Business Banking Digital Maturity Model

November 2024

DIGITAL BANKING REPORT

Alkami

The most digitally mature financial institutions in business banking are defined by their culture, which informs everything from strategy to execution. Their mindset dictates the toolset and skillset that, in combination, are strongly correlated with better products, faster execution, and higher revenue growth than their peers.

— Allison Cerra

Chief Marketing Officer
Alkami

Issue 310

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Letter from the Author

DIGITAL BANKING REPORT
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Issue 310

Jim Marous

Dear Financial Services Leader,

Digital maturity has become more than just a competitive advantage — it's a critical determinant of business success. To assess the key components of business banking digital maturity, we surveyed 150 senior decision-makers from banks, credit unions, and neobanks in the United States to ascertain the critical elements of business banking digital maturity.

Our research revealed a striking correlation: organizations leading in digital maturity are growing nearly ten times faster than their less digitally mature counterparts. In other words, organizations that hesitate to develop future-ready digital solutions will be at a financial and competitive disadvantage moving forward.

When unpacking the back-office functionality and solution sets available from banks and credit unions, we identified four distinct segments of digital maturity, each representing different stages in the digital transformation journey ... 'Cautiously Modernizing', 'Optimistic Believers', 'Emerging Pioneers', and 'Tech Titans'.

What sets the leaders apart isn't merely their technology stack — it's their holistic approach to combining culture, strategy, and technology to achieve superior results.

Three key pillars consistently emerge as foundations of digital maturity:

1. **User experience excellence** goes beyond feature parity. While most institutions offer similar capabilities, leaders distinguish themselves through superior ease of use, efficiency, and personalization. They're pioneering automated account creation, implementing sophisticated application programming interface (API) integrations, and delivering intuitive interfaces that simplify complex processes.

2. **Productivity and employee experience** has emerged as a critical differentiator. The most successful institutions are applying the same user-experience principles internally that they've historically reserved for customers. They're investing in

Letter from the Author (continued)

automation, democratizing a sophisticated data infrastructure, and actively recruiting talent from outside traditional banking channels.

3. **A Digital Mindset and Culture** prioritizes digital investment, benchmarks against megabanks rather than regional peers, and executes decisions with remarkable speed.

Importantly, our research challenges the notion that digital excellence is the exclusive domain of large institutions. While leaders tend to have larger asset bases, we found that one in five of the most digitally mature institutions has less than $1 billion in assets. These smaller institutions are succeeding through strategic focus, API-driven efficiency, and continuous customer feedback loops. Conversely, over 20% of the least digitally mature organizations have assets exceeding $10 billion, demonstrating that size alone doesn't guarantee digital sophistication.

As we present these findings from **Emerald Research Group** and the **Digital Banking Report**, on behalf of **Alkami**, we encourage banking and credit union executives to use this report as a roadmap for your institution's digital journey. Whether you're looking to build out core capabilities, enhance your digital banking experience, or push the boundaries of automation, understanding where you stand — and where you can go — is the first step toward digital leadership.

More than ever, it is clear that the future of business banking belongs to institutions that can successfully blend digital excellence with human insight. We trust this research will help illuminate your path forward.

Best regards,
Jim Marous
Owner and CEO
Digital Banking Report

Letter from Allison Cerra

Allison Cerra

Chief Marketing Officer
Alkami

In early 2024, Alkami, along with trusted thought partners Jim Marous and **Emerald Research Group**, set out to answer a question confounding so many financial institutions, “What defines digital maturity?” To be clear, our intention was not to provide the market with another set of digital banking metrics that so many companies (including Alkami) already offer in spades. Instead, we sought to understand something bigger — how combining culture, strategy, and technology creates a sustainable competitive advantage for institutions that leverage their digital banking channel for equal parts sales and service.

We were no sooner done with fielding the study and publishing its results than we were confronted with another question, “What defines digital maturity ... in business banking?” The question is appropriate, as these are interesting times for U.S. businesses.

Case in point: New business applications reached a record in 2023, the third consecutive year of historic small business growth[1]. At the same time, the number of small businesses being sold has returned to pre-pandemic levels. At least one source estimates that three million small businesses currently owned by Baby Boomers and representing $3 trillion in value will likely change hands in the next ten years[2]. Millennials will be at the prime age for entrepreneurship over the same period, making them the likeliest beneficiaries of this tectonic shift.

Concurrently, other inflection points impacting financial institutions prove equally interesting. Among them, a changing workforce where Gen Zs outnumber Baby Boomers for the first time in 2024[3], a nearly 15-year trend of falling productivity even as most other sectors experienced gains[4] , and a growing chorus of critics challenging the return on investment for bank technology spend[5] .

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[1]U.S. Small Business Administration Press Release 24-04, January 11, 2024.

[2]Gene Marks, “Boomers are selling businesses to millennials in a generational handover,” The Guardian, August 18, 2024.

[3]Ece Yildirim, “Gen Z could overtake Boomers in the workforce in 2024: This has ‘sweeping implications,’ economist says”, CNBC, December 5, 2023.

[4]Aamer Baig, Vik Sohoni, and Xavier Lhuer with Zane Williams, “Unlocking value from technology in banking: An investor lens,” McKinsey & Company, October 23, 2024.

Letter from Allison Cerra (continued)

Our study's findings unlock the potential for financial institutions to seize an unprecedented opportunity in the business segment while addressing their challenges head on. The most digitally mature institutions in our study report revenue growth nearly ten times higher than the least mature — an even stronger correlation between digital maturity and revenue growth than what was found in our retail digital maturity study.

They are expanding the aperture of user experience to include their own employees, supporting them with automation and empowering them with data — perhaps partly in answer to higher expectations of a younger labor market and vocal critics of a sector's declining productivity. They are unlocking value in unlikely places, including using automation to detect and convert small businesses disguised as retail accounts and transforming self-service fraud remediation into new non-interest income.

As discovered in our retail study, the most advanced institutions are defined by their culture, which informs everything from strategy to execution. Their mindset dictates the toolset and skillset that, in combination, are highly correlated with better products, faster execution, and higher revenue growth than their peers.

There has never been a more fitting time to dig deep into the characteristics that separate the most digitally mature from the rest in business banking. We hope this study inspires financial institutions to examine how the alchemy of their own culture, strategy, and technology determine their business banking outcomes. And, more importantly, we hope it equips them to capitalize on what is arguably the greatest moment yet for U.S. businesses.

Allison Cerra
Chief Marketing Officer
Alkami

Alkami

[5] Penny Crosman, "'Enough already': Analysts question banks' $650 billion tech spend," American Banker, October 23, 2024.

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Executive Summary

Executive Summary: Transforming Business Banking for the Digital Age

Traditional banking models face unprecedented disruption due to fintech competitors and evolving customer expectations. Digital maturity in consumer and business banking has emerged as a critical survival factor instead of just a competitive advantage.

In early 2024, **Emerald Research Group** and the **Digital Banking Report**, on behalf of **Alkami,** found a significant variance in digital banking maturity between financial institutions in the consumer banking sector. *The Digital Sales & Service Maturity Model* report utilized advanced analytics to categorize respondents into four segments, building profiles for each level of maturity and creating paths for banks and credit unions to improve digital maturity at speed and scale.

As a result of the success of the initial report on digital maturity within the consumer sector, we have created a similar analysis of digital maturity for business banking. This study's findings will help financial institutions of all sizes to accelerate digital transformation initiatives to maintain relevance and market share in the increasingly competitive business banking sector.

For this research, we surveyed 150 decision-makers from institutions with at least $200 million in assets and operating in a business banking function. The participants

"Tech Titans consistently offer online account and loan opening, API integration with multiple ERP solutions, strong sub-user management, and advanced payment capabilities. These firms are typically data-first, and have often deployed modern data technology."

included senior executives in product management, finance, IT, marketing, and operations who shape their organization's digital business banking strategies. These respondents were geographically diverse across the United States, providing a sample in terms of bank size, type, and digital maturity. The respondents came from credit unions (32%), banks (65%) and neobanks (3%).

To assess maturity within the industry, researchers utilized advanced analytics techniques to categorize respondents into four segments.

- **Cautiously Modernizing** (28%) - This group primarily consists of smaller banks competing with other community-based institutions. They say they prioritize technology, but in reality, they put a lower percentage of money behind technology than the industry as a whole. These firms are less likely to offer digital loan and deposit account opening, have limited account management tools, and provide minimal accounting & ERP integration. Finally, this segment tends to lean on their experience rather than data to make decisions.

- **Optimistic Believers** (17%) - These financial institutions are often credit unions competing with local and regional organizations. Less than half offer digital account opening. They lag behind more mature institutions on payment capabilities like real-time payments, invoicing tools, and cross-border payments, and their accounting & ERP integration is often simplistic. These firms have invested more in digital and believe their platform is above average, signaling a need to set the bar higher for success.

- **Emerging Pioneers** (36%) - This group is mostly banks that skew larger than less mature financial institutions (FIs). They focus on digital sales more than any other segment, but have yet to fully automate the account creation process. These firms offer advanced payment methods and robust accounting/ERP integration tools, but fall behind others in their sub-user management experience. They understand the value of data, but are in the early stages of building modern data technology.

- **Tech Titans** (19%) – Organizations in this most digitally mature segment are typically larger banks. While distribution and sales are balanced across digital and branch channels, their digital expertise exceeds that of other segments. They consistently offer online account and loan opening, API integration with multiple ERP solutions, strong sub-user management, and advanced payment capabilities. These firms are typically data-first, and have often deployed modern data technology. The segment focuses on both employee productivity and employee experience.

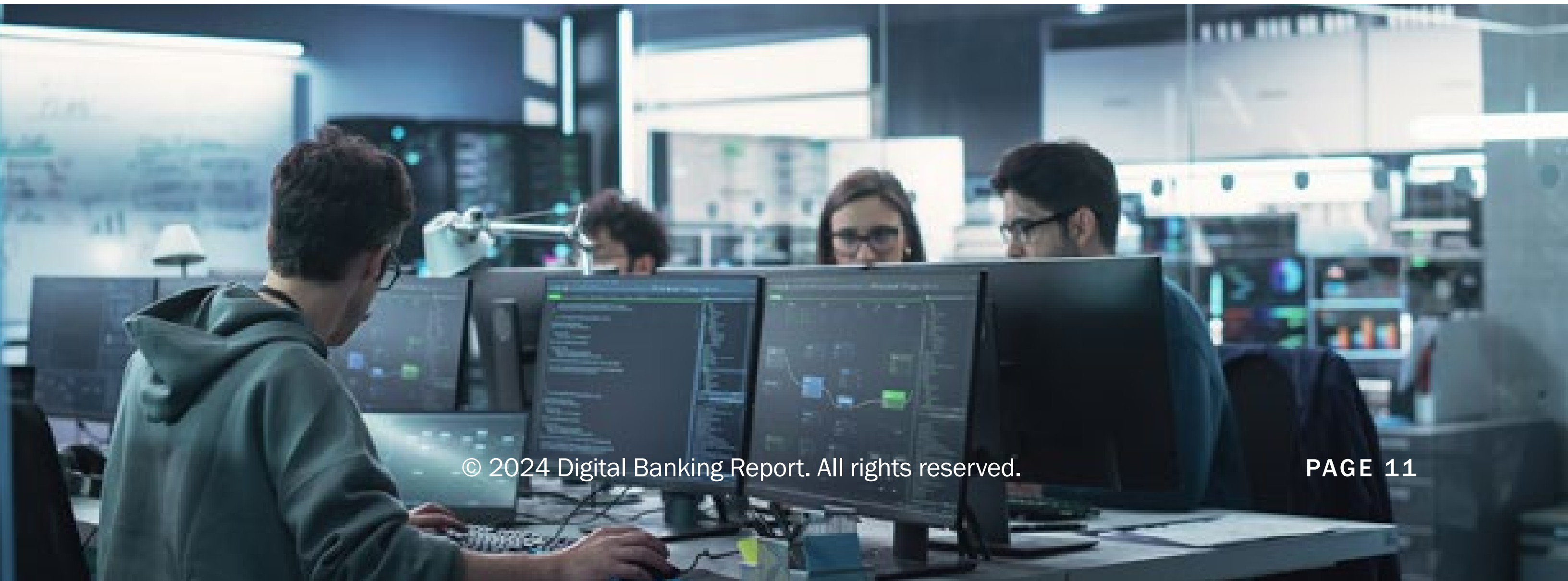
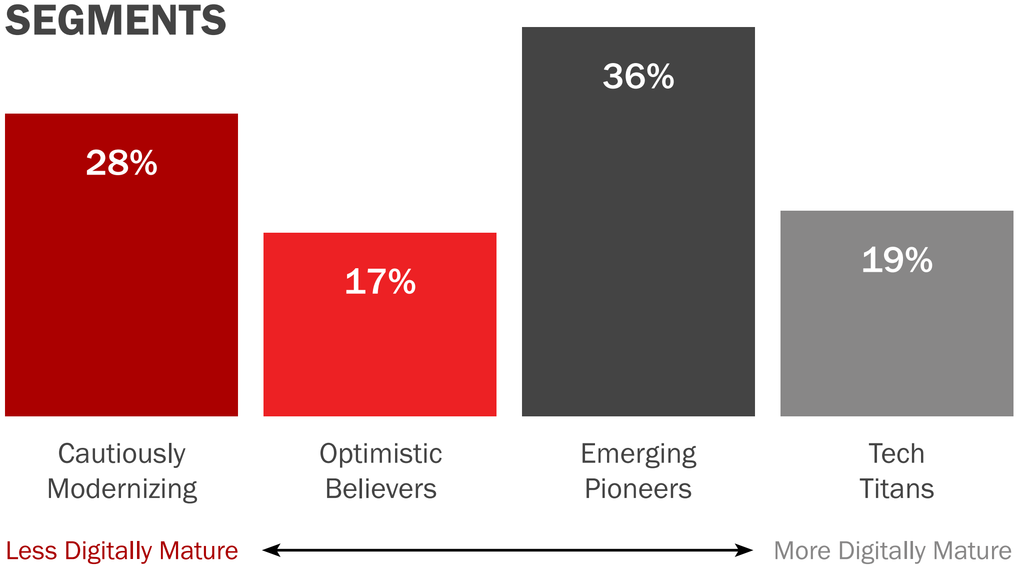


CHART 1:
2024: BUSINESS BANKING DIGITAL MATURITY SEGMENTS



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Three Pillars of Business Banking Digital Maturity

Our research found that the path to digital maturity in business banking rests upon three core pillars. These are similar to what we found in the retail banking sector, but the components of these pillars differ in focus and priority. That said, each pillar plays a crucial and interconnected role in determining an institution's digital sophistication, future readiness, and current market effectiveness.

The first pillar, **User Experience**, represents the baseline for any competitive digital banking platform. As in the retail banking sector, success in acquiring and retaining a business customer requires simple and seamless 'top of glass' experiences. This requires an inside-out rebuilding of core back-office processes to reflect a digital-first mindset.

From the customer perspective, business banking digital maturity is reflected in simple and seamless digital account opening, sophisticated sub-user management, streamlined accounting and ERP integration, and comprehensive money movement tools. As with retail banking digital maturity, what truly distinguishes market leaders isn't only the presence of modern technology and features, but in how these solutions are implemented.

These experiences must be faster, more intuitive, and increasingly personalized. This requires the use of data, artificial intelligence (AI) and democratized insights to build a digital + human engagement.

Employee Productivity, the second pillar, represents a meaningful shift in the focus of banks and credit unions as they move towards digital banking maturity. Leading organizations recognize that digital transformation isn't just about customer-facing solutions, but also empowering their workforce.

The focus involves a dual strategy of utilizing data, AI and automation to reduce

"Our research reveals a paradox that we found in our study of consumer banking maturity and has been reinforced by other research by the Digital Banking Report and numerous interviews of financial institution executives as part of the FIsionaries™ podcast series — the size of an institution does not necessarily correlate with its digital maturity."

'transactional' workloads, while upskilling new and existing employees to make jobs more rewarding and secure. This balanced approach acknowledges that positive employee experiences are the key to being able to deliver superior customer experiences, thereby maintaining a competitive advantage.

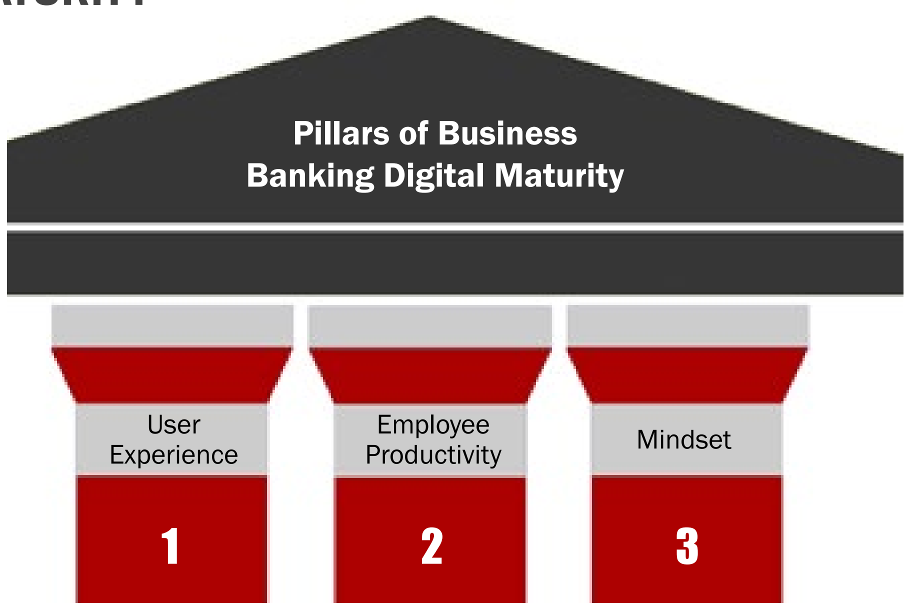
The third pillar, **Mindset**, relates to leadership and cultural aspects of digital banking maturity. While the investment in technology, advanced user experiences and talent are crucial, the institutional mindset will determine whether an organization can effectively deploy these capabilities. This requires leadership that is willing to embrace a shift from the status quo combined with a willingness to take calculated risks in pursuit of innovation.

The outcome is an institutional readiness that transcends where the business is today, and prepares for alternative future scenarios.

What makes these pillars particularly powerful is their interdependence. A strong user experience requires both satisfied employees to support it and an innovative mindset to continuously improve it. A transformational mindset ensures that both customer and employee experiences receive the investment and attention needed.

Institutions that excel across all three pillars will position themselves to not only meet current market demands, but also be able to adapt to future changes.

CHART 2:
KEY PILLARS OF BUSINESS BANKING DIGITAL MATURITY



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Size Alone Does Not Determine Business Banking Digital Maturity

Our research reveals a paradox that we found in our study of consumer banking maturity and has been reinforced by other research by the Digital Banking Report and numerous interviews of financial institution executives as part of the FIsionaries™ podcast series — the size of an institution does not necessarily correlate with its digital maturity.

In some instances, we see "Punching Up" institutions — smaller organizations that demonstrate a surprisingly high level of digital sophistication despite their size limitations. Specifically, financial institutions with less than $1B in assets represent one in five of the most digitally mature institutions in the study.

The success of these over-performing organizations can be attributed to their willingness to partner with third-party solution providers, the presence of leadership teams that are willing to embrace change and take modified risks, and a penchant for deploying advanced technology and features.

Conversely, 22% of the least digitally mature institutions have at least $10B in assets. These organizations are often hampered by legacy systems that have not been replaced or re-imagined.

These institutions tend to rely on their experience over data to make decisions, are averse to change, and significantly lack their peers in digital capabilities.

This dichotomy illustrates that success in digital transformation is more closely tied to factors like organizational culture, leadership vision, and execution capability rather than merely financial wherewithal. As Banking-as-a-Service (BaaS) providers, fintech partnerships, and cloud-based solutions proliferate, smaller organizations are in a better position to compete more effectively with larger institutions.

CHART 3:
SIZE ALONE DOESN'T DEFINE BUSINESS BANKING DIGITAL MATURITY

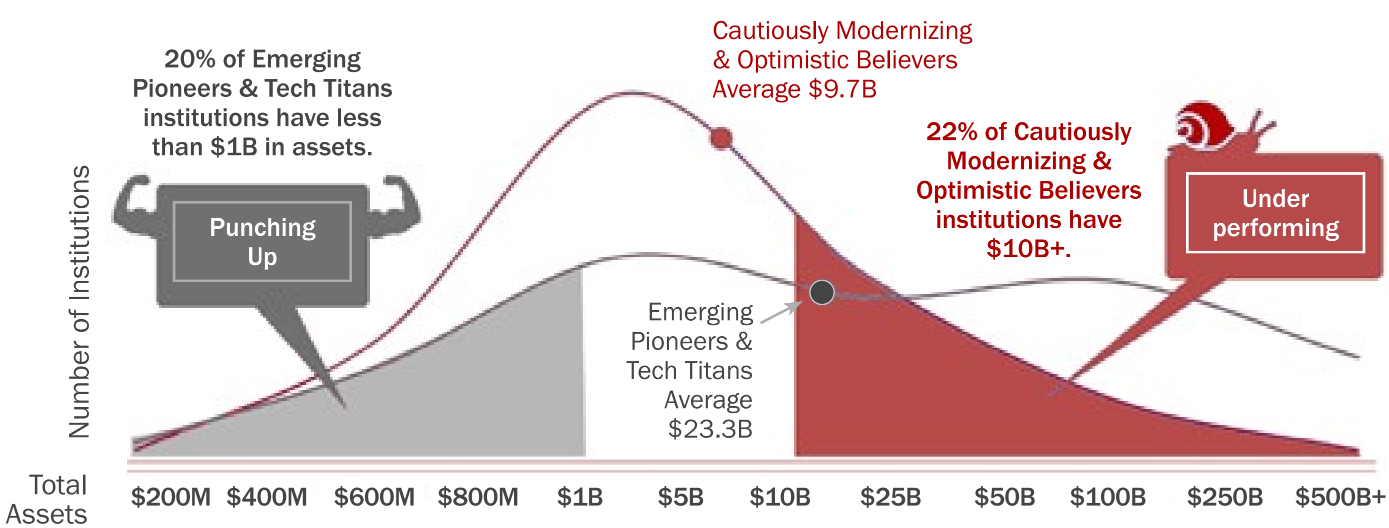

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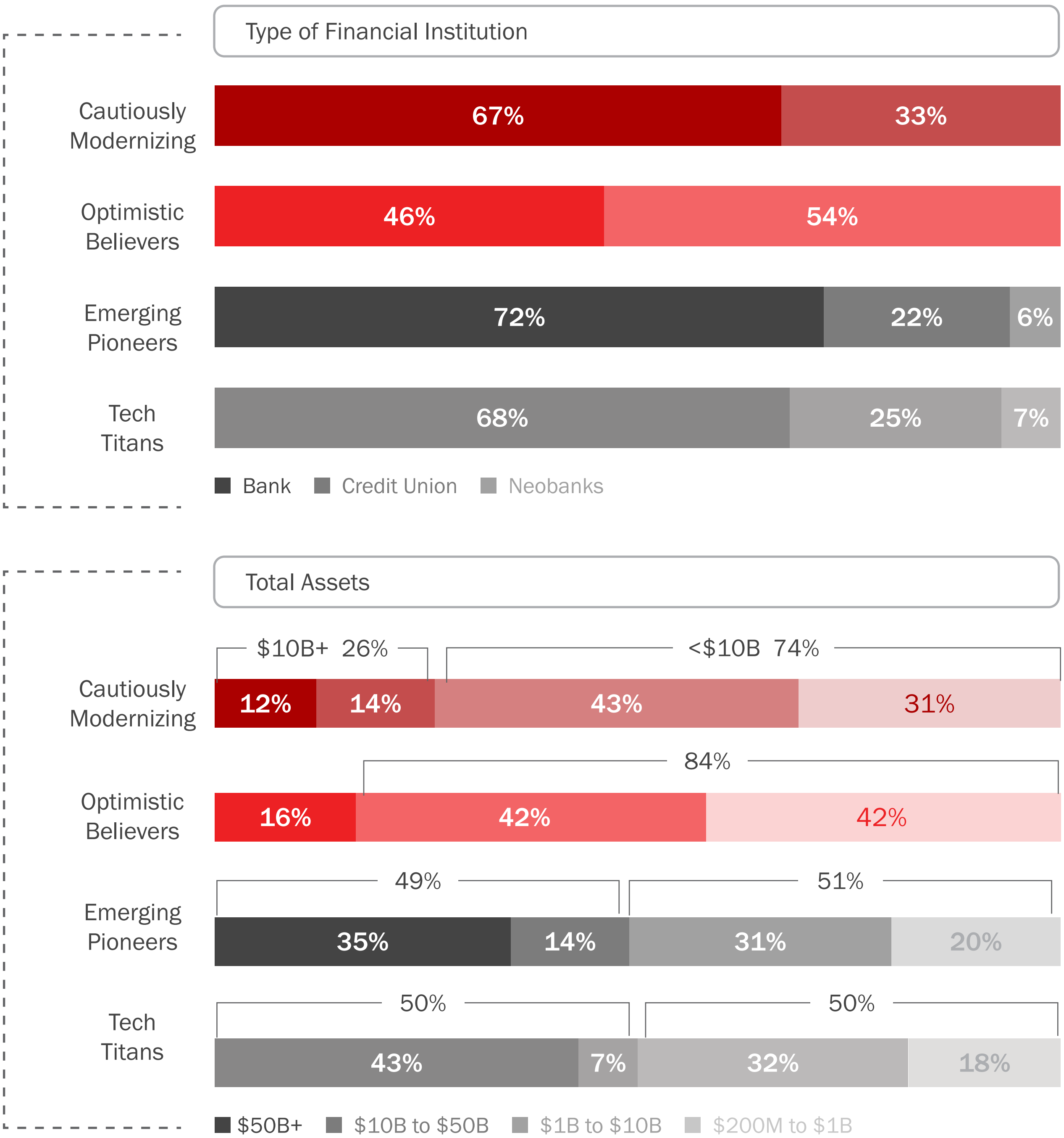
CHART 4:

BUSINESS MATURITY SEGMENTS ARE NOT EASILY DEFINED BY TYPE OR SIZE OF ORGANIZATION



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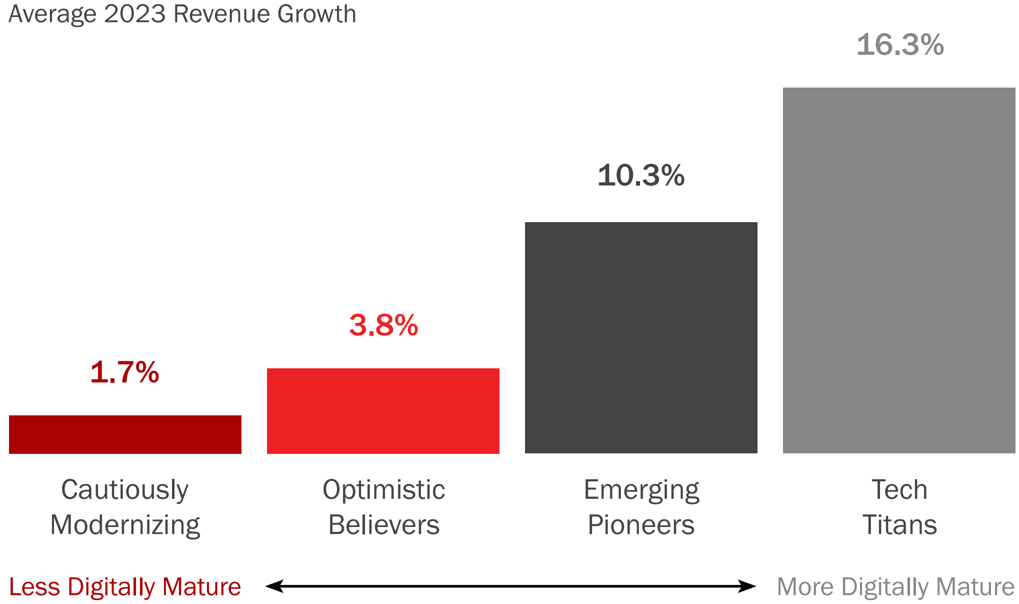
"Digital banking transformation is not a specific destination but a continuous journey of improvement and adaptation."

Digital Maturity Correlates with Business Performance

As was found in the previously published '*Digital Sales & Service Maturity Model*,' which studied the level of digital maturity in consumer banking, the relationship between digital maturity and business performance has emerged as a significant indicator of organizational success. In this research on business banking, banks and credit unions with higher digital maturity levels also demonstrated stronger revenue growth, with Tech Titans reporting 16.3% average revenue growth compared to just 1.7% for businesses in the Cautiously Modernizing category.

CHART 5:
HIGHER BUSINESS BANKING DIGITAL MATURITY RESULTS IN HIGHER REVENUE GROWTH

Average 2023 Revenue Growth



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Our findings are supported by research from Deloitte, which found that higher-maturity organizations across all industries were approximately three times more likely than their lower-maturity counterparts to report annual net revenue growth and net profit margins significantly above their corresponding industry average. In other words, the impact of digital maturity on financial performance is sector-agnostic.

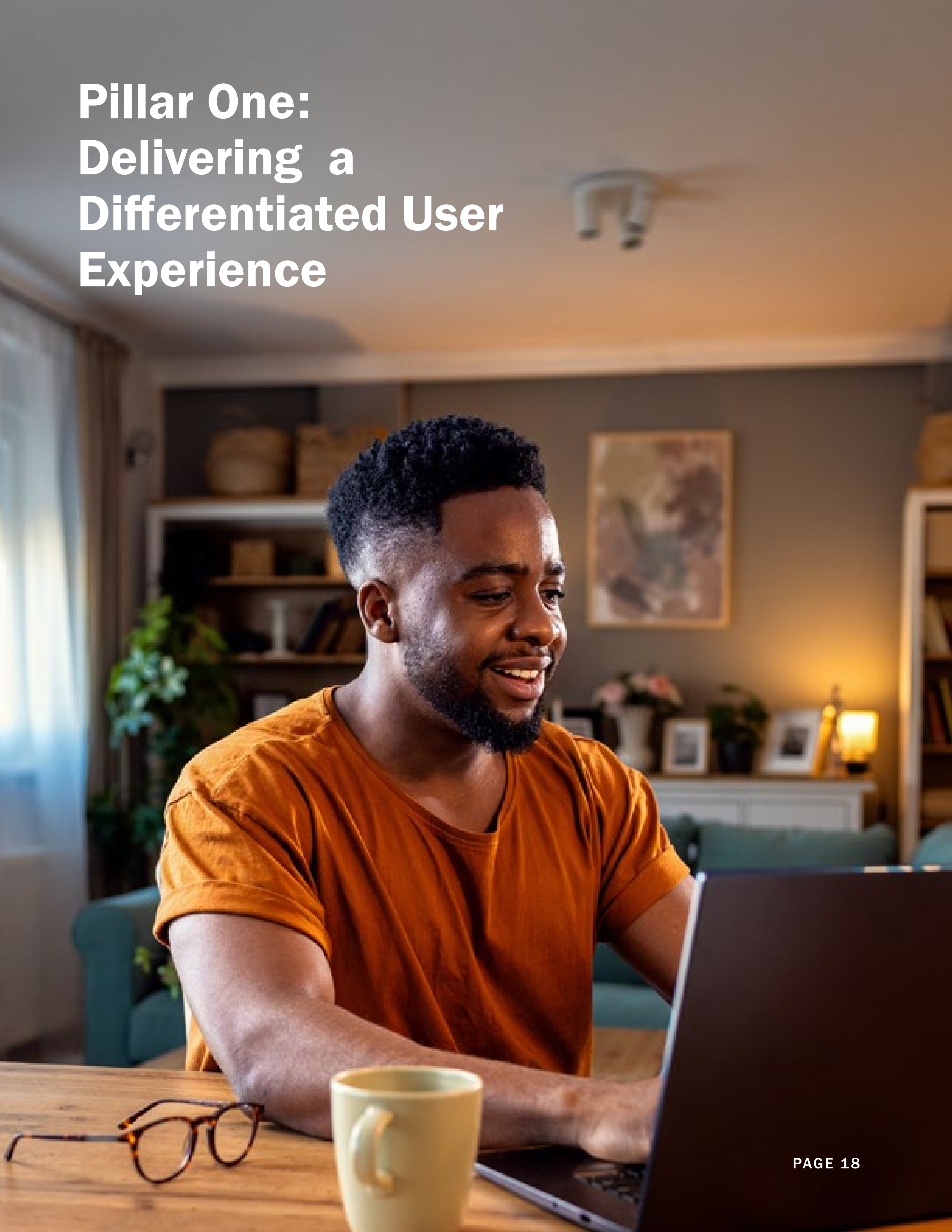
The Deloitte research indicates that the difference in revenue growth tells only part of the story of how digital maturity improves overall business performance. For instance, beyond direct financial benefits, digitally mature organizations demonstrate:

- Superior operational efficiency
- Improved decision-making
- Superior customer experiences
- Enhanced innovation capability

- Greater employee satisfaction
- Higher levels of sustainability
- Better risk management and resilience
- A holistic approach to digital transformation

The challenge is that digital banking transformation is not a specific destination but a continuous journey of improvement and adaptation. While the investment required to enhance and maintain digital banking maturity is significant, the comprehensive benefits — from revenue growth to operational efficiency to environmental sustainability — make a compelling case for banks and credit unions to prioritize their digital maturity journey.

Pillar One: Delivering a Differentiated User Experience



Pillar One: Delivering a Differentiated User Experience

The quality of a digital banking user experience within business banking has become a crucial differentiator among financial institutions serving their clients. The true competitive advantage lies in how effectively user experience capabilities are integrated 'behind the glass' and delivered 'above the glass' to the small business customer.

The good news is that the emphasis being placed on serving small businesses by financial institutions is beginning to show results. According to the 2024 J.D. Power Small Business Banking Satisfaction Study, there has been a significant improvement in small business customer satisfaction over the past two years — at the same time that customer expectations are increasing.

The study, which focused on businesses with revenues up to $20 million, found that top performers offered a balanced approach, combining personal service with DIY digital functionality. The critical success factors noted in the J.D. Power research included:

- Proactive client communication
- Transparent fee structures
- Effective relationship management supported by digital tools

While the study emphasized the sensitivity to fees due to ongoing cost pressures at

small businesses, it also highlighted the importance of relationship managers and integrated digital tools.

According to *Paul McAdam*, senior director of banking and payments intelligence at **J.D. Power**, “Banks have doubled down on support for small businesses through tailored financial advice; improved customer support and problem resolution; and investments in training and staff to manage key relationships. These efforts are paying off in the form of significantly higher customer satisfaction scores.”

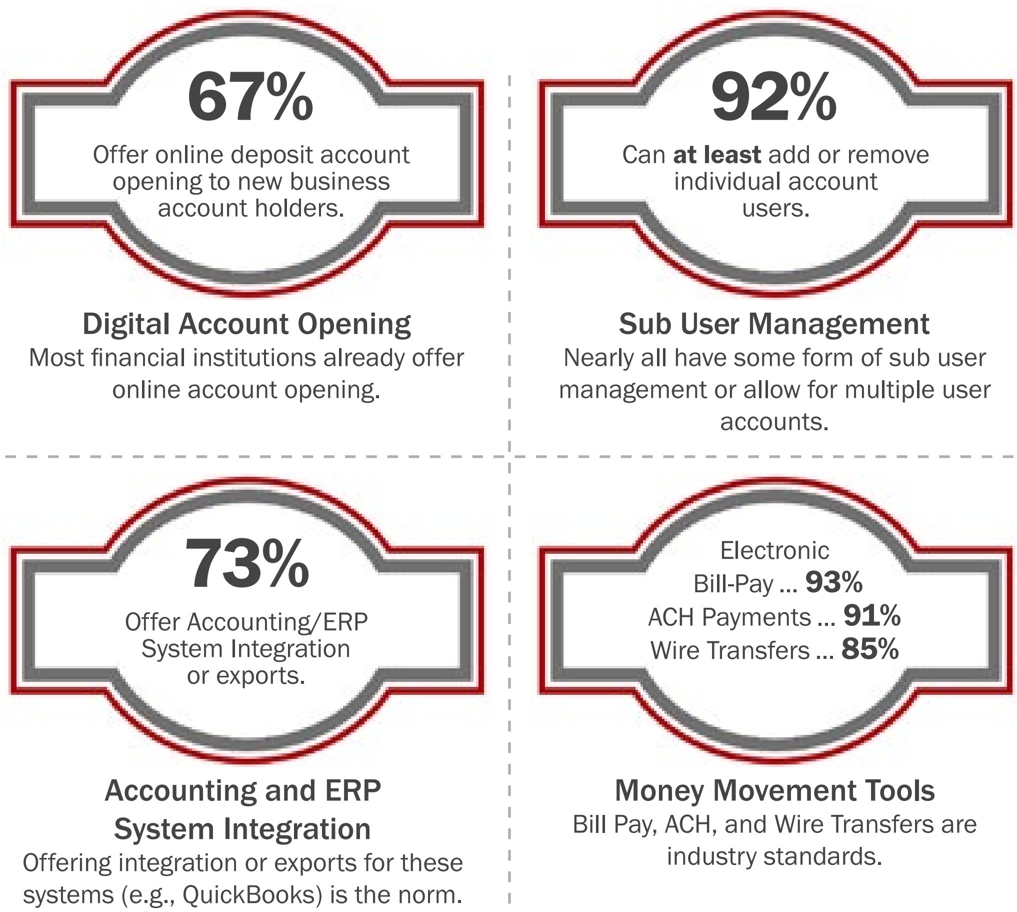
Foundation of Digital Business Banking Maturity

Our research reinforced the findings of J.D. Power and dug deeper into the components of digital business banking maturity. The foundational capabilities that are considered standard requirements for any effective digital banking platform include digital account opening, sub-user management, accounting/ERP integration, and money movement tools.

Notably, we found that the mere presence of these features is insufficient — it’s the quality and sophistication of implementation that separates industry leaders from followers.

CHART 6:

BASELINE CAPABILITIES FOR BUSINESS BANKING DIGITAL MATURITY



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"The key to success is to digitize the back office to allow for an account opening process that is more efficient without compromising security."

Digital Account Opening

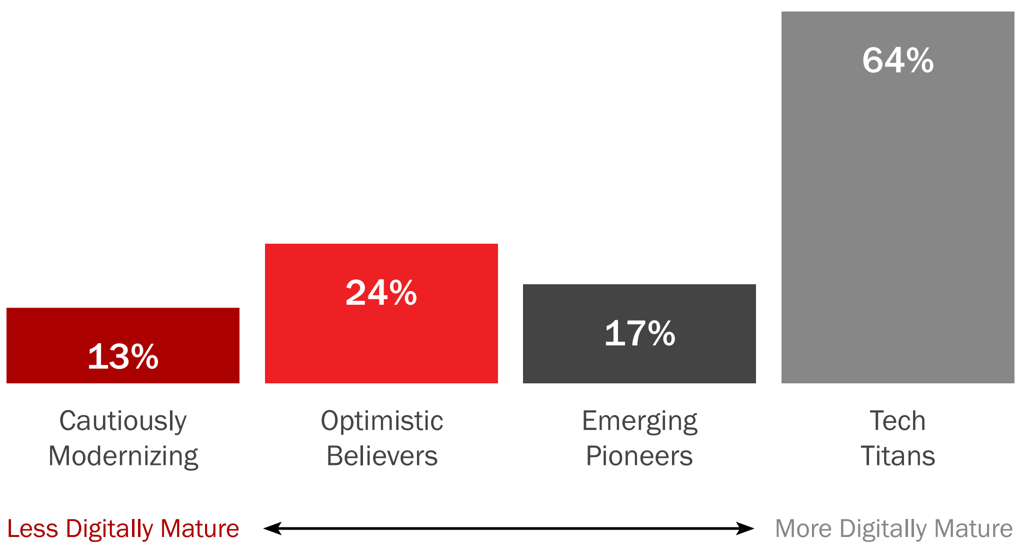
Not surprisingly, as we found in our consumer banking research, the ability to provide a simple and fast digital account opening experience has become a must-have in business banking. Unfortunately, while 67% of financial institutions offer digital account opening to new business customers, there is a significant performance gap when assessing the user experience.

We found that the most digitally mature institutions, classified as Tech Titans in the study, had streamlined the new account opening process, leveraging end-to-end automation to deliver a fast and frictionless process. Differences begin to emerge when we consider the ease, efficiency, and personalization of the experience. For instance, the most mature organizations are leading the way in how automated the account creation experience is across both the core and digital banking platforms.

The key to success is to digitize the back office to allow for an account opening process that is more efficient without compromising security. The reward will be a significant reduction in potential customers abandoning the new account opening process.

CHART 7:
POSITIVE USER EXPERIENCE REQUIRES FULL AUTOMATION OF ACCOUNT CREATION

Account Creation Automation: Automated for both core and digital banking.



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Advanced Integration Capabilities

Our research highlights a clear correlation between digital business banking maturity and the sophistication of 'behind the glass' system integrations. While 80% of banks and credit unions offer some form of accounting and enterprise resource planning (ERP) integration capabilities, there's a significant difference in approach between leaders and others.

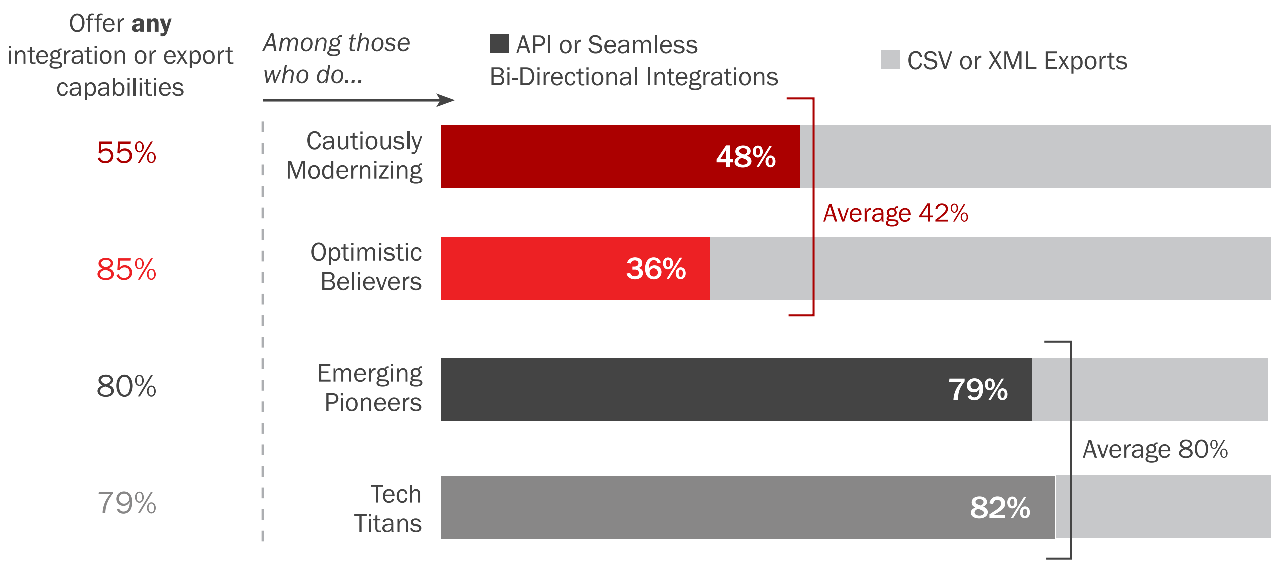
Tech Titans and Emerging Pioneers consistently leverage APIs for bi-directional communication, enabling seamless data flow between banking systems and business accounting software. This advanced integration capability is in stark contrast to less mature institutions that rely on basic CSV or XML exports, which require manual intervention and create friction in the user experience.

To deliver improved integration capabilities that simplify business banking for the customer, organizations must rethink back-office processes for a digital future. This can create challenges within organizations that still need to update core systems in total or on a specific use basis.

CHART 8:

DIGITALLY MATURE BUSINESS MAKING REQUIRES ACCOUNTING SYSTEM AND ERP INTEGRATION

Though most FIs offer accounting and ERP integration (or at least CSV exports), only the most mature segments consistently leverage APIs to enable bi-directional communication between these systems and their institution.



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"User experience and ease of use is key here. Our prior system was so difficult for clients to understand that they just gave up trying to roll it out. But the new system is very simple and intuitive on how to set up new users, roles, etc."

— Regional Bank

Sub-User Account Management

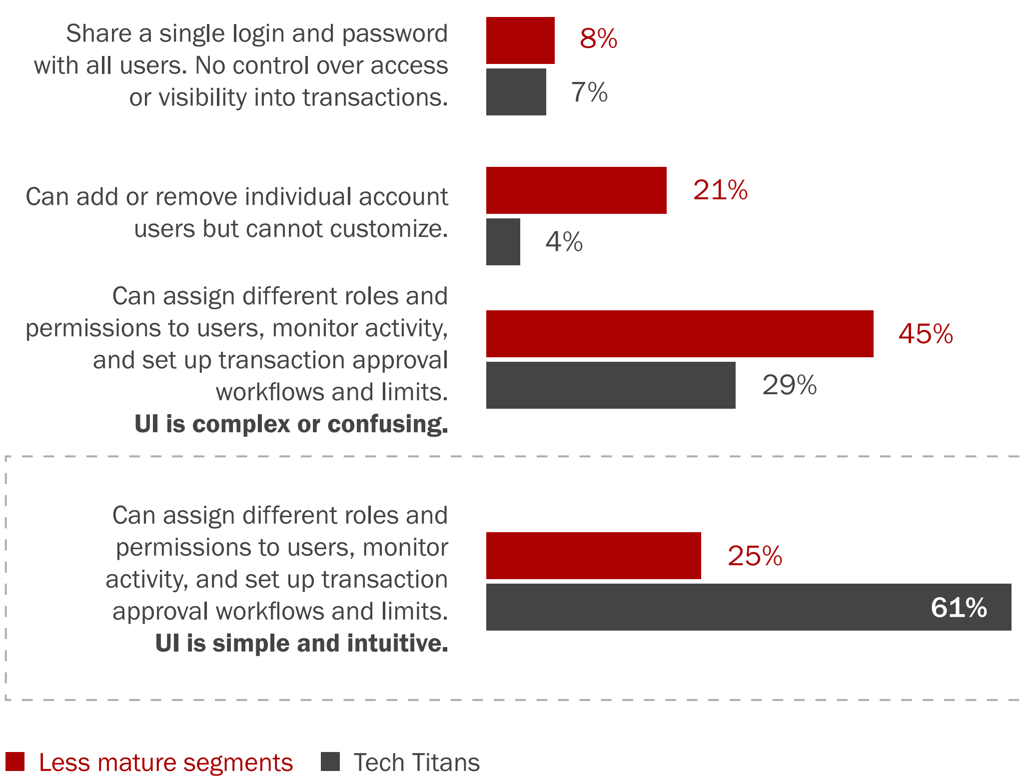
The ability for business customers to have digital sub-user access to accounts has become a significant maturity indicator for financial institutions. Our research shows that while 92% of financial institutions allow basic user administration, there's a significant variance in the sophistication and depth of access.

As can be seen from our findings, the most digitally mature institutions offer comprehensive role-based access control systems, where business owners cannot only add or remove users but also establish granular permissions, customize approval workflows, and set transaction limits. These permissions are available through intuitive digital interfaces. This advanced functionality enables small businesses to mirror their organizational structure and internal controls within their banking platform — a capability that 61% of Tech Titans deliver effectively.

Leading banks also provide features that enhance security and operational efficiency. For instance, the best digital systems enable real-time monitoring of user activity, multi-level approval matrices for different transaction types, and automated alerts for unusual activities. Modern platforms also allow business administrators to set role-specific permissions for various banking functions — from basic account viewing to complex treasury management operations.

CHART 9:
SUB-USER MANAGEMENT CAPABILITIES DIFFERENTIATE MOST MATURE ORGANIZATIONS

Sub-User Access & Controls Management



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"The differentiator would be to have a payment center where you could do all of these things from within one screen without having to go back and forth between different screens and would have the added ability to do same day ACH."

— Regional Bank

Payment Capabilities and Money Movement

More than ever, consumers and businesses desire more sophisticated payment capabilities and money movement functionality. Our research finds that advanced payment capabilities are a key differentiator in business banking digital maturity.

While basic services like electronic bill-pay, ACH payments, and wire transfers are nearly universal in both consumer and business banking, Tech Titans consistently offer a comprehensive suite of advanced payment options. These leaders consistently show higher adoption rates across sophisticated services such as:

- Real-time payments (79% for Tech Titans vs. 29% for Cautiously Modernizing)
- Electronic invoicing tools (82% vs. 21%)
- International cross-border payments (89% vs. 26%)
- All-in-one payment centers (89% vs. 29%)

The availability of centralized payment centers, where users can view past payments and initiate any transaction type from a single interface, is an excellent example of how user experience considerations can transform basic functionality into a highly mature service offering.

CHART 10:
ADVANCED PAYMENTS AND MONEY MOVEMENT DEFINE MORE MATURE ORGANIZATIONS

Currently offer digital payment method (Ranked by Tech Titans)

	Cautiously Modernizing	Optimistic Believers	Emerging Pioneers	Tech Titans
Electronic Bill Pay	81%	96%	98%	100%
ACH Payments	81%	85%	96%	100%
Wire Transfers	71%	77%	94%	93%
All-in-One Payment Centers*	29%	42%	54%	89%
International Cross Border Payments	26%	27%	70%	89%
Micro-Deposit Verification	38%	73%	57%	86%
Electronic Invoicing Tools	21%	23%	59%	82%
Real-Time Payment	29%	38%	83%	79%

*A single page where you can see all past payments and initiate any type of payment.

Source: Alkami, Emerald Research Group and The Digital Banking Report

"We found that 70% of relationship managers at the most mature organizations frequently or always use client activity data in meetings to recommend products, services, and goals, compared to just 30% among less mature institutions."

Security and Fraud Management

Superior business banking digital user experience also includes advanced security and fraud management capabilities. The most digitally mature organizations have very different approaches to fraud prevention and remediation compared to less mature institutions. For instance, 59% of Tech Titans offer self-service ACH fraud remediation with the ability to charge for this service, compared to just 10% of the least mature segment. This capability not only enhances security but also provides businesses with greater control and faster response times to potential fraud incidents.

Given the prevalence of payment fraud, digital maturity leaders are also more likely to have the ability to charge for it — giving them the option to turn payment fraud remediation into a potential profit center.

CHART 11:

ADVANCED SECURITY & FRAUD REMEDIATION DEFINE BUSINESS BANKING DIGITAL MATURITY

Approach to Fraud Prevention & Security

Self Service ACH Fraud Remediation	Cautiously Modernizing	Optimistic Believers	Emerging Pioneers	Tech Titans
Business accounts **cannot remediate** ACH fraud attempts.	42%	56%	24%	11%
Business accounts **can remediate** but we cannot charge for this.	48%	24%	37%	30%
Business accounts **can remediate, and we can charge** for this.	10%	20%	39%	59%

Source: Alkami, Emerald Research Group and The Digital Banking Report
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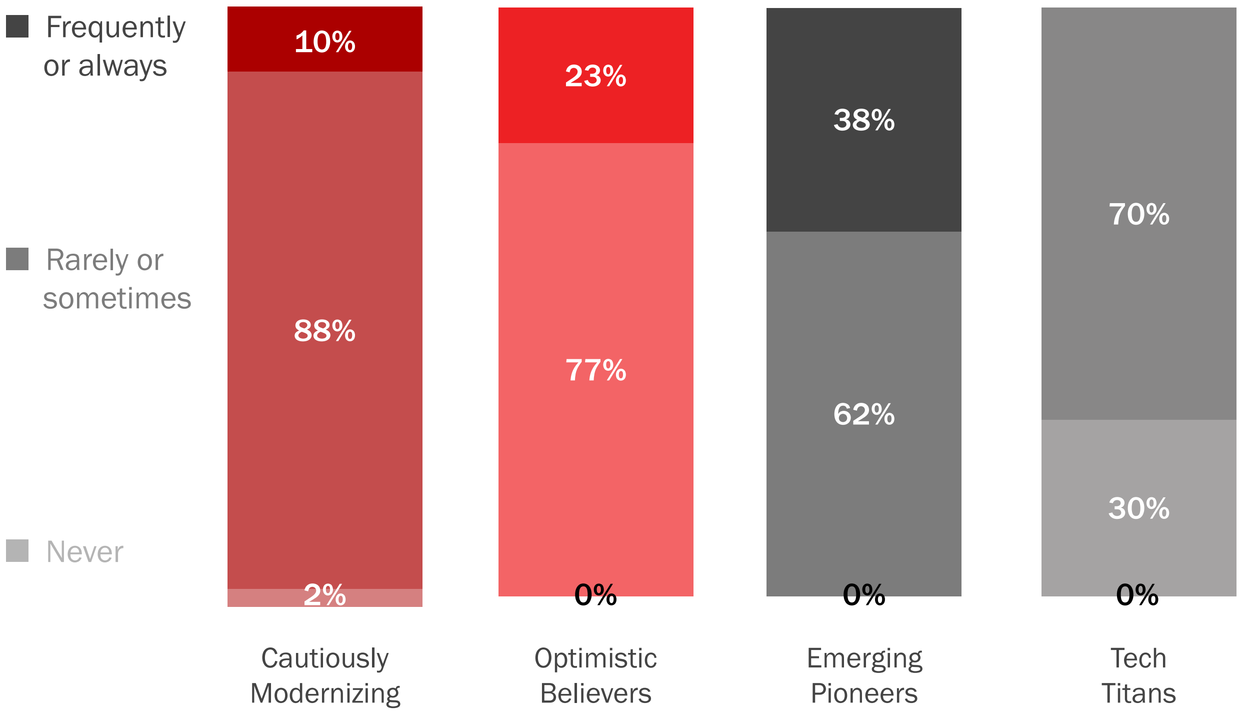
Data Utilization and Insights

A mature business banking experience is also increasingly defined by the intelligent use of data and insights by a financial institution. Our research shows that more mature institutions excel at leveraging client account activity data to enhance personalization, engagement, and relationship management across the customer journey.

We found that 70% of relationship managers at the most mature organizations frequently or always use client activity data in meetings to recommend products, services, and goals, compared to just 10% of the least mature institutions. This data-driven approach enables more contextual and valuable interactions with business clients which can lead to a growth in the banking relationship and a reduction in attrition.

CHART 12:
MATURE BUSINESS BANKING REQUIRES DEMOCRATIZED DATA AND INSIGHTS

Do relationship managers leverage client account activity data in client meetings to recommend products, services and goals?



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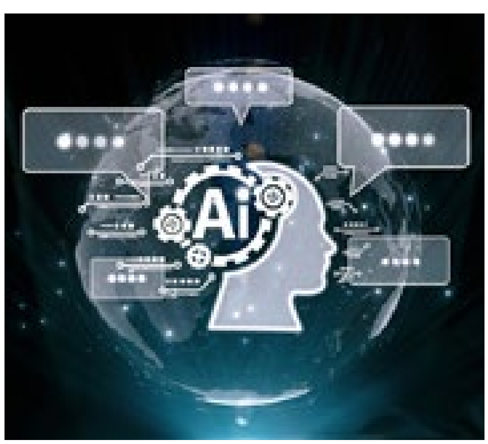
Automation and Proactive Monitoring

The combination of data, AI and technology provides financial institutions with the ability to monitor business banking relationships in real time, enabling proactive account management and user experience enhancement.

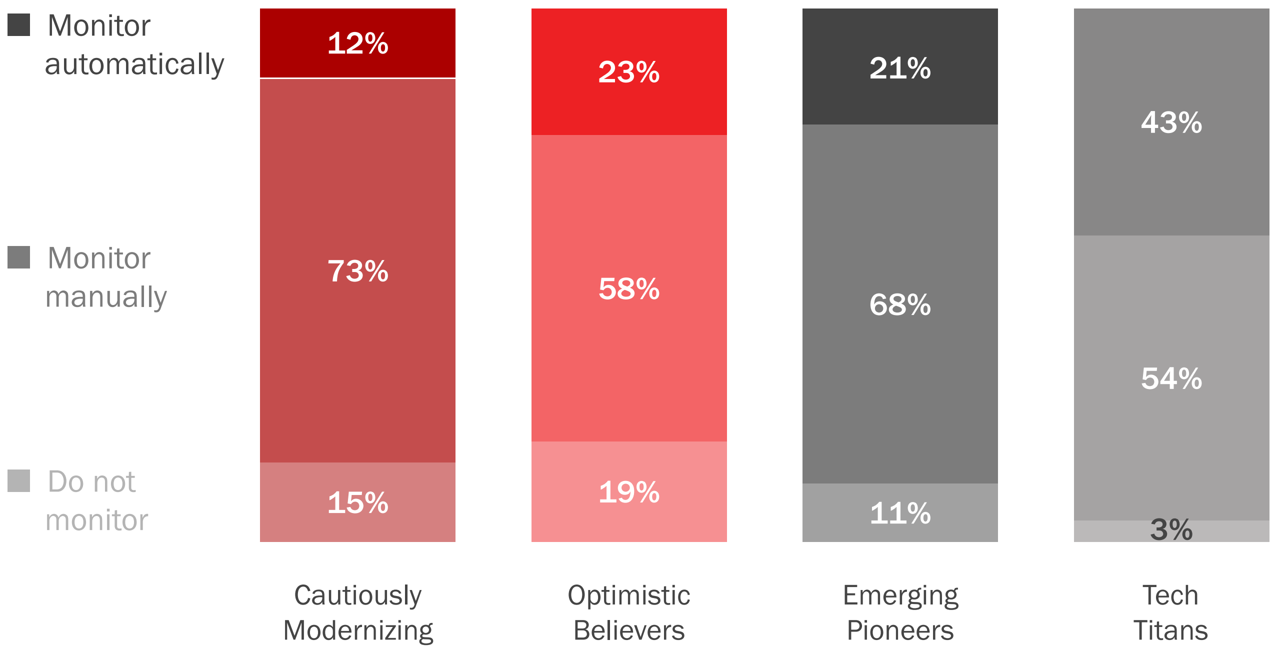


The most digitally mature banks and credit unions are beginning to implement automated monitoring systems to the highest degree, with 43% automatically monitoring retail accounts for business-related activity, compared to just 12% of the least mature institutions. This proactive approach enables financial institutions to identify opportunities and potential issues before they impact the customer experience. Moreover, the monitoring of the flow of funds and other activity provides account managers the insight to build stronger relationships.

CHART 13:

USE OF AUTOMATION TO DISCOVER BUSINESS ACTIVITY ON RETAIL BANKING ACCOUNTS

Does your institution proactively monitor for these behaviors in retail accounts? E.g. frequent large deposits or numerous transfers



Source: Alkami, Emerald Research Group and The Digital Banking Report
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User Experience Impacts Business Success

A strong business banking digital user experience is not merely about offering a checklist of features. Instead, it's about how well these capabilities are built from the inside out, introduced, integrated within a set of solutions, and delivered to create a cohesive, efficient, and user-friendly banking experience.

Financial institutions that excel in digital banking user experience demonstrate several competitive advantages:

- Increased operational efficiency
- Enhanced customer satisfaction
- Improved security and risk management
- Better relationship management
- Greater ability to attract and retain clients
- Enhanced revenue opportunities

Future Implications

The gap between the most digitally mature business banking institutions and less sophisticated competitors will likely continue to widen. As businesses increasingly expect digital experiences similar to what they receive across industry offerings, financial institutions must invest in both the technical capabilities and the user experience aspects of their digital platforms.

Those financial institutions that succeed in creating improved digital banking user experiences will be better positioned to attract, retain, and grow their business banking relationships in an increasingly competitive market. These organizations will also be positioned to attract and retain the best talent to serve these customers.

Pillar Two: Productivity and Employee Experience

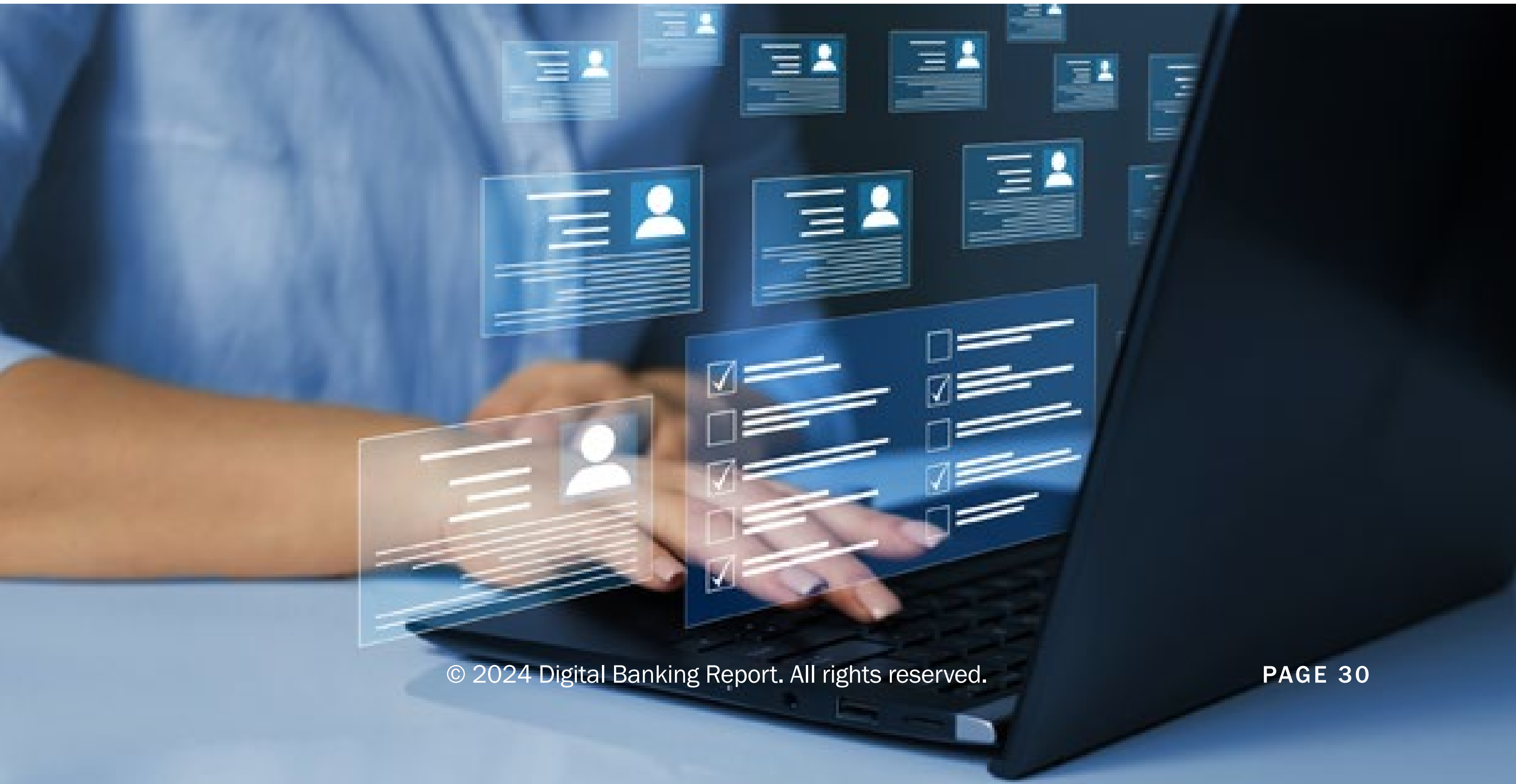
Pillar Two: Productivity and Employee Experience

The second pillar of business banking digital maturity prioritizes customer-facing technology along with the technology and data that enable employee productivity. By using technology to improve employee productivity, there will be an increase in employee satisfaction through both upskilling and enhanced job security.

As financial institutions work to improve productivity, Robotic Process Automation (RPA), artificial intelligence, and machine learning capabilities are being deployed to handle everything from basic transaction processing to complex risk assessments. These automation advancements reduce processing times, minimize errors, and allow for straight-through processing of standard banking operations. The resulting efficiency gains create measurable improvements in operational metrics and cost-effectiveness ratios.

The employee experience dimension of digital banking maturity is equally crucial, though often overlooked in traditional technology implementations. Today's banking employee expects intuitive, user-friendly systems that mirror the technological experiences they encounter in their personal lives.

To respond to this need, many financial institutions are investing in intelligent



workstations, unified communication platforms, and mobile-first applications that enable hybrid working arrangements. These tools not only facilitate improved job performance but also contribute to higher employee satisfaction and retention rates.

Integrating productivity tools with employee experience technology creates a powerful synergy in mature digital banking operations. For instance, comprehensive customer relationship management systems automating data collection and analysis while providing employees with 360-degree customer views. This allows staff to focus on high-value customer interactions while reducing the burden of administrative tasks.

Emerging technologies such as augmented reality for training, advanced biometrics for security, and AI-powered decision support systems will further transform both operational capabilities and workplace experiences.

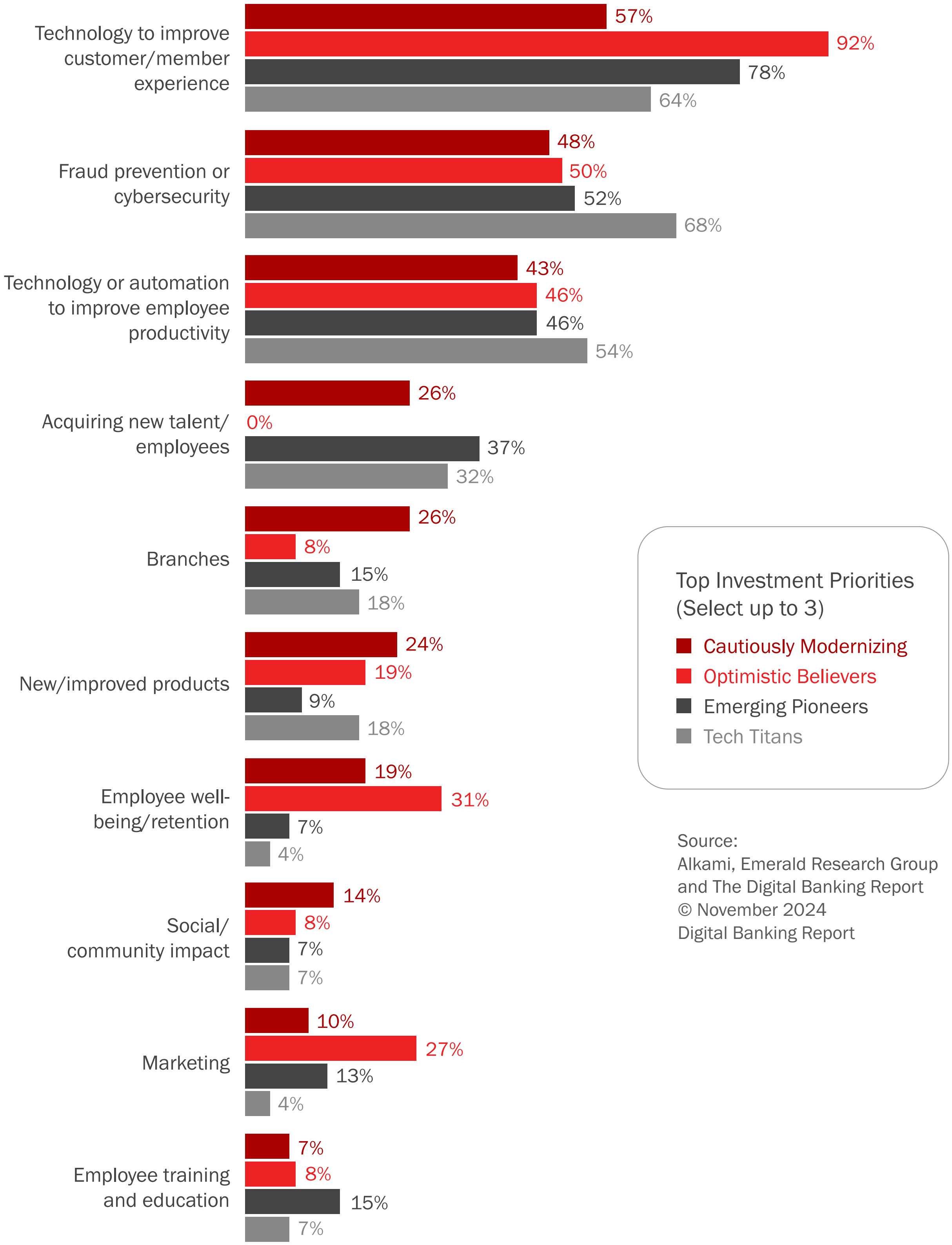
Investment Strategies of Digital Banking Leaders

The relationship between digital banking maturity and technology investment reveals a clear pattern among financial institutions, particularly in how leading organizations approach the dual imperatives of employee experience and productivity enhancement. Our findings show that the most technologically advanced institutions prioritize investments in “behind the glass” technologies that improve the employee experience, which results in increased productivity.

Alternatively, mid-tier institutions primarily focus their technology investments on customer experience initiatives. This strategic difference in technology investment highlights a sophisticated understanding by more mature organizations that digital maturity extends beyond customer-facing innovations to encompass comprehensive operational excellence and employee effectiveness and satisfaction.

CHART 14: BUSINESS BANKING DIGITAL MATURITY STARTS BEHIND THE GLASS

Which of these are your institution's biggest investment priorities today?



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Operational Advantages of Employee-Focused Technology

The impact of prioritizing employee-focused technology investments yields measurable advantages across multiple operational dimensions. Financial institutions that prioritize technology for employee productivity demonstrate superior performance across all three pillars of digital banking maturity.

The leading organizations are notably more successful in implementing all-in-one payment centers, with 61% of employee tech-focused institutions offering these solutions compared to 41% of their peers. They also show greater progress in automating critical processes, with 84% achieving automation in digital deposit account opening versus 65% among other institutions.

This automation advantage extends to digital unsecured loan account opening (69% versus 49%) and document verification processes (66% versus 44%). Perhaps most significantly, these institutions report faster execution capabilities, with 65% indicating they "tend to move fast in execution once we make a decision," compared to just 36% of institutions that don't prioritize employee technology investments.

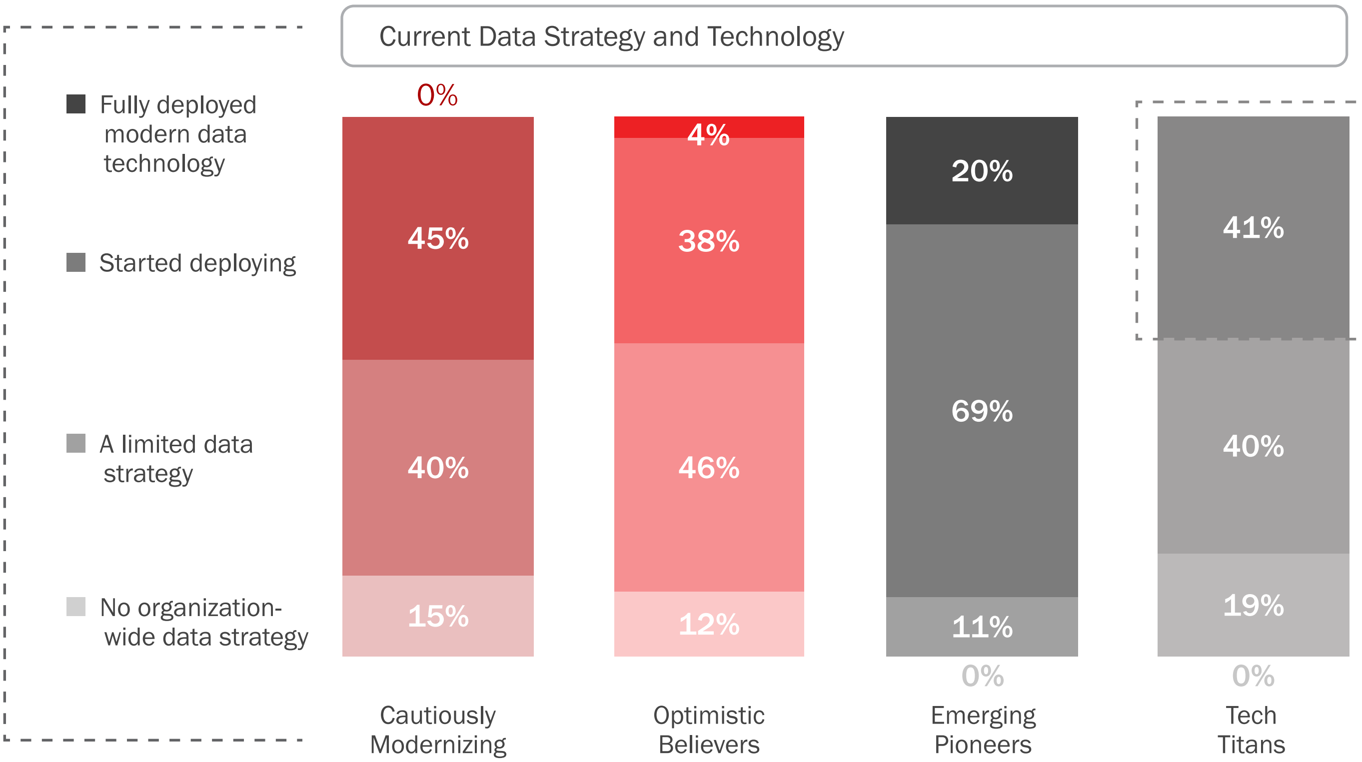
Data Strategy and Technology Infrastructure

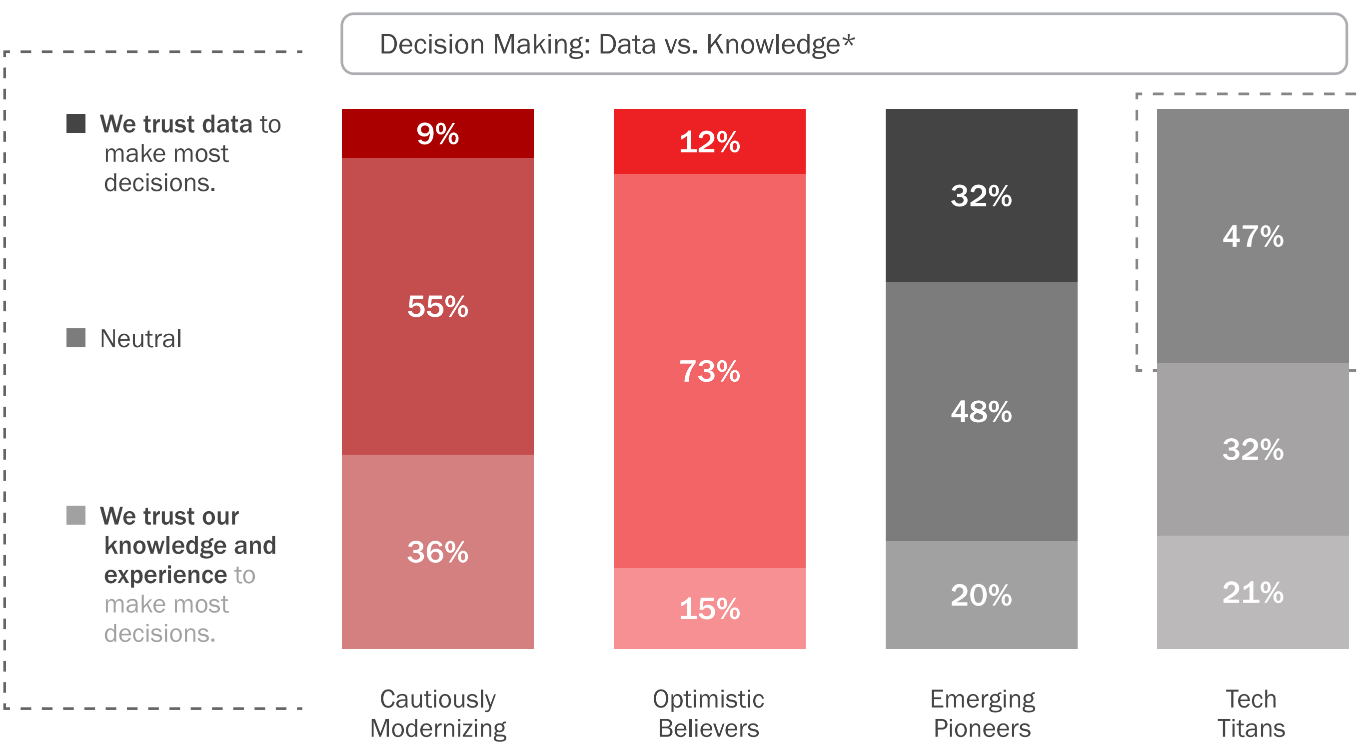
The foundation of superior performance lies in how the most digitally mature organizations approach data strategy and technology implementation. Tech Titans demonstrate a markedly more sophisticated approach to data management, with a significantly higher percentage having fully deployed modern data technology. This advanced data infrastructure serves as the cornerstone for automation initiatives and improved employee experiences.

Tech Titans also show a stronger tendency to trust data over legacy knowledge and experience — positioning them as the vanguard of data-informed digital banking.

CHART 15: MATURE BUSINESS DIGITAL BANKING FIRMS **EXCEL** AT DATA STRATEGY AND TECHNOLOGY

Which BEST describes your institution's current organization-wide data strategy and technology?





Human Capital Development and Talent Management

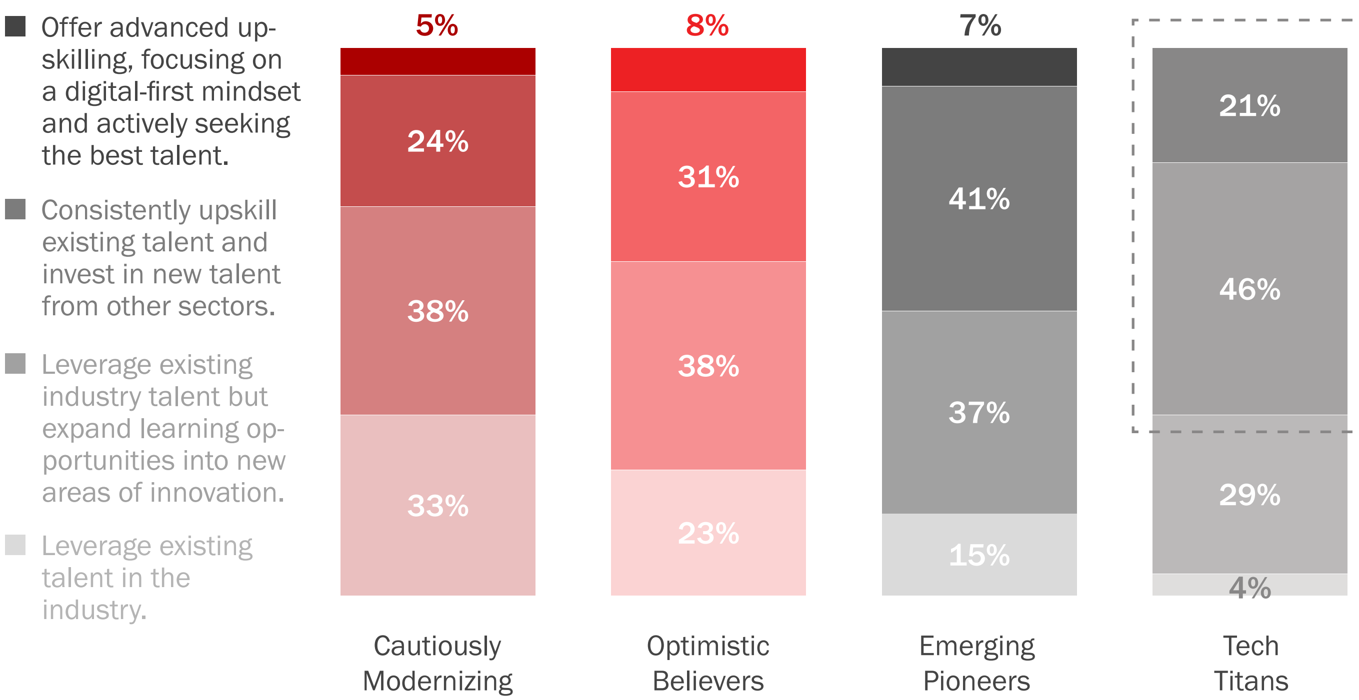
The commitment to technological advancement is matched by a corresponding investment in human capital development. Tech Titans stand out in their approach to talent management, with the majority consistently engaging in employee upskilling while also being more willing to recruit talent from outside the traditional banking sector.

This dual approach to talent development and talent acquisition reflects a recognition that technological transformation requires both enhanced systems and evolved workforce capabilities. The data shows a clear progression in talent management approaches, with the most mature institutions more likely to offer learning programs focused on developing a digital-first mindset while also supporting work skills.

CHART 16:
THE MOST MATURE ORGANIZATIONS INVEST IN PEOPLE

Which best describes how your institution acquires and retains talent/employees?

Approach to Acquiring and Retaining Talent



Source: Alkami, Emerald Research Group and The Digital Banking Report
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Demographic Shifts and Future Workplace Expectations

Demographic shifts in the workforce underscore the urgency of this focus on employee productivity and experience. With Generation Z expected to outnumber Baby Boomers in the workforce for the first time in 2024, financial institutions face increasing pressure to meet evolving workplace technology expectations.

Research among financial services technology and business leaders reveals that younger generations, particularly Gen Z and Millennials, have significantly higher expectations for their digital work experience.

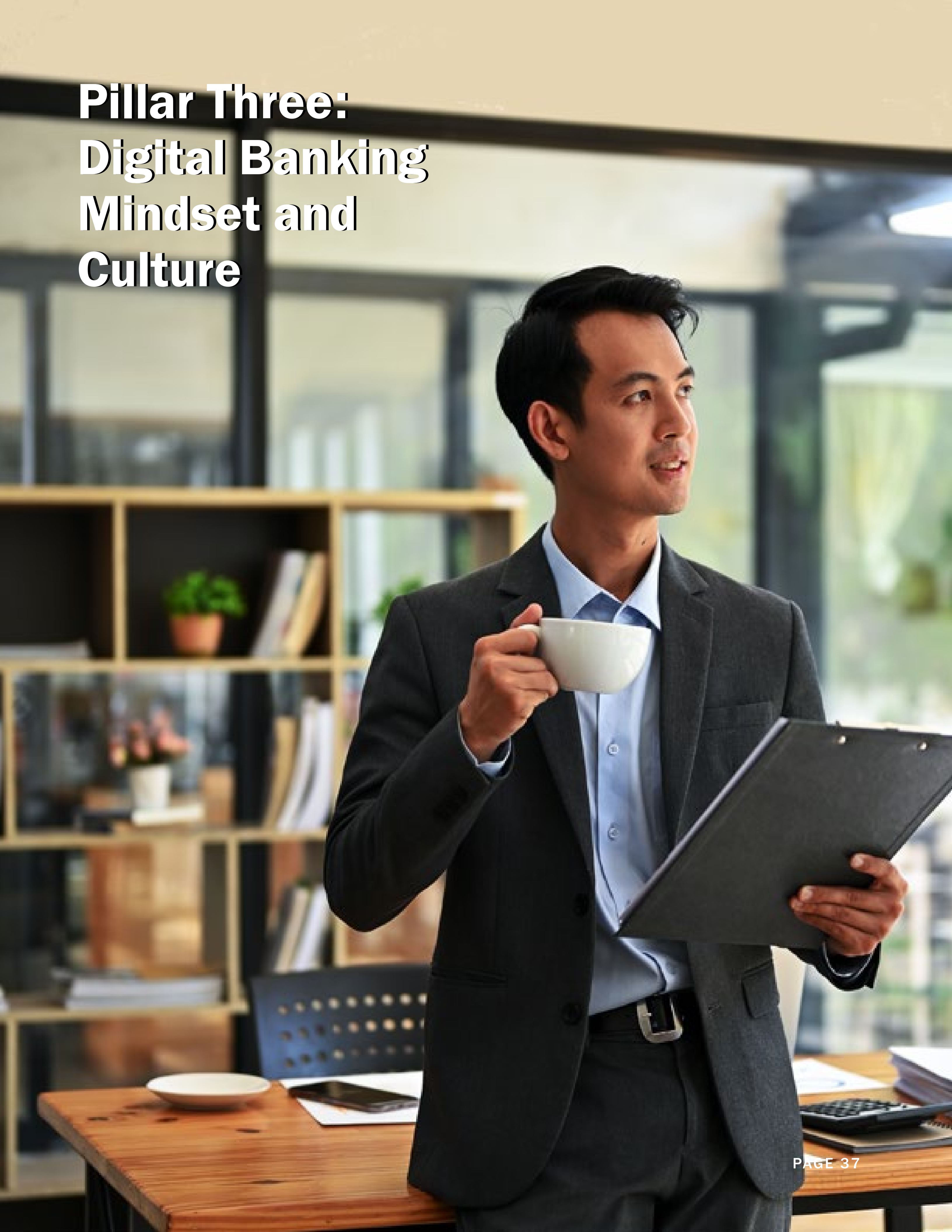
This demographic shift has not gone unnoticed by industry leaders, with an overwhelming 92% of IT decision-makers in financial services acknowledging the need to provide more advanced digital experiences to meet the expectations of these younger employees. (Source: *Riverbed Global Digital Employee Experience Survey 2023*)

Conclusion: The Integrated Path to Digital Maturity

Financial institutions that prioritize technology investments for employee productivity and workplace growth demonstrate superior capabilities across multiple dimensions, from process automation to execution speed. These organizations are better positioned to attract and retain younger talent, whose expectations for workplace technology continue to rise. Retention of these same employees is also enhanced.

Furthermore, their comprehensive approach to data strategy and talent development creates a foundation for sustained competitive advantage in an increasingly digital banking landscape. The evidence suggests that achieving digital banking maturity requires not just investment in customer-facing technologies, but also a holistic approach that equally prioritizes employee experience and operational efficiency through technology enablement.

Pillar Three: Digital Banking Mindset and Culture



Pillar Three:
Digital Banking Mindset and Culture

Too often, great digital banking solutions are being deployed with suboptimal results because banks and credit unions are unable to let go of legacy thinking and outdated processes. To be future-ready, financial institutions must embrace the power of modern technology and upgrade how they think and act.

Is what got your bank or credit union to where you are today helping you become future-ready or holding you back? In other words, are legacy processes and thinking getting in the way of digital banking transformation?

Business as usual is not a good recipe for success. Many financial institutions have people throughout the organization thinking and acting as they have for decades, but banking is in a period of disruptive change, so the results of their efforts are not as strong as in the past.

While legacy technology often gets all the attention, legacy thinking often prevents an organization from realizing the full benefits of modern technology and hinders the ability to adapt to changing market conditions.

This stifles innovation and impacts an organization's ability to make informed decisions quickly and at scale.

To respond, banks and credit unions must support a shift in culture, mindsets and processes, including investments in training to ensure that employees will support business transformation without holding onto legacy thinking and processes.

Digital Banking Transformation Requires Experience and an Open Mind

Legacy thinking comes from experience, and that is okay. "Overcoming legacy thinking doesn't mandate erasing every strategy, idea, or leadership concept you've ever used in the past," says Daniel Burrus of the technology consulting firm **Burrus Research**. "Instead, identify those ideas and strategies that continue to serve you well while pinpointing others that may have worn out their value."

According to an article in the *MIT Sloan Management Review*, the ability to innovate and transform an organization requires four organizational capabilities:

- **Nimbleness:** The ability to quickly pivot and move from the current state to the desired future state.
- **Scalability:** The ability to increase capacity to serve a greater universe efficiently and effectively.
- **Stability:** The ability to maintain operational excellence during times of massive disruption.
- **Optionality:** The ability to leverage external collaboration to expand capabilities.

Each of these capabilities requires leveraging modern technologies, such as applied analytics, artificial intelligence, machine learning, cloud computing, the internet of things, robotic process automation, and an organizational mindset open to change. In other words, the balance of legacy experiences paired with the ability to rethink processes will increase the potential for success.

According to the MIT Sloan Management Review, "When a company has the right culture to leverage the capabilities of a robust digital infrastructure, it is relatively easy to make quick decisions and re-purpose that infrastructure for new challenges that emerge during disruptions."

> *"While prioritizing digital capabilities is essential for growth, the research shows that true industry leaders recognize the need for a balanced approach, particularly in the sales experience."*

Organizations with a "challenger mindset" encourage experimentation and continual learning, support and organize around internal and external collaboration, and accept the potential of failure. This supports continuous digital banking transformation.

A future-ready digital mindset and culture have become more than competitive advantages; they are essential elements of survival in an increasingly digital-first financial landscape.

Building a Digitally Mature Distribution Strategy

Our research reveals a compelling story about the relationship between digital maturity and channel strategy in business banking. A fundamental truth emerges — digital transformation isn't about abandoning traditional channels entirely. While prioritizing digital capabilities is essential for growth, the research shows that true industry leaders recognize the need for a balanced approach, particularly in the sales experience.

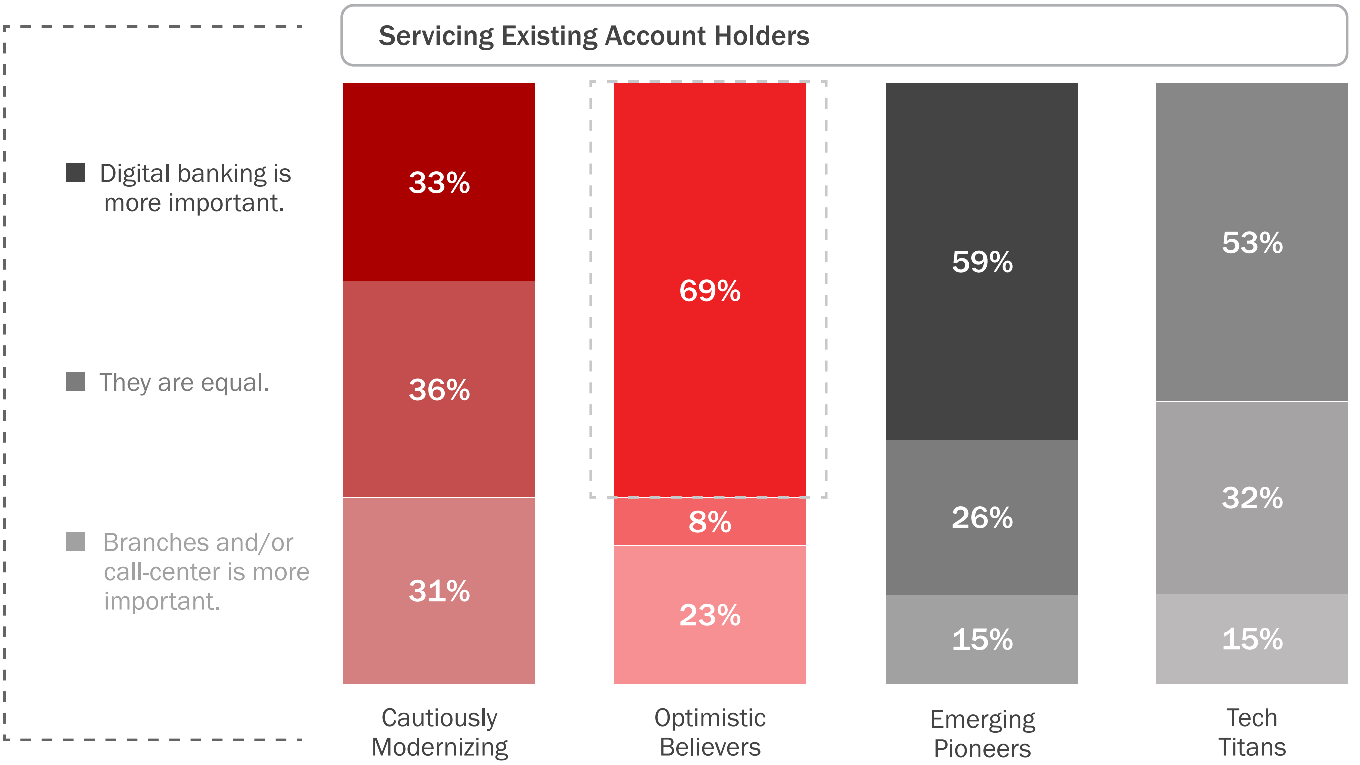
In other words, while prioritizing digital is a key step to emerge from the most nascent segment (Cautiously Modernizing), the most progressive financial institutions recognize the importance for balance across analog and digital channels in the sales experience.

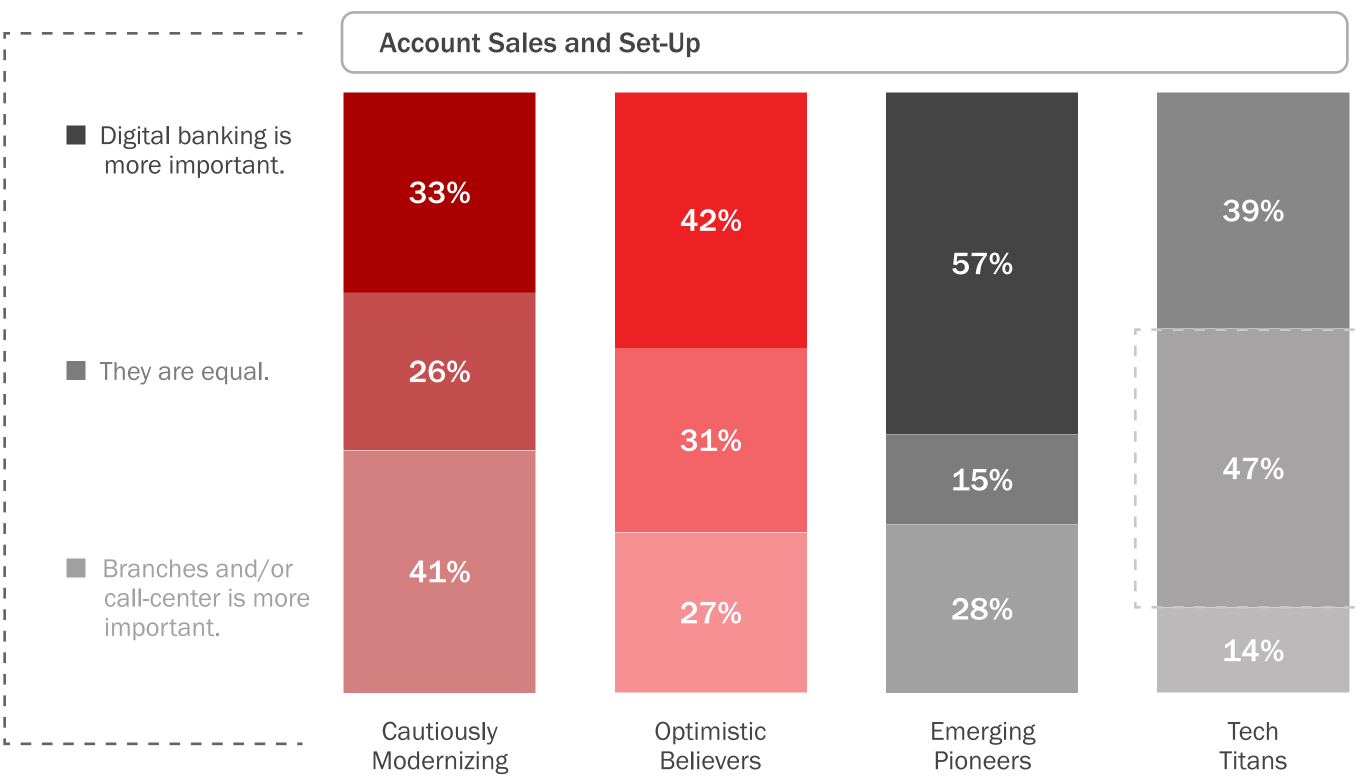
When embracing a digital mindset and culture, organizations should keep the following in mind:

- Digital maturity requires balance rather than complete abandonment of traditional channels.
- Different channel strategies may be best for different banking functions.
- The most sophisticated organizations understand that success lies in finding the optimal mix of channels rather than taking an all-or-nothing approach to digital transformation.
- Account servicing has a stronger digital bias across all levels of digital maturity compared to account sales and setup.

CHART 17: MOVEMENT FROM PHYSICAL TO DIGITAL SHOULD BE BALANCED

Importance of Digital Banking vs. Branches for...





Source: Alkami, Emerald Research Group and The Digital Banking Report

To Act Differently, First Think Differently…

One of the most important steps in making the shift to digital is discarding outdated legacy mentalities.

'Being Digital' is an All-in Proposition

Most banks and credit unions grossly underestimate the challenge of digital transformation. Buying advanced technology and new digital solutions is simpler than changing legacy processes — and imposing discipline — that can enable the benefits of digitization. Many longtime veterans within an organization can be hesitant, whether wholly or partly, to embrace new technology critical to future growth and success.

To help address the hesitance of legacy executives to embrace modern technologies, leaders must articulate a visionary digital value proposition. This value proposition must define how digital technologies will enhance an organization's ability to create new customer (and business) value. In pursuit of 'being digital,' there must be agreement that old analog processes will not stand in the way of digitized excellence.

As we research financial institutions globally, we find that organizations successfully engage third-party solution providers that can implement exceptional digital solutions at speed and scale. Unfortunately, in the majority of cases, banks and credit unions can't let go of some of the most inefficient legacy processes that derail the benefits of the solution.

Investment in Digital Transformation Varies

Maturing organizations do more than just say that digital is important — They place a significant portion of annual investments into digital initiatives. The reason why most banks and credit unions fall short of what is needed to transform their organization is because becoming a "digital bank" is tough.

Not only must legacy systems be upgraded, but business structure, operations, people, culture and leadership must all be in sync and aligned. This leaves many organizations taking on digital transformation "projects" that are limited in scope as opposed to trying to transform the entire organization.

One of the most striking findings when we surveyed investment in digital transformation is that Optimistic Believers, not Tech Titans, are planning the highest median investment in digital initiatives at 50% of their 2024 investments. Though these institutions are investing the most as a percent of their budget, they continue to lag more mature segments in features and capabilities nonetheless.

As will be discussed later, they also tend to believe their capabilities are better than they are, reflecting that it's not simply how much budget is invested, but how and where it's invested based on who the institution is more likely to see as their competitor (a megabank or a similarly sized regional or community financial institution).

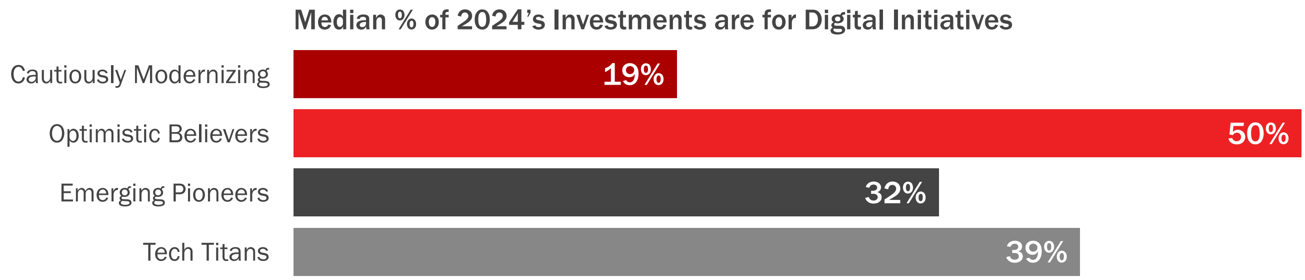
Despite their advanced position, Tech Titans show a more moderate investment level, possibly indicating they've already established strong digital foundations and can now focus on targeted improvements rather than wholesale transformation.

The lower investment rate of 32% by Emerging Pioneers could suggest a more measured and hesitant approach to digital investment. Unfortunately, at a time of rapid change, playing 'catch up' is made more difficult.

Finally, at the most nascent of the spectrum, Cautiously Modernizing institutions' investment level aligns with their name and nature. Usually, this indicates a combination of lower financial capability and legacy leadership that doesn't embrace change. The longer these organizations wait to invest in digital transformation, the more challenging the road to maturity will become.

CHART 18: DIGITAL BUSINESS BANKING MATURITY REQUIRES INVESTING IN DIGITAL

Approximately, what percentage of those investments have funded digital initiatives?



Source: Alkami, Emerald Research Group and The Digital Banking Report

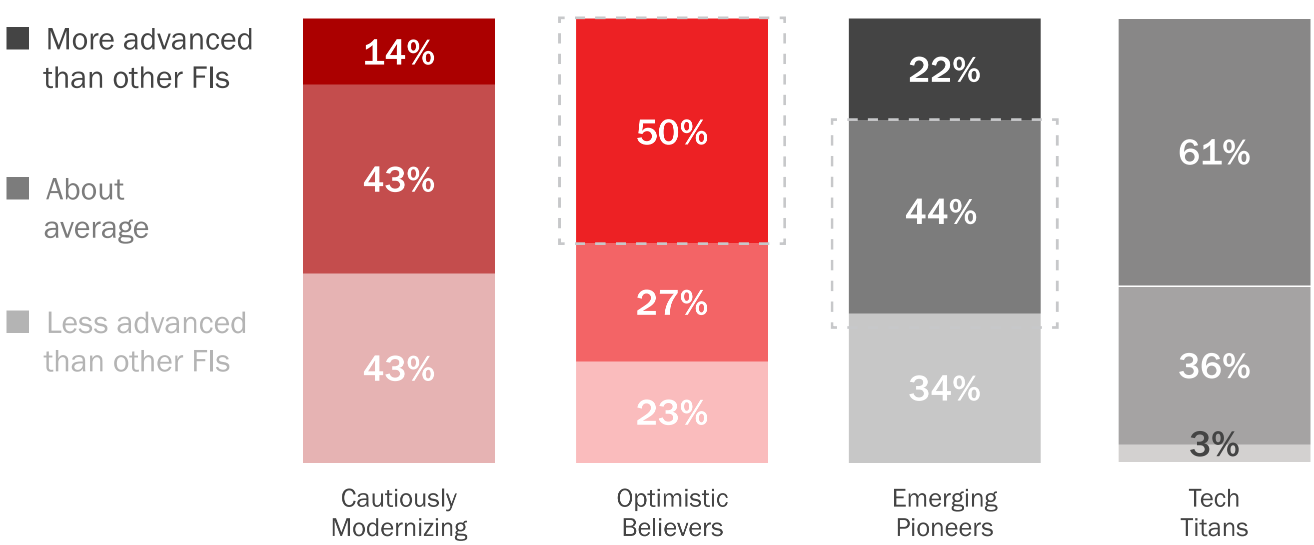
Digital Maturity Perception Versus Reality

When we asked financial institution executives to do a self-assessment of their business banking digital maturity, an interesting mindset difference was evident between Optimistic Believers and Emerging Pioneers. As can be seen, the lower segment was more likely to believe their digital banking user experience was more advanced than other banks and credit unions.

This inflated perception is probably partially because Optimistic Believers are more likely to see other regional and community FIs as their primary competition, whereas Emerging Pioneers are more likely to see megabanks in their peer group. In any case, it is important for financial institutions at any level to consistently evaluate their digital maturity against both other financial institutions and other industries in the business community.

CHART 19: DIGITAL MATURITY PERCEPTION MAY NOT EQUAL REALITY

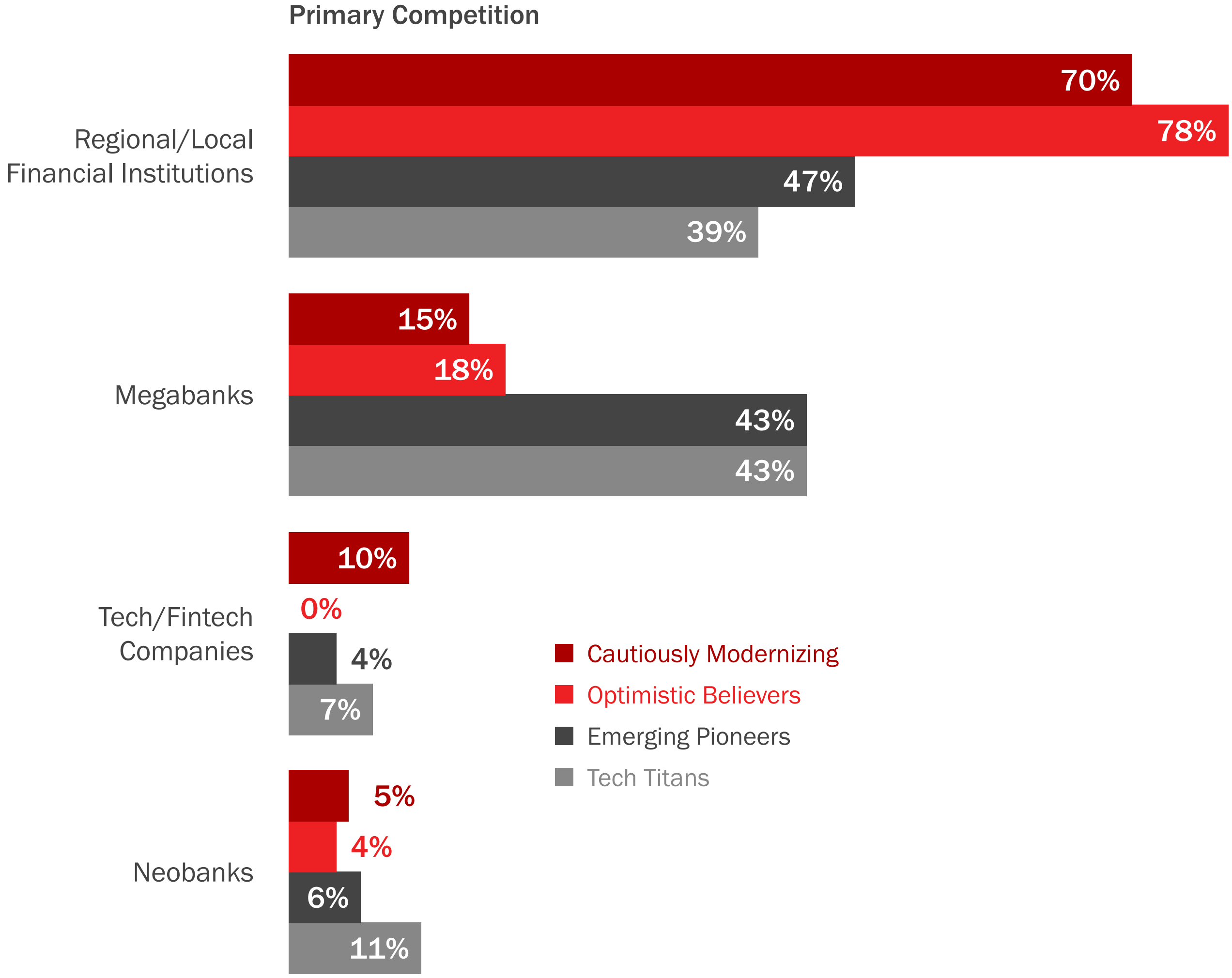
How mature do you think your digital banking platform's end user experience is?



Source: Alkami, Emerald Research Group and The Digital Banking Report

CHART 20: MORE MATURE BUSINESS BANKS SET DIGITAL ASPIRATIONS HIGHER

Which would you say is your institution's primary competition?



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The Pursuit of Speed and Scalability

To be future-ready, financial institutions need to be resilient. This includes having the ability to make decisions quickly, rapidly pivot during times of change, and scale capacity to accommodate increases in demand with minimal impact on operations. To achieve this, organizations must create collaborations with outside providers that can support both speed and scale.

To succeed, banks and credit unions must be able to digitally transform their organizations — constantly and quickly — to evolve business processes and operations that will improve customer experiences and reduce costs. Leadership needs the ability to exploit emerging business opportunities in an instant to deliver differentiated solutions at the pace the customer demands.

By avoiding long decision cycles and traditional long-term implementation calendars, financial institutions can identify innovation gaps more quickly and get full value from tech investments over longer periods. More importantly, by hyper-charging an organization's capacity to change, building blocks are created for process redesign and modular technology deployments that can stay on the cutting edge.

Despite significant investment and focus, relatively few financial institutions have been able to fully deploy new digitally-enabled ways of working across their organizations. Many banks and credit unions are just coming to the realization that digital banking transformation goes beyond new technological solutions. Internal processes and back-office operations must be rethought and simplified, data and insights must be democratized, and the way humans and machines interact must be redeployed.

Digital banking transformation — designed correctly — must go beyond speed to also include scalability. Usually inferring the ability to grow quickly, scalability also needs to be able to handle unanticipated demand in an instant.

The objective of scalability is to maximize the efficiency of a new or existing business model for increases in demand. The ability to scale can be achieved internally, or with the assistance of a third-party solution provider.

If you invest in extra capacity, this can result in underutilized resources. If you wait until demand increases, you may not be able to respond quickly enough and the cost of upgrades may be prohibitive. By partnering, both speed and scale can be achieved through collaboration.

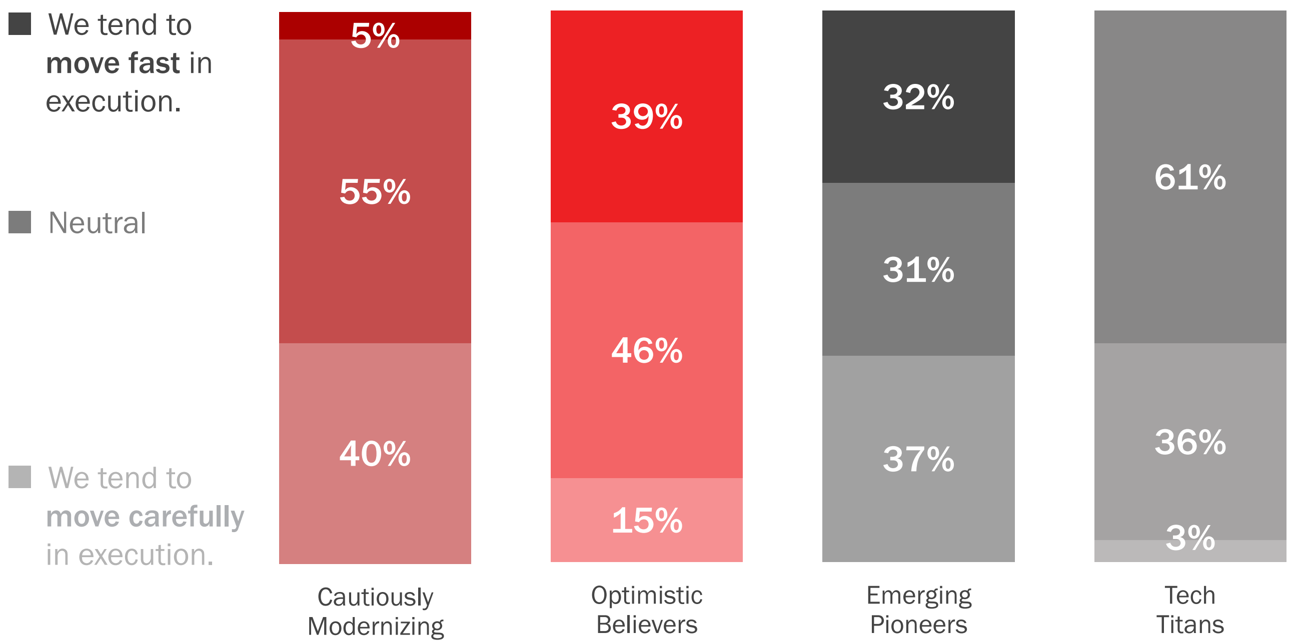
Our research found that the most advanced institutions are not afraid to move fast once a decision has been made. A decisive mindset is evident in their self-assessed speed of execution.

CHART 21:

SPEED OF INNOVATION AND DEPLOYMENT DEFINE MATURE DIGITAL BUSINESS BANKS

For each statement, which do you agree with more about your institution?

Decision Making: Move Fast vs. Move Carefully



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Summary: Moving Your Company Forward

Summary: Moving Your Company Forward

Finding the right balance between continuity and change can help financial institutions better manage the internal struggles that occur during digital banking transformation.

Change without continuity results in chaos, while continuity without change often results in conservatism. In banking, we tend to overly favor continuity … especially with legacy processes that have been in place for decades.

The key is to find the appropriate balance without negatively impacting progress. The most successful digital banking transformation initiatives have continually changed underlying business models to align with technological developments while simultaneously maintaining the core cultural values on which the organization was founded.

To move forward, banking leaders must demonstrate both their openness to change and respect for the existing culture. Moreover, they need to be explicit about which parts of the culture might change and which parts should remain stable — while emphasizing how this cultural shift will affect the core identity of the organization.

As shown in this report, financial institutions have made significant progress in their digital business banking transformation journeys, but the level of maturity varies. Some organizations have fully embraced digital technologies and have implemented a wide range of digital solutions, while others are still in the early stages.

"Financial institutions often have legacy systems that are mired in past business strategies. Frequently they are difficult to integrate with newer digital technologies. This can make it difficult to implement new digital solutions unless the solutions are integrated incrementally."

Several factors can influence the level of maturity of financial institutions in their digital banking transformation journey. These include the size and complexity of the organization, the level of investment in digital technologies, the level of regulatory compliance already in place, and the level of customer demand for digital business banking capabilities.

The good news is that many options are available to work with third-party providers that can deploy digital banking transformation solutions faster than can be done if developed internally. Incumbent institutions can also partner with fintech and big tech competitors while modernizing their systems and processes at the same time.

The use of artificial intelligence (AI) and machine learning is a trend receiving great attention, but it is still challenging for organizations to embrace and deploy. Beyond using AI and machine learning to enhance cybersecurity and reduce fraud, banks and credit unions are using advanced analytics to improve the accuracy and efficiency of operations and provide personalized experiences for business customers. This includes providing time-sensitive personalized product recommendations to customers to improve business banking.

Challenges to Business Banking Digital Maturity Success

There are several significant challenges that financial institutions face as they embark on their digital banking transformation journey:

1. **Cultural resistance to change:** Business banking transformation requires significant changes to the way an organization operates, which can be difficult for existing leadership and current employees to accept. We have found that it can be challenging to get everyone on board with the changes needed for the future and to ensure that the entire organization is aligned with the digital transformation strategy.

2. **Limited resources:** Financial institutions may struggle to allocate the resources needed to support digital transformation initiatives, especially during times of economic uncertainty. This becomes more challenging when significant investments in technology or training are required.

3. **Complexity:** Financial institutions often have legacy systems that are mired in past business strategies. Frequently they are difficult to integrate with newer digital technologies. This can make it difficult to implement new digital solutions unless the solutions are integrated incrementally. This can introduce new complexities.

4. **Data and security concerns:** As banks and credit unions manage more and more data, concerns about data privacy and security grow. Ensuring the security of this data is imperative, but it can also be a challenge as organizations implement new digital technologies.

5. **Regulatory compliance:** Financial institutions must adhere to complex and ever-changing rules. They become more challenging as organizations implement new digital banking transformation technologies.

Overall, financial institutions must be strategic and proactive in addressing these challenges as they work to transform their internal and external operations through the use of modern digital technologies.

The Path Forward

Our study reflects that digital maturity in business banking is nuanced and complex. It's not simply about investing more as we see with Optimistic Believers. They may invest the highest percentage of their budget in digital initiatives, yet they lag the market in digital maturity, nonetheless.

It's also not exclusively about size. We see many smaller banks and credit unions defying gravity among the most digitally mature, while several financial institutions orders of magnitude larger struggle on the opposite end of the spectrum.

And finally, it's not about investing in digital channels at the expense of all else. The most mature Tech Titans have a balanced approach in leveraging both digital and traditional channels to deliver account holder value.

So where is the common ground and how can institutions leverage this study to pave their own path forward? Here are some thoughts:

- Culture doesn't just eat strategy as the adage goes; it eats everything. An institution's mindset determines who it considers to be its primary competitor (the most mature say it's the megabank), where it is likely to recruit its talent (the most mature are open to looking outside the industry), and how fast it moves once a decision is made (the most mature have set the pace to beat).

  When your institution discusses the competition, who is more likely to get the focus — a regional or community bank down the street or a megabank? When it accesses talent, is it more likely to put a premium on industry insiders or digital-first exemplars, regardless of their sector? And, when a decision is made, does your institution move more quickly or slowly?

  These questions are not theoretical. Their answers fundamentally separate leaders from followers on the business banking digital maturity curve.

- The data-informed digital banker is the emerging persona in the industry. The most mature institutions don't just rely on data, they imbue it in virtually every process and decision. They leverage insights to make relationship managers more effective in recommending products, services, and goals. They use data to automatically detect businesses disguised as retail accounts to better tailor the banking experience. And they depend on data, rather than their own experience, to make most decisions.

  Inspect your institution's data strategy and execution. Is your data set still largely isolated in silos that make it difficult to access, let alone analyze? Is it still largely uncleansed making the work of any data analysts on your team less productive? Have you considered the outcomes your institution looks to gain from AI to determine what type of AI (predictive or generative) could be most effective with the least amount of risk?

  If these questions are overwhelming, you are not alone. According to a 2024 Alkami market study, more than two out of three regional and community financial institutions confess to only knowing "a little" about AI. If your institution hasn't done so already, now is the time to formulate a data strategy that will position you to recruit and retain the data-informed digital bankers of tomorrow.

- The goalposts on user experience are moving. While the account holder's user experience is still paramount, the most mature institutions are now turning their

"Take inventory in your institution to assess how much (or little) it prioritizes employees as users themselves, when it comes to defining user experience."

attention to the employee experience. Overall, banks and credit unions that have prioritized the employee experience outperform their peers when it comes to having more deeply embedded automation, more advanced features, and more speed in execution.

With Gen Z entering the workforce in number, all companies (financial institutions included) find themselves managing a multigenerational workforce unlike any other before it. This means that systems, tools, and technology must work for the worker, rather than the other way around. While account holder user experience will continue to reign supreme, progressive institutions will begin to turn at least some attention to the employee experience, making their knowledge workers more informed, effective, and efficient as another source of potential competitive advantage. Take inventory in your institution to assess how much (or little) it prioritizes employees as users themselves, when it comes to defining "user experience."

In the end, the effective pursuit of business banking digital maturity will require leaders, employees, and partners who are willing to embrace change, take risks, and disrupt existing paradigms for a digital future. We hope this study stimulates discussion and debate, curiosity and clarity, and planning and preparedness to move all institutions forward in serving the ever-evolving needs of the multifaceted business customer.

About the Author

Jim Marous

DIGITAL BANKING REPORT

Named as one of the most influential people in banking and a 'Top 5 Fintech Influencer to Follow', Jim Marous is an internationally recognized financial industry strategist, co-publisher of **The Financial Brand** and owner and publisher of the **Digital Banking Report**.

As a sought-after keynote speaker, author and recognized authority on disruption in the financial services industry, Jim has spoken to audiences worldwide. He has been featured by CNBC, CNN, Cheddar, the Wall Street Journal, the New York Times, the Financial Times, the Economist and the American Banker.

Through his podcast, **Banking Transformed**, Marous provides listeners with an opportunity to hear about the organizational impact of digital transformation. With new shows each Tuesday, Jim interviews his guests with the objective of digging deeper into the opportunities and challenges facing banking and other industries. You can download Banking Transformed on The Financial Brand podcast page or on your favorite podcast platform.

You can also follow Jim Marous on **Twitter** and **LinkedIn** or visit his professional website.