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The Impact of FinTech Collaboration on Bank Performance and Customer Trust

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Abstract
The development of financial technology (FinTech) has brought significant changes in the banking industry, particularly through collaboration between traditional banks and FinTech companies. This collaboration creates opportunities for banks to expand access to services, improve operational efficiency, and strengthen competitiveness in the digital era. On the other hand, the success of the partnership is also highly determined by the level of customer trust in the products and services offered. This article aims to analyse the impact of FinTech collaboration on bank performance and customer trust through the Systematic Literature Review (SLR) approach using the PRISMA method. The results of the study show that FinTech collaboration contributes to increasing bank profitability, cost efficiency, and the development of digital service innovations. In addition, partnerships with FinTech are also able to build a positive perception of customers towards transparency, security, and convenience in transactions, thereby strengthening loyalty. However, there are also challenges in the form of data security risks, regulations that are not fully adaptive, and digital literacy gaps that can affect public trust. Thus, the success of FinTech collaboration is not only determined by technology strategies, but also by governance, regulation, and communication strategies of banks in maintaining customer trust. This article provides theoretical contributions in the banking management literature as well as practical implications for policymakers and the banking industry in designing sustainable collaboration strategies.
Keywords: *FinTech Collaboration, Bank Performance, Customer Trust, Digital Financial System Banking Service Innovation*

INTRODUCTION

The global banking industry is currently undergoing a significant transformation due to the development of financial technology (FinTech). FinTech offers a variety of financial service innovations that are faster, cheaper, and more accessible, thus challenging the dominance of traditional banks in providing financial services (Duygun et al., 2021; Łasak & Gancarczyk, 2022). These changes encourage banks not only to compete but also to collaborate with FinTech companies to maintain relevance and competitiveness amid the digitalisation of the Financial sector (Bian et al., 2024; Campanella, Serino, Battisti, et al., 2023; Qi et al., 2022).

Collaboration between banks and FinTech has become an important phenomenon in improving operational efficiency, expanding the customer base, and driving the creation of inclusive financial services. Through this partnership, banks can leverage advanced technologies such as big data analytics, artificial intelligence, and blockchain developed by FinTech. In contrast, FinTech gains legitimacy, public trust, and access to a wider customer base through the bank's infrastructure and reputation.

In Indonesia, the trend of collaboration between banks and FinTech is accelerating as internet penetration and the public's adoption of digital technology increase. Major banks have launched various digital-based products and services, ranging from mobile banking and e-wallets to peer-to-peer lending platforms. This collaboration not only accelerates the banking digitalisation process but also opens up opportunities for people who were previously unreached by formal financial services to gain access to finance.

However, FinTech collaboration with banks is not only related to efficiency and accessibility, but also to another fundamental aspect, namely, bank performance. A number of studies show that partnerships with FinTechs contribute to increased profitability, product diversification, and the competitiveness of banks in the market(Arena et al., 2023; Cao et al., 2022; Zhao et al., 2022). Better financial performance can be achieved through reducing operational costs, optimising payment systems, and improving the quality of technology-based services (Nabiyev & Ovenc, 2023; Subanidja et al., 2022).

In addition to the bank's performance, another factor that greatly determines the success of collaboration is the level of customer trust. In the financial services industry, trust is the main capital that influences a customer's decision to use a product or service (Rabbani et al., 2024; Zhang et al., 2023). FinTech-bank collaboration presents new challenges in maintaining customer trust, especially related to data security, transaction transparency, and consumer protection.

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Customer trust is increasingly important as the digital era increases risk exposure to cybercrime, data theft, and potential misuse of information. Banks that collaborate with FinTech must ensure that security, regulatory, and transparency standards are properly maintained so that customer loyalty is maintained. Without strong trust, the collaboration built can actually cause resistance or rejection from customers.

On the other hand, there are differences in the level of digital literacy of the community, which also affects trust in the services of FinTech and bank collaboration. People with low digital literacy tend to be hesitant to use technology-based banking services because they are worried about the risks and complexity of these services. Therefore, communication, education, and socialisation strategies for customers are important aspects in strengthening the success of collaboration (Losada-Otálora & Alkire (née Nasr), 2019; Tsai et al., 2024; Wang et al., 2024).

Although the study of FinTech and banking continues to grow, there is still a gap in the literature on how collaboration between the two simultaneously affects bank performance and customer confidence. Most of the research has focused only on the profitability aspect or the technology aspect, while the integration between performance perspectives and customer trust has not been much explored. This shows that there is a research space to make a more comprehensive theoretical and practical contribution.

Based on this background, this article aims to systematically analyse the impact of FinTech collaboration on bank performance and customer trust through the Systematic Literature Review (SLR) approach using the PRISMA method. This research is expected to contribute to expanding the understanding of the synergy between financial technology and banking management. In addition, this article also provides practical implications for regulators, policymakers, and bank management in designing effective, secure, and sustainable collaboration strategies.

METHODOLOGY

This study uses the Systematic Literature Review (SLR) to review relevant literature on FinTech collaboration, bank performance, and customer trust. This approach was chosen because it is able to present a systematic, transparent, and replicable synthesis of knowledge according to international standards. SLR also allows the identification of research gaps and mapping future research directions, so that it is appropriate to use it in answering research questions related to the impact of FinTech collaboration on banking (Kasmon et al., 2025; L. Kim et al., 2024).

The literature review process is carried out with reference to the guidelines Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). The PRISMA method was chosen because it is able to provide a clear structure in the stages of identification, screening, feasibility, and inclusion of literature. Thus, the article selection process is more controlled and minimises bias, while increasing the credibility of the research results (Choudhary & Thenmozhi, 2024; H. Dawood et al., 2022; Jafri et al., 2024).

Research data sources come from internationally reputable academic databases, such as Scopus, Web of Science, Emerald, Elsevier, and SpringerLink. The literature search is focused on publications from 2019 to 2024 to ensure relevance to the latest developments in banking digitalisation. The keywords used include: "FinTech collaboration," "bank performance," "customer trust," "digital banking," and "financial innovation." Boolean logic operators (ANDs, ORs) are used to expand and narrow search results as needed.

Inclusion criteria are set for eligible articles, namely: (1) published in a reputable journal (Scopus Q1–Q2), (2) in English, (3) having full access to research data, (4) relevant to the topic of FinTech and banking collaboration, and (5) addressing at least one of the two main aspects, namely bank performance or customer trust. Meanwhile, the exclusion criteria include articles in the form of brief proceedings, editorials, and non-academic reports that do not go through the process of Peer Review (Cavus et al., 2021; Geetha & Biju, 2023).

The next stage is the process of filtering articles using reference manager software such as Mendeley and Zotero. After the elimination of duplication, articles are selected based on titles, abstracts, and keywords, and then continued with a thorough review of the content of articles that passed the initial stage. The final result is a collection of literature that is suitable as a basis for conceptual synthesis and thematic analysis.

Data analysis was carried out with a thematic approach that grouped the research findings into main categories: (1) the impact of FinTech collaboration on bank performance, (2) the impact of FinTech collaboration on customer trust, and (3) the mediation and moderation factors that affect the relationship. The results of the analysis are then presented in the form of a comprehensive narrative, synthesis table, and conceptual framework that provide theoretical contributions and practical implications for banking management (H. M. Dawood et al., 2021; Hentzen et al., 2022; Lăzăroiu et al., 2023).

Table 1: Stages of SLR PRISMA

PRISMA Stage	Process Description	Number of Articles
Identification	Articles were identified through the Scopus database, Web of Science, Emerald, Elsevier, and SpringerLink using the keywords "FinTech collaboration," "bank performance," "customer trust," "digital banking," and "financial innovation."	1,245
	Additional articles are identified from other sources (Google Scholar, citation tracking, and references).	67
Screening	Duplicates are removed via the reference manager (Mendeley/Zotero).	214
	The remaining articles are filtered by title & abstract.	1,098
	Articles that are excluded because they are irrelevant (e.g. only discuss FinTech without banks, or only discuss banks without trust/performance).	872
Eligibility	Articles that have entered the full-text review stage.	226
	Articles are excluded because: not peer-reviewed, have unclear methodology, or have inadequate data.	174
Included	Final articles that meet the inclusion criteria are further analysed.	52

RESULTS AND DISCUSSION

FinTech Collaboration and Bank Performance

Collaboration between banks and FinTech companies has brought fundamental changes to traditional banking business models. For decades, banks have relied on a network of physical branches, a dense workforce, and a lengthy administrative process to serve customers. This pattern is no longer efficient in the digital age that demands speed, convenience, and cost efficiency. FinTech offers technology that is able to solve classic banking problems, from payment processing, loans, to investments. Through collaboration, banks can integrate this technology into their systems, thereby significantly improving operational performance. In other words, FinTech plays not only a competitor, but also a strategic partner that accelerates the bank's transformation towards a technology-based organisation.

From a financial performance perspective, FinTech collaboration has proven to contribute positively to bank profitability. Digital-based service innovations are able to expand the customer base, increase transaction frequency, and create new sources of income. For example, digital wallet services and application-based payments accelerate the circulation of funds while increasing fee-based income for banks. In addition, the cost efficiencies created from credit process automation and risk analysis using big data-based algorithms can reduce operational costs. Thus, key performance indicators such as return on equity (ROE) and return on assets (ROA) have improved after banks entered into strategic partnerships with FinTech.

In addition to the profitability aspect, FinTech collaboration also contributes to the diversification of bank products and services. Previously, banking services were limited to conventional savings, credit, and payment products. Now, with the support of FinTech, banks can offer more innovative products, such as peer-to-peer lending, robo-advisory, digital insurance (insurtech), and application-based investment services. This diversification is important not only to increase customer attractiveness but also as a risk management strategy by expanding the bank's revenue portfolio. The more products available, the higher the bank's chances of reaching diverse market segments.

Operational efficiency is another dimension of bank performance that is strengthened through FinTech collaboration. Technologies such as application programming interfaces (APIs) and cloud computing allow for faster and cost-effective system integration between banks and FinTechs. For example, the process of verifying customer identity, which previously took days, can now be done in a matter of minutes with e-KYC (electronic Know Your Customer). This not only saves administrative costs but also increases customer satisfaction as the service becomes faster. With this kind of efficiency, banks can process larger volumes of transactions with relatively equal resources.

The competitiveness of banks in the market has also increased as a direct result of FinTech collaboration. In the global context, banks that are able to adopt digital innovations have a competitive advantage over competitors who are still surviving with traditional systems. These innovations include intuitive mobile banking services, blockchain-based cross-border payment systems, and machine learning-based credit offerings. With more sophisticated services, banks can retain existing customers while attracting younger generations who are more familiar with digital technology. This shows that FinTech collaboration is one of the determining factors for banks' competitiveness in the era of technological disruption.

Although it has a positive impact, this collaboration cannot be separated from challenges. Integration between banks and FinTech often faces technical and organisational cultural constraints. Banks that are used to hierarchical bureaucratic structures often find it difficult to adapt to an agile and flexible FinTech work style. In addition, the initial investment for technology implementation entails large costs that can suppress short-term profitability. Another challenge is the issue of system interoperability, where the integration of new technologies must run in harmony with the bank's old infrastructure. If not managed properly, these challenges can hinder the achievement of optimal benefits from collaboration.

Overall, FinTech collaborations provide strategic opportunities for banks to improve performance through higher profitability, better efficiency, wider product diversification, and stronger competitiveness. However, the long-term success of this collaboration is largely determined by the bank's ability to manage challenges, especially related to implementation costs, organisational culture integration, and technology risk management. Therefore, banks need to develop an adaptive collaboration strategy, balancing innovation and stability so that the performance achieved can be sustainable.

Table 2. The Impact of FinTech Collaboration on Bank Performance

Bank Performance Dimensions	**The Impact of FinTech Collaboration**	**Source**
Profitability	Increased ROE, ROA, and fee-based income	(AlKhazali et al., 2024; Madhushani & Perera, 2022; Rai et al., 2023)
Operational Efficiency	Process automation, reduced costs, faster service	(H. H. Khan et al., 2024; Laporšek et al., 2024; Zheng et al., 2023)
Product Diversification	Service innovation: P2P lending, e-wallet, robo-advisory	(Andronie et al., 2023; Fang & Wen, 2024; Riikkinen & Pihlajamaa, 2022)
Market Competitiveness	Competitive advantage through digital technology	(AlKhazali et al., 2024; Le et al., 2024; Madhushani & Perera, 2022)
Challenge	High implementation cost, system integration, and organisational culture	(Del Sarto et al., 2025; Harasim, 2021; Hidayat-your-Rehman, 2025)

FinTech Collaboration and Customer Trust

Customer trust is an irreplaceable foundation in the banking industry. Without trust, banks will not be able to maintain long-term relationships with customers despite offering innovative products and services. In the context of FinTech collaboration, trust issues have become increasingly complex due to the involvement of third parties in data management and financial transactions. This collaboration requires banks to not only ensure the security of their internal systems but also guarantee that FinTech partners have the same or even higher standards of protection. This makes trust one of the strategic dimensions that affects the success of the partnership.

The security of personal data and transactions is a key factor that shapes customer trust in FinTech and bank collaboration. Digital services demand the exchange of sensitive information, such as identity numbers, transaction history, and biometric data. If this data is not managed properly, the risk of leakage

and misuse can damage the bank's reputation while lowering public trust. Therefore, the implementation of multi-layered security systems, such as end-to-end encryption, double authentication, and AI-based anomaly detection, is crucial in maintaining customer trust.
In addition to the security aspect, service transparency is also an important indicator in building trust. The customer demands clarity regarding fees, interest rates, terms, and conditions of use of the service. FinTech collaborations implemented without clear communication often lead to misunderstandings and suspicions. On the contrary, transparency will increase a positive perception of the integrity of banks and FinTech partners. Open communication through digital channels such as apps, emails, and real-time notifications can strengthen customers' confidence that banks uphold honesty and accountability.
The convenience of digital services is also a factor that strengthens trust. Customers tend to trust systems that can provide a fast, easy, and consistent user experience. For example, opening a digital account that can be completed in a few minutes will foster the perception that banks are modern, efficient, and reliable. The satisfaction gained from the ease of service has a direct impact on customer loyalty in the long run.
However, the level of digital literacy of the community is still a challenge that affects trust. Customers with low literacy are more vulnerable to misinformation, phishing, or digital-based fraud. This vulnerability can lower the level of trust in the collaborative service, even if the system is actually secure. Therefore, banks need to take the initiative in improving digital literacy through education, socialisation, and the provision of simple but effective information.
In addition to digital literacy, the negative experiences of certain individuals or groups can also affect the public's perception of trust. For example, a data leak case at one financial institution can have a wide impact on the image of the entire digital banking industry. In this situation, a transparent, fast, and empathetic crisis communication strategy is important to minimise negative impacts on customer trust. This shows that trust is not something static, but dynamic and must be maintained consistently.
Overall, trust in FinTech and banking collaboration results from the interaction between data security, service transparency, ease of use, digital literacy, and communication strategy. Banks that consistently maintain all of these dimensions will gain stronger customer loyalty. On the contrary, failure in one aspect can erode trust that has been built for a long time. Therefore, trust can be seen as a mediating factor that determines the long-term success of FinTech collaboration in strengthening bank-customer relationships.

Table 3. Factors Affecting Customer Trust in Collaboration

FinTech-Bank

Key Factors	**Impact on Customer Trust**	**Source**
Data Security	Increase trust if security standards are high; Trust decreases in the event of a leak.	(Bhatnagr et al., 2025; Lestari et al., 2024; Saif et al., 2024)
Service Transparency	Build positive perception through clarity of costs & terms	(Al Karim et al., 2023; Kidron, 2021; Tiwari, 2022)
Convenience & Comfort	Loyalty increases through a good user experience.	(Bhatnagr & Rajesh, 2025; Campanella, Serino, & Crisci, 2023; Zhu et al., 2022)
Digital Literacy	Scepticism is reduced if there is education and socialisation	(Aldaarmi, 2024; Andreou & Anyfantaki, 2021; Grassi et al., 2022; Jü Nger & Mietzner, 2019)
Negative Public Experiences	Potential to reduce industry trust if not managed properly	(Bajaj, 2022; Costa et al., 2024; Ferilli et al., 2024; Marhadi et al., 2024)

Regulatory and Governance Challenges
Regulation and governance are decisive factors in the success of collaboration between FinTech and banking. The financial industry is one of the most tightly regulated sectors in the world because it involves

public trust, financial system stability, and high systemic risks. The presence of FinTech as a new actor in this ecosystem requires clear, adaptive, and harmonious regulations in line with technological developments. Without an adequate regulatory framework, FinTech-bank collaboration has the potential to cause customers to lose money while creating risks to economic stability.

In many developing countries, including Indonesia, regulations often lag behind the pace of technological innovation. While banks have started to integrate FinTech services such as digital lending, robo-advisory, or crypto-based payments, regulatory authorities are still busy formulating basic policies regarding data security and consumer protection. This delay creates legal uncertainty that can hinder collaboration. On the other hand, overly strict regulations also have the potential to limit innovation space and make banks reluctant to collaborate with FinTech.

One of the main regulatory challenges is systemic risk. Uncontrolled collaboration can open loopholes for money laundering, terrorism financing, or misuse of financial data. This requires a strict supervisory mechanism from financial authorities, both in the form of digital know-your-customer (KYC), compliance audits, and the implementation of uniform cybersecurity standards. Proactive regulation will encourage the creation of a healthy and safe collaborative environment.

In addition to external regulations, the bank's internal governance also plays an important role in the success of the collaboration. Banks need to set up a special unit tasked with overseeing integration with FinTech, such as a digital partnership office or technology committee. This unit will ensure that any collaboration is aligned with the bank's business strategy, while managing emerging operational and compliance risks. Strong internal governance will help banks deal with the complexity of collaboration with various FinTech partners.

The transparency factor is no less important in collaborative governance. Banks are required to explain to customers how their data is used, how services are operated, and who the partners are involved with. This transparency not only helps comply with regulatory provisions but also strengthens public trust in banks. If transparency is ignored, customers tend to be suspicious and potentially abandon the services offered.

Another challenge arises from differences in regulatory standards between countries. In the context of financial globalisation, multinational banks that work with cross-border FinTechs often face regulatory gaps. For example, data protection standards in Europe are different from those in Southeast Asia. This requires harmonisation of international regulations so that cross-border collaboration can run smoothly. Without harmonisation, legal and operational risks will be higher for banks.

Thus, regulatory and governance challenges in FinTech-bank collaboration are multidimensional. On the one hand, regulations should be flexible enough to encourage innovation, but on the other hand, they should be strict enough to maintain financial stability. Banks need to strengthen internal governance, increase transparency, and adapt to global regulatory diversity. Only with synergy between regulators, banks, and FinTech can this collaboration yield maximum benefits for the financial system and society at large.

Table 4. Regulatory and Governance Challenges in FinTech–Bank Collaboration

Regulatory & Governance Challenges	**Impact on Collaboration**	**Source**
Regulation Delays	Hindering technology adoption and creating legal uncertainty	(Hodson, 2021; Podkolzina, 2021; SHALA & PERRI, 2022)
Regulations Are Too Strict	Limiting innovation and discouraging banks from collaborating	(Braido et al., 2021; Butler, 2020; Mutiara et al., 2019)
Systemic Risk	Potential money laundering, terrorism financing, and data leaks	(Goo & Heo, 2020; S. Khan et al., 2023; Singh, 2024; Zahari et al., 2024)
Internal Governance of the Bank	Determine the effectiveness of integration and risk management	(He et al., 2023; Q. T. N. Kim, 2022; Quoc Trung, 2021)

Transparency to Customers	Increasing trust or otherwise generating resistance	(Jallali & Zoghlami, 2022; Napitupulu, 2023; Oppong et al., 2024)
Global Regulation Differences	Barriers to cross-border collaboration, legal and operational risks	(Addo et al., 2021; Cao Dinh & Phan Thanh, 2024; Stamatović et al., 2020)

Future Outlook: Sustaining FinTech–Bank Partnerships

The dynamics of technology, regulations, and evolving customer needs greatly influence the future of FinTech-bank collaboration. Along with the acceleration of digital transformation, this partnership is predicted to be no longer limited to the adoption of basic technologies such as mobile banking or e-wallets, but rather move towards more advanced technology integration. Innovations based on artificial intelligence (AI), blockchain, open banking, and the Internet of Things (IoT) will determine the competitiveness of banks in the future. Banks that fail to adopt this trend risk falling behind in global competition.

Artificial intelligence technology has the potential to revolutionise risk management and customer experience. AI can be used for real-time analysis of customer behaviour, credit risk prediction, and faster and more accurate fraud detection. With the support of AI, banks are able to provide personalised services, such as financial product recommendations that suit the specific needs of customers. This not only increases efficiency but also strengthens customer loyalty in the long run.

Meanwhile, blockchain and the concept of open banking will play a big role in shaping a more transparent, secure, and integrated financial ecosystem. Blockchain provides the advantage of permanently recording transactions and cannot be manipulated, thereby increasing public trust. On the other hand, open banking encourages cross-sector collaboration through secure data sharing between financial institutions, which in turn can create innovative products with high added value for customers.

The sustainability of FinTech-bank collaboration is also highly dependent on increasing people's digital literacy. As digital financial products become more complex, banks have a responsibility to ensure that customers understand the risks and benefits of these services. Sustainable digital education can encourage wider adoption of technology while reducing public resistance to innovations. This will be an important factor in ensuring that collaboration results in more equitable financial inclusion.

The adaptive regulatory aspect is no less important in shaping the future of this collaboration. Regulators need to strike a balance between encouraging innovation and maintaining financial system stability. A sandbox-based regulatory model that allows testing of new products in a controlled environment can be an effective solution. With a supportive regulatory framework, FinTechs and banks can develop innovation without sacrificing consumer protection.

In addition to technology, regulation, and literacy, a customer-centric approach will be the key to long-term success. Banks must be able to prioritise customer needs, preferences, and satisfaction. Collaborations that fail to meet customer expectations tend to be short-lived. Conversely, partnerships that truly prioritise customer experience will strengthen loyalty and expand the bank's market share.

Thus, the future of FinTech-bank collaboration will be determined by the ability of both parties to integrate cutting-edge technology, build adaptive regulations, improve people's digital literacy, and maintain an orientation on customer satisfaction. If these factors can be managed properly, this collaboration will not only strengthen the bank's competitiveness but also create an inclusive, sustainable, and resilient digital financial ecosystem in the face of global challenges.

Table 4. Future Outlook of FinTech–Bank Collaboration

Future Aspects	Strategic Implications
Artificial Intelligence	Risk prediction, fraud detection, customer service personalisation
Blockchain & Open Banking	Transaction transparency, interoperability, and cross-sector collaboration
Digital Literacy	Wider adoption of services, increased trust, and financial inclusion

Adaptive Regulation	Maintaining a balance between innovation and financial system stability
Customer-Centric Approach	Continuous customer loyalty, better user experience

CONCLUSION

This research confirms that collaboration between FinTech and banking is one of the key strategies in dealing with digital disruption in the financial sector. The results of the literature review show that this partnership not only responds to technological developments but also serves as a strategic effort to strengthen the bank's position in the digital financial ecosystem. The collaboration allows banks to access advanced technological innovations that were previously only mastered by FinTech companies, thereby expanding their capacity to create added value for customers.

In terms of bank performance, collaboration with FinTech has proven to make positively contribute to profitability, operational efficiency, and product diversification. Digital technology can reduce administrative costs, speed up the transaction process, and open up new sources of revenue through innovative services. Thus, banks that collaborate with FinTech tend to have higher competitiveness than banks that only rely on traditional business models. However, this impact can only be sustained if banks are able to manage the risks of implementation costs and organisational integration challenges.

Customer trust emerged as a crucial element in determining the success of FinTech-bank collaboration. Data security, service transparency, and user experience have proven to be the main determinants of customer loyalty. Challenges arise when people's digital literacy levels are still low or when security incidents can damage the industry's reputation. Therefore, a transparent communication strategy, continuous education, and cybersecurity capacity building are steps that banks must take to maintain customer trust.

Regulatory and governance aspects also play an important role in creating a healthy and safe collaboration ecosystem. Regulations that are too slow create legal uncertainty, while regulations that are too strict can stifle innovation. Therefore, regulators need to adopt an adaptive approach, such as the regulatory sandbox, which provides trial space but still maintains consumer protection. At the internal level, banks must build strong governance to manage collaborations with FinTechs so that integration runs according to the organisation's strategic objectives.

Looking ahead, the future of FinTech–bank collaboration will be determined by the ability of both parties to adopt new technologies such as AI, blockchain, and open banking. Increasing digital literacy, adaptive regulation, and customer-centric service orientation will be the key to long-term success. If these factors can be managed synergistically, collaboration will not only increase the competitiveness of banks but also encourage the creation of an inclusive, transparent, and sustainable digital financial system.

Overall, this article makes a theoretical contribution by broadening the understanding of the relationship between FinTech collaboration, bank performance, and customer trust. The practical implication is that banks need to see FinTech not as a threat, but rather as a strategic partner in building a more innovative and resilient financial ecosystem. Adaptive regulation, strong governance, and effective communication strategies will be the key pillars of the success of this collaboration in the future. With the right approach, FinTech–bank collaboration can become an important pillar in the transformation of the global financial sector.

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