

Filene Research Institute*



ALL THINGS PAYMENTS

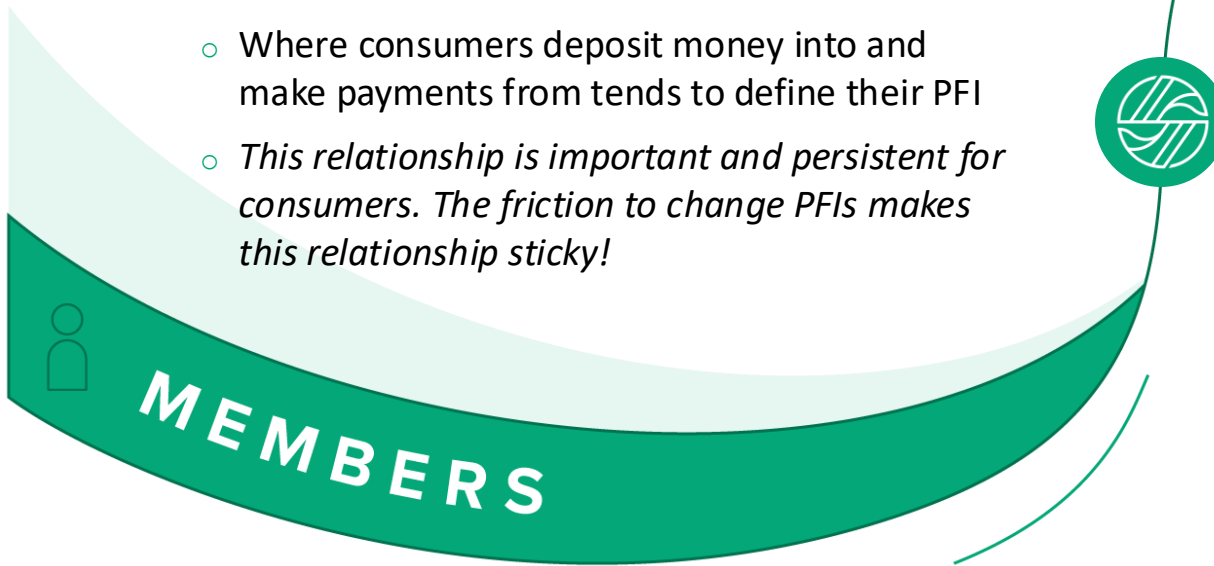
CENTER OVERVIEW

Filene's Newest Center of Excellence | Launching January 2026

Payments are central to the needs of both members and credit unions

Members need a way to safely and effectively move their money

- Most common interaction people have with their financial institutions
- Where consumers deposit money into and make payments from tends to define their PFI
- *This relationship is important and persistent for consumers. The friction to change PFIs makes this relationship sticky!*



Credit unions need transactions to keep the lights on and serve members better

- Transactions and deposits go hand in hand
- Deposits = funding for loans
- Transactions = fees and core source of data for marketing, product development, and financial well-being information

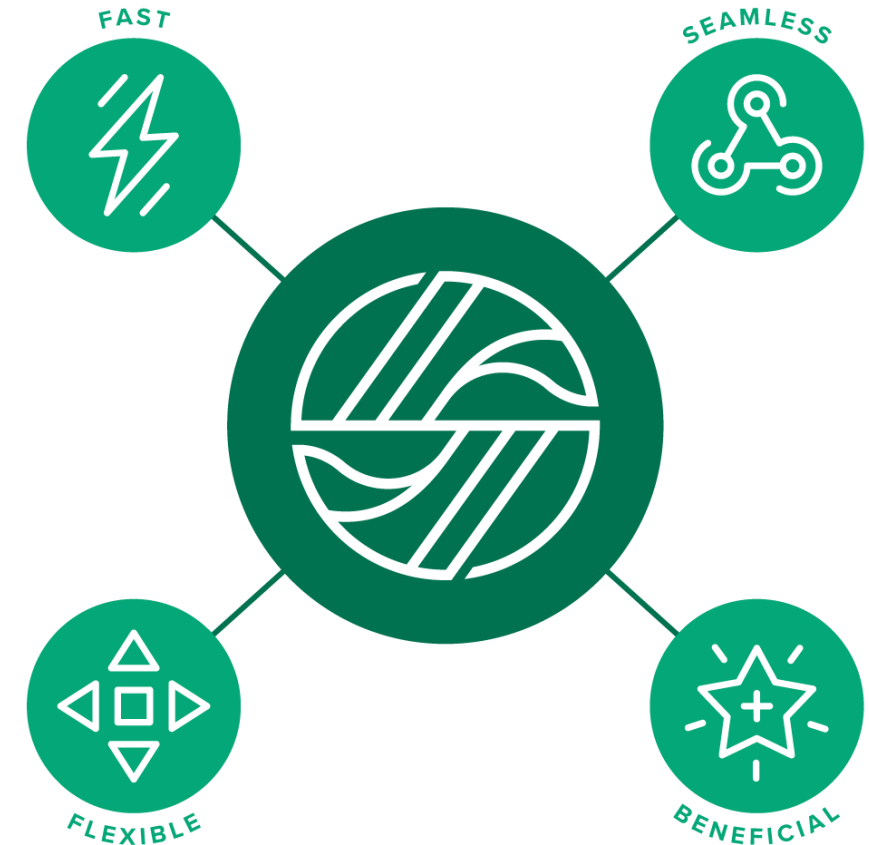
Experiences across industries are shaping consumers' payments expectations

Consumers want payments to be:

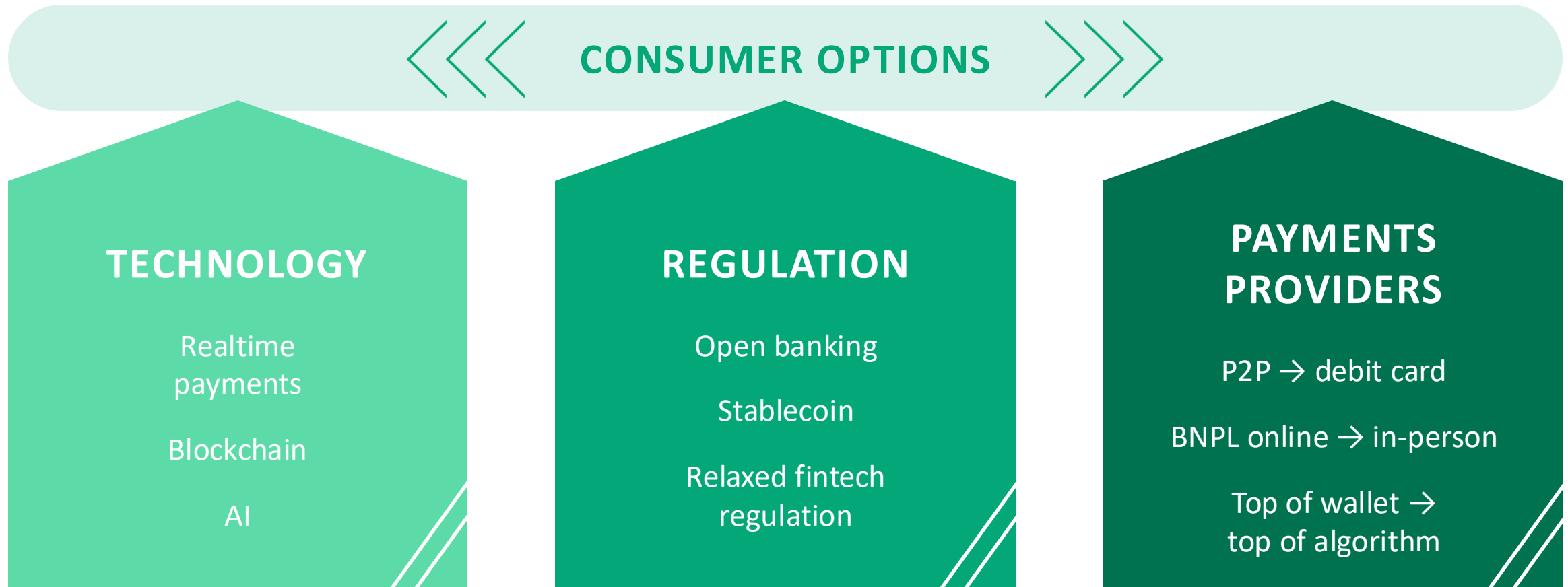
- **Fast** — no lag
- **Seamless** — integrated, widely available solutions
- **Flexible** — when and how they want to pay
- **Beneficial** — rewards, rates



This is also true for small businesses who are juggling their finances as much, if not more, than consumers.



Evolving technology, regulation, and payments provider offerings are increasing consumers' options





**These same forces
are also increasing
investment needs,
price competition,
and risk**

A few examples:

- **Realtime payments** — requires new technology capabilities and investments and has the potential to increase risk
- **Stablecoin & blockchain** — disintermediate traditional fee income and create the need to invest in new technology and payments rails
- **Flex credentials** — puts the spotlight on the value prop of each card causing more competition amongst financial institutions
- **BNPL** — gives consumers payment on their terms, unseating normal payment methods and the associated fee income

Credit unions need to figure out **where and how they want to compete** in the payments world in order to keep consumer and small business members.





OUR NEWEST CENTER OF EXCELLENCE

ALL THINGS PAYMENTS

The Center's Focus



The goal of this center is to help credit unions navigate the quickly changing payments space, allowing them to identify the **needs and expectations of consumers**, get ahead of **evolving technology and regulation**, and develop **data-driven products and services** that bring sustained growth to the credit union.

Top-of-mind issues in this space



How are cutting-edge innovations in payments such as real-time payments, stablecoin, and open banking **shaping consumer expectations**?



What are **consumer priorities in different payments services** and how can these insights guide credit unions' investment decisions in payments features?



How are the **evolving and expanding strategies of payments providers** changing the overall financial services landscape and credit unions' place within it?



How can credit unions **leverage payment data** to create personalized, value-added services that enhance member loyalty and drive growth?



What are potential pathways for generating **new revenue streams** from payments?



What are the **implications of new payments technologies** on existing core systems and how can credit unions future proof their tech stacks?



What are the most effective approaches to **mitigate fraud risks** while maintaining seamless payment experiences?

How we make an impact with our CoE research annually

- 2+ Research Publications
- 2+ Derivative Outputs
(podcast, infographic, slides, etc.)
- Coverage in Media Outlets
- Quarterly Cohort Calls
(Inner Circle only)
- Annual Inner Circle Meeting
- Annual Conferences
(big.bright.minds. & EDGE)



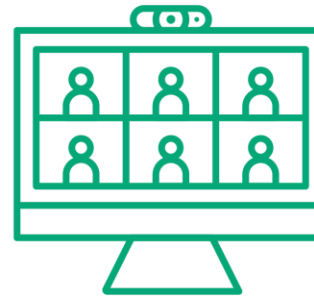
IN-DEPTH
REPORTS



TOOLS &
GUIDES



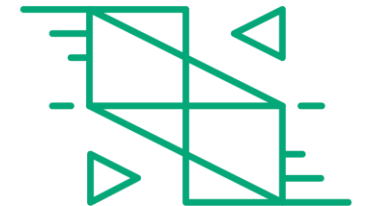
MEDIA



REAL-TIME KNOWLEDGE
SHARING



INNER CIRCLE



EVENTS

The driving forces behind this work

Researchers



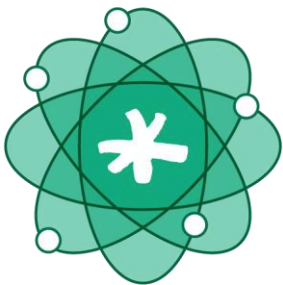
Experts in strategy, banking, and technology and currently employed by a research university or future-focused organization.

The Inner Circle



Leaders from ten leading credit unions who help to shape and push forward this critical work.

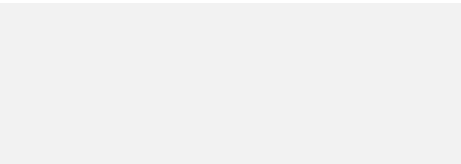
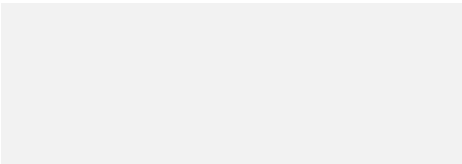
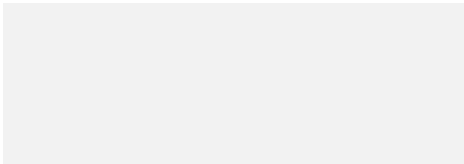
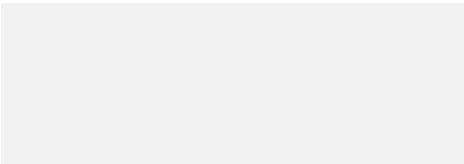
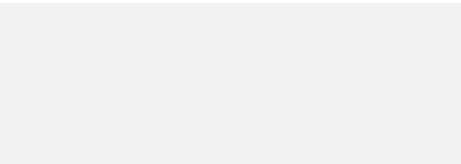
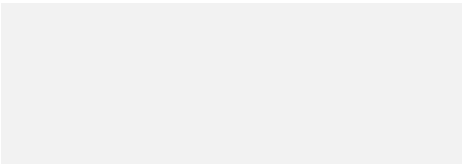
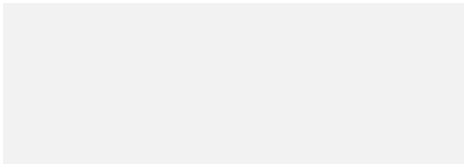
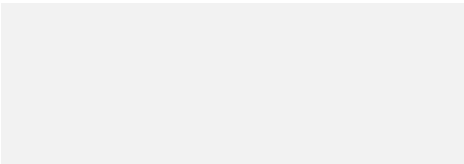
Filene



With day-to-day support from our research team, Filene brings its entire organization and network to support and drive impact for our CoEs.



The driving forces behind this work



The value & investment for **YOUR CREDIT UNION**

- The ability to shape the payments research agenda, identifying and prioritizing key topics and impacts the center should focus on
- Direct access to cutting-edge researchers and early access to insights
- Regular networking with fellow inner circle CUs, including quarterly cohort calls and annual in-person meetings
- Credibility for your members and your employees as a data-driven, cutting-edge credit union
- Priority access to the Filene team, network, and resources
- Knowledge that you're helping the credit union industry thrive

YOUR INVESTMENT

\$250,000 over 3-4 years



DO YOU WANT TO LEARN MORE?

filene.org | 608.661.3764

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