corefy

The state of payment maturity 2025

a global study on payment stacks and orchestration readiness

Content

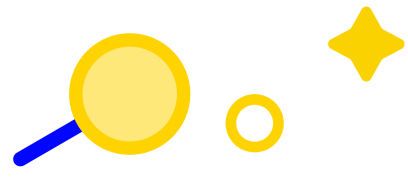
Executive summary

Payment maturity is the difference between processing payments and running payments well. The 2025 results show real progress — but also a familiar constraint. Manual setups have mostly disappeared, yet fragmentation remains the default. Many businesses still operate across disconnected providers and tools, which limits visibility, slows down changes, and makes optimisation far more difficult than it needs to be. Only a small share has reached truly responsive or agile payment operations.

At the same time, reliance on single-provider setups continues to decline as multi-provider portfolios become more common, pushing teams toward orchestration and structured control rather than backup redundancy. Payments stop being ‘a set of integrations’ and start behaving like a system that needs active management: routing, orchestration, and clear rules.

But organisational maturity often trails the tech. Payments are still frequently treated as a side responsibility, particularly in the mid-market. That gap is why many teams hit the same problems: slow integrations, limited capacity to optimise, and stacks that feel fragile — even when the tools are there.

We created this report because payment performance quietly shapes both revenue and operational workload — yet many teams don’t have a clear way to benchmark where they stand. As the second edition of our research series, launched in 2024, it also highlights market shifts where comparisons are meaningful. You’ll see what stage you’re in, what scaling typically exposes, and which capabilities turn payments from ‘patched together’ into properly run operations.



Methodology

Our research was based on an interactive quiz designed to evaluate businesses' payment maturity. This quiz combined quantitative and qualitative questions, covering key areas such as:

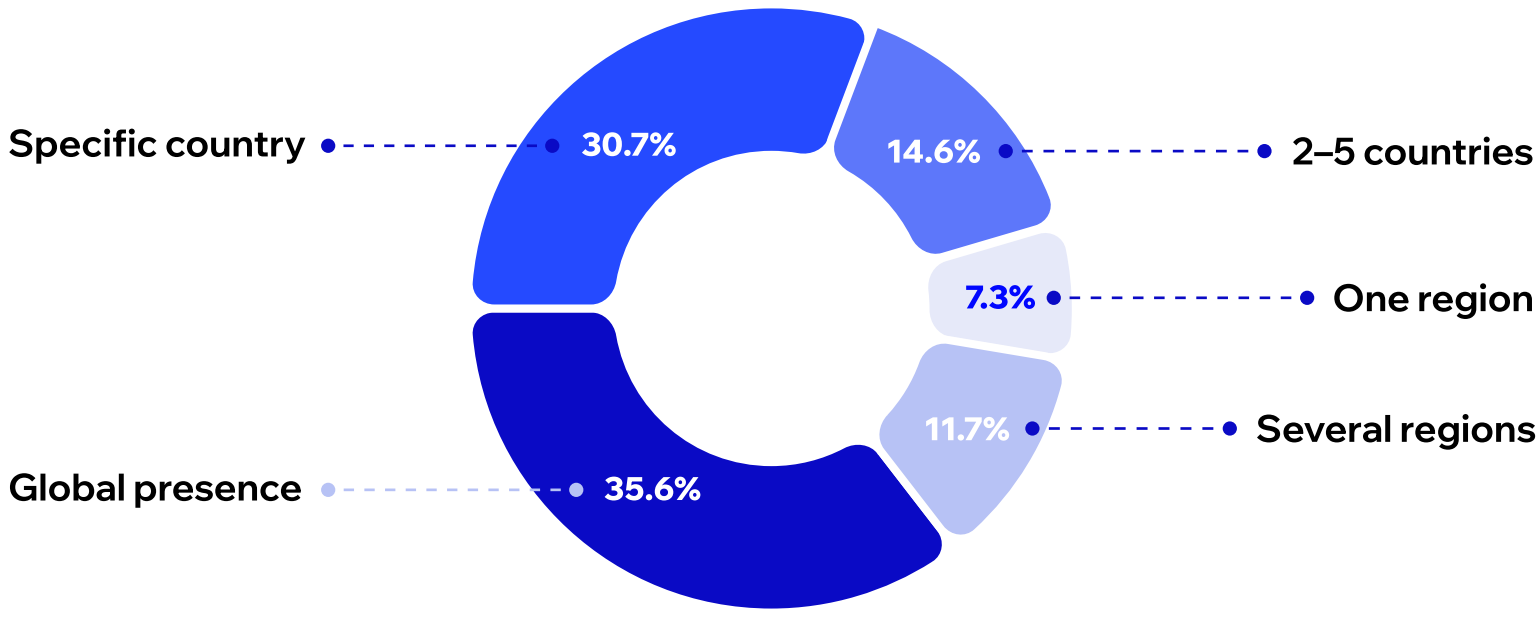
- **Payment setup and infrastructure:** use of hosted payment pages, custom gateways, or manual payment processes.
- **Payment functionality:** transaction routing, automation, fraud prevention, and analytics capabilities.
- **Payment provider connectivity:** number of providers, redundancy, and global coverage.
- **Payment management and organisational structure:** presence of dedicated payment managers or teams.
- **Speed of integration:** time required to add new payment methods.

> **We analysed 672 completed questionnaires from business representatives worldwide over a one-year period, ensuring a diverse and comprehensive dataset.**

Sample representativeness

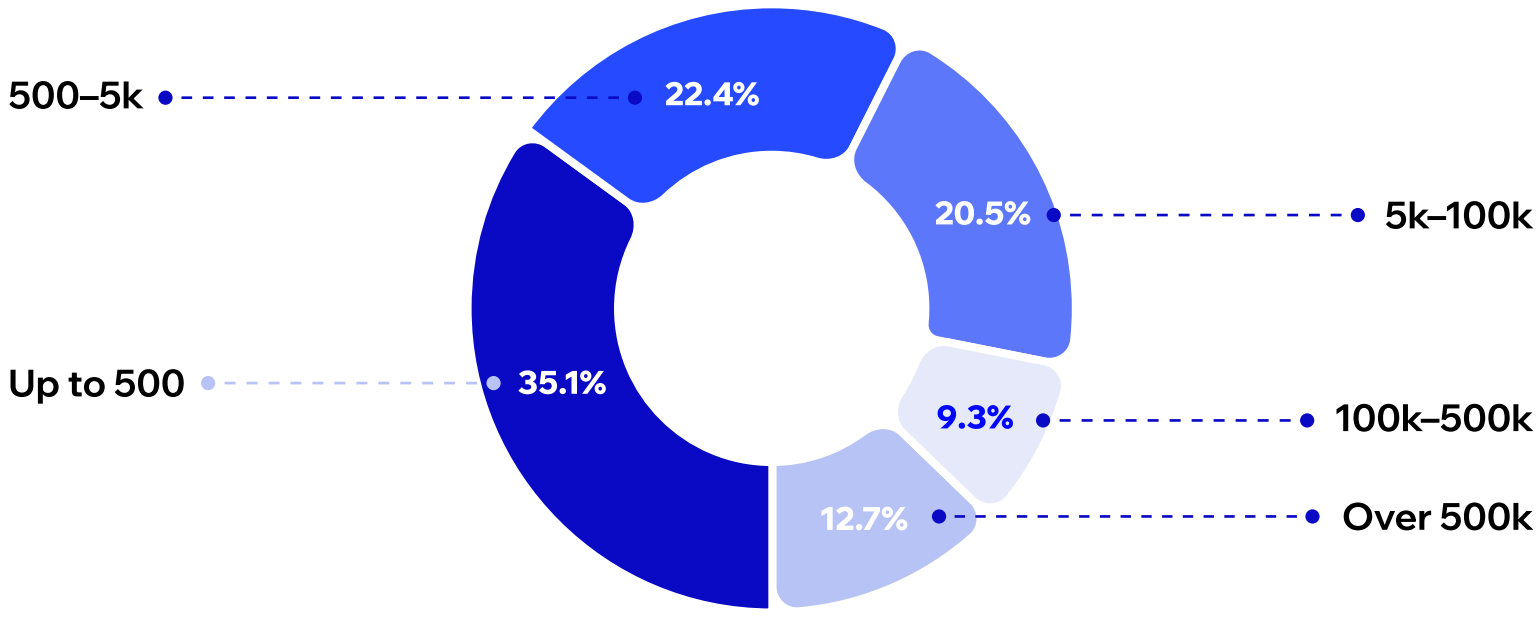
We included businesses with very different operating scales and expansion profiles, making the findings useful for understanding how patterns shift with scale. Below is a high-level snapshot of the distribution across target markets and monthly online transaction volume.

Target markets



What this tells us: the sample is not concentrated in one operating model. It includes both locally focused businesses and a substantial share of companies with multi-market or global reach.

Monthly online transaction volume



What this tells us: the dataset spans from low-volume operations to high-scale businesses, with a meaningful share in mid-to-high volume brackets — enough to observe how payment stack choices and provider strategies change as complexity increases.

! Because participation is self-selected, the dataset should be treated as an industry snapshot rather than a census of the full market.

Understanding payment maturity

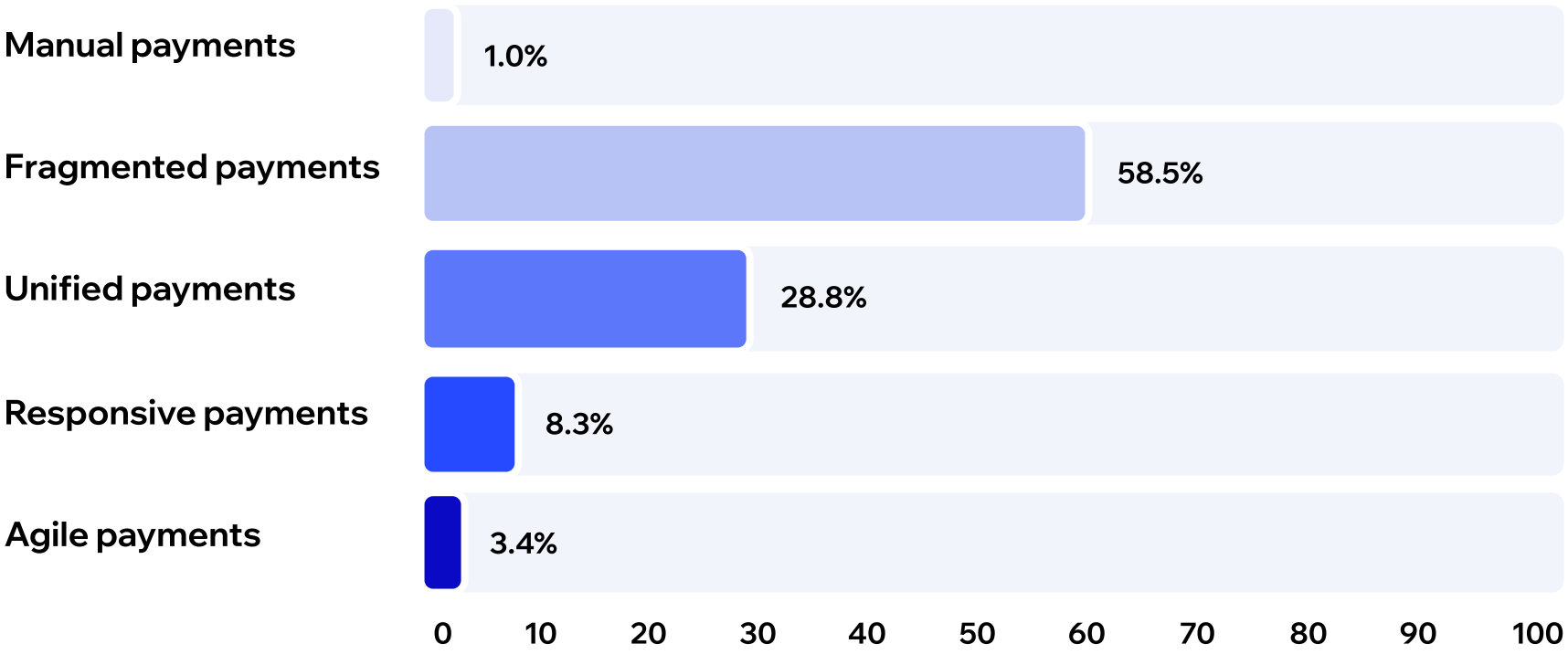
The payment maturity model is a diagnostic framework for assessing how effectively a business designs, runs, and improves its payment operations as scale increases. It helps teams translate a complex payment stack into a clear baseline: what you can do today, where the constraints are, and what capabilities you need to unlock the next stage of performance.

The payment maturity model includes five stages:

1. **Manual payments —** Transactions are handled manually. This can work at low volume, but it doesn't scale well and often creates avoidable operational risk.
2. **Fragmented payments —** Multiple payment systems are used in parallel, but they don't work together. The result is duplicated effort, inconsistent reporting, and limited visibility across providers and methods.
3. **Unified payments —** Payment processes are consolidated into a single, consistent setup. Businesses gain clearer reporting, smoother operations, and a stronger foundation for optimisation.
4. **Responsive payments —** The payment stack becomes more adaptable. Businesses can roll out changes faster, respond to market shifts, and adopt new payment methods or technologies with less friction.
5. **Agile payments —** Payments become a strategic growth lever. Businesses continuously optimise performance, test and improve routing and acceptance, and use data to stay ahead of customer and market demands.

Explore each stage in detail Learn more →

Where do businesses stand in 2025?



Key takeaways

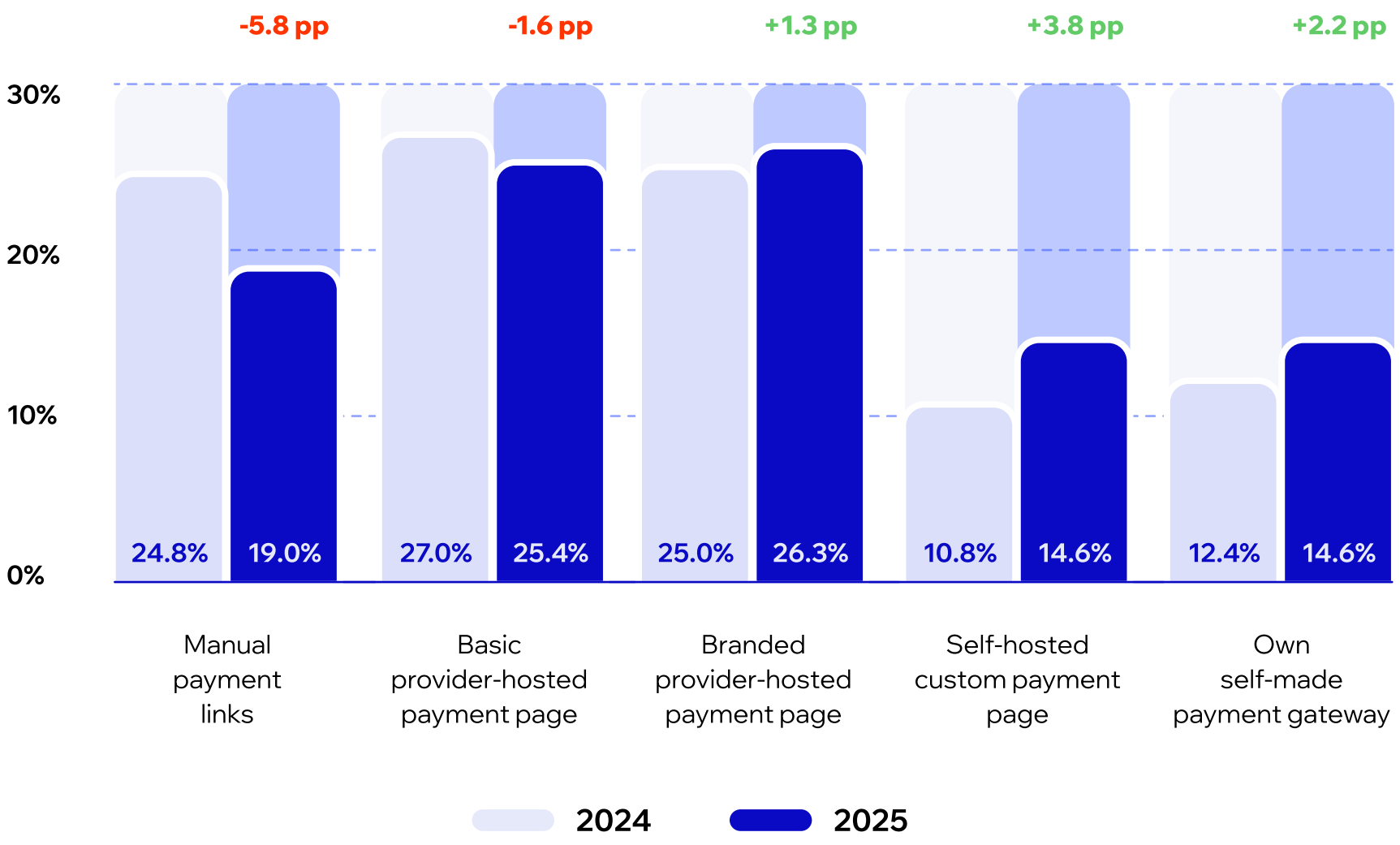
- **Most businesses are still early-stage in payment maturity.** Nearly 6 in 10 operate with Fragmented payments (58.5%), indicating payments are often handled through disconnected tools/processes.
- **Unification is happening, but it's not the norm yet.** 28.8% are at the Unified stage — a meaningful share, but still only about 1 in 3.
- **Only a small minority are truly advanced.** Just 11.7% are in the Responsive and Agile stage, meaning fewer than 1 in 8 have reached more adaptive, optimised payment operations.
- **Manual payments are nearly phased out.** Only 1.0% are still in a Manual state, suggesting the market baseline has moved beyond purely manual handling.

In 2025, the baseline has shifted: manual payments are mostly behind us, but agility remains rare. The next maturity step for most businesses is building the structure — ownership, abstraction, and control — that makes payments adaptable under growing volume, geography, and compliance pressure.

Payment stack in 2025: setup & functionality depth

In 2025, the data shows a clear evolution in the payment stack: businesses are gradually moving away from basic, manual approaches and investing more in scalable, controlled payment capabilities.

Types of payment setups businesses employ

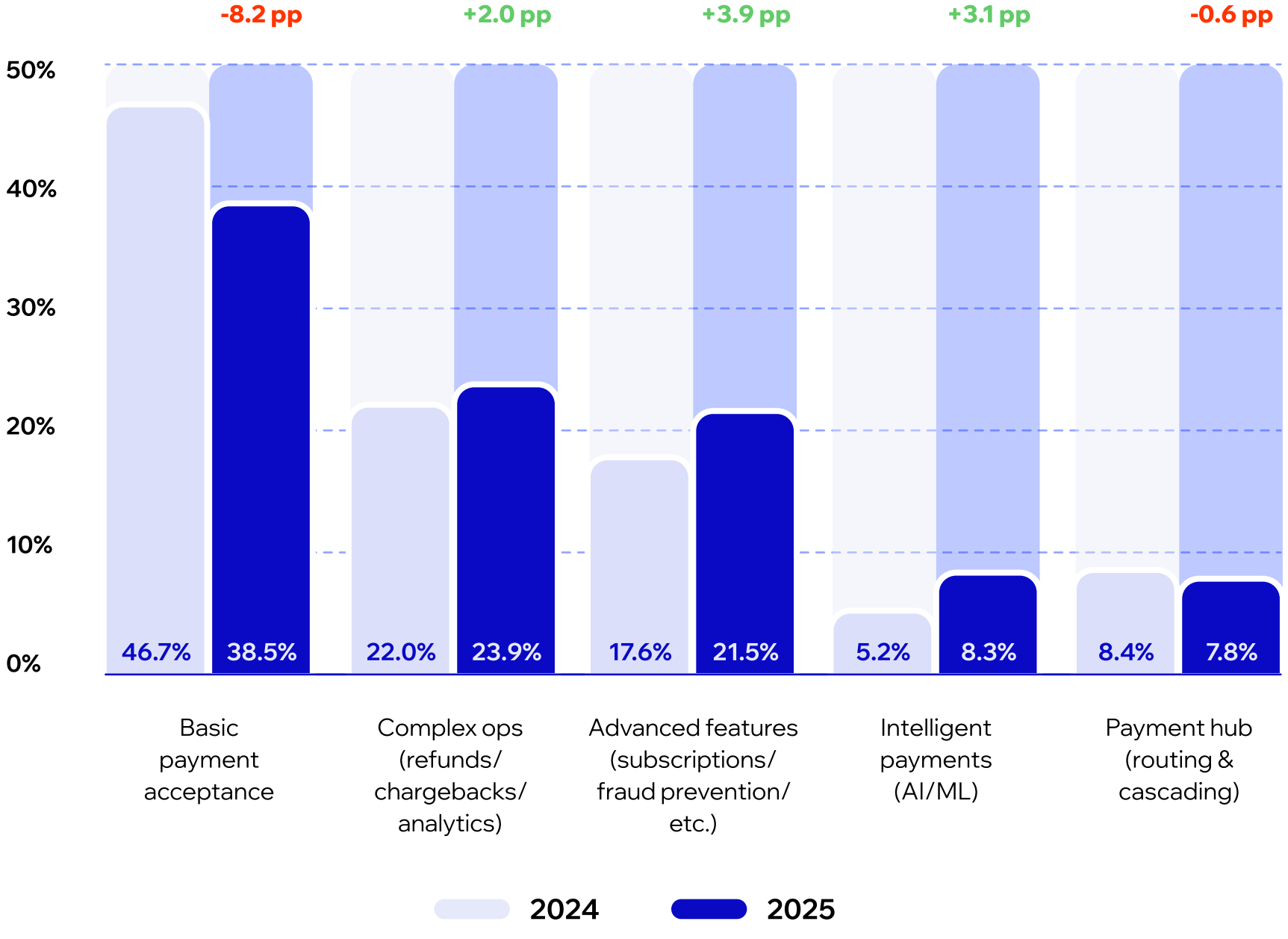


Key takeaways

- **Payment setup is shifting from manual execution to self-managed infrastructure.** Manual payment links dropped from 24.8% to 19.0% (-5.8 pp), indicating reduced reliance on solutions that typically create fragmentation: inconsistent UX, limited observability, weak control over step-level conversion, and higher operational overhead.

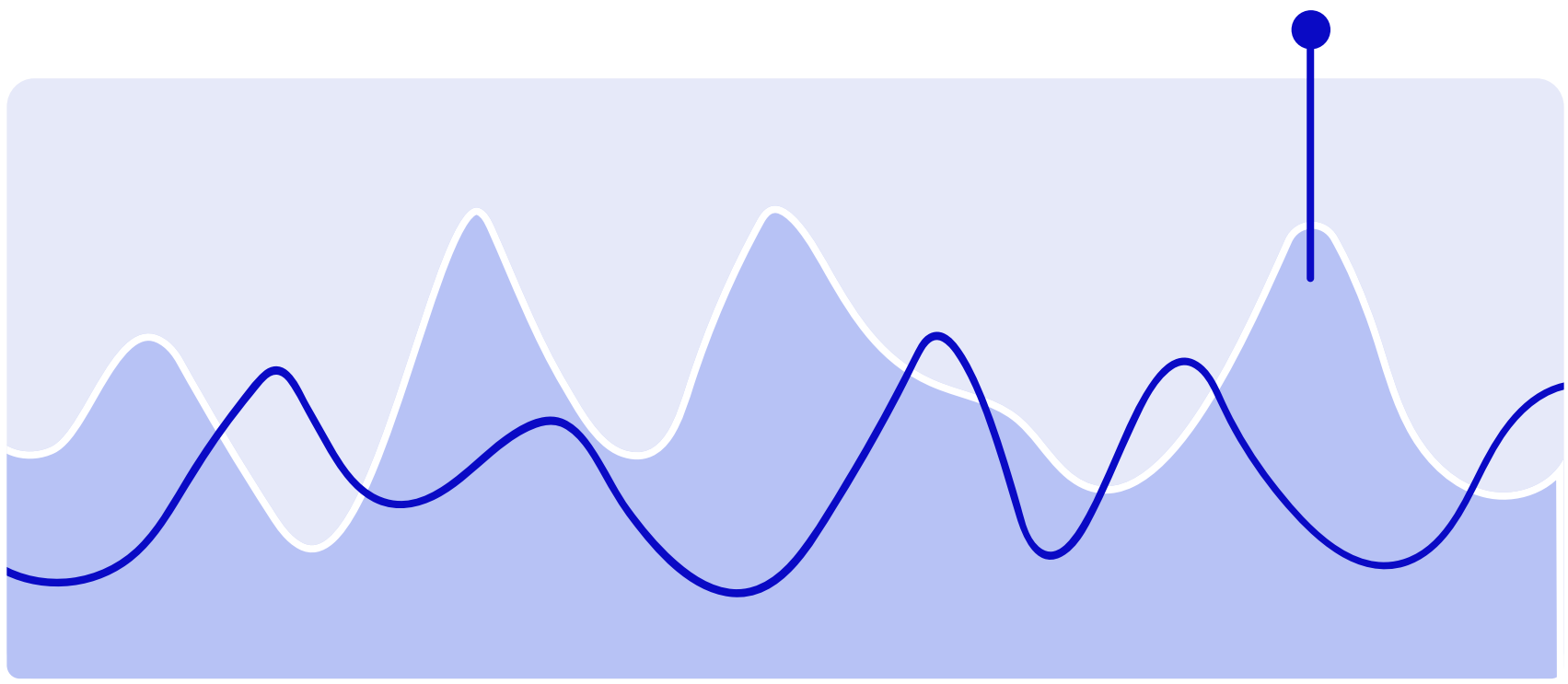
- **Self-hosted custom payment pages rose from 10.8% to 14.6% (+3.8 pp).** This is usually driven by the need to improve checkout performance and experimentation velocity. Owning the checkout enables faster iteration, better UX control, deeper analytics instrumentation, and alignment with product flows (e.g., SCA handling, local payment method logic, retries, and UX optimisation).
- **Self-made gateways increased from 12.4% to 14.6% (+2.2 pp).** This indicates growing investment in an internal ‘payments layer’ — typically motivated by requirements like multi-provider connectivity, standardised payment logic across geographies, resilience, cost optimisation, and governance.

Payment functionality used



Key takeaways

- **Payments are increasingly treated not as a one-time integration, but as an operational system.** The share of respondents relying primarily on basic payment acceptance declined from 46.7% to 38.5% (-8.2 pp).
- **Advanced features increased from 17.6% to 21.5% (+3.9 pp).** More businesses are building the mechanisms required for revenue continuity and loss prevention — e.g., subscription logic, fraud controls, and richer transaction flows. These features tend to appear when companies start optimising beyond approval rates and begin managing the full lifecycle (authorisation → fulfilment → refunds/chargebacks → recurring payments).
- **AI/ML automation grew from 5.2% to 8.3% (+3.1 pp).** While still a minority, the growth is notable because AI/ML is usually adopted only after a company has sufficient transaction scale, data quality, and operational discipline. In practice, this often reflects moves toward automated decisioning: routing recommendations, fraud scoring, exception handling, and anomaly detection — all aimed at improving conversion and reducing manual workload.

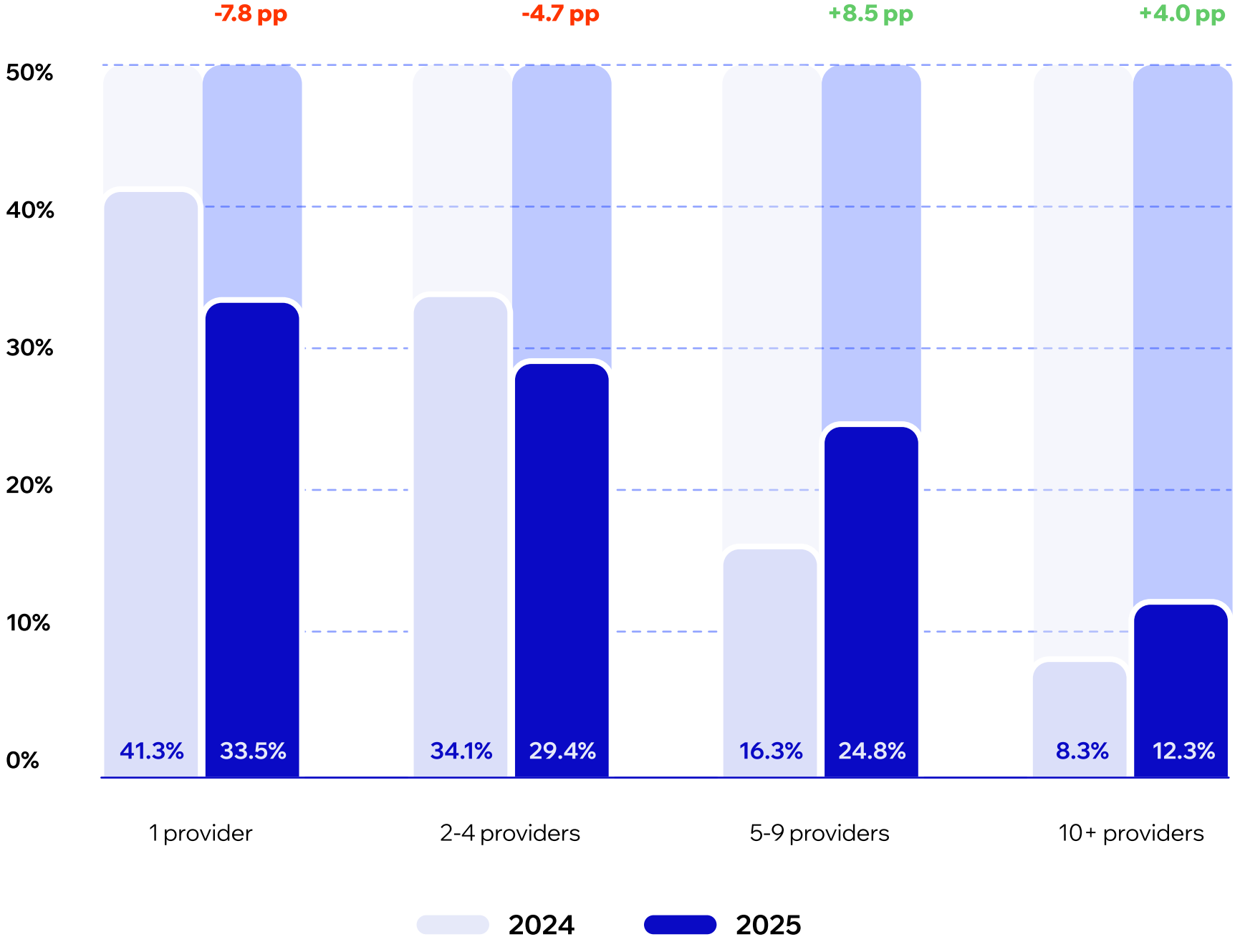


Providers & orchestration readiness: 2025 insights

Multi-provider setups are now common, but they are not created equal. Some businesses operate them as loosely connected integrations; others manage them as a coordinated system.

This section examines orchestration readiness in 2025 by looking at how businesses structure provider connectivity, where control sits in the payment flow, and how easily they can change or reconfigure their setup as requirements evolve.

Payment provider connectivity



Key takeaways

- **Single-provider dependency is clearly weakening.** The share of companies using just 1 provider falls from 41.3% to 33.5% (-7.8 pp). This is one of the cleanest signals of orchestration readiness: teams are moving from a single-vendor setup toward resilience, coverage, and performance optimisation.
- **The market is moving past basic redundancy into true multi-provider operations.** Growth is strongest in the 5–9 providers tier, which rises from 16.3% to 24.8% (+8.5 pp). This usually reflects a shift from having a backup acquirer to running active provider portfolios — segmented by geography, payment method, risk constraints, or issuer behaviour.
- **High-connectivity setups are expanding, but remain a minority, suggesting a maturing market.** 10+ providers increase from 8.3% to 12.3% (+4.0 pp). This tier typically indicates organisations operating at scale (multi-market, multi-MID, multiple acquirers/PSPs, local APM stacks), where the bottleneck becomes governance: performance monitoring, routing logic, reconciliation complexity, and contract/compliance overhead.
- **The '2–4 providers' tier is shrinking, implying a jump in maturity.** 2–4 providers drop from 34.1% to 29.4% (-4.7 pp). Rather than gradually increasing from 2 to 3 providers, more companies appear to be leapfrogging to larger provider sets (5+). That pattern is consistent with faster expansion cycles and/or an increased focus on acceptance-rate optimisation where 'a couple of providers' is no longer sufficient.
- **Net effect: connectivity is rebalancing from low to high, accelerating orchestration use cases.** Combined, 5+ providers now represent 37.1% of respondents (24.8% + 12.3%), up from 24.6% in 2024 — an increase of +12.5 pp. This materially expands the addressable base for advanced capabilities like smart routing, cascading, load balancing, token portability strategies, unified reporting, and automated reconciliation.

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Payment provider connectivity vs. target markets

Number of providers / Target market	1 provider	2-4 providers	5-9 providers	10+ providers
Specific country	40.9%	34.5%	17.6%	7.0%
2-5 countries	29.1%	43.5%	18.7%	8.7%
One region	28.5%	30.4%	28.0%	13.1%
Several regions	20.0%	25.2%	37.6%	17.2%
Global presence	12.1%	30.2%	33.2%	24.5%

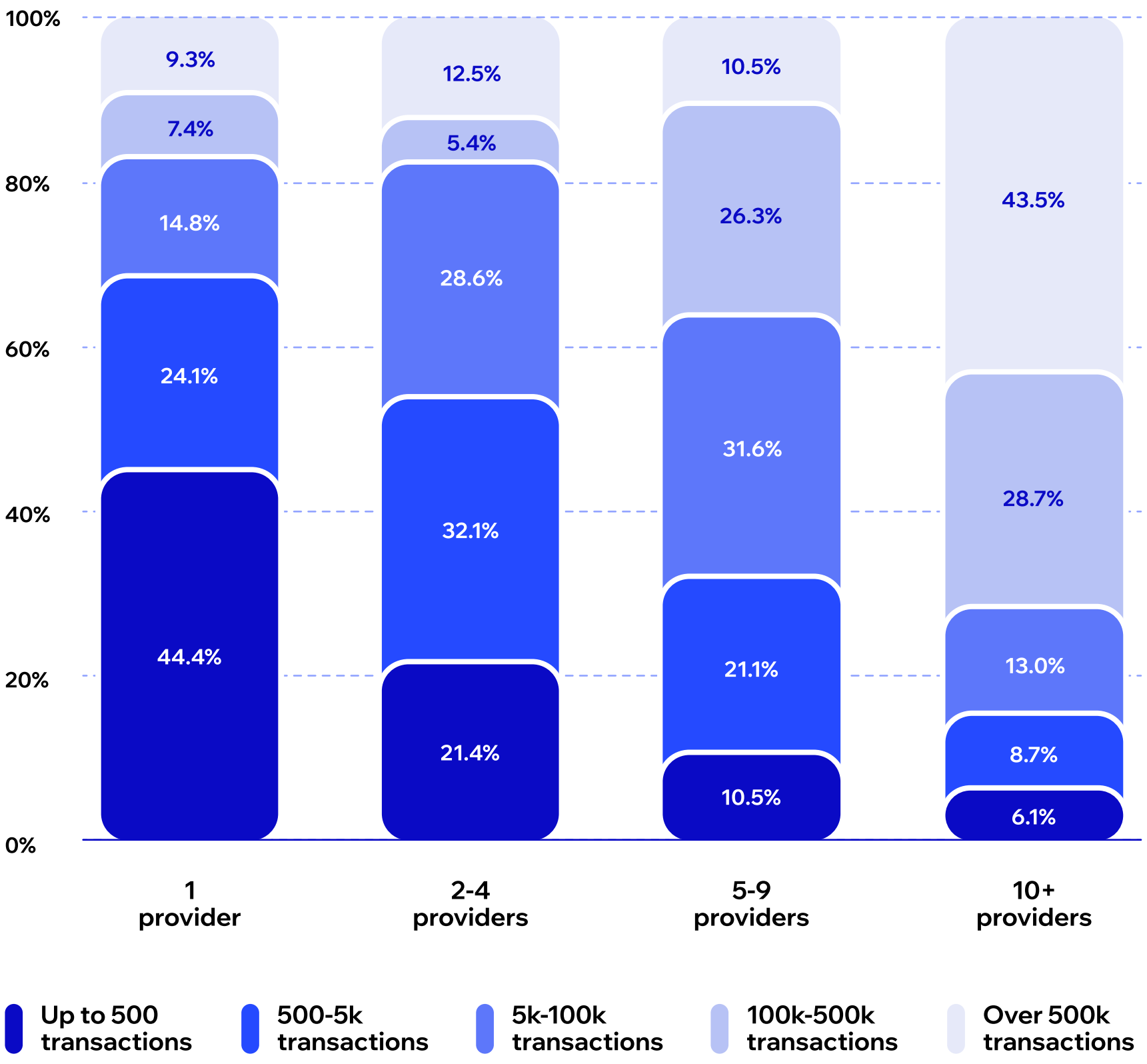
Key takeaways

- **The share of businesses with 5+ providers climbs sharply as reach expands.** This is where payments cease to behave like a single-vendor utility and instead operate as a managed network focused on coverage, resilience, and performance.
- **Domestic focus still correlates with single-provider reliance, but the moment companies internationalise, portfolios begin to form.** In a specific country, 1 provider remains the largest group at 40.9%. Once companies expand to 2–5 countries, provider setups diversify, with a noticeable increase in 5–9 providers to 18.7% and in 10+ to 8.7%. This suggests that even early cross-border expansion quickly exposes gaps in coverage and approval performance that one provider cannot reliably solve.

What does this imply for orchestration readiness?

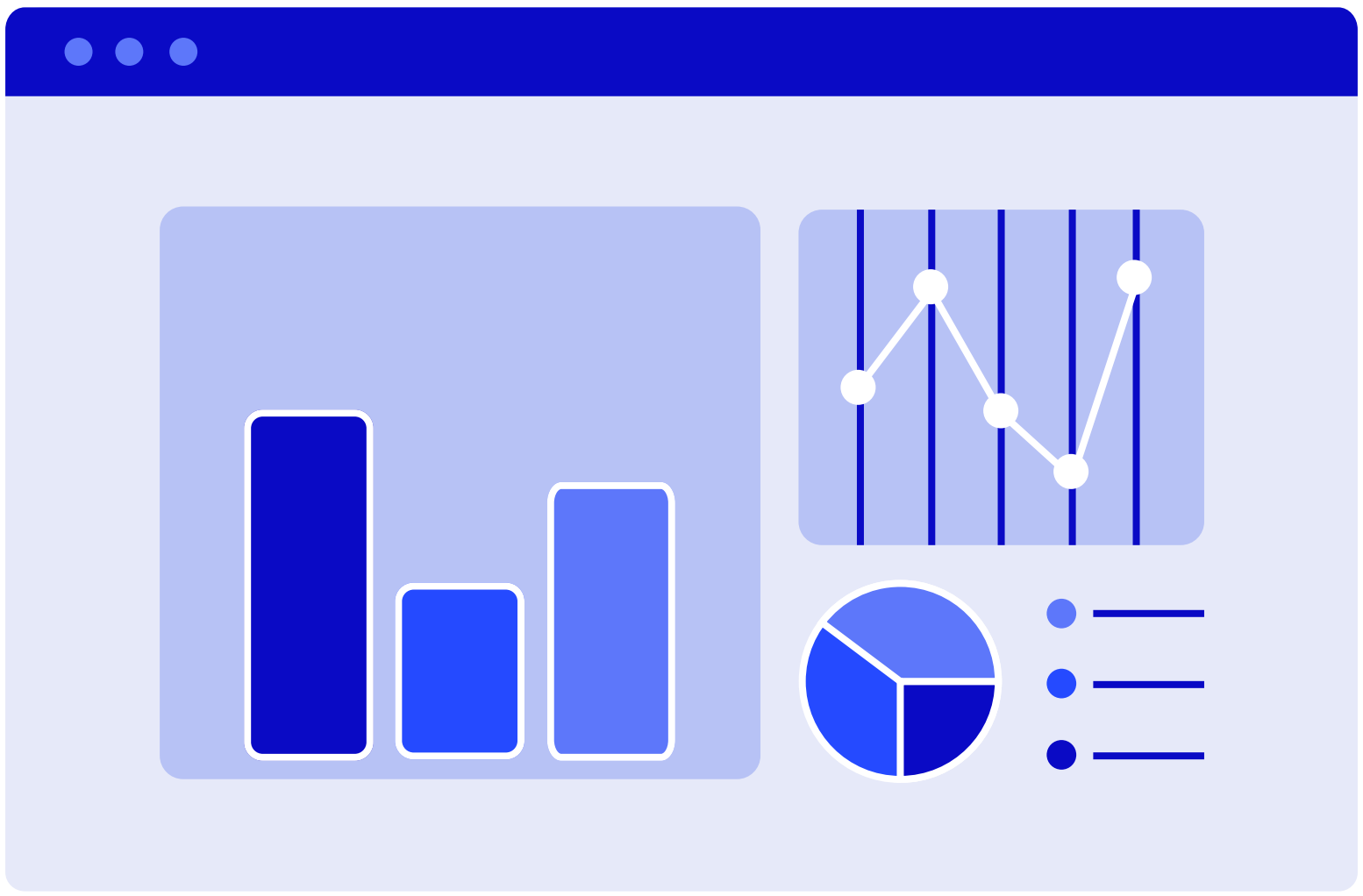
The data suggests a step-change in operating requirements once businesses reach one region and beyond, where 5+ provider setups become common. For specific-country businesses, the primary unlock is often standardisation and basic resilience. For 2–5 countries, it is disciplined multi-provider management. For several regions and global presence, orchestration capabilities become structural requirements rather than optimisation options.

Payment provider connectivity vs. transaction volume

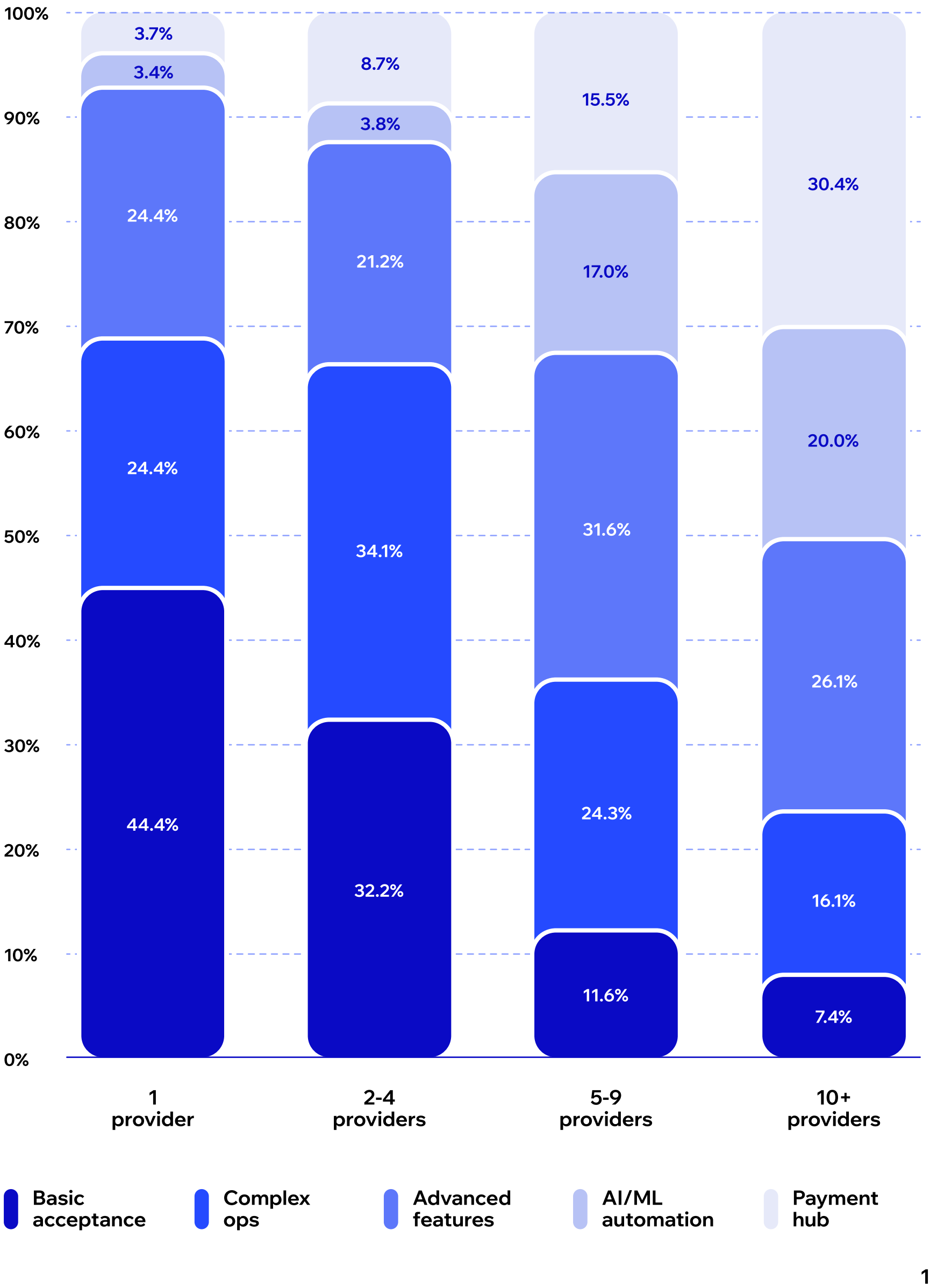


Key takeaways

- **Single-provider reliance drops sharply with scale.** That's a clear signal that once businesses move beyond early scale, single-provider setups become limiting — whether due to approval volatility, coverage gaps, pricing, or operational risk.
- **Mid-volume is where multi-provider becomes standard.** In the 500–5k and 5k–100k segments, the distribution shifts toward multi-provider as a norm: 2–4 providers: peaks at 32.1% (500–5k) and stays high at 28.6% (5k–100k); This is where businesses start building a provider strategy — typically driven by redundancy, method expansion, and the need for more controllable performance.
- **At a large scale, provider connectivity becomes a deliberate operating model.** 10+ providers connected usually means payments are managed across markets, methods, acquirers, and risk segments — closer to a portfolio system than a simple integration.



Payment provider connectivity vs. payment functionality

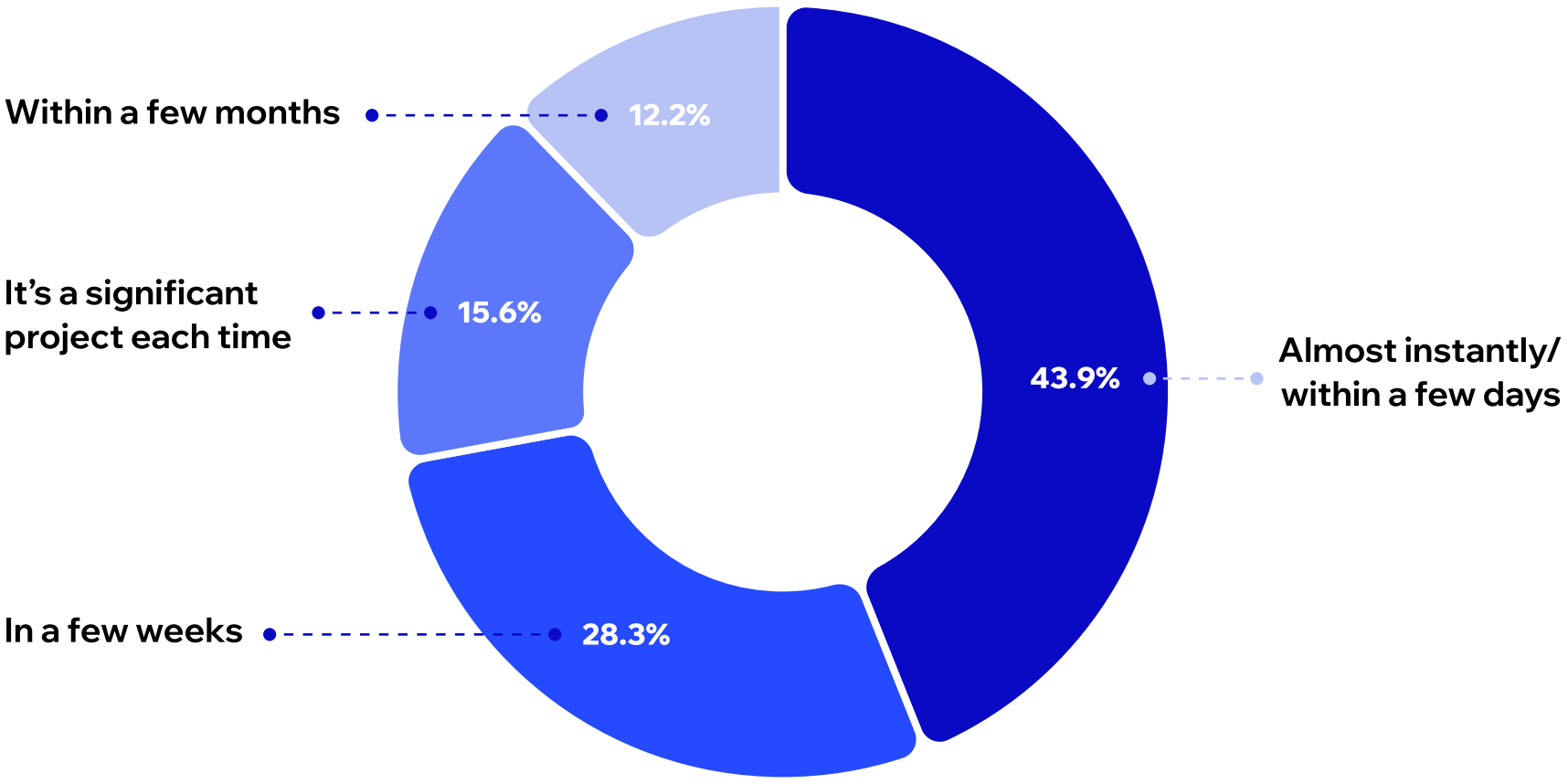


Key takeaways

- **Basic-only setups disappear as provider stacks grow.** With 1 provider, basic acceptance is the dominant mode (44.4%). By 10+ providers, it falls to 7.4%. This indicates that large multi-provider environments almost always require a deeper payments layer.
- **2–4 providers is the operations scaling phase.** In this group, the leading category becomes complex operations (refunds, chargebacks, analytics) at 34.1%, while basic acceptance drops to 32.2%. This looks like the moment when companies move beyond ‘integration complete’ and start building the operational backbone needed to run payments reliably across multiple providers.
- **At 5+ providers, maturity shifts from operations to optimisation.** With 5–9 providers, advanced features rise to 31.6%, and both payment hubs (15.5%) and AI/ML automation (17.0%) begin to show meaningful adoption. This is an important threshold: payments cease to be merely a back-office process and become a performance system — where routing, risk controls, and lifecycle automation matter.

Integration speed: how quickly businesses can evolve their payment stack

How fast you can add a new payment provider or method is a practical measure of maturity. It reflects how well your payment setup is organised: whether integrations are reusable, ownership is clear, and changes can be made without disrupting the business.

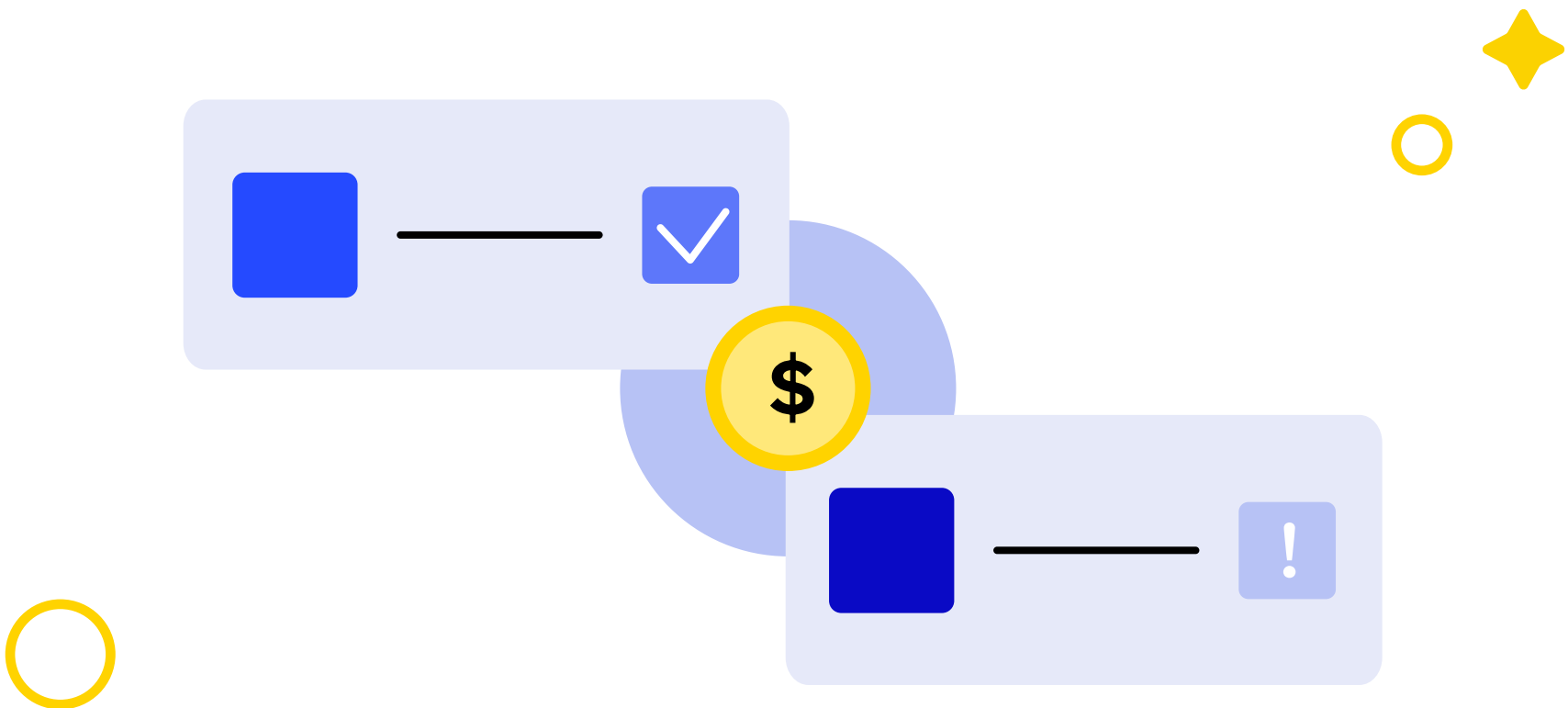


Key takeaways

- **Fast integration is common — but far from universal.** Nearly half of businesses (43.9%) claim they can add a new payment provider or method within days, which suggests a more modular setup and fewer internal dependencies. These teams are typically able to react quickly to market needs, provider issues, or performance optimisation opportunities.
- **For many, change still takes weeks.** Another 28.3% require a few weeks to integrate new providers or methods. While this allows for planned improvements, it often means payments are not yet fully abstracted and still depend on provider-specific work. Speed exists, but flexibility is limited.

- **More than a quarter of businesses face serious integration friction.** A combined 27.8% report that integrations are either a significant project (15.6%) or take several months (12.2%). For these teams, adding redundancy, launching new payment methods, or responding to approval issues is slow and costly, turning payments into a bottleneck rather than an enabler.

> **Long integration cycles are a tell-tale sign of fragmented payments. If integrating a new PSP is a ‘major project’ or takes months, the root cause is typically duplicated provider-specific logic and non-standardised payment states. Payment orchestration fixes this by unifying flows and controls in one layer, so adding providers becomes dramatically lighter.**
>
> 
> **Denys Kyrychenko**
> Co-founder & CEO at Corefy



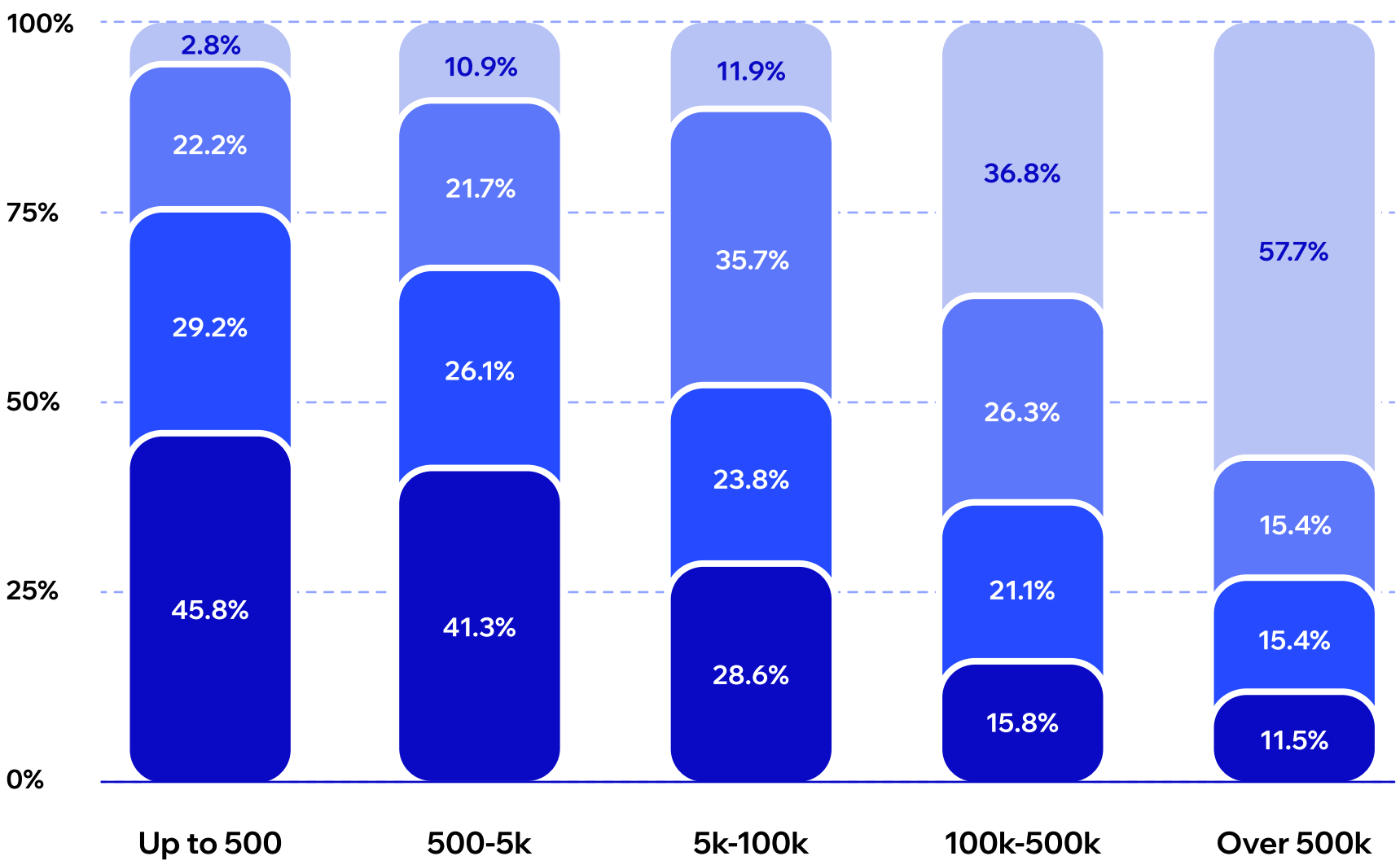
Online payment management peculiarities

Payment ownership professionalises as volume grows — and it's one of the clearest signals of payment maturity.

Key takeaways

- **Payments are still not a core function for most businesses.** Nearly 60% of companies manage payments either as a general administrative task or as a secondary responsibility. This limits strategic oversight and slows optimisation as payment complexity grows.
- **Dedicated ownership is emerging — but not yet the norm.** Only 41% of respondents have assigned payments to a dedicated manager or a specialised team, indicating that many businesses still underestimate the operational impact of payment performance.

Breakdown by transaction volume



Key takeaways

- **Clear ‘scale effect’: specialisation increases with volume.** At ≤500 tx/mo, payments are mostly admin-owned (45.8%) and rarely handled by a department (2.8%). At 500k+, the model flips: 57.7% have a specialised payment department.
- **Dedicated ownership becomes the norm at higher volumes.** Share of companies with dedicated ownership (payment manager + department) rises from 25.0% (≤500) to 73.1% (500k+).
- **Mid-market looks transitional (and often under-owned).** In 500–5k, 67.4% still run payments as admin/part-time ownership, despite already facing enough volume for declines, chargebacks, and provider issues to matter operationally.

Closing insights: payments are no longer an integration problem

The data is clear: most businesses can connect providers. The real strain shows up later — when payments become a multi-provider operating model, changes keep coming, volumes rise, and performance expectations stay unforgiving.

The differentiator in 2025 is control. The teams that move fastest run payments through a consistent layer: standardised flows, centrally managed routing and fallback, unified reporting, and cleaner reconciliation. That structure transforms changes into configuration and iteration, rather than repeated engineering work across every PSP.

This is where payment orchestration becomes foundational. It keeps a growing provider portfolio manageable, improves resilience, and creates the conditions for continuous optimisation.

Corefy's payment orchestrator is built for that stage: **600+ ready-made integrations** with PSPs and acquirers, and one layer to manage payment operations end to end, so teams can expand into new markets faster and stay in control as complexity scales.

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