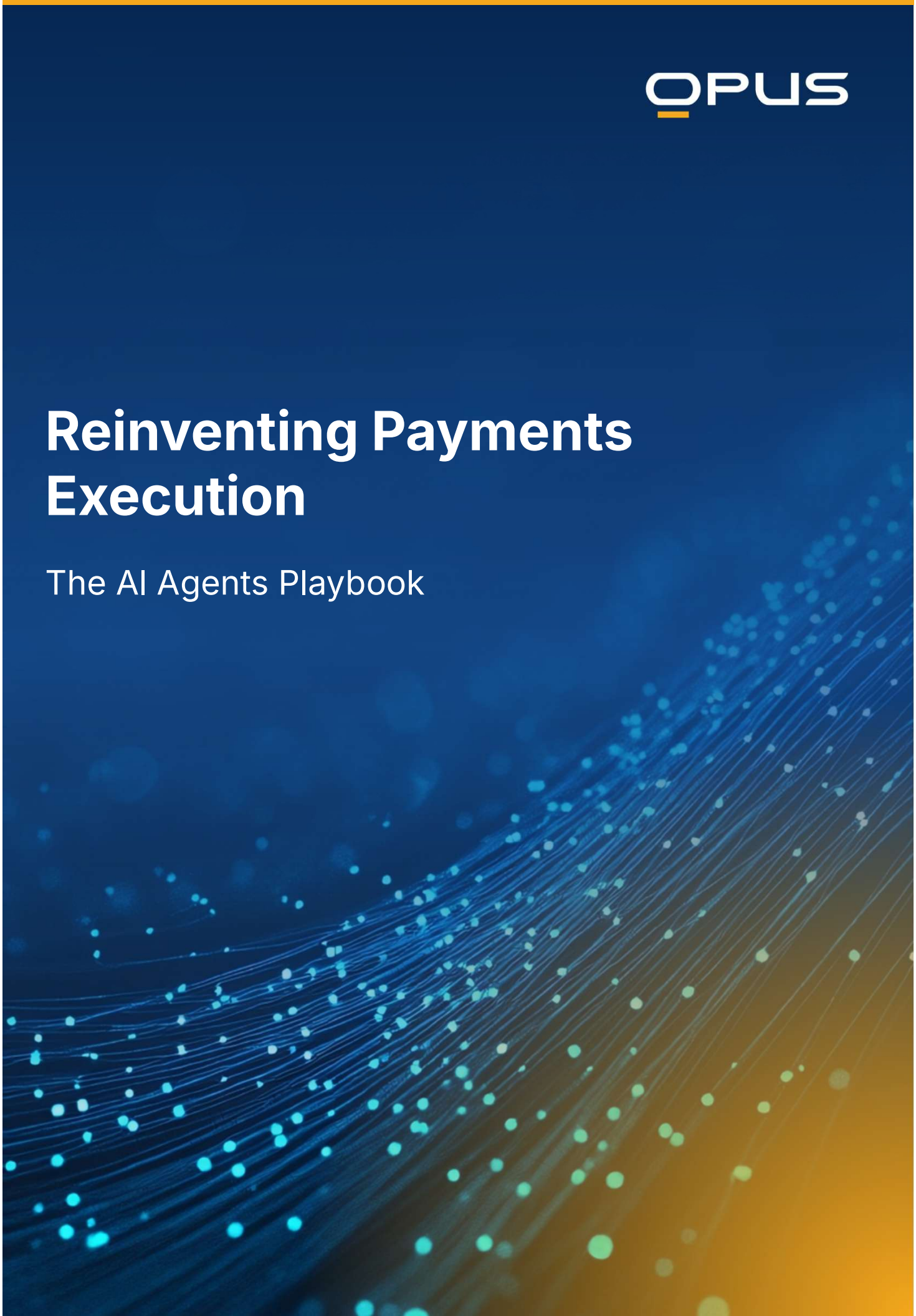
Reinventing Payments Execution

The AI Agents Playbook



Foreword

Rewiring Payments for a Real-Time World

As financial institutions look toward 2026, the payments agenda has reached an inflection point. Banks, fintechs, and credit unions are racing to deliver instant, frictionless experiences; expand across multiple payment rails and embedded finance models; comply with growing interoperability mandates; and operate under heightened regulatory and risk scrutiny.

Yet, in conversations with CXOs across the ecosystem, a consistent truth emerges: aspiration is not the problem - execution is.

Despite sustained investment, many institutions remain constrained by fragmented platforms, static workflows, manual handoffs, and automation approaches that optimize individual tasks but fail at the system level. In a real-time payments environment, these limitations translate into slower innovation cycles, rising cost-to-serve, operational fragility, and customer experiences that lag expectations. The gap between payments strategy and payments performance is widening and it is now the defining challenge for the industry.

It is this execution gap that set the tone for our effort towards this report.

Our objective was to bring forward a grounded, execution-focused perspective on why payments transformation stalls and what it will take to move forward decisively. The report combines deep payments domain analysis with practical insight to examine how agentic AI–enabled Systems of Execution can fundamentally change the way payments are designed, governed, and scaled.

Written for senior leaders across technology, product, operations, risk, compliance, and enterprise transformation, the report explores how integrating agentic AI into Systems of Execution enables real-time orchestration across payment initiation, routing, settlement, and servicing. By unifying data, decisions, and actions across the value chain, institutions can accelerate product launches, elevate customer experiences, strengthen governance, and materially lower cost-to-serve—without compromising the trust and control that underpin modern financial services.

At Opus, we are already translating these ideas into execution. Through our trifecta of a value-creation mindset, domain-native engineering skillset, and AI-augmented toolset, we are building specialized agentic workflows that augment the software development lifecycle, accelerate dispute management, enhance fraud detection, improve operational efficiency, and deliver seamless, resilient payment experiences at scale.

This report is intended as a practical guide for leaders who recognize that the next phase of payments transformation will be won not by vision alone, but by execution excellence.

For CIOs, CTOs, CPOs, COOs, CROs, and risk leaders, the call to action is clear: use this report to diagnose execution friction across your payments value chain, identify high-impact use cases where agentic systems can deliver measurable value, and define the governance required to scale responsibly.

The future of payments will belong to institutions that move decisively from experimentation to execution.

This report is designed to help you take that step—with clarity, confidence, and control.



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Introduction

For decades, payments functioned as a background utility, built for stability, scale, and minimal disruption. In today's digital economy, however, this model is being fundamentally redefined. Rising transaction volumes, real-time expectations, and strict regulatory scrutiny are exposing the limitations of legacy payment systems built for static, rule-based processing. This report examines how AI agents and Systems of Execution (SoE) are reshaping payments into intelligent, adaptive platforms that deliver faster, safer, and more personalized experiences.

The central message is simple: automation alone is no longer sufficient. Meeting today's demands for speed, compliance, and personalization requires a shift toward agentic, outcome-driven execution. Context-aware AI agents can sense real-time conditions, make informed decisions, and act autonomously across the value chain, transforming fragmented processes into seamless journeys. SoE underpins this shift by unifying data, decisions, and actions into a continuous, self-optimizing execution layer.

In this Viewpoint, we explore how AI agents and SoE can help institutions move beyond incremental automation to address structural challenges in payments. We define agentic AI, describe its role in orchestrating end-to-end payment execution, and demonstrate how it can transform economics, resilience, growth, and the overall execution experience. Specifically, we will:

- Diagnose the structural pain points where value leaks today
- Show how agentic frameworks and SoE embed intelligence into execution
- Define the outcomes that matter most for institutions and customers
- Explore future scenarios in which AI agents reshape business models, ecosystems, and revenue streams
- Propose a prioritization framework for adoption and scale
- Outline the safeguards required for safe operationalization
- Conclude with a vision for reinventing payments execution as an intelligent fabric

By the end of this report, readers, particularly CXOs, will understand why static workflows are no longer adequate, how agentic AI can transform execution economics and resilience, and which adoption pathways can help unlock greater value with fewer resources. Banks, payment providers, and FinTechs can use this report to benchmark their current execution maturity, prioritize investment areas, and chart a path toward intelligent, self-optimizing payments.

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The great execution gap in payments

Payments are under growing pressure from rising expectations for speed, risk management, and experience, positioning the industry at the center of the digital economy. Transaction volumes continue to surge across retail, wholesale, and cross-border flows, with card payments remaining the backbone of everyday commerce. At the same time, new rails and standards, such as instant payments, network tokenization, and ISO 20022, are raising expectations for interoperability across both account-to-account and card ecosystems.

Emerging models, including programmable payments, tokenized value, Central Bank Digital Currencies (CBDCs), Visa Intelligent Commerce, Mastercard Agent Pay, DeFi-inspired rails, and embedded finance, are further expanding what is possible. Yet fraud and financial crime are becoming more sophisticated, and regulators are tightening scrutiny around outcomes, resilience, and fairness. What was once a predictable utility has become a battleground for efficiency, compliance, and experience. Consumers expect instant approvals and seamless checkouts, corporates demand transparent settlement and reconciliation, and supervisors insist on explainability and control, exposing the limits of legacy execution models.

Rethinking payments operations

Payment operations face increasing strain not only from scale but also from growing transaction complexity. While existing systems can handle volume, they struggle to adapt to newer payment types such as real-time transfers, stablecoins, embedded finance, and tokenized assets. This diversity increases manual exceptions, drives up costs, and slows resolution. Even incremental changes, such as adding a new rail or updating compliance logic, often require significant time and coordination. To keep pace, institutions need an operating model that supports real-time decision-making, continuous learning, and coordination across systems and teams. As shown in Exhibit 1, leading institutions are evolving toward adaptive payment networks, in which AI agents sense conditions, make decisions, and act autonomously, reducing human intervention and accelerating resolution.

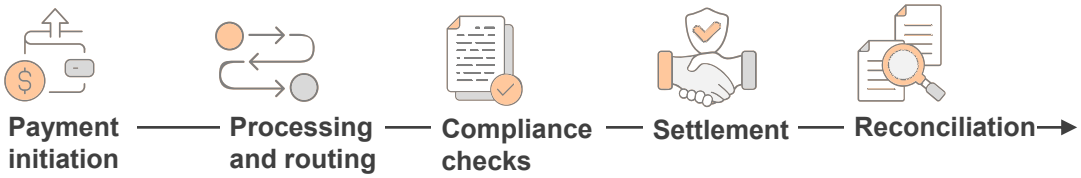
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Exhibit 1: From rigid workflows to adaptive AI networks

Source: Everest Group (2026)

Linear payment workflow

Today's payment flows operate like a rigid assembly line every step waits for the previous one to finish. When anything breaks (a compliance flag, data mismatch, network delay), the entire chain stalls and requires human intervention to move forward. This linear model underpins every execution failure discussed in the sections that follow.



What this model looks like in practice

Sequential, rigid handoffs across initiation, authorization, compliance, settlement, and reconciliation

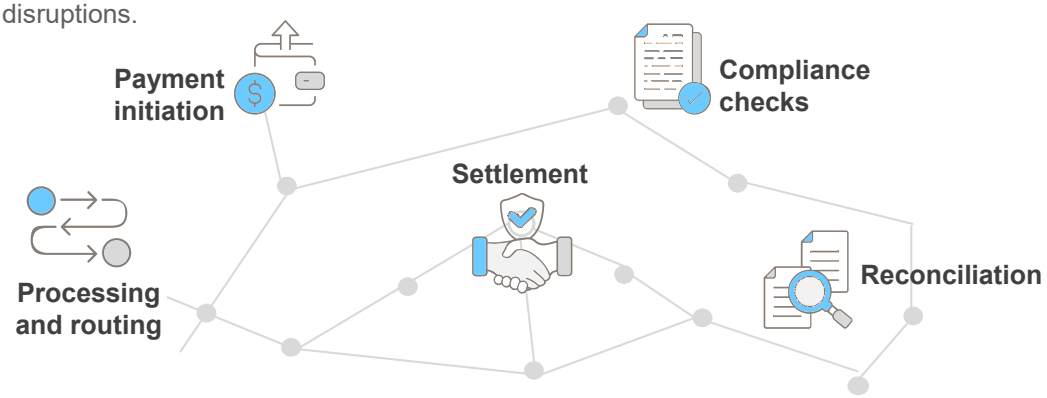
Manual reviews across issuers, acquirers, and networks cause delays

Static routing decisions (pre-set tables) across rails and networks

Limited transparency between merchant, acquirer, and bank systems

Adaptive AI model

An AI-driven network replaces linear handoffs with interconnected agents that dynamically adjust execution in real time, ensuring payments complete despite delays or disruptions.



What this model looks like in practice

Event-driven orchestration across push (ACH, RTP) and pull (card) payments

Dynamic routing across rails and card networks based on cost, risk, and approval rates

Proactive issue resolution, intelligent authorization, and adaptive chargeback handling

Transparent, end-to-end visibility across issuers, acquirers, merchants, and networks

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From static workflows to SoE

Despite years of modernization, execution gaps across cost, compliance, resilience, and customer trust persist. Most institutions have automated tasks in isolation, a reconciliation script here, a fraud model there, resulting in a patchwork of tools that still rely on manual coordination when conditions change. The challenge is not a lack of automation, but a lack of coordination. Siloed systems cannot adapt in real time or support next-generation requirements such as personalized journeys, predictive liquidity management, or explainable dispute handling. Unlocking true resilience and scale requires moving beyond static workflows to an execution layer that continuously senses conditions, orchestrates across silos, and acts autonomously. This is the role of SoE. While payments have evolved from rules-based automation to analytics and generative AI, these advances often stop short of end-to-end execution. Agentic AI closes this gap by enabling systems that can sense, decide, and act continuously across the payments value chain.

Exhibit 2 illustrates this evolution from basic task automation to agentic, SoE-driven execution.

Exhibit 2: From task automation to intelligent SoE

Source: Everest Group (2026)

	Rule-based AI	Predictive AI	Generative AI	Agentic AI + SoE
Nature	Hard-coded scripts and batch jobs	Learns from unstructured data and provides insights	Produces new content, insights, or recommendations	Multi-step task execution with reasoning and memory
Trigger	Predefined workflows	Analyst- or model-guided	Prompt-based	Event-driven, self-directed
Primary role	Automates repetitive tasks	Improves detection and decision support	Enhances human creativity and analysis	Autonomous orchestration across systems
Examples	File-based reconciliations; scheduled batch postings	Fraud scoring; sanctions screening alerts	Drafting investigation reports; customer communications	Rerouting a transaction in-flight; preempting reconciliation breaks; triaging disputes end-to-end

From static tasks → to connected decisions → to intelligent orchestration →

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SoE: the shift to intelligent orchestration

Most payments automation today operates as isolated tasks – a fraud rule here, a reconciliation script there. While this accelerates individual steps, it leaves end-to-end execution brittle, sequential, and dependent on manual intervention. SoE replace this fragmentation by unifying data, decisions, and actions into a single adaptive, real-time execution layer that autonomously triggers the next-best action.

In payments, SoE function as intelligent fabrics across initiation, compliance, routing, settlement, and disputes. Rather than relying on linear handoffs, they orchestrate these activities in real time, enabling dynamic checks, proactive reconciliation, and instant evidence retrieval. This reduces delays, minimizes friction, and improves coordination across counterparties. Exhibit 3 outlines how SoE transform every stage of the payments flow, from onboarding and authentication to dispute resolution, by replacing fragmented, manual workflows with real-time, intelligent orchestration that drives speed, resilience, and scale.

Exhibit 3: Transforming payments execution with SoE

Source: Everest Group (2026)

Payments flow	Current-state limitations	SoE-enabled transformation
Lead generation and prospecting	Fragmented merchant data sets; manual segmentation; low conversion on outreach	Real-time data integration and orchestration across channels to surface high-value prospects and trigger campaigns dynamically
Onboarding and application processing	KYB/KYC checks stitched together via email/forms; multi-day onboarding	Unified, event-driven KYC/KYB with instant data aggregation, proactive screening, and same-day customer or merchant activation
Underwriting and risk assessment	Batch credit and fraud models; manual reviews for edge cases	Continuous behavioral scoring with policy-driven decisions executed automatically; reduced manual intervention for edge cases
Account servicing and maintenance	Reactive call center support; static statements; manual limit changes	AI agents resolve routine queries, adjust limits proactively, and orchestrate interventions across systems for seamless servicing
Transaction initiation and authentication	Rule-based fraud engines with high false-positives; step-up Multi-factor Authentication (MFA) burdens users	Context-aware authentication orchestrated across channels with adaptive tokenization, minimizing friction for end users
Clearing and settlement	End-of-day batch clearing; delayed funds availability; reconciliation errors	Real-time routing across optimal rails, event-driven reconciliation, and automated liquidity balancing to prevent funding gaps
Disputes and chargebacks	Manual case intake and evidence gathering; long resolution cycles	Autonomous triage of cases, instant evidence gathering, and orchestration of representment actions in real time

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Embedding SoE across the payments life cycle allows institutions to shift from reactive fixes to proactive orchestration. The result is not just faster execution, but a fundamentally different operating model, one that reduces value leakage, strengthens resilience, and creates a foundation for sustainable value creation.

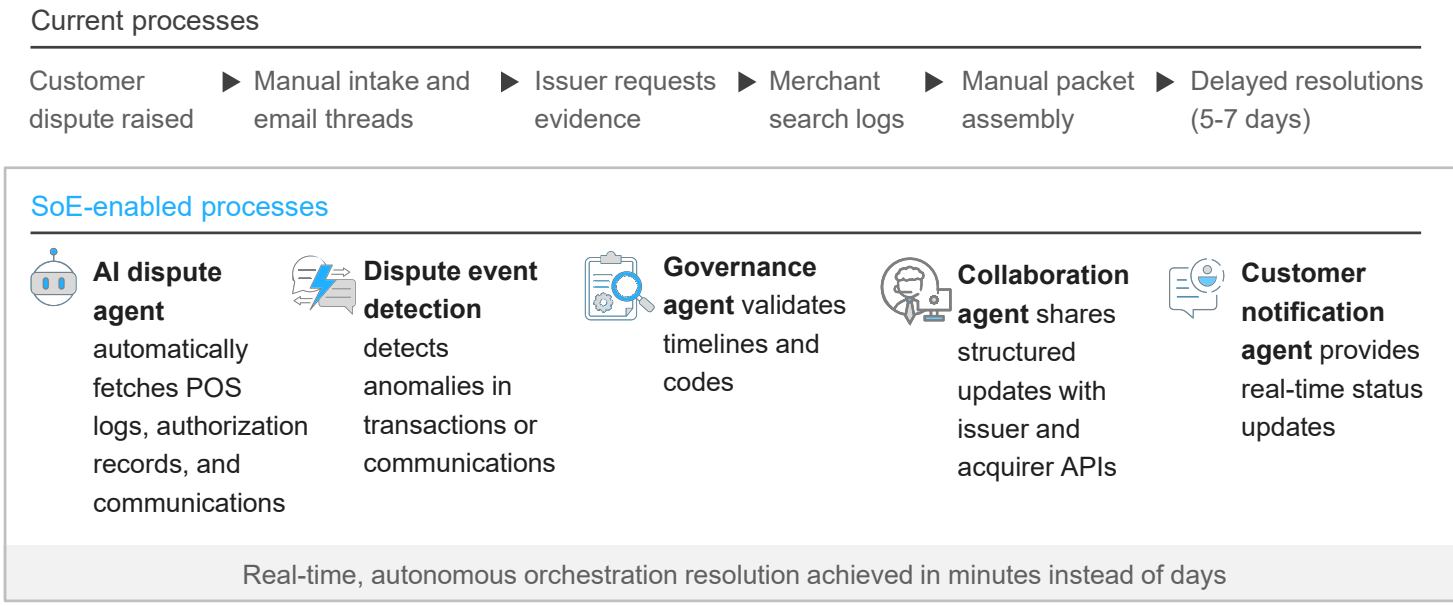
Example: disputes and chargebacks

Dispute management provides one of the clearest demonstrations of SoE in action. Traditionally, this process is burdened by manual intake, fragmented communication, and multi-day resolution cycles. Resolving a card dispute typically involves manual case creation, multiple email exchanges between issuers and acquirers, and days of evidence gathering from merchant systems. SoE transform this into an intelligent, closed-loop process. When a dispute is raised, an AI dispute agent automatically identifies transaction context, retrieves relevant data (such as POS logs, authorization details, and customer communications), and generates a compliant evidence package. A governance agent validates timelines and reason codes, while a collaboration agent exchanges structured updates with network partners through APIs. Most low-complexity cases can be resolved in near-real time, reducing resolution cycles from days to minutes, lowering write-offs, and improving customer transparency through automated status updates.

Exhibit 4 illustrates how SoE transform traditional dispute management from a manual, multi-step coordination process into an intelligent, autonomous workflow that enables real-time, end-to-end resolution.

Exhibit 4: SoE transforming dispute management

Source: Everest Group (2026)



Designing an agentic execution model

Embedding SoE in payments is not about adding another technology layer. Its purpose is to eliminate root causes of inefficiency, including fragmented workflows, manual exception handling, and the lack of real-time coordination. Success should be measured not by the volume of automation delivered, but by structural outcomes such as sustained cost reduction, faster settlement, and improved resilience under stress. To reduce structural costs, accelerate flows, strengthen resilience, and elevate experience, institutions need a new execution model – one that embeds intelligence directly into the fabric of payments. This is the role of an agentic framework, where specialized AI agents continuously sense conditions, decide optimal actions, and orchestrate execution across the payments value chain.

Exhibit 5 illustrates how this agentic architecture embeds intelligence and real-time orchestration across payments execution.

Exhibit 5: Agentic models reshaping payments execution

Source: Everest Group (2026)



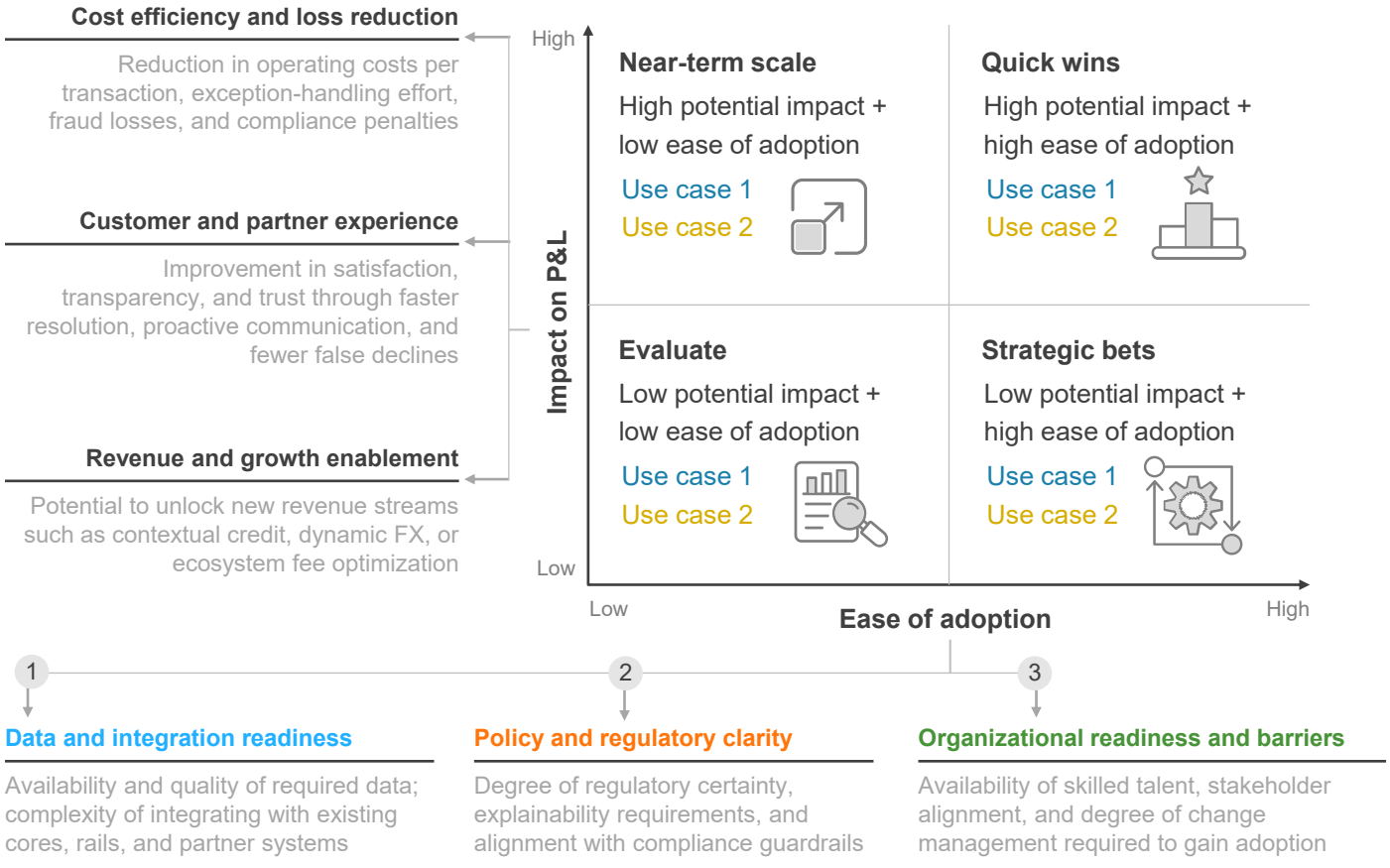
Adoption through impact-driven prioritization

An agentic framework is not merely a technical construct; it represents a new operating model for payments. By reimagining flows as adaptive journeys, embedding intelligence into execution, and unifying ecosystems through a shared layer of trust, institutions can move beyond incremental fixes toward structural change. The next imperative is to prioritize adoption pathways that deliver early impact, build confidence, and lay the foundation for scale.

To bring discipline to this process, institutions need a simple, structured lens that balances business value against feasibility. The framework in Exhibit 6 evaluates potential impact on the Profit and Loss (P&L) against adoption ease, capturing both the value a use case can unlock and the barriers that may constrain it. This approach helps institutions identify quick wins that prove value early, sequence larger initiatives with confidence, and avoid over-investing in use cases that are either too complex or too marginal to matter today.

Exhibit 6: Framework for scalable, value-driven adoption

Source: Everest Group (2026)



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The framework creates four adoption pathways:

1 **Quick wins:** high-impact, high-ease cases that provide visible proof of value and build momentum

2 **Near-term scale:** high-impact cases with greater complexity that require staged rollout and executive sponsorship

3 **Strategic bets:** easier-to-implement but less transformational use cases that sustain learning and institutional engagement

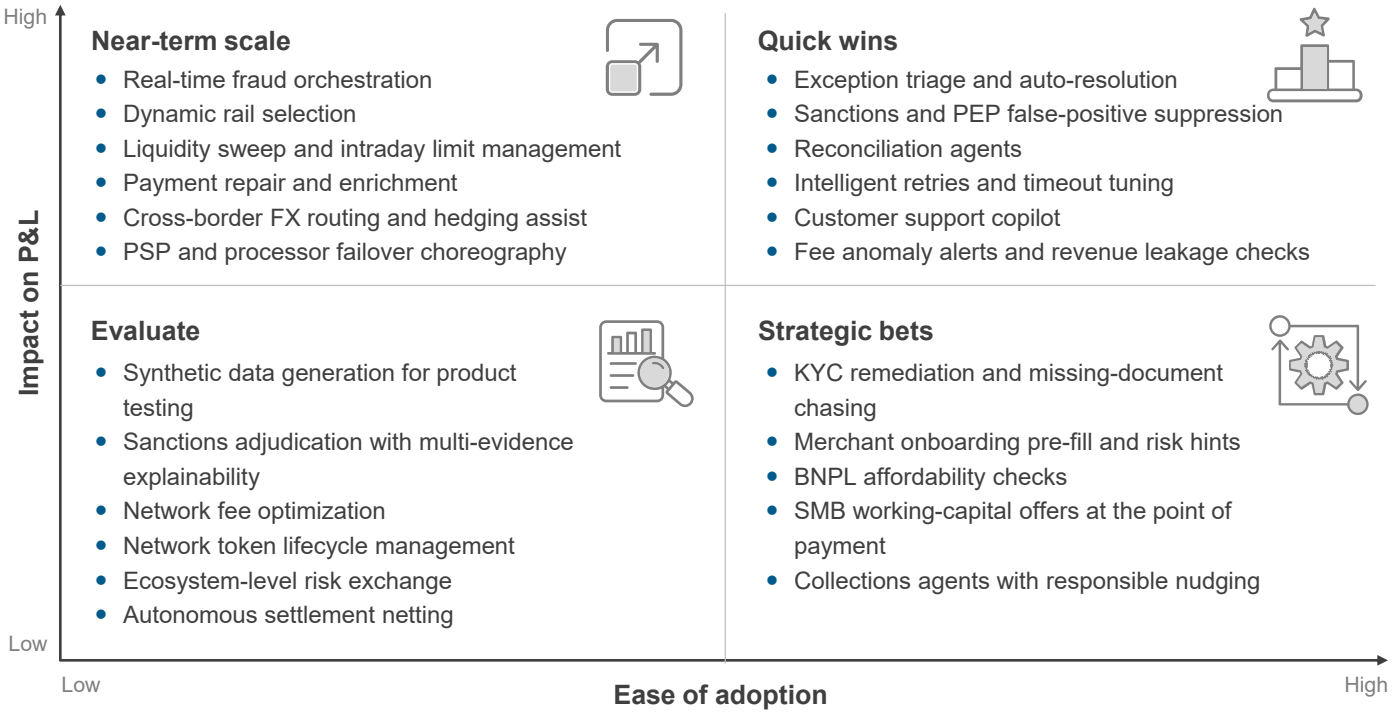
4 **Evaluate:** low-impact, low-ease cases that should be monitored until conditions mature

This sequencing builds momentum in a disciplined manner: quick wins establish credibility, strategic bets sustain learning, and larger programs launch only when organizational readiness is in place.

Applying this framework to payments highlights a broad set of opportunities where agentic AI can create value – from exception handling and reconciliation in the back office, to fraud orchestration and dynamic rail selection in processing, to contextual credit and collections at the point of interaction. However, both impact and ease of adoption vary widely. Exhibit 7 maps these use cases across the 2x2 matrix, distinguishing near-term value opportunities from strategic, high-complexity initiatives and providing a practical roadmap for sequencing adoption.

Exhibit 7: Prioritizing agentic AI use cases in payments

Source: Everest Group (2026)



Adoption must be sequenced with discipline. Institutions that scale too quickly risk encountering unaddressed barriers, while those trapped in perpetual pilots fail to build enterprise conviction. An impact-driven framework avoids both pitfalls by ensuring early wins build confidence, strategic bets sustain learning, and larger initiatives are launched with intent. With adoption pathways defined, the next step is to operationalize execution safely – by establishing guardrails, clarifying accountability, and continuously validating outcomes to ensure intelligent payments execution can scale with trust.

Operationalizing intelligent execution safely

Designing and adopting an agentic framework is only part of the journey. To deliver at scale, execution must be safe, transparent, and trusted. Payments are mission-critical flows where errors or misaligned incentives can have systemic consequences. Failed transactions, regulatory breaches, or opaque model decisions can quickly erode confidence. As a result, operationalization must rest on strong governance, safeguards, and continuous assurance.

Establishing guardrails

Guardrails define the boundaries for safe execution, ensuring that data, models, and outcomes remain aligned with regulatory expectations and enterprise risk appetite. These include:

- **Data security and privacy:** residency rules, masking, encryption, and role-based access controls
- **Responsible AI:** bias checks, human feedback loops, override mechanisms, and safety policies
- **Sustainability:** balancing computational performance with environmental impact

Codifying these parameters early reduces unintended outcomes and reassures regulators and partners alike.

Embedding accountability

Safe execution also requires clear ownership. Business leaders must own outcomes, technology teams manage models and platforms, and risk/compliance functions oversee adherence. Cross-functional governance councils, spanning product, operations, risk, and technology, should monitor key metrics such as fraud losses, exception rates, and explainability logs. Clearly defined escalation pathways ensure accountability when anomalies arise. This structure prevents dilution of responsibility and strengthens human-in-the-loop oversight.

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Building resilience

Scaling safely depends on continuous testing, validation, and learning. Agents should be stress-tested against shocks, such as fraud spikes, transaction surges, or liquidity disruptions, before deployment. Every decision must be traceable, explainable, and reversible, supported by readiness checklists and decision logs.

Over time, feedback loops from exceptions and post-event reviews retrain models and refine rules, creating systems that continuously improve while remaining transparent and auditable.

To institutionalize these practices at scale, agentic execution must be supported by a layered governance model that embeds trust by design. A protective layer of guardrails defines boundaries for security, responsible AI, and sustainability; accountability pillars assign ownership across business, technology, and risk; and a foundation of continuous assurance ensures explainability, auditability, and adaptive resilience. Together, these layers enable regulator-ready, autonomous execution across the payments value chain without sacrificing control or trust.

Reinventing payments execution as an intelligent fabric

The payments industry is at a decisive inflection point. Despite modernization efforts, operating models remain fragile, burdened by latency, exceptions, compliance friction, and rising costs. Incremental automation has reached its limit. What is now required is a shift from fragmented workflows to an intelligent execution fabric where AI agents orchestrate payments end-to-end. This transformation is not about adding more tools; it is about making execution adaptive, proactive, and real time. AI agents can dynamically reroute transactions, resolve compliance flags, and manage liquidity, turning linear handoffs into a system that continuously learns and self-corrects.

By embedding intelligence directly into payment flows, institutions can reduce exceptions, lower fraud and compliance losses, and optimize routing – strengthening both efficiency and resilience. This intelligent execution fabric becomes the backbone of the digital economy, enabling secure money movement, ecosystem-wide collaboration, and new revenue models. To lead in this environment, institutions must look beyond workflow modernization and embrace an agentic operating model where payments are programmable, collaborative, and intelligent by design.

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Conclusion

The payments industry has reached a structural turning point. After years of incremental automation and fragmented modernization, operating models remain constrained by manual interventions, rising costs, and fragile resilience. At the same time, expectations have shifted irrevocably: payments must now be real time, explainable, and adaptive across every interaction. Meeting this new standard requires a decisive shift from isolated automation to intelligent orchestration. SoE and AI agents together form the foundation of this transformation, enabling institutions to sense conditions dynamically, decide optimally, and act autonomously across the payments value chain. By embedding these capabilities directly into execution, organizations can move from firefighting exceptions to orchestrating outcomes, reducing cost-to-serve, accelerating settlement and authorization cycles, and strengthening compliance and resilience under stress.

For CXOs, the mandate is clear: do more with less by rethinking execution, not merely upgrading systems. The leaders of tomorrow will be those that:

- Anchor early deployments in high-impact use cases that demonstrate measurable value
- Embed governance, explainability, and human oversight from the outset
- Extend collaboration across ecosystems to enable secure, adaptive, and scalable operations

The future of payments execution will be defined not by more technology, but by smarter coordination across people, processes, and AI. Institutions that move early and scale responsibly will set the new standard for efficiency, resilience, and trust that will power the next decade of digital commerce.

"Agentic AI represents the next step in making AI truly useful. Like hybrid cars that combine human control with machine efficiency, AI agents in payments will take on complex workflows, such as dispute handling and risk checks, so teams can focus on delivering better experiences faster. The goal is not to replace people, but to position AI as a capable copilot guided by human judgment."

– William Tong, CTO, Payments Technology, Discover Financial Services

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