

Conclusions

"Change is the law of life. And those who look only to the past or the present will miss the future."
John F. Kennedy

In the payments landscape, both today and in the future, constant innovation, openness to change, and adaptability are essential for seizing opportunities created by technological disruptions and shifts in consumer preferences. To stay at the forefront of the industry, both traditional and emerging players must undergo significant transformation.

There are many opportunities in this scenario for both traditional financial system players and new participants, who can explore business alternatives either by competing directly with financial institutions as payment service providers or by developing complementary services. Adapting to change means evolving towards a model where we are able to provide added value in a current environment characterized by:

- ▶ Digitalization where physical means of payment (cash, checks, physical cards) lose importance, though they don't disappear, in favor of digital payment methods.
- ▶ The coexistence of "tradition" and "innovation", both through seamless integration between traditional digital payment methods and emerging solutions, and growing competition between traditional players and new entrants.
- ▶ A strong trend towards interoperability, instantaneity and the decentralization of transactions.

- ▶ Intensive use of technology to offer customers faster, more flexible and more secure payment experiences.

In this context, only those players who can agilely transform towards digital models, adopt a global and holistic vision of both their processes and technological architectures, and while ensuring robust control models, will position themselves at the forefront of the payment services industry. They will be able to provide additional value to their customers and, ultimately, maintain their relevance within the payments ecosystem.