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Evaluating the Impact of Artificial Intelligence on Product Management in Nigerian Digital Finance

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Abstract

This study evaluates the impact of Artificial Intelligence (AI) on product management within Nigeria's rapidly growing digital finance sector. Employing a mixed-methods approach, the study examines AI applications in formulating ideas, development, and adaptation of financial products by Nigerian Banks and Fintechs. Findings indicate that AI adoption is progressing, particularly in personalization and customer insights, though its maturity remains uneven. The study highlights the importance of data analytics, automaton, and AI literacy for product managers. It concludes that AI enhances product development through improved segmentation and infrastructure to ensure competitive, inclusive, and resilient digital finance innovation in Nigeria. The study offers recommendations for organizational leaders, digital finance professionals, and policymakers to facilitate effective AI adoption and responsible use.

Keywords: *Artificial Intelligence, Automation, Digital Finance, Fintech, Predictive Analytics*

1. Introduction

Digital transformation has radically altered the landscape of financial services worldwide, with artificial intelligence (AI) emerging as a central driver of this change. Across both developed and emerging economies, AI applications ranging from predictive analytics to algorithmic decision-making and conversational agents are redefining the architecture of financial products and customer experience (Ng & Kwok, 2021). These innovations have allowed financial institutions to shift from static service delivery models to dynamic, data-informed ecosystems that adapt in near real time to consumer behavior and market fluctuations. Within this broader evolution, product management a function historically rooted in segmentation and portfolio coordination has been reconfigured to integrate AI as a strategic enabler of personalization, automation, and operational agility.

In Nigeria, where digital finance has witnessed exponential growth over the past decade, the incorporation of AI into financial services is gaining momentum. Banks and fintech companies alike are deploying AI-powered chatbots, recommender systems, fraud detection engines, and

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behavioral analytics tools to enhance service quality and product innovation (Oyetunji, 2024; Phillips Consulting, 2023). These tools not only improve customer interaction but also facilitate continuous product iteration based on user data and performance metrics. Studies by Johnny and Oderinde (2024) and Udodiugwu et al. (2024) confirm that AI integration has enhanced customer service quality, improved cyber-resilience, and contributed to operational efficiency in Nigerian banks. Yet, the adoption of AI remains uneven, often constrained by technological infrastructure deficits, regulatory uncertainty, and data privacy concerns (Mogaji et al., 2021).

While extant studies underscore AI's value in driving efficiency and customer-centricity, they often conflate its role in back-office operations with its transformative influence on product management as a distinct organizational function. For instance, Johnny and Oderinde (2024) emphasize virtual assistants' role in customer interaction, and Silva (2021) highlights AI's use in fraud detection. However, there is less empirical attention to how AI reshapes upstream product strategies—such as product design, launch cycles, customer segmentation, and value delivery frameworks—in Nigeria's digital finance sector. This gap is particularly salient as Nigerian banks and fintechs navigate an increasingly saturated market where competitive advantage hinges on the ability to develop differentiated, adaptive, and data-responsive products (Idigo & Amadi, 2022).

Moreover, emerging research points to AI's strategic relevance in achieving financial inclusion and equity through personalized product design and service access (Ahmed, 2021; Onyanabo, 2024). The ability of AI tools to disaggregate consumer segments and tailor offerings based on real-time behavioral insights provides new avenues for inclusive banking and democratized financial innovation. However, studies like that of Osuma and Nzimande (2024) reveal that user satisfaction and trust are critical mediators of AI adoption, especially where technological literacy and data protection remain nascent. Thus, the influence of AI on product management cannot be fully understood without accounting for these socio-technical dynamics that shape both demand-side behavior and supply-side design.

In addition, the regulatory landscape and consumer expectations are rapidly evolving, requiring financial institutions to balance innovation with governance. As Smit (2024) observes, the sustainability of AI-enabled financial services hinges on the transparency of algorithms,

accountability in decision-making, and ethical handling of customer data. These considerations directly intersect with product management, as they influence market acceptance, risk exposure, and long-term brand value. In the context of Nigerian digital finance, where institutional trust and digital adoption rates vary widely, product managers are increasingly responsible not just for functionality, but for aligning AI capabilities with user expectations, compliance standards, and business outcomes.

This study therefore seeks to evaluate the impact of artificial intelligence on product management in Nigeria's digital finance sector. Specifically, it investigates how AI is being applied in the ideation, development, deployment, and adaptation of financial products by Nigerian banks and fintechs. Drawing on a mixed-methods approach that integrates qualitative insights from industry professionals with secondary data analysis, the study aims to illuminate the mechanisms, outcomes, and contextual enablers of AI-driven product strategies. In doing so, it contributes to an emerging discourse on AI's role in reshaping product management paradigms within African digital economies.

1.2 Research Problem

The rapid integration of artificial intelligence (AI) into digital financial services has altered the competitive and operational landscape for financial institutions globally. In advanced markets, AI has become foundational to product management—enabling banks and fintech firms to optimize user experience, automate backend operations, and accelerate the innovation cycle (Ng & Kwok, 2021). In Nigeria, the rise of AI-enabled tools such as chatbots, fraud analytics, robo-advisors, and behavioral segmentation engines is reshaping the structure and delivery of financial products (Oyetunji, 2024; Phillips Consulting, 2023). However, this transformation is occurring within an environment characterized by infrastructural limitations, fragmented regulatory oversight, and varying levels of digital literacy. These contextual factors raise critical questions about the depth, quality, and strategic impact of AI adoption in product management across Nigerian digital finance.

While existing studies have examined AI's influence on customer satisfaction (Osuma & Nzimande, 2024), operational efficiency (Udodiugwu et al., 2024), and financial inclusion

(Ahmed, 2021), few have directly interrogated how AI alters the core processes of product ideation, development, iteration, and lifecycle management. Product management in financial services involves not only aligning offerings with customer needs but also continuously refining them in response to market signals, data insights, and risk dynamics. Without empirical clarity on how AI supports or disrupts these processes, institutions risk deploying technologies in ways that are tactically reactive rather than strategically transformative. Moreover, it remains unclear how Nigerian banks and fintechs structure their AI adoption whether as isolated innovations or as integral elements of cross-functional product strategy.

This knowledge gap is particularly concerning given the intensifying competition in Nigeria's digital finance space, where consumer expectations for personalization, transparency, and speed are rapidly increasing. Financial institutions that fail to align AI with product strategy may fall behind not only in efficiency but also in relevance. At the same time, excessive reliance on opaque algorithms may erode trust, especially in low-trust contexts where data privacy and algorithmic accountability are still evolving (Smit, 2024; Odeyemi et al., 2024). Thus, a rigorous empirical investigation is needed to assess how AI is impacting product management in Nigerian digital finance what strategic roles it plays, which organizational models facilitate success, and what barriers impede its effective use. Addressing these issues is essential for both theory and practice, especially as AI continues to shape the future of financial service delivery in emerging economies.

1.3 Research Objectives

The main objective of the study is to evaluate the impact of artificial intelligence on product management in Nigerian digital finance space while focusing the effect of AI-powered personalization, the influence of AI-driven automation, how AI-enhanced customer interaction and AI-based predictive analytics impact product management in Nigerian digital finance sector.

2. Literature Review

2.1 Conceptual Review

2.1.1 AI-Powered Personalization

AI-powered personalization refers to the deployment of machine learning algorithms and data analytics to tailor financial products and services to individual customer profiles. In digital finance,

personalization is critical for targeting, product design, and retention. Algorithms analyze user behaviors, preferences, and transaction histories to recommend relevant services or adjust offerings in real time (Davenport & Ronanki, 2018). In Nigerian fintech, such personalization supports product managers in narrowing the gap between standardized offerings and dynamic consumer needs, enhancing relevance and market differentiation. Personalization not only improves user satisfaction but also aids in customer acquisition and lifecycle value management (Kumar et al., 2021). Given the growing digital penetration and financial heterogeneity in Nigeria, personalized AI interventions serve as a strategic enabler for inclusive and agile product management.

2.1.2 AI-Driven Automation

AI-driven automation encompasses the use of artificial intelligence systems to perform tasks previously managed by humans across the product management lifecycle. These tasks include automated testing, deployment, customer onboarding, fraud detection, and iterative updates. Automation improves efficiency, reduces time-to-market, and enhances scalability, allowing firms to handle growing customer bases without proportional increases in cost (Bughin et al., 2017). In Nigerian digital finance, where speed, compliance, and agility are vital, AI automation enables product managers to focus on strategy while delegating operational routines to intelligent systems (Onyanabo, 2024). This enhances responsiveness and resource allocation. The integration of AI automation is particularly beneficial for small to mid-sized fintechs striving to compete with larger institutions through lean innovation cycles and seamless service delivery.

2.1.3 AI-Enhanced Customer Interaction

AI-enhanced customer interaction refers to the use of natural language processing, chatbots, virtual assistants, and sentiment analysis to facilitate real-time, automated engagement with users. In financial services, these tools handle inquiries, complaints, and recommendations with reduced human intervention, ensuring 24/7 support and operational consistency (Lu et al., 2020). In Nigeria, customer interaction is central to trust-building in digital finance, especially among first-time users and underserved populations (Johnny & Oderinde, 2024). AI-driven engagement allows product managers to gather behavioral feedback, monitor usage patterns, and make iterative

improvements based on real-time analytics. Moreover, conversational AI minimizes wait times and errors, improving the customer journey and strengthening brand affinity.

2.1.4 AI-Based Predictive Analytics

AI-based predictive analytics leverages large datasets and machine learning algorithms to forecast trends, customer behaviors, and product performance. It supports product managers in anticipating market needs, personalizing offerings, and preemptively resolving issues before they escalate (Fosso Wamba et al., 2020). In Nigerian digital finance, predictive tools are used for credit scoring, churn prediction, fraud detection, and demand forecasting. These insights help product teams prioritize features, allocate budgets, and reduce the risks associated with trial-and-error innovation. Predictive analytics, when embedded into strategic planning, supports agile responses to market volatility and customer diversity—critical for competitiveness in Nigeria's dynamic fintech landscape.

2.2 Theoretical Review

2.2.1 Technology Acceptance Model (TAM)

Fred Davis introduced the Technology Acceptance Model (TAM) to explain the determinants of user acceptance of technology. The model posits that **perceived usefulness** (PU) and **perceived ease of use** (PEOU) influence an individual's intention to use a system, which in turn determines actual usage behavior. In the context of Nigerian digital finance, TAM helps explain how product managers and end-users respond to AI integration—whether through chatbot interfaces, recommendation systems, or predictive platforms. If users perceive AI tools as enhancing their ability to manage products or serve customers better, they are more likely to accept and adopt them. This theory is crucial to this study as it links users' cognitive responses to AI applications with the effectiveness of product management processes, especially in markets where technological skepticism and digital divides persist.

2.2.2 Diffusion of Innovations Theory

Everett Rogers' Diffusion of Innovations (DOI) theory explains how, why, and at what rate new ideas and technologies spread across societies. It posits that adoption is influenced by five

innovation attributes: relative advantage, compatibility, complexity, trialability, and observability. This theory is highly relevant to the current study as it frames AI as a technological innovation whose adoption within Nigerian digital finance varies by institutional readiness, regulatory climate, and market perception. The diffusion process helps explain why some banks or fintechs integrate AI deeply into product management, while others hesitate. DOI also underscores the importance of early adopters and change agents in shaping institutional transformation. Understanding the diffusion curve enables researchers to evaluate the spread and strategic alignment of AI in product development, customization, and delivery within Nigeria's financial ecosystem.

2.2.3 Resource-Based View (RBV)

The Resource-Based View (RBV), proposed by Jay Barney, argues that firms gain sustainable competitive advantage by leveraging valuable, rare, inimitable, and non-substitutable (VRIN) resources. In the context of digital finance, AI capabilities—such as proprietary personalization algorithms, advanced customer analytics, or predictive engines—can be considered strategic resources. When embedded into product management, these resources enhance responsiveness, innovation, and strategic decision-making. For Nigerian banks and fintechs, RBV provides a lens to examine how AI adoption is not merely a technological upgrade but a strategic asset that differentiates one institution from another. This theory underscores the need for internal capability development and organizational alignment in maximizing AI's value in product management.

2.3 Empirical Review

Oyetunji (2024) explores how AI and machine learning (ML) are reshaping Nigerian digital banks by enhancing operations, customer service, risk management, and profitability. The study emphasizes the role of AI-powered chatbots and virtual assistants, which provide 24/7 customer support, reduce wait times, and enhance customer satisfaction. Additionally, it highlights how AI aids in mitigating biases in credit scoring, thereby promoting fairness and equal access to financial services. These findings underscore the importance of AI in streamlining product management, enhancing customer engagement, and ensuring equitable financial access in Nigeria.

Udodiugwu et al. (2024) investigate the impact of AI on the performance of selected commercial banks in Nigeria. Their findings reveal that AI-driven customer service improvements, coupled with robust cybersecurity measures, significantly enhance both non-financial aspects (e.g., customer engagement) and financial performance (e.g., profitability). The study stresses the necessity for Nigerian banks to integrate AI tools to boost overall operational performance and customer interactions. This aligns with the focus of digital finance product management, as AI enhances both customer-facing and backend processes to improve product offerings and services. Johnny and Oderinde (2024) examine the influence of AI on customer service within Nigerian banks. They identify key applications such as chatbots and virtual assistants, which have significantly enhanced customer interactions and streamlined operations. The research also addresses the challenges faced during AI implementation, such as technological barriers and data privacy concerns. Their recommendations for future trends in the Nigerian banking landscape emphasize the integration of AI in product management to enhance customer experience while managing technological challenges. This study provides valuable insights into how AI is transforming customer-facing aspects of product management.

Mogaji et al. (2021) explore the implications of AI and digital marketing on financial service delivery to vulnerable populations in emerging markets like Nigeria. The research highlights AI's potential to enhance financial inclusion and customer experience while addressing challenges related to technology adoption and regulatory frameworks. The findings contribute to the discussion on the role of AI in democratizing financial services and improving customer satisfaction, offering a strong foundation for AI-driven product management in Nigerian digital finance, particularly in reaching underserved populations.

Osuma and Nzimande (2024) analyze how AI, online banking, and mobile banking advancements influence customer satisfaction in Nigerian banks. Using Structural Equation Modeling, the study reveals that customer satisfaction with online banking significantly impacts AI integration and mobile banking convenience. The findings highlight the need for Nigerian banks to enhance their digital services, particularly in mobile banking, to improve customer satisfaction. This supports the notion that AI is pivotal in improving both the technological and customer satisfaction aspects of product management in Nigerian digital finance.

Ahmed (2021) examines AI's role in addressing women's financial exclusion in Nigeria, focusing on how AI-powered fintech services can cater to the needs of unbanked or underserved women. The study underscores the potential of AI to break down barriers, lower costs, and personalize services to better serve women, making it an essential tool in promoting financial inclusion. This work is particularly relevant for product management in Nigerian digital finance, as it highlights the need for gender-sensitive product design and policy approaches that leverage AI to reach underserved populations.

Onyanabo (2024) discusses how AI can enhance financial inclusion in Nigeria by addressing challenges such as inefficient risk management and technological infrastructure deficits. The paper identifies opportunities for AI-driven technologies to improve financial services, particularly in underserved regions. It also highlights challenges such as regulatory hurdles and the need for infrastructure improvements. This study is crucial for understanding the role of AI in shaping product management strategies that can drive financial inclusion and improve access to digital finance products.

Phillips Consulting (2023) discusses how AI is transforming Nigeria's banking sector from traditional to digital banking. The study highlights AI applications like chatbots, fraud detection, and predictive analytics, which have reshaped the industry by increasing operational efficiency, reducing costs, and introducing innovative operational paradigms. These insights are vital for product management as they reveal how AI technologies are being integrated into banking operations to enhance product offerings, security, and overall customer experience.

Abdulquadri et al. (2020) examine the adoption of chatbots in Nigeria's financial services sector, focusing on how digital transformation affects service delivery. The study provides insights into customer perceptions, technological readiness, and the impact of chatbots on customer satisfaction. It highlights the benefits and challenges of chatbot implementation, offering valuable lessons for integrating AI-driven customer service solutions into product management strategies in Nigerian digital finance.

Idigo and Amadi (2022) explore the role of technology in enhancing product development strategies within Nigerian banks. The study confirms that Nigerian banks use technology-driven innovations in product development to achieve market growth and competitive advantage. This is particularly relevant to product management, as it demonstrates the significant impact of AI in shaping the development of new banking products and services that align with market needs.

Odeyemi et al. (2024) present a comprehensive review of AI applications in risk management within the banking sectors of the U.S. and Nigeria. The study identifies how AI technologies are adopted to enhance efficiency, predictive capabilities, and data privacy compliance. The findings are crucial for product management in Nigerian digital finance, as they highlight the role of AI in mitigating risks associated with financial services, thereby ensuring that AI-driven products are secure and efficient.

Silva (2021) discusses the increasing need for behavioral biometrics in banking due to rising fraud incidents. The study emphasizes the role of AI in enhancing security measures, detecting fraudulent activities, and protecting customer data. The findings suggest that AI-driven behavioral biometrics can significantly improve fraud prevention strategies, which is an important consideration for product management in ensuring that AI-driven financial products are secure and trustworthy.

Singh and Pathak (2020) offer insights into how AI is integrated into banking operations in India, focusing on customer service, risk management, and product development. Although centered on India, the findings provide comparative perspectives for Nigerian banks looking to adopt similar AI strategies. This study is useful for understanding how AI can be implemented in product management strategies to enhance customer service and risk management in the Nigerian digital finance context.

Smit (2024) provides a comprehensive overview of AI's transformative impact on the banking sector, discussing how AI technologies are reshaping banking operations, customer interactions, and strategic decision-making. The review emphasizes current trends and the future implications

of AI in banking, offering valuable insights for product management as AI continues to revolutionize the financial services industry.

3. Methodology

3.1 Research Design

This study adopted a mixed-methods research design, combining quantitative and qualitative approaches to examine the integration and influence of artificial intelligence (AI) on product management within Nigerian digital finance institutions. The rationale behind this approach was to generate a comprehensive understanding of both the prevalence of AI technologies and the nuanced perceptions of their operational relevance. This design enabled triangulation of findings, enhanced data richness, and improved interpretive validity (Creswell & Plano Clark, 2018).

3.2 Data Collection

Data were collected via a structured online questionnaire disseminated to professionals involved in product development, engineering, AI analytics, and strategic roles within Nigeria's digital finance ecosystem. The survey was distributed through purposive sampling across LinkedIn, WhatsApp, Slack channels, and professional networks to ensure targeted participation from relevant actors. The questionnaire covered multiple dimensions, including AI application areas, perceived value, adoption levels, automation vulnerabilities, skill requirements, and alignment with global standards.

A total of 100 valid responses were obtained. Respondents included product managers (45%), software engineers (15%), AI/data scientists (7%), product designers (5%), and product leaders (4%). Organizational representation ranged from micro-startups (under 10 employees) to large institutions with over 250 employees, enabling a diverse range of insights into AI maturity and strategic outlooks.

3.3 Data Analysis

Quantitative responses were analyzed using descriptive statistics and cross-tabulations to identify trends in AI adoption across roles and organization sizes. Qualitative data, captured through open-ended responses, were analyzed thematically. Braun and Clarke's (2006) method guided the

identification of recurrent themes related to AI integration, skill development, and innovation preferences.

3.4 Ethical Considerations

In line with research ethics standards, all participants provided informed consent. Anonymity and confidentiality were preserved, and data were used solely for academic purposes. The research adhered to the principles of voluntary participation, data minimization, and responsible dissemination.

4. Result and Analysis

4.1 Role-Based AI Adoption Patterns

Table 4.1: AI Adoption by Role

Role	Frequency	Percentage (%)
Product Manager	45	45.0
Software Engineer	15	15.0
AI/Data Scientist	7	7.0
Product Designer	5	5.0
Product Leader	4	4.0
Other	24	24.0
Total	**100**	**100.0**

The data in Table 4.1 highlights the distribution of respondents by professional role and their respective engagement with AI-related functions in product management. Product Managers constituted the largest proportion (45%), with most reporting partial integration of AI especially in customer analytics, recommendation systems, and chatbots. Software Engineers (15%) and AI/Data Scientists (7%) showed more technically intensive applications, particularly in predictive modeling, automated fraud detection, and algorithm development. Although less represented numerically, Product Designers (5%) and Product Leaders (4%) contributed strategically to AI-enabled product innovation. Interestingly, 24% of respondents fell into the “Other” category, suggesting the emergence of cross-disciplinary engagement with AI tools, including customer

insights, regulatory tech, and process design. Across all roles, demand for up skilling was evident particularly in data visualization, automation, and AI literacy underscoring the widespread acknowledgment of AI's importance in product leadership.

4.2 Influence of Organization Size on AI Integration

Table 4.2: AI Integration by Organization Size

Organization Size	Frequency	Percentage (%)
<10 Employees	6	8.2
10–49 Employees	14	19.2
50–249 Employees	17	23.3
250+ Employees	36	49.3
Total	**73**	**100.0**

As shown in Table 4.2, AI integration levels vary significantly across organization sizes. Large organizations with more than 250 employees represented nearly half (49.3%) of the respondents and reported structured, though often partial, integration of AI technologies. These firms cited the availability of innovation frameworks and budgetary flexibility as key enablers. Mid-sized organizations (50–249 employees) made up 23.3% and exhibited adoption trends ranging from pilot implementations to broader functional integration. Smaller entities (10–49 employees), comprising 19.2%, showed more varied AI adoption levels, with only a few achieving full integration. Micro-enterprises (<10 employees) accounted for 8.2% of the sample and tended to experiment with low-cost, modular AI tools. Despite differing levels of adoption, respondents across all size categories identified data analytics, automation, and AI literacy as priority skill areas. This suggests a shared strategic awareness, though organizational capacity remains a key determinant of implementation depth.

Table 4.3: ANOVA Table

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.149254	1	0.149254	0.144	0.705
	Residual	64.067460	62	1.033346		
	Total	130.329	63			
a. Dependent Variable: Product Management						
b. Predictors: (Constant), AI-Powered Personalization, AI-driven Automation, AI-Enhanced Customer Interaction, AI-Based Predictive Analytics						

The analysis of variance (ANOVA) table provides crucial insights into the overall statistical significance of the regression model. The ANOVA results with an F-value of 0.144 and a significance level of 0.705 indicates that the model is not statistically significant. In other words, the combination of AI-Powered Personalization, AI-Driven Automation, AI-Enhanced Customer Interaction and AI-Based Predictive Analytics does not significantly predict the variance in Product Management. The analysis suggests that the AI applications included in the model are not as a group significantly related to the outcomes of product management as measured in the study.

4.3 Qualitative Themes from Open-Ended Responses

Thematic analysis of open-ended responses revealed five dominant themes: AI Application Domains: Key areas included personalization, chatbots, fraud detection, predictive analytics, and automated testing. Stages of Product Development Enhanced by AI: Respondents cited AI's relevance in idea generation, customer segmentation, product testing, and pricing optimization. Automation Vulnerabilities: Market research, trend analysis, and risk assessment were perceived as most susceptible to AI automation, though most respondents emphasized AI as a support tool rather than a replacement for human decision-making. Critical Skills for Product Managers: Desired skills included AI literacy, data analytics, AI-driven research, and automation process

design. Preferred AI Innovations: These included real-time fraud detection systems, AI-driven savings platforms, and dynamic pricing algorithms.

5. Conclusion and Recommendations

5.2 Conclusion

This study examined the multidimensional impact of artificial intelligence on product management in Nigerian digital finance, using a mixed-methods approach to assess integration levels, strategic applications, and skill requirements. The findings indicate that while AI adoption is progressing across roles and organizational types, its maturity remains uneven. Product managers primarily engage with AI for personalization and customer insights, while engineers and data scientists apply AI to more technical functions. Larger institutions demonstrate more structured but incremental integration, whereas some smaller firms exhibit agility in deeper AI embedding. Across the board, the demand for AI-specific training suggests a convergence in awareness of AI's transformative potential in product lifecycle management.

Thematically, AI enhances product development through improved segmentation, faster experimentation, and optimized decision-making. However, AI is not yet perceived as replacing core product management roles, but rather as an augmentative force requiring new strategic, technical, and ethical competencies. This underscores the necessity of continuous investment in AI literacy and infrastructure to ensure competitive, inclusive, and resilient digital finance innovation in Nigeria.

5.2 Recommendations

The study made the following recommendations:

(a) Organizational Leaders should invest in AI infrastructure to ensure scalable and modular deployment of AI tools across product pipelines, especially in mid-sized firms facing resource limitations and also establish in-house AI training programs focused on automation, analytics, and the integration of AI in business process re-engineering.

(b) For Digital Finance Professionals, there is need to pursue professional development in no-code AI tools, data analytics, and customer-centric automation to align product

capabilities with market trends and collaborate with technical teams to co-design AI-enabled features that balance automation with ethical product design.

(c) For Policymakers and Regulators, there is need to create enabling policies and innovation sandboxes that encourage experimentation with AI in financial products while ensuring responsible use. Also, there should be support for public-private partnerships to facilitate skill development programs and funding for AI-driven financial innovation.

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