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The Landscape of Corporate Banking in the Age of Artificial Intelligence: Opportunities and Challenges for the Future of Interbank Collaboration and FinTechs

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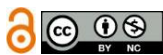
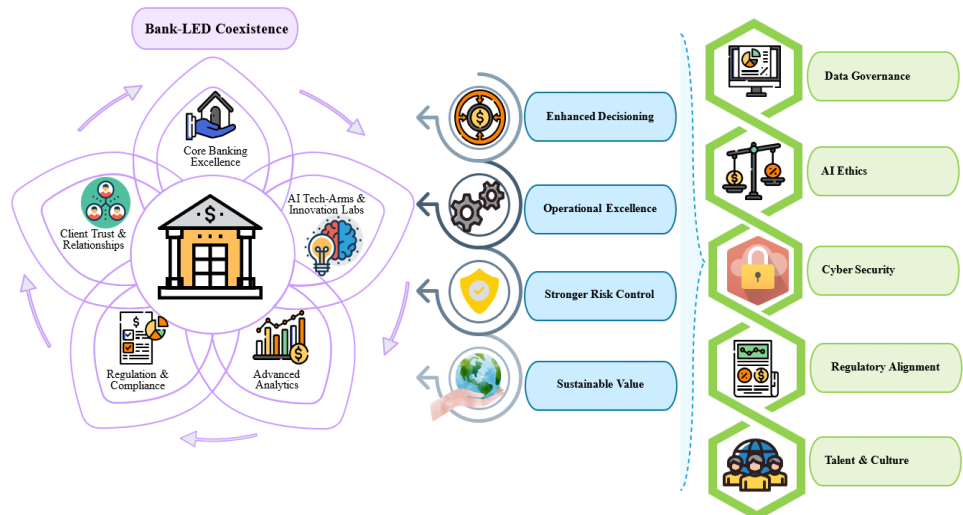
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ABSTRACT

This study aims to analyze the future of collaboration between banks and fintech firms within the context of artificial intelligence, specifically explaining transformation scenarios in corporate banking. Adopting a qualitative-exploratory approach, the research identifies key drivers and critical uncertainties through document analysis. Subsequently, plausible scenarios were developed utilizing a scenario-planning approach supported by Expert Choice 11 software. In the “Strategic Coexistence Led by Banks” scenario, the gradual integration of fintech firms as innovation arms ranked first with a weight of 0.344, followed by the creation of digital banking hubs (0.249) and intelligent risk management platforms (0.207) with an overall inconsistency of 0.01. In the “Fintech Dominance and Market Disruption” scenario, AI- and blockchain-based service provision took priority at 0.322, followed by the declining role of traditional banks (0.244), expansion of peer-to-peer platforms (0.218), and increased competitiveness (0.216), with an inconsistency of 0.00. Finally, the “Institutional Convergence and Hybrid Ecosystems” scenario highlights the establishment of national intelligent financial services infrastructure (0.271) and institutional convergence (0.231) as significant factors (inconsistency = 0.01). The findings indicate the future of the financial industry relies on institutional synergy, technological transformation, and structural reconfiguration, requiring standardized application programming interfaces, stronger risk-based regulations, and intelligent, data-driven infrastructures. Keywords: corporate banking, artificial intelligence, banks, fintech.



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1. Introduction

The rapid developments in information technology and the expansion of artificial intelligence applications in recent decades have confronted the traditional structure of banking systems with fundamental challenges, while simultaneously creating new opportunities for redefining banking relationships, generating shared value, and transforming the financial services value chain (Atah et al., 2024). In this context, corporate banking, as an emerging model based on collaboration and synergy among banks, fintechs, and other actors within the financial ecosystem, has gained significant importance. Instead of pure competition, this model is founded on data sharing, infrastructure sharing, and creating added value for customers through advanced technologies (Su and Wang, 2025).

On the other hand, the emergence of fintechs (financial technology companies) and the expansion of their influence in the financial services market have broken traditional boundaries of banking and compelled banks to reconsider their interaction model with fintechs (Ogunle et al., 2025). In this regard, the use of artificial intelligence in financial data processing, credit decision-making, risk analysis, fraud detection, and the provision of personalized services has reshaped the space for competition and collaboration, highlighting the need to redefine roles and establish new institutional structures (Kumar, 2024).

In the era of artificial intelligence, banks face challenges such as decreasing customer loyalty, pressure for innovation, complex regulatory requirements, and threats posed by digital financial platforms. Collaboration with fintechs can serve as an effective strategy for increasing agility, enhancing customer experience, reducing operational costs, and improving analytical services (Najaf et al., 2024). Conversely, fintechs require cooperation with banks to gain access to financial resources, public trust infrastructures, and legal licenses. Therefore, the formation of intelligent coexistence models and strategic synergies between banks and fintechs is an inevitable necessity in the digital transformation of the financial system (Balaj et al., 2024).

Corporate banking over the past decades has evolved from a centralized model based on traditional services toward digital platforms, open banking, and now collaborative banking. In the first stage, banks utilized IT systems to digitalize internal processes. In the second stage, with the emergence of fintechs and regulatory requirements such as the Second Payment Services Directive in the European Union, the structure of open banking emerged (Al-Mubarak et al., 2024). Now, in the third stage, with the use of artificial intelligence in big data analytics, customer interaction, risk modeling, and behavioral learning, a new horizon has opened for collaboration and synergy between banks and fintechs. This transformation has not only reshaped service structures but has also influenced the nature of competition, business models, and data governance (Manoharan et al., 2024).

This article, using an analytical-descriptive method and employing the Expert Choice 11 software, seeks to outline the outlook for collaboration between banks and fintechs within the context of artificial intelligence, and to examine the opportunities, challenges, and potential scenarios of such collaboration. In this regard, the main research questions are:

1. What effective partnership models between banks and fintechs are conceivable in the era of artificial intelligence?
2. What opportunities and threats arise for collaborative banking as a result of using artificial intelligence?

What institutional, technical, and policy solutions exist to achieve a sustainable and secure corporate financial ecosystem?

1.1. Corporate Banking and Its Difference from Other Banking Models

Corporate banking is a branch of the banking industry that provides financial services to large corporations, business enterprises, public institutions, and government organizations. This type of banking addresses the complex financial needs of corporate clients and provides services such as large-scale loans, supply chain financing, cash management, issuance of bank guarantees, and treasury services. It also includes investment advisory, risk management, and foreign exchange and international services. Banks in this area also offer financial derivatives and advanced financial structures. The main objective is

to facilitate and optimize companies' financial processes (Luska & Oitila, 2024). Table 1 presents the main services of corporate banking.

Table 1. Main Services of Corporate Banking

Services
Working capital financing to manage companies' daily liquidity needs.
Long-term and medium-term loans for investment, project development, and the purchase of equipment and machinery.
Opening letters of credit and issuing bank guarantees to facilitate domestic and international trade.
Treasury management, including the optimization of cash flows, liquidity management, and account control.
Advisory and structured financial services for mergers and acquisitions, project financing, and debt issuance.
Foreign exchange services and hedging against exchange rate and interest rate fluctuations through derivative instruments.
International banking and global supply chain financing.

Source: Luska & Oitila, 2024

Corporate banking, with a focus on long-term relationships and value creation for customers, is based on the quality of interactions, the structure of contracts, risk management, and the design of innovative financial solutions. In large international banks, corporate banking is sometimes integrated with investment banking, and advanced financial structures are designed that include the financing of international projects, initial public offerings, bonds, and participation bonds. Corporate banking is also considered one of the main sources of sustainable profit and competitive advantage for these banks (Attah et al., 2024). Accordingly, the advantages and challenges of corporate banking are presented in Table 2.

Table 1. Advantages and Challenges of Corporate Banking

Advantages	Challenges
Provision of specialized and customized financial services	Precise credit risk assessment of large clients and dependence on the performance of specific industries
High revenue generation for the bank	Need for high expertise in designing financial instruments
Establishment of long-term and strategic relationships	Increasing competition from non-bank institutions and fintech companies
Enhancement of banking stability and credibility	Strict regulatory supervision over banking operations and information disclosure

Source: Attah et al., 2024

Corporate banking is one of the four main pillars of banking services which, together with other banking models, forms the overall structure of banks' services. These models are presented in Table 3.

Table 3. Comparison of Corporate Banking with Other Banking Models

Banking Model	Target Customers	Main Type of Services	Example Banks (Iran and the World)
Retail Banking	Individual customers (general public, households)	Qard al-Hasanah and current accounts, short-term deposits, small loans, bank cards, mobile banking and internet banking services	Bank Melli Iran; Bank Mellat; Bank of America; Barclays
Commercial Banking	Small and medium-sized businesses	Medium-scale facilities, current account management, working capital credit, point-of-sale terminals, basic accounting services	Ayandeh Bank; Resalat Bank; Wells Fargo; Santander
Corporate Banking	Large companies, public institutions, economic enterprises	Project financing, treasury management, issuance of guarantees, opening of letters of credit, derivative financial instruments, financial and investment advisory	Bank of Industry and Mine; Parsian Bank; J.P. Morgan Chase; HSBC
Universal Banking	All sectors (retail, commercial, corporate, investment)	Provision of a full range of banking services including deposit-taking, lending, insurance services, asset management, investment, international banking, and financial advisory services	Most banks

Source: Research Findings

1.2. The Role of Artificial Intelligence in Redefining Corporate Banking

The transformation of corporate banking through the penetration of artificial intelligence has been one of the most fundamental changes in the structure of financial services in recent decades. Artificial intelligence operates not merely as a complementary technology, but as a redefining force in processes, interaction models, strategic decision-making, and the structures of financial

relationships in corporate banking (Murphy, 2018). Corporate banking, unlike retail banking, provides complex and specialized financial services to companies, large institutions, governments, and financial organizations. The introduction of artificial intelligence has led to a fundamental transformation in the processes of this domain, including cash management, the granting of large-scale facilities, project financing, and risk management (Loska & Ovitila, 2024). Table 4 presents the functional dimensions of the role of artificial intelligence in redefining corporate banking.

Table 3. Comparison of Corporate Banking with Other Banking Models

Applied Axis	Description and Functions	Related Technologies
Credit Analysis and Risk Assessment	- Multidimensional analysis of financial statements, payment records, market indicators, and unstructured data (news, social networks) - Identification of hidden patterns to predict default and liquidity risk - Acceleration and intelligent enhancement of the large-scale lending process - Cash flow forecasting based on historical patterns	Machine learning, natural language processing, big data analytics
Intelligent Automation in Treasury Services	- Optimization of payments and liquidity management using advanced algorithms - Use of robotic process automation to automate financial processes and account reconciliation - Intelligent management of financial derivative risks	Robotic process automation, optimization algorithms, predictive machine learning

Personalization of Corporate Customer Services and Interactions	- Prediction of future customer needs through behavioral analysis - Design of customized service packages - Enhancement of digital experience through intelligent customer relationship management and smart assistants - Interactive chatbots for continuous communication with customers - Automated comparative analysis of regulations and legal requirements	Customer behavior analytics, intelligent customer relationship management, advanced chatbots, recommendation engines
Management of Regulatory Risks and Regulatory Technology	- Identification and reporting of suspicious activities (anti-money laundering or combating the financing of terrorism) - Reduction of human errors and increased compliance transparency - Compliance with international regulations such as Basel 3 and the Foreign Account Tax Compliance Act	Regulatory technology, anomaly detection, legal compliance automation, legal natural language processing
Support for Strategic Decision Making	- Modeling future economic and financial scenarios - Providing intelligent recommendations for resource allocation and risk adjustment - Analysis of macro trends in domestic and global markets	Decision support systems, business intelligence, predictive analytics

Source: Luska & Oivittila, 2024

Artificial intelligence has led to increased efficiency, reduced costs, and innovation in banks' business models in corporate banking. However, its effective implementation requires advanced data infrastructures, specialized human resources, and an intelligent regulatory framework (Mohark & Mugaji, 2025).

1.3. Market Outlook of the Role of Artificial Intelligence in Corporate Banking

Artificial intelligence in the corporate banking market involves the use of AI to optimize corporate banking services. AI technologies improve efficiency in areas such as risk assessment, customer relationship management, and transaction processing. This market is growing as banks seek to enhance customer experiences and reduce their operational costs. As competition in corporate banking intensifies, the adoption of artificial intelligence technologies becomes essential. Banks that leverage artificial intelligence can gain a competitive advantage by providing faster, more personalized services and reducing risks. The focus should be on the seamless integration of artificial intelligence into existing banking operations in order to maximize benefits (Ferti & Martino, 2025). As shown in Figure 1 in the file, the global artificial intelligence market value in corporate banking is projected to grow at an annual rate of 8.7 percent, increasing from 108.7 million dollars in 2023 to approximately 250.3 million dollars by 2023.

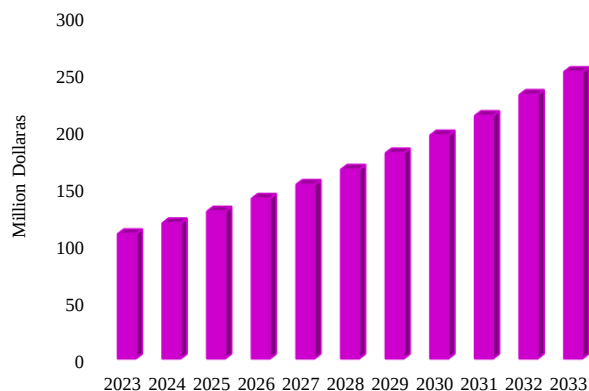


Figure 1. Market Value of the Role of Artificial Intelligence in Corporate Banking

Source: market.us

1.4. The FinTech Ecosystem in the Corporate Banking Industry

The FinTech ecosystem refers to a set of institutions, technologies, processes, actors, and regulatory structures that interact with one another to deliver technological innovations in the field of financial services (Manta et al, 2021). FinTechs, as agile, innovative, and technology-driven entities, have in recent years become the most challenging and, at the same time, the most influential drivers of transformation in the traditional banking system (Jain, 2024). On the other hand, collaborative banking, as a modern approach, emphasizes cooperation between banks and third-party actors (including FinTechs, platforms, technology companies, and others) with the aim of creating shared value for customers and improving the efficiency of the banking system (Liu & Hu, 2024).

The FinTech ecosystem within the context of collaborative banking is built on principles such as openness, data-centricity, agility, and customer-centricity. In this ecosystem, relationships, instead of being based solely on competition, are defined through partnership and synergy (Akhtar et al, 2024). Rather than attempting to eliminate FinTechs, banks leverage their capabilities in developing innovative services, customizing products, analyzing customer data, and automating processes (Kliestik et al, 2024). This interaction, which takes place through formats such as open banking, application programming interface-based banking, and banking as a service, requires the formation of new technical and regulatory frameworks (Yang et al, 2025). From an

institutional structure perspective, the FinTech ecosystem includes key components, which are presented in Table 5.

Table 5. Key Components of the FinTech Ecosystem from an Institutional Structure Perspective

Component	Description
Key actors	FinTechs (start-ups or financial technology companies)
	Banks and financial institutions
	Regulatory bodies and financial regulators
	Data intermediary platforms
	Technology companies and digital infrastructure providers
Technological infrastructures	Customers as final stakeholders
	Application programming interfaces to facilitate connectivity between banks and FinTechs
	Cloud infrastructures and blockchain
	Digital identity verification systems
	Artificial intelligence algorithms for analyzing financial behavior, fraud detection, credit assessment, and service personalization
Regulatory and supervisory frameworks	The FinTech ecosystem requires supervisory bodies with an innovative approach and flexible regulation that, while supporting innovation, ensure financial stability and the protection of customer rights. Regulations related to data sharing (such as the Second Payment Services Directive in Europe), privacy, anti-money laundering or combating the financing of terrorism, and digital operating licenses are considered vital pillars of this domain.
	Strategic partnerships
	Joint ventures
	Mergers and acquisitions
	Start-up acceleration

Source: Yang et al, 2025

From a theoretical perspective, this ecosystem can be analyzed within the framework of concepts such as open innovation, value network formation, and value co-creation. Open innovation theory introduces interorganizational collaboration as a vital source for knowledge production and competitive advantage in the digital era; while the theory of value co-creation emphasizes the active role of customers and technology partners in creating customized financial services (Santos et al, 2024).

The emergence of new FinTech solutions based on big data analytics, blockchain, and cloud computing has significantly increased demand in this sector. Globalization and growth in emerging economies are bringing underbanked and underserved groups under the coverage of financial services (Javed et al, 2025). FinTech service companies can benefit from newer markets to promote financial inclusion at affordable rates (Gataua et al, 2024). As shown in Figure 2, due to advanced internet infrastructures and a technology innovation ecosystem, North America dominated the FinTech services market in 2023. Cities such as New York and Silicon Valley serve as homes to new FinTech start-ups. In this regard, Asia-Pacific is expected to witness the fastest annual growth during the forecast period. The growing adoption of FinTech services in countries such as China, India, and Japan, along with the expansion of e-commerce, has led to significant growth of FinTech companies in the region. The large population of this region represents a major potential market for FinTech companies seeking to expand their consumer base. Europe is also experiencing notable growth. Recent developments such as Brexit have changed the key players in the region. Before Brexit, the United Kingdom was a prominent name in European FinTech, and London served as a hub for several key players. However, today many FinTech companies have relocated to countries such as Malta, Lithuania, Germany, and the Netherlands. The emergence of the Second Payment Services Directive has accelerated FinTech innovation and development in the region, and the increasing level of digitalization has led to easier adoption of FinTech services, particularly in Western Europe.

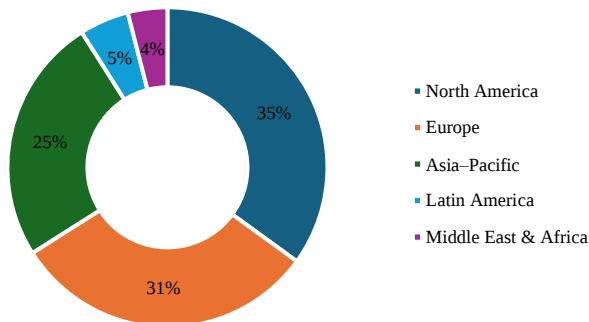


Figure 2. FinTech Market Share in Different Regions of the World in 2023 - Percent

Source: www.precedenceresearch.com

Finally, it should be noted that the formation of a sustainable and effective ecosystem in the FinTech domain requires a balance between technological innovation, financial stability, and legal transparency. Without strong data infrastructures, transparent collaborative frameworks, and the empowerment of human resources, collaborative banking cannot fully leverage the potential of FinTechs (Ogunbajo et al, 2025).

1.5. The FinTech Market Outlook in the Banking Industry

The increasing demand for digital banking and financial services, made accessible through the growing penetration of digital technology among consumers and businesses, has led to the growth of the FinTech market (Yang et al, 2024). As shown in Figure 3, the global size of FinTech as a financial services market increased from 308.30 billion in 2023 to 308.30 billion in 2023 to 308.30 billion in 2023 to 358.49 billion in 2024; therefore, it is projected to reach approximately \$1,620 billion by 2034.

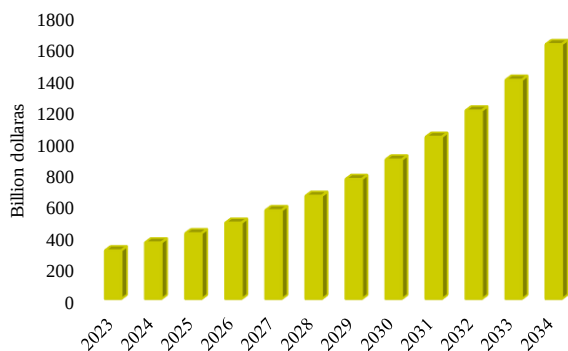


Figure 3. FinTech Market Value as a Financial Services Market (2023–2034)

Source: www.precedenceresearch.com

1.6. The Role of Artificial Intelligence in the Future of the FinTech Industry

Artificial intelligence is experiencing significant growth in the FinTech market, as the financial industry recognizes the transformative potential of AI. The driving factors behind this growth include the increasing digitalization of financial services, the need for advanced analytics and data-driven decision-making, the emergence of FinTech start-ups, and advancements in AI technologies such as machine learning and natural language processing (Monira et al, 2025). As shown in Figure 4, the size of the FinTech market is projected to grow at a compound annual growth rate of 20.5%, from 11.8 billion in 2023 to approximately 76.2 billion by 2033.

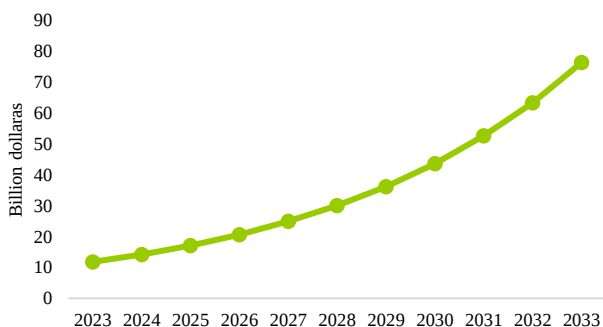


Figure 4. The Market Value Outlook of Artificial Intelligence in the FinTech Industry

Source: market.us

1.7. Market Value of the Top 10 Global FinTechs in 2025

A selected group of innovative FinTech companies is fundamentally transforming the way businesses and consumers interact with the financial sector. From streamlining payments to enabling democratic access to financial solutions, these key players are driving significant changes in the global financial landscape (Jain & Gan, 2024). Figure 5 illustrates the top 10 FinTech development companies in 2025 based on market value.

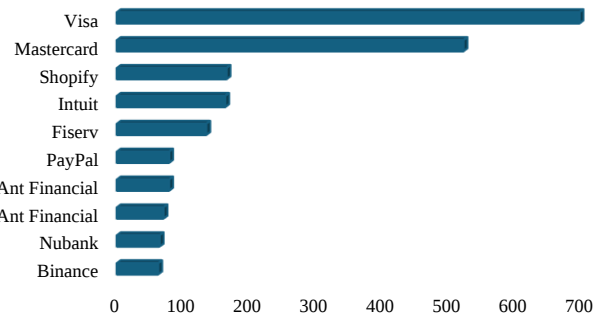


Figure 5. Market Value of the Top 10 Global FinTechs in 2025 (Billion USD)

Source: www.tmasolutions.com

1.8. The Impact of the Top 10 FinTech Trends in 2025

The financial sector is witnessing an increase in the adoption of robotic process automation and AI-based chatbots to automate manual tasks. Accordingly, the tree Figure (6) illustrates the impact of the top 10 FinTech trends in 2025. Decentralized finance and open banking are democratizing financial infrastructures and data access. With the growth of neobanks and digital banking services, the demand for financial cybersecurity solutions to combat money laundering and cyberattacks has increased. Furthermore, the industry is enhancing customer engagement through voice-driven services and the use of Internet of Things (IoT) devices to tailor services based on customer data. The preference of banks supporting high-impact projects is driving the growth of sustainable financing in FinTech. At the same time, quantum computing strengthens market forecasting accuracy, and wealth management solutions are gaining increasing market traction..

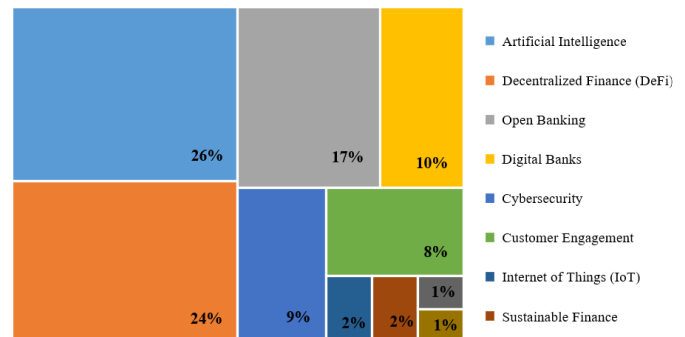


Figure 6. The Impact of the Top 10 FinTech Trends in 2025

Source: www.startups-insights.com

1.9. Position of FinTech in Iran

FinTech in Iran, as an emerging industry with an annual growth rate of about 30%, has become one of the fastest growing sectors of the country's financial system, with transaction volumes exceeding \$166.8 billion. More than 97% of the population has access to the internet, providing a suitable infrastructure for the expansion of this sector. Iran's FinTech ecosystem operates in areas such as electronic payments (e.g. Zarinpal), cryptocurrencies (e.g. Rabex), digital insurance, online lending, and investment management. However, the industry faces several major challenges, including the lack of clear regulations, international sanctions, limited investment, and regulatory barriers. The future of this sector depends largely on the development of supportive regulations, attracting investment, and effective collaboration between banks and FinTech companies.

1.10. The Role of Artificial Intelligence in Future Bank–FinTech Relations

With the rapid growth of financial technologies and the expansion of digital ecosystems, the relationship between traditional banks and FinTech companies has undergone a fundamental transformation. In this context, artificial intelligence serves not only as a technical tool but also as an enabling infrastructure for fostering collaboration and a new form of coexistence between these two key actors. Table (6) examines the different dimensions and levels of the role of artificial intelligence in redefining bank–FinTech relations.

Table 6. Dimensions and Levels of the Role of Artificial Intelligence in Redefining Bank–FinTech Relations

Dimensions and Levels	Description
Data Driven Synergy Between Banks and FinTechs	- Intelligent data sharing in secure and regulated environments such as open banking - Combined behavioral analysis to identify shared financial patterns of customers and design joint products
Support for API Based Collaboration Models and Open Banking	- Improved inter institutional risk management through the integration of financial, transactional, and credit data between banks and FinTechs. - Intelligent routing of API requests based on real time workload analysis and security features - Detection of unusual behaviors in API exchanges to prevent potential misuse - Support for automated regulatory compliance in data exchange within open finance environments. - Intelligent assessment of technological and security risks of counterparties
Building Technological Trust in the Collaborative Ecosystem	- Continuous monitoring of the digital health of FinTech systems in terms of stability and performance - Providing predictive assessments of business continuity for FinTech firms.
Enhancing Joint Decision Making Structures Based on Collective Intelligence	- Aggregation of insights extracted from both parties' data and transforming them into strategic solutions - Supporting joint innovation in the design of hybrid financial products - Providing personalized recommendations in integrated bank–FinTech platforms.
Empowering Automated Infrastructures for Inter Institutional Settlement, Payment, and Reconciliation	- Real time transaction matching algorithms - Prediction of inter institutional liquidity flows in the interbank market - Reduction of time and errors in account reconciliation and interbank settlement through AI driven robotic process automation.

Source: Research Findings

1.11. Opportunities for Interbank and Fintech Collaboration in the Era of Artificial Intelligence

The advent of artificial intelligence in the banking sector has transformed traditional paradigms in the relationships between banks and fintechs, opening

new avenues for effective and value-generating collaboration. These partnerships not only enhance the efficiency of financial services but also lead to the creation of structural innovations in the banking industry. Table 7 examines the key opportunities arising from this collaboration, centered on artificial intelligence.

Table 7. Opportunities for Interbank and Fintech Collaboration in the Era of Artificial Intelligence

Opportunity	Description
Creation of Intelligent and Joint Financial Products	- Designing intelligent financial management tools for corporate and retail customers - Building hybrid investment platforms with machine learning algorithms for portfolio management - Developing supply chain finance solutions using predictive algorithms for risk and cash flow forecasting.
Realizing Borderless Banking through Infrastructure Integration	- Utilizing artificial intelligence to synchronize banking application programming interfaces with fintech platforms - Developing cross border payment ecosystems with AI engines for real time currency conversion and rate risk control - Intelligent connectivity between banking hubs and neobanks with analysis of users' transactional behaviors at the international level.
Strengthening Open Innovation in Banking	- Establishing specialized accelerators focused on developing AI algorithms in areas such as credit scoring, compliance, or anti money laundering - Facilitating collaboration between startups and banking innovation centers through open API platforms enhanced with artificial intelligence - Accelerating the test–deploy–feedback cycle by rapid analysis of minimum viable product results using machine learning engines. - Intelligent fraud detection algorithms leveraging aggregated data from banks and fintechs
Increasing Transparency and Reducing Fraud in Financial Interactions	- Real time compliance systems for anti money laundering or counter terrorism financing using AI based regulatory technology structures - Behavioral analysis of customers to detect suspicious activities with anomaly detection models. - Designing the customer journey based on behavioral data analysis across the entire financial ecosystem
Delivering a Seamless and Intelligent Customer Experience	- Personalizing banking and fintech services through sentiment analysis, preference modeling, and prediction of future needs - Utilizing integrated chatbots and virtual assistants for fast and accurate responses on hybrid platforms. - Designing alternative credit scoring models based on behavioral and unstructured data
Enabling Participation in Innovative Financing	- Providing joint intelligent credit facilities by banks and fintechs using real time risk analysis models - Supporting crowd funding models (equity crowd funding or peer to peer lending) with artificial intelligence for assessing investees' creditworthiness.

Source: Research Findings

1.12. Challenges Facing This Industry

Despite the immense capacity of artificial intelligence to reinvent banking business models and create shared value with fintechs, the reality is that this

technological transformation is accompanied by deep and multilayered challenges. The dimensions of these challenges can be analyzed in Table 8.

Table 8. Dimensions of the Challenges Facing Interbank and Fintech Collaboration in the Era of Artificial Intelligence

Challenge	Dimensions	Description
Regulation and compliance with legal frameworks	Regulatory Lag Behind the Pace of Innovation	Traditional banking laws and regulatory frameworks in many countries have not kept pace with the transformation brought about by artificial intelligence, and legal gaps are evident in areas such as algorithmic accountability, the right to transparency, data ownership, and oversight of automated decisions.
	Ambiguity in Supervisory Jurisdictions	In interactions between banks and fintechs, it is not clear which entity is the primary regulator in areas such as risk-taking, data governance, or algorithm approval; the central bank, the regulatory authority, or the data protection authority?
	Antitrust Regulations and Data Sharing	Close cooperation between banks and fintechs in some cases may lead to centralization and disruption of fair competition; this issue has drawn the attention of antitrust authorities.
	Incompatibility of legacy banking systems with modern artificial intelligence architectures	Many banks still operate with legacy infrastructures that lack the capacity to integrate with advanced algorithms and fintech platforms.
Technological and Infrastructure Architecture	eterogeneity in input data and low data quality	Artificial intelligence models require cleaned, diverse, structured, and up-to-date data for accuracy and generalizability. The low quality of banking data and the lack of standardized access to fintech data hinder the accurate performance of artificial intelligence.
	The challenge of algorithm scalability at the industrial level	Many machine learning models perform well in laboratory environments, but when deployed at large scale (in large banks or real-time systems) they face issues such as latency, instability, and anomalies.
Security Risks and Data Privacy	Increased level of intelligent cyberattacks	The entry of artificial intelligence into the financial ecosystem, while creating opportunities, has also increased the level of cyberattacks and intensified threats such as attacks on learning algorithms, reverse engineering of models, and fraudulent algorithms in data analysis.
	Ambiguity in the protection of sensitive customer data	Banks are responsible for customers' financial and transactional information. Sharing this data with fintechs or using it to train artificial intelligence models creates serious ethical and legal challenges.
	Threats related to algorithmic bias	If the training data contain biases, artificial intelligence models may make unfair or discriminatory decisions, especially in credit assessment or in granting loans to small businesses.

Cultural, Institutional, and Human Capital Challenges	Cultural resistance to technological innovation	In many traditional banks, the organizational culture is conservative, and employees resist automated algorithms or the replacement of traditional processes with intelligent systems.
	Shortage of specialized human resources at the intersection of finance–technology–artificial intelligence	Training specialists who simultaneously possess knowledge of finance, banking regulations, machine learning, and data architecture requires significant time and investment
	Challenges of shared data governance	In interbank–fintech relationships, data management, the determination of data ownership, levels of access, and mechanisms for secure and transparent data sharing still lack a coherent and reliable framework.
	Lack of transparency in intelligent decision-making	Decisions based on artificial intelligence (such as the rejection or approval of corporate loans, credit scoring, or fraud control) are often in the form of a black box and are not explainable to regulators or customers.
Ethical Risks and Algorithmic Accountability	Accountability for algorithmic errors	If an artificial intelligence model makes an incorrect decision and causes financial or legal damage to a customer, the key question is who is responsible: the bank, the fintech, or the developer of the algorithm?
	Threats to financial justice and digital discrimination	Artificial intelligence algorithms, if trained improperly, can create unequal access to financial services or exclude or limit minorities in financing processes.

Source: Luska & Oivittila, 2024

2. Methods

2.1. Methodology

The present study, with the aim of explaining the outlook of corporate banking in the era of artificial intelligence and analyzing the opportunities and challenges facing collaboration between banks and fintechs, employs a qualitative–exploratory approach based on scenario planning. The choice of this approach is due to the emerging nature of the subject, the presence of technological uncertainties, the diversity of institutional actors, and the necessity of structurally analyzing future relationships among banks, fintechs, and regulatory bodies.

In this research, by combining document analysis and scenario planning methods, an attempt has been made to provide a systematic picture of the potential pathways for the evolution of bank–fintech collaboration within the context of artificial intelligence. Furthermore, using Expert Choice 11 software, policy solutions and recommendations aligned with these scenarios have been derived.

2.2. Research Approach

The methodological framework of the research is based on three main layers:

1. Identification of trends and drivers in the fields of corporate banking, artificial intelligence, and fintech

2. Analysis of relationships and uncertainties to formulate future scenarios of collaboration
3. Extraction of solutions and policy recommendations aligned with the possible scenarios

Within this framework, the research has employed the logic of interpretive futures studies; meaning that the objective is not the definitive prediction of the future, but rather the depiction of possible pathways and the consequences of each pathway for decision-makers.

2.3. Data Collection Method

In order to explain the analytical foundations of future scenarios of collaboration between banks and fintechs, the data collection process was designed based on document analysis and a systematic review of scientific, industry, and policy sources. This approach made it possible to identify the key trends in the transformation of intelligent banking and to extract the drivers and uncertainties affecting institutional interaction in the era of artificial intelligence, thereby creating a basis for the formulation of the research scenarios. Table 9 presents the data collection method.

Table 9. Data Collection Method

Section	Stage	Sources / Components	Activity Description	Expected Output
Data Collection Method	Document Analysis and Systematic Literature Review	Scientific articles on digital banking, financial AI, and fintech	Reviewing academic literature to identify technological and conceptual trends	Extracting foundational concepts of intelligent banking transformation
	Reports from international financial and regulatory institutions	Analyzing policy and industry reports to understand market and regulatory trends	Identifying macro-trends in the financial industry	
	Policy documents of central banks and open banking frameworks	Reviewing data governance frameworks, APIs, and collaborative banking models	Determining the regulatory role in bank–fintech cooperation	
	Global case studies of bank–fintech collaboration	Analyzing real-world collaboration examples to extract operational patterns	Identifying successful collaboration models	
Stage Objective	-	Extracting key trends including digitalization, data-drivenness, platform banking, regulatory technology, and AI applications	Establishing the conceptual foundation of the research	
Data Collection Method	Identification of Drivers and Key Uncertainties	Maturity of AI and machine learning technologies	Analyzing the impact of technological advancement on collaboration structures	Identifying the technological driver
	Data regulation frameworks and open banking policies	Examining regulatory influence in enabling or restricting collaboration	Identifying the institutional driver	
	Behavior of corporate clients and demand for personalized services	Analyzing demand shifts in corporate banking	Identifying the demand-driven driver	
	Ecosystem competition and rise of platform players	Reviewing market structure transformation and platform dynamics	Identifying the structural driver	
Uncertainties	Security, ethical, and data governance risks	Analyzing trust and AI-related risks	Identifying the risk-based driver	Basis for scenario development
	-	Level of regulatory intervention, speed of AI adoption, institutional position of banks	Identifying uncertain variables shaping the future of collaboration	

Source: Research Findings

2.4. Data Analysis Method

The collected data were first coded using thematic analysis at three levels:

1. Descriptive codes: concepts related to technology, institutional collaboration, risk, and regulation
2. Core themes: platform banking, open innovation, data-centricity, algorithmic governance
3. Strategic themes: bank–fintech interaction patterns, ecosystem models, the role of the regulator

This process enabled the construction of a conceptual framework for collaboration in the era of artificial intelligence. In the next step, relying on the exploratory scenario-writing method, drivers and uncertainties were combined within analytical matrices, leading to the formation of three main scenarios:

1. Strategic coexistence with banks at the center
2. Dominance of fintechs and market disruptors
3. Institutional convergence and the emergence of hybrid ecosystems

These scenarios represent a spectrum of possible futures, ranging from the continuation of the banks' role to the structural transformation of the financial ecosystem.

2.5. Extraction of Solutions and Policy Recommendations

After the formulation of the scenarios, the prescriptive analysis stage was conducted. At this stage:

- The implications of each scenario for banks, fintechs, and regulators were analyzed
- Points of convergence among the scenarios were identified
- Shared operational solutions were extracted (such as the standardization of application programming interfaces, shared data repositories, intelligent decision-support systems)
- Policy recommendations were developed at the levels of regulation, data governance, and financial innovation
- This process was based on the logic of “backcasting from the future”; that is, possible futures were first depicted and then the actions necessary to prepare for them were derived.

2.6. Validity and Reliability of the Research

- To enhance the scientific validity of the results, several strategies were used:
- Source triangulation: combining academic, industry, and policy sources
- Conceptual review: aligning the extracted themes with theoretical frameworks of platform banking and the financial ecosystem
- Comparative scenario analysis: examining the compatibility of solutions across different scenarios
- Transparency of the analytical process: documenting the stages of coding, extraction of drivers, and scenario construction

2.7. Scope and Methodological Limitations

This research has a futures-oriented and qualitative nature; therefore:

- Its aim is not to provide a definitive prediction but to outline plausible pathways
- The results depend on the level of technological maturity and future regulatory changes
- Some data are based on professional reports and international experiences and may require adaptation to local contexts

Nevertheless, the scenario-based approach enables a systematic understanding of uncertainties and the formulation of flexible policies.

3. Results and Discussion

The findings of the present study are based on document analysis, the extraction of key drivers and uncertainties, and the application of a scenario-writing approach. An analysis of global trends indicates that the transformation of collaboration between banks and fintechs in the era of artificial intelligence is not a linear path, but rather a set of institutional and technological trajectories influenced by the maturity of artificial intelligence algorithms, data governance, ecosystem competition, and regulatory intervention. Accordingly, the findings are presented at three interconnected levels: future scenarios of collaboration, operational solutions to strengthen interaction, and policy recommendations for institutionalizing these collaborations.

3.1. Collaboration Scenarios, Solutions, and Policy Recommendations for the Future

Considering global trends in the digitalization of financial services, three main scenarios can be envisioned for the future of collaboration between banks and fintechs in the context of artificial intelligence. Table (10) examines the first scenario, “Strategic Symbiosis with Bank-Centric Leadership”.

Scenario	Sub-scenario	Symbol	Weight	Rank
Strategic symbiosis with bank-centric leadership	Gradual integration of fintechs with banks as innovation arms, development of personalized services, and service delivery through application programming interfaces, operational partnerships, and service outsourcing	D1	0.344	1
	Establishment of digital banking hubs capable of interacting simultaneously with multiple fintechs and leveraging artificial intelligence to analyze customer behavior	D2	0.249	2
	Development of intelligent risk management and credit-scoring platforms to enhance transparency and build public trust	D3	0.207	3
	Strengthening the role of banks as the core of the financial ecosystem while utilizing fintech capacities to increase the speed, agility, and quality of services	D4	0.201	4
Overall inconsistency			0.01	

Source: Research Findings

According to Table 10, in the scenario of “Strategic Symbiosis with Bank-Centric Leadership,” the future of collaboration between banks and fintechs in the context of artificial intelligence is based on the formation of a gradual and purposeful synergy. At the highest level of importance, the phased integration of fintechs with banks as innovation arms constitutes the central pillar of this model. This integration—through the development of personalized services, the extensive use of application programming interfaces, and the expansion of operational partnerships and service outsourcing—leads to greater flexibility and agility within banks. Subsequently, the creation of digital banking hubs capable of

dynamic interaction with multiple fintechs and intelligent analysis of customer behavior is introduced as the foundation for transforming the customer experience and developing data-driven services. At the same time, the development of advanced risk management and credit-assessment platforms plays an important role in enhancing transparency, reducing uncertainty, and strengthening public trust. Ultimately, these developments reinforce the position of banks as the central core of the financial ecosystem, enabling them to leverage fintech capabilities to maintain their leadership role while significantly improving service quality, innovation, and efficiency at scale.



Figure 7. Prioritization of Sub-Scenarios Related to the Strategic Symbiosis with Bank-Centric Leadership Scenario (Overall inconsistency=0.01)

Source: Research findings

According to Figure 7, in the “Strategic Symbiosis with Bank-Centric Leadership” scenario, the gradual integration of fintechs with banks emerges as the most important sub-scenario, with a weight of 0.344 and ranked first, exerting the greatest influence on shaping the future of collaboration. This is followed by the establishment of digital banking hubs with a weight of 0.249 and ranked second, and the development of intelligent risk management platforms with a weight of 0.207 and ranked third, both of which play a crucial role in improving

the efficiency and trust of the financial ecosystem. Finally, strengthening the role of banks as the core of the ecosystem, with a weight of 0.201 and ranked fourth, completes this synergistic scenario. With an overall inconsistency of 0.01, the scenario demonstrates a high degree of coherence and stability.

Table 11 examines the second scenario, “Fintech Dominance and Market Disruptors.”

Scenario	Sub-scenario	Symbol	Weight	Rank
Fintech dominance and market disruptors	Provision of AI-based, machine-learning, and blockchain-driven financial and banking services aimed at bypassing traditional structures and forming open, decentralized, and demand-driven ecosystems	D5	0.322	1
	Gradual decline of traditional banks' role in the financial services value chain and transfer of a significant portion of financial interactions to fintech platforms	D6	0.244	2
	Expansion of peer-to-peer lending services and intelligent financial advisory through robo-advisors	D7	0.218	3
	Increased market competitiveness through rapid innovation, reduced service costs, and enhanced customer experience	D8	0.216	4
Overall inconsistency			0.01	

Source: Research Findings

According to Table 11, within the scenario of “Fintech Dominance and Market Disruptors,” the future of collaboration between banks and fintechs moves toward reducing dependence on traditional structures and forming a technology-driven financial system. In this framework, the most significant transformation is the provision of financial and banking services based on artificial intelligence, machine learning, and blockchain, which—by creating open, decentralized, and demand-driven ecosystems—challenges the traditional intermediation role of banks. Next, the gradual reduction of

traditional banks’ role in the financial services value chain and the transfer of most financial interactions to fintech platforms shifts the balance of power in the financial industry. Additionally, the expansion of peer-to-peer lending and intelligent financial advisory services via robo-advisors creates new patterns for financial access and decision-making. Finally, increased market competitiveness through rapid innovation, cost reduction, and customer-experience enhancement paves the way for a more agile, data-driven, and customer-centric financial market.



Figure 8. Prioritization of Sub-Scenarios Related to the Fintech Dominance and Market Disruptors Scenario (Overall inconsistency=0.01)

Source: Research findings

As shown in Figure 8, in the “Fintech Dominance and Market Disruptors” scenario, the provision of AI-, machine-learning-, and blockchain-based financial and banking services weight of 0.322, rank of 1 acts as the most powerful driver of transformation—an element that, by establishing open and decentralized ecosystems, directly challenges the traditional banking model. Following this, the gradual erosion of traditional banks’ role in the financial value chain weight of 0.244, rank of 2 and the shift of financial interactions to fintech platforms gain prominence. Similarly, the expansion of peer-to-peer

lending and smart robo-advisory services weight of 0.218, rank of 3, along with enhanced market competition through faster innovation and improved customer experience weight of 0.216, rank of 4, complete this scenario. The overall inconsistency value of 0.00 indicates a high level of coherence and robustness in the results.

Table 12 examines the third scenario, “Institutional Convergence and the Formation of Hybrid Ecosystems.”

Table 11. Fintech Dominance and Market Disruptors Scenario for the Future of Collaboration Between Banks and Fintechs in the Context of Artificial Intelligence

Scenario	Sub-scenario	Symbol	Weight	Rank
Institutional convergence and the formation of hybrid ecosystems	Establishment of a “National Intelligent Financial Services Infrastructure” by the central bank with the participation of banks, fintechs, and other financial institutions	D9	0.271	1
	Formation of institutional convergence among banks, fintechs, and other financial actors under the guidance and supervision of regulators and policymakers	D10	0.231	2
	Establishing a balance between innovation, competitiveness, security, and financial stability within the framework of smart regulation	D11	0.187	3
	Operation of actors within intelligent consortia and shared service infrastructures based on big data, artificial intelligence, and secure information exchange	D12	0.168	4
	Development of hybrid collaboration models in which banks, fintechs, and governmental institutions operate in a networked and complementary manner	D13	0.161	5
Overall inconsistency			0.01	

Source: Research Findings

According to Table 12, in the scenario of “Institutional Convergence and the Formation of Hybrid Ecosystems,” the central driver of transformation is the establishment of a “National Intelligent Financial Services Infrastructure” by the central bank. Through the participation of banks, fintechs, and other financial institutions, this infrastructure provides the foundation for data and service integration. Subsequently, the emergence of institutional convergence among financial actors under the guidance of regulators strengthens a sustainable and goal-oriented path of collaboration. Next, creating a balance

between innovation, competitiveness, security, and financial stability within the framework of smart regulation stabilizes the operational structure of this ecosystem. The operation of actors through intelligent consortia and shared infrastructures based on big data and artificial intelligence further enhances efficiency and enables secure information exchange. Finally, the development of hybrid collaboration models, in which banks, fintechs, and governmental institutions operate in a networked and complementary manner, completes this scenario and ensures the formation of an intelligent, flexible, and future-oriented financial ecosystem.



Figure 9. Prioritization of Sub-Scenarios Related to the Institutional Convergence and the Formation of Hybrid Ecosystems Scenario (Overall inconsistency=0.01)

Source: Research findings

As shown in Figure (9), In the “Institutional Convergence and the Formation of Hybrid Ecosystems” scenario, the establishment of a “National Intelligent Financial Services Infrastructure” weight of 0.271, rank of 1 represents the most significant driver of transformation, as it provides the necessary foundation for data integration, service standardization, and coordination among banks, fintechs, and financial institutions. This is followed by institutional convergence among financial actors under the leadership of regulators weight of 0.231, rank of 2, which strengthens a structured and sustainable path for cooperation. In the third position, creating a balance between innovation, competitiveness, security, and financial stability weight of 0.187 reinforces the framework of intelligent governance. Moreover, the operation of actors through intelligent consortia and shared infrastructures based on big data and artificial intelligence weight of 0.168, rank of 4 contributes to improved efficiency and secure information exchange. Finally, the development of networked and complementary collaboration models among banks, fintechs, and governmental institutions weight of 0.161, rank of 5 completes this integrated scenario. With an overall inconsistency value of 0.01, the scenario demonstrates an appropriate level of coherence and reliability.

The results obtained from the three main scenarios of collaboration between banks and fintechs in the context of artificial intelligence indicate that the future trajectory of the financial industry will undoubtedly be a combination of synergy, technological transformation, and institutional reconfiguration. In the “Strategic Symbiosis with Bank-Centric Leadership” scenario, the gradual integration of fintechs with banks, with a weight of 0.344 and ranked first, plays

the most significant role in shaping a coherent and innovative ecosystem. This is followed by the establishment of digital banking hubs weight of 0.249 and the development of intelligent risk management platforms weight of 0.207, which serve as key foundations for enhancing transparency and operational efficiency. This model, by reinforcing the role of banks as the core of the financial ecosystem weight of 0.201 and demonstrating an overall inconsistency of 0.01, outlines a stable future built upon purposeful collaboration.

In contrast, the “Fintech Dominance and Market Disruptors” scenario, with its focus on advanced technologies such as artificial intelligence and blockchain and a weight of 0.322 for the leading sub-scenario, directs the financial industry toward decentralization and the weakening of traditional structures. The reduction in the role of traditional banks (weight: 0.244), the growth of peer-to-peer platforms weight of 0.218, and the increase in competitiveness driven by rapid innovation weight of 0.216 reflect the emergence of a dynamic and technology-driven market with zero inconsistency. Finally, the “Institutional Convergence and Hybrid Ecosystem Formation” scenario, emphasizing the establishment of a national intelligent financial services infrastructure weight of 0.271 and the development of institutional convergence weight of 0.231, envisions a future based on standardization, secure information exchange, and network-based collaboration. The weights of 0.187, 0.168, and 0.161 assigned to the remaining sub-scenarios further indicate that balancing innovation, financial stability, and consortium-based cooperation will shape the evolutionary and long-term trajectory of the financial ecosystem.

With an overall inconsistency of 0.01, this scenario demonstrates a high level of structural coherence.

Table 13. Strategies for Strengthening Effective Interaction Between Banks and Fintechs in the Era of Artificial Intelligence

Strategy	Description
Establishing standardized frameworks for application programming interfaces and secure data exchange infrastructures	Developing technical standards for data exchange and system connectivity through open and secure application programming interfaces constitutes the primary infrastructure for intelligent collaborative banking.
Launching financial innovation intermediary hubs	Creating collaborative spaces between banks and fintechs with the aim of testing products, fostering synergy in the design of AI-driven services, and reducing legal and technical risks.
Strengthening intelligent decision-support systems in risk management and credit assessment	Utilizing artificial intelligence models in credit evaluation, fraud detection, and anti-money-laundering controls as shared areas of application for banks and fintechs.
Establishing shared databases while preserving user privacy	Developing data repositories and shared knowledge structures for big-data analysis using privacy-preserving methods such as federated learning.
Developing ethical and regulatory frameworks for the use of artificial intelligence in financial services	Proactive regulation to address algorithmic discrimination, data bias, and security threats.

Source: Research Findings

To institutionalize bank–fintech collaborations in an artificial intelligence–driven future, policymakers and regulators should pay attention to the items presented in Table 12.

Table 13. Strategies for Strengthening Effective Interaction Between Banks and Fintechs in the Era of Artificial Intelligence

Recommendation	Description
Developing a comprehensive digital banking law centered on data and artificial intelligence	Laws that explicitly define data ownership, access to information, ethical standards for artificial intelligence, and the scope of institutional responsibilities.
Establishing multi-level regulatory sandboxes	Providing a platform for the joint testing and evaluation of new collaboration models before their entry into the market.
Strengthening a cross-sector regulatory body with a risk-based approach	The regulatory authority should have the capability to simultaneously evaluate the technological, financial, and behavioral aspects of fintechs and banks.
Supporting joint research and development projects among banks, fintechs, and universities	To develop localized algorithms, ethics-oriented platforms, and the practical application of artificial intelligence in financial services.
Ensuring financial inclusion and reducing technological discrimination	Policymaking to ensure that new technologies expand access to financial services for low-income groups and underserved regions, rather than widening the digital divide.

Source: Research Findings

financial services landscape. Unlike earlier periods when technology primarily played a complementary role, artificial intelligence now acts as a fundamental transformative force that not only reshapes operational processes and decision-making mechanisms but also redefines institutional relationships, interaction patterns, and business models in corporate banking. The findings of this study indicate that artificial intelligence transforms the corporate banking value chain through three key future pathways: strategic symbiosis with bank-centric leadership, fintech dominance and market disruption, and institutional convergence with the formation of hybrid ecosystems.

First, AI applications—ranging from advanced risk analytics and credit assessment to treasury management and compliance monitoring—have significantly improved the speed and accuracy of decision-making, shifting the role of human experts from routine operations toward higher-level analytical and strategic functions.

Second, in interactions with corporate clients, intelligent and personalized services substantially enhance customer experience. This is particularly evident in the strategic symbiosis scenario, where the gradual integration of fintechs with banks weight of 0.344 holds the highest importance in strengthening service innovation and customer-centric banking.

Third, the findings reveal that in the fintech dominance scenario, technologies such as blockchain and peer-to-peer platforms weight of 0.218 challenge traditional banking structures and intensify competition driven by rapid technological innovation.

Fourth, within the institutional convergence scenario, the establishment of a “National Intelligent Financial Services Infrastructure” weight of 0.271 and network-based collaboration through data-driven consortiums outline a

structured and sustainable pathway for the transformation of the financial industry.

Fifth, the role of fintech companies as engines of innovation within the financial ecosystem has become more prominent than ever, suggesting that strategic bank–fintech collaboration, rather than competition, will serve as the central driver of future development.

Sixth, the results indicate that achieving this future requires the development of standardized data frameworks, the strengthening of smart regulatory mechanisms, the cultivation of specialized human capital, and the establishment of ethical and security frameworks to ensure the responsible use of artificial intelligence.

Ultimately, the successful transition of corporate banking into the age of intelligent finance will only be possible if financial industry actors leverage the capabilities of artificial intelligence and fintech in a complementary, secure, and strategically collaborative manner. If realized, this transition will enhance agility, competitiveness, transparency, and shared value creation across the financial ecosystem.

Author Contributions

All authors contributed equally to the conception, preparation, and writing of this manuscript.

Conflict of Interest

The authors, while observing publication ethics in the referencing, declare the absence of interest of conflict.

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AI Used Statment

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