Reimagining Customer Relationship Management in Corporate and Investment Banking

Capgemini

As it stands, Customer Relationship Management (CRM) is anchored in process automation, compliance, and record-keeping. Although these are all essential capabilities, they've done little to truly transform how sales teams build relationships or how effectively they sell. In corporate and investment banking – where client engagement is nuanced, high touch, and deeply contextual – today's CRM systems often fall short of letting bankers genuinely understand their clients or act with timely insight.

We now stand at the threshold of a profound shift. The emergence of agentic AI – where autonomous AI agents can sense, decide, and act – marks a turning point for the front office. In this new era, AI agents won't just assist humans: they'll impersonate clients, simulate their needs, and anticipate their expectations. This has far-reaching implications for how institutions think about sales, service, and the very definition of CRM.

The CRM of the future will evolve from a system of record-keeping to a system of intelligence and co-selling. AI agents embedded across communication channels – like email, collaboration tools, meetings, and chats – will continuously capture context, interpret signals, and surface insights in real time. Instead of forcing bankers to enter data or navigate complex workflows, CRM will meet them where work happens and guide them proactively.

In this world, AI agents will help orchestrate and deepen client relationships, spotting opportunities, preparing interactions, and ensuring continuity across every engagement – from client meetings to investor events, or even informal chats. These agents will become trusted co-pilots, helping bankers sell smarter, faster, and with greater empathy.

This Everest Group paper, presented/supported by Capgemini explores that future: a reimagined CRM ecosystem powered by agentic AI – one that moves beyond automation to truly elevate human relationships. It's a vision of CRM not as a tool, but as an intelligent partner enabling bankers to deliver the client-centricity the industry has long aspired to.

Everest Group®

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Introduction

Corporate and Investment Banking (CIB) operates in an environment defined by market volatility, compressed decision windows, and increasing competitive intensity. Capital allocation decisions across mergers and acquisitions, capital raising, balance sheet optimization, and advisory mandates depend on rapidly shifting market signals, regulatory developments, and investor sentiment. In this context, speed, relevance, and precision increasingly determine client outcomes and relationship value.

Client engagement has also grown more complex. Relationship signals emerge across sales meetings, roadshows, conferences, virtual interactions, emails, and informal exchanges. Yet these signals remain fragmented across teams and systems, limiting banks' ability to develop a unified, real-time view of institutional clients. At the same time, clients expect tighter coordination between CIB coverage teams, with seamless cross-leveraging of insights, relationships, and opportunities.

Despite these shifts, most Customer Relationship Management (CRM) platforms in CIB remain optimized for documentation rather than execution. Relationship managers spend disproportionate time logging activities, updating records, and navigating disconnected workflows. Critical insights decay while trapped in static dashboards or siloed systems. CRM has become effective at tracking the past but ineffective at shaping the next action.

This gap is widening as the buy-side itself evolves. Enterprises are adopting AI-driven and agentic operating models that increasingly augment, and sometimes automate, decision-making. Over time, banks will engage not only with human decision-makers but also with client-side AI agents that monitor markets, evaluate offerings, and trigger actions in real time. Static CRM systems cannot support this shift.

CRM in CIB must evolve from a system of record into a system of execution. This requires layering orchestration, intelligence, and embedded decision support on top of existing platforms. Agentic AI captures signals at the source, synthesizes context in real time, and triggers coordinated actions across teams and workflows. Humans and machines jointly manage relationships, with CRM operating as an invisible execution layer rather than a visible administrative burden.

In this report, we outline a pragmatic roadmap for this shift. The report examines why legacy CRM architectures fail, introduces a four-pillar transformation framework spanning technology, people, process, and governance, and presents a maturity model to assess enterprise readiness. It also highlights high-impact use cases and illustrates the transformation through a pitchbook execution example.

Why legacy CRM architectures fail at institutional scale

Legacy CRM systems were designed to document client interactions and enforce process discipline. In today's CIB environment, however, execution – not administration – drives competitive advantage. In CIB, insight has a short shelf life: market signals decay within minutes, meeting context within days, and deal momentum within weeks. Legacy statis CRM systems cannot support this pace.

Agentic AI highlights this gap clearly. By capturing signals at the source – calls, emails, chats, and calendars – and translating them into real-time, contextual next-best actions, AI agents shift CRM from static recordkeeping to active execution. This shift transforms CRM from a passive system of record into a system of execution that enables faster decisions, sharper client engagement, and improved business outcomes.

The structural sources of CRM fatigue

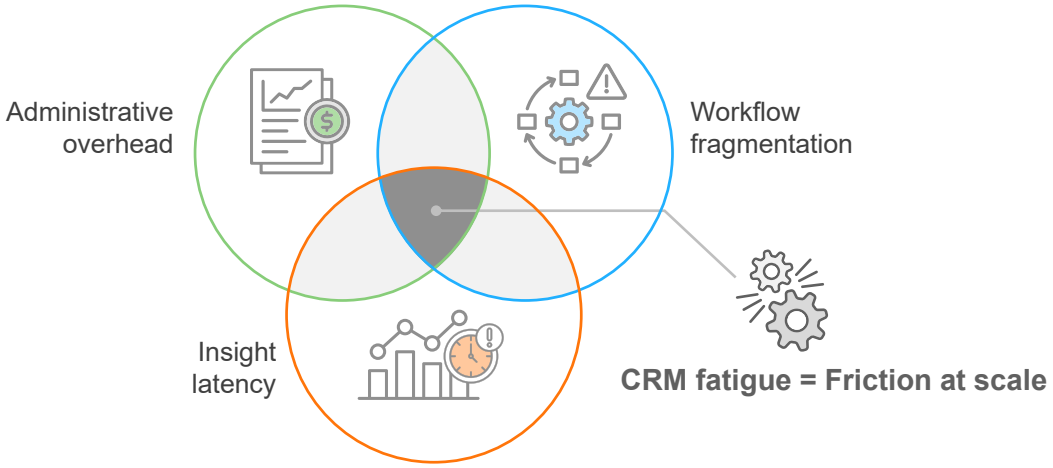
CRM fatigue in CIB stems from a fundamental mismatch between how CRM systems are designed and how institutional sales actually operate. Three reinforcing challenges drive this fatigue.

First, administrative overhead continues to rise. Relationship managers spend significant time logging activities, updating pipelines, and maintaining data across disconnected systems instead of focusing on client strategy and relationship development. Second, workflow fragmentation persists. Essential front-office activities, such as pitchbook creation, meeting preparation, and client onboarding, span multiple tools that rarely integrate seamlessly with CRM. As a result, bankers must manually stitch together processes that should operate as a single flow. Third, insight latency limits responsiveness. Critical client intelligence remains trapped in static dashboards and siloed systems, forcing bankers to search for information, interpret it manually, and decide how to act. This delays engagement and weakens personalization. Together, these issues produce CRM environments that record past activity rather than anticipate and shape the next move.

Exhibit 1 summarizes the three primary symptoms of CRM fatigue in CIB environments.

Exhibit 1: Key symptoms of CRM fatigue in CIB

Source: Everest Group (2026)



As selling cycles compress and client expectations rise, CRM fatigue becomes both an operational and a strategic constraint, limiting front-office productivity, responsiveness, and relationship quality.

Why incremental fixes are no longer enough

Despite these limitations, many CIB institutions continue to rely on legacy front-office architectures built around systems of record and systems of engagement. These architectures were not designed to support the speed, personalization, and orchestration needed for modern institutional selling. At the same time, evidence increasingly shows that technology-enabled CRM strategies can deliver meaningful returns when they move beyond documentation. Leading banks have already demonstrated the productivity and engagement benefits of embedding intelligence directly into client-facing workflows.

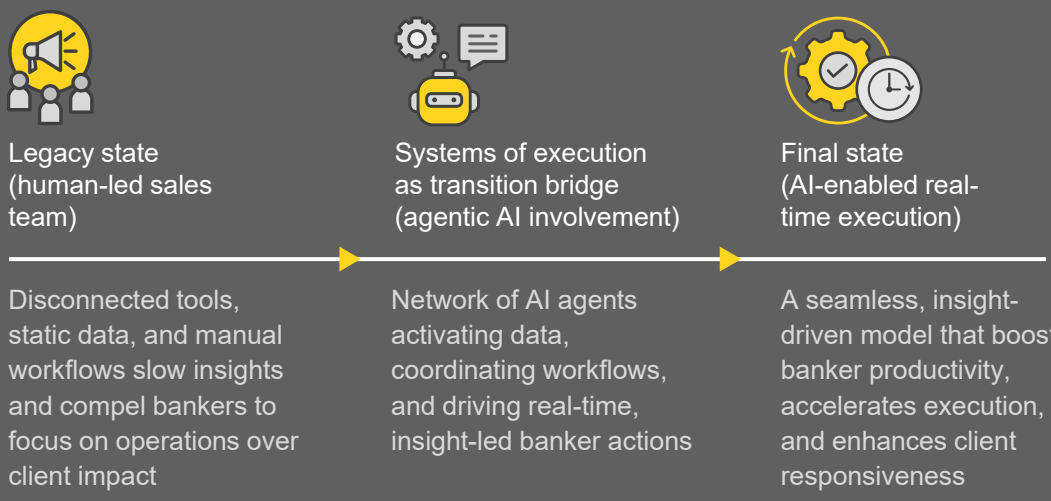
For example, Bank of America's AI-powered virtual assistant, Erica, now serves more than 32 million clients and has contributed to a 19 percent increase in earnings by proactively identifying customer needs, supporting cross-sell, and managing routine inquiries at scale. Similarly, JPMorgan's AI assistant, Coach, enables advisers to retrieve information up to 95 percent faster, allowing them to spend more time in high-value client conversations. The firm expects these capabilities to help bankers manage up to 50 percent more clients over time. More recently, Citi has deployed agentic AI within its Stylus Workspaces platform, enabling bankers to initiate multi-step workflows, such as client research, insight generation, and deliverable creation, from a single prompt. This effectively compresses hours of manual work into a unified, automated process. Similarly, ANZ Banking Group has launched an agentic AI-powered CRM platform in its business banking division, built on Salesforce. The platform autonomously orchestrates client engagement workflows, surfaces next-best actions, and streamlines relationship management at scale. By integrating client data, workflow automation, and AI-driven decision-making within a unified front-office platform, it represents a shift from passive systems of record to execution-driven CRM.

From systems of record to systems of execution

Next-generation CRM platforms are not emerging as replacements for existing systems. Instead, they function as systems of execution – intelligent orchestration layers that sit above systems of record. These layers connect data sources, embed insights directly into workflows, and trigger coordinated actions in real time. Exhibit 2 illustrates how CRM architecture evolves from fragmented tooling into an execution-centric operating layer.

Exhibit 2: Key symptoms of CRM fatigue in CIB

Source: Everest Group (2026)



Traditional CRM assumes that bankers will manually document interactions after they occur. Channel-resident agents invert this model. Lightweight agents embedded in calls, email, chat, and calendaring tools capture context as interactions happen. They summarize intent, extract commitments, link activity to accounts and opportunities, and automatically trigger follow-ups. As a result, the CRM execution layer continuously captures context, recommends next-best actions, coordinates work across teams, and learns from outcomes.

This architectural shift sets the foundation for rethinking how CRM must operate at institutional scale – an evolution that requires more than technology alone.

The four pillars of front-office CRM transformation

CIB relationships are high value and highly complex. They span multiple stakeholders across advisory, financing, and execution workflows, often distributed across global teams. These interactions are cross-functional, real time, and tightly interdependent.

As a result, relationship execution in CIB is inherently system-intensive. Department-centric CRM views cannot support the coordination and speed required for institutional selling. To ground this complexity, Exhibit 3 outlines the key participants that shape the CIB relationship ecosystem.

Exhibit 3: The CIB relationship ecosystem

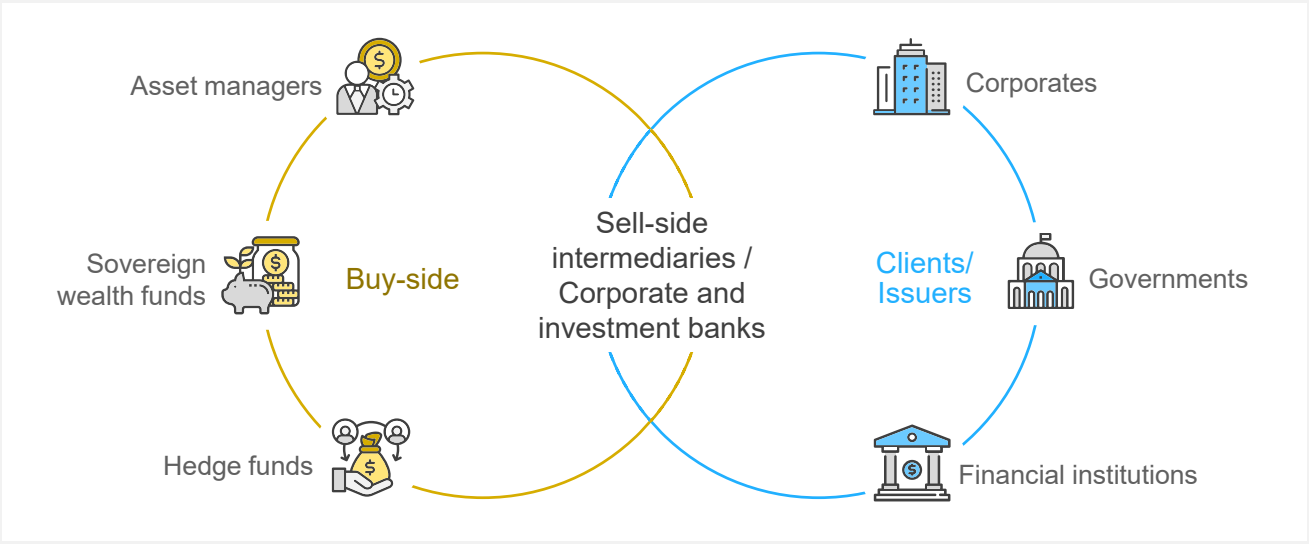
Source: Everest Group (2026)

XY Support functions

Operations and fulfilment
- Trade operations and settlements
- Confirmations and reconciliations
- Client servicing
- Billing and revenue assurance

Technology, data, and platforms
- CRM and sales systems
- Deal lifecycle platforms
- Client data and analytics
- Workflow and automation tools

Marketing and client experience
- Product marketing
- Thought leadership
- Conferences and roadshows
- Client communications



Performance management
- Sales MIS and analytics
- Revenue attribution
- Incentives and compensation
- Pricing governance

Risk and governance
- Credit risk and underwriting
- Market and counterparty risk
- Sales conduct and surveillance
- Regulatory advisory
- KYC/AML and client onboarding

Legal and documentation
- Legal advisory
- Contracts and ISDA documentation
- Transaction documentation and closings

Transforming CRM for institutional scale requires a coordinated shift across four dimensions: technology, people, process, and governance. Together, these pillars enable real-time relationship execution in a combined human-and-AI operating model.

Transforming CRM for institutional scale therefore requires a coordinated shift across four dimensions: technology, people, process, and governance. Together, these pillars enable real-time relationship execution in a combined human-and-AI operating model.

To support institutional selling, CRM must evolve into a connected intelligence and execution layer that integrates client data, market signals, and product logic in real time. Embedded AI agents operate across communication channels and workflows, capturing context as interactions occur, generating insights, recommending next-best actions, and coordinating execution within the flow of work.

As AI agents absorb low-value, effort-intensive activities, such as manual data entry, meeting documentation, and routine follow-ups, the role of the relationship manager shifts. Relationship managers move toward judgment-led relationship strategy, deal orchestration, and client advisory. This transition requires focused training and a mindset of continuous learning, with bankers expected to work alongside intelligent systems, validate outputs, and adapt as capabilities evolve. Execution replaces documentation as the organizing principle. Workflows become event-driven, cross-functional, and responsive to client and market signals rather than sequential and manually coordinated.

As AI agents increasingly drive execution, governance must evolve in parallel. Oversight, compliance, and audit controls need to be embedded directly into the execution layer to ensure transparency and accountability without slowing decision-making. When these four pillars operate together, CRM shifts from recording past activity to enabling responsive, scalable, and differentiated client engagement across the institutional banking ecosystem. This transformation raises a practical question for most institutions: how ready are we to operate at this level of execution maturity?

Assessing enterprise readiness through CRM execution maturity

Most institutions face a practical challenge: how to assess their current state and sequence transformation investments. To address this, we introduce a four-level CRM execution maturity model aligned to the transformation pillars. Exhibit 4 presents this maturity framework across technology, people, process, and governance.

Exhibit 4: From fragmentation to execution – reframing CRM architecture for intelligent real-time orchestration

Source: Everest Group (2026)

		Technology	People	Process	Governance
Level 1	Foundational 	CRM functions as a static repository with minimal intelligence or system integration	Bankers use CRM mainly for logging activities; adoption is driven by compliance, not utility	Engagement workflows are manual; meeting planning, onboarding, and events are tracked separately	Oversight focuses on use volume and data completeness; execution quality is not measured
Level 2	Digitized 	Dashboards, data fields, and embedded forms improve usability; AI is limited to experiments	Bankers begin to use CRM for interaction planning; interfaces remain generic and task-oriented	Some workflows are digitized, but handoffs between teams are still handled through email or templates	Metrics expand to include activity tracking; oversight is still retrospective and role-specific
Level 3	Orchestrated 	AI agents are introduced; recommendations are surfaced during workflows; systems begin to interconnect	Banker tools include meeting prep assistants and briefing views; use extends to product and event teams	Client engagement becomes partially coordinated; actions across meetings and events start to align	Agent outputs are reviewed; approvals and audit logs are embedded; execution becomes visible to leadership
Level 4	Execution-enabled 	Real-time orchestration connects CRM, collaboration tools, and other systems; CRM is now a backend data layer	Bankers rely on AI agents for next steps, client signals, and post meeting recommendations	End-to-end orchestration, covers planning, delivery, and follow-ups; intelligence is used across channels	Oversight includes agent logic, escalations, and outcomes; execution KPIs are used in performance reviews

Institutions can use this model to evaluate how effectively their current CRM environments support execution, identify gaps across the four pillars, and sequence transformation efforts based on readiness and capability rather than aspiration alone.

> "Enterprises today have no shortage of insights, but rather a scarcity of agents (human and AI) and of systems capable of executing on them."
>
> – CX and technology leader, leading BFS enterprise

How banks should prioritize CRM use cases for impact

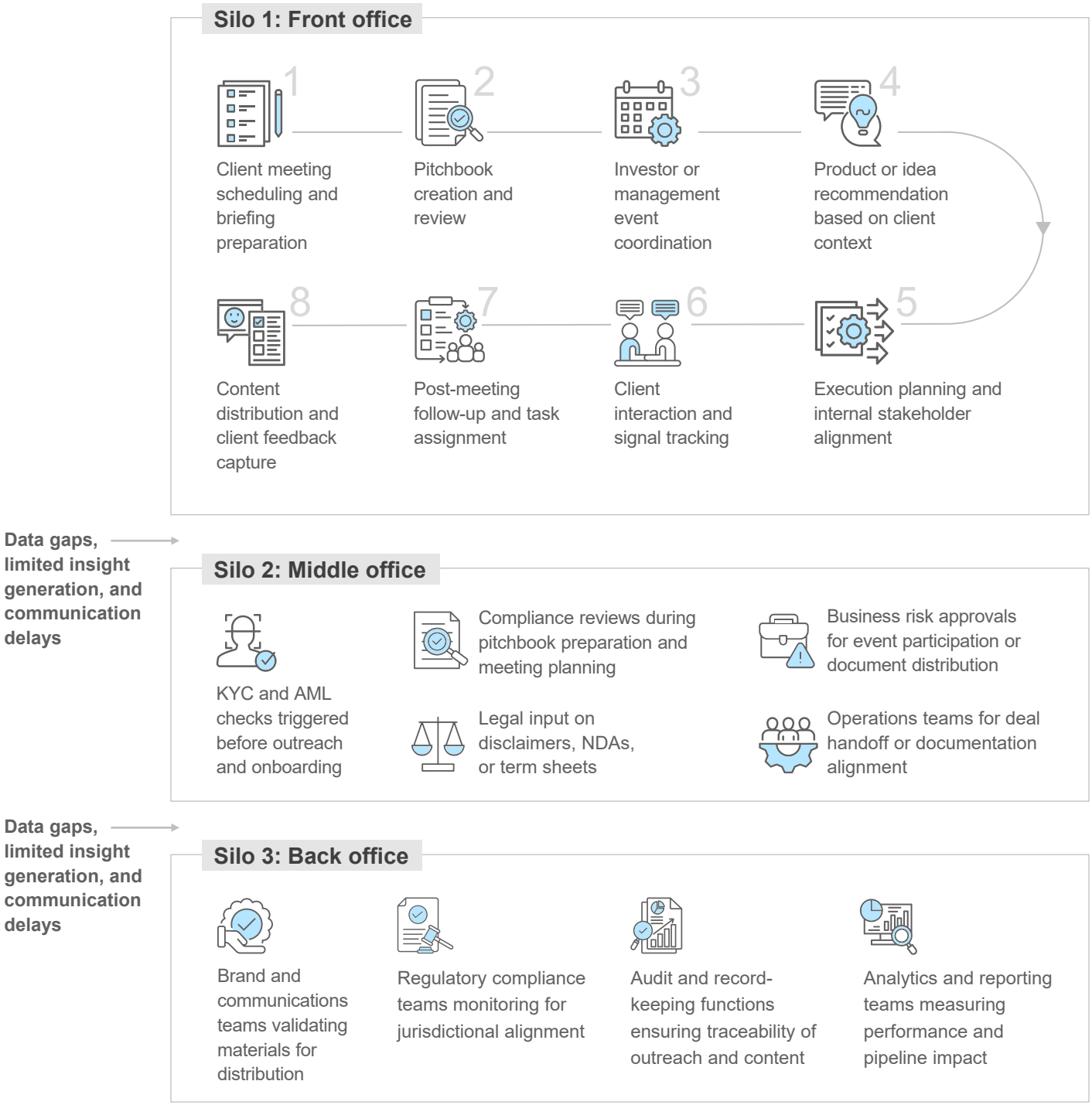
Mapping CRM workflows across the client life cycle

Institutional client engagement spans a dynamic set of interactions across front-, middle-, and back-office teams. Decisions, approvals, and handoffs rarely follow a linear path. As a result, enabling next-generation CRM begins with understanding how work actually flows across the client life cycle, not how it is documented in systems.

Mapping these workflows allows institutions to identify where execution slows, context breaks down, and value leaks occur. To illustrate this fragmentation, Exhibit 5 presents a use case discovery view that highlights siloed workflows and delayed execution across the CRM landscape.

Exhibit 5: Use case discovery across the CRM workflow

Source: Everest Group (2026)



This workflow view makes clear that not every activity requires immediate transformation. Nor can every institution pursue the same CRM roadmap. The challenge is not to modernize everything at once, but to focus on the use cases that deliver the greatest impact when execution improves.

A practical framework for CRM use case prioritization

Once institutions identify their focus CRM use cases, they must prioritize them systematically. Effective prioritization requires balancing value creation against the effort required to enable execution.

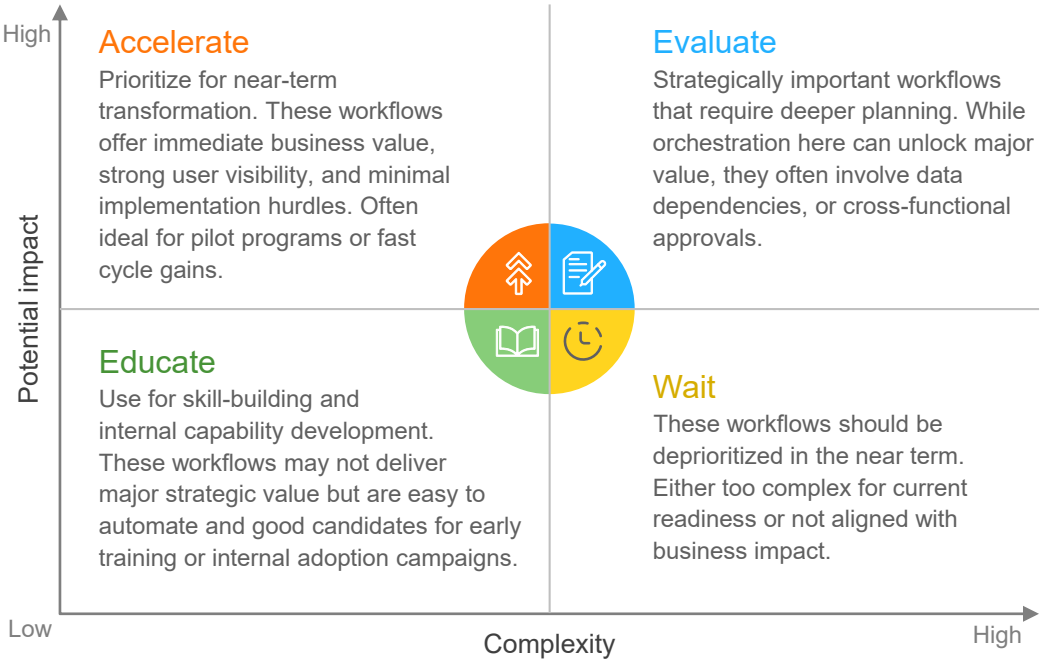
Two dimensions provide a practical lens for decision-making:

- **Business impact,** reflecting the value created by improving a given workflow for client outcomes and banker productivity
- **Orchestration complexity,** reflecting the effort required to integrate systems, coordinate teams, and automate execution

Together, these dimensions help distinguish between use cases that offer quick wins and those that require deeper transformation. Exhibit 6 presents a prioritization framework that categorizes CRM use cases across these two dimensions.

Exhibit 6: CRM use case prioritization quadrants

Source: Everest Group (2026)



This structured approach enables organizations to focus transformation resources on workflows that matter most – those that materially improve client engagement while accelerating front-office execution. With this prioritization lens in place, the next section illustrates how one high-impact workflow, pitchbook creation, can evolve as institutions progress along the execution maturity curve.

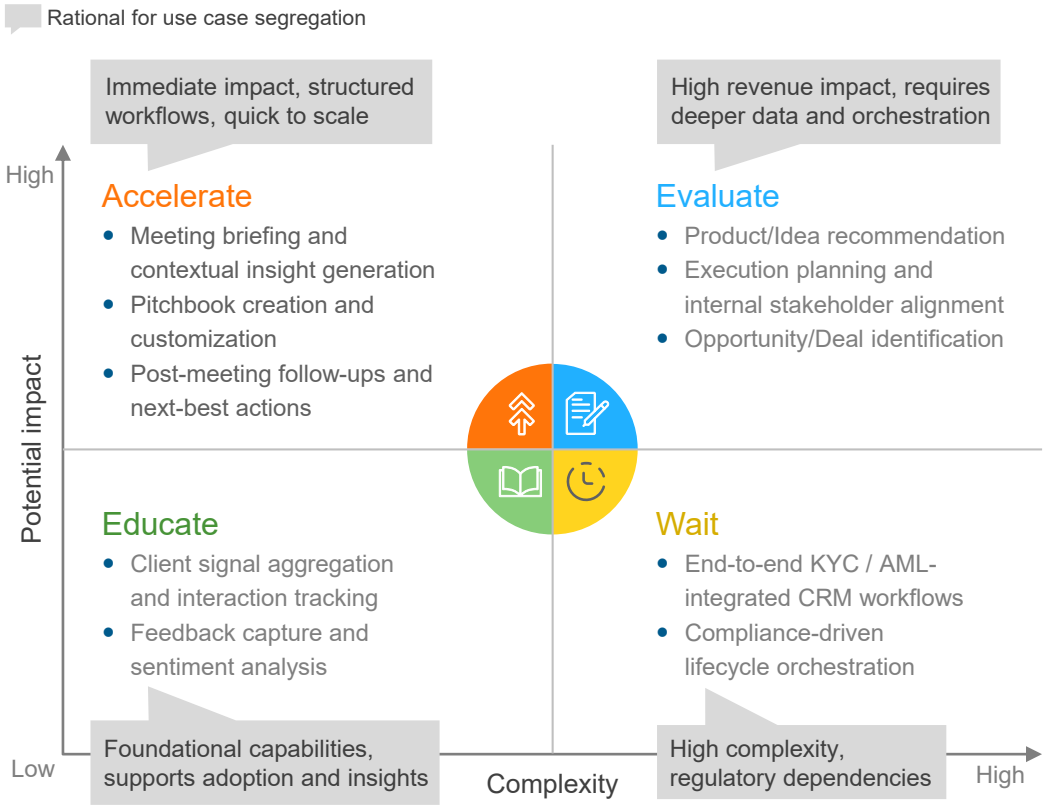
Prioritizing CRM transformation use cases: translating workflows into execution value

Applying a prioritization lens to CRM transformation highlights a critical shift – from improving isolated tasks to enabling coordinated execution across the client life cycle. In CIB, value is created through a series of interconnected moments spanning origination, engagement, execution, and relationship management.

Exhibit 7 translates this life cycle into a set of targeted use cases, identifying where early transformation efforts can unlock immediate execution gains and where deeper, intelligence-led capabilities should be developed over time.

Exhibit 7: CRM use case prioritization

Source: Everest Group (2026)



Transforming a high-priority use case does not remain limited to a single workflow; it drives alignment across related activities and gradually reshapes the broader CRM ecosystem. As these use cases are reimagined, they introduce new ways of working, enabling a more connected and coordinated approach to client engagement. Over time, this creates a ripple effect, fundamentally transforming how CRM workflows operate end-to-end. Pitchbook creation is used as an example to illustrate how this shift can play out in practice.

Pitchbooks for execution-led CRM transformation

Pitchbooks remain an essential artifact in CIB. They shape client conversations, influence deal momentum, and reflect institutional insight. Yet in many organizations, pitchbook creation remains manual, fragmented, and slow, making it an ideal candidate to demonstrate the value of execution-led CRM transformation.

This section illustrates how a bank operating at early maturity levels can reimagine its pitchbook workflow through coordinated change across the four transformation pillars: technology, people, process, and governance. Exhibit 8 outlines four maturity levels for the pitchbook process.

Exhibit 8: Four levels of pitchbook execution maturity

Source: Everest Group (2026)

Level 1 Disconnected and effort-driven	Pitchbooks are manually assembled using past decks and email-based coordination
Level 2 Structured but still reactive	Standardized workflows enable parallel content updates and structured approvals
Level 3 Agents embedded in workflows	AI agents assist sales by automating content assembly, routing, and compliance checks
Level 4 Real-time and agent-driven	Orchestrates an end-to-end, event-driven pitchbook workflow powered by autonomous agents

Level 1: Disconnected and effort-driven

At this level, pitchbooks are assembled manually. Analysts pull slides from previous decks, request inputs via email, and spend significant time formatting documents. CRM plays a minimal role, limited to basic contact lookups or meeting logs. Execution depends almost entirely on human effort rather than structured workflows.

Enterprise pitchbook process maturity – Level 1

Technology
CRM remains passive; slide decks are stored locally or on shared drives; workflow tools are not used

People
Analysts own most execution; relationship managers coordinate manually; legal and product teams operate in silos

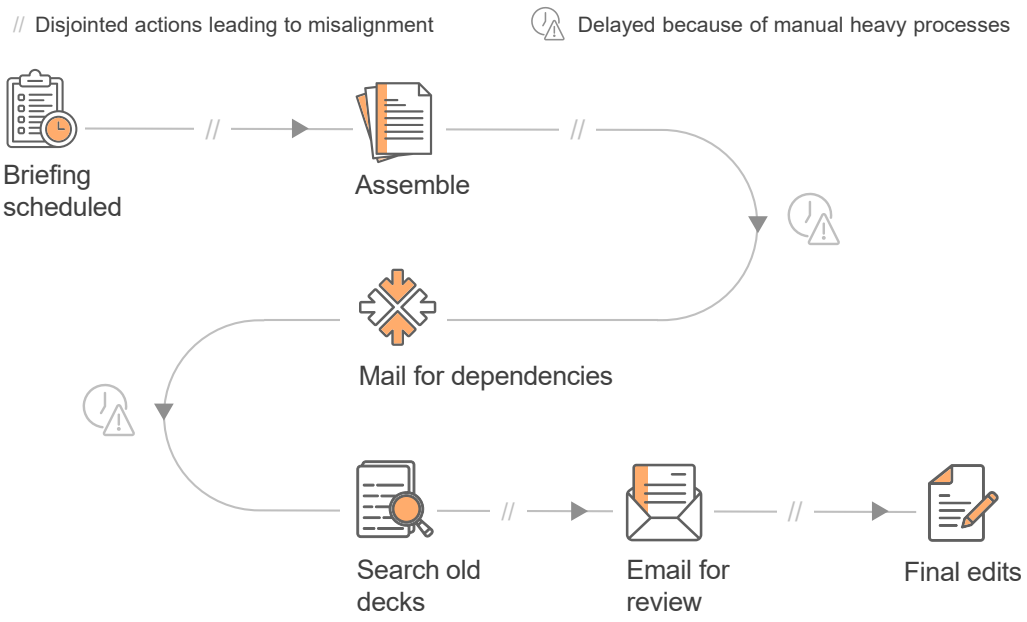
Process
No standard workflow exists; each team follows its own sequence

Governance
Compliance reviews occur late; version control is manual, with no centralized audit trail

To visualize this fragmentation, Exhibit 9 illustrates the pitchbook life cycle at Level 1 maturity.

Exhibit 9: Pitchbook life cycle at Level 1

Source: Everest Group (2026)



At this stage, pitchbook creation consists of disconnected actions stitched together manually.

Level 2: Structured but still reactive

At this level, institutions introduce structure through templates, shared slide libraries, and standardized briefing forms. CRM captures more engagement history, and digital collaboration tools support document sharing. Compliance steps move earlier in the process but still require human follow-up.

Enterprise pitchbook process maturity – Level 2

Technology
CRM includes basic triggers; standard templates and shared libraries are available

People
Analysts follow repeatable workflows; legal and branding teams engage earlier

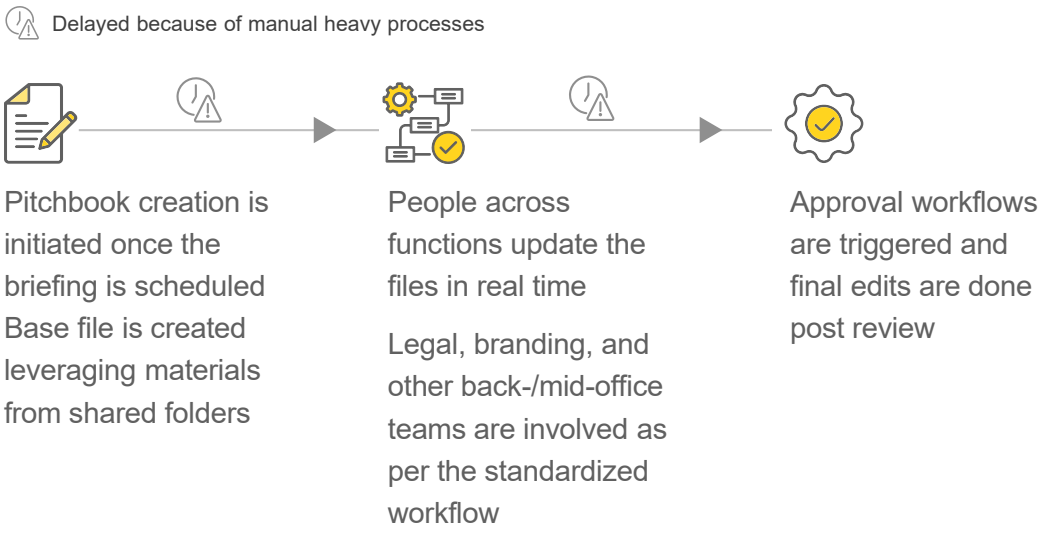
Process
Most decks follow a predictable path, but coordination remains manual

Governance
Checklists guide approvals, but edits are tracked outside core systems

Exhibit 10 shows the pitchbook life cycle at Level 2, where partial workflow integration begins to reduce fragmentation.

Exhibit 10: Pitchbook life cycle at Level 2

Source: Everest Group (2026)



At this stage, digitization introduces consistency, but execution still depends heavily on user discipline.

Level 3: Agents embedded in workflows

At this level, AI agents and embedded workflows activate execution. CRM updates or calendar events automatically trigger pitchbook workflows. Intelligent copilots generate outlines, route tasks, and coordinate reviews. Manual handoffs decline, and time-to-delivery improves.

Enterprise pitchbook process maturity – Level 3

Technology
AI copilots generate content outlines; CRM signals initiate next steps

People
Contributors receive automated prompts; shared workspaces support real-time collaboration

Process
Workflows are orchestrated end-to-end, reducing follow-up and rework

Governance
Rules are embedded; reviews are time-bound; agent activity is tracked

Pitchbook creation in an agentic model is driven by continuous data inputs, real-time signal capture, and coordinated workflow orchestration:

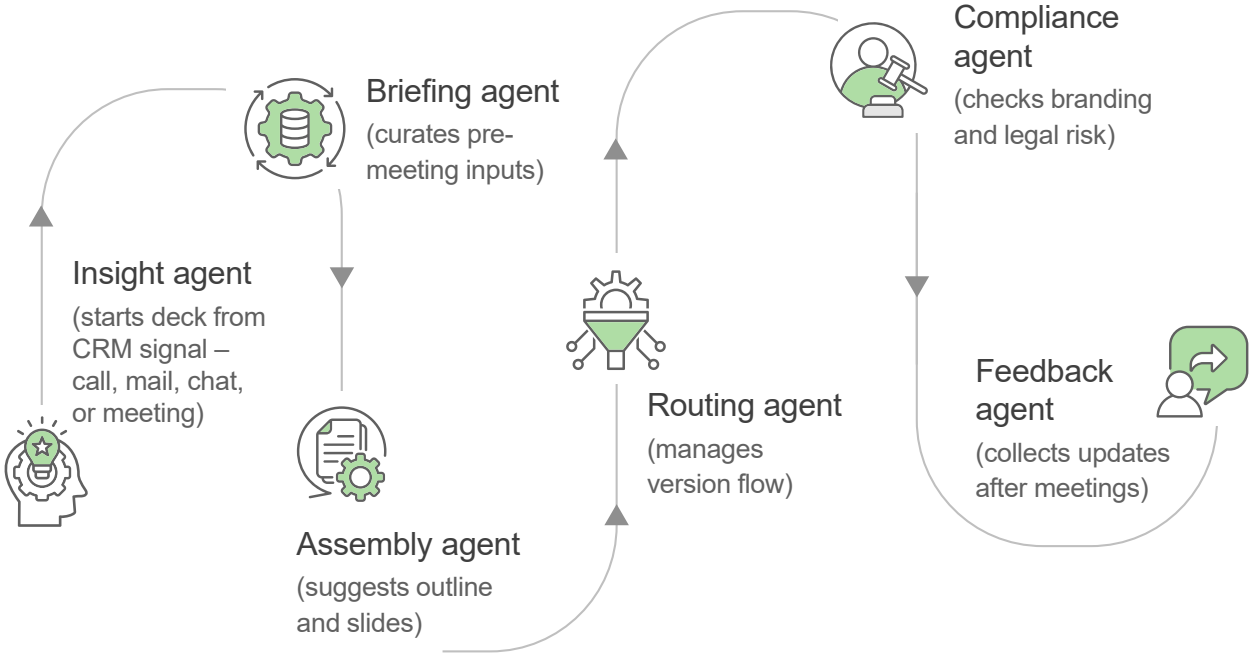
- **Data inputs** include CRM interactions (emails, calls, and meetings), along with market data, internal research, and historical pitch materials
- **Signals** are captured at the source and interpreted in real time, allowing the system to detect client intent, market shifts, and emerging opportunities
- **Agentic orchestration** coordinates actions across multiple agents, enabling automated content assembly, stakeholder routing, compliance validation, and feedback tracking

In addition to internal CRM signals, agentic systems continuously monitor external triggers that influence client engagement. These include market movements (such as changes in interest rates, equity performance, or FX volatility), corporate events (such as earnings announcements, M&A activity, or capital raises), regulatory developments, and sector-specific or macroeconomic shifts. By capturing and interpreting these signals in real time, the system can proactively identify opportunities and trigger downstream workflows such as pitchbook creation, client outreach, and internal coordination.

Exhibit 11 illustrates the Level 3 pitchbook life cycle, with AI copilots driving execution across stages.

Exhibit 11: Pitchbook life cycle at Level 3

Source: Everest Group (2026)



At this level, pitchbooks shift from document assembly to orchestrated workflow execution.

Level 4: Real-time and agent-driven

At this level, pitchbooks operate in a fully execution-enabled environment. AI agents continuously interpret CRM activity, client behavior, and market signals to generate and refine content in real time. Human input guides and validates outcomes rather than initiating tasks.

Enterprise pitchbook process maturity – Level 4

Technology
CRM functions as a data layer; orchestration systems assemble content dynamically

People
Bankers interact through voice, chat, and embedded prompts; input is suggested, not requested

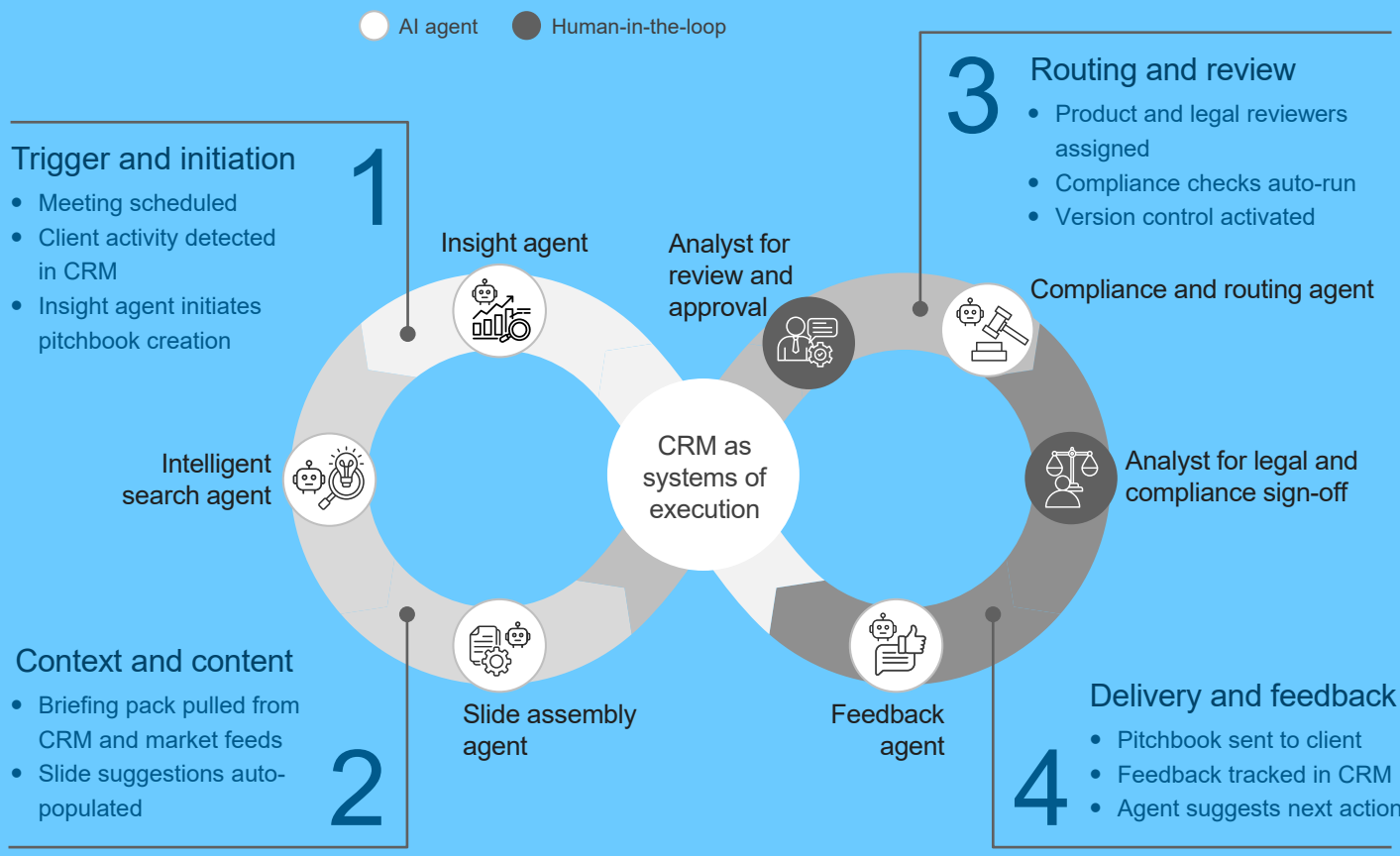
Process
Workflows are event-driven; content updates automatically

Governance
Oversight is embedded; all agent actions and approvals are fully logged

Exhibit 12 shows the Level 4 pitchbook life cycle, driven by agentic AI and real-time insights.

Exhibit 12: Pitchbook life cycle at Level 4

Source: Everest Group (2026)



This workflow is continuously triggered by new signals such as client interactions or market changes, enabling dynamic updates rather than a one-time, static pitchbook creation process. At full maturity, pitchbooks are no longer created manually. Intelligent systems generate and refine them continuously, guided by human judgment and oversight.

Similar agentic patterns extend to adjacent workflows such as meeting preparation, where agents curate briefing materials, and post-meeting follow-ups, where actions and next steps are automatically tracked and triggered. This progression demonstrates how CRM transformation delivers tangible execution benefits when intelligence, orchestration, and governance evolve together.

Future outlook

From CRM systems to intelligent execution ecosystems

CRM in CIB is moving toward a state where it fades into the background. This shift must be viewed through a broader market lens. As enterprises adopt agentic operating models internally, buyers themselves are changing. Decision-making will increasingly be augmented, and in some cases executed, by machines.

Banks will not always sell to individuals or committees alone. They will increasingly engage with client-side AI agents that evaluate options, compare offerings, and trigger actions autonomously. In this environment, the future operating system for client engagement becomes machine-to-machine orchestration rather than exclusively human-led interaction.

At the same time, client capabilities are evolving in parallel. As customers mature in their adoption of AI, automation, and agentic workflows, expectations around speed, precision, and relevance will rise sharply. Static CRM records and delayed follow-ups will no longer meet these expectations. Banks must respond in real time, with intelligence embedded directly into execution rather than layered on top.

To frame this shift, Exhibit 13 illustrates the no-CRM execution model.

Exhibit 13: The no-CRM execution model

Source: Everest Group (2026)

1

Assess organization's maturity

Determine where the organization sits on the next-generation CRM systems powered by AI and low-code workflow orchestration maturity model

2

Map execution-critical use cases

Map the workflows, not the systems, to reveal where CRM should support execution

3

Prioritize use cases for transformation

Build a transformation roadmap based on business impact and workflow complexity

4

Transform across the four execution pillars

Redesign workflows across technology, people, process, and governance to deliver real-time execution through intelligent systems

Next-generation CRM systems powered by AI and low-code orchestration place execution in the foreground, while infrastructure operates silently in the background.

From CRM systems to intelligent execution ecosystems

Reimagining CRM in CIB begins with a fundamental mindset shift, from managing data to enabling execution. The goal is not higher CRM adoption, but greater business impact.

CIB leaders must redefine CRM around outcomes rather than inputs. They should focus on how each client interaction creates value, align technology with real banker workflows, and embed intelligence directly into execution. By equipping teams with AI-driven, real-time assistance that anticipates needs, recommends actions, and initiates workflows, banks can turn bankers into orchestrators rather than administrators. As intelligence scales, leaders must also embed governance and trust directly into execution through compliance, oversight, and human-in-the-loop control.

CRM's future lies in ecosystems that sense what is happening now and trigger the next-best action in the moment. Execution is becoming the bridge between insight and impact – and in intelligent banking, AI agents are already at the wheel!

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