

## Case Study: Banking Operations

# Swift operational overhaul supports massive growth



Dominant challenger bank required agile partner to revamp Banking Operations infrastructure to drive KPIs and scalability amid volume surge and pandemic.

## Challenge

When you're one of the fastest-growing challenger banks in the United States, you also become a bigger target for fraudsters. With a customer base in the millions at the start of 2020, the fintech unicorn saw dispute claims rise 218% YOY in 2019. In 2020, they anticipated a similar volume increase and needed a partner that was as agile as they are to right-size their dispute and chargeback management operations with a scalable approach to ensure strict KPI benchmarks were hit while simultaneously managing the challenges of a pandemic.

## Strategy and Solution

Ubiquity assembled a team of tenured banking experts and business analysts across departments to assess the client's established process, workflow, QA procedures, training and reporting to end backlogs, manage the volume surges, and align everything to the challenger bank's productivity, quality and compliance goals.

Ubiquity's deep-dive uncovered three core areas of opportunity for improvement around workflow architecture, productivity goals and reporting. Through this comprehensive reorganization, Ubiquity redesigned the workflow for 11 distinct teams and developed a tiered incentive structure that boosted performance and improved employee retention, which now sits at about 97%. Simultaneously, revamping the quality scorecard helped align coaching and performance to the neobank's biggest priorities, and team leader coaching log audits ensured coaching was effective at closing knowledge or process gaps as quickly as possible. The changes also enabled the digital bank to reduce their headcount by 40%.

In the midst of the reorganization, COVID-19 happened. Ubiquity enacted business continuity plans, including activating Ubiquity@Home, which enabled analysts to work from home in a PCI-certified environment. The partners adapted further to drive remote employee engagement and ensure no ground was lost on the productivity and other performance gains that were in progress.

A robust feedback loop ensured all stakeholders—team members, leaders, trainers, QA and the client—were in constant communication to learn and adapt quickly to the newly minted operational infrastructure. Timely, granular reporting as well as collaboration on emerging fraud threats also helped the neobank identify fraud ring activity and recover \$2.3 million in just four months. With a redesigned and more scalable Banking Operations infrastructure in place, the client ended an unprecedented year hitting or exceeding their goals, and 2021 is on track to be even stronger.

**The neobank's dispute claims rose 218% in 2019 and another 222% in 2020, hitting nearly 1 million.**

## Results



## At a Glance

This digital banking provider is one of the largest and fastest-growing challenger banks in the U.S., delivering digital-only banking services, including debit and credit, to a largely millennial customer base.

**Services**  
Dispute and chargeback management

**Locations**  
Manila and Bacolod