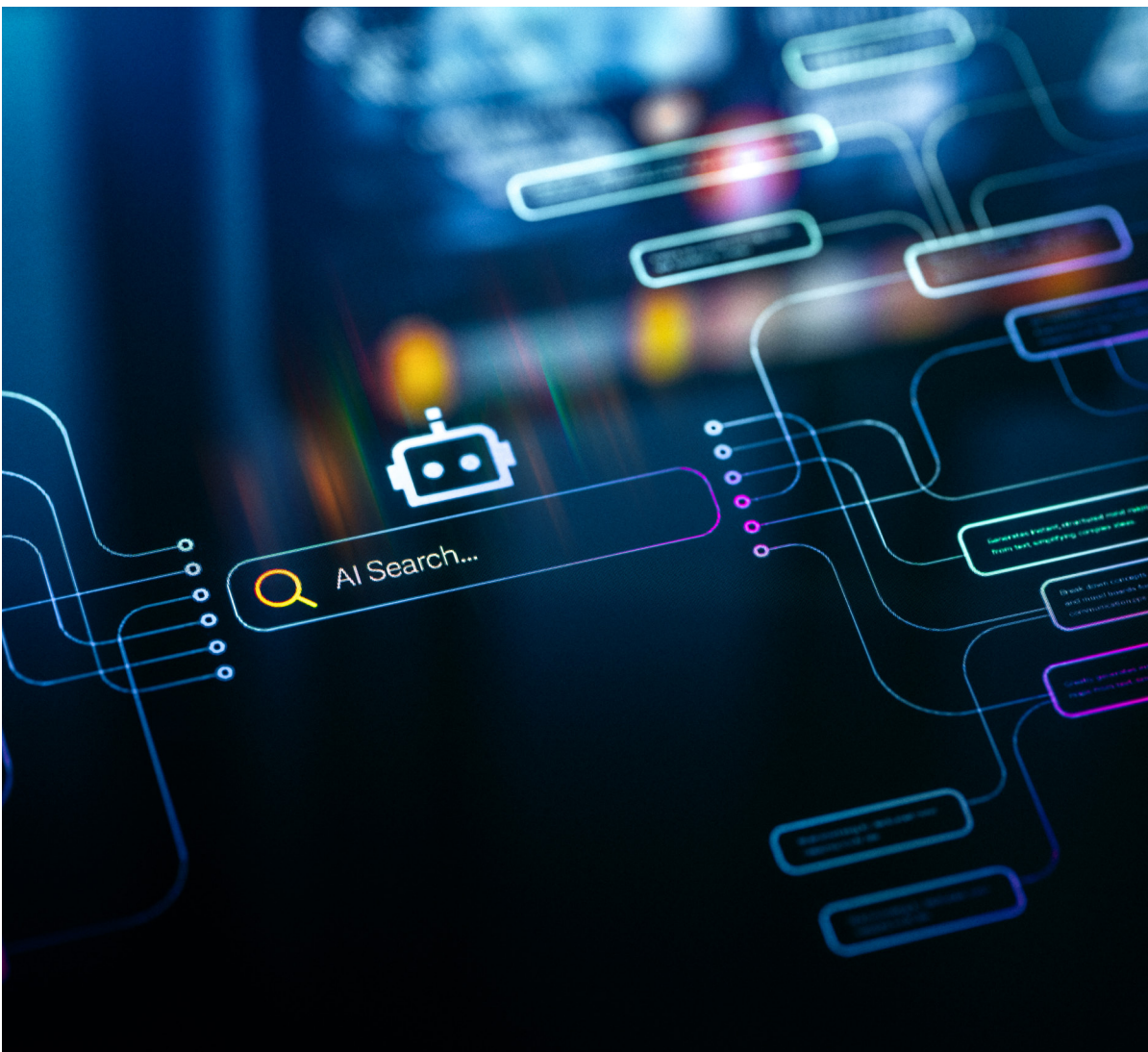


AI and the Future of UX Teams in Financial Institutions



EXECUTIVE SUMMARY

Artificial intelligence (AI) is already reshaping how User Experience (UX), User Interface (UI), and visual design teams operate within financial institutions.

The most visible change over the next few years will be contraction: as AI absorbs much of the production work that has defined these teams, their size is likely to fall materially — on the order of 40 to 60 percent by 2028 (see Section 2). The perhaps more consequential change, however, is what that contraction does to where value sits. As routine production is automated, what remains is judgment, and judgment becomes more important per practitioner even as total headcount declines.

This makes *how* institutions contract as important as whether they do. Judgment has often resided quietly within production roles rather than in titles named for it, so reductions made by headcount or org chart alone risk removing the very judgment roles that leaner operating models depend on, frequently without the loss becoming visible until it surfaces in the work. A second, slower risk compounds the first: the production work being automated is also how junior practitioners have historically grown to develop the skills and experience needed for senior oversight roles. Reducing headcount without a deliberate replacement narrows the pipeline that produces the experienced people these teams will rely on. We touch on both aspects below.

Key Takeaway for Financial Institutions

AI changes how design work is done but increases, not decreases, the need for experienced human design leadership, due to acceleration-driven increases to regulatory and reputational risk.

This AI-created shift should open space for what has always mattered most when designing successful products and experiences (even if it has sometimes been overlooked or undervalued): framing the problem, setting constraints, validating outputs, and governing quality, risk, and trust. The real value in AI-accelerated design work isn't in faster production, it's better-informed conversations happening sooner, enabling critical decision-making earlier in the process. For financial institutions, this distinction is critical.

Speed and scale must be balanced against regulatory obligations, accessibility standards, data privacy requirements, and the need to maintain customer trust.

AI shows up in two distinct ways throughout this paper, and it is worth separating them. The first is AI as a tool design teams use in their own process: accelerating research, ideation, and prototyping. The second is AI as a component of the experiences those teams design for customers: powering prediction, personalization, and automated decisioning. These are connected: the more AI is embedded in the product, the greater the regulatory, trust, and reputational stakes, which is precisely why human judgment in the process must remain accountable. The same principle governs both: AI accelerates the work, but humans direct it and answer for the outcomes.

One additional pattern follows from this shift: as AI absorbs routine production, much of the decision-making once carried implicitly by design is consolidating toward product management, where accountability for outcomes already sits. That shift is worth calling out but comes with a notable exception: functions that align more directly with the

customer (e.g., accessibility, inclusion, ethics, and some regulatory boundaries) cannot simply fold into a product-management remit whose incentives run toward speed and adoption. They require explicit, named ownership wherever they land.

Before the end of 2028, mainstream financial institutions will operate with smaller, more cross-functional, and AI-fluent design teams. These teams will be less production-oriented and more accountable for experience strategy, governance, and outcomes across the customer lifecycle. AI will enable hybrid roles, reduce handoffs, and accelerate iteration, while humans remain responsible for ethical decision-making, accessibility oversight, final judgment, and experience stewardship.

At the same time, AI introduces risks that financial institutions must actively manage, including over-reliance on generated output, embedded bias, erosion of trust from poorly governed interfaces, and unintentional data exposure. Leading organizations are addressing these challenges by establishing clear guardrails: defined review standards, named decision owners, transparency around AI use, and governance models that span UX, risk, legal, and compliance functions. These measures help ensure AI accelerates design without compromising quality, trust, or regulatory compliance.

The institutions that succeed will not be those that automate the most design work, but those that most effectively integrate AI into a disciplined operating model where human judgment remains accountable for outcomes.

SECTION	WHAT IT COVERS
1. Evolving CX Roles in an AI Era	How design shifts from producing artifacts to framing, directing, and governing AI-accelerated work.
2. Nimble Design Teams Do More with Less	Why teams contract substantially and what concentrating value across fewer people demands.
3. Sustaining the Talent Pipeline	How the same contraction threatens the development of future senior judgment and what to do about it.
4. Leveraging Ever-Changing Design Toolsets	How AI-native platforms reshape research, creation, and governance across the workflow.
5. AI-Enabled CX Patterns Emerging in Digital Banking	How AI is reshaping digital-banking CX and what those patterns demand of UX/UI teams.
6. Fewer Silos Lead to More Collaboration	How leaner teams work fluidly across product, engineering, risk, and compliance.
7. Mitigating AI Risks	How to protect quality, trust, and compliance — and the compelled functions that remain load-bearing.

In financial institutions today, clear distinctions exist between research, interaction design, visual design, accessibility design, and content creation, with work often flowing through sequential handoffs. A significant portion of team capacity is dedicated to manual tasks such as synthesizing research, drafting content, producing wireframes, and creating multiple design variations. AI is increasingly present in the design workflow, but typically as an incremental enhancement rather than a foundational capability. Tools will assist with copy generation, visual inspiration, or analysis, but core operating models remain largely unchanged. As a result, speed is constrained by production effort, and design capacity is often a limiting factor in delivery timelines.

Before the end of 2027, UX/UI teams in financial institutions will begin to operate differently. AI will be embedded across the design lifecycle, generating a significant share of initial outputs and reducing blank slate work. Designers will spend less time creating artifacts from scratch and more time directing, reviewing, and refining AI-generated work.

Senior UX leaders describe this shift as a move away from “being the doer of every artifact” toward “orchestrating, validating, and shaping outputs so they align with strategy and intent.” While this compresses early design cycles and enables exploration of more options, it also raises expectations for speed, often without a corresponding understanding of the risks involved.



~80% Human-Led Production
~20% AI-Assisted



~60% AI-Accelerated Work
~40% Human Judgment



1. Evolving CX Roles in an AI Era

Evolution of Design Roles

As AI becomes more capable across UX, UI, visual design, and research, these roles are converging around a more orchestration-focused model. Rather than primarily acting as producers of individual artifacts, designers increasingly function as:

- Problem framers and experience strategists, defining what needs to be solved, why, and for whose benefit
- Orchestrators of AI-enabled workflows, directing tools to generate variations at scale
- Reviewers and validators of generated outputs, distinguishing excellent from merely adequate, accessible from inaccessible, and effective from expedient
- Stewards of design quality, trust, and governance, ensuring outputs meet regulatory, brand, and customer experience standards

This evolution does not reduce the importance of design expertise. Rather, it raises expectations for judgment, systems thinking, and accountability, particularly in environments where design decisions intersect with regulation, risk, and customer trust.

“You still need to make sure there is oversight early on to separate the slop from the valuable outputs.”

— CapTech UX Technical Director

Activities Likely to Be Automated

Across design teams, several activities are already heavily AI-augmented or becoming largely automated:

- Research synthesis and analysis
- Persona and journey artifact generation
- First-pass wireframes and layouts
- UX and interface content drafting
- Rapid prototyping and variation generation

This evolution does not reduce the importance of design expertise. Rather, it raises expectations for judgment, systems thinking, and accountability, particularly in environments where design decisions intersect with regulation, risk, and customer trust.



YESTERDAY

Weeks of iteration

Sequential discovery and design



TOMORROW

Hours to prototype

Rapid, real-time validation

These enhanced capabilities enable teams to move more quickly from concept to discussion-ready artifacts. However, they do not eliminate the need for human review or validation. Generated outputs often require refinement to meet real-world constraints, and without strong design leadership, rapid iteration can produce work that fails accessibility, usability, or regulatory standards.

Responsibilities That Remain Human-Led

Certain responsibilities are expected to remain firmly human-led due to their reliance on judgment, empathy, and contextual understanding:

- Experience and product strategy
- Ethical decision-making and governance
- Accessibility and inclusion oversight
- Risk, compliance, and trust considerations
- Final decision-making and prioritization

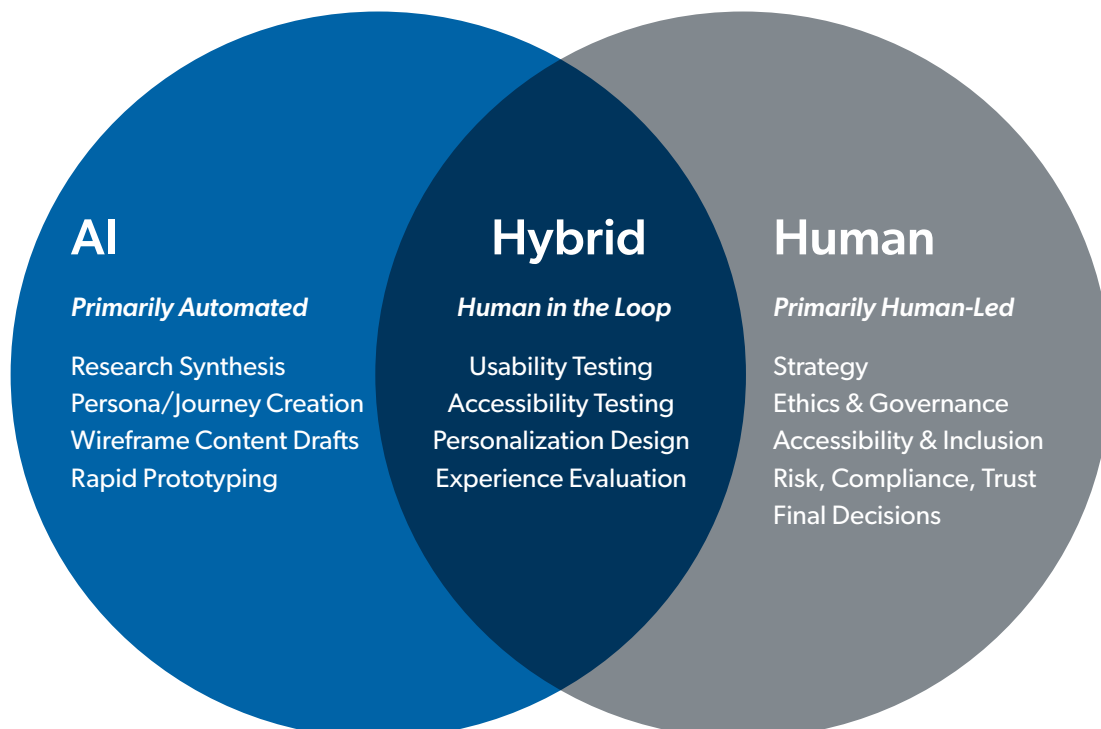
In financial institutions, these responsibilities are not optional. They are central to maintaining regulatory compliance, brand credibility, and long-term customer relationships. As production work is automated, the decision authority that design once exercised through that work (e.g., shaping the experience, balancing tradeoffs, and defining what “good enough” means in context) does not disappear. It reconsolidates, and in most

organizations, it shifts toward product management (the function already accountable for outcomes). Design leaders should plan for this deliberately rather than be surprised by it.

The critical caveat is that not all of design’s decisions can safely move to product. Decisions that exist to protect the customer against the institution’s own incentives, such as accessibility, inclusive design, and ethical guardrails, sit uneasily in a function optimized for velocity, adoption, and revenue. These need an explicitly-named owner and for them to be independent enough to say “no,” whether that owner sits in design, risk, or compliance. Leaving them implicit in an expanded product remit is the most likely way those standards begin to erode.

“It’s shallow problem solving... AI doesn’t know the ins and outs of this highly complex organization.”

— CapTech UX Technical Director



Hybrid Responsibilities

Many core design activities already operate in a hybrid model, combining AI acceleration with human judgment. The key distinction is accountability: AI may generate options, but humans remain responsible for defining direction, evaluating outcomes, and safeguarding trust. Importantly, they also own the consequences of those decisions. Examples of hybrid work span the practice. In usability testing, AI supports recruiting, analysis, and synthesis, but human interpretation ensures findings connect to business outcomes and real user needs. In accessibility testing, AI can flag technical violations at scale, but human judgment is required to evaluate experiential quality and ensure inclusive design. In personalization design, AI enables dynamic content and recommendations, but humans define ethical boundaries and ensure personalization enhances rather than manipulates. In experience evaluation, AI accelerates feedback loops, but design leaders assess whether outputs meet strategic intent and quality standards. This hybrid model defines the operating reality of UX/UI teams in financial institutions through at least 2028.

Blurring of Design and Development

AI is blurring the separation between design and development. As design tools become more AI-native, designers will increasingly produce build-ready outputs (e.g., component specifications, design tokens, interaction logic, and accessibility fixes). In parallel, AI-assisted development environments will help engineers make more informed experience decisions, from layout and content refinement to usability and accessibility improvements. Depending on team makeup, skillsets, and organizational guardrails, responsibilities will shift toward design-led implementation or toward engineering-led experience shaping.

Before the end of 2028, AI automation will transform design roles in financial institutions by automating routine tasks, shifting designers toward orchestration and strategic oversight, maintaining human leadership in areas requiring judgment and empathy, fostering hybrid responsibilities, and blurring the lines between design and development.

“That old eight-person design team is now a four-person team.”

— CapTech UX Managing Director



2. Nimble Design Teams Do More with Less

Smaller, More Cross-Functional Teams

Over the next few years, financial institutions will increasingly organize design capability into smaller teams with broader, end-to-end responsibility. Rather than large groups of narrowly specialized roles, organizations will favor compact, cross-functional pods with stronger fluency across research, interaction design, content, accessibility, and delivery constraints. The result is faster decision-making, fewer handoffs, and clearer ownership of outcomes.

CapTech hypothesizes that within the next 2–3 years there will be a ~40–60% reduction in typical UX team size compared to today, driven by the scaling back of some production-heavy roles and AI-enabled

productivity gains. Work that previously required multiple specialized contributors can now be handled by fewer, more senior practitioners, with fractional and on-demand support layered in as needed. This keeps teams lean, flexible, and scalable without sacrificing quality.

What a Future-State Human-Centered Design Team Looks Like

The table below reframes the future-state, human-centered design team around accountability rather than discipline. It is deliberately smaller, collapses the separate production specialties into a single AI-directed craft role, and, most importantly, names explicit, independent ownership for the customer-centered functions that a delivery-focused team tends to let fall through the cracks.

ROLE (BY ACCOUNTABILITY)	WHAT THEY OWN (AI-ENABLED)
Experience Lead	Single accountable owner of the experience outcome. Frames the problems worth solving, sets direction and constraints, makes the final calls, and answers for results to business and technology partners. Uses AI to accelerate discovery, synthesis, and trade-off analysis, but owns the judgment and the outcomes, not the generation.
Senior Experience Designer (Blended)	Accountable for turning direction into built experiences, guiding production of interactions, visuals, content, and prototyping as one blended role rather than separate specialists. Directs AI to generate and iterate at speed, then judges fitness, quality, and craft. The production is AI-accelerated; evaluating it is the durable work.
Research & Validation (Targeted)	Accountable for the evidence behind decisions. Runs focused research and usability validation at key moments — discovery, concept, pre-launch — rather than as continuous staffing. AI accelerates recruiting, analysis, and synthesis; the human owns whether the experience genuinely works for real users, including those at the margins.
Accessibility, Inclusion & Ethics Owner (Named, Independent)	Explicitly accountable for the customer-centered functions a delivery-focused team will otherwise deprioritize: accessibility and inclusion conformance, ethical guardrails, and — with risk, legal, and compliance — the regulatory boundaries governing AI-mediated experiences. Holds standing to require changes or withhold sign-off. This accountability must be named and seated with enough independence to say no; it may live in design, risk, or compliance, but it cannot be left implicit.



Implications for Specialized Production Roles

Roles focused primarily on manual production of human-centered design artifacts are likely to face the greatest pressure. As AI handles more routine execution, differentiation will come from strategic thinking, problem-framing, problem-solving, and governance rather than tool mastery alone. This does not eliminate the need for deep expertise, but it does reduce the value of roles defined solely by artifact creation.

“You don’t need multiple researchers and multiple visual designers anymore because you can accomplish a lot more with less.”
— CapTech UX Technical Director

Essential AI Design Competencies

Design practitioners in financial institutions will increasingly be expected to demonstrate:

- AI fluency and prompt literacy
- Strong design fundamentals and judgment
- Strategic and systems thinking
- Clear communication and storytelling
- Cross-functional collaboration with product, engineering, and risk

Equally important are human skills that AI does not replace, like empathy, critical thinking, ethical reasoning, and the ability to recognize when an output is plausible but insufficient.

T-Shaped and M-Shaped Capability Models

Teams are likely to organize around T-shaped and M-shaped skill profiles, where individuals maintain depth in one or two areas while operating effectively across adjacent domains. This model supports flexibility and speed but requires strong leadership to maintain quality and coherence.

3. Sustaining the Talent Pipeline

The contraction described above carries a consequence that is easy to defer and costly to ignore. The production work AI now absorbs — synthesizing research, drafting content, producing first-pass artifacts — was never only output. It was also the training ground on which junior practitioners became senior ones. Reducing junior and mid-level roles to capture AI’s efficiency gains is rational in the near term, yet it quietly removes the mechanism that has historically produced the experienced judgment these leaner teams depend on.

Senior judgment is not acquired through observation or oversight alone. It is built by doing the work under experienced guidance, making calls, owning outcomes, and learning from where those calls proved wrong. When AI produces the first drafts and junior practitioners are positioned mainly to review them, that formative loop weakens; it is difficult to develop an instinct for what is missing in work one did not produce. The resulting capability gap will not appear immediately. It will surface later, as today's senior practitioners move on and the bench behind them proves thinner than the org chart suggested.

"Learning how to be a good designer is a by-product of doing the work under the guidance of a more experienced practitioner."
— CapTech Principal

Sustaining the pipeline is therefore a deliberate act rather than a byproduct of staffing. Practical responses include structuring junior roles around accountable, scoped outcomes earlier (e.g., owning decisions rather than only producing artifacts) paired with close senior mentorship; treating supervised exposure to real, consequential work as a budgeted investment rather than an incidental benefit; and weighing reductions against their effect on the institution's future *judgment* capability, not only its current *delivery* cost. The underlying point is straightforward: an institution that cannot articulate how it will produce its next generation of senior practitioners has not yet finished planning its AI transition.

4. Leveraging Ever-Changing Design Toolsets

As the role of design evolves in response to AI, the tools that support design work are evolving in parallel, reshaping how teams research, create, and govern digital experiences.

The design tool ecosystem is rapidly becoming more integrated and AI-native. Rather than relying on discrete tools for research synthesis, wireframing, prototyping, and testing, design teams will increasingly work within unified platforms that embed AI across the entire workflow.

Tools such as Figma Make, Lovable, and UX Pilot illustrate this shift toward environments where ideation, design, iteration, and collaboration occur in a continuously evolving system. These tools will support rapid synthesis of large research datasets, automated generation of design concepts, and real-time feedback on usability, accessibility, and consistency.

For financial institutions, this evolution has three key implications. First, design teams can operate at greater speed and scale. Second, governance mechanisms must evolve to ensure AI-generated outputs meet regulatory and brand standards. Lastly, with innovative platforms and advancements in AI launching at a rapid pace, design leaders must stay abreast of the latest and greatest toolsets to ensure their teams remain at the forefront of AI-enabled workflows.



Reducing Blank-Slate Work

One of the most immediate impacts of AI is the reduction of blank-slate work. AI-enabled tools will increasingly empower designers to begin with baseline experiences rather than empty canvases. This shift allows teams to focus earlier on evaluation, refinement, and decision-making. However, it also requires strong

design leadership to ensure that generated outputs do not become overly generic or get accepted without sufficient scrutiny. Crucially, these tools are no longer confined to designers. The same platforms marketed to designers and developers put first-pass prototyping in the hands of product managers, business analysts, and business-line owners, so a share of ideation and early making is moving outside the design function altogether. That shift does not so much diminish design's value as relocate it: when almost anyone can generate a plausible artifact, the scarce and decisive contribution becomes judging whether what was produced is actually sound — usable, accessible, on-strategy, and free of the failure modes a non-specialist would not catch.

“Much of the mundane pixel-pushing will be automated, allowing individuals and teams to focus on more strategic work.”
— CapTech UX Managing Director

Accelerated Research and Insight Generation

AI tools will enable analyzing large volumes of qualitative and quantitative data, significantly accelerating research and insight generation. For design teams, this means less time spent organizing raw data and more time interpreting findings, identifying gaps, and connecting insights to business outcomes. In regulated environments, it also increases the importance of validating data sources, assumptions, and conclusions.



5. AI-Enabled CX Patterns Emerging in Digital Banking

Analysis of AI adoption across digital banking experience initiatives reveals several consistent CX patterns that have direct implications for UX/UI team operations.

Predictive and Proactive Experiences

AI is increasingly used to anticipate customer needs, such as cash-flow issues, unusual spending behavior, or next-best actions, before customers explicitly ask for help. This shifts UX design from reactive flows to anticipatory experience orchestration, increasing the importance of intent modeling, transparency, and customer control.

In financial services, predictive capabilities intersect directly with regulatory considerations. When AI begins offering guidance itself — particularly on topics like saving, spending, or investment allocation — institutions must navigate the distinction between guidance (general education and planning principles) and advice (specific recommendations that may trigger fiduciary or suitability obligations). This regulatory boundary shapes how UX teams design conversational flows, disclosure language, and customer choice architecture, requiring close collaboration with compliance and legal partners throughout the design process.

Hyper-Personalization at Scale

Personalized dashboards, content, and recommendations are becoming standard expectations in digital banking. UX teams play a critical role in ensuring that personalization enhances clarity rather than creating confusion, bias, or perceived manipulation.

“There’s personalization and customization, but transparency is going to be important, and consumers still have the agency not to be totally at the mercy of whatever the algorithm decides.”

— CapTech Managing Director

Embedded Trust and Explainability

Trust is a defining success factor in AI-enabled banking CX. Institutions that succeed explicitly design for explainability, making AI-driven decisions understandable and contestable within the interface itself. This places UX/UI teams at the center of AI governance, not downstream from it.

Operational Efficiency Without Experience Dilution

Many AI initiatives aim to reduce operational costs through automation and self-service. Case patterns show that when UX oversight is weak, efficiency gains often come at the expense of experience quality. Strong design governance ensures automation simplifies journeys rather than shifting burden to customers.

These patterns reinforce a central theme: AI changes how design work is done but increases, not decreases, the need for human experience leadership.



6. Fewer Silos Leads to More Collaboration

Reduced Friction Across Functions

AI enables design teams to surface tangible concepts earlier, which improves collaboration with product, engineering, and business stakeholders. Earlier visibility reduces ambiguity and helps teams align sooner. For financial institutions, this can improve coordination across complex delivery environments.

Closer Integration with Risk and Compliance

In regulated industries, risk and compliance considerations increasingly surface at the experience level. AI-driven personalization, decision transparency, and behavioral nudging all have regulatory implications. As a result, UX/UI teams must collaborate more closely with risk and compliance partners throughout the design process, not only at final review stages.

Shifting Stakeholder Expectations

As AI accelerates delivery, stakeholders will expect more options, faster iteration, and greater confidence in recommendations. Design teams will need to actively manage these expectations, clarifying where AI-generated work requires further validation and where human judgment remains essential.

“It’s starting to become clear when a designer is not using AI because they are slower and there is less ideation.”

— CapTech UX Managing Director

7. Mitigating AI Risks

The risks below are real and warrant deliberate management. They should be read, however, in light of a distinction we’ve drawn throughout: several of the functions that may look like risk controls — accessibility and inclusion, ethical guardrails, and the regulatory boundaries that govern what an AI-mediated experience may say or do — are not merely downside risks to be mitigated. They are among the functions that remain load-bearing precisely because they are compelled and require independent, accountable sign-off. As AI absorbs production, these are among the most stable sources of value a design function retains. The guidance that follows is therefore as much about protecting that persistent core as it is about defending against AI’s failure modes.

Strategic Risks and Guardrails

The use of AI in design introduces several risks that financial institutions should treat as strategic, not tactical:

- Over-reliance on AI-generated outputs
- Homogenized experiences and reduced differentiation
- Bias or inaccuracies embedded in training data
- Erosion of trust due to opaque or poorly governed experiences
- Speed being mistaken for quality or readiness

Effective organizations will respond by establishing clear guardrails: defined review standards, accountability for decisions, transparency around AI use, and ongoing governance to ensure responsible application.

Mitigation Steps: Put guardrails in place — clear review standards, named decision owners, transparency on where AI is used, and an ongoing governance loop to monitor quality and risk.

“If you design everything from AI and just leave it that way, it all starts to look the same.”
— CapTech UX Director

Data, Privacy, and Confidentiality Risk

UX teams routinely work with sensitive customer data, behavioral insights, and proprietary experience designs. Many AI tools, particularly cloud-based or third-party design assistants, process inputs externally. Submitting screenshots, flows, copy, or research artifacts can unintentionally expose PII, confidential product details, or internal strategy, creating regulatory, security, and reputational risk if those tools are not enterprise-approved or properly governed.

Mitigation Steps: Limit usage to enterprise-approved tools and enforce data-minimization practices (no-PII rules, redaction/sanitization, and synthetic examples when needed).

Exposure Through AI Usage

Generative AI tools often lack transparency around data retention and reuse. When designers include realistic user scenarios, edge cases, or internal workflows in prompts, they risk sharing sensitive information beyond approved boundaries. This is especially problematic when AI tools are adopted informally, bypassing third-party risk, legal, and information security review processes.

Mitigation Steps: Standardize safe prompting and stop “shadow AI” adoption: approved prompt guidance/templates, clear do/don’t examples, and required security/legal/TPRM review for any tool that may retain or reuse inputs.

Governance and Control Gaps

Many organizations have not yet established consistent AI governance frameworks, increasing the likelihood of uneven or unsafe usage across UX teams. Without clear guardrails, institutions will struggle to track where data is flowing, how AI outputs are validated, and who is accountable when AI-informed experiences fail or behave opaquely.

Mitigation Steps: Establish one consistent governance model across UX — documented standards, review checkpoints for AI-influenced artifacts, and traceable accountability for failures or opaque outcomes.



Conclusion

Before the end of 2028, UX/UI teams in financial institutions will already be smaller, faster, and more strategically focused. AI will generate more of the initial design work, but humans will remain responsible for defining direction, evaluating outcomes, and safeguarding trust. Much of the decision-making once housed in design will shift toward product management as AI absorbs production, but the institutions that navigate this well will be those that deliberately preserve ownership of the customer-centered priorities that a product-management mandate, left to its own incentives, tends to deprioritize. The institutions that succeed will not be those that automate the most design work, but those that most effectively integrate AI into a disciplined operating model.

As financial institutions navigate this shift, several questions warrant ongoing attention:

- How are we developing the products and services that help customers make better financial decisions, and how will AI change what guidance we can provide, what advice we're permitted to give, and where human judgment remains essential?
- What does excellent evaluation capability look like in our organization, and are we investing in the judgment, domain expertise, and technical fluency required to assess AI-generated work at the pace our business demands?
- Where do regulatory, privacy, and trust considerations surface in AI-enabled customer experiences, and are our design, risk, and compliance partners aligned on how to navigate them?
- As AI accelerates iteration, how do we ensure speed doesn't compromise quality — and that our governance model scales without becoming a bottleneck?



These questions don't have static answers. The competitive advantage will belong to institutions that treat them as living strategic priorities, not one-time planning exercises.

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