



GUIDE

The enterprise guide to payment provider migration & modernisation



Across the payments industry, migration initiatives are becoming increasingly necessary. Organisations are reassessing long-standing payment provider relationships, modernising legacy infrastructure, and responding to changing regulatory, commercial and market pressures.

For many enterprises, the decision to migrate is no longer driven by a single technical issue. Instead, it is often the result of broader strategic pressures converging at once.

 **Market & commercial tension**

Fintechs face uncertainty due to changes within their existing provider ecosystem, including regulatory scrutiny, restructuring, acquisitions, or evolving product priorities.

 **Legacy technology**

Legacy processing tech limits innovation, delays product launches, restricts market expansion, or makes it difficult for fintechs to deliver the modern digital payment experiences users now expect.


 **Changing regulations**

Compliance and safeguarding requirements, scheme mandates and operational obligations are forcing organisations to ensure their payment infrastructure and partners are resilient, adaptable and future-ready.



Given the pressure on organisations to operate with modern, resilient and scalable payment processing infrastructure, this guide explores how to navigate live card and banking migrations with confidence, and what to consider at each stage of the journey. It covers migrations across processing and card issuing infrastructure, as well as e-money accounts and payment transactions.

This is increasingly important as enterprises seek providers capable of delivering both modern processing capabilities and regulated issuing infrastructure under a single strategic partnership.

 **This guide is designed for:**

- Senior decision makers
- Heads of strategy
- Innovation leaders
- Product managers

 **This guide outlines:**

- Strategic scope
- Operational advice
- Technical considerations

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Why modern payment infrastructure has become a strategic necessity

Transformation has become a necessity. **User expectations** are evolving rapidly across every digital financial experience. In fact, a research found that 79% of businesses cite customer demand as the top catalyst for change, with users expecting payments to be instant, secure and reliable.

For many fintechs, existing payment infrastructure was not designed to support these expectations at scale. **Legacy environments** often create operational bottlenecks that make it difficult to innovate quickly, launch new products, or expand into new markets.

At the same time, **regulatory oversight** across payments continues to intensify. Outdated systems make it harder to keep pace with evolving scheme requirements, safeguarding obligations and regulatory changes. As compliance expectations increase, organisations relying on inflexible infrastructure may face growing operational risk, including the potential for financial penalties, reputational damage and reduced resilience.

79%

businesses citing customer demand as top catalyst for change

42%

payment-related revenue missed out on due to legacy platforms

44%

businesses citing legacy platforms as an obstacle to innovation

21%

annual cost savings missed due to legacy platforms

Technology advancement is also accelerating. Businesses face growing pressure to continually modernise to deliver customer-centric digital experiences. Organisations that fail to modernise risk losing competitiveness to more agile providers operating on modern infrastructure.

The commercial implications are significant. According to IDC, financial institutions could miss out on an additional 42% of payments-related revenue and legacy cost savings of up to 21% annually if they fail to migrate to future-ready paytech platforms.

Managing **backend payment processing** internally can also place significant strain on organisations and internal engineering resources. Many businesses find that highly skilled engineering teams spend considerable time maintaining legacy systems rather than building new features and customer experiences.

Critical development capacity is diverted away from innovation and into operational maintenance, delaying product launches and reducing competitiveness.

This challenge is compounded when incumbent providers themselves are slower to innovate.

Many organisations remain dependent on platforms that lack the flexibility or technical roadmap required to support modern payment capabilities. In fact, 44% of organisations cite **legacy platforms** as the biggest obstacle to innovation.

Fragmented vendor ecosystems and disconnected technology stacks further increase operational complexity. Multiple providers across issuing, processing, banking, KYC, fraud, payments connectivity and reconciliation can create costly operational inefficiencies, inconsistent user experiences and increased dependency risk.

For enterprises pursuing long-term expansion objectives, provider capabilities around regulatory coverage, scheme access and regional licensing also become increasingly important.

As organisations expand into new geographies and product categories, payment providers must be able to support the local regulatory requirements.

Migration projects are increasingly being driven by a combination of resilience, innovation, operational efficiency and growth strategy.

→ **Organisations that modernise position themselves to innovate faster, scale more effectively and deliver more resilient payment experiences in an increasingly competitive market.**

What to consider for a successful payment provider migration

Every successful program/platform migration begins with a clear understanding of why the organisation is migrating in the first place.

While upgrading the tech stack is often the visible driver, the most effective migrations are anchored in broader business objectives. This could include improving the user experience, enabling new product functionality, reducing operational complexity, strengthening regulatory resilience or entering new markets.

A clearly defined purpose helps align stakeholders, prioritise decision-making and maintain focus throughout what can often become a highly complex transformation process.

A successful migration is fundamentally a governance exercise. Clear vision, aligned stakeholders and disciplined planning are critical. Migrations work best when there is strong coordination both internally and across external partners.



Key principles include:

■ Strong project governance

Defined ownership, clear escalation routes and consistent communication are essential throughout the migration lifecycle. Enterprises should establish governance structures early, ensuring that commercial, operational, regulatory and technical stakeholders remain aligned.

■ Synchronisation across suppliers

Modern payment ecosystems often involve multiple interdependent suppliers including issuers, processors, scheme partners, banking providers, fulfilment partners and technology vendors. Migration projects require careful coordination across all parties to avoid delays, integration issues or user experience disruption.

■ External validation where helpful

Independent auditors or external consultants can strengthen quality assurance processes and help validate regulatory alignment, operational resilience and migration readiness.

■ Regular cross-stakeholder planning sessions

Frequent planning sessions across internal and external teams help maintain alignment, identify emerging risks early and accelerate issue resolution.

■ A single project manager on both sides

Appointing a dedicated project lead for the fintech and new payment provider improves communication flow, simplifies governance and accelerates decision-making.

■ **A well-defined MVP**

Successful migrations typically focus on delivering core functionality first before introducing phased enhancements. Attempting to redesign every process or launch multiple new capabilities simultaneously can significantly increase migration risk.

■ **Parallel operation where possible**

Where feasible, overlapping existing and new platforms before full cutover helps reduce operational risk and allows additional validation prior to full migration.

■ **Continuous risk monitoring**

Migration projects require ongoing monitoring of dependency risks, delivery timelines, regulatory approvals and operational readiness. Contingency planning and fallback procedures should remain active throughout the program.



A checklist for migrating live card and banking programs

With more than 20 years of payments experience, we've supported organisations in navigating the complexities of migrating card and account programs with care, due diligence and operational thoroughness.

The following checklist is based on hands-on experience supporting enterprises through highly complex payment infrastructure migrations.

1 **Understanding product requirements**

Several foundational product decisions shape the migration path and determine the technical complexity involved. These should be defined early to ensure aligned timelines, internal readiness and customer clarity.

Accounts, BINs and balances

Product managers and payment teams should determine:

- Which functionality needs to migrate to the new platform (including BINs, cards, payments, accounts and tokens) and which must be newly issued or set up.
- Whether the new provider has the appropriate regulatory scope, such as EMI licensing, to issue Account Number & Sort Code or IBANs, or whether existing account details can be retained and migrated.

→ If the card program currently operates on a dedicated or shared BIN structure. Shared BIN environments typically require the purchase of a new BIN range and may necessitate a full re-carding exercise.

Re-carding

This is a large-scale activity required when a new BIN range is introduced, involving the issuance and delivery of new payment cards to cardholders, replacing existing PANs, expiry dates, and CVC codes.

 See how Edenred Payment Solutions can support both set ups

→ How balances, funds flow and reconciliation processes will operate – either managed by the processor or directly through an external authorisation setup that provides fintechs with more control over transactions.

 Edenred Payment Solutions supports real-time delegated authorisation for card and banking transaction flows.

2 Licensing & third-party tooling

→ Regulatory requirements must be fully aligned as part of the migration process.

This includes considerations regarding e-money issuance, card scheme access, and local regulatory authorisation.

✦ **Edenred Payment Solutions is an e-money issuer, regulated across the UK and EU, with access to global card schemes (Mastercard and Visa).**

→ Enterprises should also conduct a full audit of their technology stack to identify: which third-party tools (such as Know-Your-Customer, international payments, banking, transaction screening) must be integrated, which integrations are native on the new platform, and which require custom work.

3 Mapping data & operational processes

Data and process design are often underestimated but essential to a smooth transition. At Edenred Payment Solutions, we encourage enterprises to begin with a comprehensive data audit to ensure that no critical information – such as transaction history, fraud profiles or customer account events – is lost during migration.

Core activities include:

- Data mapping between existing and target systems, defining required transformations and migration steps.
- Ensuring data integrity analysis to prevent missing or duplicated transactions.
- Process mapping across reconciliation, fraud, disputes, settlement and customer support.
- Identifying dependencies and gaps that may require new banking integrations or system adjustments on the new provider's side.

4 Card manufacturing & fulfilment

Where physical cards are involved, additional specialist operational tasks must also be completed.

This includes:

- Secure key exchanges
- Personalisation setup
- Encrypted data transfer processes
- Coordination with fulfilment providers
- Scheme certification requirements

At Edenred Payment Solutions, we support clients throughout this process and maintain integrations with multiple leading UK and European fulfilment houses.

5 Testing in a safe environment

Testing is a mandatory phase to ensure cards and payments behave correctly across all relevant scenarios.

Edenred Payment Solutions provides a dedicated User Acceptance Testing (UAT) environment which allows organisations to test payment processes end-to-end without using live user data.

It is recommended that enterprises conduct extensive multi-scenario testing covering payment flows, card functions and account access.

6 Managing customer impact

For many end users, payment services underpin essential operations – from supplier payments to processing payroll to employees' expenses. As a result, even minor downtime can have outsized consequences. Enterprises must therefore approach customer impact as a core strategic priority.

Best practices include:

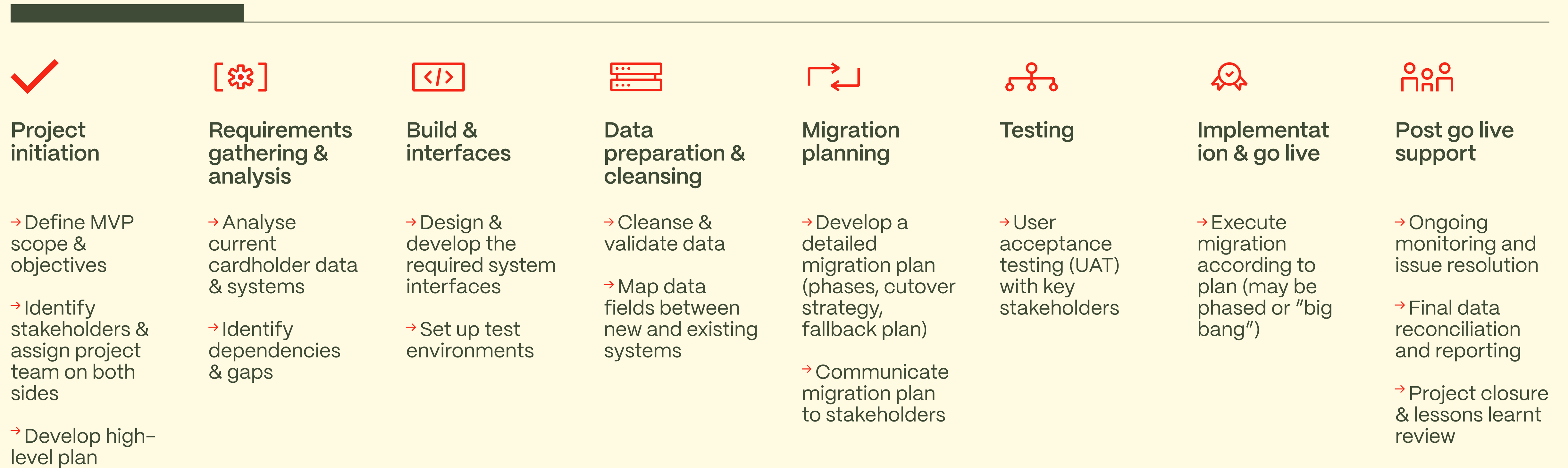
- Scheduling migration during low-usage hours, typically overnight
- Providing clear, proactive communication outlining expected downtime (if any)
- Using a phased approach across banking, schemes and cards to reduce risk
- Accounting for pending direct debits or scheduled payments before making changes

- Giving customers a transition window to adopt new processes without affecting their critical financial obligations
- Where a re-carding program is required (for instance, due to a BIN change) logistics, communication and activation timelines must be carefully orchestrated to minimise customer disruption.

Protecting customer continuity reinforces trust and safeguards brand reputation.



Our approach to large-scale platform migrations



What it means to become an Agent of a new EMI provider

To deliver modern card and banking solutions, regulatory authorisation is often required to provide payment capabilities such as payment cards, digital wallets, virtual cards, accounts, tokens and mobile payment functionality.

For rapid time-to-market, many fintechs operate through an Agent model where the program operates under the licence of another Electronic Money Institution (EMI).

When migrating a program from one EMI provider to another, organisations will typically need to become an Agent of the new EMI, unless they own the regulatory licence for the jurisdiction where they want to operate.

This process generally consists of several key areas:

Notifying Competent Authorities

Prepare the relevant documentation validated by the EMI including:

- Agent contracts
- Terms and conditions
- Agent fit and proper questionnaires
- Reviewed policies and procedures

Informing end users

Communicate EMI changes to end users through:

- Customer communications
- Updated terms and conditions
- Scheme updates where relevant

Coordinating with the existing EMI

Collaborate closely with the incumbent EMI for:

- Safeguarding coordination
- Re-carding exercises where required
- KYC and KYB review processes in line with the new EMI's expectations

How to migrate accounts, card issuing, and banking processing

Synchronisation of account balances and payments

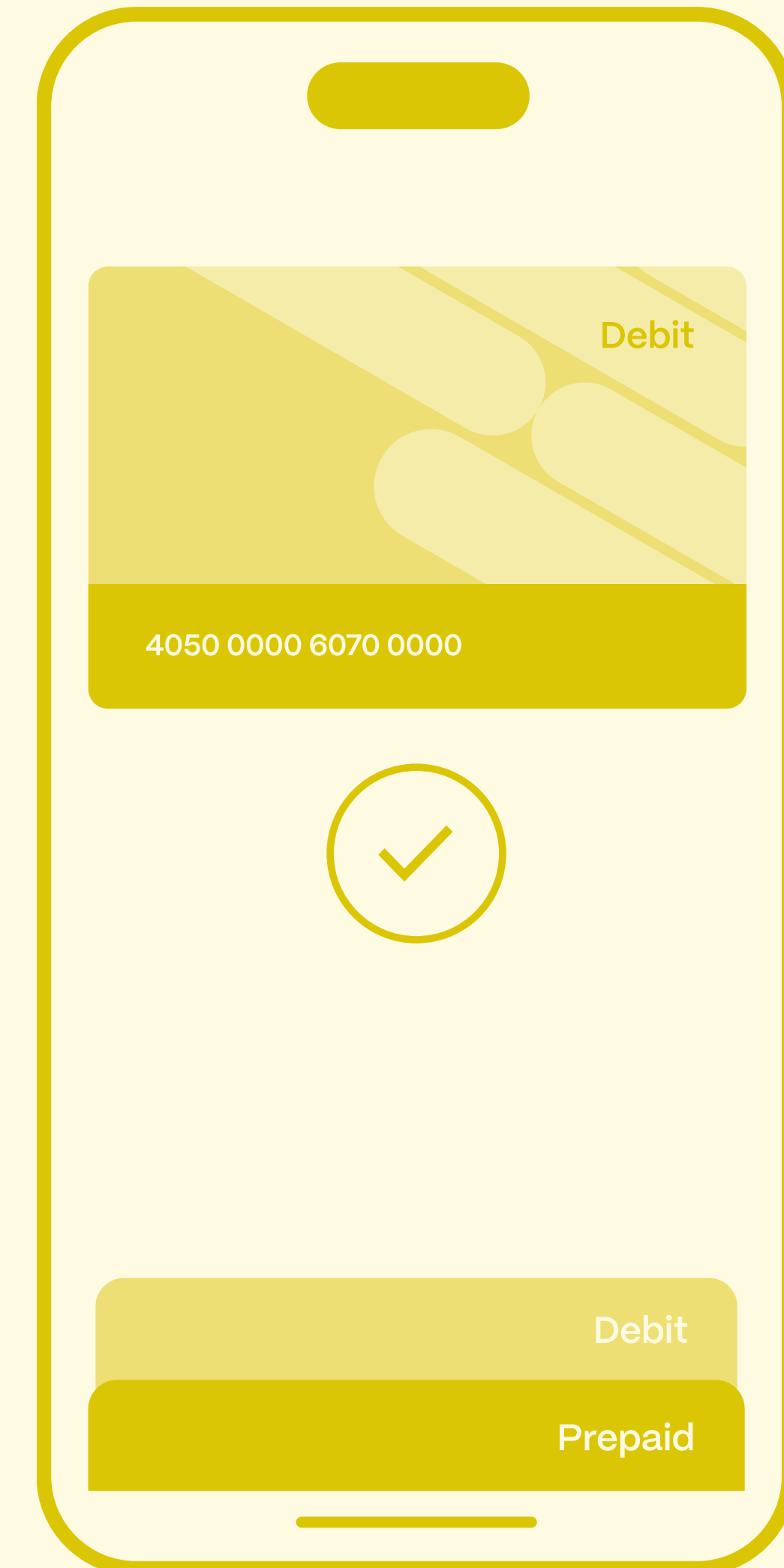
Ensuring consistency of user balances and payments is one of the most important aspects of any migration.

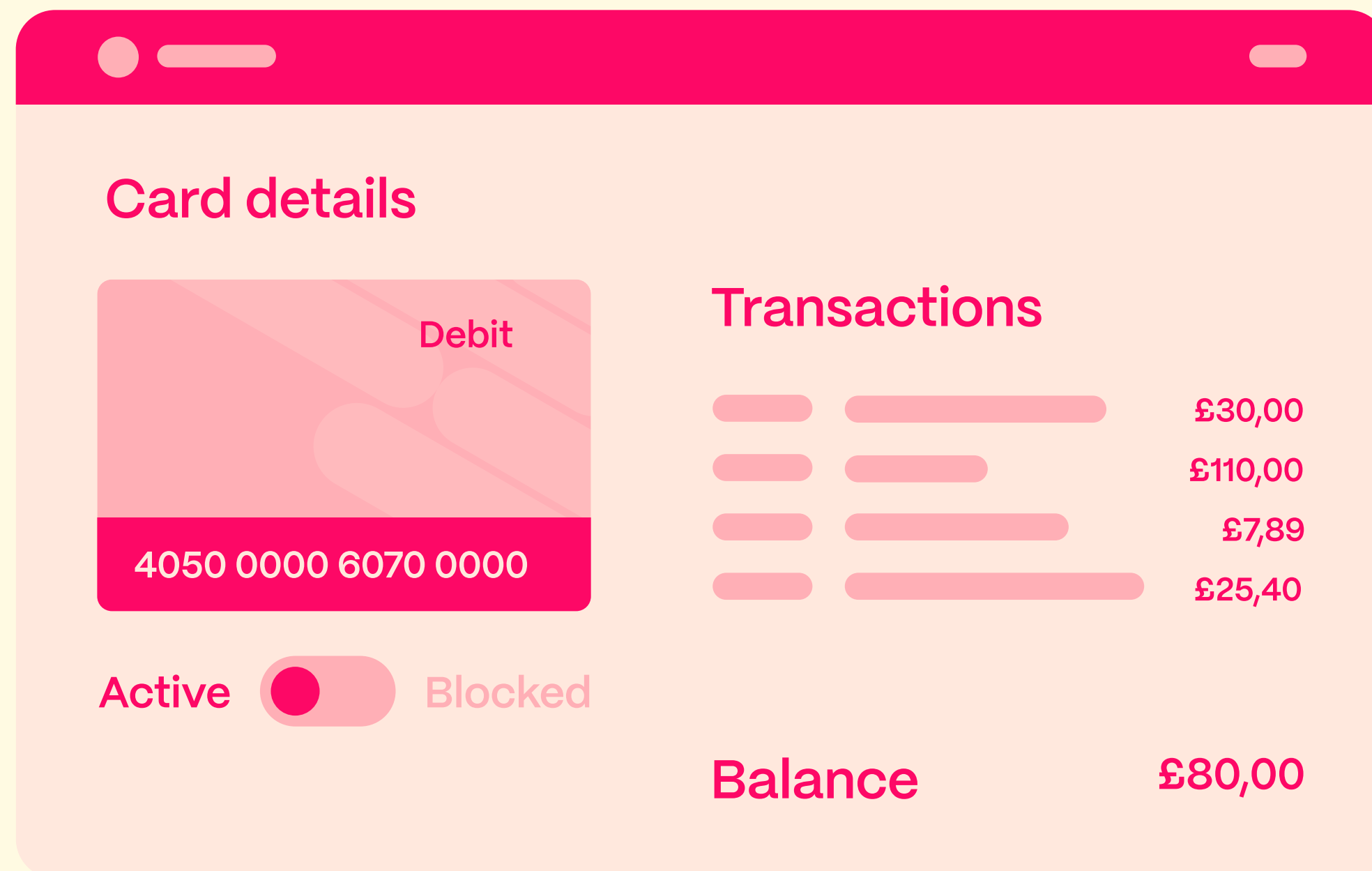
To facilitate a smooth switchover, we operate flexible e-money account structures that enable fintechs and enterprises to manage funds and balances efficiently throughout the migration process.

For a cost-efficient model, an e-money account is created on the Edenred Payment Solutions platform, allowing a business to move the current program balance through a single bank transfer operation. For many B2B programs, sub-accounts are then created and funded through internal payment transfers for each cardholder account at the point of migration.

We'll then manage the payment logic and ensure accounts are configured correctly once balances are loaded.

Once funds are migrated to the platform, the program typically operates under our EMI licence, except in specific regulated set ups.





Migrating direct debits and recurring transactions

Synchronisation of direct debits and recurring transactions is another critical migration step. Users often rely on these payment arrangements for essential operational obligations including supplier subscriptions, payroll operations, utilities and more.

Each mandate must remain active to avoid failed payments, operational disruption and reputational damage.

Direct debits can be migrated onto the Edenred Payment Solutions platform and linked to the customer's newly issued account for processing via BACS.

Recurring card transactions can also be linked to the cardholder's account using card scheme migration services. This applies where the BIN itself is migrated to Edenred Payment Solutions. Once an existing sort code is migrated to the platform, end users can continue using the same payment details.

Where this is not possible, because the fintech doesn't have its own sort code, new account credentials will be issued by the new EMI provider.

In these circumstances, EMIs can implement a redirection process known as the Bulk Payment Redirection Service (BPRS) to support continuity of payment operations.

While BPRS can reduce disruption, fintechs are still encouraged to support their customers in updating payment details with merchants and suppliers over time.

Settlement and safeguarding accounts

As part of regulatory obligations under Electronic Money Institution frameworks, customer funds must be held within segregated safeguarding accounts.

At Edenred Payment Solutions, safeguarding requirements are fulfilled through partnerships with tier-one banking institutions across the UK and Europe.

This ensures customer funds remain protected while supporting compliant payment operations across multiple markets.



SUCCESS STORY

How thinkmoney modernised its payment infrastructure at scale

Challenge

thinkmoney is a UK-based digital banking provider focused on improving financial inclusion and helping customers better manage their money. After more than 20 years of growth, the organisation recognised that its existing technology infrastructure was beginning to limit future innovation.

The business wanted to modernise its payment capabilities, improve customer experience and launch new digital services including mobile wallets and enhanced self-service functionality. At the same time, thinkmoney needed to ensure complete continuity for customers who relied on the platform for essential day-to-day financial activities, including bill payments. The migration itself was highly complex.

Every card, payment flow, customer account and operational process needed to transition safely to a new environment without disrupting live customer banking services. thinkmoney required a payments partner capable of supporting highly complex integrations with existing banking relationships and UK payment rails while maintaining operational resilience throughout the program.



SUCCESS STORY

Solution

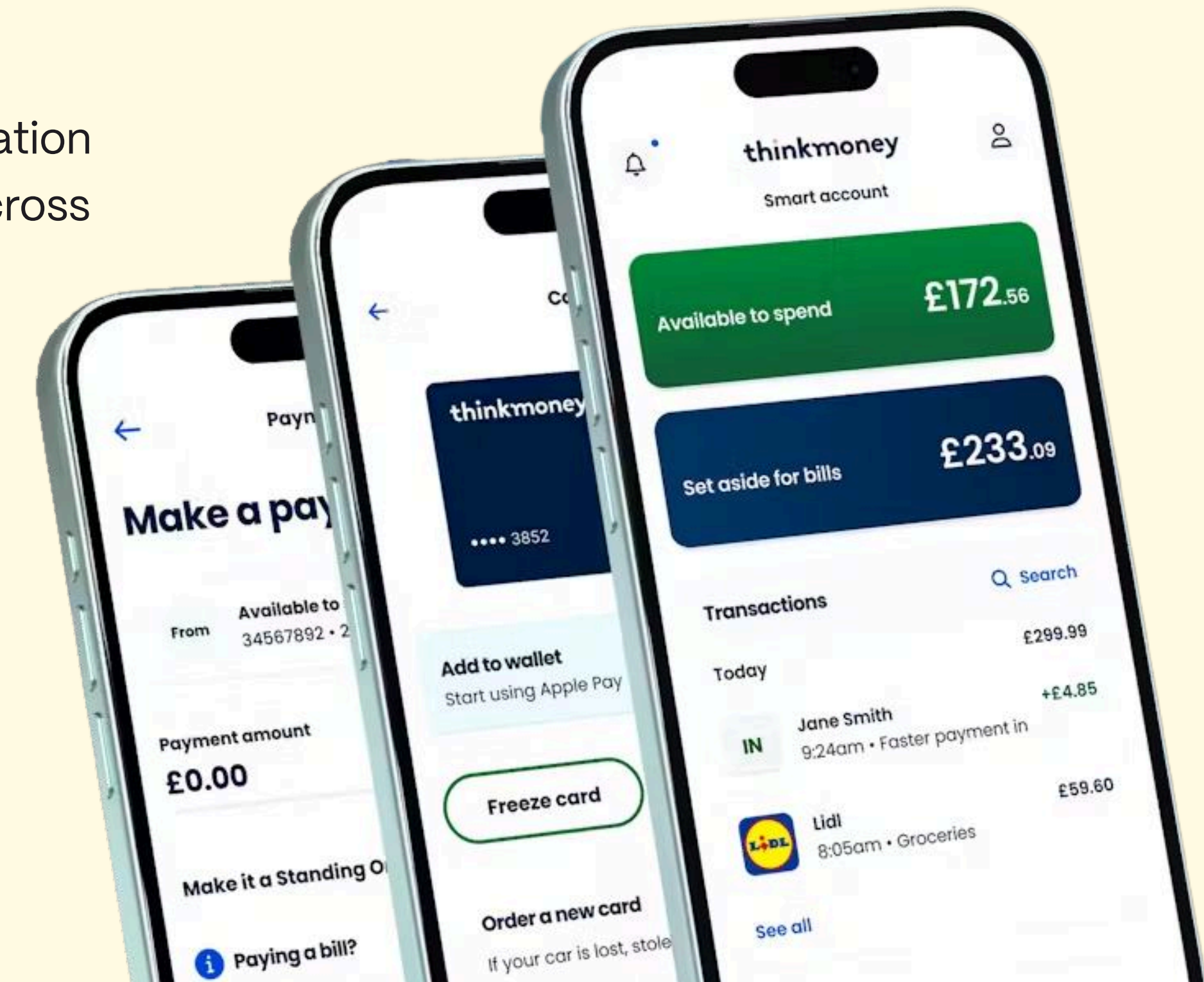
Our team of experts worked closely with thinkmoney to deliver one of its most complex migration programs to date. From early planning through to go-live, both organisations collaborated across technical, operational and governance workstreams.

The migration program focused on:

- ✓ Migrating customers with minimal disruption
- ✓ Modernising card and account infrastructure
- ✓ Supporting integration into Faster Payments connectivity
- ✓ Enhancing digital wallet capabilities
- ✓ Providing scalable and API-driven payment infrastructure
- ✓ Enabling future product innovation

The partnership was underpinned by a shared focus on improving customer outcomes and supporting greater financial inclusion.

So, we approached the migration with a strong emphasis on operational resilience, compliance and long-term scalability.



SUCCESS STORY

Results

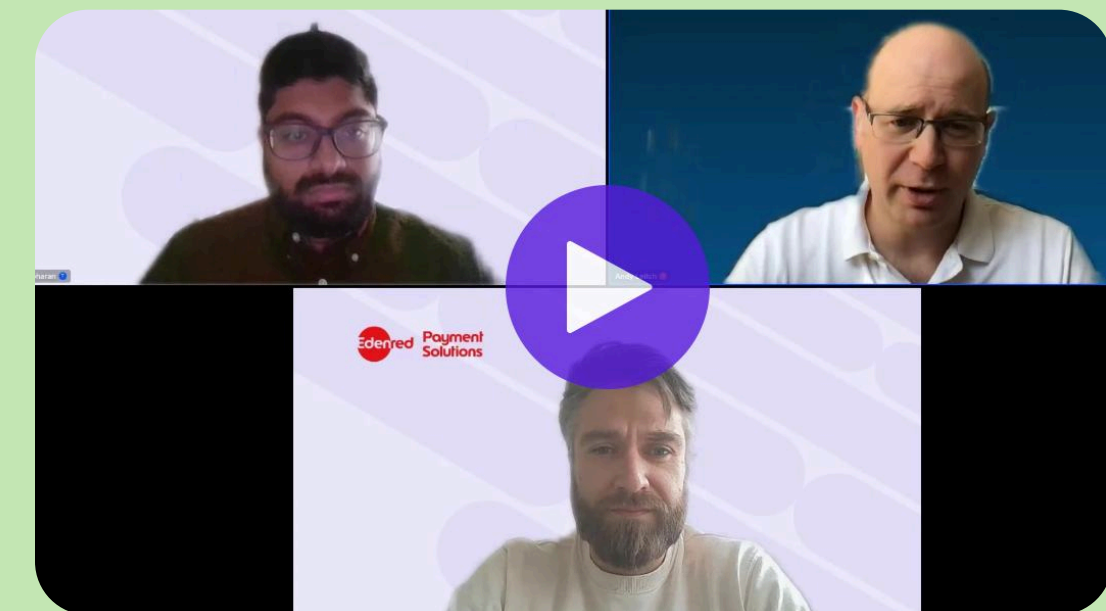
The migration delivered significant operational and customer benefits, including:

- Migration of all customers overnight with no downtime
- Digital wallet integration across Apple Pay and Google Pay
- Improved scalability and reliability
- Ongoing collaboration to support future innovation
- Modernised infrastructure capable of supporting future product expansion

The upgraded platform also enabled thinkmoney to accelerate product innovation while maintaining dependable day-to-day banking services for its customers.



From complexity to product clarity: Scaling a digital banking offering



👉 [Watch the webinar on demand](#)

Key lessons from a real-world platform migration



Strategic planning and governance

The success of a migration is underpinned by robust project governance, involving all stakeholders and ensuring alignment with regulatory requirements. Transparent communication and meticulous planning are instrumental to mitigating risks and ensuring a smooth transition.

Choosing the right partner

Selecting the right partner is a critical factor in the success of the migration. A collaborative approach, combined with a shared vision, enables organisations to leverage each other's strengths and drive impactful change.

Embracing complexity with confidence

While migrations pose significant challenges, by investing time in planning, addressing gaps, and fostering a culture of innovation, businesses can overcome obstacles and achieve their goals.

How Edenred Payment Solutions supports secure and scalable migration programs

We provide a modern, enterprise-grade platform built for security, scalability and innovation.

Helping organisations simplify operations and accelerate product delivery is central to the way we support migration programs.

➤ **Rich partnership ecosystem**

We maintain principal relationships with banking providers (Barclays, Natwest, Clear Bank), schemes (Mastercard, Visa), technology vendors (Apple, Google) and third-party providers (Form3) to assist in planning dependencies.

➤ **Flexible infrastructure**

Our infrastructure is designed to support a wide range of enterprise operating models and technology environments.

➤ **Dedicated engineering and delivery expertise**

Our engineering and delivery teams support businesses through every phase of the journey, from project preparation, to migration, and switchover phases, providing operational assurance.

➤ **Experience managing complex migrations at scale**

We have extensive experience supporting highly complex payment infrastructure migrations. Operational accuracy, customer continuity and minimising disruption remain central throughout every program.

➤ **Long-term strategic flexibility**

We support multiple delivery models ranging from fully licensed solutions through to processing-only models. This enables organisations to modernise infrastructure while maintaining flexibility over their longer-term operating model and strategic roadmap.



thinkmoney

"The team has wide-ranging experience and expertise across products and project management, and being part of the wider Edenred group ensures that we have a stable and reliable platform – which has 99.99% uptime. We need this dependability as we look to scale our existing offerings and expand into new product and market segments."

Michael Aldred

CEO

thinkmoney

Practical strategies to reduce risk during provider migrations

There are several practical steps any fintech or enterprise organisation can take to make their own transformation journey smoother:

<p>Start with a clear purpose</p>	<p>Define what success looks like and why transformation is needed. A shared vision, especially with external partners, helps teams stay aligned when challenges arise.</p>
<p>Build strong governance early</p>	<p>Establish clear roles, responsibilities, and reporting lines from the outset. Robust governance reduces uncertainty, speeds up decision-making, and ensures regulatory alignment throughout the project.</p>
<p>Prioritise customer outcomes</p>	<p>Keep customer experience at the centre of every decision. Map out how changes will impact end users and use that insight to guide design, testing, and delivery.</p>
<p>Pick partners with shared values</p>	<p>The right partners can accelerate transformation – but only if they understand your business goals, regulatory environment, and appetite for innovation.</p>
<p>Embrace complexity</p>	<p>Migration projects rarely go exactly to plan. Anticipate hurdles, build contingency into timelines, and foster a culture where teams feel empowered to problem-solve collaboratively.</p>

Final thoughts

Backend payment provider migrations are among the most strategically significant transformation activities an organisation can undertake.

Successful migrations require careful coordination across technology, operations, compliance, customer experience, regulatory frameworks and long-term commercial strategy.

The enterprises that approach migration strategically position themselves to innovate faster, operate more efficiently and support long-term growth with greater confidence.

With the right planning, expertise and infrastructure partner, migration projects can become a catalyst not only for future innovation.

Planning a platform migration?

Get in touch with our team to discuss how we can support your migration plans and power long-term growth for your business

[Get in touch](#)



Rich works closely with businesses to shape solutions that make a tangible difference. He's recognised for turning complex initiatives into clear, practical plans, grounded in insight and results.

Rich Logan
Client Solutions Director



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