relevant outreach by segment, need, and relationship context.

PRIMARY STAKEHOLDER Marketing & Deposit Growth

Conversational Deposit Advisor

VALUE Guides customers to suitable deposit options using bank-approved rates.

PRIMARY STAKEHOLDER Digital Banking & Deposits

Customer Lifecycle Engagement

VALUE Adapts customer communications based on actual relationship activity.

PRIMARY STAKEHOLDER Customer Experience & Marketing

Branch Banker AI Assistant

VALUE Turns customer situations into product guidance, disclosures, and prompts.

PRIMARY STAKEHOLDER Branch Banking

Disclosure & Terms Drafting

VALUE Speeds customer-facing product communications and documentation.

PRIMARY STAKEHOLDER Product, Legal & Compliance

Industry & Client News Agent

VALUE Summarizes relevant news and surfaces client conversation starters.

PRIMARY STAKEHOLDER Commercial & Relationship Bankers

AI Opportunities: Service, Operations & Productivity

Loan Onboarding Process

VALUE Coordinates onboarding steps and follow-up across lending teams.

PRIMARY STAKEHOLDER Lending Operations

Contact Center Agent Assistant

VALUE Surfaces answers in real time and drafts consistent call notes.

PRIMARY STAKEHOLDER Contact Center Leadership

Complaint & Dispute Drafting

VALUE Accelerates compliant first drafts using case facts and policy.

PRIMARY STAKEHOLDER Operations, Compliance & Service

Autonomous Customer Follow-up

VALUE Monitors milestones and triggers the right outreach or banker alert.

PRIMARY STAKEHOLDER Deposit Operations & CX

Document & Statement Summaries

VALUE Answers plain-language questions about fees, terms, and rate changes.

PRIMARY STAKEHOLDER Digital Service & Operations

Internal Policy & Procedure Q&A

VALUE Provides fast, sourced answers from approved internal guidance.

PRIMARY STAKEHOLDER Branch & Contact Center Staff

Personalized Financial Education

VALUE Provides timely, behavior-based tips that deepen engagement and trust.

PRIMARY STAKEHOLDER Marketing & Customer Experience

Voice of Customer Synthesis

VALUE Converts surveys and transcripts into executive-ready themes and signals.

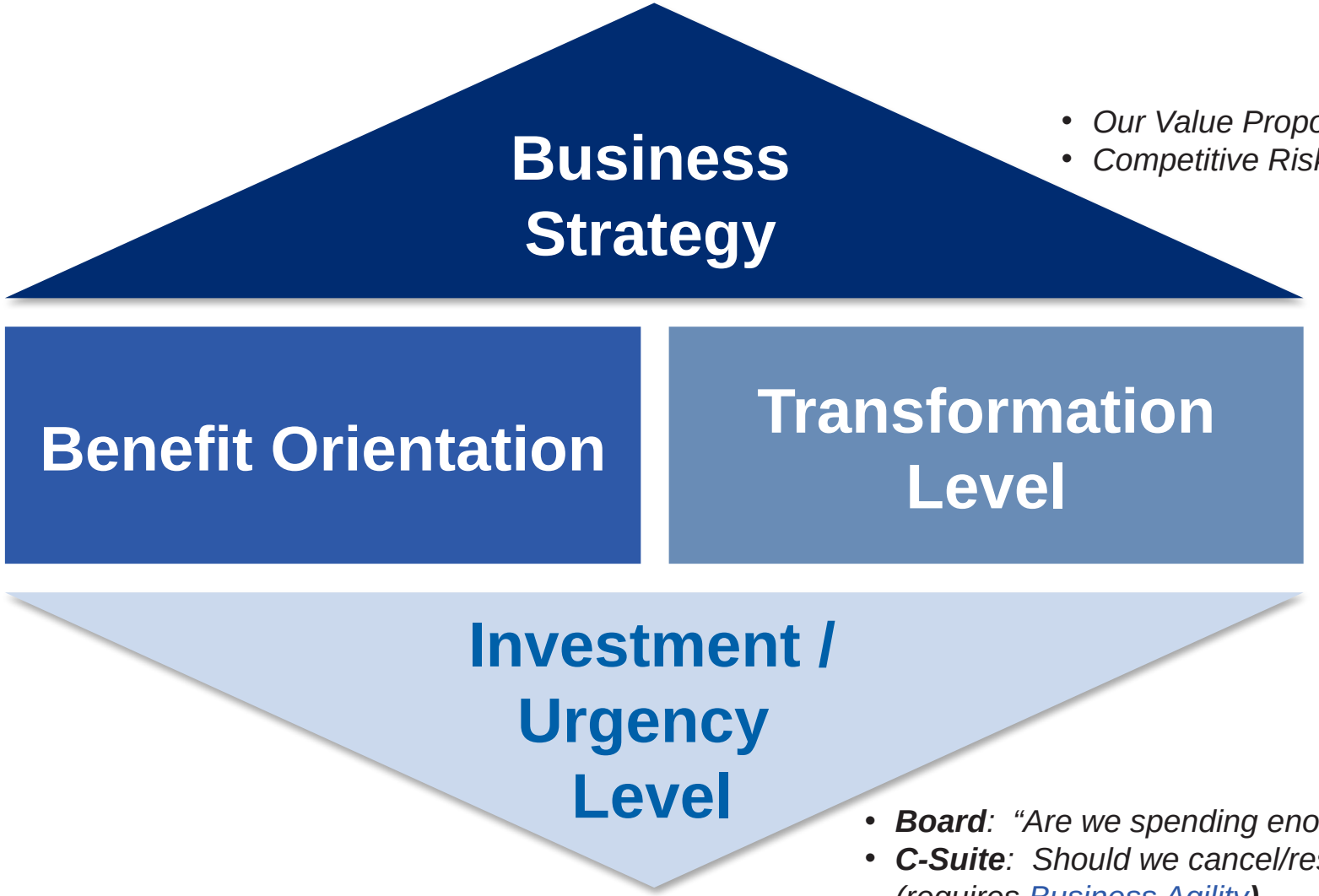
PRIMARY STAKEHOLDER Executive Team & CX

Synthetic Personas

VALUE Tests products, pricing, and messaging with simulated customer profiles.

PRIMARY STAKEHOLDER Strategy, Product & Marketing

Do we have the right AI strategy?



- *Our Value Proposition*
- *Competitive Risk, Disruption Risk*

Internal-facing AI vs. Customer-facing

- *Incremental vs. Transformative*
- ***3 Levels of AI Strategy***
  - ***Individual** Productivity*
  - ***Team** Efficiency (workflows & process improvement),*
  - ***Function**/Process Re-imagination*

- ***Board**: "Are we spending enough?"*
- ***C-Suite**: Should we cancel/reshape in-flight initiatives? (requires Business Agility)*

Are we managing the unique AI risks?



- **Risk of Data and Intellectual Property exfiltration**, depending on how AI is implemented and secured



- **Immature and unclear regulatory landscape**, but heightened regulator focus
  - Expectations for a rigorous **risk and control framework**



- **Security risks**, such as adversarial attacks, fraud and deep fakes, open-source software risks, Frontier AI-related vulnerabilities, etc.



- **Third party software** is rapidly incorporating GenAI – potentially in unsafe ways



- **Known GenAI challenges** with certain types of activity:
  - **Model error** (“Hallucination”, “AI Slop”, etc.)
  - LLMs can be coerced into giving **inappropriate answers** – reputation risk
  - Insufficient processes/controls may lead to bias or **ethical risks**



Are we managing AI financials properly?

ROI Management Framework

- Revenue Increase
- Cost Reduction
- Cost Avoidance (scale/velocity)
- Risk Avoidance/Mitigation

Runaway AI Expenses

- Token costs are rising; Agentic AI consumes even more
- Methods: Token throttling, AI gateway, Open Weight LLMs

Managing Tech Investment ROI

- Always a challenge; it’s time to improve
- Up front ROI forecasting, value measurement / monitoring, benefit attribution, business owner accountability

What are the implications of scaled AI for our Organization and People?

Potential Job Impacts

- Reductions, "Hollowing Out"
- New jobs created
- Reshaping of Entry Level roles

Culture/Mindset Shift

	From		To
1	Task execution	→	Work orchestration
2	Individual productivity	→	Human + AI team productivity
3	Function-specific knowledge depth (narrow)	→	Cross-domain fluency (wide), critical thinking, and process mgmt mindset
4	Expertise without behavioral excellence	→	Principle-based leadership and excellent communication
5	Functional skill accumulation	→	Lifetime learning and adaptability

Q & A