PAYMENTS
INNOVATION
JURY **2024**

MARKET MELTDOWN

Impacts on infrastructure, regulation and innovation

CONTENTS

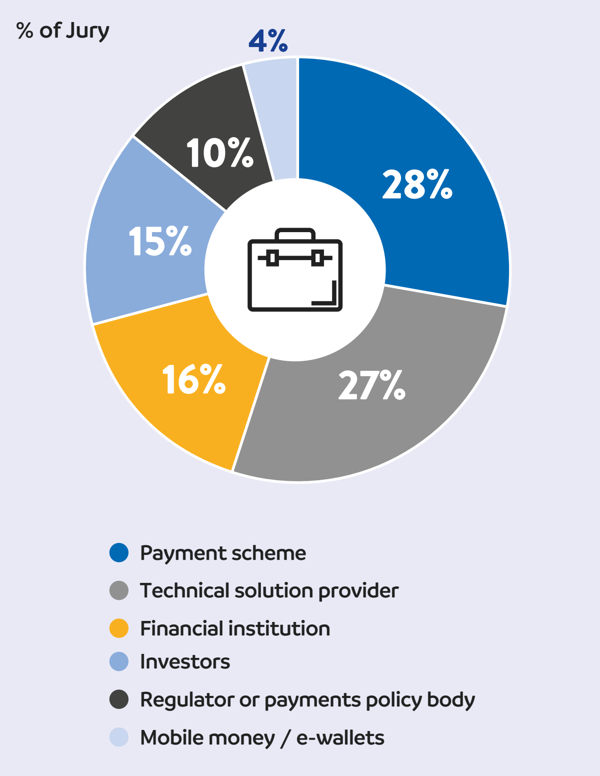
EXECUTIVE SUMMARY

This is the 11th Payments Innovation Jury report since we first published back in 2008 with a Jury of just 12 industry leaders, and it feels like this insight has never been more needed.

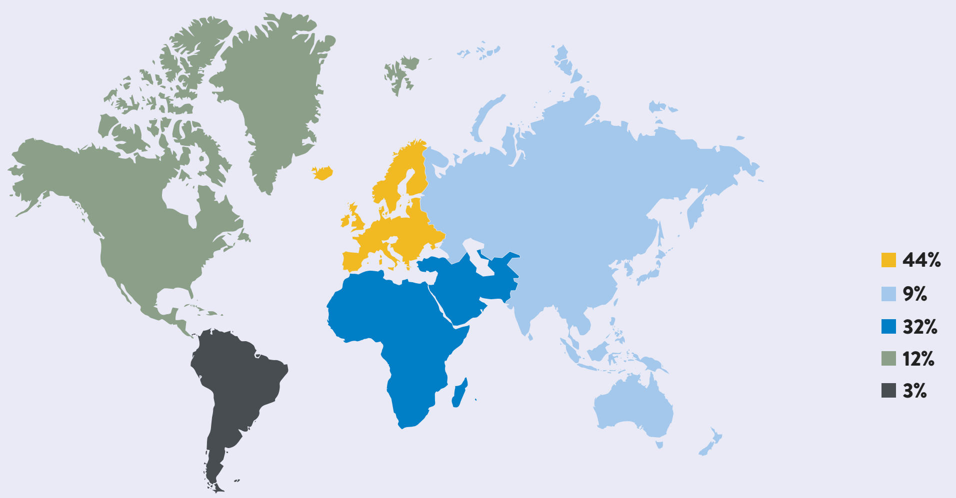
Tumultuous changes in the payments sector started in 2022 and continued into 2023. We felt that this was an area where we should convene the Jury to share their views on the causes and effects of these changes and whether they would impact the long-term direction of the industry. The decision to go ahead with the study was vindicated by us receiving a record number of responses from our highly qualified Jury members, which are presented in the following pages, giving unique insights into this period of market turmoil. We aim to take a 360° view of the industry and we were delighted that we achieved the most balanced Jury yet. 2022 was the first time that regulators agreed to participate in the Jury and for the current study we increased the number of central bank and regulator participants by 25%.

The participation from members of the investment community, which was another first in 2022, also increased by 25%. Substantially improving our global coverage, we were delighted to welcome several Jury members from South and Central America for the first time.

2024 JURY MAKE-UP BY ORGANISATION TYPE



2024 JURY MAKE-UP BY REGION



The report offers insight into many aspects of the payments industry that were impacted by this period of market turmoil, but some key findings are worthy of highlighting here:

- There has been a major downwards correction of payment company valuations in both private and public markets, which had in recent years ratcheted sharply upwards. The Jury acknowledge that low interest rates had made money too cheap, but said that the primary reasons for the upwards rapid increase were investors bidding up deal prices and paying insufficient attention to profitability.
- The move towards lower valuations and a greater focus on earlier profitability was seen as a positive. Some Jury members see this as a long-term market movement, although many were more cautious and feared that as the market recovers valuations could again soar, although possibly not until 2025.
- As investment levels in payments have tumbled, there has been a diversion of investment into other sectors with AI being the biggest winner and climate fintech also showing major increases.
- It is expected that the future global payments landscape is unlikely to be dominated by a single payment method. In the many developing markets (where cards have not gained a major foothold) the Jury believes that account-to-account and mobile money will build major market positions. Cards will be hard to dislodge from their leadership role in developed markets, but growth will be much harder to achieve than previously.
- We are seeing a much more determined push by regulators to organise and improve the structure of the industry as economies throughout the world seek to digitise payments. The Jury sees that as there is not a consistent, ideal blueprint for domestic payments, regulators feel emboldened to develop their own national approaches. This results in greater support for domestic schemes and infrastructures as they are well placed to implement national plans.
- Given that mobile wallets are fast becoming the form factor of choice in many markets, and that the initial providers of such products are usually non-banks, it was perhaps a surprise that the Jury sees bank wallets as being major players in the sector. As regulation between wallets and other payment products converges, it may well be that bank knowledge of how to operate profitably in regulated markets will be a major advantage.
- A growing problem for emerging markets payment companies has been the talent acquisition activities of enterprises in developed markets. The problem is not confined just to the payments sector, but clearly there is a major issue in our industry, with almost 60% of Jury members in emerging markets saying that they are losing an unacceptable number of staff with consequential risks to innovation programmes and sometimes even ongoing operations.
- The Jury believes that the innovation playing field is becoming more tilted towards Big Tech companies as a result of new market entrants having insufficient access to growth capital and finding significant AI investment unaffordable. Start-ups still rate more highly for innovation than legacy payment processors and financial institutions, but without a reopening of the investment taps they will have a significant handicap.
- The Jury views high-profile crypto exchanges failures, such as FTX in the US, as having the potential to impact confidence in global markets - not just where the failures occurred. This is clearly a concern for national regulators but remains complex to address.
- In many ways, it was not a surprise to see the Jury select Asia Pacific as the region with the most payment innovations. The major wallet players in China, NPCI in India with their UPI offering, substantial innovation programmes in the ASEAN markets, and strong regional investment funds clearly impressed the Jury. Africa & the Middle East was a clear second favourite, which was perhaps more surprising. Africa has macro-economic challenges, relatively low levels of investment funding and now a talent drain, yet scores highly for innovation in a clear tribute to the resourcefulness of the continent's entrepreneurs and policy makers.

- Notwithstanding the USA SEC approval of bitcoin ETFs in January 2024 fuelling more enthusiasm for crypto as a speculative investment asset in some quarters, the Jury continues to see crypto as the area of payments with the most hype. Despite the Jury's scepticism, crypto still has large numbers of committed followers globally. In an interesting development, CBDCs attracted the second highest hype rating, which is consistent with the findings of the 2022 Jury that expressed concern about the lack of a business case for many CBDC initiatives.

This report reflects the combined wisdom and experience of the people who lead the global payment industry – payment service providers, regulators and central banks, technology suppliers, financial institutions, payment infrastructures and schemes, start-ups and the investors who back them. I am immensely grateful to each of the 136 members of the Jury for thinking through some complex issues and sharing their views. The report is very much their report.

I am also very appreciative of the four organisations that have supported the study. The World Bank and Interswitch have now supported four Payments Innovation Jury reports, and we are delighted to welcome two new supporters, HPS from Morocco and FIME from France. Each of these organisations has contributed in many ways to the shaping and execution of our study.

Lastly, thanks go to the Payments Innovation Jury team of Chris Hamilton in South Africa, Greg Boudreaux in USA, Erin Lovett of Missive in the UK and my EA Lizzy Chenery.

John Chaplin

John Chaplin,

Chairman, Global Payments Innovation Jury

WORLD BANK FOREWORD

Fintech, both as a phenomenon and as a distinct category of entities, – has undeniably reshaped the financial sector. In fact, the advent of fintech has spurred a significant rise in the adoption of digital payments across emerging market and developing economies (EMDEs), with the proportion of account holders utilizing digital payments surging from 63 percent in 2014 to 80 percent (Findex 2021). The surge in the adoption of digital payments also catalyzed the digitalization of other financial services, such as savings and lending. For example, in Sub-Saharan Africa, 39 percent of mobile money account owners, reported accessing digital savings via their mobile phones (Findex 2021).

The growth of fintech requires policy makers to adapt their regulatory, supervisory, and oversight tools to keep pace with evolving policy trade-offs from increased fintech adoption. These trade-offs have already manifested in a few markets where fintech initially increased market competition, only to later result in even greater market concentration. This shift can be attributed partly to the inherent market dynamics of economies of scale, and the ability of some new entrants to leverage data and revenue streams from adjacent businesses to offer financial services at a loss. Additionally, concerns have emerged regarding data protection, operational reliability, compliance with financial integrity requirements, and fraud management within the fintech sector.

As noted in the World Bank's Fintech and Future of Finance study, regulators will need to proactively monitor markets and dynamically balance tradeoffs between competition, concentration, efficiency, data protection, and inclusion. In this regard, fostering well-designed financial infrastructure is key to fully harness the potential of fintech, foster meaningful market access for new entrants, and improve the value proposition of fintech for customers. In particular, fast payment systems and open finance, have emerged as key enabling financial infrastructures that can magnify the development impact of fintech while mitigating risks – and as such are being seen as Digital Public Infrastructures (DPI). A term that is increasingly being used to collectively refer to the foundational infrastructures that are designed for maximizing public benefit, boost competition, and mitigate risks (e.g., privacy by design).

This report of the Payments Innovation Jury identifies several of these themes and I am sure the insights presented in this report would be useful for the various stakeholders following and shaping the developments in the domestic payment systems and fintech more broadly.

Let me conclude by thanking John Chaplin for taking time from his busy schedule to convene the payments innovation jury and bring to us their invaluable insights.

INFORMATION ON WORK OF WORLD BANK IN PAYMENT SYSTEMS

The Financial inclusion and Infrastructure unit of the Finance, Competitiveness and Innovation Global Practice of the World Bank works to improve the safety, reliability and efficiency of payment systems and Financial Market Infrastructures (FMIs) by providing financial and technical assistance and policy advice to client governments and public authorities. Further, the World Bank contributes to international standard-setting, and curates and disseminates knowledge on payment systems and FMIs.

THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

Harish Natarajan

Practice Manager, Financial Inclusion and Infrastructure Finance, Competitiveness, and Innovation Global Practice, World Bank

HPS FOREWORD

Over the past 18 months we have witnessed significant developments across the global payments landscape.

From the rise of digital currencies to the emergence of alternative payment methods, these developments are impacting all actors across the payments value chain, from merchants, issuers, processors, and consumers alike, and each are shaping the way that the world makes payments.

At HPS, we are committed to providing innovative payment services that meet the needs of our clients in an ever-changing environment. By monitoring these trends closely, we can continue to provide our clients with the cutting-edge payment technology that meets their needs, both for today and in the future.

Back in May 2023 we held the 10th edition of HPS' WeMeeting live in Marrakesh, where we brought together more than 500 payment experts and key industry speakers from all over the world to discuss the biggest trends disrupting the electronic payments space.

During the conference, we were fortunate to host a session with John Chaplin. It was a fantastic discussion that uncovered the challenges and opportunities of the key areas driving payments innovation, including central bank digital currencies, regulation, buy now pay later, and retail payments data. In a world where data is king, it was great to have the data driven insights from the 2022 report, Myths and Realities, from the Global Payments Jury.

For this reason, we are delighted to sponsor this year's report and to have invited senior leaders of our global clients to participate. We hope that it will help to create a more informed discussion about the future of our industry, and how we can work together to create a more inclusive, transparent, and efficient financial system for all.

Abdeslam Alaoui Smaili, CEO, HPS

ABOUT HPS

HPS is a multinational company and a leading provider of payment solutions and services for issuers, acquirers, card processors, independent sales organisations (ISOs), retailers, mobile network operators (MNOs), and national & regional switches around the world.

PowerCARD is HPS' comprehensive suite of solutions that covers the entire payment value chain by enabling innovative payments through its open platform that allows the processing of any transaction coming from any channel initiated by any means-of-payment. PowerCARD is used by more than 500 institutions in over 90 countries.

HPS has been listed on the Casablanca Stock Exchange since 2006 and has offices located in major business centres (Africa, Europe, Asia, Middle East).

For more information: **www.hps-worldwide.com**

HPS /

INTERSWITCH FOREWORD

For the payments sector globally, 2023 was in every sense, a year for the books...

From an innovation viewpoint, whilst we saw the progressive evolution of consumer behaviour across various markets influencing very interesting transformation of payment methods, on the flipside, it turned out to be the year of unprecedented upheaval in the global technology and financial services (as well as fintech) sectors, featuring a marked reduction in funding, high-profile failures and inevitable bailouts. All these culminated in the unravelling of previously higher valuations following years of access to relatively cheap capital and low interest rates.

Zooming specifically into fintech, the total capital invested into the sector globally was estimated at $51.2bn in 2023, a decrease of 48% compared to 2022, when total investment amounted to $99 billion, deemed by the payments innovation jury and sampled investors to have stemmed from 'overenthusiasm from investors to participate in what's generally perceived to be an attractive, high-profile industry'.

A noteworthy insight from the latest report suggests that the key differentiator between profitable and nonprofitable players is now cost management, not revenue growth, howbeit with a significant number of respondents positing that they believe this is ultimately a positive change for the global payments industry, tempered by equally valid concerns that direct consequences of the recently increasing focus on early profitability could be reduced levels of innovation which may impact future growth.

It is gratifying to see the Global Payments Innovation Jury team home in on such a topical and contextually relevant theme for this current research effort, and we are pleased to be collaborating once again to see another insight-packed edition of the report (the eleventh so far since inception) come to fruition. I particularly find it heart-warming to witness a new report publication in the consecutive year following the penultimate edition.

We are grateful for the valuable views and insights of experts and leaders representing the jury who are actively shaping the outlook of global payments industry, as well as the commitment and tireless effort of the publication team in ensuring the continuity of this significant initiative which sets the tone for what is to come in the global payments industry.

We are equally thrilled to contribute our perspective, as a pan-African payments innovation enabler, to this report which, with every edition, continues to facilitate more balanced appraisal and better understanding of the global payments industry as it continues to evolve ever so dynamically.

Mitchell Elegbe,
Founder & Group Chief Executive Officer, Interswitch

ABOUT INTERSWITCH

Interswitch is a leading technology-driven company focused on the digitization of payments in Nigeria and other countries in Africa. Founded in 2002, Interswitch disrupted the traditional cash-based payments value chain in Nigeria by supporting the introduction of electronic payments processing and switching services.

Today, Interswitch is a leading player with critical mass in Nigeria's developing financial ecosystem and is active across the payments value chain, providing a full suite of omni-channel payment solutions. Interswitch's vision is to make payments a seamless part of everyday life in Africa, and its mission is to create transaction solutions that enable individuals and communities to prosper across Africa. Interswitch's broad network and robust payments platform have been instrumental to the development of the Nigerian payments ecosystem and provide Interswitch with the infrastructure to expand across Africa.

FIME FOREWORD

We are thrilled to support this new edition of the Payments Innovation Jury report, after again an exciting but turbulent year within the Payments sphere. In today's dynamic landscape, the convergence of payments, smart mobility, and digital identity is reshaping our connected world. Despite a difficult 2023 in terms of investments in payments technology and fintechs, as highlighted by the majority of the jury, the payments market has continued its evolution at a sustained pace.

Consumer and merchant expectations have evolved, with consumers seeking quick, integrated, and seamless payment experiences, while merchants aim to boost conversion rates and reduce fraud risks, all anchored in trust.

The payments industry is responding with the new digital wallet offerings at an accelerated pace, as highlighted in the report. The promise of a great UX (user experience) with a high level of perceived security is at the core of these solutions. This goes beyond the traditional card rails as Instant Payments wallets are issued (eg. of Wero to be launched by EPI in Europe or the success of UPI in India). The still-be-confirmed rise of Cryptocurrencies or even national CBDC will pivot around a consumer "wallet" to enable most of its use cases. We can anticipate a battle for the control of these digital wallets between Banks, Xpays, Fintechs, and governments as Digital Identity considerations enter into play.

Instant Payments have thrived despite lower investments, driven by regulatory support and the ISO 20022 protocol, which enriches data and opens new use cases. FedNow's launch in the US in 2023 joins over 50 countries implementing real-time payments, with projections indicating a significant global shift by 2027 (Real-time payments will account for 27.8% of all electronic payments globally according to ACI worldwide).

In 2023, AI plays a crucial role in Fraud detection and prevention, offering evident benefits alongside emerging threats. Anticipating a more personalized payment journey with AI-driven solutions, we face challenges such as regulatory compliance, data ownership, breaches, and usage, to name a few.

For Central Banks, payment remains a sovereignty challenge as its digitalization has increased the reliance on large private companies. It is not a surprise that the report highlights the increased support of regulators to local and regional payment networks.

An exciting time for our payments industry to navigate challenges, embrace innovation, and capitalize on opportunities presented by ongoing digital transformation, paving the way for a resilient and prosperous future.

Lionel Grosclaude, CEO, Fime

ABOUT FIME

Fime enables its clients to create and launch trusted and secure solutions with consulting and testing services in payments, smart mobility and digital identity. It offers global cross-industry perspective, local insight, and unique heritage in testing and certification. Fime's consultants provide transformative business expertise, partnering with organizations worldwide to define, design, deliver and test their products and services.

Wi th 400+ experts around the world, Fime works strategically to help its clients turn ideas into reality, swiftly take products to market, and achieve competitive advantage. Working together, Fime turns powerful innovations into the future of trusted transactions.

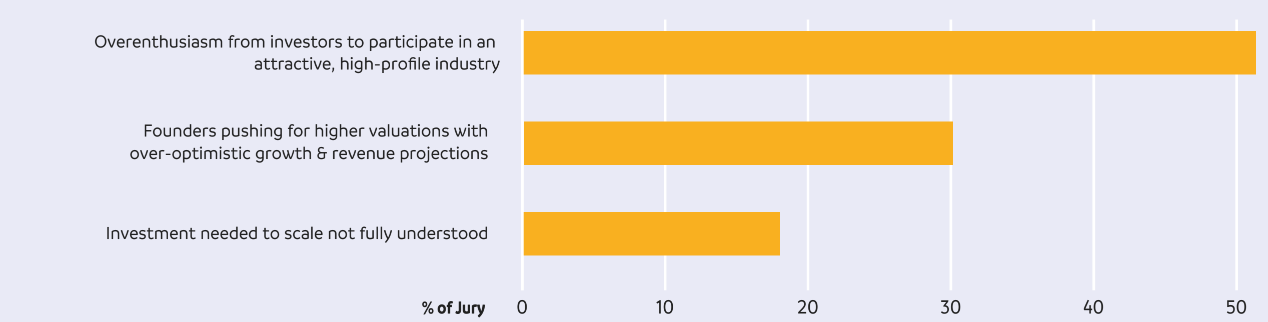
THE RISE (AND RISE) AND FALL OF VALUATIONS AND INVESTMENTS

By 2023 significant changes were occurring in the venture capital (VC) industry, as investors decelerated deal flow, lowered valuations and - in some cases - even began laying off staff. A decade-long bull market, fuelled by low interest rates, had for years attracted non-traditional venture investors to tech, and the increased competition had driven funding rounds and valuations to previously unforeseen heights. Over $480bn in VC funding has gone into fintech start-ups since 2016, and more than $1.1tn of exit value has been created in the same period[1]. Fintech start-ups are now worth $3.7tn, with two thirds of the value still held privately.

But rising interest rates in 2022 forced VCs to become far more conservative with their cash, thinning out their start-up portfolios. 3,200 start-ups and $27bn in venture investment evaporated by the end of 2023, as did 38% of active VC investors in the US[2]. Fintech start-ups raised $6bn globally in Q3 2023, the lowest level since 2017 and less than half raised in the same period in the previous year[1]. Zooming out further, the total capital invested into fintech globally reached $51.2bn in 2023 - a decrease of 48% compared to 2022, when total investment amounted to $99 billion[3]. Unsurprisingly, start-up valuations have been similarly impacted.

We wanted the Jury's opinion on why payment business valuations were so high before the slowdown, asking respondents to rank the factors in order of impact.

WHY WERE PAYMENTS VALUATIONS SO HIGH PRIOR TO THE SLOWDOWN?

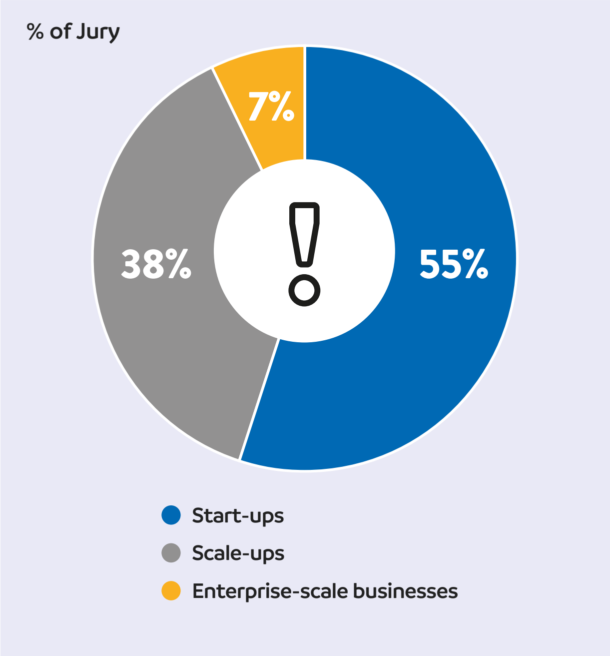


Overenthusiasm on the part of investors eager to land deals ranked as the most impactful factor in driving up valuations, even among the investors on the Jury. Not far behind in second place was the impact of business founders who prioritised high valuations. Of course, there is a strong relationship between these top two factors; when start-ups are looking for the best valuation and investors are competing with each other to land the deal, valuations are driven up.

We also wanted to know the Jury's perspective on the investment stage most severely impacted by this economic sea-change. Breakout-stage fintech funding (e.g. Series B – C) grew almost fourfold from 2016 to 2021, but has since dropped to $2.5bn in Q3 2023 from a height of $11.3bn in Q1 2021. Start-ups in Europe were more than twice as likely to raise a downround in 2023 compared to their fellow startups in the US[4]. In fact, nearly 22% of all funding rounds in Europe in 2023 were downrounds — meaning start-ups raised new capital at a lower valuation than the company's previous round — compared to about 9% for US startups.

1 Dealroom, 2023
2 Pitchbook, 2023
3 Innovate Finance, 2024
4 Ledgy, 2024

BUSINESSES MOST IMPACTED BY DECREASES IN VALUATIONS & INVESTMENT



The Jury judged start-up businesses to be most negatively impacted by plummeting valuations and investment rounds (55%), followed by scale-ups (38%) and enterprise-scale businesses (7%). While this was fairly consistent across the Jury sectors, investors notably picked scale-ups over start-ups by 60% to 40%, which may be attributed to this particular audience considering later-stage funding rounds which are more expensive, or many of the investors on the Jury having significant later stage companies in their portfolios.

There was some diversity of opinion on the Jury's part when asked how these businesses are reacting to the current era of diminished funding. Overall, operational cost-cutting was ranked the highest, followed by pushing for profitability over growth.

START-UPS AND SCALE-UPS REACTIONS TO LOWER INVESTMENT ROUNDS

Upon closer examination, the two top-ranked reactions do vary somewhat depending upon the Jury sector. Burn-rate is perhaps an obvious target, with operational cost-cutting falling to 25% when only considering responses from financial institutions.

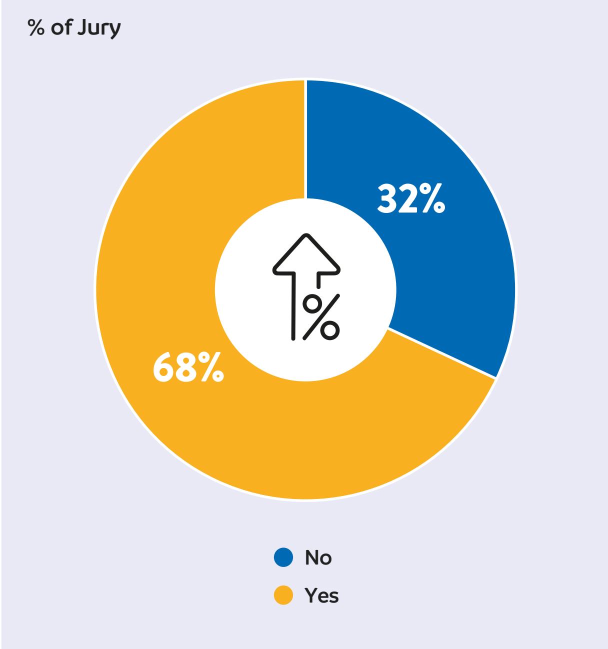
Partnering with larger existing players came in second overall, but for financial institutions and payment schemes was the first choice – possibly because these sectors are often partner candidates for fintechs. While they may involve trade-offs (and are not exactly free of cost), such partnerships can represent an alternative growth path via access to the larger partner's customer base and can even attract new investment from the partner.

"Scale-ups cannot get enough cash so they have to cut costs to extend the runway while searching for partners."

"Growth ROI now has been reverted back to real financial metrics rather than proxy metrics, as investment is harder to come by."

"We're in crisis. Time to refocus on fundamentals."

IS PAYMENTS FUNDING BEING DIVERTED INTO OTHER FINTECH SUBSECTORS?



Most of the Jury (68%) believe funding that was previously destined for payment businesses is now being diverted into other fintech sub-sectors to some extent. In general, the Jury does not seem surprised by such a development. Although funding of digital payment initiatives may have experienced a growth spike during the pandemic, jurors' comments suggest an acknowledgement that the payments sector is crowded, within a complex regulatory landscape that can be challenging to newcomers, and has a longer path to profitability than some alternative investments.

"I think the investment into payments has been somewhat saturated in recent years with very few successes... investors are now looking to cut their losses and identify less risky alternatives."

The slackening of fintech investment and reduction in VC's dry powder is also resulting in a renewed emphasis on fintech profitability. Business models requiring rapid growth and the achievement of a 'network effect', often at great cost, have increasingly been forced to cut operating costs in pursuit of nearer-term profit. Investors are now looking for business models with a clear path to sustainable growth[5]. We asked the Jury whether this newer emphasis on earlier profitability over fast growth represents a long-term market movement, or short-term trend.

A third of the Jury believes the focus on earlier profitability represents a long-term market movement, more than double those who view it as short-term. However, half the Jury members believe it's too soon to tell. These are views reflective of the current level of uncertainty in industry media.

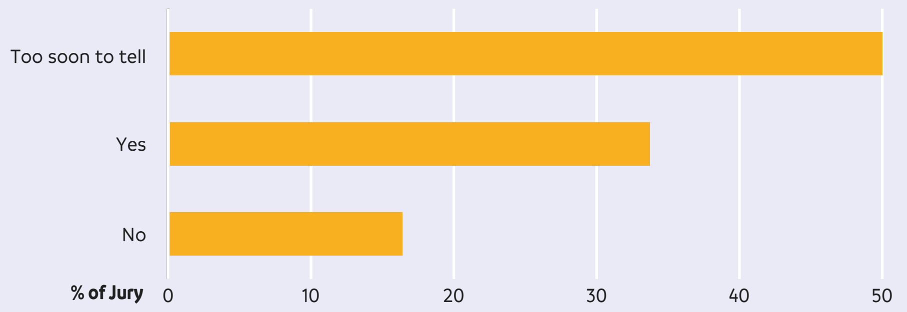
"Investors will be more willing to pay for growth as interest rates decline."

"As the global economy heals and the interest rates drop, then investors will be hungry again."

"This is a realignment to traditional business metrics, just as in other sectors."

5 McKinsey, 2023

IS THE FOCUS ON EARLIER PROFITABILITY HERE TO STAY?

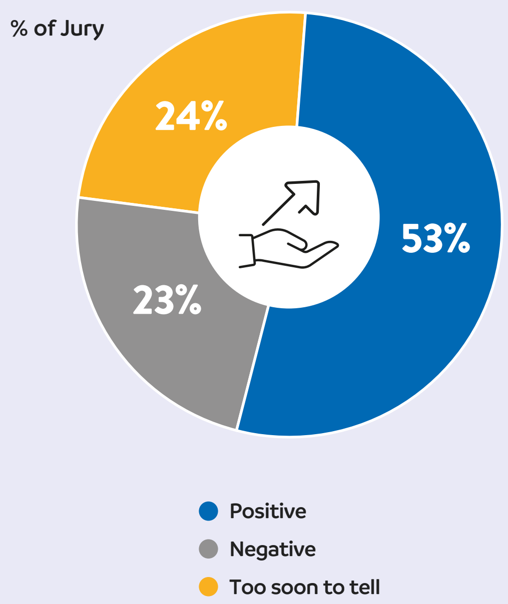


The unusually long bull market period meant that, as with start-up founders, many investors had not experienced a sustained downturn. While a return to fiscal responsibility may seem to many like a legitimate course correction in a rising interest rate environment, there are some who believe in the nearer-term return of free-spending investors and a more active IPO market once interest rates come down. A number of "too soon to tell" jurors reflected this sentiment in their comments, with many citing the cyclical nature of VC investing.

While a renewed profitability focus may or may not be here to stay, over half of all jurors (53%) believe it represents positive change, citing the prospects for a healthier, more sustainable payments industry.

Jurors who viewed the change as negative expressed the belief that a shorter-term focus on cost-containment and profitability will have a dampening impact on innovation and the ability to sufficiently scale. Regarding scalability in particular, a number of Jurors pointed out that a payments business must scale to achieve profit, which generally requires time and investment in infrastructure.

FOCUS ON EARLY PROFITABILITY - POSITIVE OR NEGATIVE?



"This shift will ensure that the truly good business models thrive and others fall off faster."

"Ultimately this is the maturing of the sector."

"A direct consequence of the recent focus on early profitability is reduced levels of innovation, which impacts future growth."

"It is more difficult now to develop more ambitious and larger projects that require more time to scale up and achieve break-even."

DOMESTIC RETAIL PAYMENTS: THE FUTURE IS MOBILE

2024 could well go down in history as the year instant mobile payments hit the mainstream.

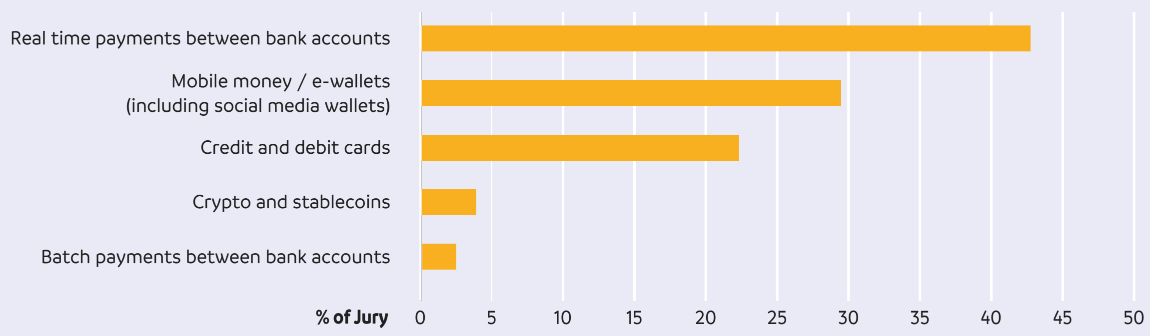
The Payments Innovation Jury has been tracking the increasing importance of mobile-based retail payment methods for some time. In 2021, the Jury noted the rise of at least two different market models to challenge the dominance of card schemes[6]:

- New standalone bank account-to-account (A2A) schemes, which sometimes seek to leverage established domestic card networks; and
- Mobile money, which includes mobile wallet services offered by telcos, social media and fintechs.

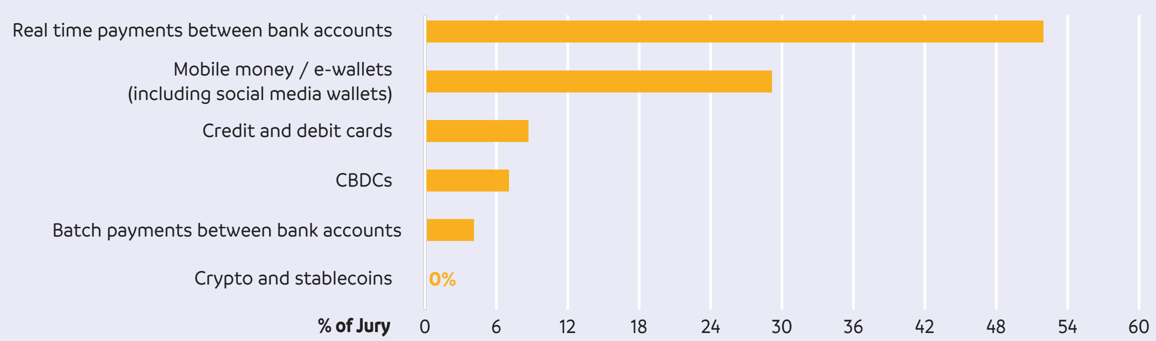
In 2022, nearly half (46%) of the Jury told us that within 5 years, A2A networks and mobile money would compete sustainably with card networks in domestic systems - although more than a third (36%) still thought cards would continue to dominate their home market.[7]

Now, only two years later, the picture has evolved faster than many expected. We asked Jurors to identify the fastest growing retail payment methods in their home market. 69% nominated either account-to-account or mobile money. When we asked them to fast forward five years, this grew to 77%. In comparison, only 21% nominated card, declining to 8% in five years' time.

FASTEST GROWING RETAIL PAYMENT METHOD NOW IN JURORS' MARKETS



FASTEST GROWING RETAIL PAYMENT METHOD IN JURORS' MARKETS IN 5 YEARS

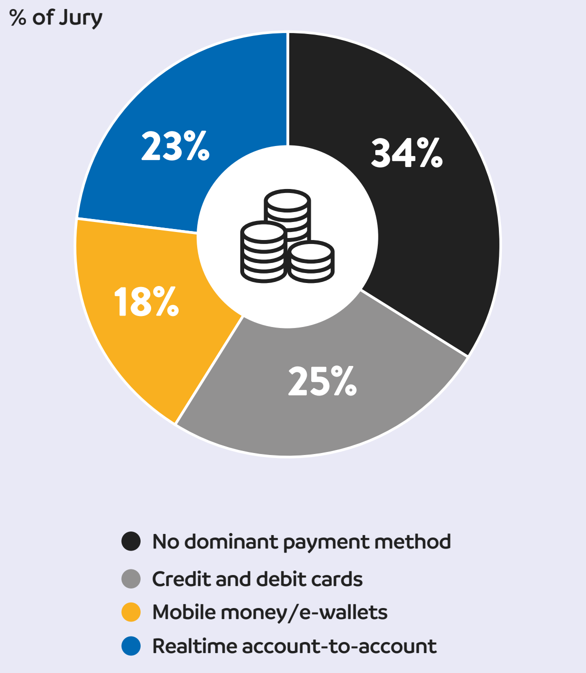


6 Payments Innovation Jury, 2021, p10.

7 Payments Innovation Jury, 2022, p13.

When asked to name the dominant consumer payment method in their market in the next five years (a question we also asked in 2022), a third (34%) said no one method would dominate and there would be competition; a quarter (25%) nominated card, but 41% were prepared to back either A2A or mobile money.

WHAT WILL BE THE DOMINANT PAYMENT METHOD IN YOUR MARKET BE IN 5 YEARS?



This is a remarkable evolution from 2022, when nearly half the Jury thought there would be competition without a dominant method and only 17% put their money on either A2A or mobile money.

At a global level, this seems to suggest three important takeaways:

- The crystal ball is clearing; jurors have increasing confidence in predicting how their local market will evolve over a five year horizon; but
- National markets are diverging from each other; we may all have some combination of card, A2A and mobile money in the competitive mix, but the persistent spread of results suggests there's more than one path to sustainable efficiency; and
- In countries where card networks (domestic or international) have not already established a position of market dominance in non-cash payments, they are unlikely to do so.

These results reflect some different dynamics in developed versus emerging markets. When comparing Jury responses from the 'Global North' (Europe and North America) with those from the 'Global South' (Africa, Middle East, South America, Asia Pacific)[8] new trends emerge:

- In the Global North, expert opinion is evenly split between card and the combination of A2A and mobile money: a third of Jurors affirm card's dominance; a third predict that one of the newer mobile methods will become dominant within five years; and a third see ongoing competition between them with no clear winner.
- In the Global South, where card networks and banks are not necessarily incumbent, the picture changes. Only 13% see card as becoming dominant, while 54% see either A2A or mobile money achieving this.

	No dominant payment method	Credit and debit cards	Realtime account to account	Mobile money / e-wallets	CBDC and/or stablecoins
Global South	33%	13%	33%	21%	0%
Global North	35%	34%	15%	16%	0%

In developed economies, many addressable cash transactions have already converted to card. This means that there is less space for growth. Jury quotes suggest that against the huge benefits of card incumbency, newer mobile methods have several things going for them:

- The natural alignment of A2A with open banking, which is growing rapidly
- The embedding of mobile money into digital commerce platforms, also growing rapidly
- Domestic regulatory encouragement for new payment methods as ways to democratise digital payments, and increase financial inclusion and competition
- A structurally lower cost base
- Faster settlement

Needless to say, card networks will respond to retain their incumbency. This is very likely to involve evolution away from the card form factor and onto the mobile - in the process adopting many of the above advantages.

8 Needless to say this is an imperfect division with some obvious outliers. Australia is economically more akin to the Global North; some Eastern European countries have more in common economically with the Global South.

But it remains an open question how far the international card networks are prepared to go in changing their economic model. There has been a lot of regulatory intervention against high interchange fees in recent years all over the world, and domestic card networks tend to have much lower interchange flows. But the big international brands and their issuers are still inclined to "buy" cardholder activity through attractive reward programmes funded by interchange, which ends up costing the merchant. It seems likely that competitive change in this area may be a prerequisite for an effective fightback by card schemes against mobile money and A2A payments.

In emerging markets, it appears that regulators have a great deal more say on how the market dynamic evolves. The drive to digitise the economy and promote financial inclusion often leads the central bank to take a muscular approach to market development. There are a few different ways they can do this:

Frame regulations to support low cost mobile solutions that evolve commercially, as the East African central banks have tended to do for mobile money

Guide the growth and economic utility of both mobile money and A2A by building interoperability into the system, as we have seen in India, Thailand and several West African economies such as Ghana

Simply build its own universal platform for instant A2A payments, and connect banks and neobanks together, as Brazil has done to great effect.

"Because of the card commissions we believe account to account payments will rise."

"This is a tricky one. In our main market, the underbanked will continue to take up credit/debit cards (albeit on their phones) along with other phone apps - ie mobile money."

"In the US, the lion's share of mobile payments are funded with credit/debit cards, which is why I discount the mobile sector's material growth. Real-time account payments may take five years to hit their stride."

Our results and comments tend to reinforce this.

"The central bank of Brazil is leading the innovation agenda in the national payment systems."

"The UK (faster payments from Pay.UK) and EU (SEPA SPAA) are strongly supported by regulators as a viable alternative to cards. Both markets are pushing for increased A2A payment adoption."

"Regulators are increasingly recognizing the importance of domestic payment systems to the economy. This creates competitive and innovative payments landscapes."

> "It's a matter of national sovereignty: in country after country there's a desire to have a control over the domestic payment system. Or, put another way, to not be in a position where the Americans can pull the plug."

> "Regulators are driving hard for transformation in domestic payments."

A striking aspect of Jury responses this year has been the lack of interest in crypto (including stablecoins) as a payments medium, and generally cooling sentiment about central bank digital currencies (CBDCs). In 2022, 55% of the Jury predicted a CBDC being issued in their market within five years. For our 2024 Jurors, the hype has not translated into a compelling case for market growth.

When the Jury was invited to rank crypto and CBDC in terms of speed of growth relative to other methods in 5 years' time, only 7% were prepared to put CBDC at the top of the list, and none saw crypto as a contender. In the same vein, not a single Juror saw CBDC or crypto as being the dominant payment method in their market in five years' time.

In the case of CBDCs, this does not seem to suggest an abandonment of the global project. Many of our jurors commented that their central bank was committed to introducing CBDCs as a payment method, and further that this could reshape domestic market dynamics over the long term. With strong regulatory support, CBDCs remain a long-term prospect, but beyond our five-year horizon.

> "Tellingly, the same cannot be said of stablecoins. At least to our community of payments professionals, whatever they are, they aren't money. No doubt this has something to do with the market failures and scandals in the crypto world in recent times. But even without these distractions, the improvement in customer utility relative to traditional payment methods seems to have been rapidly eroded away by the stellar growth of A2A and mobile money."

So far, our Jurors have confirmed the structural shift to newer mobile-based retail payment methods. But we also wanted our Jurors to express a view on the implications for market participants. We can clearly see the rise of new entrants like challenger banks, telcos, social media platforms and other fintechs. This makes the market landscape complex and increasingly competitive. We asked where transaction growth was coming from in domestic markets.

Globally, the Jury appeared to be hedging their bets: 53% nominated new entrants, but 47% said banks. Indeed, Juror commentary suggests that the factors are nicely balanced. Banks have their large established networks and big technology budgets, but new entrants have innovation, agility, appetite for risk and (sometimes) more regulatory freedom. A regulator might see this outcome as encouraging: as incumbents slug it out with new entrants, their relative advantages are reasonably balanced - and the end user is the winner.

53% Jurors say domestic scheme transaction growth is coming from new entrants, but

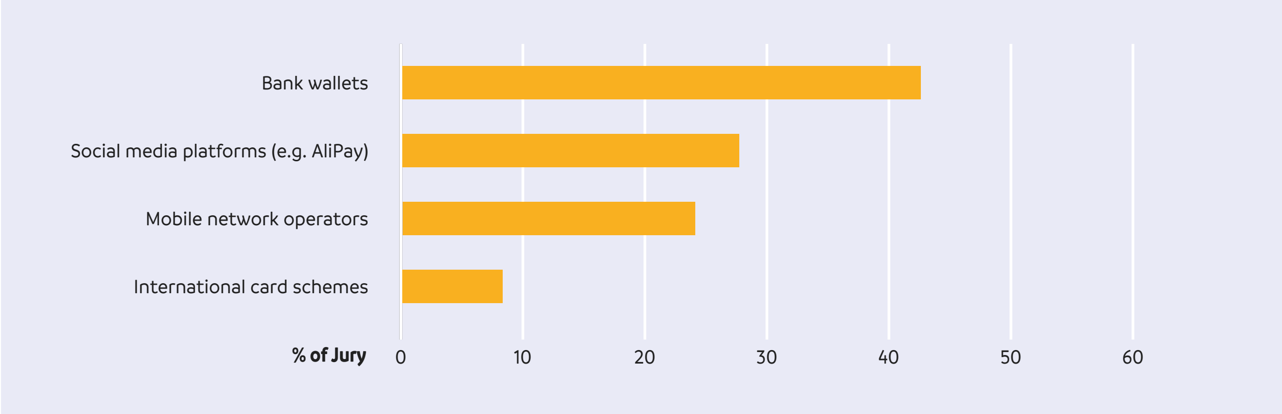
47% say it's coming from banks

As the leading innovation for payments growth right now is clearly the mobile wallet, we asked Jurors to rank telcos, social media platforms, banks and international card schemes in terms of leadership in their domestic mobile wallets market.

> "Volumes are still being dominated by banks and they are positioning to capture more digital transactions with the establishment of their own fintech subsidiaries."

> "New entrants are more innovative and are able to offer more competitive products and services. They are not burdened by the legacy systems and are more agile."

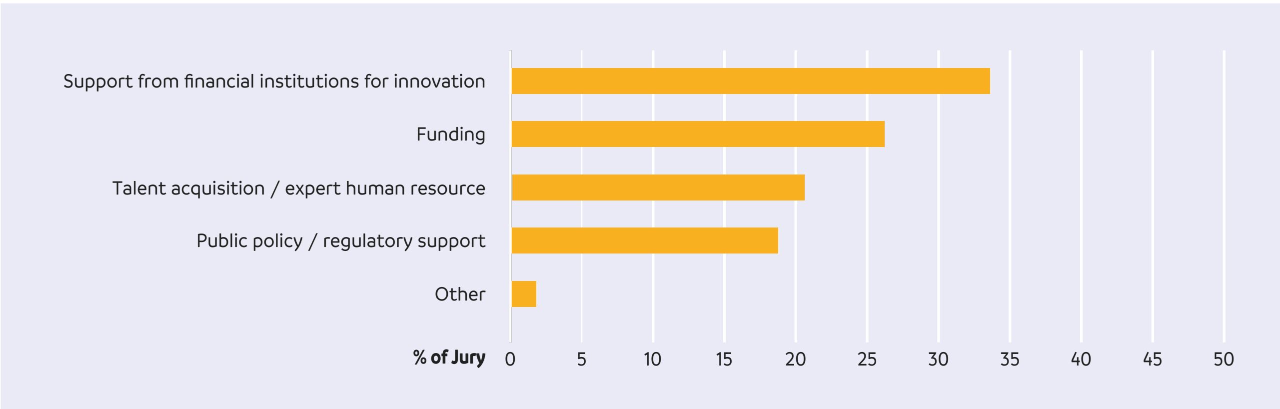
WHO WILL BE THE DOMINANT MOBILE MONEY PLAYER IN YOUR MARKET?



41% of Jurors predicted that banks were likely to dominate mobile wallets, far surpassing telcos and social media. This might seem surprising, given the structural shifts that have been described so far. Yet there are some compelling reasons to support the Jury's insight. First, we can observe that banks are just doing what they do best: wait for an innovation to prove itself in growth terms, then adopt it through acquisition, alliance or imitation. When you have the customer network (as banks do, at least in the Global North), you can afford to be a follower, even a fairly slow one.

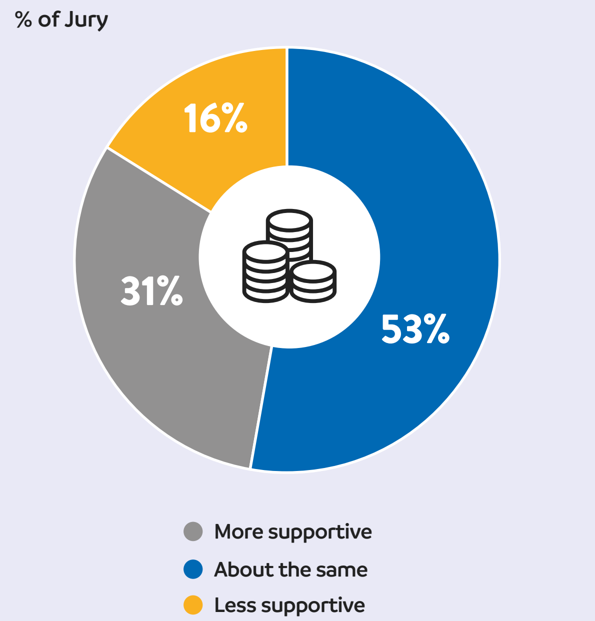
Another factor appears to be public policy. In many markets, initial disruptive success by a mobile money provider has been pegged back when the regulator decides that the newcomer needs to interoperate with the rest of the payments system – effectively allowing banks a new opportunity to enter that market on level terms. Asked about the main challenges domestic systems face in executing innovation programmes, Jurors identified the need for bank support as the biggest challenge, which appears to confirm the ongoing significance of banks in this changing world.

BIGGEST INNOVATION CHALLENGES FOR DOMESTIC PAYMENT SYSTEMS



Looking at this from another angle, central banks typically expect local banks to support domestic payments innovation in the form of new national card or A2A schemes, despite the higher commercial returns that may be available to them from international card schemes, at least in the short term. In the view of our Jury, banks broadly accept this national responsibility, although not without some ambivalence, as the next chart shows.

BANK SUPPORT OF DOMESTIC PAYMENT SYSTEMS



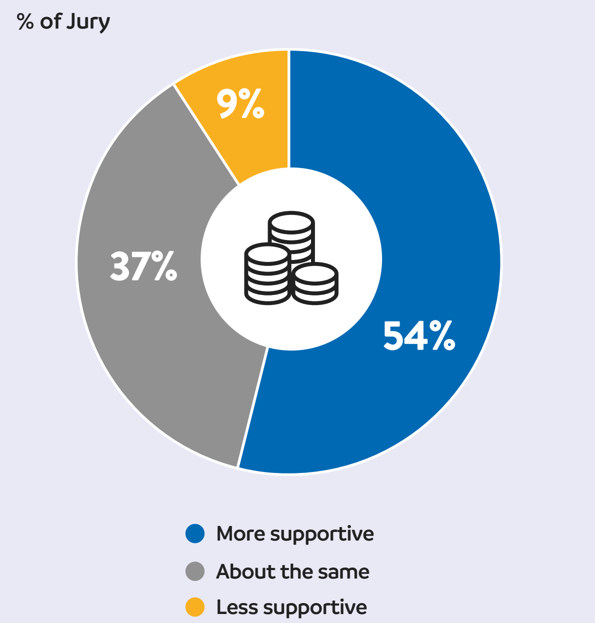
Juror comments reinforce this perception:

> "Most institutions are now resigned to need to support the domestic schemes, being debit card or account to account. With many having moved on from trying to maximise interchange, and keen to retire aged payments rails, they continue to work with domestic networks especially given regulatory pressure."

We have already seen that, at least in emerging economies, regulators are perceived as taking a more interventionist approach to the structural shift onto the mobile channel. Based on Juror comments, their drivers for doing so are based in economic policy outcomes, whether that is creating local control of payments infrastructure; creating competitive alternatives for citizens and businesses, or encouraging financial inclusion and broader prosperity, driven by ubiquitous low-cost digital payments.

It is little wonder, then, that regulators are generally seen as supportive of domestic payment infrastructure (although this can vary greatly from market to market):

REGULATORS SUPPORT OF DOMESTIC PAYMENT SYSTEMS



"Most regulators have a clear agenda of financial inclusion and see the role domestic payment systems will play in this."

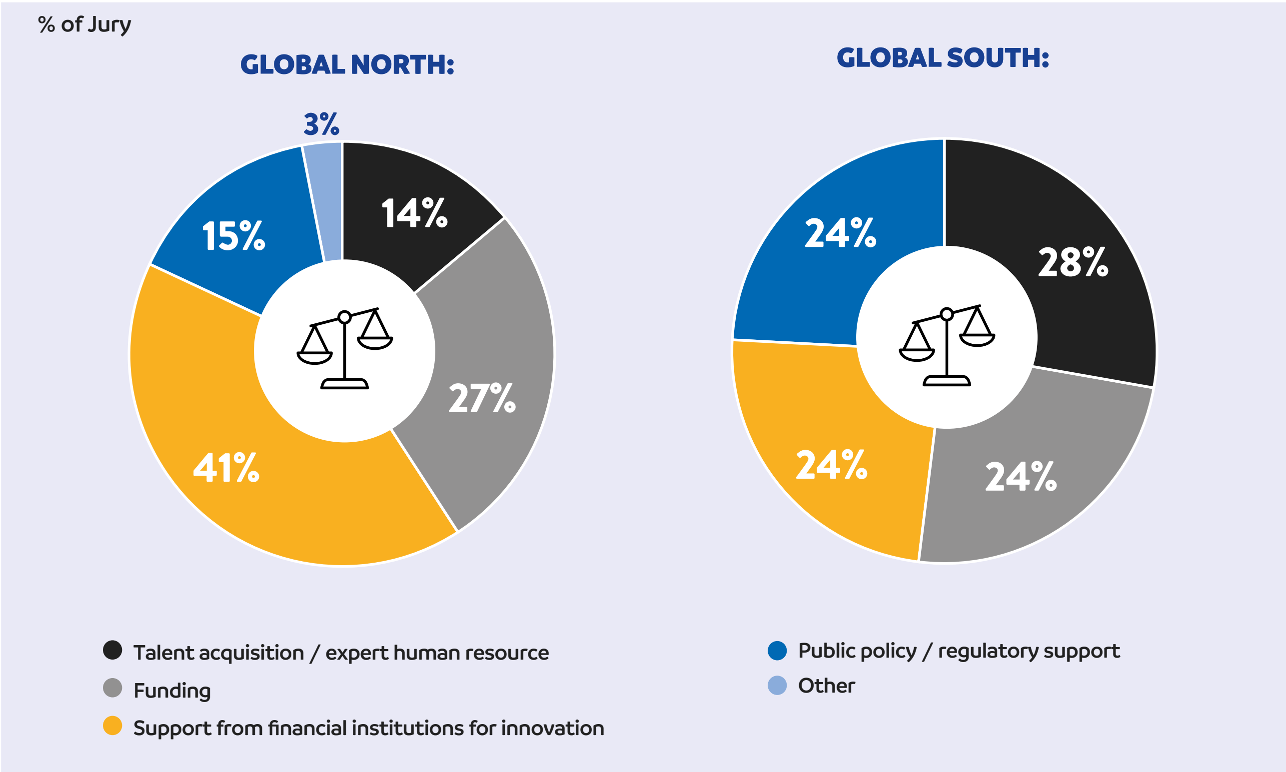
"More and more regulators/central banks and governments are taking action to create "payments sovereignty" and control the domestic payment systems to improve financial inclusion and reduce dependency on international schemes, big tech and large banks."

"In Europe, there is a clear political agenda to create an alternative to the international card schemes. With real-time payments and open banking they are finally seeing a viable 'pay by bank' option for retail payments."

The Jurors have disclosed a wealth of structural evolution in multiple domestic payments markets at the same time, driven partly by technology shifts and partly by public policy. These new developments have some global implications, which have spurred some interesting commentary and debate from Jurors.

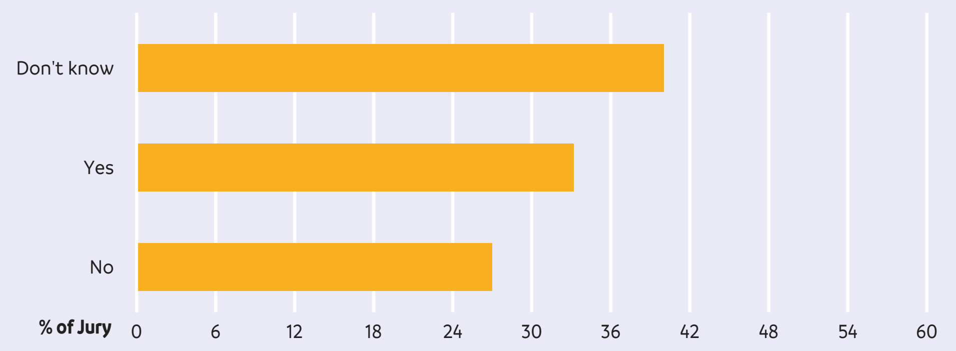
First, it isn't clear whether there is enough payments talent to go around. We have already seen that talent acquisition was not seen as the biggest challenge to domestic payments innovation globally. But when we look at results for the Global North vs. the Global South, a different picture emerges. The Global South Jurors have talent acquisition at the top of their list, although it is not perceived as a problem in the Global North.

REGIONAL VARIATIONS IN INNOVATION CHALLENGES FOR DOMESTIC PAYMENT SYSTEMS



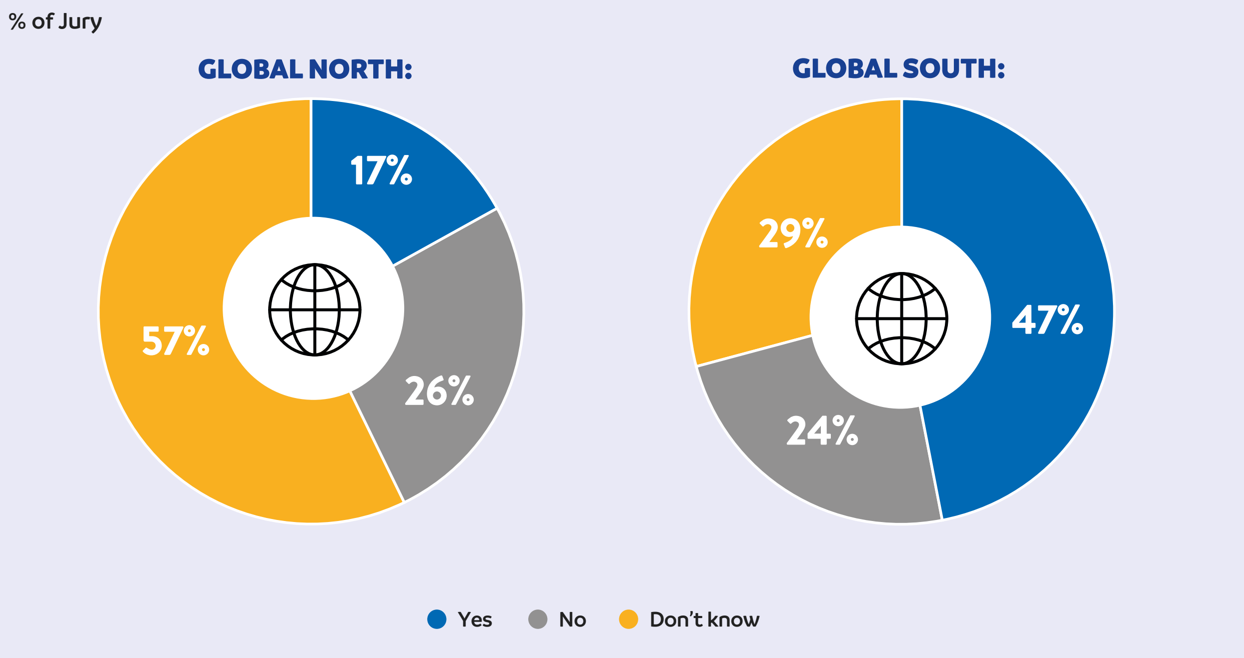
We asked Jurors specifically about the risk of emerging market innovation being hampered by talent acquisition programmes in developed markets. The global picture was on balance in agreement, with a wealth of commentary on both sides - plus quite a few who weren't sure. Some Jurors noted the financial inducements and often citizenship available in developed economies; others argued that at least the larger emerging markets (India, China, Brazil) offered better opportunities for innovative work.

DOES TALENT ACQUISITION BY DEVELOPED MARKETS HARM PAYMENTS INNOVATION IN DEVELOPING MARKETS?



But again, separating Global North from Global South showed a different picture.

IS PAYMENT INNOVATION IN EMERGING MARKETS BEING HAMPERED BY TALENT ACQUISITION PROGRAMMES IN DEVELOPED MARKETS?

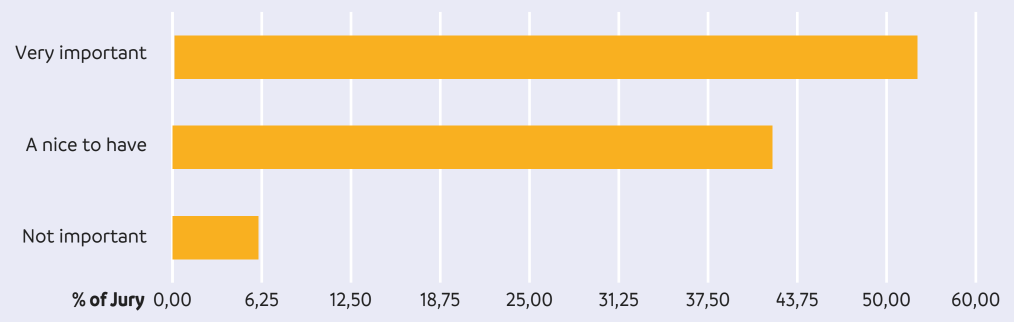


Nearly half of Global South Jurors saw this as an issue, which was twice as many as those who did not. In the Global North, more than half of Jurors had no opinion, and those who did generally did not perceive this as a challenge. Those results are not surprising and clearly communicate that this is a growing issue in the Global South - and, crucially, that the Global North is either unaware because they are unaffected, or simply do not see it as a problem for the same reason.

An opinion survey is not an exact science, but there is enough here for global bodies to think about how to assist emerging markets with talent retention as their markets evolve.

We also asked about the importance of international interoperability for domestic real-time systems. A great majority of Jurors saw this as relevant, and more than half 'very important'.

IMPORTANCE OF INTERNATIONAL INTEROPERABILITY FOR DOMESTIC REAL-TIME SYSTEMS



Perhaps more surprising, two thirds (67%) of Jurors saw domestic operators and regulators as the prime movers in addressing this, implying a "regional to global" strategy. This perhaps reflects the resurgence of national payments "sovereignty" in the face of globalising networks - and may also reflect a lack of confidence in the likes of EMVCo being able to assert independence from the international schemes. While the Jury's selection of domestic operators as the prime movers is logical, it may well imply a fairly slow and perhaps patchy evolution of cross-border interoperability.

BAILOUTS AND FAILURES

2023 will likely be remembered as the year in which bank failures and bailouts rippled across the world.

Rising interest rates, declining commercial property values and the looming threat of recession were just three factors that overwhelmed banks in the US, UK and Switzerland. In the opening weeks of the year, multiple high-profile regional banks collapsed across America, including Silicon Valley Bank, Signature Bank and First Republic Bank, all of which roiled financial markets and unsettled the public.

To give scale to the crisis, the collapse of First Republic Bank marked the second largest bank failure in US history, with Silicon Valley Bank taking third place. At the time of its downfall, Silicon Valley Bank held $209bn in assets and $175bn in deposits, while Signature Bank held $110bn and $89bn respectively.

In Europe, Credit Suisse also reached crisis point, having faced numerous scandals, the collapse of two investment funds in which the bank was heavily involved, and a constantly rotating group of executives. As a result, its closest rival UBS acquired the bank for roughly $3.3bn in an attempt to shore up the global banking system and prevent further collapses.

TIMELINE

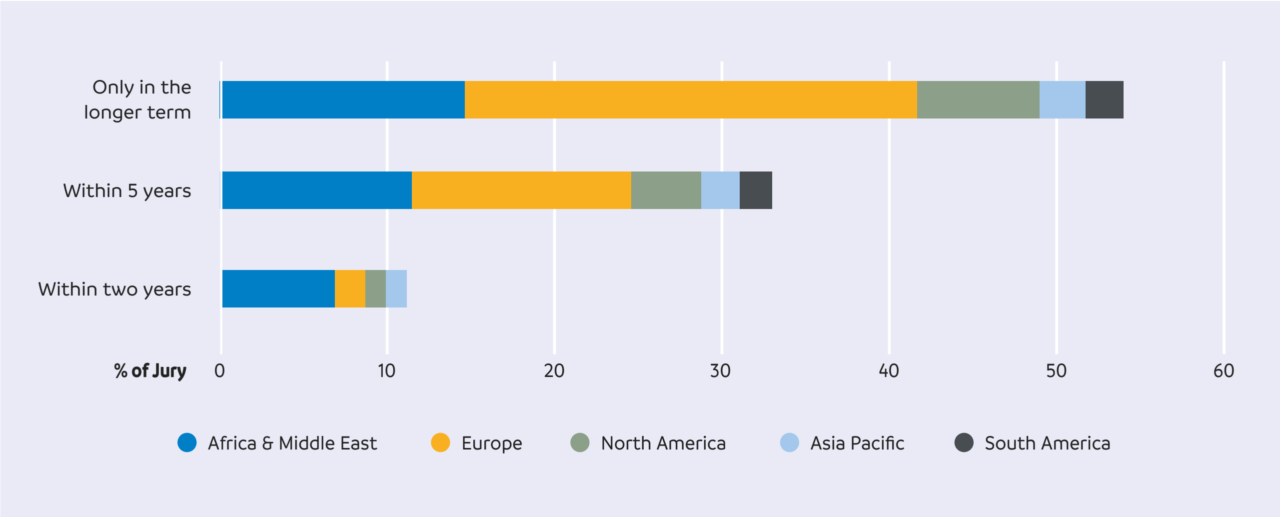
- **8th March:** Silvergate announces that it was to cease operations and liquidate its assets. Silicon Valley Bank announces it intends to raise $2.25bn in common equity
- **9th March:** Silicon Valley Bank's stock drops by 60%
- **10th March:** Silicon Valley Bank collapses after a run on deposits
- **12th March:** New York regulators shut down Signature Bank over concerns that it threatened financial stability
- **13th March:** The Bank of England announces the sale of Silicon Valley Bank's British subsidiary to HSBC
- **15th March:** Credit Suisse shares plummet after investors begin to fear it would run out of money
- **19th March:** UBS agrees to buy Credit Suisse for $3.2bn
- **24th March:** Deutsche Bank shares drop 8.4%, as do other stocks across the market
- **24th April:** First Republic reveal the bank lost $102bn in customer deposits during the first quarter of the year
- **25th April:** First Republic's stock closed down 50% and continues to tumble
- **1st May:** First Republic is taken over by the Federal Deposit Insurance Corporation and immediately sold to JP Morgan Chase

Turmoil was not just confined to Western nations. The central bank of Ghana – a country once touted as a trailblazing African economic success story – reportedly lost 60bn Ghanaian cedis ($5.2bn; £4.3bn) in the 2022 financial year, leading to widespread unrest in the country.

Although the number of bank crises has dropped in recent months, 46% of the Jury still expect significant bank consolidation in their market at some point in the next five years as institutions continue to come under pressure. This is advantageous in many ways; when smaller banks with weak financial health are absorbed by larger, more stable banks, there is significantly reduced risk of failures and future crises, as well as greater resources and asset bases for the newly merged entity. In terms of timescale, 34% expect this to happen within the next five years, while over one in ten (12%) expect this to happen within the next two. The remaining 54% expect consolidation to only happen in the longer term.

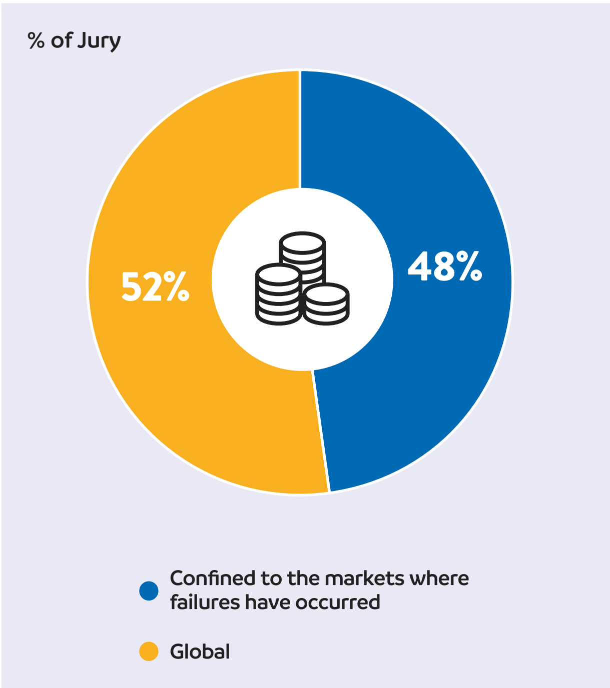
Opinions fluctuated significantly between markets about when consolidation will take place. 55% of Jurors located in Africa expect bank consolidation in their market within five years, compared to 38% in Europe.

FUTURE BANK CONSOLIDATION IN JURORS' MARKETS



While financial markets have regained stability, there are persisting vulnerabilities posing challenges for banks – especially those which are regional or undercapitalised. The collapse of Silicon Valley Bank, for instance, was not directly caused by cryptocurrency, but its volatility in early 2023 was attributed as a contributing factor. Similarly, the failures of Silvergate Bank ($3.8bn digital-asset related deposits) and Signature Bank ($17.8bn cryptocurrency-related deposits) left many of those cryptocurrency customers bank-less as they struggled to find new institutions. In turn, over half (52%) of the Jury believe that the rippling impact of the cryptocurrency failures will be felt around the world, while 48% said that they will be confined to the markets where failures have occurred.

CRYPTOCURRENCY FAILURES - A LOCAL OR GLOBAL ISSUE?



In the wake of the collapse, many banks have shown a reluctance to increase their involvement with cryptocurrencies. Our Jury was split on the motivations behind this. 54% believe that if financial institutions in their market are offering fewer cryptocurrency services to their customers than before, they are being driven by business decisions of individual institutions, while 46% believe that this stems from regulatory intervention.

> "The recent cryptocurrency failures reinforce the need for proper cryptocurrency management, financial transparency and regulatory supervision."

"On the one hand, it highlights the significant challenges and concerns many have around the volatility of digital currencies. On the other, it needs adoption by Central Banks / Regulators to become credible. Hence it will probably be positive for CBDC plans overall, but the size of the CBDC opportunity will be called into question."

"Recent regulatory announcements have put commercial market propositions plans on the backburner."

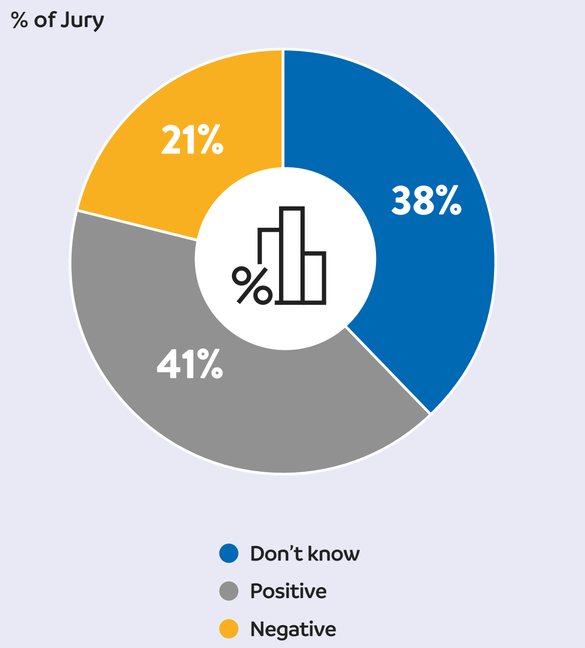
"The volatility and risk of cryptocurrency has seen financial institutions de-risk by not allowing cryptocurrency service providers to use their services."

"Regulators are treading carefully and thus are slow to enable these services."

Even if banks were to increase cryptocurrency services to consumers, public appetite has waned in developed markets. Polling from CivicScience found that nearly two-thirds of US adults are less likely to invest in cryptocurrency following recent crises, indicating potential long-term impacts on investment. However, in emerging markets, such as Venezuela, the technology has demonstrated value. Frequent bouts of hyperinflation and currency depreciation led to increased adoption of cryptocurrencies as a means of protecting against these economic challenges.

Almost half (48%) of the Jury also believe that there has been an impact on traditional financial markets following the crises. Furthermore, four in ten (41%) believe that the recent cryptocurrency failures will be positive for Central Bank Digital Currency (CBDC) plans, while just over one in five (21%) believe they'll have a negative impact. Notably, 38% of the Jury selected 'don't know', showing that there is no clear consensus among the group on the impact.

IMPACT OF CRYPTOCURRENCY FAILURES ON CBDC PLANS



Heralded by our 2022 Jury as one of the most anticipated developments in payments history – as well as a driver of financial inclusivity – the events of 2023 have left the Jury split on CBDCs:

"CBDC and digital tokens / assets can now prove to be safer than cryptocurrency."

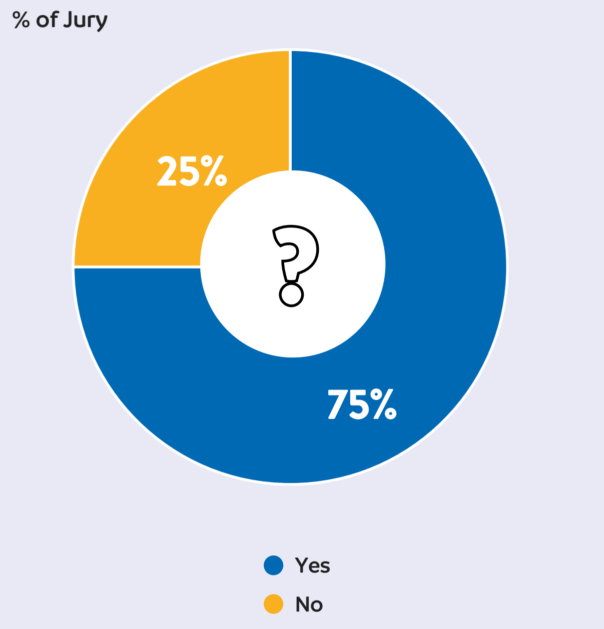
"To quote comedian Victor Borge, CBDCs are a cure for which there is no known disease. The interest/ frenzy is a mystery to me."

"Cryptocurrency failures will enforce sceptics' view that financial services always require an enabling regulatory environment."

"While there is no reason to assume a CBDC will be a stablecoin solution, a fading cryptocurrency market suggests that the issue of CBDC-stablecoin competition may become moot."

Despite the ongoing debate and volatilities around cryptocurrencies and CBDCs, the majority of the Jury (75%) believe that allowing innovative new market entrants easier access to domestic payments systems is a public policy/regulatory objective in their market. This was a particularly prevalent opinion in Africa and the Middle East, where 82% of Jurors believed this was a priority.

IS EASIER ACCESS TO DOMESTIC PAYMENTS SYSTEMS FOR NEW MARKET ENTRANTS A POLICY OBJECTIVE IN YOUR MAIN MARKET?

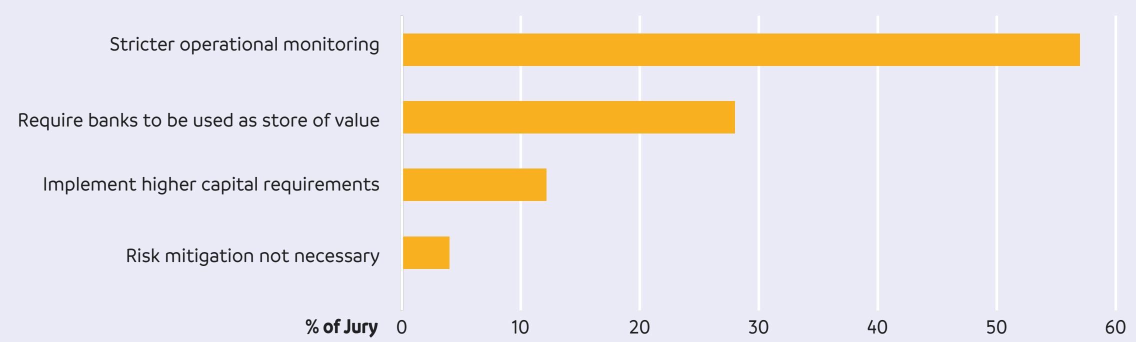


In order to mitigate the risk associated with allowing more new market entrants access to domestic payment schemes, over half (57%) of the Jury believes that regulators must become stricter on operational monitoring. While this was unanimous among Jurors from all industries, it was a particularly preferred method from investors (84%).

Other tactics included requiring banks to be used as store of value (28%) or implementing higher capital requirements (12%). Just 4% believe that risk mitigation is not necessary.

> "Stricter operational monitoring and proper upfront due diligence should lead to placing higher capital requirements if/when appropriate. Using banks as a store of value will cause more disruption to the new market entrants' growth without delivering effective risk mitigation. Risk mitigation is necessary as new entrants usually lack the experience of managing financial risks."

HOW REGULATORS CAN BEST MITIGATE THE RISK OF NEW MARKET ENTRANTS ACCESSING DOMESTIC PAYMENT SCHEMES



"Regulators need to control the market, but too much control and regulation stifles innovation, giving power to one party - the banks reduce competition and stifle innovation"

"While flexibility is maintained, it is important to have stricter operational monitoring at regulatory level to ensure things are in order. Implementing higher capital requirements will only kill innovation."

"Separation of payment providers and banking will enable better risk management for the payment schemes since volatility for new entrants is high and customer funds need to be protected.'

"New players need to play by the same rules as everyone else, but regulators should be exploring ways to support them in doing so.'

On balance, this is good news for fintechs. Ahead of analysing the research data, there were discussions between the report authors as to whether we would see a large proportion of non-fintech payment stakeholders call for higher capital requirements, essentially penalising fintechs for the instability risk they bring, or propose that banks be used as store of value, as recently mandated in India.

In reality, the Jury members voted overwhelmingly for more operational controls – leaving fintechs to do what they are good at, but with more oversight from regulators.

OVERALL OUTLOOK FOR INNOVATION

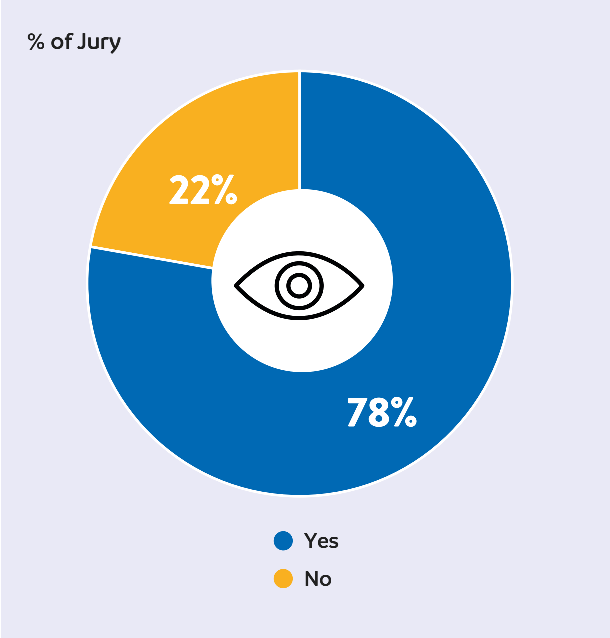
It is clear that the Jury believes that, as well as an overall reduction in the level of investment in fintech, funding previously targeted at payments is now being redirected to other fintech subsectors. The Jury was asked to comment on which subsectors are the main beneficiaries of the redirection away from payments. By a very large margin, AI is the main beneficiary with 73% of the Jury saying that this is where the money is being redirected to. Climate tech is also attracting some of the funding previously going into payments. Many of the Jury see AI as now firmly being in the hype phase, with outsized valuations being the norm.

Notably, the Jury see AI as having the potential to increase the operating efficiency of the payments industry and thus contribute to the earlier profitability that companies are seeking. The Jury considered where (within payments) AI investment will be concentrated – which is a good proxy for where the benefits will be greatest.

The most obvious target areas for AI investments are in fraud prevention and the back office, where cost savings can drop straight to the bottom line, creating strong business cases. And the increasing number of markets where Open Banking is being deployed led the Jury to identify significant AI potential. The third area identified by the Jury was consumer facing payment services where AI has the potential to help improve and personalise the customer experience. Overall, the Jury sees use of AI in payments as being in the very early stages.

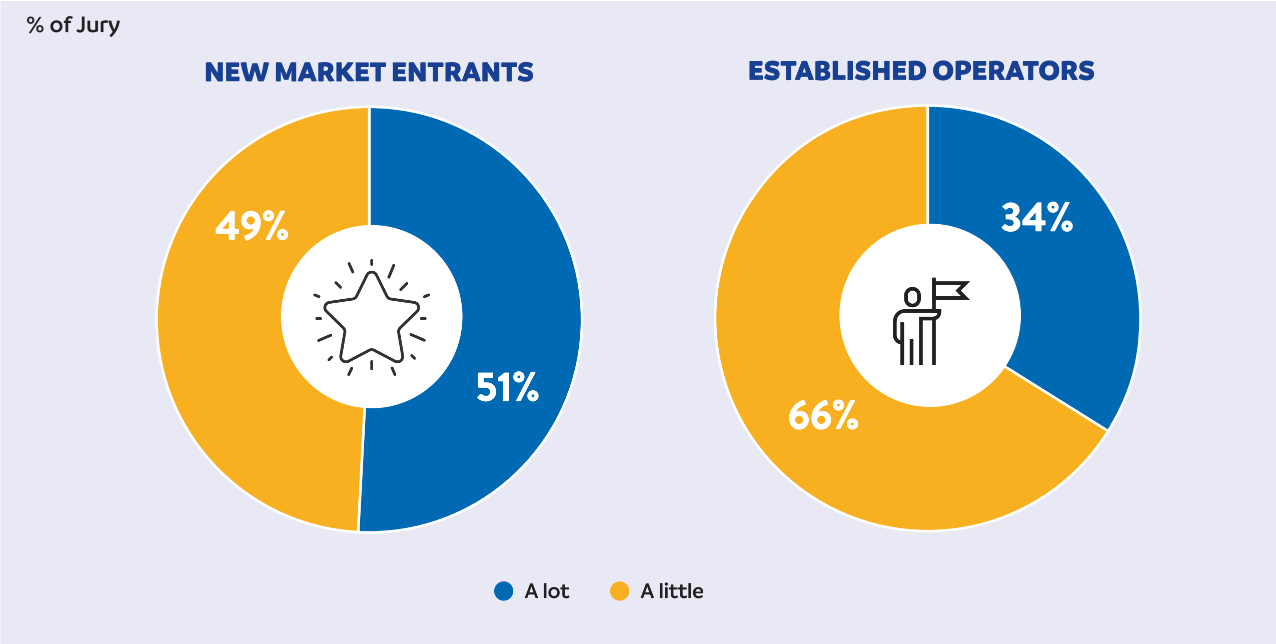
A common complaint from payments companies is that increasing regulatory compliance costs are the reducing the budget available for innovation. Most of the Jury see this as true, with only 22% of Jury members believing that there is no impact on innovation.

DOES INCREASED REGULATION REDUCE INNOVATION BUDGETS?



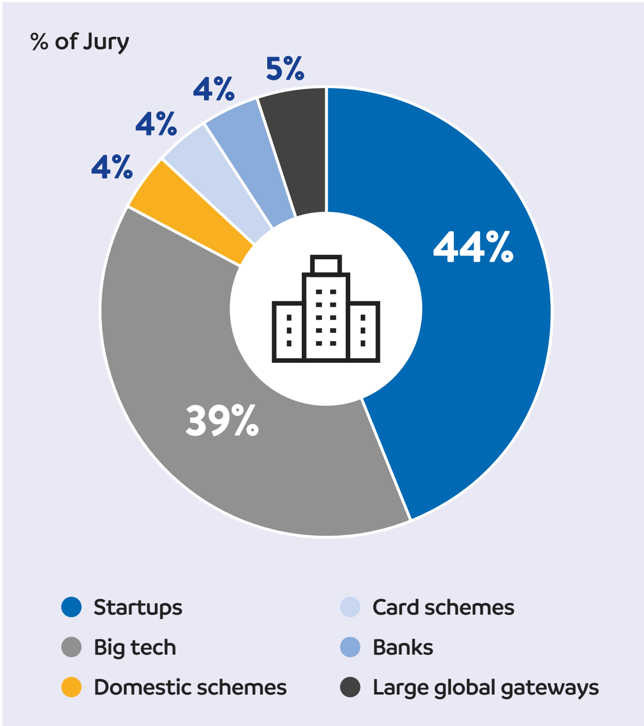
The Jury then commented on whether there was a difference between the impact on new market entrants and established operators. Here there was a marked difference, with 50% of the Jury saying that new market entrants have to significantly reduce their innovation budgets, compared to a much lower figure of 34% for established operators. As the main purpose of most new market entrants is to innovate, this differential indicates a significant problem for them from increased regulatory requirements.

DOES INCREASED REGULATION REDUCE INNOVATION BUDGETS?



Given that the Jury believes that the cost of regulatory compliance has a different impact on industry players at different stages and that AI is going to be increasingly important for the payments industry, their views on which organisations will generate the most over the next three years are particularly important. Although Big Tech has a very strong position in AI (which is fuelling its already strong position as an industry supplier with technologies such as cloud), the Jury sees start-ups just ahead in the innovation race. Although the Jury members are divided about who is driving innovation the most, they are clear about which organisations are least likely to drive innovation.

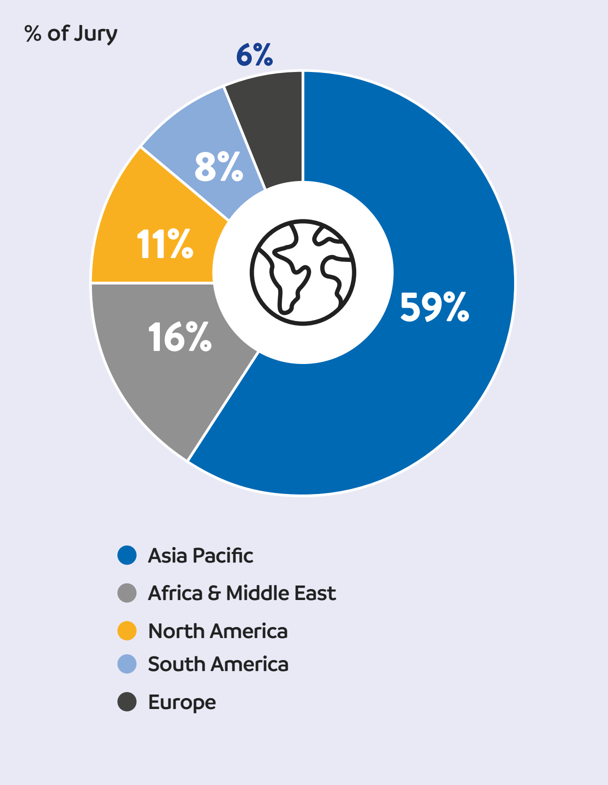
ORGANISATIONS DRIVING MOST INNOVATION IN PAYMENTS



Legacy processors, banks and card schemes were seen as the least likely to drive innovation.

The Jury also considered which regions of the world are driving payments innovation.

REGIONS DRIVING MOST INNOVATION IN PAYMENTS



As in several Payments Innovation Jury studies, Asia Pacific continues to lead the way by a significant margin. 60% of the Jury see Asia Pacific as the top innovation region. The wallet-based systems in China and Indonesia are well known, NPCI in India has had a major success with its UPI system and investors have been prepared to deploy very substantial funds to the region. Africa & Middle East is the clear second choice of the Jury. The Middle East has been investing heavily in payments technology although the size of national markets clearly limits the potential for companies that operate in a single country. Africa remains somewhat of an enigma, retaining its second ranking from previous studies despite challenging economics in many markets and a relative lack of investment funding for companies needing to scale. The ranking is a tribute to the resourcefulness of the continent's entrepreneurs operating in innovating in often difficult conditions.

Europe, despite having large markets, stable economies and a sophisticated investment sector doesn't attract positive ratings from the Jury and bumps along in bottom position.

As in previous studies, the Jury was asked about which areas of payments are most overhyped which given the way that valuations have tumbled is particularly relevant this time.

The overwhelming consensus was that crypto is still seen as overhyped despite much of the shine having come off it. This was best summed by the Jury member who said:

"Extreme price fluctuations, limited transaction processing capacity and concerns around security breaches and money laundering raise questions about the practical use of crypto as everyday payment methods"

In many ways this is not new news but of concern is the increasing mentions of CBDC. Our 2022 report identified lack of a business case as a real issue for CBDC, and the numerous mentions of the technology as an area of hype suggest that the concern has not gone away.

JOHN CHAPLIN

John Chaplin is adviser to several leading payments organisations in Africa, Asia, Europe and Middle East.

John previously held senior roles at both Visa and First Data where he gained experience of providing card processing services in multiple markets. More recently he has advised domestic payments schemes and switches in Australia, India, Morocco, Nigeria, Norway, South Africa, Turkey, UAE and Vietnam. As Chairman of Global Processing Services in Europe, John steered the landmark acquisition by a consortium of specialist payments investors in 2022 and is still a board director. He is a board director of Interswitch in Nigeria, and a former board director of Sentenial in Ireland, TPAY MOBILE in MENA., and Anthemis Edge in the US. He founded the Payments Innovation Jury in 2008 to provide not-for-profit research into how innovation actually works.

CHRIS HAMILTON

Chris is a specialist adviser in design of national payments infrastructure through his own consultancy, Hamilton Platform.

Chris is a specialist adviser in design of national payments infrastructure through his own consultancy, Hamilton Platform. For more than 25 years he has encouraged competitors in financial services to collaborate for social good. He is quite patient. He has been the CEO of BankservAfrica, Africa's largest payments clearing house, and of the Australian Payments Clearing Association (now Australian Payments Network), Australia's payments self-regulatory body. He started his career in Sydney, Australia initially as a solicitor and then with the Australian Securities Exchange. He was a member of the Innovation Jury from 2016 and joined the team as an author in 2020.

GREG BOUDREAUX

Greg is an independent consultant in Digital Banking and Payment services, for both retail and commercial applications.

Greg is an independent consultant in Digital Banking and Payment services, for both retail and commercial applications. Over a career of 30+ years, he has advised and supported numerous large financial institutions, payment firms and fintech startups across the US and UK on digital strategy and development. Greg began his career in software development for the Bank of America and Visa, before transitioning to consulting. Most recently, he worked in digital strategy and business analysis for First Republic Bank in San Francisco. He was a member of the first Payments Innovation Jury in 2008 and joined the team as an author in 2015.

ERIN LOVETT

Erin is an Associate Director at B2B Strategic Communications Consultancy Missive.

Erin specialises in security, open banking, credit management and payments and has worked with start-ups, scale-ups and global enterprise-scale businesses to design and deliver highly successful communications campaigns over the last decade. Missive has supported the Jury since 2017 and this is Erin's third Jury as project manager and co-author.