



CORE BANKING MARKET INTELLIGENCE REPORT 2025

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Executive Summary

Since 2021, core banking transformation has accelerated from an aspirational initiative to a survival-level strategy. Competitive pressure, digital expectations and regulatory demands are forcing banks worldwide to confront the limitations of legacy systems.

Our objective with CB RADAR™ was to build a practical picture of this transformation wave. **We sought to identify at least 100 banks globally that had initiated or completed a core banking transformation in the last four years.** Despite limited participation, many institutions declined to share details and others offered only partial information, we succeeded in building a dataset of 113 transformations.

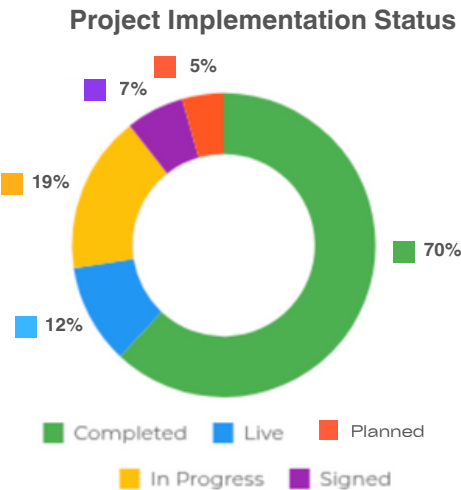
Key takeaways from our analysis:

- **113 projects captured** since 2021.
- **72.5% of respondents reported their projects as completed or live**, though self-reporting introduces optimism bias.
- **84.5% cloud adoption rate**, though definitions of “cloud” vary from SaaS to hybrid.
- **Fragmented vendor market**, with no clear dominant leader.
- **US concentration (48.7%)**, signaling both maturity and saturation, with growth potential abroad.

For executives, the story is clear: transformation is moving forward at scale. But the narrative of success must be tempered with caution, many projects that go live still carry scars of cost overruns, scope reductions and unfulfilled ambitions.

Executive Summary

Key findings from CB RADAR™ September 2025 analysis



113 Core Banking Projects Analyzed
Comprehensive data from CB RADAR September 2025

Market Leadership FIS leads with 13 implementations	11.5%
Project Success Rate 70 completed, 12 live implementations	72.5%
Cloud Adoption Cloud-first strategy dominates the market	84.5%
Geographic Concentration USA accounts for 55 implementations	48.7%

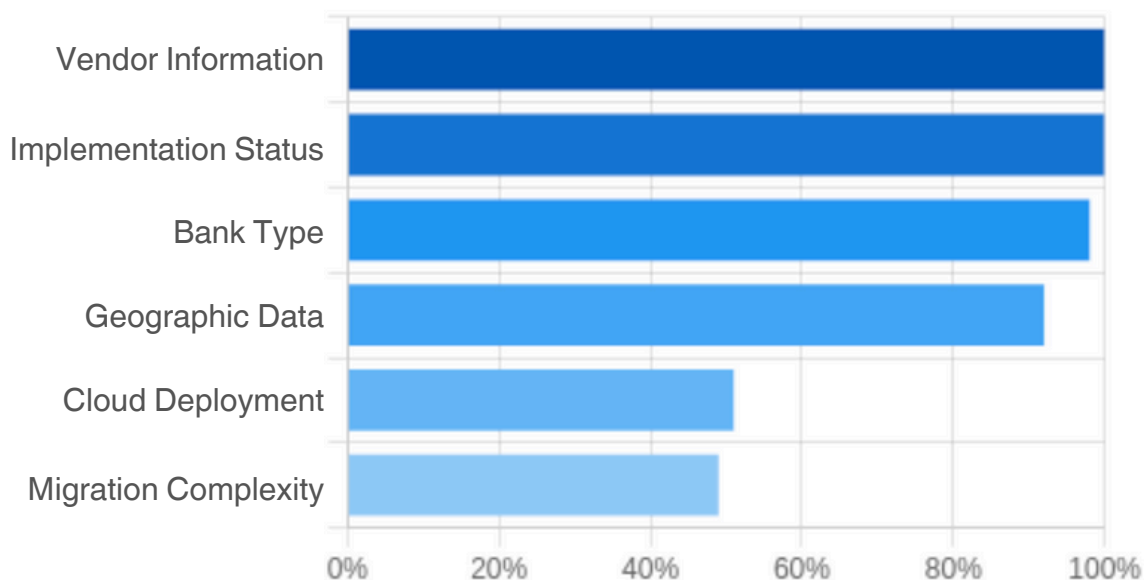
Strategic Insights

- Highly fragmented market - top 3 vendors control only 30.1% of market
- Digital transformation driving core banking modernization across all sectors
- Commercial banks lead adoption (30.1% of projects)
- Medium complexity migrations dominate implementation landscape (48.2%)

Market Overview & Methodology

CB RADAR™ dataset scope, coverage and analytical approach

Dataset Attribute Coverage



113 Core Banking Projects

Comprehensive tracking of global implementations



23 Data Attributes Per Project

Including vendors, technologies, regions, implementation status



Global Geographic Coverage

Multiple regions with focus on USA, UK, APAC, emerging markets



Diverse Financial Institutions

Commercial banks, credit unions, digital banks, community banks



Market Overview & Methodology

The CB RADAR™ dataset includes 113 core banking projects launched between 2021 and 2025. For each institution, we attempted to capture up to 23 data attributes (vendor, geography, complexity, deployment model, etc.)

Data collection realities:

- Not all banks responded. Some declined outright; others offered partial details.
- Most respondents were senior executives or managers involved in their projects. Their perspective is valuable but naturally biased toward portraying progress as successful.
- We applied a multi-source verification approach, direct outreach, vendor disclosures, public filings and secondary research but gaps remain.

As such, the findings should be interpreted as **directional intelligence**, not definitive industry statistics.

Analytical Methodology



Quantitative Analysis

- ✓ Market share calculations
- ✓ Implementation success rates
- ✓ Technology adoption metrics
- ✓ Geographic distribution analysis



Qualitative Analysis

- ✓ Project complexity assessment
- ✓ Implementation pattern identification
- ✓ Business driver categorization
- ✓ Strategic trend evaluation



Temporal Analysis

- ✓ Implementation timelines
- ✓ Project completion rates
- ✓ Market evolution patterns



Comparative Analysis

- ✓ Vendor performance benchmarking
- ✓ Regional market maturity
- ✓ Technology adoption comparison

Data Collection Period

Comprehensive multi-source verification approach

January 2021 to
September 2025

Vendor Competitive Landscape

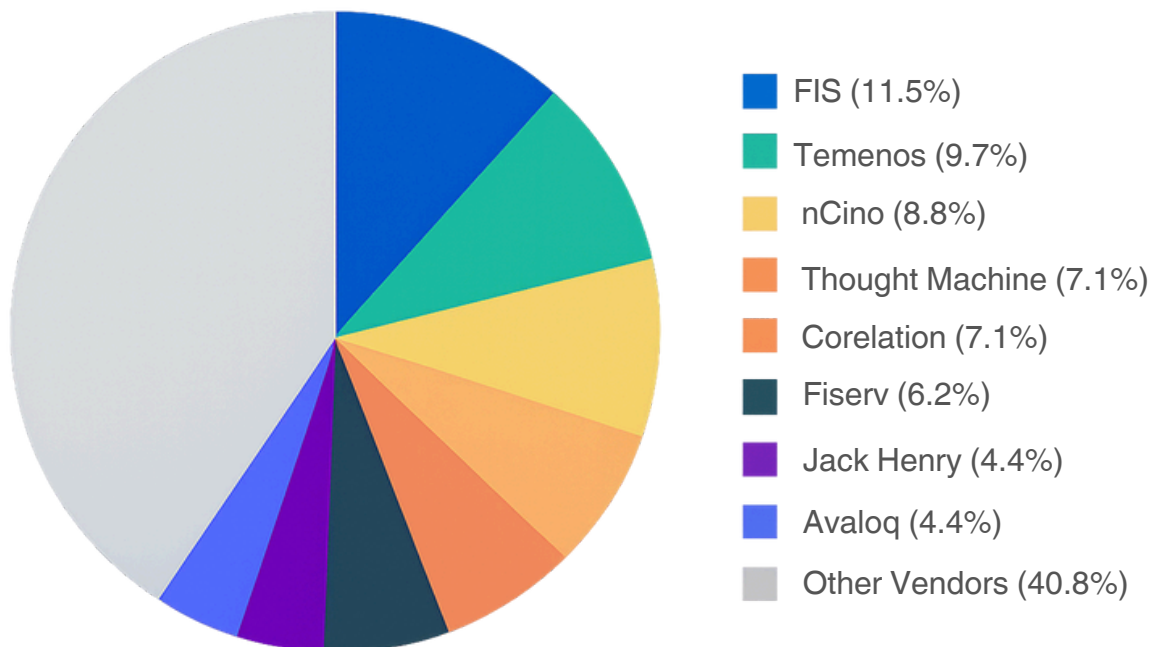
Market share analysis and competitive positioning

The vendor market is **highly fragmented**. While **FIS leads with 13 reported implementations (11.5%)**, the top three vendors combined hold just **30.1% of the total market**. More than 20 vendors are actively competing for deals.

This fragmentation signals both opportunity and risk:

- **Banks have choice.** No vendor has lock-in power.
- **Selection is complex.** Without a clear leader, due diligence on delivery track record and strategic fit is essential.
- **Data gap:** Some vendors may appear underrepresented due to lack of client disclosure rather than true inactivity.

Core Banking Vendor Market Share



Core Banking Vendor Market Share

Based on 113 implementations tracked in CB RADAR™

Vendor Competitive Landscape

Market Leader 13 implementations (11.5% market share)	FIS
Market Leadership Top 3 vendors control only 30.1% of market	High
Competitive Intensity Vendors actively competing in the market	20+

Strategic Implications

- > No dominant player controlling the market
- > Strong competition among major vendors drives innovation
- > Opportunity for specialized vendors in niche segments
- > Vendor selection requires comprehensive evaluation



Geographic Distribution& Market Penetration

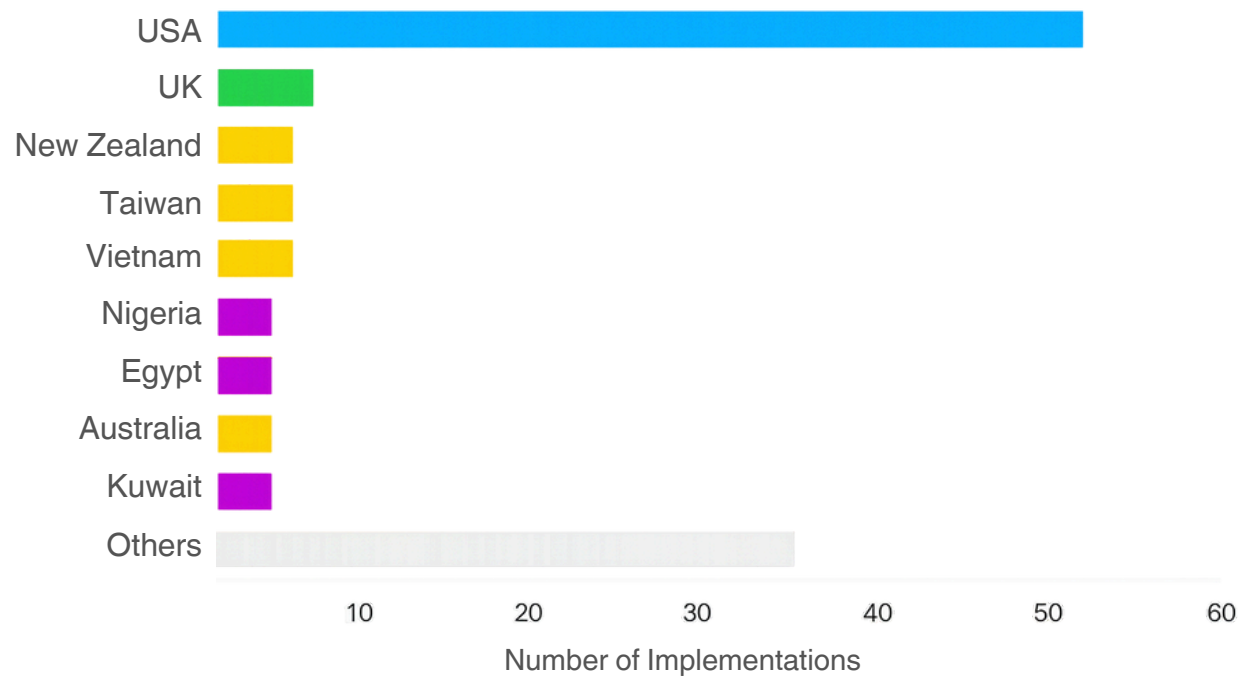
Regional analysis of core banking implementations from CB RADAR™ as of September 2025

The **US dominates** with **48.7% of implementations** (55 out of 113). Europe, APAC and emerging markets trail but show early activity in specific countries:

- **UK** emerging as a hub in Europe.
- **New Zealand, Taiwan, Vietnam** leading in APAC.
- **Nigeria, Egypt, Kuwait** showing momentum in emerging markets.

Caveat: US dominance is partly a reflection of our dataset bias. US institutions were more responsive and transparent in disclosing transformation activity compared to peers abroad. Global transformation may be undercounted.

Core Banking Vendor Market Share



Geographic Distribution & Market Penetration

USA Market Share

48.7%

55 out of 113 total implementations

Regional Distribution

●	North America	48.7%
●	Europe (incl. UK)	4.4%
●	Asia Pacific	8.1%
●	Middle East & Africa	5.4%
●	Other	33.4%

Geographic Insights

- > USA dominates global core banking transformation
- > UK emerging as European implementation hub
- > APAC growth centered in New Zealand, Taiwan, Vietnam
- > Emerging markets (Nigeria, Egypt, Kuwait) show increased activity

Strategic Market Penetration Implications

The significant North American concentration (48.7%) suggests mature vendor ecosystems and greater competition in the US market, while presenting growth opportunities in underserved regions. Regulatory diversity across regions requires tailored compliance strategies for vendors expanding globally.



Project Success & Implementation Maturity

Analysis of core banking implementation success rates across 113 projects

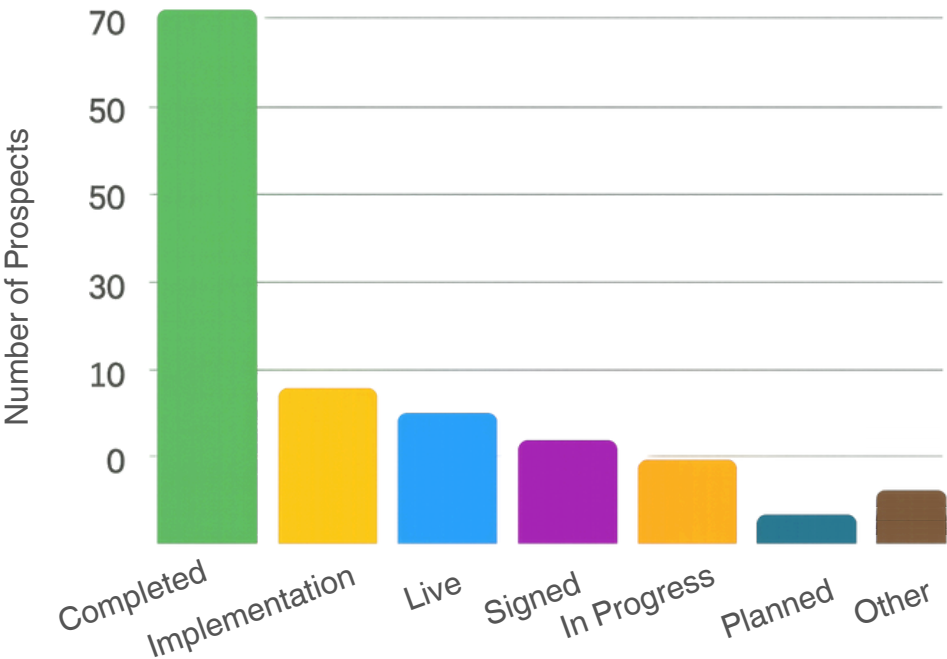
72.5% of projects were reported as completed or live. On the surface, this suggests growing maturity and higher confidence in execution.

But caution is warranted:

- These figures are **self-reported by project leaders**: CIOs, CTOs, COOs, who are incentivized to describe outcomes positively.
- Other industry surveys frequently report **60–75% failure rates** for large-scale banking transformation.
- Success in this context often means “**the system went live**,” not necessarily that it delivered all promised business outcomes on budget and on time.

For executives, the lesson is not that risk has vanished but that **banks are increasingly able to get systems live, even if compromises are made along the way.**

Core Banking Implementation Status Distribution



✓ 61.9%

Completed

📺 10.6%

Live

🔄 16.8%

In Progress



Project Success & Implementation Maturity

Market Maturity Assessment
Core banking transformation shows high implementation success rates,
indicating a mature market with proven delivery capabilities

Overall Success Rate Projects completed or live in production	72.5%
Completed Projects Successfully completed implementations	70
Live Systems Currently live in production and post implementation support	12
In Progress Under implementation or implementation phase	19

Technology Transformation Trends

Cloud adoption dominates the core banking transformation landscape

Cloud adoption came through strongly in our dataset, with 84.5% of projects reporting a cloud-first strategy. Within this:

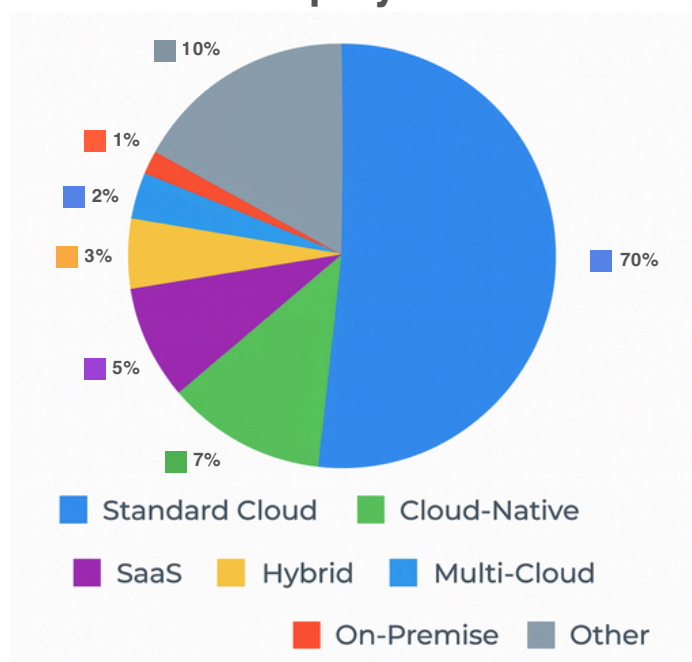
- **12.1% cloud-native** implementations.
- **8.6% SaaS.**
- **1.7% on-premise.**

Caveats:

- Banks define “cloud” differently, ranging from full public-cloud deployments to hybrid approaches that keep sensitive workloads on-premise.
- Reported adoption rates may skew high because respondents wanted to emphasize alignment with digital trends.

Still, the overall direction is clear: **on-premise is fading fast** and cloud-first is becoming the baseline.

Cloud Deployment Models







Cloud Deployment Model Distribution

Based on projects with deployment data (n=58)

Technology Transformation Trends

Cloud Adoption Rate Projects with cloud deployment strategy	84.5%
Cloud-Native Implementations Modern architecture adoption increasing	12.1%
SaaS Model Usage Growing preference for managed services	8.6%
Traditional On-Premise Rapidly declining deployment model	1.7%

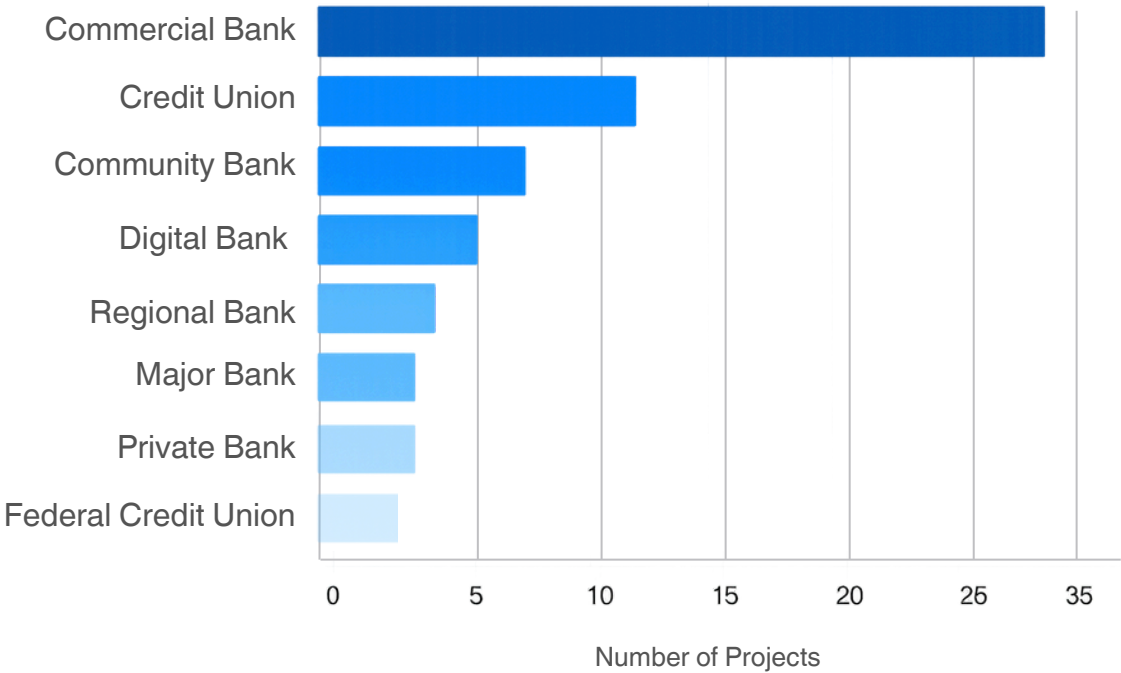
Cloud Transformation Insights

-  Cloud-first approach is becoming the norm for core banking implementations
-  Hybrid deployments emerging for regulatory compliance requirements
-  Major cloud providers (AWS, Azure) becoming preferred infrastructure
-  Cloud migration enabling faster time-to-market for new banking features

Bank Segment Analysis

Digital transformation adoption by bank type

Core Banking Projects by Bank Type



Bank Type Distribution Analysis

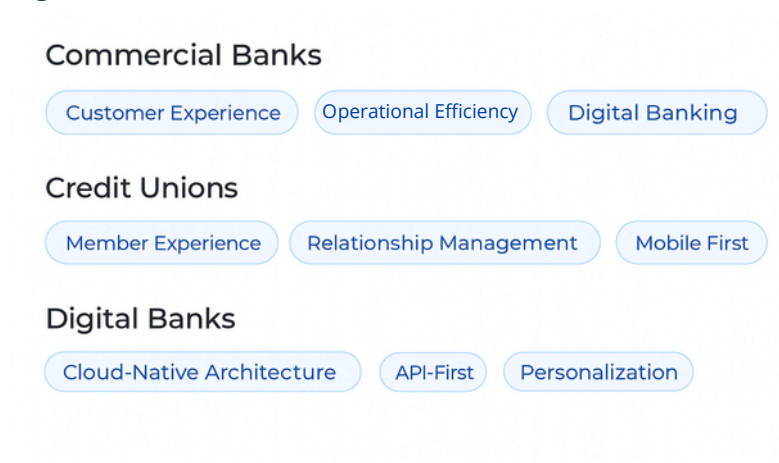
Commercial banks and credit unions lead core banking transformation

Bank Segment Analysis

Caveat: smaller institutions (especially in emerging markets) are likely underrepresented due to non-response, meaning adoption rates may be higher in reality than shown.

Commercial Banks Leading segment with 34 transformation projects	30.1%
Credit Unions 16 modernization initiatives	14.2%
Community Banks 11 core banking projects	9.7%

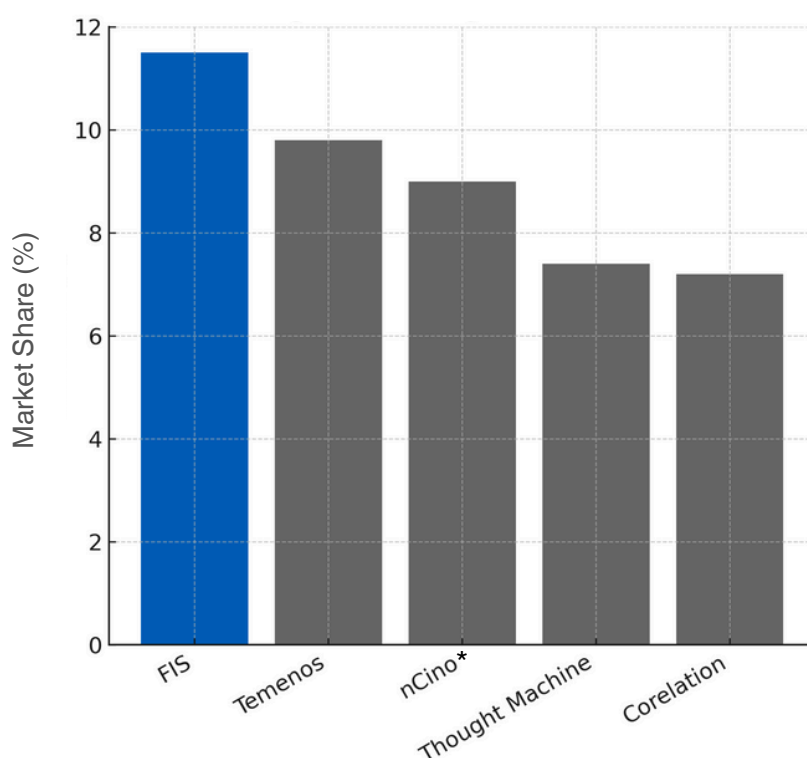
Digital Transformation Drivers



FIS Market Leadership Position

Product portfolio analysis and competitive positioning

Top 5 Vendors by Market Share



Market Share

11.5%

Leading vendor with 13 implementations

Implementation Success

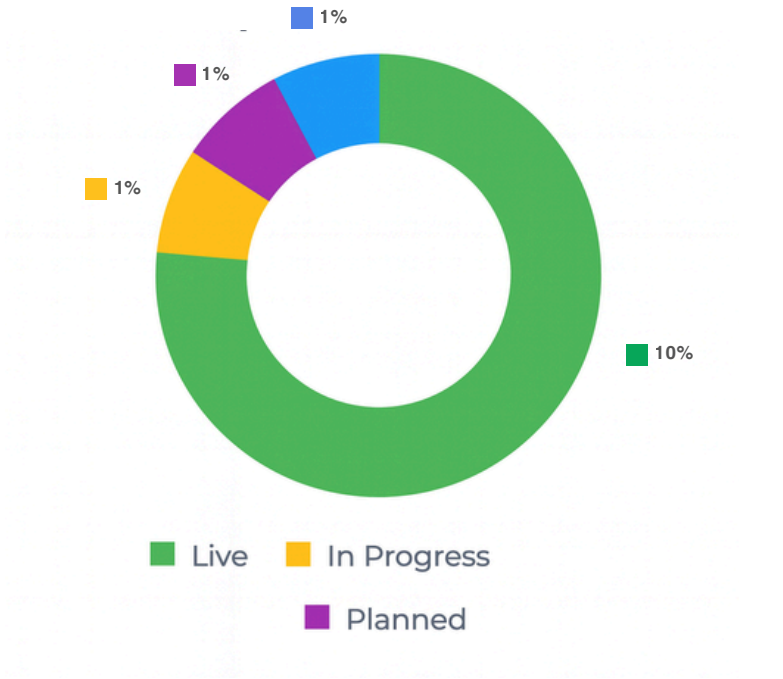
77%

Projects completed or live

***Note:** While nCino is not a traditional core banking system, several institutions categorized their modernization under nCino due to its significant impact on front-to-back workflows. We've included it here to reflect how banks themselves describe their transformation but it typically operates in conjunction with an underlying core platform.

FIS Market Leadership Position

FIS Implementation Status



FIS IBS Flagship solution	7
Modern Banking Platform Next-gen offering	2
Core Banking Platform Enterprise solution	2

Competitive Positioning Insights

- > Strong position in US banking market with proven delivery capability
- > Portfolio diversification strategy addressing different market segments
- > Key competitor to Temenos (9.7%) in fragmented market

Migration Complexity & Implementation Patterns

Analysis of migration complexity distribution and implementation approaches

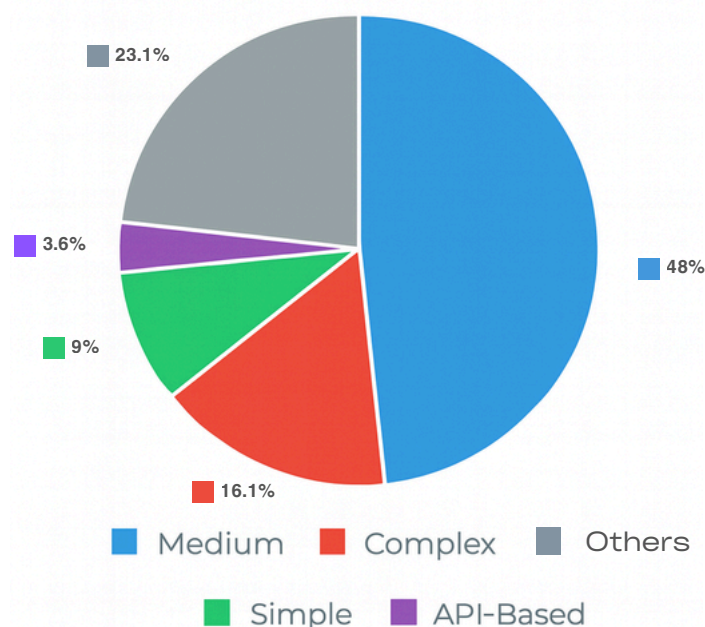
Among projects where complexity was disclosed:

- 48.2% medium complexity, involving modular upgrades or phased replacements.
- 16.1% complex, such as multi-jurisdiction or full-stack transformations.
- 9.0% simple greenfield, primarily digital-only banks.

Patterns suggest growing use of **API-first architectures** and **modular migration strategies** to reduce risk.

Caveat: complexity ratings were self-assessed, often by the same leaders reporting success. What one bank calls “medium complexity” might look “high” through an external lens.

Migration Complexity Distribution (%)



Migration Complexity Distribution

CB RADAR™ September 2025 analysis
(n=56 projects with complexity data)

Migration Complexity & Implementation Patterns

Medium Complexity

Dominant approach for core banking migrations

11.5%

Complex Migrations

Includes multi-jurisdiction, legacy consolidation & full modernization

16.1%

Simple Implementations

Greenfield deployments & digital layer implementations

92%

Implementation Pattern Analysis

API-first architecture

Real-time data migration

Big Bang approach

Greenfield

Legacy consolidation

End-of-life migration

Full stack modernization

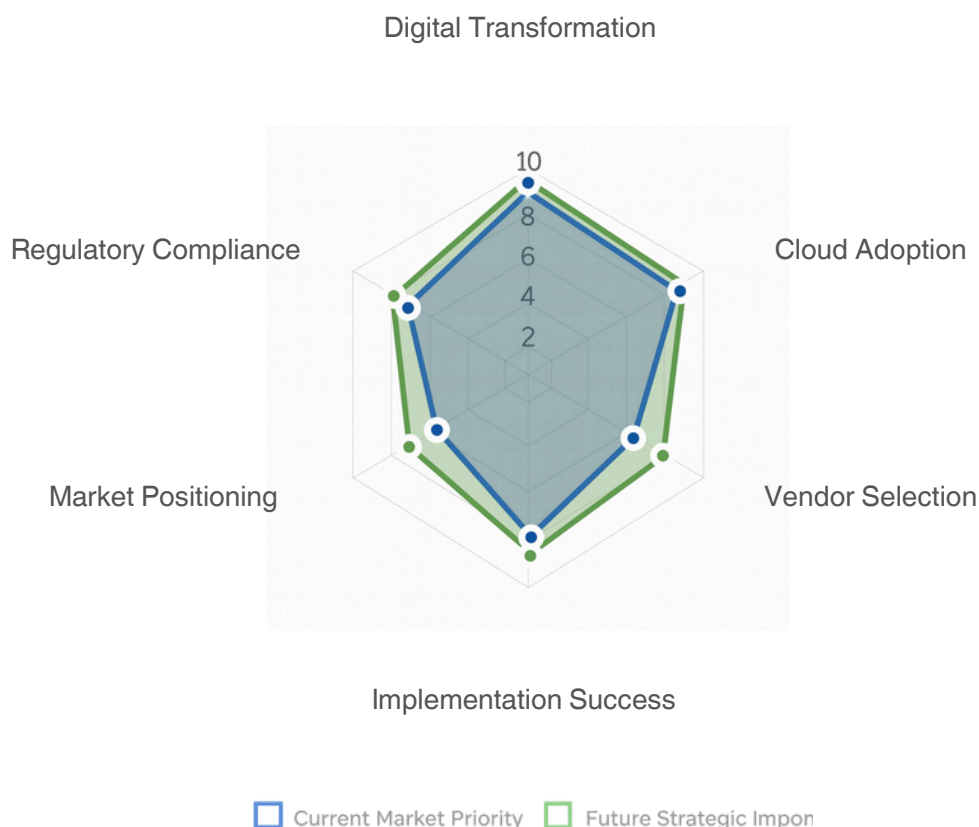
Strategic Insights

- > Market highly skilled at handling medium complexity migrations
- > API-first architectures enabling more modular implementation approaches
- > Proven methodologies reducing risk in complex transformation projects
- > Greenfield deployments primarily in digital banking segment

Strategic Market Implications

Business insights and industry transformation analysis

Strategic Priority Matrix



Three themes stand out:

1. **Digital acceleration is non-negotiable.** Every bank is on a modernization path, even if slowly.
2. **Cloud is the new default.** But the “how” varies widely, full cloud, hybrid, SaaS-lite.
3. **Vendor choice is a double-edged sword.** Abundance of suppliers offers flexibility but raises evaluation risk.

For executives, this means transformation planning must be evidence-based, not hype-driven. Self-reported industry optimism is useful but real risk remains.

Strategic Market Implications

Key Business Implications

Accelerated Digital Transformation

Banking sector undergoing rapid modernization with suggested increasing success rates. Core banking modernization no longer optional but essential for survival.

Cloud-First Strategy Dominance

Banking sector undergoing rapid modernization with proven success rates. 84.5% cloud adoption indicates industry standard shift to cloud-native solutions. Organizations without cloud strategy risk falling behind.

Vendor Selection Complexity

Fragmented market provides options but requires strategic vendor management. No clear dominant leader means careful evaluation essential.

Industry Transformation Trends

Implementation Success

72.5% success rate suggests maturing practices or biased reporting.

US Market Leadership

US financial institutions driving global banking innovation with 48.7% of implementations. Insights from US deployments valuable for other markets.

FIS Competitive Advantage

Leading vendor positioning with comprehensive platform strategy gives early adopters potential strategic advantages in rapidly evolving market.

Key Recommendations & Next Steps

Strategic guidance based on CB RADAR™ market intelligence

Strategic Recommendations



Prioritize Cloud-First Strategy

With 84.5% cloud adoption rate, cloud-native architectures are now industry standard. Laggards risk competitive disadvantage and technical debt.



Strategic Vendor Selection

In a fragmented market, evaluate vendors on validated implementation success rates, industry expertise and alignment with your digital transformation goals.



Continuous Market Monitoring

Maintain regular CB RADAR™ tracking to identify emerging vendors, evolving capabilities and shifting industry dynamics.

Implementation Action Plan

Immediate Actions (0-90 Days)

- ✓ Conduct internal readiness assessment against market benchmarks
- ✓ Develop detailed vendor evaluation framework
- ✓ Perform technical debt analysis of current core systems

Key Recommendations & Next Steps

Strategic Planning (90-180 Days)

- ✓ Finalize transformation roadmap with executive sponsorship
- ✓ Complete vendor RFP process and selection
- ✓ Establish implementation and risk mitigation frameworks

Recommendations for Executives

1. Treat reported success rates with caution. Use them as signals of delivery maturity, not guarantees of outcome.
2. Define success clearly upfront. Going live is not the same as achieving ROI, customer satisfaction or digital agility.
3. Prioritize vendor due diligence. In a fragmented market, look beyond sales pitches, validate reference clients, delivery teams and actual outcomes.
4. Adopt cloud deliberately. Cloud-first is a trend but the right model (public, private, hybrid) depends on regulatory and risk posture.
5. Benchmark readiness. Use tools like CB RADAR™ to compare your transformation posture to peers and adjust strategy accordingly.

Ready to Transform Your Core Banking Strategy?

Schedule a Strategic call today

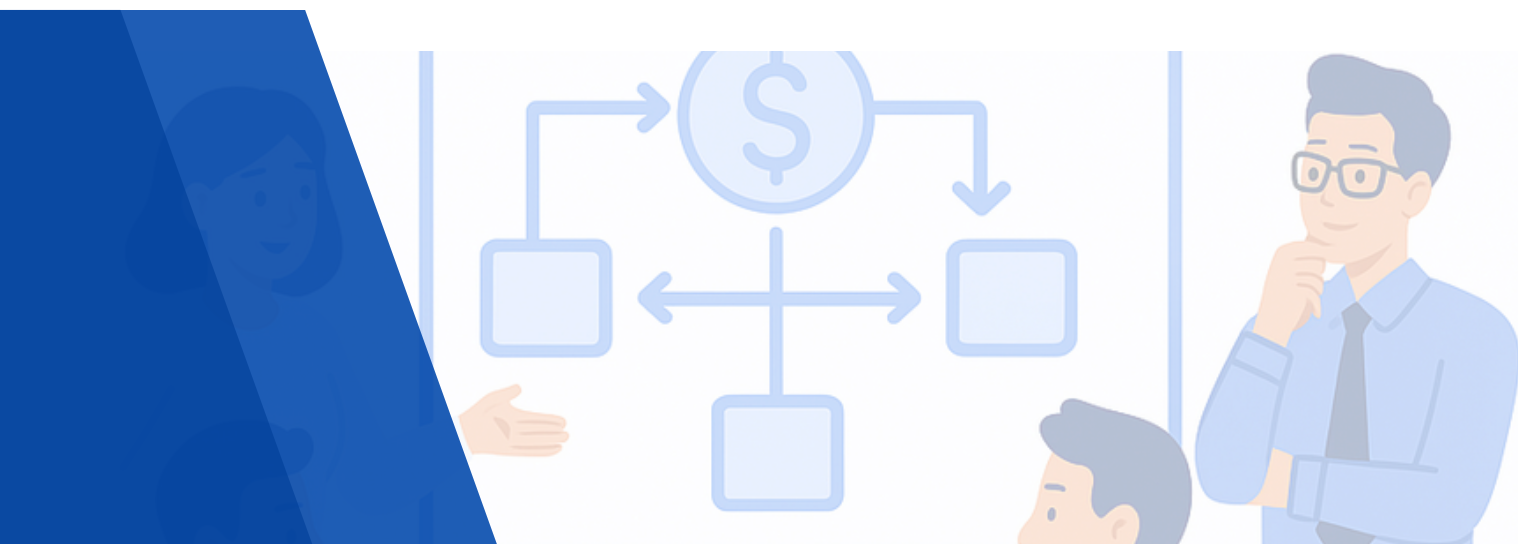
CALL US AT [+1-212-202-0078](tel:+1-212-202-0078)

or

Not Ready For a Full Engagement?

Start with the Core Banking Readiness Scorecard

READINESS SCORECARD



Conclusion: The Art of the Possible

The CB RADAR™ dataset is not a census, it is a directional snapshot built from 113 banks willing to disclose their journeys. Optimism bias is present but the overall signals are consistent: **cloud adoption is dominant, vendors are fragmented and institutions are increasingly getting transformations live, even if imperfectly.**

For banking leaders, the message is clear: modernization is both feasible and necessary. But optimism must be balanced with realism, transformation is still high-stakes and success depends on disciplined governance, careful vendor selection and realistic definitions of what “success” truly means.



READY TO TRANSFORM RISK INTO ADVANTAGE?

Core System Partners helps banks navigate core banking transformation with comprehensive readiness assessment and strategic guidance.

Reach out to our team

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