

Digital Banking Maturity 2024



Digital Banking Maturity is a global accelerator, helping banks respond to change

We are proud to present the **Digital Banking Maturity 2024** report—the most comprehensive global study of its kind, assessing 349 banks across 44 countries and 6 continents. This edition offers deep insights not only into digital functionalities but also into **user experience (UX)** design, covering **six key customer journeys** to provide the full picture of how banks are performing in the digital age.

This study gives banks the ability to **benchmark themselves against the market and competitors**, offering inspiration from the **best-in-class global leaders**.

For the 6th time, we introduce a **global ranking**, spotlighting banks that stand out as **Digital Champions** - those excelling in digital innovation, seamless customer journeys, and real-time services.

Our goal is to provide banking leaders with **actionable insights, helping them stay competitive, foster innovation, and achieve digital excellence**. We hope this report will serve as a valuable tool for shaping the future of banking in a rapidly evolving digital landscape.

Yours sincerely,




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349 **BANKS ASSESSED** **44** **MARKETS COVERED**

 **DIGITAL CHANNELS**
(public website, internet banking, mobile app) **3**

 **CUSTOMER JOURNEY STEPS** **6**

 **CUSTOMER JOURNEY SECTIONS** **17**

 **FUNCTIONALITIES AND FEATURES** **1k+**

 **CUSTOMERS SURVEYED** **4.3k+**

 **LOCAL MARKET RESEARCHERS** **194**

DBM can help you identify areas for improvement and inspire you with real-life best practice examples

HOW DEVELOPED IS YOUR MARKET AND HOW IS THE COMPETITION DOING?


Gain insights into the positioning of a given country within global markets, and learn how an individual bank is perceived compared to local and global leaders.

WHAT ARE THE LATEST GLOBAL TRENDS AND INNOVATIONS?

Learn more about the latest trends and developments in digital retail banking channels.

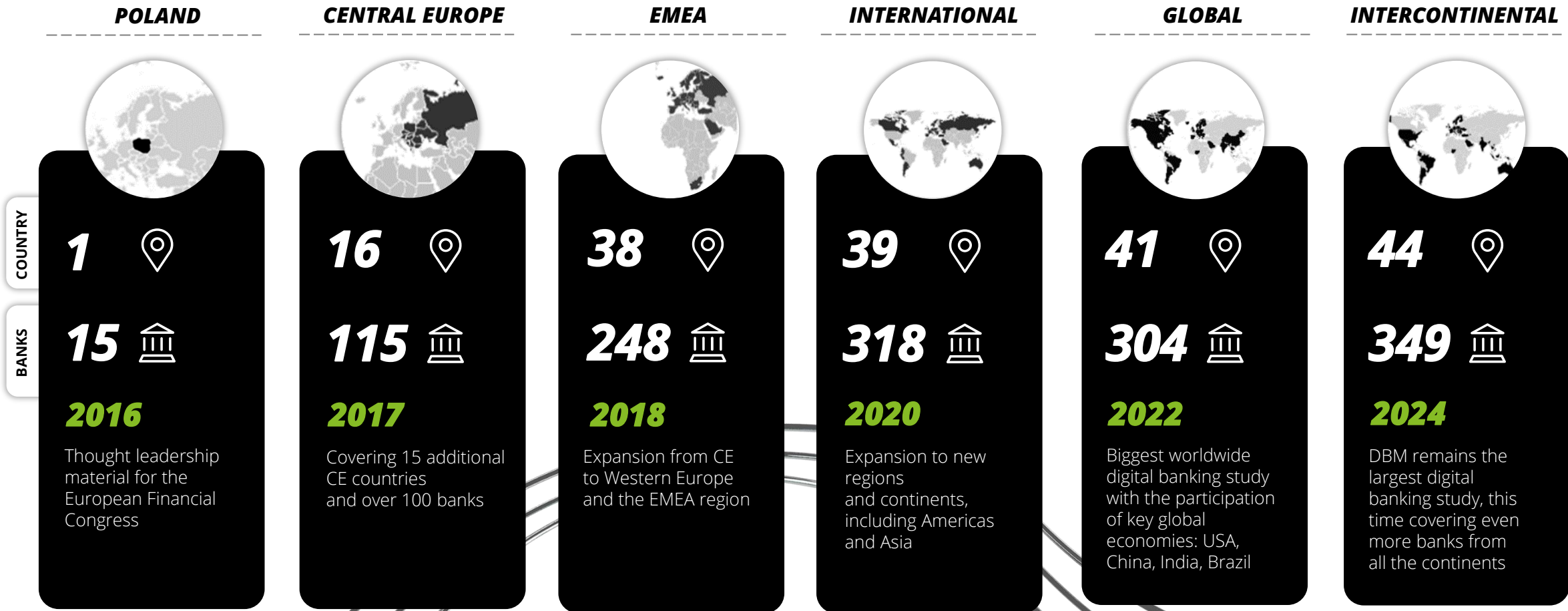
WHAT DOES BEST-IN-CLASS UX LOOK LIKE?

Discover how UX features and functionalities help improve customer satisfaction and find out best practice adopted by global banks in terms of functionalities implementation.

? If you are interested in finding answers to those and other questions, contact [our team](#) 



The 6th edition of the DBM report has been the largest benchmarking study conducted so far, encompassing nearly 350 banks from all over the world



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The real value of digital banking is not about the number of features squeezed into an app, but **how well it serves customer needs at a given moment.**

Shift from feature overload to streamlined experiences

In the years following the COVID-19 pandemic, the banking industry underwent a rapid digital transformation, rushing to add features that catered to customers' changing needs. Online banking platforms became more sophisticated, mobile apps were enriched with new functionalities, and financial institutions raced to stay ahead of the curve.

However, as the digital banking landscape matured, a new trend has emerged. Instead of continuously adding new features and overwhelming users with options, digital champions are now shifting their focus toward **optimizing core processes** and enhancing **customer experience**. Rather than packing their apps with an ever-growing list of features, banks are now prioritizing the quality of the experience over quantity, honing in on the seamlessness, personalization, and efficiency of core functionalities.

DATA AS THE BACKBONE OF HYPERPERSONALIZATION

With banks focusing on **evolution instead of revolution**, they fine-tune the banking experience through **hyperpersonalization**.

This approach emphasizes the need for optimizing core services rather than overwhelming customers with too many options. Instead of offering a plethora of products, banks now personalize the customer journey by using real-time data and AI-driven insights to deliver the right solutions at the right time.

Data become the backbone of this trend, with banks leveraging customer transaction histories, spending patterns, and real-time behaviors to offer tailored recommendations and products that fit individual needs.

TARGETED, RELEVANT ENGAGEMENT

The shift towards **Hyperpersonalized Communication** is a key trend driven by AI and real-time analytics. Rather than sending generic notifications or emails, banks now tailor their communications to reflect individual customer behaviors, preferences, and financial goals.

THIS INCLUDES:

- Personalized push notifications alerting customers about budgeting tips when they exceed spending limits.
- Tailored product recommendations based on real-time data, such as suggesting investment products to customers who have received a windfall gain.
- Contextual offers for rewards programs and loyalty points that match customers' spending patterns.

This approach not only increases customer engagement but also deepens the customer-bank relationship by delivering **value-added interactions** at every touchpoint.

BEYOND CHATBOTS: HOW AI IS REVOLUTIONIZING THE HEART OF BANKING OPERATIONS

AI is not only transforming customer-facing tools but is also revolutionizing **internal banking operations**. By automating tasks like **data entry**, **document verification**, and compliance checks, AI accelerates processes and reduces errors, allowing banks to make faster decisions, such as **instant loan approvals**. This automation enhances both efficiency and customer satisfaction.

In risk management, AI strengthens fraud detection and credit **risk assessments** by analyzing real-time data and spotting patterns that human analysts might miss. AI also plays a crucial role in **compliance**, automating **anti-money laundering (AML)** and **know your customer (KYC)** processes, while **Generative AI** simplifies regulatory reporting, ensuring accuracy and efficiency.

AI further optimizes **digital channels**, enhancing **user experience (UX)** by analyzing customer behavior and improving the interface (UI). With **predictive maintenance**, AI ensures system resilience, monitoring IT infrastructure to prevent downtime and support **always-on banking**, delivering uninterrupted services to customers.

ENHANCING TRUST AND SECURITY

In addition to increasing customer engagement, this approach can also deepen the customer-bank relationship by delivering **value-added interactions** at every touchpoint.

Apart from cutting-edge features, customers also seek **familiar experiences** that would make their lives easier. This means enhancing the security and reliability of core banking services while seamlessly integrating personalized offers. The focus is on making every interaction **frictionless** and **intuitive**, with no intention of overwhelming customers with novelty.

Banks are doubling down on building **trust through security**. **Regulatory compliance** enforced by such regulations as DORA, MiFID II, and **PSD2/3** ensures that banks maintain operational resilience while protecting customer data. **Cybersecurity** measures, like **Strong Customer Authentication** and **behavioral biometrics**, are now standard features that enhance customer experience and inspire confidence in the bank's ability to safeguard financial data.



AGENDA

01 ***GLOBAL RESULTS***

02 ***KEY TRENDS & INSIGHTS***

03 ***LOCAL RESULTS***

04 ***CONTACTS***



01

***GLOBAL
RESULTS***



Digital Banking Maturity 2024 covered 349 banks from 44 countries, with 12 banks included in additional UX analysis



Our UX research was conducted by Deloitte consultants in 12 different countries. We have selected top UX players from all over the world.

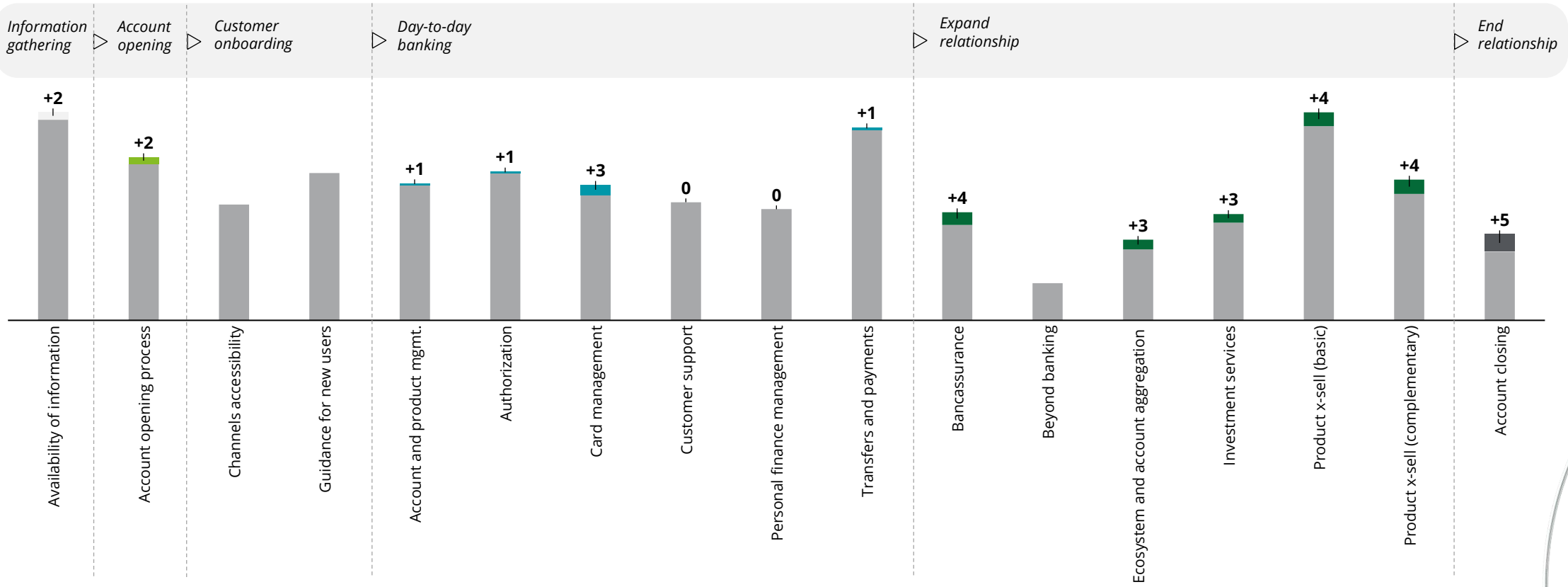
Europe has taken the lead with the highest number of Digital Champions, followed by India, Turkey, and Brazil

DIGITAL CHAMPIONS BY GEOGRAPHIES



Customer Journey steps have stagnated, with banks shifting their focus to ensuring full coverage of customer needs with an excellent UX

DBM score broken by Customer Journey sections and functionalities offered by banks¹

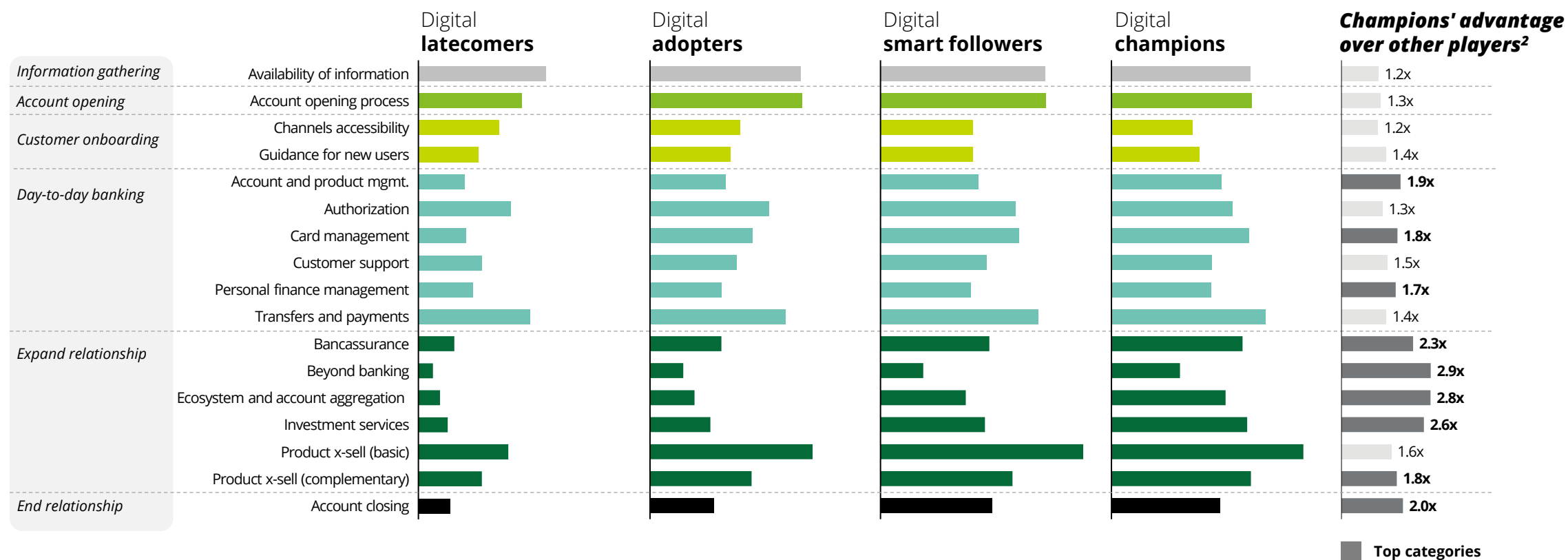


Result in 2022 Change in 2024, pp

Note 1. Sample of 222 banks and 843 functionalities which were covered in 2022 and 2024 edition.

Digital Champions develop functionalities that help expand customer relationships and have gained a significant advantage over other players

DBM score broken by Customer Journey sections and functionalities offered by banks¹



Note 1. Data for 349 banks which were covered in 2024 edition

Note 2. Ratio of functionalities % between Digital champions and other banks' score

Digital champions have invested significantly in ecosystems, investment services, cross-sell and card management areas since 2022

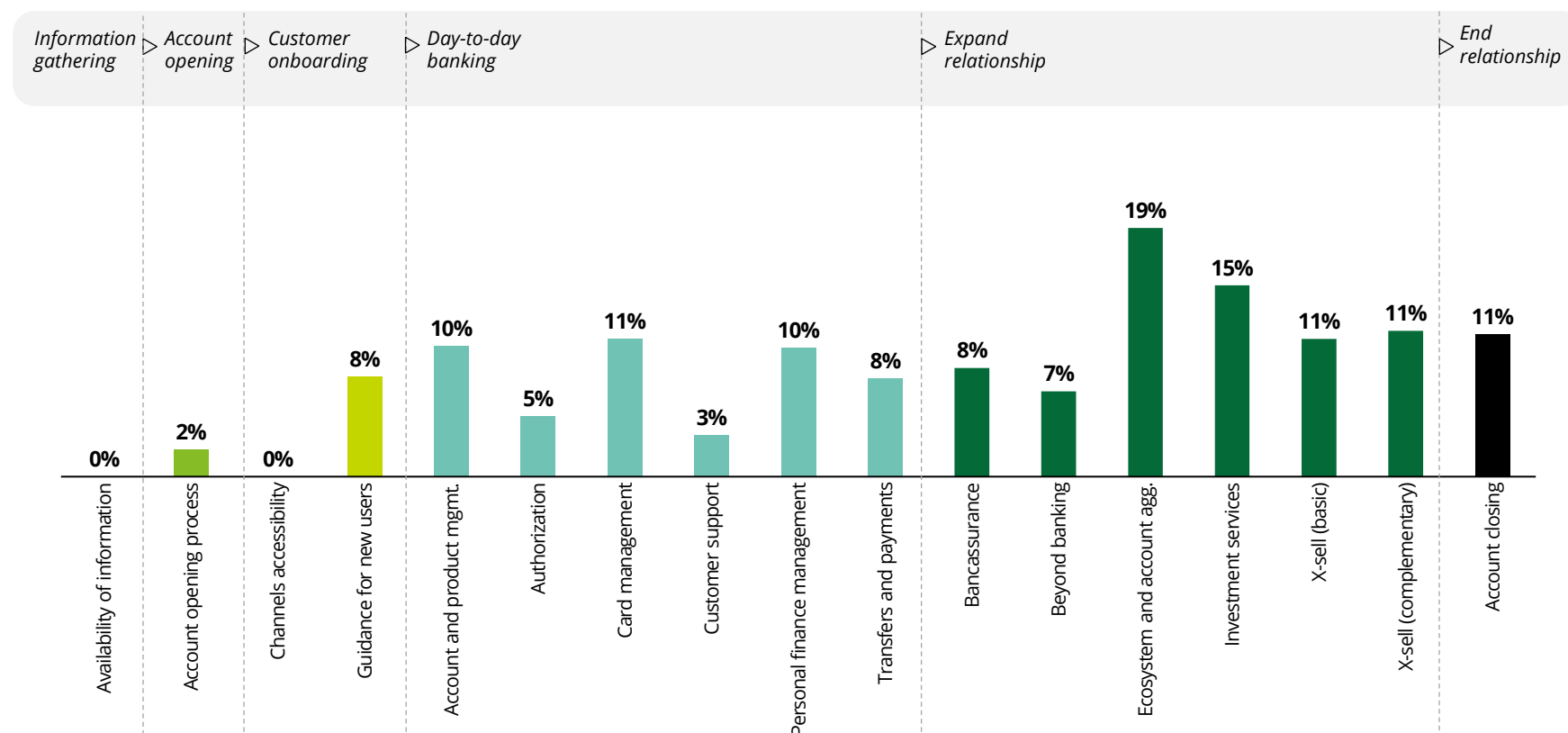
What are the primary focus areas driving digitalization growth among Digital Champions?

difference between DBM score of Digital Champions in 2022 and 2024, pp

Where have Digital champions gained the **biggest advantage** over peers in the last 2 years?

One of the key areas is **expand relationship**, with an average 12 pp advantage, particularly in **ecosystems and investment services**, where they grew by 19 and 17pp, respectively.

Additionally, Digital champions have made substantial progress in **cross-selling**, both for basic and complementary products, as well as in **card management**, with each area seeing an 11 pp advantage.



Exploring regional characteristics – local insight with global relevance

**FINANCIAL
LITERACY**
NORTH AMERICA

**HERITAGE
OR PROGRESS**
EUROPE

ASIA
**SUPER APP
REALM**

BANCSURRANCE
SOUTH AMERICA

EUROPE

HERITAGE OR PROGRESS

Banking in Europe appears to follow two primary development trajectories. On the one hand, traditional banks prioritize their heritage while concentrating on financial management services, ensuring that their digital functionalities remain straightforward. On the other, a diverse array of banks, including neobanks, seeks to expand their offerings by incorporating a broader range of functionalities that extend beyond traditional banking domains. Meanwhile, **stringent regulatory framework, which may hinder innovation and flexibility, has become one of the most significant challenges the European banking sector has to face.**

Divergent strategies allow both types of institutions to carve out unique value propositions. Traditional banks can leverage their established reputations to build trust and stability, while the second group can attract customers seeking more comprehensive, lifestyle-oriented solutions. By embracing the said approaches, banks can better serve diverse market needs and position themselves competitively in a rapidly evolving financial ecosystem. Will the increasing demand for integrated, lifestyle-oriented solutions drive traditional banks to innovate further? Will their established heritage secure a sufficient market share as Europe's population continues to age?

ASIA

SUPER APP REALM

Asian banks are renowned for their willingness to redefine the concept of banking. With the support of a favorable regulatory environment and the use of **multiple accessible channels**, they seamlessly integrate new functionalities into their offerings.

They enhance user convenience by creating a one-stop shop for financial needs, which not only promotes user engagement but also significantly improves the overall customer experience. Moreover, Asian banks expand their app features to include non-financial services, such as food and grocery deliveries, event ticketing, travel concierge services, and various marketplaces for shopping and automobiles.

By diversifying their service offerings, they can attract a broader customer base and increase customer loyalty, ultimately positioning themselves as essential lifestyle partners in the digital economy. Apart from enhancing revenue stream, this strategic approach also strengthens their competitive advantage in an increasingly saturated market.

NORTH AMERICA

FINANCIAL LITERACY

U.S. banks have placed a strong emphasis on enhancing their digital platforms by offering functionalities focused on **personal finance management and key financial metrics**. They have made significant investment in financial wellness tools that provide users with personalized insights such as budget tracking, credit score monitoring, and subscription management. These features are designed to support customers in managing their financial lives but also to foster customer retention by integrating lifestyle management into everyday banking activities.

By incorporating these advanced tools, U.S. banks are evolving beyond traditional banking services, positioning themselves as comprehensive financial partners for their customers. The said functionalities provide substantial value by empowering users to make informed financial decisions, improve their overall financial health, and deepen their connection with their bank. For banks, this translates into increased customer loyalty, higher engagement rates on their digital platforms, and enhanced opportunities to cross-sell additional financial products and services.

SOUTH AMERICA

BANCASURANCE

South America and Asia are competing in the race to become a **global leader in unconventional and groundbreaking ideas**. The region's highly developed insurance- and pension-related functionalities come as its primary distinguishing feature.

The bank-centric financial ecosystem, prevalent in South America, has positioned banks as natural distribution channels for semi-financial products and services. This advantage, coupled with established trust, infrastructure, and the existing customer base, is a significant asset that other sectors can only aspire to match.

Moreover, regulatory bodies in South America have fostered collaboration between banks and insurance companies, facilitating the growth of the bancassurance model.

This synergy is strengthened by financial inclusion initiatives in many South American countries. Bancassurance extends the reach of banking and insurance services, contributing to broader financial inclusion and enhancing the overall impact of the model across the region.

The background is a dark, cosmic scene. On the right, a large, semi-transparent globe shows a map of the world with green landmasses and blue oceans. Several concentric white orbits circle the globe. A green sphere and a white sphere are positioned on these orbits. In the upper left, a complex, glowing molecular or atomic structure is visible. The bottom left corner features a bright, white, nebula-like cloud. The overall aesthetic is high-tech and futuristic.

02

***KEY TRENDS
& INSIGHTS***



Key digital trends and areas that impact the banking sector

01 **EVOLUTION INSTEAD
OF REVOLUTION**

02 **CONVENIENT
BANKING**

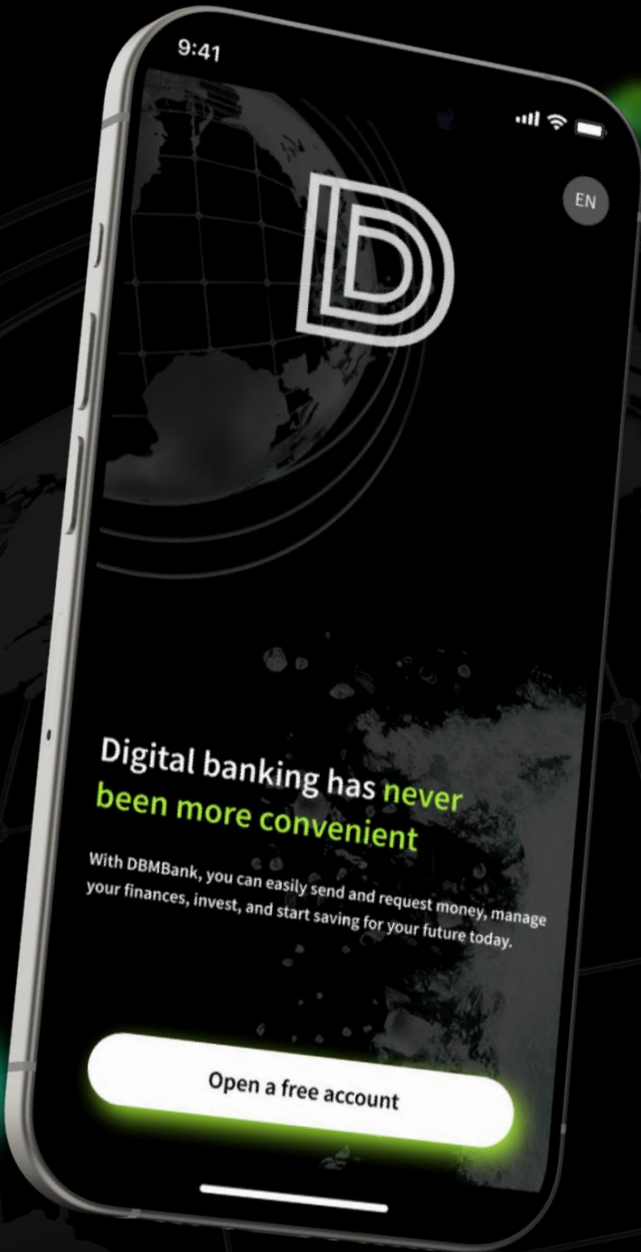
03 **ALL IN ONE
- SUPER APPS**

04 **TRANSFORMING
CUSTOMER ADVISORY**

05 **SEEKING FAMILIAR
EXPERIENCES**

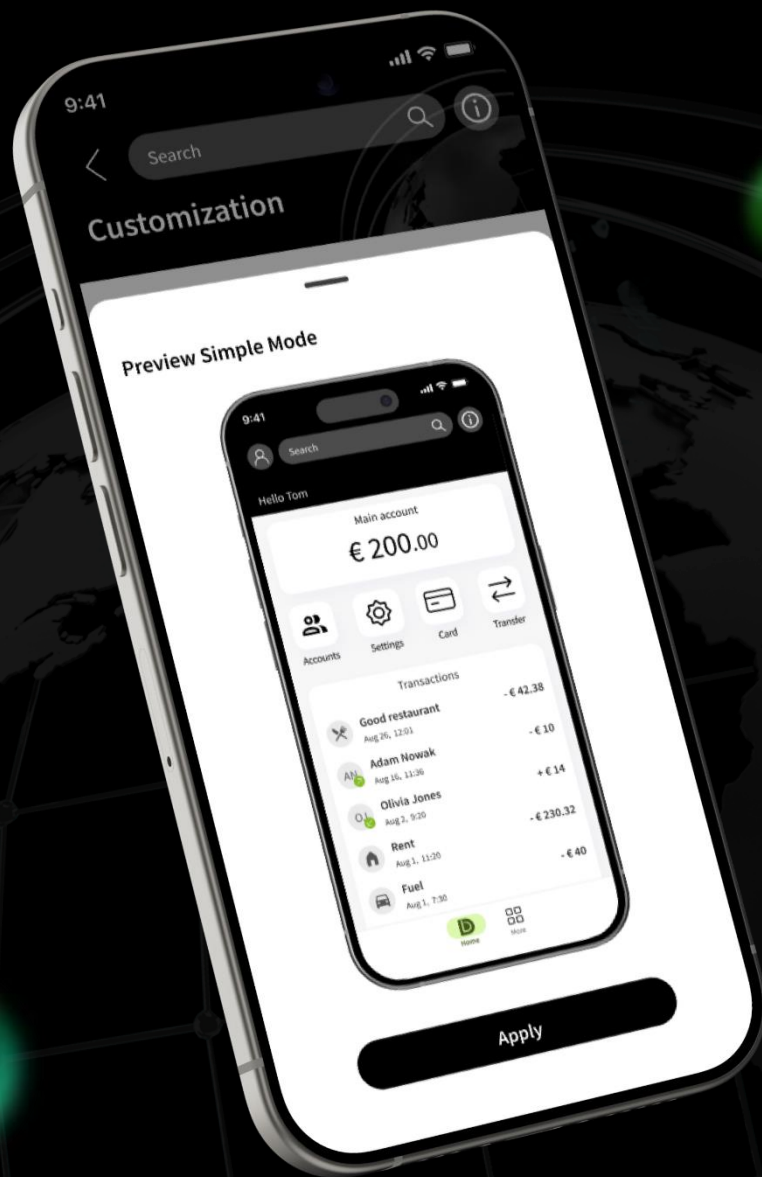
06 **HYPERPERSONALIZED
COMMUNICATION**





DBM Bank is Deloitte's vision of a leading digital banking experience, a mockup banking app, created based on the **best practices** we have **collected during the (UX) DBM study** conducted in 2024.

In this year's report, you'll find numerous screens selected by the Deloitte DBM team, and you'll have the opportunity to deep dive into one of the scenarios – **10. Active Investing**, where we included the entire flow and highlighted best practices.



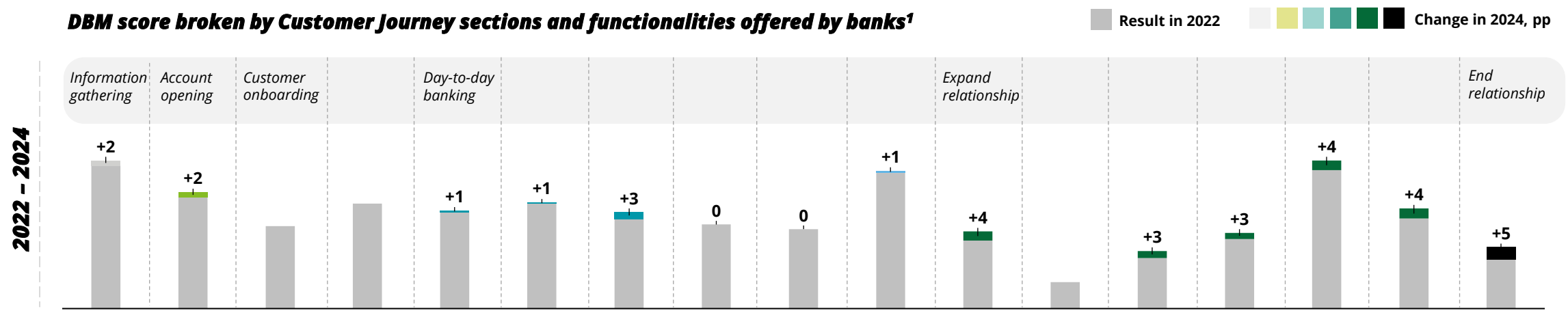
01 **EVOLUTION INSTEAD OF REVOLUTION**

Following a period of rapid digital innovation in recent years, the market has matured. The focus has been shifted from developing and implementing new features to rethinking and reevaluating banking services, adopting processes to make the services more digitally accessible (filling the gaps) and enhancing the overall user experience.

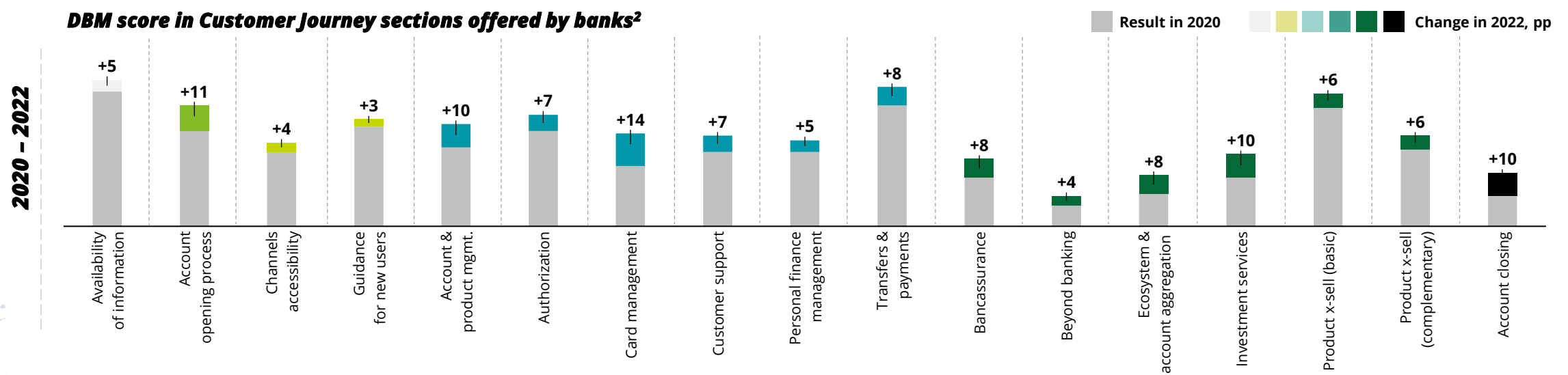
On the one hand this may result from growing expense precautions, and on the other we might be witnessing an emerging trend leading banks towards simplicity in service design, concentrating more on service quality instead of quantity. Customers greatly value having options and accessing services the way they please. In an overstimulated world, they favor clarity on demand.

In comparison to 2022 edition of the study, banks focused less on rapid development of new functionalities. They invested in crafting and expanding relationships with clients.

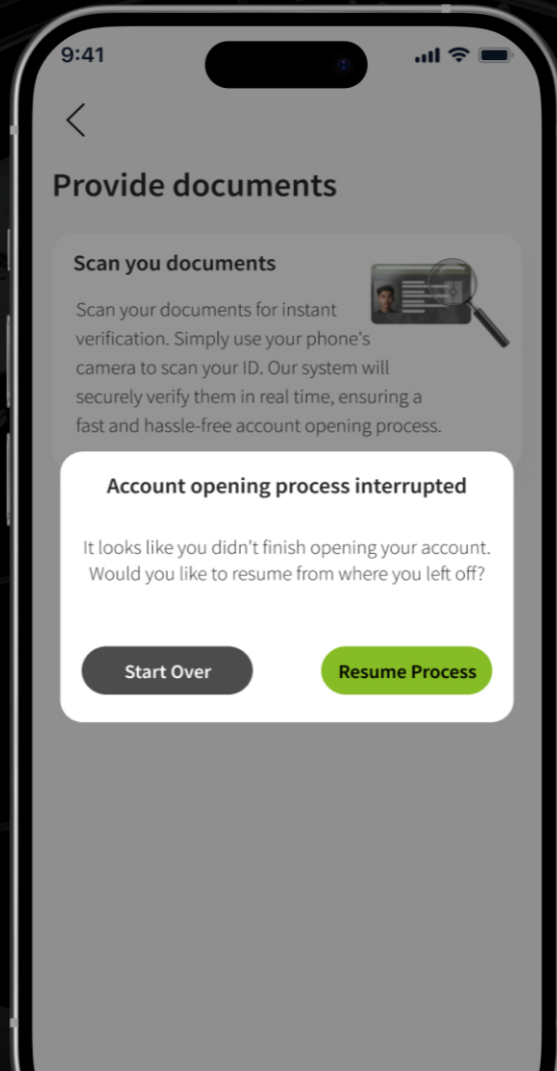
DBM score broken by Customer Journey sections and functionalities offered by banks¹



DBM score in Customer Journey sections offered by banks²



Note 1. Sample of 222 banks and 843 functionalities which were covered in 2022 and 2024 edition.
Note 2. Sample of 193 banks which were covered in 2020 and 2022 edition



02 **CONVENIENT BANKING**

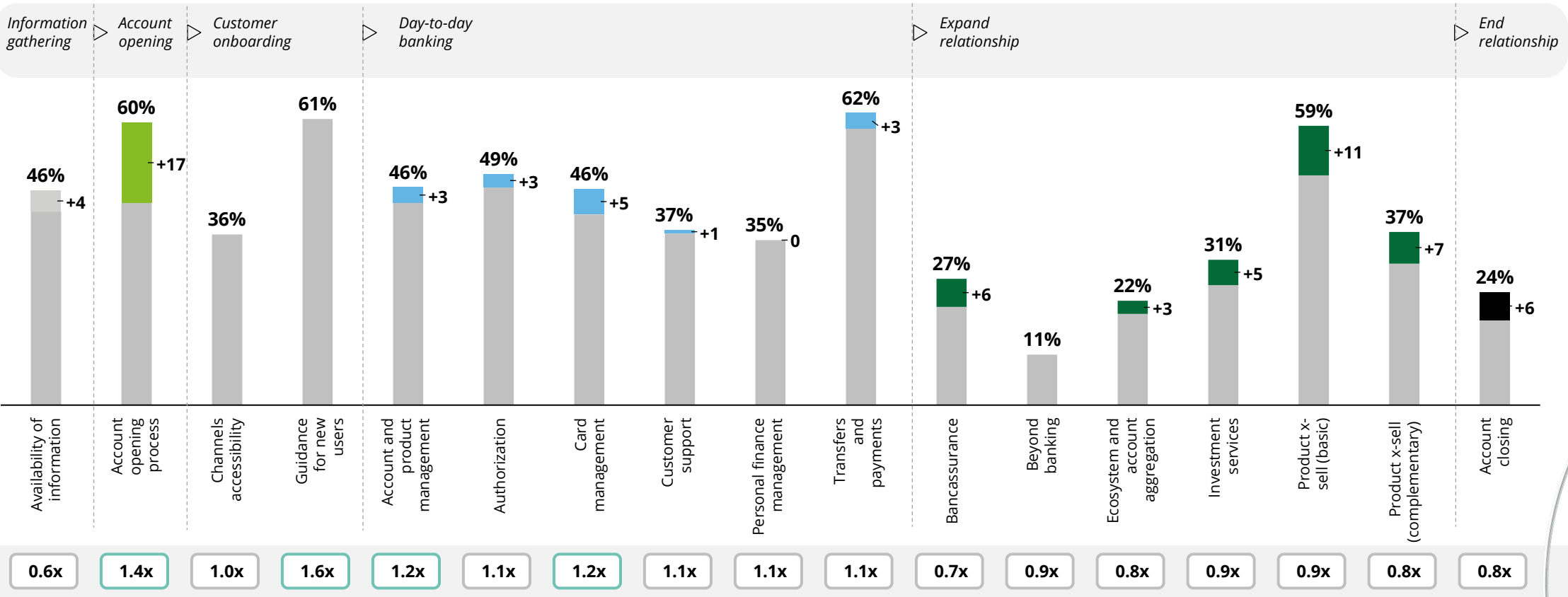
Customers today are more accustomed to online services and personalized, convenient solutions. They apply the same expectations to their banking activities, seeking

- fully digital account opening process;
- 24/7 service and support, along with features that ensure a seamless experience regardless of time or location;
- easy, instant solutions, such as real-time payments;
- the ability to pause any process and resume it at their convenience.

Efficiency and real-time accessibility are of paramount importance to ensure top-notch service.

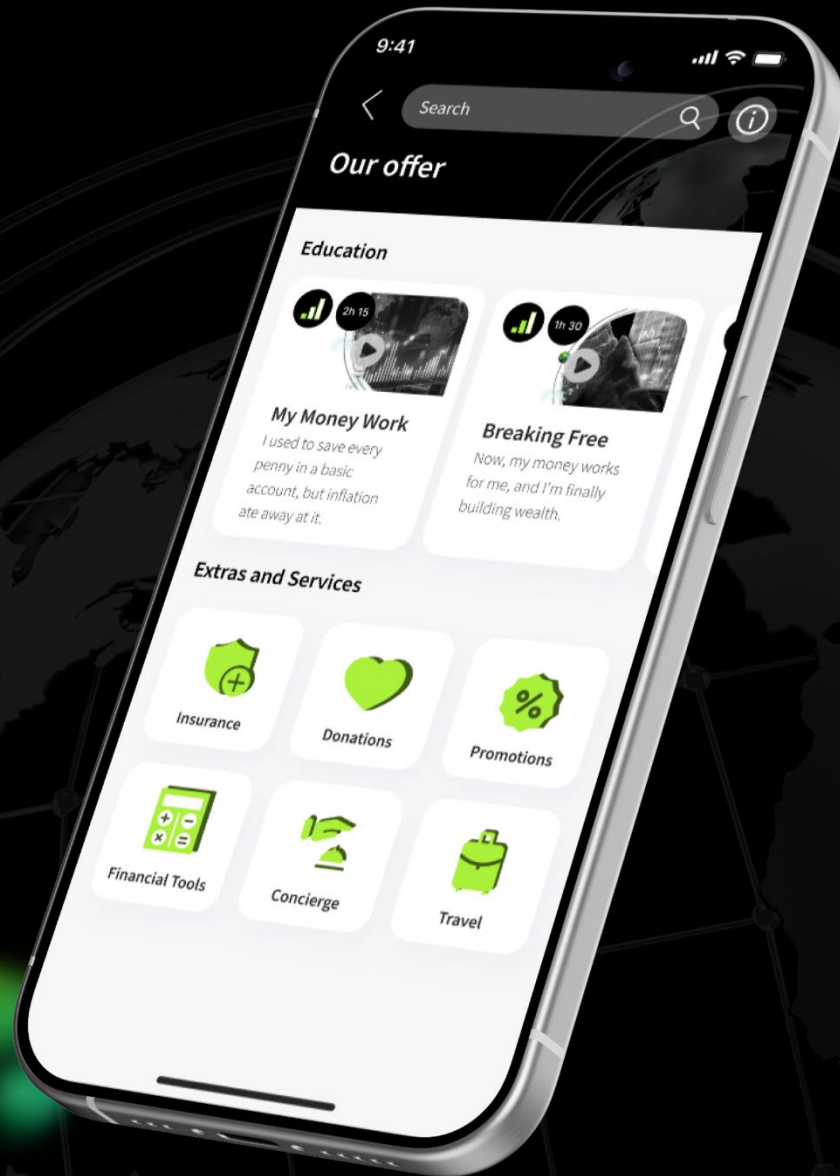
Since 2022, a significant increase in the use of mobile channels has been observed for account openings, cross-selling and card management processes

DBM score in mobile banking channel¹



■ Result in 2022 ■ Growth in 2024, pp

Note 1. Average score of 222 banks participating in both 2022 and 2024 edition
Note 2. Channel multiplier represents the ratio of the 2024 DBM score in mobile channel to 2024 DBM score in internet channels



03 **ALL IN ONE - SUPER APPS**

In recent years, banking applications have evolved into comprehensive ecosystems, offering users a wide range of additional services beyond traditional banking e.g. including investing.

Nowadays, apps include a range of features from mobility services, insurance options to real estate tools, enabling customers to manage various aspects of their lives via a single platform.

By providing an all-in-one solution, banks aim to keep users engaged within the app for more than just financial tasks, enhancing customer loyalty and convenience. This approach is popular in the Middle East and Asia, where flexible regulations allow banks to offer a wider range of services. In contrast, stricter European regulations limit the integration of such services.

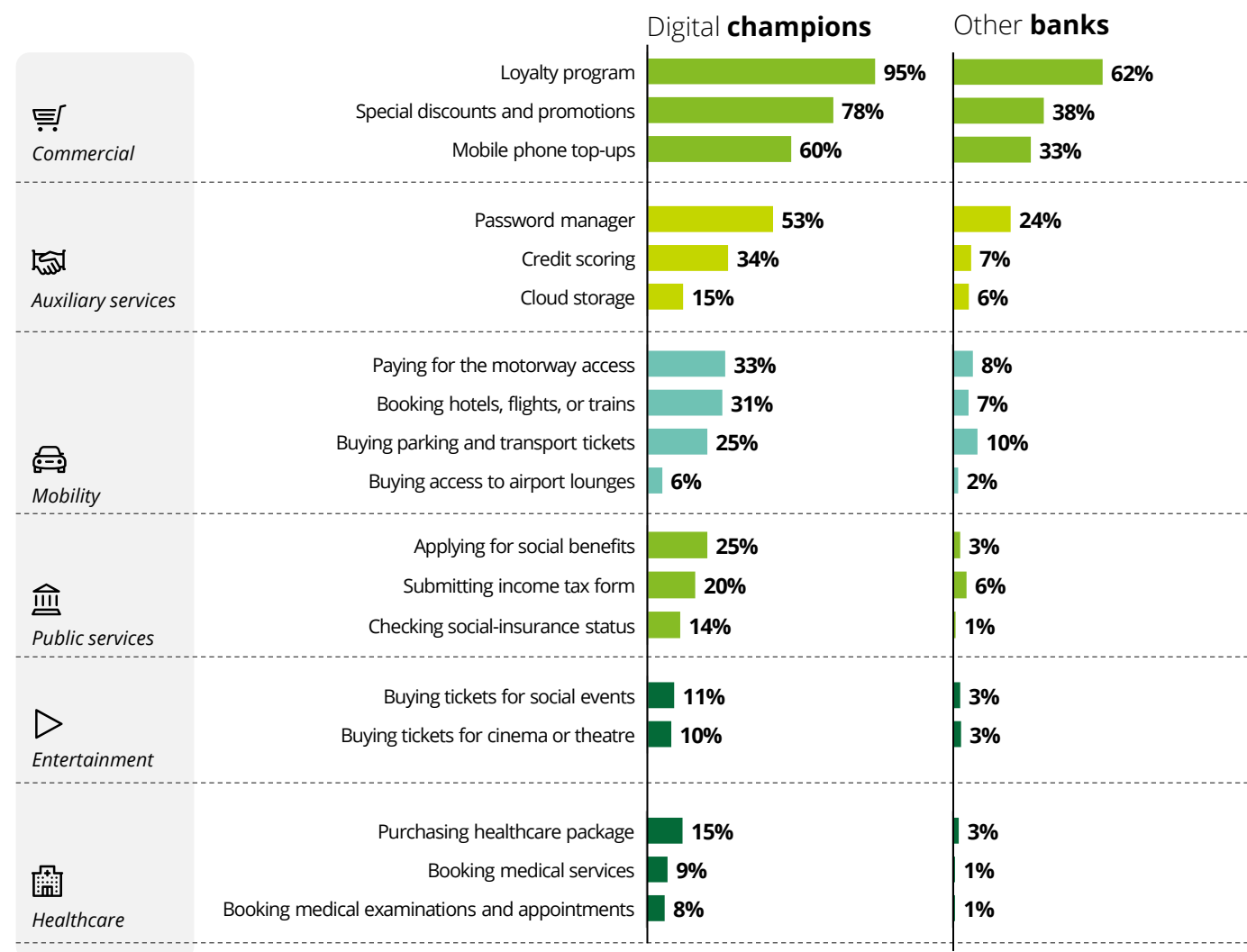
Value added services is what sets Digital Champions apart from other banks

Value-added services can enhance **customer engagement and loyalty**, helping banks both attract and retain customers. Additionally, these services offer banks **greater access to customer data**, facilitating personalization and the cross-selling of financial products.

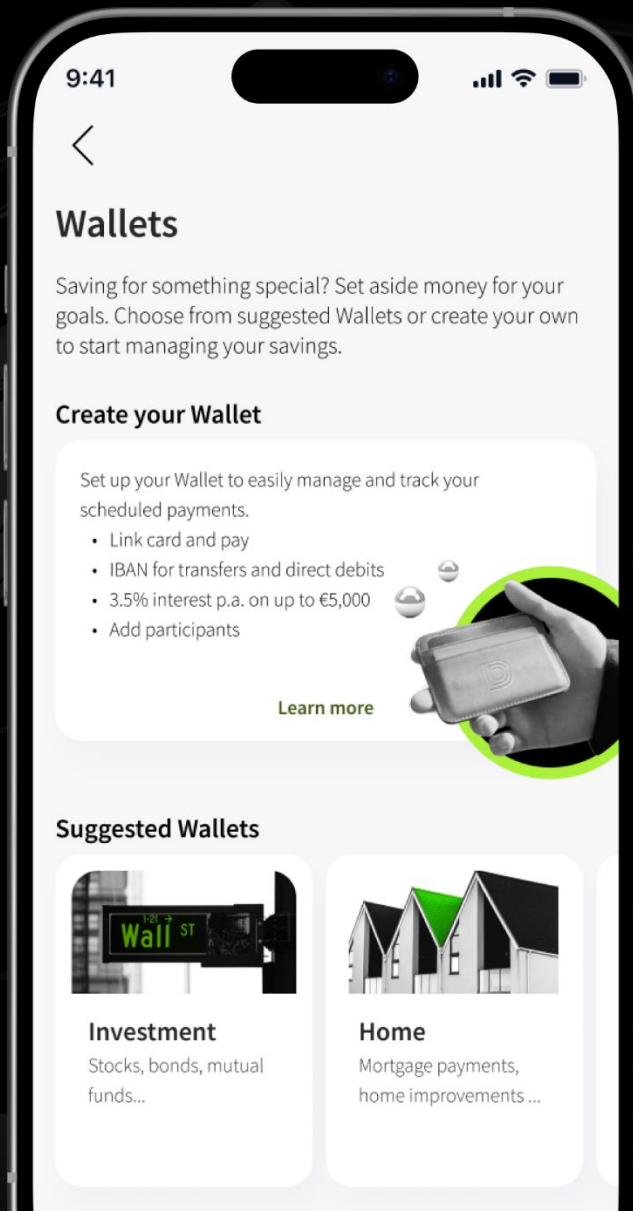
On average, **Digital champions offer VAS 2.5 times more often than other banks**, with the most prominent difference in **healthcare** (6.5x) and **public services** (5.9x).

Since 2022, there has been **noticeable stagnation in the adoption of new functionalities** in banking apps. Many banks are placing **greater emphasis on refining existing features** and **enhancing the overall user experience**, rather than focusing solely on introducing new functionalities.

Top Value-Added Services by category, % of banks offering given functionality¹



Note 1. Data for 40 banks classified as Digital champions and 309 other banks which were covered in 2024 edition



04 **TRANSFORMING CUSTOMER ADVISORY**

Banks are actively seeking new methods to enhance customer engagement and meet customer needs.

- They are leveraging Personal Financial Management (PFM) functionalities by account management, goal setting, budget notifications, subscription management, savings facilitation or security warnings information.
- Banks are also increasingly focused on enhancing financial knowledge and awareness among their users. They put in a great deal of effort to create solutions that not only meet customer expectations but also educate them on better financial practices, ensuring a more informed and empowered user base.

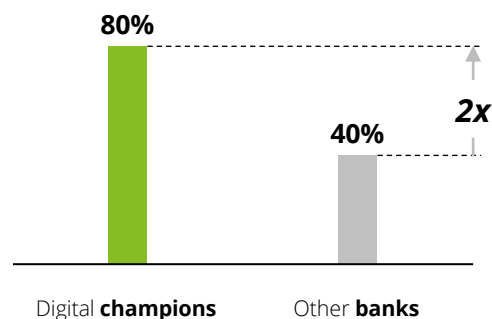
This approach can make use of AI developments to offer tailor-made advisory solutions.

While some Digital champions realize the potential of PFM, most have yet to implement cross-selling functionalities

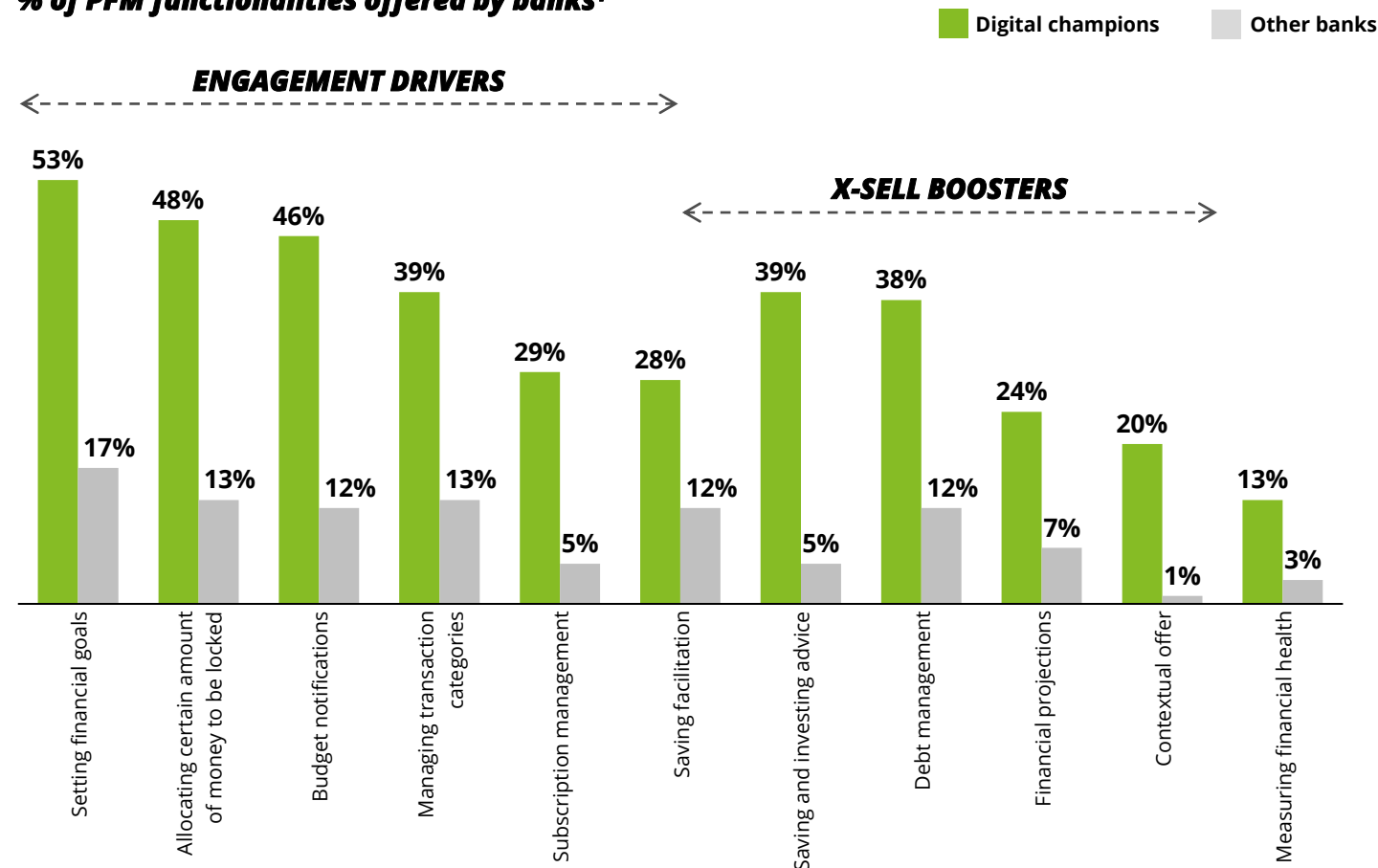
PFM in its basic form has become a **standard digital feature** offered by most Digital Champions and about half of the other banks.

Most banks use PFM functionalities mainly to **increase mobile app use duration and frequency**. As the trend toward implementing PFM has matured, Digital Champions are focused on optimising the offered functionalities, with a focus on **cross-selling opportunities**.

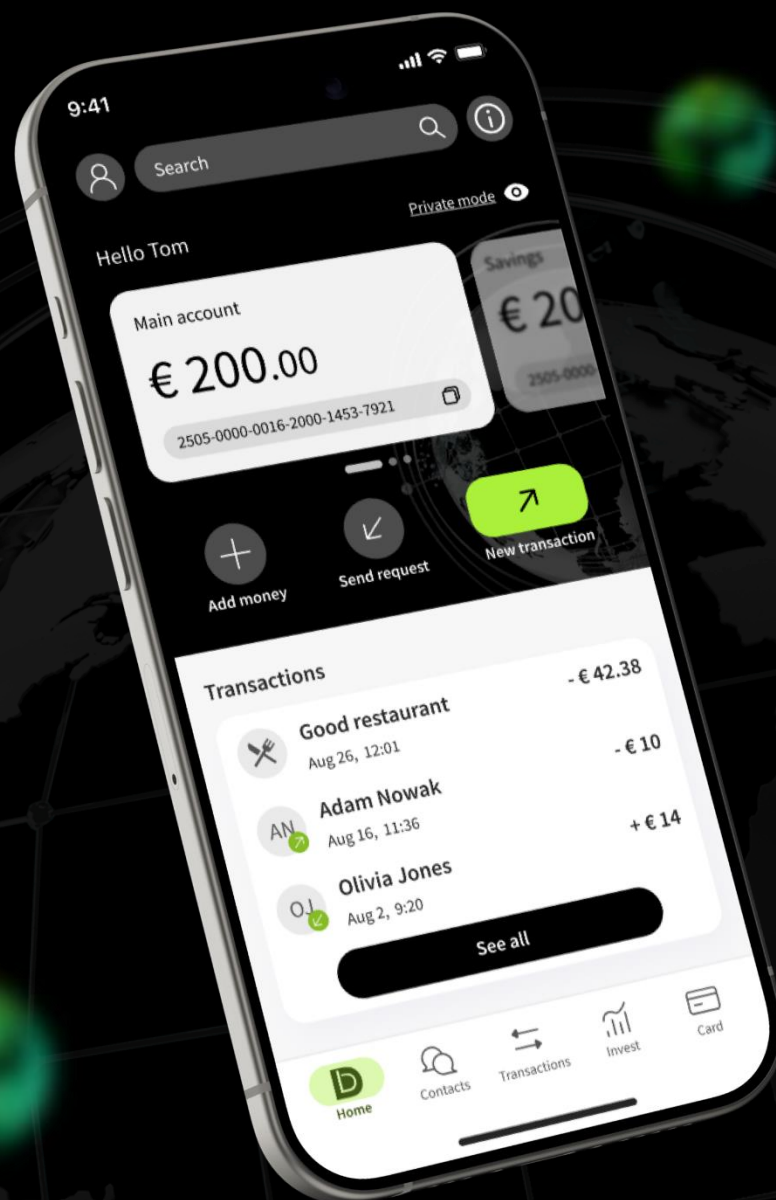
% of banks that offer PFM¹



% of PFM functionalities offered by banks¹



¹ Note 1. Data for 40 banks classified as Digital champions and 309 other banks which were covered in 2024 edition, includes data from internet and mobile banking channels

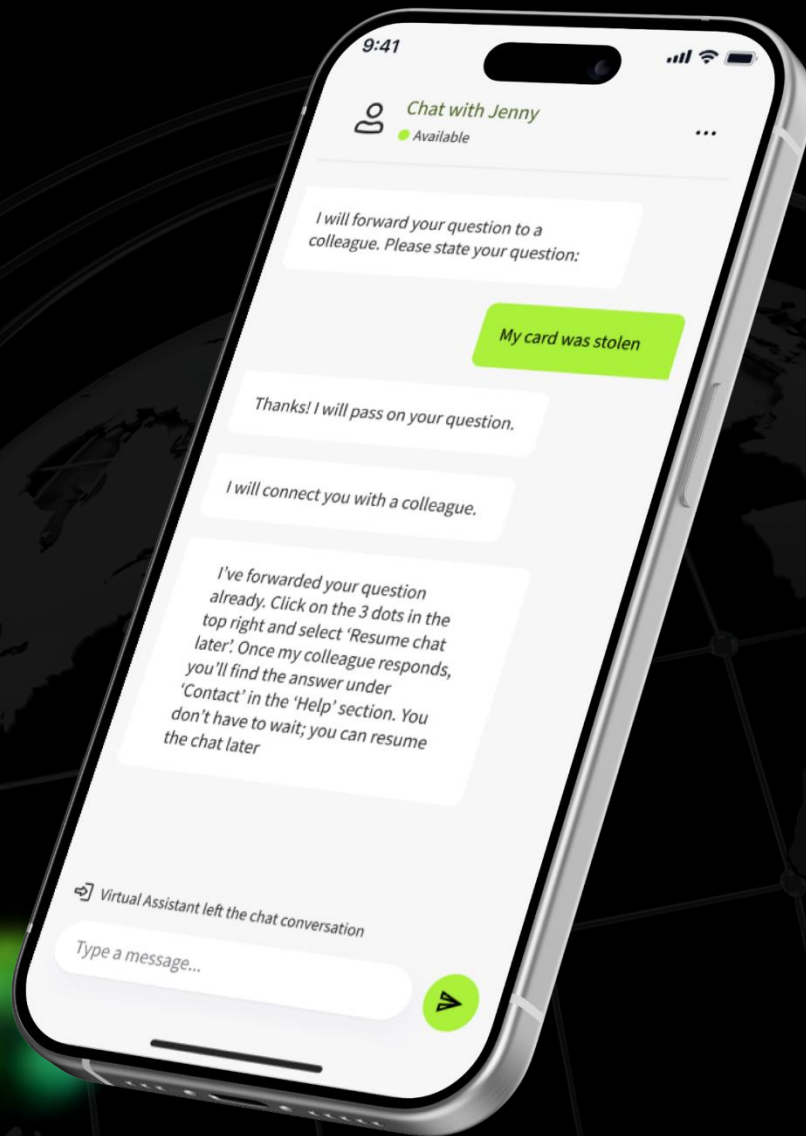


05 **SEEKING FAMILIAR EXPERIENCES**

In recent years, the banking sector has seen a growing influence of global consumer experiences. Banking apps are being increasingly redesigned to mirror popular platforms like Spotify, Uber, Amazon, and social media, incorporating features such as tags, notes, comments, likes, emojis or geolocalization.

The idea being to improve ease of use and enhance user experience. Furthermore, accustomed to such interfaces, customer tend to seek services that offer global market access, which for banks translates into currency management and international transfers.

Additionally, concepts popularized by retailers, such as QR codes or "buy now, pay later," are more and more expected in banking services, reflecting the shift toward more flexible payment options. The need to align with modern user habits is making these features indispensable rather than optional.



06 **HYPERPERSONALIZED COMMUNICATION**

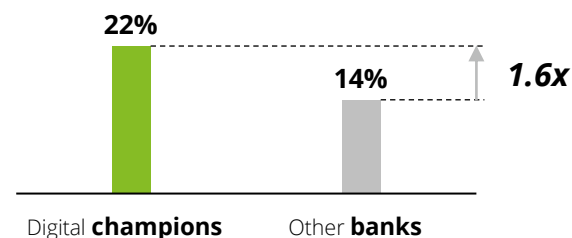
There is a noticeable shift in the way banks communicate their offers to customers, with a growing emphasis on personalized content, in-app placements for banners and pop-ups for recommendations or tips and tricks. Banking apps start to adopt a semi-informal tone, addressing users by their names and utilizing communication methods typical of e-commerce and social media platforms. A switch to extend customer accessibility is also visible.

In the near future, AI is expected to play a significant role in advancing this approach, further enhancing personalization by delivering even more customized services and offers. As this trend develops, banks are moving away from generic messaging, focusing on creating a more individualized and user-centric experience.

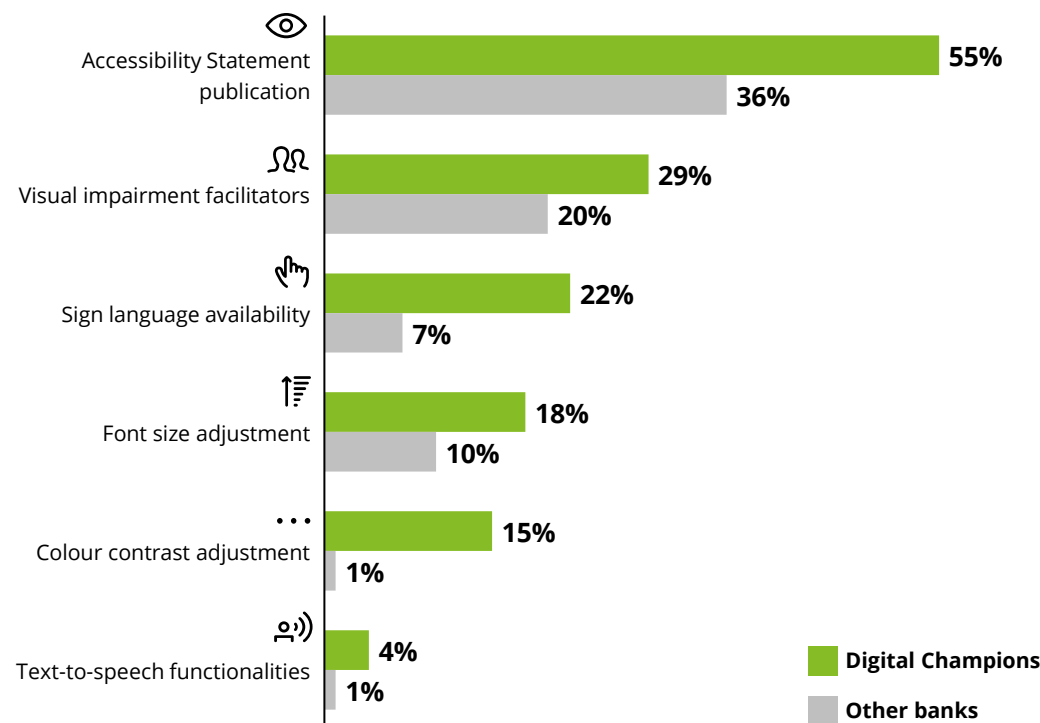
Digital champions offer some functionalities supporting accessibility, but there is still much room for improvement

Digital Champions offer features designed to aid individuals with impairment **1.6 times more frequently than other banks**. However, the overall level of **implementation remains low**, with accessibility still being an area where banks could do better. Significant improvements not only would **ensure compliance with the current and upcoming regulations** but would also help banks **meet the diverse needs of both the existing and potential customers**.

% accessibility-related functionalities offered by banks¹



% of accessibility functionalities offered by banks¹

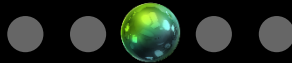


Note 1. Data for 40 banks classified as Digital champions and 309 other banks which were covered in 2024 edition.



03

Local results



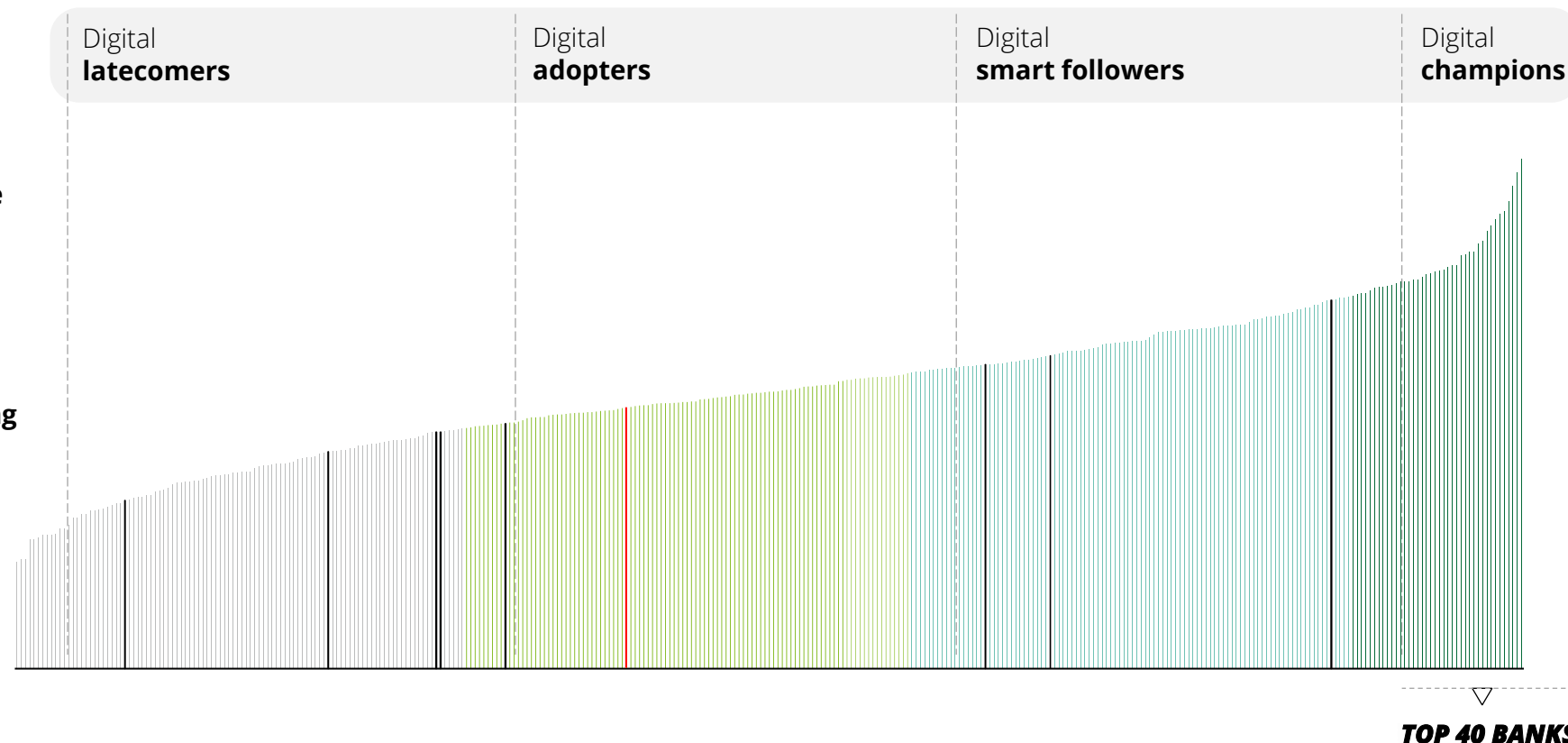
As a result of the study, banks were classified into four groups based on their digitalization levels, with top players recognized as Digital Champions

DBM index¹

What defines
Digital **CHAMPIONS**?

Digital **Champions** offer a **wide range of functionalities relevant for customers**, as well as **compelling user experience**.

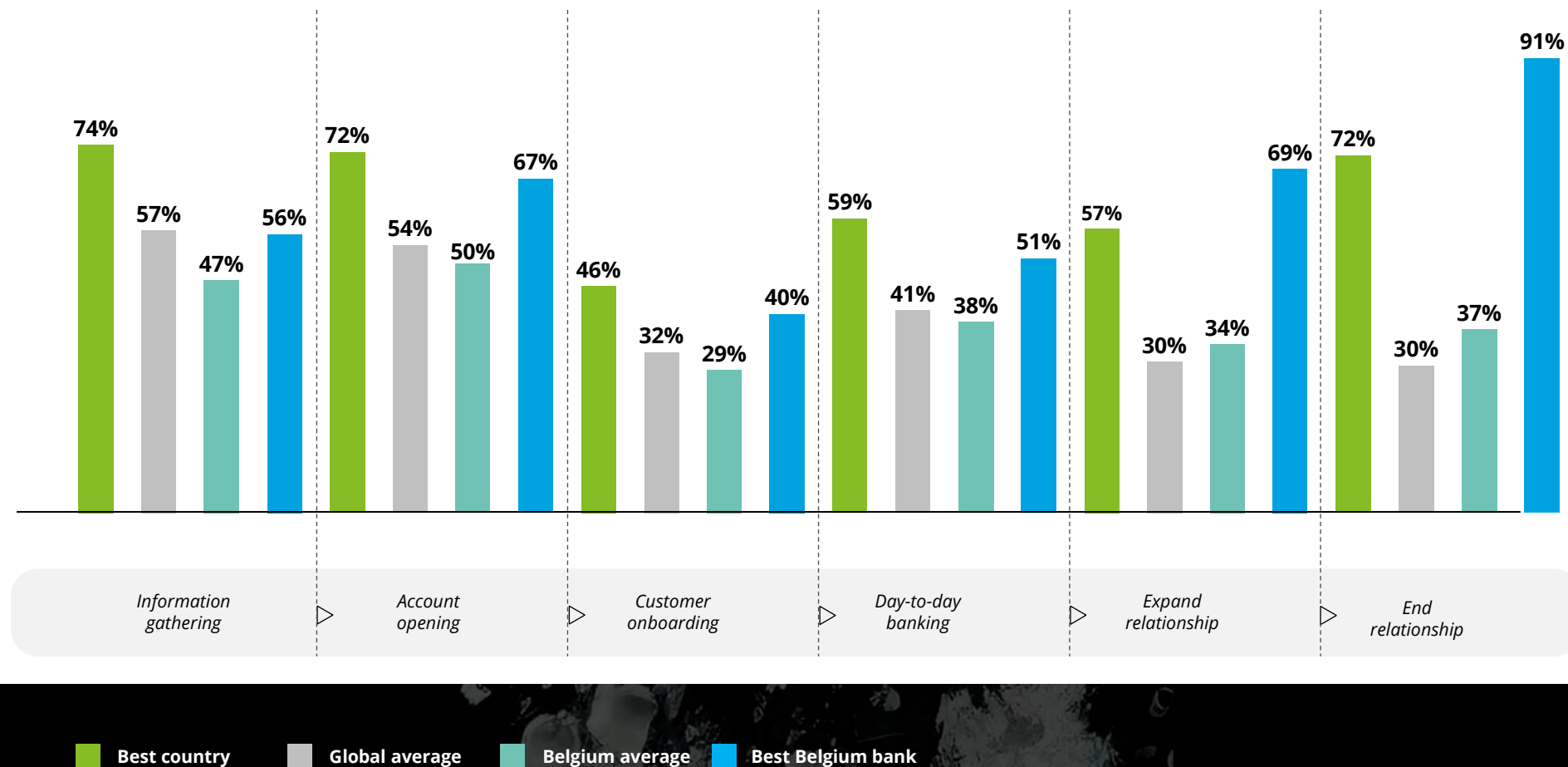
Digital Champions set **key digital trends** and have **leading market practices in place**, which positions them as role models to follow.

Legend

Digital Banking Maturity score by customer journey step

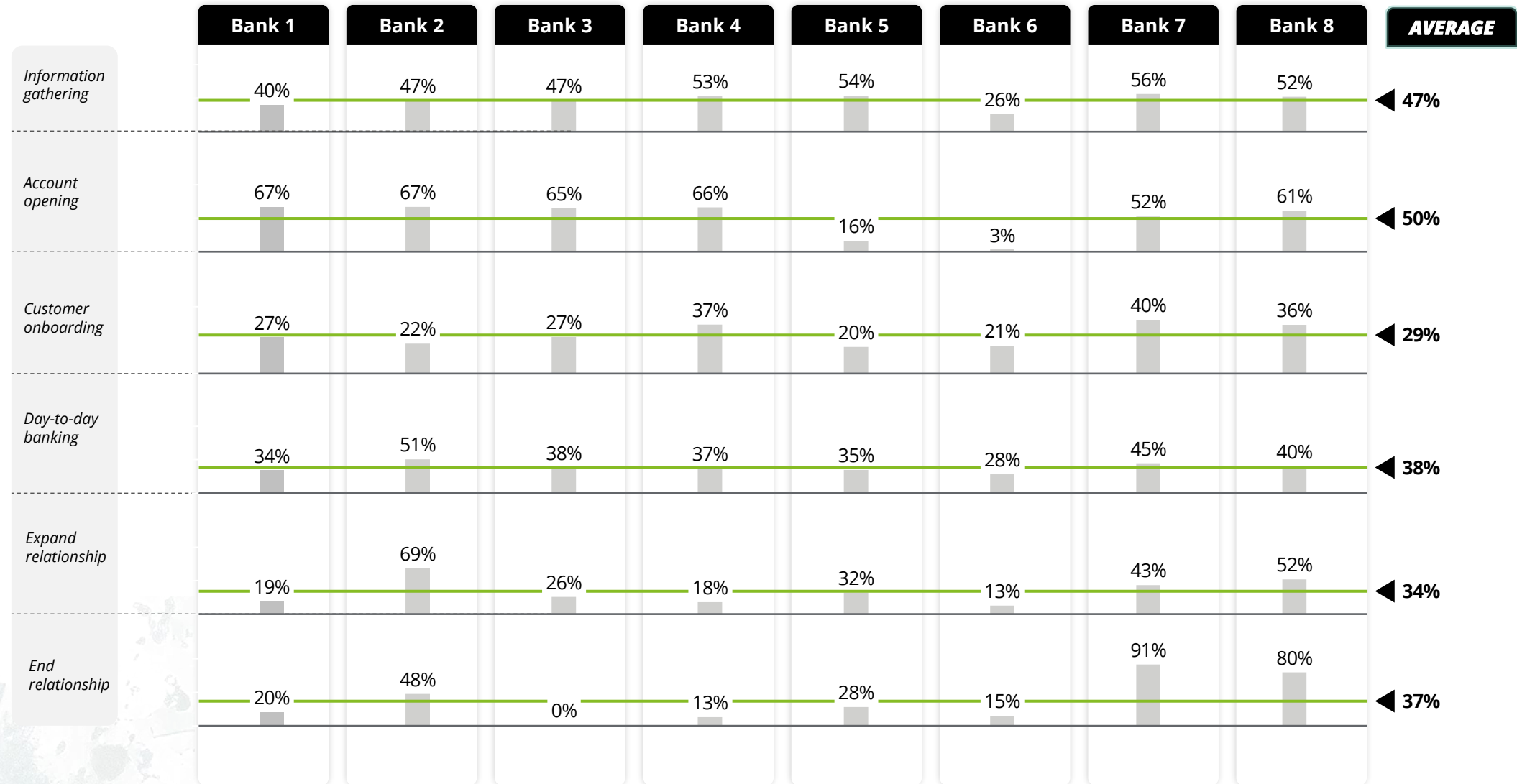
DBM score by CJ step, %

Based on 1005 functionalities and UX features (6 customer journey steps) scored according to **global weights**



BE

DBM score by customer journey step



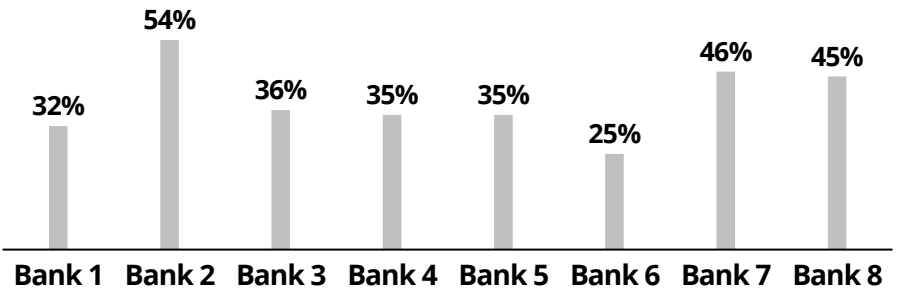
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DBM score by channel

DBM score by channel, %

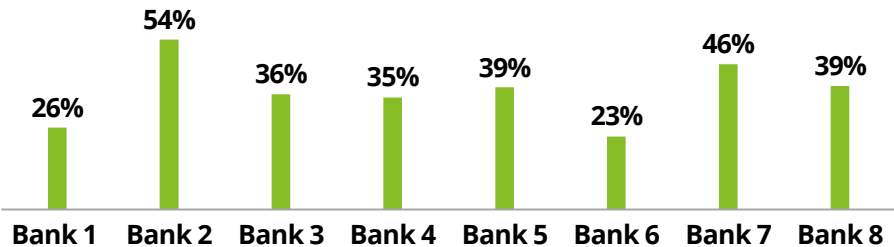
All researched channels

1005 of functionalities and UX features



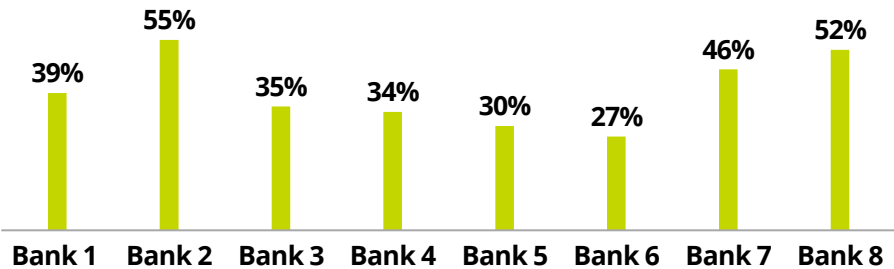
Internet and public website

518 of functionalities and UX features



Mobile

487 of functionalities and UX features





04

CONTACTS



Will you drive the change or be driven by it?

If you want to learn more, please get in touch with our **team** and ask about a dedicated workshop.

FEEL FREE TO REACH OUT TO US FOR MORE INFORMATION:



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