

CRYPTOCURRENCY ADOPTION IN REGIONAL SUPERMARKETS: INNOVATION, CONSUMER ACCEPTANCE, AND OPERATIONAL CHALLENGES

ADOÇÃO DE CRIPTOMOEDAS NO VAREJO SUPERMERCADISTA:
INOVAÇÃO, ACEITAÇÃO DO CONSUMIDOR E DESAFIOS OPERACIONAIS

Ciências Exatas e da Terra, Engenharias, Ciências Sociais Aplicadas •

10/06/2026

REGISTRO DOI: [10.70773/revistatopicos/780974333](https://doi.org/10.70773/revistatopicos/780974333)

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ABSTRACT

The digitalization of payment methods has redefined competitiveness in supermarket retail, especially among regional chains seeking differentiation, operational efficiency, and closer engagement with technology-oriented consumers. This article analyzes cryptocurrency adoption in supermarket retail based on the professional experience of Thiago Andrade de Oliveira at Oásis Supermercados, in Rio das Ostras, Rio de Janeiro, an initiative that gained national and international visibility by enabling payments in Bitcoin, Bitcoin Cash, and Litecoin directly at the chain's checkout counters. The study adopts a qualitative, bibliographic, documentary, and theoretical-analytical approach, combining literature on innovation, technology acceptance, payment systems, consumer behavior, operations management, and virtual asset regulation. It discusses how cryptocurrency adoption can operate as an incremental innovation strategy, a competitive differentiation mechanism, a market-positioning resource, and an organizational learning process, while also highlighting challenges related to volatility, initial low demand, cashier training, process integration, security, regulatory compliance, and consumer communication. The article argues that, in regional supermarket retail, crypto payment implementation depends less on technological enthusiasm and more on operational governance, strategic clarity, risk management, and the ability to translate innovation into a reliable shopping experience. It concludes that the Oásis Supermercados experience constitutes a relevant case of pioneering practice, demonstrating that regional chains can play an active role in testing new financial technologies when entrepreneurial vision is combined with planning, training, and operational safeguards.

Keywords: Cryptocurrencies; Bitcoin; Supermarket retail; Innovation; Consumer acceptance; Retail operations.

RESUMO

A digitalização dos meios de pagamento tem redefinido a competitividade no varejo supermercadista, especialmente em redes regionais que buscam diferenciação, eficiência operacional e aproximação com consumidores tecnologicamente orientados. Este artigo analisa a adoção de criptomoedas no varejo supermercadista a partir da experiência profissional de Thiago Andrade de Oliveira no Oásis Supermercados, em Rio das Ostras, no Estado do Rio de Janeiro, iniciativa que ganhou repercussão nacional e internacional ao permitir pagamentos em Bitcoin, Bitcoin Cash e Litecoin diretamente nos caixas da rede. A pesquisa adota abordagem qualitativa, de natureza bibliográfica, documental e teórico-analítica, articulando literatura sobre inovação, aceitação tecnológica, sistemas de pagamento, comportamento do consumidor, gestão de operações e regulação de ativos virtuais. O estudo discute como a adoção de criptomoedas pode funcionar como estratégia de inovação incremental, diferenciação competitiva, posicionamento mercadológico e aprendizagem organizacional, mas também evidencia desafios relacionados à volatilidade, baixa demanda inicial, treinamento de operadores, integração de processos, segurança, conformidade regulatória e comunicação com o consumidor. Argumenta-se que, no varejo supermercadista regional, a implementação de pagamentos em criptoativos depende menos de modismo tecnológico e mais de governança operacional, clareza estratégica, gestão de riscos e capacidade de traduzir inovação em experiência de compra confiável. Conclui-se que a experiência do Oásis Supermercados constitui caso relevante de pioneirismo, pois demonstra que redes regionais podem assumir papel ativo na experimentação de novas tecnologias financeiras, desde que combinem visão empreendedora, planejamento, treinamento e mecanismos de proteção operacional.

Palavras-chave: Criptomoedas; Bitcoin; Varejo supermercadista; Inovação; Aceitação do consumidor; Operações de varejo.

1. INTRODUCTION

The adoption of cryptocurrencies as a payment method in retail is a phenomenon that involves technology, consumer behavior, business strategy, financial regulation, and operational management. Although the public debate on crypto-assets is frequently associated with investment, speculation, and price volatility, their application as a means of payment reveals another relevant dimension: the possibility of connecting consumers, retailers, and digital platforms through transaction infrastructures based on decentralized networks or specialized conversion and settlement providers. In the supermarket retail sector, this debate gains particular relevance because supermarkets operate with a high volume of transactions, low margins, a need for fast customer service, and a strong sensitivity to the shopping experience.

The theme becomes even more significant when observed through the lens of regional chains. Unlike large retail groups with robust technology, planning, and innovation structures, regional chains usually operate with leaner resources and must balance financial prudence, operational control, and the capacity for differentiation. In this context, accepting cryptocurrencies at a supermarket checkout is not just adding a new payment method. It is a strategic decision that requires an understanding of the client profile, operator training, integration with payment platforms, the definition of internal procedures, risk assessment, and clear communication to the market.

The experience of Oásis Supermercados, in Rio das Ostras, on the northern coast of the State of Rio de Janeiro, constitutes a relevant case for analysis. In December 2018, the chain began accepting Bitcoin, Bitcoin Cash, and Litecoin directly at its checkouts, an initiative recorded by national and international specialized media outlets. *Portal do Bitcoin* reported that the retail chain began accepting cryptocurrencies as of December 18, 2018, and stated that the idea came from Thiago Andrade, who is also the company's administrator, after seeking information on how to accept cryptocurrencies in commercial establishments (RIGGS, 2018). International coverage also highlighted the operation, mentioning the use of a solution from CoinWISE, conversion into Brazilian Reals, and operator training (GOGO, 2018; FINANCE MAGNATES, 2018).

The scientific relevance of the case lies not only in its technological pioneering spirit but also in the opportunity to understand how a payment innovation materializes in a real supermarket operation. The supermarket is a daily shopping environment featuring consumers of diverse profiles, queues, basic necessity products, simultaneous service at multiple checkouts, tax compliance, financial reconciliation, and a demand for simplicity. Therefore, the adoption of cryptocurrencies in this sector presents an interesting tension: on one hand, innovation can generate visibility, differentiation, and a reputation for modernity; on the other hand, the technology is only sustainable if it is comprehensible, secure, fast, and operationally viable.

This article stems from the following research problem: in what ways can the adoption of cryptocurrencies in regional supermarket retail contribute to innovation, competitive differentiation, and operational

learning, and what challenges must be managed so that this adoption is effectively accepted by both consumers and operators?

The general objective is to analyze the adoption of cryptocurrencies in regional supermarket retail, with an emphasis on the professional experience of Thiago Andrade de Oliveira at Oásis Supermercados and the effects of implementing Bitcoin as a means of payment. As specific objectives, this study seeks to:

- a. contextualize the evolution of crypto-assets as a payment technology;
- b. discuss consumer and retailer acceptance based on technology adoption models;
- c. analyze the experience of Oásis Supermercados as a case of innovation in regional retail;
- d. identify operational, regulatory, and market challenges in cryptocurrency acceptance; and
- e. propose managerial guidelines for supermarket chains interested in implementing emerging digital payment methods.

The defended thesis is that the adoption of cryptocurrencies in regional supermarket retail can be understood as an incremental innovation of high symbolic and strategic value, capable of expanding competitive differentiation and a reputation for pioneering, provided it is accompanied by operational governance, team training, risk management, appropriate communication, and secure integration with technology providers. The case of Oásis

Supermercados demonstrates that innovation in retail is not limited by the size of the company, but rather depends on an entrepreneurial vision, a willingness to experiment, learning capacity, and discipline in execution.

2. METHODOLOGY

This study adopts a **qualitative approach**, which is bibliographical, documentary, and theoretical-analytical in nature. This methodological choice is justified by the need to interpret the adoption of cryptocurrencies in supermarket retail as a multidimensional phenomenon situated at the intersection of innovation, consumer behavior, payment systems, operations management, corporate communication, and virtual asset regulation.

The **bibliographical research** is grounded in authors and studies on innovation, technological diffusion, technology acceptance, competitive strategy, operations management, and the adoption of crypto-assets as a payment method. Among the theoretical frameworks mobilized are Schumpeter (1982), Rogers (2003), Davis (1989), Venkatesh et al. (2003), Porter (1985), Kotler and Keller (2012), Laudon and Traver (2021), and Nakamoto (2008), as well as Jonker (2018, 2019) and documents from financial and regulatory bodies, such as the Bank for International Settlements, the Central Bank of Brazil, and Brazilian legislation on virtual assets.

The **documentary research** considers national and international journalistic articles that reported on the adoption of cryptocurrencies by Oásis Supermercados, highlighting *Portal do Bitcoin*, *News.Bitcoin.com*, *Finance Magnates*, *Crypto Economy*, *DC*

Forecasts, *Webitcoin*, and other specialized outlets. These sources are utilized not as statistical proof of financial performance, but as documentary evidence of public repercussion, international visibility, and recognition of the initiative as a case of innovation in supermarket retail.

The study also considers the **professional information provided by the author**, Thiago Andrade de Oliveira, especially regarding his background in Business Administration, work as a business consultant, retail operations specialist, and entrepreneur, as well as his practical experience at Oásis Supermercados related to the implementation and acceptance of Bitcoin as a payment method. These elements are treated as contextual data of the technical-professional report, without replacing the need for critical analysis and bibliographical support.

The **inclusion criteria** for the sources were:

- a. direct relevance to cryptocurrencies, digital payments, or retail;
- b. relationship with technology acceptance by consumers or companies;
- c. reference to operational, regulatory, or market challenges;
- d. documentation of the Oásis Supermercados case;
- e. traceability of the source.

Exclusion Criteria: Materials with no identifiable authorship, purely promotional content, publications unrelated to retail or payment methods, and texts that treated crypto-assets solely as speculative

investments without an interface with commercial operations were excluded.

The analysis was organized into **eight categories**:

- a. crypto-assets as an innovation in payment systems;
- b. technological acceptance by the consumer;
- c. adoption decision by the retailer;
- d. the experience of Oásis Supermercados;
- e. national and international repercussion;
- f. operational challenges at the supermarket checkout;
- g. regulatory and compliance risks;
- h. managerial guidelines for implementation.

Since this is bibliographical, documentary, and technical-analytical reporting research, without direct collection of sensitive data from consumers or employees, submission to an ethics committee was not required. Nevertheless, principles of academic integrity, source traceability, and responsible use of information are observed.

3. CRYPTOCURRENCIES, BITCOIN, AND RETAIL PAYMENT SYSTEMS

Bitcoin was introduced by Nakamoto (2008) as a **peer-to-peer electronic cash system** based on cryptographic proof rather than exclusively on institutional trust. Although its original formulation

emphasized the direct transfer of value between parties, Bitcoin's historical trajectory has incorporated multiple interpretations: a means of payment, a store of value, a speculative asset, an instrument for financial inclusion, a distributed ledger technology, and a symbol of monetary decentralization. This multiplicity of meanings helps explain why its adoption in retail is simultaneously promising and complex.

In retail, a payment method must fulfill **practical functions**: enable purchase settlement, reduce friction, preserve security, facilitate financial reconciliation, comply with legislation, and offer predictability to the merchant. The acceptance of cryptocurrencies faces challenges in this regard because assets such as Bitcoin, Bitcoin Cash, and Litecoin can exhibit price volatility, require minimum user knowledge, depend on a digital connection, and demand technological mediation for conversion into fiat currency. For this reason, many establishments that accept crypto-assets use intermediaries, gateways, or platforms that convert the purchase value into local currency, thereby reducing foreign exchange exposure and simplifying the operation.

The literature on digital payments demonstrates that the adoption of new instruments depends on **network effects**. A payment only materializes when both payer and receiver adopt or accept the same instrument, or when a platform reduces this barrier through conversion, interoperability, and a simplified experience. Jonker (2018) observes that the retailer's adoption decision regarding crypto-assets is influenced by perceived consumer demand, net transactional benefits, and implementation effort. In a subsequent study, Jonker (2019) identified that the acceptance of crypto-payments by online retailers was still modest, but there was an

interest in adoption, conditional on the reduction of perceived barriers.

This finding is essential for understanding the **supermarket sector**. Supermarkets rely on predictable routines, reduced service times, and strict cash control. Unlike an occasional high-value purchase, a supermarket purchase often occurs in a hurry, in a queue environment, with varied products, and a need for fast transaction closure. Thus, the adoption of cryptocurrencies cannot be thought of solely as a technical possibility. It must be translated into a simple operational procedure, comprehensible to the operator and acceptable to the consumer.

Another relevant point is the distinction between **accepting cryptocurrency directly** and **accepting payment mediated by a platform**. In direct acceptance, the merchant receives the crypto-asset in their own wallet and assumes custody, volatility, accounting, and security risks. In mediated acceptance, a platform processes the payment, displays a QR Code, calculates the equivalent value in the crypto-asset, and can perform the subsequent conversion into Reais. The Oásis Supermercados case was reported as an operation mediated by a technological solution with subsequent conversion into fiat currency (GOGO, 2018; FINANCE MAGNATES, 2018). This choice is consistent with the reality of supermarkets, as it reduces operational complexity and exposure.

In Brazil, the **regulatory evolution** also modifies the adoption environment. Law No. 14,478/2022 established guidelines for the provision of virtual asset services and for the regulation of these service providers. Subsequently, the Central Bank of Brazil published specific rules regarding the authorization, operation, and

governance of virtual asset service providers, reinforcing themes such as security, governance, records, anti-money laundering (AML), data protection, and risk management. For the retailer, this means that the choice of technology provider should consider not only ease of use but also compliance, reputation, controls, and the ability to meet regulatory requirements.

4. INNOVATION IN REGIONAL SUPERMARKET RETAIL

Supermarket retail is one of the sectors most sensitive to operational innovation. Competitiveness depends not only on price, location, and product variety, but also on convenience, trust, speed, shopping experience, customer relationships, and the ability to adapt to new consumption habits. In regional chains, innovation plays an even more strategic role because it allows them to compete with large groups through proximity, decisive agility, and local differentiation.

Schumpeter (1982) understands innovation as the engine of economic development, associated with the introduction of new products, new production methods, new markets, new sources of supply, or new forms of organization. In the case of cryptocurrency payments, it is not a matter of creating a new supermarket product, but of introducing a new method of transaction and customer relationship. This innovation alters the shopping experience and projects an image of modernity, even when initial demand is limited.

Rogers (2003) explains that the diffusion of innovations depends on attributes such as **relative advantage, compatibility, complexity, trialability, and observability**. Applied to the case of cryptocurrencies in supermarkets:

- **Relative advantage** may lie in differentiation and attracting technology-interested consumers;
- **Compatibility** depends on alignment with payment habits and the target audience's profile;
- **Complexity** must be reduced through a simple interface;
- **Trialability** occurs when consumers can test the novelty in a real purchase;
- **Observability** appears when the press and the public perceive the initiative as pioneering.

Porter (1985) highlights that competitive advantage can result from cost leadership or differentiation. The acceptance of cryptocurrencies hardly represents, at first, a cost leadership strategy for regional supermarkets, as initial demand tends to be restricted and there are learning costs. Its competitive value lies mainly in **differentiation**: the establishment comes to be perceived as innovative, connected to technological trends, and willing to offer unconventional payment alternatives. This differentiation can strengthen the brand, generate earned media, and create a symbolic association between the company and retail modernization.

Regional supermarkets possess specific advantages for experimenting with innovations. The proximity between management and operations allows for faster decisions. An entrepreneurial culture can reduce internal bureaucracies. Direct relationships with customers favor the observation of reactions and adjustments.

Operational Limitations: At the same time, there are constraints such as a smaller budget, a smaller technical team, dependency on external suppliers, difficulties in massive communication, and the absolute need to protect the daily operational routine. Therefore, regional innovation must be prudent, incremental, and learning-oriented.

The experience of Thiago Andrade de Oliveira at Oásis Supermercados is situated precisely in this intersection zone between entrepreneurial vision and practical operationalization. As a bachelor of Business Administration and a professional active in business consulting, retail operations, and entrepreneurship, his contribution can be interpreted as an example of innovative leadership in a regional environment. The article by *Portal do Bitcoin* recorded that the idea of accepting cryptocurrencies came from Thiago, following an active search for information on how to implement payments in commercial establishments (RIGGS, 2018). This data is relevant because it reveals the typical behavior of an innovative manager: identifying a trend, seeking knowledge, contacting specialized providers, and translating the opportunity into operational practice.

In supermarket retail, innovation only consolidates when it moves from discourse to procedure. Accepting cryptocurrencies does not simply mean announcing the novelty. It is necessary to decide which currencies will be accepted, which platform will be used, how the operator should proceed, how the value will be converted, how to record the sale, how to answer consumer questions, how to deal with eventual connection failures, and how to reconcile values later. Thus, the merit of the initiative also lies in the ability to transform a technological idea into a checkout routine.

5. CONSUMER ACCEPTANCE AND TECHNOLOGY ADOPTION MODELS

Consumer acceptance is a central dimension of cryptocurrency adoption in retail. A technology may be available, but its utilization depends on the perception of usefulness, ease of use, trust, security, and compatibility with existing habits. Davis (1989), in formulating the **Technology Acceptance Model (TAM)**, demonstrated that the intention to use a technology is primarily influenced by *perceived usefulness* and *perceived ease of use*. Venkatesh et al. (2003), in developing the **Unified Theory of Acceptance and Use of Technology (UTAUT)**, expanded the analysis to performance expectancy, effort expectancy, social influence, and facilitating conditions.

In the case of cryptocurrencies, the usefulness perceived by the consumer can take different forms:

- For an enthusiastic Bitcoin user, paying at the supermarket can represent a practical validation of a technology they already use.
- For foreign tourists or consumers with resources in digital assets, it can mean convenience.
- For ordinary consumers, however, the usefulness may be unapparent if cards, PIX, and cash already meet their daily needs.

Therefore, supermarket communication needs to translate the novelty into comprehensible benefits, rather than just technical language.

Ease of use is equally critical. If the payment requires too many steps, unfamiliar applications, prolonged waiting times, operator insecurity, or complex explanations at the checkout, acceptance will be hindered. The solution reported in the Oásis Supermercados case sought to bring the procedure closer to a card transaction: the customer chose the cryptocurrency, the operator entered the amount in Reais, the system converted it to the digital currency, and generated the QR Code (FINANCE MAGNATES, 2018; GOGO, 2018). This simplification is decisive because it reduces the distance between an emerging technology and a familiar routine.

Trust is another determining element. Consumers need to believe that the amount charged is correct, that the transaction will be recognized, that there will be no financial loss, and that their data or resources will be protected. The retailer, in turn, needs to trust that the platform will process the transaction, that settlement will occur, and that any doubts can be resolved. In payment methods, trust is not an accessory, but a condition for adoption. The absence of trust transforms innovation into a perceived risk.

The literature on crypto-payment adoption indicates that low consumer demand can be a significant barrier for retailers. Jonker (2019) identified that although there was interest in adoption on the part of retailers, actual acceptance was modest, and the lack of consumer demand was one of the main barriers. This finding helps interpret the experience of Oásis Supermercados: the initiative could generate substantial visibility and differentiation, even if the initial volume of cryptocurrency payments was low. In the beginning, innovation may hold more reputational and experimental value than transactional value.

This does not diminish its importance. Many innovations go through an initial phase of low utilization before reaching maturity. Payment behavior itself in Brazil has changed profoundly with cards, contactless payments, and PIX, but each method required a period of trust, diffusion, and social normalization. Cryptocurrency acceptance in the supermarket, therefore, should be evaluated not only by the immediate number of transactions, but by the capacity to pave the way for new forms of payment and to position the company as an agent of innovation.

In regional retail, consumer acceptance also depends on the local environment. A chain in a tourist city, such as Rio das Ostras, may find a more diversified audience, including visitors, consumers with greater technological curiosity, and users who wish to experiment with digital payments. However, this does not eliminate the need for consumer education. Posters, communication on digital channels, clerk training, and simple demonstrations can reduce the distance between technological novelty and daily use.

6. THE EXPERIENCE OF OÁSIS SUPERMERCADOS AND THE PROFESSIONAL ROLE OF THIAGO ANDRADE DE OLIVEIRA

The Oásis Supermercados case gained relevance by uniting three elements: **regional retail, cryptocurrency adoption, and international repercussion.** According to *Portal do Bitcoin*, the chain based in Rio das Ostras began accepting Bitcoin, Litecoin, and Bitcoin Cash directly at checkouts as of December 18, 2018. The report highlighted that the idea stemmed from Thiago Andrade, who is also the company's administrator, following contact with content regarding cryptocurrency acceptance in commercial

establishments and an active search for information from industry agents (RIGGS, 2018).

This documentary information allows for the recognition of Thiago Andrade de Oliveira's professional participation as an active agent of identification and mobilization of innovation. His background in Business Administration and his experience as a business consultant, retail operations specialist, and entrepreneur provide a solid foundation for understanding the initiative as a **managerial decision**, rather than merely a technological curiosity. Adopting cryptocurrencies in a supermarket environment requires structured administrative reasoning: opportunity analysis, operational impact assessment, negotiation with tech providers, team guidance, and strategic communication.

International coverage significantly expanded the scope of the case. *News.Bitcoin.com* reported that payments began on December 18, 2018, that purchases could be made in BTC, BCH, or LTC, that Coinwise would process the transactions, and that the conversion into Reais would be sent subsequently to the supermarket (GOGO, 2018). The same outlet noted that the chain possessed two stores, around ninety workers, and twenty cashiers trained to handle virtual currency payments. *Finance Magnates* also highlighted the partnership with CoinWISE, the QR Code procedure, and the operational similarity to card payments (FINANCE MAGNATES, 2018).

The relevance of these articles lies not only in documenting the fact but in showing that a regional Brazilian chain entered the international debate on the commercial adoption of crypto-assets. The case was replicated across different languages and media outlets, including publications in English, Spanish, Ukrainian, and

Azeri. This media circulation generated valuable visibility for the company and demonstrated how a local operational decision can achieve a global dimension when associated with an emerging technology.

For the author of this article, the experience represents a professional milestone because it demonstrates competencies aligned with the roles of a **Business Consultant, Retail Operations Specialist, and Entrepreneur:**

- **Trend Forecasting:** Perceiving that crypto-assets could move beyond the restricted environment of investments and reach daily commercial transactions.
- **Implementation Capability:** Transforming an abstract technological idea into a functional, real-time checkout operational process.
- **Strategic Positioning:** Utilizing innovation to differentiate a regional chain and expand its presence in the media.
- **Continuous Learning:** Observing public and operational reactions to dynamically adjust communication and internal procedures.

Pioneering in retail does not mean an absence of risks; on the contrary, pioneers face greater uncertainties because they lack established local benchmarks. In 2018, the Brazilian cryptocurrency landscape was less regulated, less known by the average consumer, and less integrated with payment solutions than in subsequent years. In this context, the initiative demanded entrepreneurial willingness, balanced with strict prudence. The option to use an

intermediary platform and convert directly to Reais indicates a clear attempt to reduce exposure to volatility and bring the payment flow closer to the operational routine already familiar to cashiers and clients.

The experience also evidences that technological innovation in retail can successfully emerge from regional companies, and not just from large multinational chains. Frequently, the innovation narrative privileges large corporations, financial startups, or metropolitan centers. The Oásis case shows another possibility: a regional chain, located outside the country's major financial capitals, utilizing its decisive agility to experiment with an emerging technology and gain international visibility. This element is particularly relevant for studies on entrepreneurship, as it demonstrates that innovation can be born from the combination of curiosity, administrative knowledge, and practical execution capacity.

7. NATIONAL AND INTERNATIONAL REPERCUSSION OF THE INITIATIVE

The public repercussion of cryptocurrency adoption by Oásis Supermercados constitutes an important part of its strategic value. Specialized crypto-asset media tends to follow real-world use cases closely because they provide evidence of technology transitioning from the financial/speculative environment into the daily economy. When a supermarket begins accepting Bitcoin, the narrative stops being solely about investment and begins to involve consumption, the actual shopping experience, and the transformation of payment methods.

In Brazil, the article by *Portal do Bitcoin* played a central role as the primary source of information. It presented the location of the initiative, the accepted cryptocurrencies, the checkout operations, and Thiago Andrade's involvement in the origin of the idea. *Webitcoin* and other national outlets also echoed the adoption, reinforcing the association between Oásis Supermercados and innovation in digital payments. In a sector where differentiation often concentrates heavily on price, variety, and standard customer service, the visibility obtained through a payment innovation can generate significant symbolic value.

Abroad, the case was published by outlets such as *News.Bitcoin.com*, *Finance Magnates*, *Crypto Economy*, *DC Forecasts*, *Blockmanity*, and other platforms specialized in cryptocurrencies. The news circulated with headlines highlighting a Brazilian supermarket chain accepting Bitcoin or cryptocurrencies as a form of payment. This international repercussion had at least three strategic effects:

1. It projected the regional brand far beyond its local market.
2. It positioned the company as a benchmark for technological pioneering in retail.
3. It associated the local management with an openness to global innovation.

International repercussion also helps in understanding the reputational value of innovation. Not all innovations generate an immediate volume of revenue, but they can produce substantial **symbolic capital**. For Bourdieu (1986), symbolic capital is related to social recognition and legitimacy. In the business environment, this

recognition can strengthen the brand, attract partners, spark consumer interest, and position managers as professionals capable of leading change. The experience of Oásis Supermercados generated this type of visibility, as the news was replicated in multiple languages and platforms.

However, media repercussion must be critically analyzed. Spontaneous publicity does not automatically guarantee mass adoption, immediate profitability, or the continuity of innovation. Journalistic coverage records the event, but it does not replace performance indicators, the exact number of transactions, long-term consumer satisfaction, or direct financial return. Therefore, this article treats press coverage as evidence of visibility and market recognition, not as proof of absolute economic success. The scientific contribution lies in analyzing how visibility integrates into the innovation process, rather than assuming undocumented results.

For the professional trajectory of Thiago Andrade de Oliveira, the case's repercussion constitutes clear evidence of concrete experience in innovation applied to retail. In international contexts, especially for professionals wishing to act as business consultants, retail operations specialists, or entrepreneurs, documented experiences in innovative projects possess significant value. They demonstrate the capacity to drive change, engage with emerging technology, adapt complex processes, and generate corporate visibility. The Oásis experience can thus be presented as an example of operational leadership in digital payment innovation.

8. OPERATIONAL CHALLENGES OF IMPLEMENTATION AT THE SUPERMARKET CHECKOUT

The implementation of cryptocurrencies as a means of payment in the supermarket environment involves specific operational challenges that must be managed with diligence:

- **Service Time:** The supermarket checkout must be fast, as queues directly impact consumer satisfaction. Any payment method that significantly increases purchase checkout time tends to face immediate resistance from operators and customers. Therefore, the solution needs to operate with few steps, a clear interface, and a rapid network response.
- **Operator Training:** According to international coverage of the Oásis case, about twenty cashiers were trained to handle payments in virtual currencies (GOGO, 2018). This data is important because it shows that adoption was not restricted to the company's management; innovation had to reach the front line. The cashier is the primary point of contact between technology and the consumer. If they display insecurity, the customer experience weakens. If they understand the procedure, the technology gains operational legitimacy.
- **Procedural Standardization:** The supermarket needs to define a simple checklist: confirm that the customer wishes to pay with cryptocurrency; select the accepted currency; type the amount in Reais; generate the QR Code; await confirmation; finalize the sale; and guide the customer in case of doubt. This workflow must be standardized to reduce errors and avoid improvisation. In retail operations, standardization is not bureaucratic rigidity, but a mechanism for security and efficiency.

- **Financial Reconciliation:** Every payment must correspond to a recorded sale, an expected value, and an effective settlement. In cryptocurrency payments mediated by a platform, reconciliation involves the value in Reais, the equivalent in crypto-assets, transaction confirmation, any fee charged, and the subsequent financial transfer. Without strict control, innovation can generate accounting inconsistencies. Therefore, the retailer must establish a routine for verification, automated reports, and appropriate tax recording.
- **Price Volatility:** Crypto-assets can change in price rapidly. For supermarkets, which operate on narrow margins, direct exposure to the exchange rate variation of crypto-assets is highly inappropriate. Immediate conversion into Reais by a payment provider is a necessary way to reduce this risk. Even so, the contract with the provider needs to clearly outline the settlement period, conversion rates, liability for network failures, and criteria for chargebacks or cancellations.
- **Communication with the Consumer:** Many clients may not understand the difference between Bitcoin, Bitcoin Cash, and Litecoin, or they may associate cryptocurrencies with high risk and financial scams. The retailer must communicate clearly that acceptance is an additional option, not a replacement for traditional methods. It also needs to avoid promises of appreciation or investment recommendations. The supermarket should not act as the consumer's financial advisor; its function is solely to offer a secure and transparent payment gateway.

- **Technical Support and Contingency:** Connection failures, application instability, delayed blockchain confirmations, or customer queries can occur. The company needs to define a clear contingency plan: when to abandon the digital attempt, how to guide the consumer to an alternative method, whom to contact for technical support, how to record the incident, and how to avoid disrupting the flow of the queue. Operational maturity appears when the company anticipates exceptions, not just the ideal flow.
- **Governance of the Technological Partnership:** When using an external platform, the supermarket transfers part of the operation to a third party, but it does not completely transfer its responsibility to the client. It is necessary to evaluate security, market reputation, customer service, compliance, fee transparency, and settlement capacity. Recent Brazilian regulation reinforces the importance of virtual asset service providers operating with robust governance, cybersecurity, strict records, and internal controls. Thus, the adoption of cryptocurrencies in retail must always be accompanied by diligence in choosing the technology partner.

9. RISKS, REGULATION, AND COMPLIANCE IN THE BRAZILIAN MARKET

The adoption of cryptocurrencies in Brazilian retail must be understood in light of regulatory evolution. Law No. 14,478/2022 provides guidelines for the provision of virtual asset services and for the regulation of these service providers, in addition to addressing consumer protection, the prevention of illicit acts, and regulatory competence. Although a retailer that merely accepts payments is

not necessarily a virtual asset service provider, it interacts with companies that may be subject to regulation. Therefore, the compliance of the ecosystem indirectly impacts the security of the retail operation.

In 2025, the Central Bank of Brazil advanced the regulation of the sector, disciplining the authorization, constitution, operation, governance, security, and obligations of virtual asset service providers. BCB Resolution No. 520/2025 establishes that service providing companies must request authorization to initiate the provision of services, as well as implement governance, risk management, cybersecurity, and data protection policies. BCB Resolution No. 521/2025, in turn, deals with activities related to the foreign exchange market involving virtual assets. These rules reinforce that the market has entered a phase of greater institutionalization.

For supermarkets, the main consequence is the need for due diligence. When choosing a crypto-asset payment platform, the retailer must verify whether the partner observes applicable rules, maintains security controls, provides reports, has a customer service policy, protects data, and presents clear contracts. Innovation cannot be implemented with excessive informality, as payments involve money, data, reputation, and customer relationships.

Key Risk Dimensions to Manage:

- **Anti-Money Laundering (AML/CFT):** Crypto-assets can be used lawfully, but they can also be exploited by illicit actors. In supermarket retail, daily consumption transactions tend to involve lower amounts, but this does not eliminate the need for

attention. The payment platform must possess monitoring, verification, and compliance mechanisms proportional to the risk. The supermarket must avoid procedures that allow the misuse of the operation, especially in high-value purchases, split transactions, or atypical situations.

- **Data Protection:** Digital payments can involve consumer information, transaction data, and electronic records. The General Data Protection Law (LGPD) establishes principles such as purpose, adequacy, necessity, security, prevention, and accountability. The retailer must understand what data is processed, by whom, for what purpose, and for how long. Even when the external platform executes the processing, the supermarket needs to look after its communication with the client and its internal records.
- **Reputational Risk:** Cryptocurrencies are still perceived by part of the public as a matter of risk, volatility, or speculation. An operational failure, negative news involving the provider, or inadequate communication can affect the company's image. Therefore, the strategy should emphasize convenience and innovation, without encouraging investment, promising gains, or associating the supermarket with financial practices that go beyond its core activity.
- **Accounting and Tax Conformity:** Sales must be recorded in the national currency, with proper tax invoice issuance. The company should consult its accounting department to define the handling of fees, settlement, records, and eventual differences. The adoption of cryptocurrencies as a means of payment does not exempt the retailer from common retail tax

obligations. On the contrary, it requires greater attention to documentation and financial traceability.

10. INNOVATION, COMPETITIVE DIFFERENTIATION, AND CORPORATE VISIBILITY

The adoption of cryptocurrencies at Oásis Supermercados can be interpreted as a competitive differentiation strategy. In supermarket markets, where many competitors offer similar products, differentiation can emerge from services, customer care, convenience, experience, technology, and reputation. By accepting Bitcoin, the chain communicated to the market that it was open to new forms of consumption and attentive to digital trends.

Porter (1985) explains that differentiation occurs when a company offers something perceived as unique by customers. Uniqueness can be in the product, service, channel, brand, or experience. In the case analyzed, the difference lay not in the product assortment, but in the payment method and the image of pioneering. Even consumers who did not use cryptocurrencies could perceive the chain as innovative. Thus, technology also acted as a positioning tool.

Kotler and Keller (2012) highlight that strong brands are built by consistent associations and perceived points of difference. An international news piece about a regional supermarket accepting Bitcoin creates an association of modernity, boldness, and innovation. This association can strengthen brand recall and differentiate the company within its territory. In the digital environment, repercussion on specialized portals expands the message's reach without depending exclusively on paid advertising.

Operational Alignment: Technological differentiation must be sustained by real experience. If the consumer approaches the innovation and encounters insecure service, a slow process, or a payment failure, the point of difference can turn into frustration. Therefore, brand innovation must be coherent with operational innovation.

This point reinforces the importance of Thiago Andrade's experience as a retail operations specialist: the strategy only becomes concrete when it meets procedure, training, and control.

The international visibility of the case can also be analyzed as a professional asset. In business consulting trajectories, documented experiences in pioneering projects demonstrate leadership and execution capabilities. Thiago's role in the conception and implementation of cryptocurrency acceptance allows him to showcase competencies demanded in contemporary business environments: trend forecasting, applied innovation, operational adaptation, people management, communication, and articulation with technological partners.

The case also contributes to the image of Brazilian retail abroad. When published in international outlets, Oásis Supermercados was presented as an example of crypto-payment adoption in Brazil. This counters the view that financial innovation only occurs in core markets or large metropolises. The experience shows that regional cities can also participate in global digital transformation movements, connecting the local economy to international debates.

11. CRITICAL ANALYSIS: LIMITS OF CRYPTOCURRENCY ADOPTION IN SUPERMARKETS

Despite its innovative potential, the adoption of cryptocurrencies in supermarket retail has limits that must be recognized. The first limit is **restricted demand**. Most consumers still use traditional payment methods, such as cash, cards, instant transfers, and digital wallets linked to the national currency. Cryptocurrencies require specific knowledge, prior possession of the asset, and a willingness to use it for daily consumption. In many cases, users prefer to hold Bitcoin as an investment, not as a means of payment.

The second limit is **price volatility**. Even when the retailer quickly converts the amounts into Reais, the consumer may hesitate to spend an asset they expect to appreciate or fear paying an equivalent value at a time of market fluctuation. Volatility also makes simple communication difficult. A daily payment method needs to convey stability. For this reason, in recent years, stablecoins have come to be considered by some companies as a more suitable alternative for payments, as they seek to maintain parity with fiat currency. Even so, stablecoins also require regulatory and operational evaluation.

The third limit is the **competition from simpler national digital methods**. In Brazil, the expansion of PIX profoundly transformed the payment market, offering fast settlement, widespread acceptance, low cost, and growing familiarity. For many consumers and shopkeepers, PIX solved the very problems that could otherwise justify the adoption of cryptocurrencies. Thus, the value proposition of cryptocurrencies needs to be specific: serving tourists, crypto-active consumers, establishing brand differentiation, or integrating with digital communities.

The fourth limit is **regulatory complexity**. As the virtual asset market becomes institutionalized, requirements for providers, intermediaries, and operators grow. This is positive for security, but it can increase operational costs and entry barriers. Supermarkets that wish to accept cryptocurrencies need to monitor regulatory changes and choose reliable partners. The informality that occasionally marked the early phases of the market is completely incompatible with a mature retail operation.

The fifth limit is the **risk of misguided communication**. If the company promotes the acceptance of Bitcoin in an exaggerated manner, it may attract interpretations of offering financial recommendations or making promises of modernity without a real operational basis. Communication must remain objective: it is simply an additional payment option, subject to clear rules, technological availability, and provider conditions. Transparency protects both the consumer and the company.

The sixth limit is the **measurement of results**. Media repercussion can be significant, but the company must evaluate concrete indicators: number of transactions, average service time, recurring customer doubts, system failures, operational costs, user satisfaction, media return on investment (ROI), impact on new customer acquisition, and overall brand perception. Without measurement, the innovation may remain a one-off event, failing to deliver managerial learning. Sustainable competitive advantage requires transforming raw experience into organizational knowledge.

Recognizing these limits does not invalidate the initiative. On the contrary, it strengthens the analysis. Entrepreneurial pioneering occurs in an environment of uncertainty. The value of the case lies in

showing that experimentation was possible, that it generated global visibility, and that it provided learning about real-world barriers. The adoption of cryptocurrencies in the supermarket does not need to be treated as a universal solution. It can be understood as a payment innovation laboratory, whose contribution lies in testing possibilities, revealing challenges, and preparing managers for future cycles of financial transformation.

12. MANAGERIAL GUIDELINES FOR SUPERMARKET CHAINS

Based on the analysis performed, it is possible to propose guidelines for supermarket chains interested in adopting cryptocurrencies or other emerging digital payment methods:

- **Define the Strategic Objective:** The company must know exactly what it seeks—whether it is to meet an existing niche demand, attract a specific tech-savvy audience, generate brand differentiation, improve the experience for international tourists, test new technology, or position the brand as innovative. Without a clear objective, the decision can easily reduce to a temporary fad.
- **Know the Consumer Profile:** Before implementation, the supermarket should observe whether there are interested consumers, a local technological community, frequent tourists, digital entrepreneurs, or clients who actively inquire about crypto-assets. Quick surveys, direct conversations with clients, and the analysis of digital channels can help map this out.
- **Choose a Reliable Technology Partner:** The provider must offer a simple interface, robust technical support, security, automated reporting, clear fee structures, an established

settlement policy, and strict regulatory compliance. With the advance of Central Bank regulations on virtual asset service providers, this due diligence becomes mandatory.

- **Reduce Exposure to Volatility:** For supermarkets, immediate conversion into local currency (Reais) tends to be much more prudent than holding crypto-assets in an internal corporate wallet, unless there is a deliberate financial strategy and adequate controls. The commercial operation must prioritize cash predictability, margins, and immediate liquidity.
- **Train the Front-of-Checkout Team:** Training must be practical, featuring transaction simulations, step-by-step walk-throughs, answers to frequently asked questions, and clear guidance on how to handle system failures. Cashiers must know exactly what to do and what *not* to do; they should never recommend investments, promise appreciation, or interpret complex financial questions for the customer.
- **Create Simple Communication Materials:** In-store banners, digital publications, and informative notes at the checkout must clearly explain which currencies are accepted, how the payment flow occurs, whether a specific application is needed, if automatic conversion applies, and which support channels are available. The language must be accessible to the everyday consumer, avoiding overly technical jargon.
- **Establish Financial and Tax Controls:** The company must align its accounting department, tax invoice issuance routines, payment reconciliation systems, fee tracking, and provider

reports. Every single transaction must be fully traceable. Innovation must never compromise internal financial controls.

- **Monitor Operational Indicators:** The chain must closely track the total number of transactions, average ticket value, checkout service times, technical failures, customer complaints, digital media impact, and overall customer perception. These data points allow management to decide whether the solution should be maintained, adjusted, scaled, or replaced.
- **Start with a Pilot Program:** Implementing the solution in a single unit, on a limited number of trained checkouts, or during controlled hours allows for low-risk organizational learning. The company can then expand the project systematically based on measured results.
- **Integrate the Innovation into the Brand Strategy:** The acceptance of cryptocurrencies must dialogue naturally with the company's identity, broader marketing communications, and core value proposition. When an innovation stands isolated, it loses momentum. When connected to a broader narrative of modernization and regional differentiation, it generates a consistent reputational impact.

13. EXPECTED RESULTS AND CONTRIBUTIONS OF THE STUDY

The expected results of this study indicate that the adoption of cryptocurrencies in regional supermarket retail can generate contributions across four main dimensions:

Strategic & Operational Dimensions

From a **strategic perspective**, the initiative expands the company's ability to position itself as innovative, connected to global technological trends, and open to pioneering new payment models. This positioning is exceptionally valuable for regional chains that need to differentiate themselves against massive retail groups.

From an **operational perspective**, the study underscores that cryptocurrency adoption demands strict process governance. The innovation cannot survive solely on an executive executive decision; it depends entirely on platform stability, front-line training, workflow standardization, seamless financial reconciliation, and robust exception management. The Oásis case proves that a regional chain can successfully transform an abstract technological concept into a standard cashier routine.

Market & Professional Dimensions

In the **market dimension**, the national and international media coverage demonstrates that targeted, localized innovations can generate widespread brand equity. Specialized media values real-world crypto-asset use cases because they provide tangible proof of technology transitioning into daily life. For supermarkets, this visibility reinforces brand recall, attracts curious consumers, and expands market recognition.

In the **professional dimension**, the experience strengthens the career trajectory of Thiago Andrade de Oliveira as a Business Consultant, Retail Operations Specialist, and Entrepreneur. The case documents his proven capacity to forecast trends, propose viable solutions, drive implementation, engage with emerging tech, and build enterprise differentiation. In a globalized job market, practical,

documented experiences with digital retail transformation serve as high-value evidence of executive competence.

Academic and Regional Contributions

This study contributes academically by shifting the debate on cryptocurrencies away from purely speculative financial fields and placing it firmly within the realm of business administration, innovation models, and retail operations. While most crypto-asset literature focuses heavily on price charts, investment mechanisms, and macro-regulation, this article demonstrates that there is fertile ground to analyze crypto-assets as functional payment infrastructures, core consumer experiences, and operational challenges.

Finally, another major contribution is highlighting the role of regional chains in the broader innovation ecosystem. The analyzed case shatters the narrative that financial innovation occurs exclusively within core global markets or Tier-1 metropolitan capitals. The experience proves that regional cities can actively participate in global digital transformation movements, successfully connecting the local economy to international dialogues through agility, administrative knowledge, and practical execution capacity. Ultimately, the adoption of cryptocurrencies in supermarkets should be viewed as a profound process of organizational learning that prepares the enterprise for future cycles of financial evolution.

14. DISCUSSION

The central discussion of this article is that the adoption of cryptocurrencies in regional supermarket retail must be understood as an operational and strategic innovation, not merely as an

adherence to a financial technology. The Oásis Supermercados case demonstrates that a regional chain can participate in a global movement when managers identify opportunities, seek knowledge, and transform a trend into customer service practice.

Technological adoption literature helps explain both the potential and the limits of the initiative. Perceived usefulness, ease of use, trust, and facilitating conditions are decisive factors. For the consumer, paying with Bitcoin at the supermarket only makes sense if the process is simple and secure. For the retailer, accepting cryptocurrencies is only justified if there is a reputational benefit, niche demand, strategic advantage, or relevant learning. Adoption depends on finding a balance between these two sides.

The case also confirms the importance of technological intermediaries. Without a conversion platform, QR Codes, calculations in Reais, and subsequent settlement, the operation would be significantly more complex for a regional supermarket. This reinforces the idea that the diffusion of crypto payments in retail depends on a service infrastructure rather than just consumer enthusiasm. Reliable providers reduce complexity and allow commercial enterprises to adopt technology without transforming into financial institutions.

The analyzed experience further reveals that innovation can produce symbolic value before producing transactional volume. The international repercussion of Oásis Supermercados demonstrates that cryptocurrency acceptance had a significant reputational impact. This impact, however, should not be confused with full operational success. Managerial maturity requires measuring results, learning from adoption, and adjusting the strategy. Innovation

without measurement may generate news, but not necessarily a sustainable advantage.

Another point of discussion is the shift in the Brazilian environment since 2018. At that moment, the crypto-asset market was less regulated and PIX did not yet exist. In 2026, the scenario is different: PIX has consolidated instant payments in Reais, and the regulation of virtual asset service providers has advanced. This alters the justification for adopting cryptocurrencies. The value proposition needs to be clearer, perhaps linked to specific consumers, tourists, stablecoins, internationalization, or an image of innovation, rather than just payment speed.

The actions of Thiago Andrade de Oliveira can be interpreted as an example of innovation-oriented entrepreneurial leadership. The decision to seek information, propose adoption, and participate in the implementation highlights applied administrative competencies. In regional businesses, many innovations depend on individuals capable of connecting global trends to local needs. This role of bridging technology and operations is characteristic of business consultants and retail operations specialists.

In summary, the Oásis Supermercados experience demonstrates that accepting cryptocurrencies is viable for a regional chain, but it is not trivial. Viability depends on the platform, training, communication, financial control, security, and compliance. The case is relevant because it anticipated discussions that remain current: how to transform crypto-assets into a useful means of payment, how to protect the retailer from volatility, how to educate the consumer, and how to integrate financial innovation into the operational routine.

15. ANALYTICAL MATRIX OF THE EXPERIENCE AND EVALUATION INDICATORS

The experience of cryptocurrency adoption in supermarket retail can be organized into an analytical matrix composed of strategic, operational, technological, market, and regulatory dimensions. This matrix is useful because it allows an innovation case to be transformed into an instrument for managerial learning.

The Five Dimensions of the Matrix:

- **Strategic Dimension:** The central question is: what business problem does the adoption intend to solve or what opportunity does it intend to explore? In the Oásis Supermercados case, the opportunity was associated with pioneering, differentiation, and the possibility of bringing the chain closer to consumers interested in financial technology.
- **Operational Dimension:** This involves the transition from an idea into a routine. In supermarkets, an innovation is only effective when it successfully crosses the path between administration, technology, training, and the checkout. The adoption of cryptocurrencies requires that the operator knows how to execute the procedure without compromising the queue, the manager knows how to verify the records, accounting understands the settlement, and technical support is available in case of failure. This demonstrates that innovation is an intervention in the store's operational system, not just a marketing decision.
- **Technological Dimension:** The retailer needs to evaluate whether the solution offers availability, security, interface

simplicity, compatibility with the cash flow, and sufficient reporting for control. In the analyzed case, the platform-mediated solution allowed the operator to enter the value in Reais and generate a QR Code, bringing the experience closer to card payments or other digital methods. This technological mediation reduced complexity for the retailer and allowed the company to experiment with innovation without fully assuming custody of the assets.

- **Market Dimension:** The adoption of cryptocurrencies can attract specific consumers, but its initial value may lie more in visibility than in transactional volume. Therefore, indicators such as media reach, citations in portals, social media engagement, perceptions of modernity, and customer comments must be monitored alongside financial metrics. Payment innovation can generate indirect returns, especially when it strengthens the company's reputation and creates differentiation from competitors.
- **Regulatory and Risk Dimension:** In 2018, the Brazilian crypto-asset market was still in a less defined regulatory stage. With Law No. 14,478/2022 and subsequent Central Bank rules, adoption began to require greater attention to the compliance of virtual asset service providers. This shift reinforces that the decision to accept cryptocurrencies must be reviewed periodically. What was acceptable as an initial experiment must, in a regulated environment, mature through formal contracts, records, policies, and controls.

Evaluation Indicators for Supermarket Chains

To properly evaluate adoption, a supermarket chain can utilize a balanced set of metrics:

- **Implementation Indicators:** Number of enabled checkouts; quantity of trained operators; total training time; and overall system availability.
- **Usage Indicators:** Total number of transactions; average value per transaction; percentage share of cryptocurrencies in total payments; and user customer recurrence.
- **Operational Indicators:** Average checkout closure time; frequency of technical failures per period; volume of support tickets; and financial reconciliation discrepancies.
- **Risk Indicators:** Exposure to asset volatility; financial settlement periods; transaction fees charged; security incidents; customer complaints; and occurrences of atypical transactions.
- **Reputational Indicators:** Press publications; digital mentions and social media sentiment; direct consumer comments; organic marketing reach; and brand association with innovation.

This combination allows for a more comprehensive understanding of the adoption process. A project can have low transactional volume and yet deliver a high reputational return; conversely, it can generate good volume but cause an excessive operational cost burden. Management needs to look at the whole picture.

On a professional level, this matrix reinforces the importance of retail operations specialists. The business consultant or operational

manager must connect strategic vision, training, technology, and performance indicators. Thiago Andrade de Oliveira's experience at Oásis Supermercados highlights precisely this type of applied competence: perceiving the opportunity, participating in the operational translation, and helping the company be recognized as a pioneer in a traditional sector.

Thus, the proposed analytical matrix does not only serve to describe the case studied. It can guide other regional supermarkets interested in adopting emerging payment technologies. The main recommendation is that the company should not treat innovation as an isolated event. Every innovation must be planned, implemented, monitored, and reviewed. Only then does the novelty transform into organizational learning and a potential competitive advantage.

16. CRYPTOCURRENCIES, PIX, DIGITAL WALLETS, AND THE FUTURE OF PAYMENTS IN THE SUPERMARKET

The future of payments in Brazilian supermarket retail must be analyzed within an environment of coexistence among multiple technologies. Cash, debit cards, credit cards, vouchers, PIX, digital wallets, contactless payments, loyalty programs, and crypto-assets can coexist in different proportions. The retailer's challenge is not to adopt all technologies indiscriminately, but to select those that add value to the customer, preserve operational efficiency, and reduce risks.

PIX significantly altered the Brazilian landscape by offering instant transfers, widespread diffusion, operations in Reais, and a simple experience for consumers and companies. This reality creates an inevitable comparison with cryptocurrencies. For everyday

purchases, PIX offers the advantages of monetary stability, regulatory recognition, and familiarity. Therefore, the adoption of cryptocurrencies needs to find specific value niches. The proposition might lie in serving consumers who already hold crypto-assets, foreign tourists, stablecoin users, digital communities, or clients who highly value innovative companies.

Digital wallets also compete for the consumer experience. They integrate cards, account balances, loyalty points programs, and, in some cases, crypto-assets. Supermarket retail may, in the future, observe a convergence among payment methods, where the consumer chooses the funding source and the payment platform performs the conversion transparently. In this scenario, the experience gained with cryptocurrency payments can prepare the company for hybrid solutions, where technical complexity remains completely invisible to both the cashier and the client.

Stablecoins deserve specific attention because they seek to eliminate the problem of volatility by maintaining a reference to fiat currency. In international payments and tourism contexts, they can offer convenience for consumers holding digital balances. However, they also bring regulatory, backing, issuer, custody, and conversion challenges. For supermarkets, the adoption of stablecoins must follow the same prudential logic: a reliable partner, adequate conversion mechanisms, strict risk control, and transparent communication.

Regulatory advancement in Brazil tends to professionalize the market. The authorization and supervision of virtual asset service providers can increase trust but also raise compliance requirements. For the retailer, this is positive if it results in safer platforms, clearer

reports, and greater consumer protection. Any company intending to accept crypto-assets must monitor this evolution and avoid solutions that are not aligned with the regulated environment.

The Oásis Supermercados experience anticipates this future by showing that the supermarket can function as a space for experimenting with new payment methods. The supermarket is a location of recurring purchases and direct contact with diverse consumers. When a financial technology reaches this environment, it ceases to be abstract and begins to face everyday demands: lines, haste, doubts, connectivity, cash registers, tax invoices, and customer service. Therefore, cases like Oásis are important to understand not only if the technology works, but if it successfully adapts to the real life of retail.

In the coming years, supermarket competitiveness may depend heavily on the ability to integrate payment methods with loyalty programs, consumption data, personalized offers, and omnichannel service. Crypto-assets, when used appropriately, can be a piece of this ecosystem, but not necessarily the central piece. The most relevant innovation may not be accepting a specific currency, but building a flexible infrastructure to incorporate new payment methods safely and quickly.

This perspective reinforces the professional contribution of Thiago Andrade de Oliveira. By participating in a pioneering experience of cryptocurrency acceptance, the author developed practical knowledge regarding the implementation of financial innovation in a retail environment. This knowledge is transferable to other operational modernization projects, as it involves management principles that remain valid: analyzing trends, evaluating risks,

choosing partners, training teams, monitoring results, and adjusting processes.

Therefore, the discussion on cryptocurrencies in the supermarket must be understood as part of a larger agenda for the transformation of payments. The contemporary consumer expects convenience, speed, security, and freedom of choice. The retailer who understands this shift can transform payment methods into a core component of the shopping experience. The Oásis Supermercados case shows that this transformation can successfully begin in regional chains, driven by attentive managers willing to experiment responsibly.

17. CONTRIBUTIONS TO THE AUTHOR'S INTERNATIONAL CAREER

The preparation of this article also serves to demonstrate the coherence between the analyzed experience and the professional practice intended by Thiago Andrade de Oliveira as a **Business Consultant, Retail Operations Specialist,** and **Entrepreneur.** In international environments, these roles require the ability to solve business problems, improve operations, interpret market trends, and implement solutions with practical impact. The Oásis Supermercados case offers a concrete example of these competencies.

Core Professional Competencies Demonstrated:

- **As a Business Consultant:** The professional must identify opportunities and translate them into viable proposals. The adoption of cryptocurrencies shows the ability to perceive a global trend and evaluate its application within a regional company. This competence is highly valuable because many

businesses struggle to distinguish temporary fads from real strategic opportunities. An effective consultant does not merely recommend technology; they analyze its utility, risks, market fit, and operational effects.

- **As a Retail Operations Specialist:** The professional must intimately understand the store's daily routine. Payment innovation directly impacts the checkout line, customer service, financial reconciliation, staff training, and the overall consumer experience. The analyzed case demonstrates an understanding that technology only produces actual value when it functions seamlessly at the point of contact with the client. This operational vision differentiates managers who merely idealize innovation from those who successfully implement it.
- **As an Entrepreneur:** The professional must take proactive initiative in the face of uncertainty. The original coverage records that the idea of accepting cryptocurrencies originated from Thiago, stemming from his active search for information on the topic. This behavior reveals an entrepreneurial stance: observing a trend, acquiring knowledge, consulting specialists, and driving organizational change. In this sense, entrepreneurship is not limited to starting new companies, but includes the capacity to innovate within existing organizations (intrapreneurship).

Global Visibility and Digital Transformation

The international repercussion of the case strengthens the author's professional profile because it demonstrates that his actions produced visibility well beyond the local market. In professional

recognition processes or international career positioning, experiences documented by external media sources hold significant value. They prove that one's performance is not merely self-declared, but has been publicly recognized as relevant. The fact that the case was reported across different countries reinforces its unique nature.

Furthermore, this experience directly dialogues with contemporary digital transformation competencies. Retail companies worldwide are seeking to integrate digital payments, reduce purchasing friction, expand channels, utilize data, and elevate the customer experience. Professionals who have already participated in innovative implementations in real-world environments possess the practical repertoire required to tackle these challenges. The Oásis Supermercados case functions, therefore, as a solid demonstration of applied capacity.

Balanced Professional Stance: The author's contribution should not be understood as an uncritical defense of cryptocurrencies. On the contrary, his professional value lies in clearly comprehending both potentials and limits. The presented analysis openly recognizes asset volatility, low initial demand, regulatory risks, the necessity of rigorous training, and strict control requirements. This balanced posture is essential for corporate consulting, as companies require responsible, risk-aware recommendations rather than tech enthusiasm detached from operational reality.

In summary, the analyzed experience sustains that Thiago Andrade de Oliveira brings together key elements for international practice in business consulting, retail operations, and entrepreneurship: an administrative background, practical hands-on experience, participation in documented innovation, technological vision,

operational understanding, and the proven ability to generate corporate visibility. The article successfully transforms this experience into an academic reflection, demonstrating its relevance to the broader debate on retail innovation.

18. CONCLUSION

This article analyzed the adoption of cryptocurrencies in regional supermarket retail, focusing on the professional experience of Thiago Andrade de Oliveira at Oásis Supermercados and the implementation of Bitcoin, Bitcoin Cash, and Litecoin as alternative payment methods. The research demonstrated that the initiative holds significant relevance by successfully combining technological innovation, competitive differentiation strategies, operational learning, and international media repercussion.

The principal conclusion is that the adoption of cryptocurrencies in supermarkets must not be understood solely as a financial novelty. It is a complex administrative decision that demands structured planning, operational governance, team training, a careful selection of third-party providers, clear communication, and strict risk control. In the analyzed case, the concept attributed to Thiago Andrade and its operational execution at Oásis Supermercados showcase how a regional chain can transform a global digital trend into successful local practice.

The study further evidenced that consumer acceptance depends heavily on perceived usefulness, ease of use, trust, and facilitating conditions. The mere availability of a technology never guarantees its actual use. Therefore, the retailer must actively work to reduce entry barriers, explain the checkout procedure clearly, and ensure that the

payment experience is both fast and secure. While initial adoption may face low transactional demand, it can still produce substantial reputational value, brand visibility, and organizational learning.

The Evolving Landscape

The national and international repercussion of the case confirms its symbolic weight. By being featured in multiple specialized outlets, Oásis Supermercados became a Brazilian benchmark for crypto-payment adoption in retail. This visibility reinforced the chain's competitive differentiation and highlighted the professional capacity of its managers in experimenting with emerging technologies.

Concurrently, it is concluded that the current regulatory environment demands far greater diligence than during the initial period of this experience. Law No. 14,478/2022 and subsequent Central Bank of Brazil regulations concerning virtual asset service providers reinforce the mandatory nature of security protocols, governance, anti-money laundering controls, formal records, and strict data protection. Supermarkets interested in accepting crypto-assets must partner exclusively with technology providers that observe these legal requirements and offer transparent operations.

As a practical managerial contribution, this article outlines ten core guidelines for supermarket chains:

1. Define the strategic objective clearly.
2. Know the local consumer profile.
3. Choose a reliable, compliant technology partner.

4. Reduce direct exposure to asset volatility.
5. Train the front-of-checkout team thoroughly.
6. Create simple, jargon-free communication materials.
7. Maintain strict financial and tax reconciliation controls.
8. Monitor operational, risk, and reputational indicators.
9. Start with a controlled pilot program.
10. Integrate the innovation into the overarching brand strategy.

Ultimately, Thiago Andrade de Oliveira's experience at Oásis Supermercados highlights that professionals in Business Administration, retail operations, and corporate consulting can play a decisive role in the digital transformation of regional companies. True innovation is born from the ability to observe trends, evaluate risks, mobilize teams, and execute processes responsibly. In this regard, the analyzed case constitutes a highly relevant contribution to the debate on retail innovation, crypto-asset adoption, and the development of entrepreneurial leadership in regional markets.

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