nexus

Thriving in the Digital Age

A Playbook for Incumbent Banks and Financial Institutions to Outperform.

A Two-Part Research.

Part 1 - Decoding Digital Banking: Challenges, Failures, and Key Lessons for Incumbents.

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This research is brought to you by

nexus

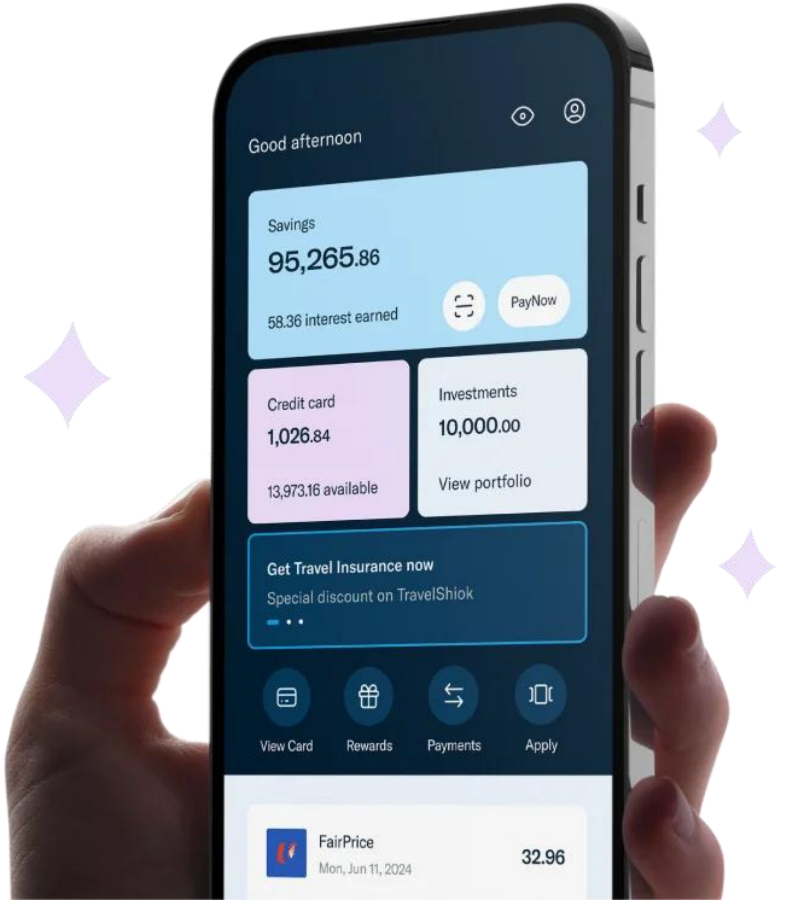
a joint venture between

kube | C-STRATEGY4BANKING
FROM INSIGHT TO ACTION

Nexus helps traditional financial institutions launch digital bank spin-offs to enhance competitiveness and drive growth.

Research delivered by C-INNOVATION
EMPOWERING STRATEGY

Thriving in the Digital Age : A Two-Part Research Collaboration.



Part 1

Decoding Digital Banking: Challenges, Failures, and Key Lessons for Incumbents.

Explores the evolving digital banking landscape, key challenges for incumbents, **and lessons from past successes and failures.**

Part 2

Blueprint for Digital Success: Strategies, Execution, and Future Trends.

It will delve into the critical components of building digital banks, including **strategy, execution, and future trends.**

Sign in for part 2 of this report here.

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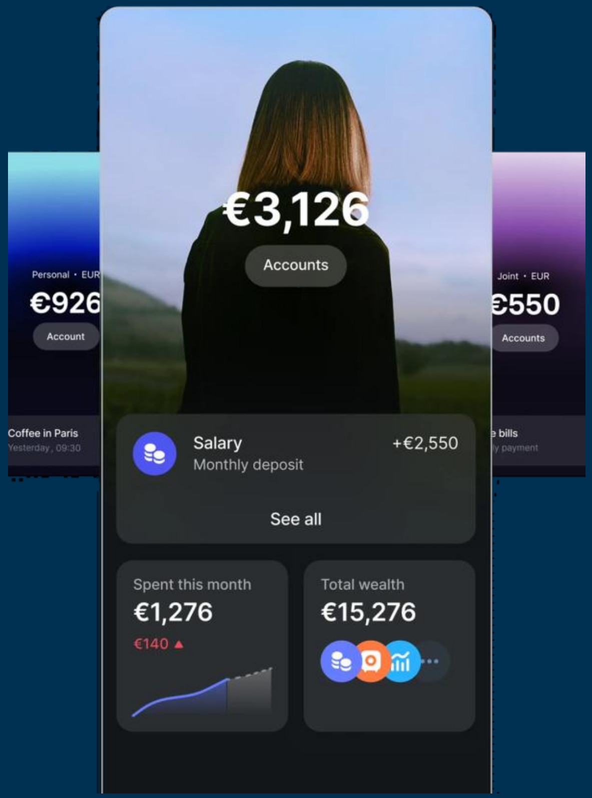
Thriving in the Digital Age – Part 1

Contents



Decoding Digital Banking: Challenges, Failures, and Key Lessons for Incumbents.

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Executive Outline

Richard Bostock
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Co-founder and COO

In a hyper-connected world and a strongly competitive industry such as FinTech, it's easy to fall behind. Remaining relevant in today's marketplace requires constant vigilance and adaptation to the changing landscape. One universal truth is that those companies with legacy products, systems, and processes are the slowest to move.

Whilst C-Strategy4Banking helps executives formulate their FinTech banking strategy, Nexus goes one step further to seamlessly define and execute your technical change roadmap. We help you make the quantum leap in stages whilst the market is moving, providing you with an unrivalled combination of agility, banking, and technical expertise.

The financial industry is at a critical juncture where traditional banks must either adapt or risk falling behind in an increasingly digital-first world. At Kube Innovation, we believe that success lies in strategic execution, leveraging the right technology, and embracing customer-centric models.

This research, in collaboration with C-Innovation and C-Strategy4Banking, is a vital resource for financial institutions seeking to navigate the digital banking landscape. By dissecting past failures and showcasing success stories, we provide a blueprint for digital transformation, helping banks future-proof their operations and remain competitive.

Digital banking is no longer an experiment—it is the foundation of modern financial services. Yet, many incumbents struggle with outdated models, regulatory challenges, and the pace of innovation.

Through this collaboration with C-Innovation and C-Strategy4Banking, we aim to bridge the gap between strategy and execution, providing financial institutions with actionable insights to build sustainable digital banking models. Our goal is to empower banks to move beyond short-term digital initiatives and create long-term, scalable solutions that drive real impact in today's financial ecosystem.

C-Innovation’s Research Perspective

Javier Guevara
C-Innovation
Co-founder and CEO

At C-Innovation, we are committed to empowering financial institutions to navigate the digital transformation with confidence. This latest research offers deep insights into the rapidly evolving digital banking landscape. It highlights the key drivers shaping the future of banking. By understanding these dynamics, institutions can strategically position themselves to outperform in this competitive market.

We are proud to support this research for Nexus, showcasing our dedication to providing actionable insights that drive innovation. This research is not only an essential tool for staying ahead but also a clear example of how C-Innovation continually contributes to innovation in the financial ecosystem. Our approach helps bridge the gap between traditional banking models and the agile, customer-centric approaches of digital challengers. Together, we are shaping the future of banking!

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1. Introduction.

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The transformation of banking: the digital revolution

The financial industry is undergoing a seismic shift with the rapid rise of digital banking. New entrants, known as neobanks or digital-only banks, are leveraging technology to offer streamlined, customer-centric services.

Key drivers:

Technological advancements
Mobile technology, cloud computing, and AI have enabled new business models.

Customer expectations
Today's consumers demand convenience, transparency, and personalization, which digital banks excel in providing.

Regulatory support
In many regions, regulatory frameworks have evolved to accommodate and encourage the growth of digital banking.

The post-pandemic landscape amplified and evolved the challenges banks were already facing

	Old world (<2000)	**Digital world** (2000-2019)	**Post-pandemic world** (>2020)
Distribution	Branch and telephone service	Digital touchpoints; branch and ATM use slowly falls	**Digital dominance** continues, with hybrid models emerging as branches see slight resurgence
Net interest margins	Healthy spread between deposit and lending interest rates	Increased transparency, tightening margins	**Margins begin to widen** again as interest rates rise post-pandemic
Fee income	Strong fees from cards, ATMs, and sales of other financial products	Customers shop around for lower fees; regulators cap interchange fees	Stabilization of interchange fees; **new structures emerge** with FinTech innovations like BNPL
Loan portfolio	Large loan books give big incumbents a pricing advantage	Improved credit scoring enables digital banks to price risk more accurately	**Loan loss provisions shoot up** as entire sector hits trouble; defaults rise as businesses fold

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Source: Better banking businessmodels: embedded finance and the path to growth .1IFS. 2020

"Everyone has a plan until they get punched in the mouth"

Mike Tyson
Former world heavyweight boxing champion

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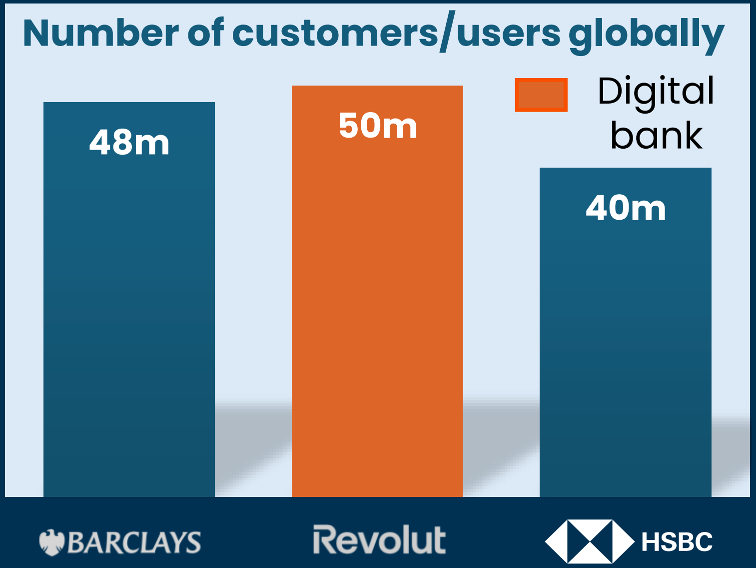
Navigating the challenge: incumbents facing disruption

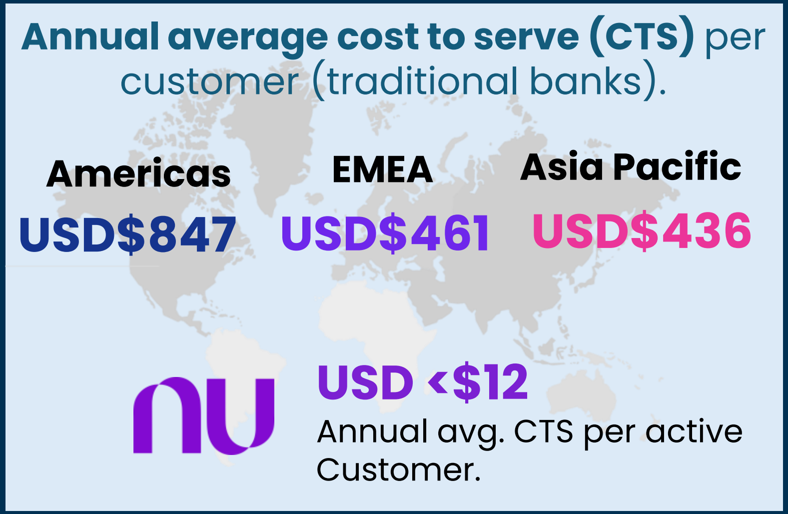
The threat to incumbents:

Market share erosion



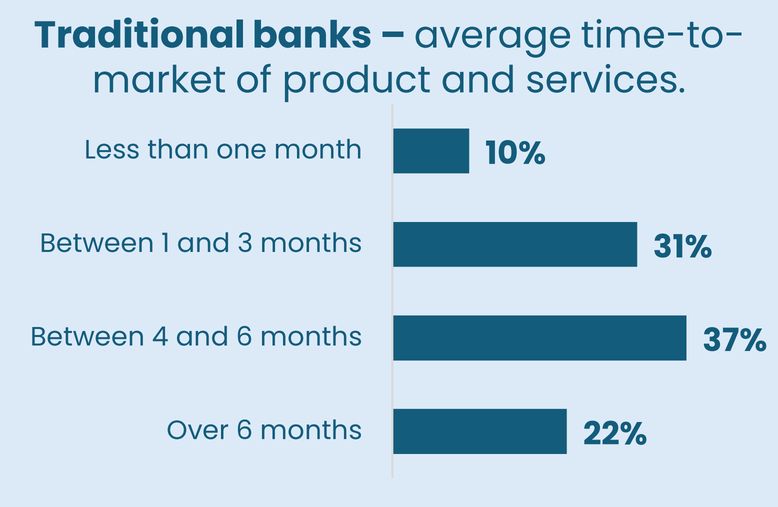
Digital banks are rapidly gaining market share, especially among younger, tech-savvy customers.

Pressure on margins



The **low-cost structures of digital banks** are putting pressure on the profitability of traditional banks.

Innovation gap



Many incumbent **banks struggle to innovate at the pace of their digital counterparts**, leading to a widening gap in customer satisfaction and service offerings.

Source: Beyond savings: Strategic cost optimization for the modern bank. KPMG. 2024. Digital Banking Experience Report. Sopra Steria. 2022

Why adaptation is imperative for incumbent banks: meeting customer expectations and securing future growth.

- **Customer retention:** customers today expect seamless, personalized, and digital-first experiences like those provided by FinTech companies. Failure to meet these expectations can lead to customer churn.

71% of customers expect **personalized digital experiences** from their banks.

61% customers rating **cost as the top criterion for switching bank.**

- **Competitive advantage:** by embracing digital transformation, incumbent banks can leverage their established customer base and trust to offer new, innovative products and services.

80% of customers **trust their bank.**

52% of banks view **AI as offering high- or critical-level revenue stream.**

- **Future-proofing:** adaptation is crucial for long-term survival in an increasingly digital-first financial landscape. Innovation in customer experience, FinTech partnerships, and agile operations will be key.

74% of banks see **collaborative business models as crucial to future** business strategy.

8.1% Shareholder Value Creation — was the **average annual total shareholder return achieved by digital leaders** in banking, significantly higher than the 4.9% return for laggards.

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Source: Digital Banking Experience Report. Sopra Steria. 2024. The Value of Digital Transformation. Harvard Business Review. 2023

2. Landscape Analysis.

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Challenger banks compete with traditional banks largely based on mobile-centric technology along with more consumer-friendly solutions.

Typical traits that characterize digital challenger banks

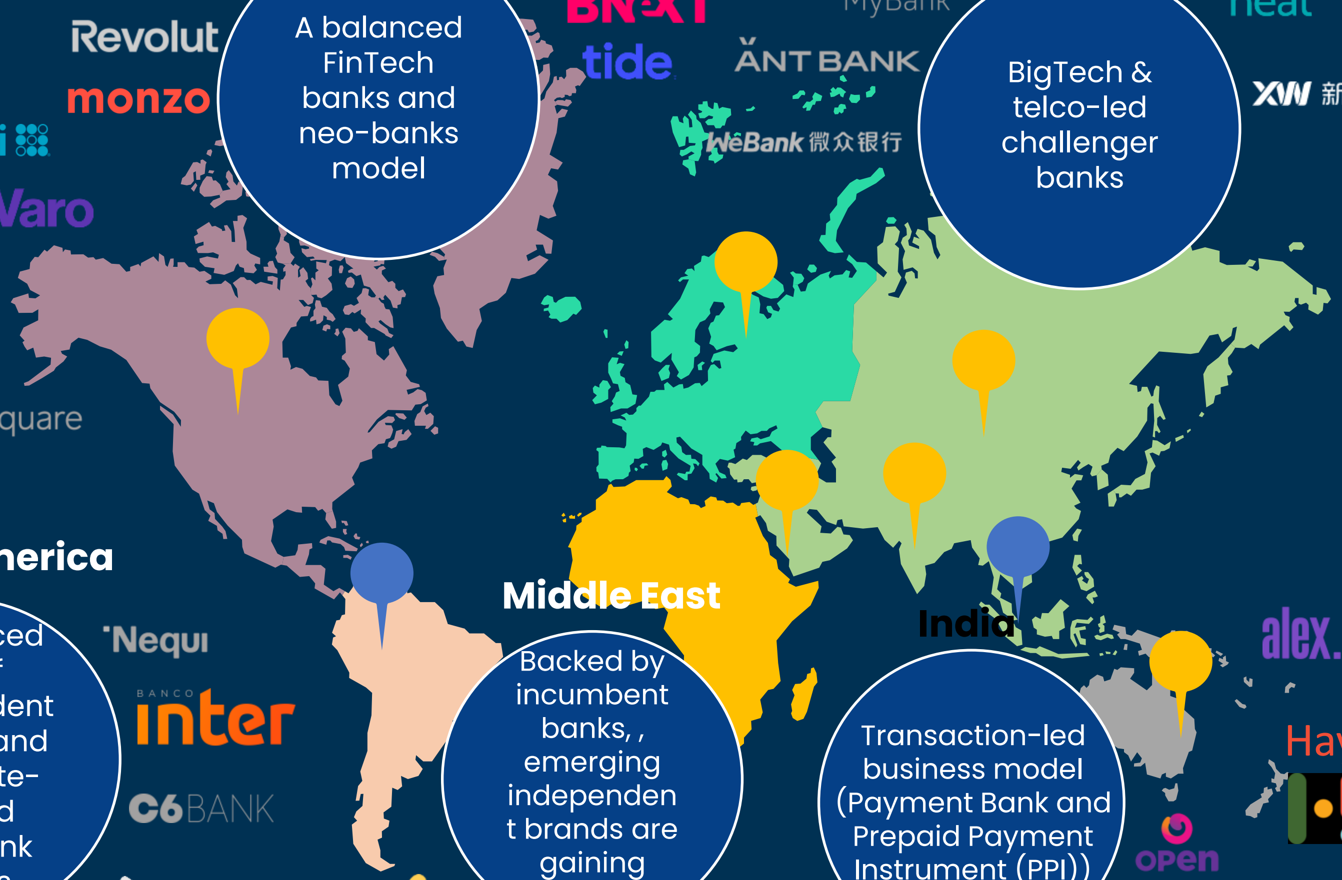
Core Attributes

- Mobile focus
- Niche specific
- Address undeserved segments
- Customer-centric
- Free / low fees

Key Advantages vs Traditional Players

- Simple and easy to use
- Faster to innovate
- Leverage customer data with AI
- Transparent
- Integrated financial management (PFM) tools

The global digital banking landscape is now a diverse ecosystem of neo-banks with banking license or strategic partnerships across regions.



USA

High presence of neo-banks leveraging bank partnerships

Dave, MoneyLion, chime, current, wealthfront, Brex, SoFi, Varo, Square

Europe

A balanced FinTech banks and neo-banks model

OakNorth, Revolut, monzo, Qonto, BNEXT, tide

China

BigTech & telco-led challenger banks

MyBank, ANT BANK, WeBank 微众银行, neat, XW 新网银行

Singapore

Higher presence of non-FI / consortium-led

ANT GROUP, aspire, funding societies, Grab, Singtel

Latin America

A balanced mix of independent FinTech and corporate-backed neo-bank models.

nu, albo, brubank, ualá, Nequi, inter, C6 BANK, next, NaranjaX

Middle East

Backed by incumbent banks, , emerging independen t brands are gaining traction

liv, PEPPER., ila, stc pay, papara

India

Transaction-led business model (Payment Bank and Prepaid Payment Instrument (PPI))

open, freo, Niyo, Paytm

Australia

A blend of fully digital banks and a trend towards partnerships with traditional banks

alex.bank, Hay, judo bank, up, ubank, Douugh

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Note: Non-exhaustive list. 'Xinja' exited the banking business returning its ADI licence and '86 400' FinTech bank was acquired by National Australia Bank Limited (NAB) in May 2021.

This diverse ecosystem includes FinTech start-ups with full banking licenses, corporate-backed digital brands, and firms leveraging partnerships or other than full banking license to deliver comprehensive financial services.

Challenger banks (with full banking license)		**Neobanks** (bank-like services without full banking licenses)	
FinTech banks	**Backed by corporates**	**Partnership**	**Independent**
Start-ups that have acquired a full banking license	Financial or non-financial corporate brands that have launched a digital brand	Firms that partner with a bank license holder, to provide banking products and services	Firms that have acquired other than a full banking license and provide "bank-like" services
Klarna, SoFi, monzo, Revolut, COLENDI, nu	CHASE, ila, Nequi, Marcus: by Goldman Sachs, stc pay, Openbank, Hello bank!, WeBank 微众银行	Cash App, chime, Aspiration, Niyo, MERCURY, Wealthfront	WISE, Qonto, papara, Paytm Payments Bank, HALA

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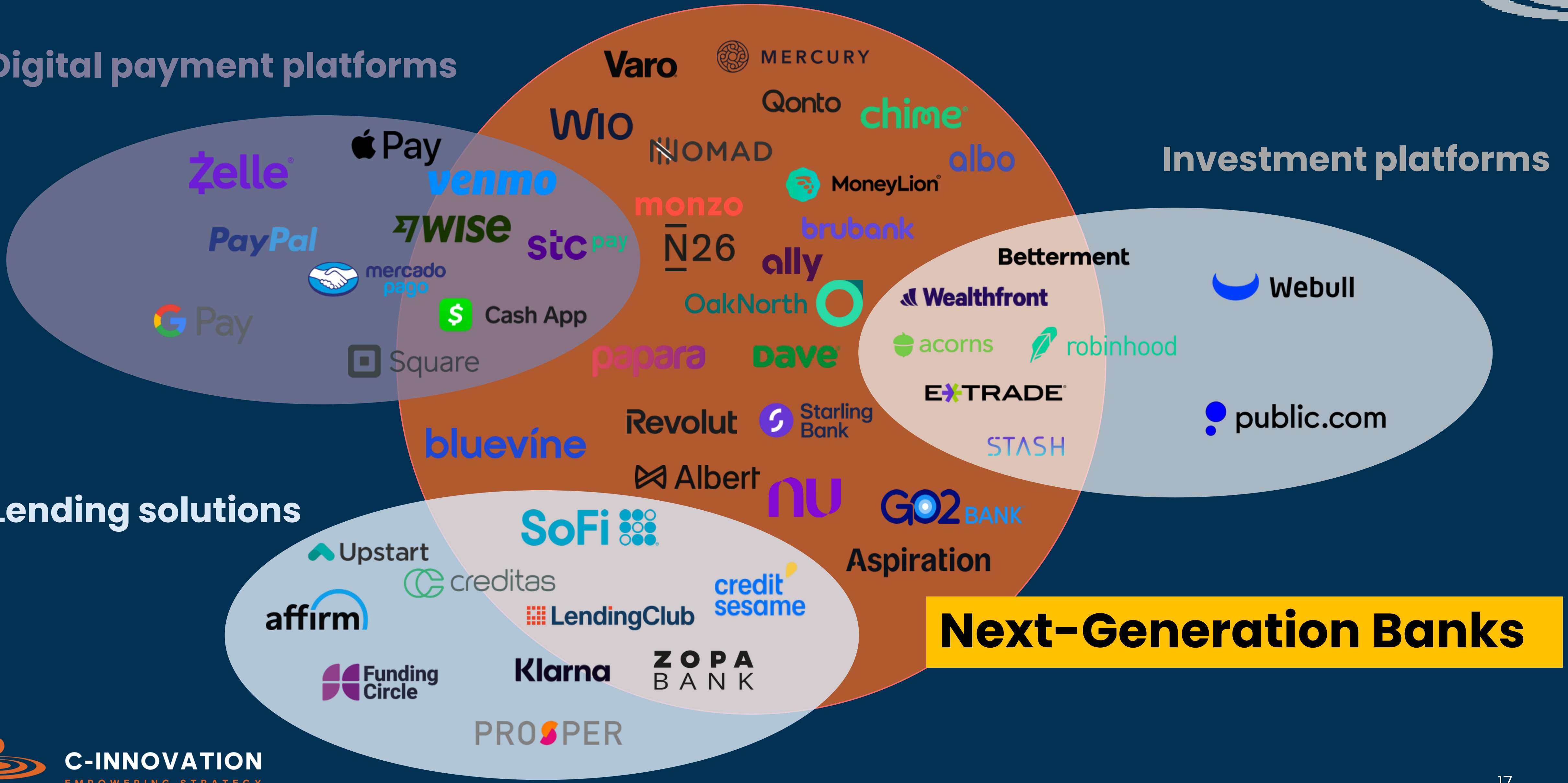
The emerging neo-banking ecosystem sees diverse FinTech players converging into digital banking services.



Established FinTech players are now broadening their product offerings to secure a larger foothold in the digital banking market.

Foundation → **Diversification in product offerings** →

	Foundation				
venmo PayPal	**Peer-to-peer payment platform**	Debit card	Crypto	Credit cards	Business accounts
SoFi	**Student loans (refinancing)**	Personal loans	Savings accounts	Mortgage refinance	Stock investment
Wealthfront	**Robo advisory**	Personal loans	Savings accounts	Debit card; Check deposit	Crypto
Cash App BLOCK	**Peer-to-peer payment platform**	Debit card	Crypto	Business accounts	Stock investment

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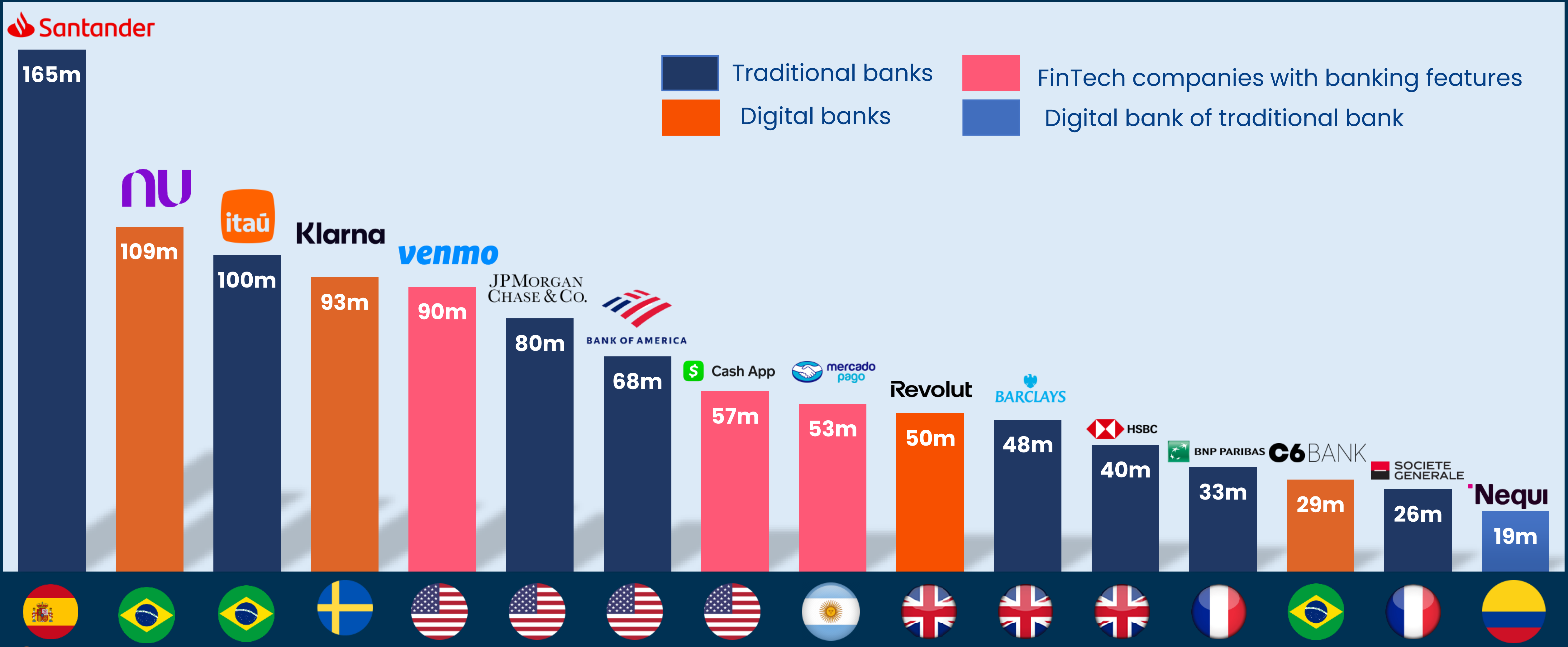
Source: Financial statements.
Notes: Sofi also launched Crypto, however, since December 2023, It does not offer the Crypto trading service.

Now, after leading in innovation, start-ups have surpassed traditional banks in scale.

Number of customers/users globally by banking brand



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Source: Data from Financial Reports and Brazilian Central Bank data. 2024 and 2025.

Note: Selected examples. China is not included.

Europe's digital banks continue to experience unprecedented revenue growth compared to established players.

Digital bank	Revenue growth	Revenue 2022/FY2023	Revenue 2023/FY2024
kompasbank	442%	DKK 22.2m	DKK 120.4m
bunq	181%	€ 90.8m	€ 255.8m
monzo	147%	£355.6m	£880m
Allica Bank	141%	£79.3m	£191m
Atom bank	112%	£209.1m	£443m

Digital bank	Revenue growth	Revenue 2022/FY2023	Revenue 2023/FY2024
Revolut	95%	£923m	£1,800m
LUNAR	74%	DKK 360.9m	DKK 626.2m
OakNorth	73%	£269m	£466m
Aprila Bank	68%	NOK 9m	NOK 161m
Starling Bank	51%	£453m	£682.2m
ZOPA	48%	£150m	£222m
WISE	31%	£892m	£1172.7m
N26	27%	€236m	€ 300m(E)

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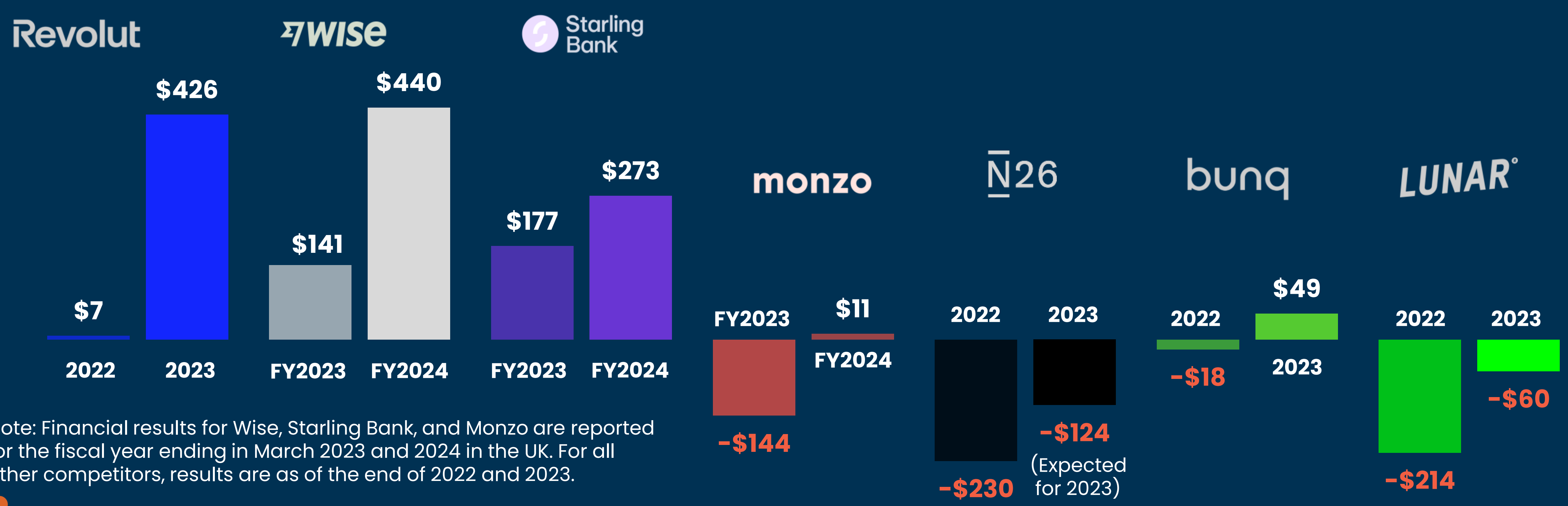
Note: Non-exhaustive list. Selected players

After leading in innovation and outpacing traditional banks in scale, some brands have seen dramatic profitability surges, while others show promise but still lag competitors.

Yearly profit/loss after tax by independent banking player

(USD$, m) latest available annual financial report

YoY Variation: 5895% | 212% | 54% | 108% | 46% | 372% | 72%



Note: Financial results for Wise, Starling Bank, and Monzo are reported for the fiscal year ending in March 2023 and 2024 in the UK. For all other competitors, results are as of the end of 2022 and 2023.

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Source: Players financial year reports from 2018 to 2024.
Note: For comparison consistency all values has been converted into dollars using the Exchange rate of May 16 of 2024.

While some digital banks solidify their dominance with strong and consistent profitability, others are climbing the ranks rapidly, reshaping the competitive landscape.

Top Digital Banks by 2023 Profits

Ranking	Company	Profit/Loss US$ (2023)
1	Nu	$1,539.0m
2	ally	$1,083.0m
3	TINKOFF	$965.9m
4	Revolut	$430.6m
5	Wise	$183.4m
6	Starling Bank	$178.8m
7	OakNorth	$173.3m
8	Openbank	$130.3m
9	bunq	$55.1m
10	LendingClub	$55.0m

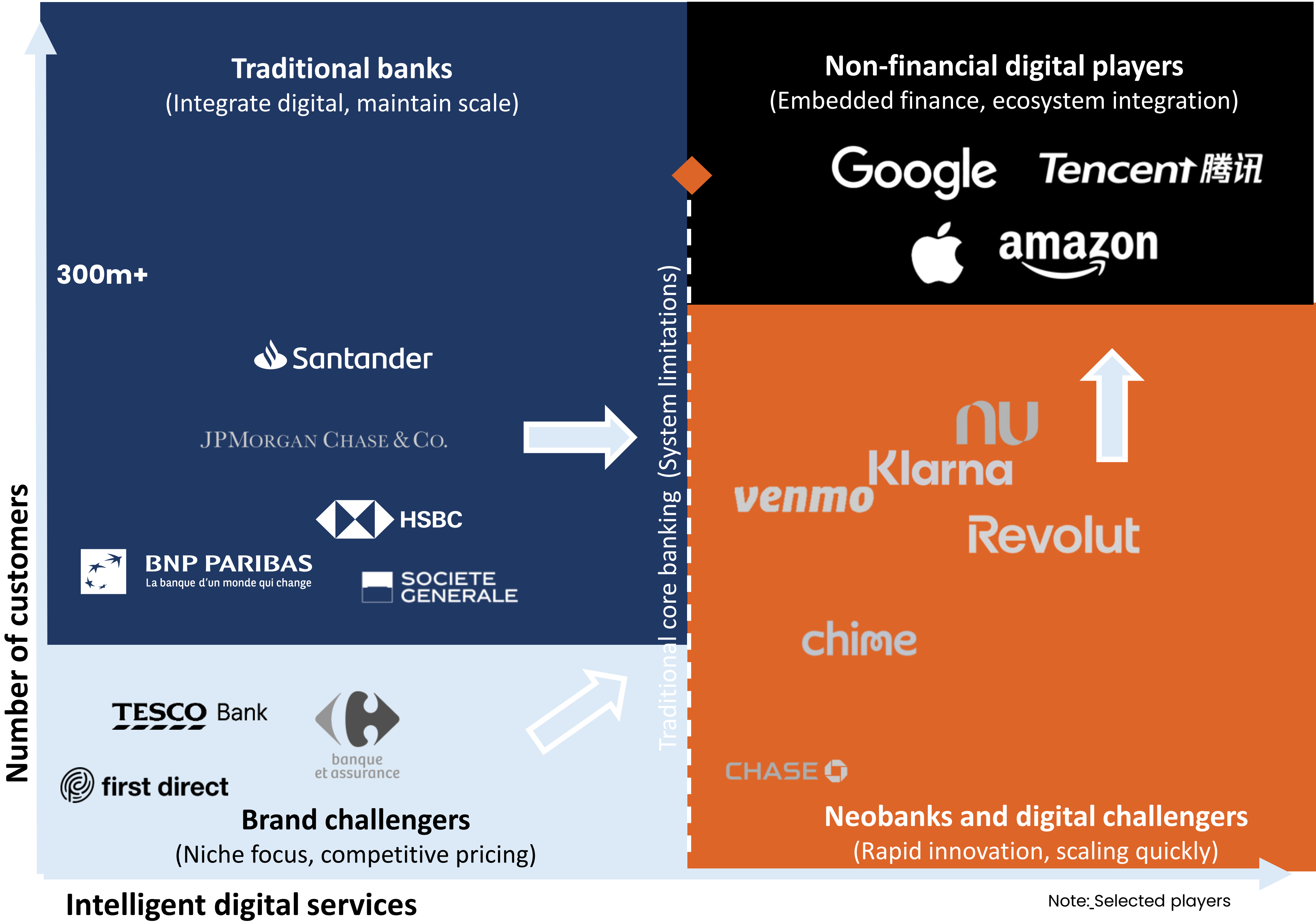
Ranking so far for 2024 …

Ranking (2024)	Ranking (2023)	Company	Profit/Loss US$ (2024)
1 =	1	Nu	$2,027.7m
2 =	2	ally	$811.0m
3 ▲	5	Wise	$602.6m
4 ▼	3	TINKOFF	$541.4m
5 ▲	6	Starling Bank	$275.4m
6 ▲	27	SoFi	$173.4m
7 ▲	28	Klarna	$60.8m
8 ▲	10	LendingClub	$53.9m
9 ▲	26	monzo	$19.4m
10 ▲	13	greendot	$15.2m

Note: Asian digital banks are excluded. Data reflects the latest financial updates per player, with some banks using partial-year reports for 2024 (e.g., Q3 or H1 2024) or fiscal years (e.g., Monzo's April-March cycle). Profit before taxes is used as the measure of profitability. For full details, contact us at **hello@c-innovation.eu**.

Shift in focus: Traditional Banks' Strategic Evolution to Compete.

Traditional banks are proactively embracing digital transformation to secure their position in the evolving financial ecosystem.



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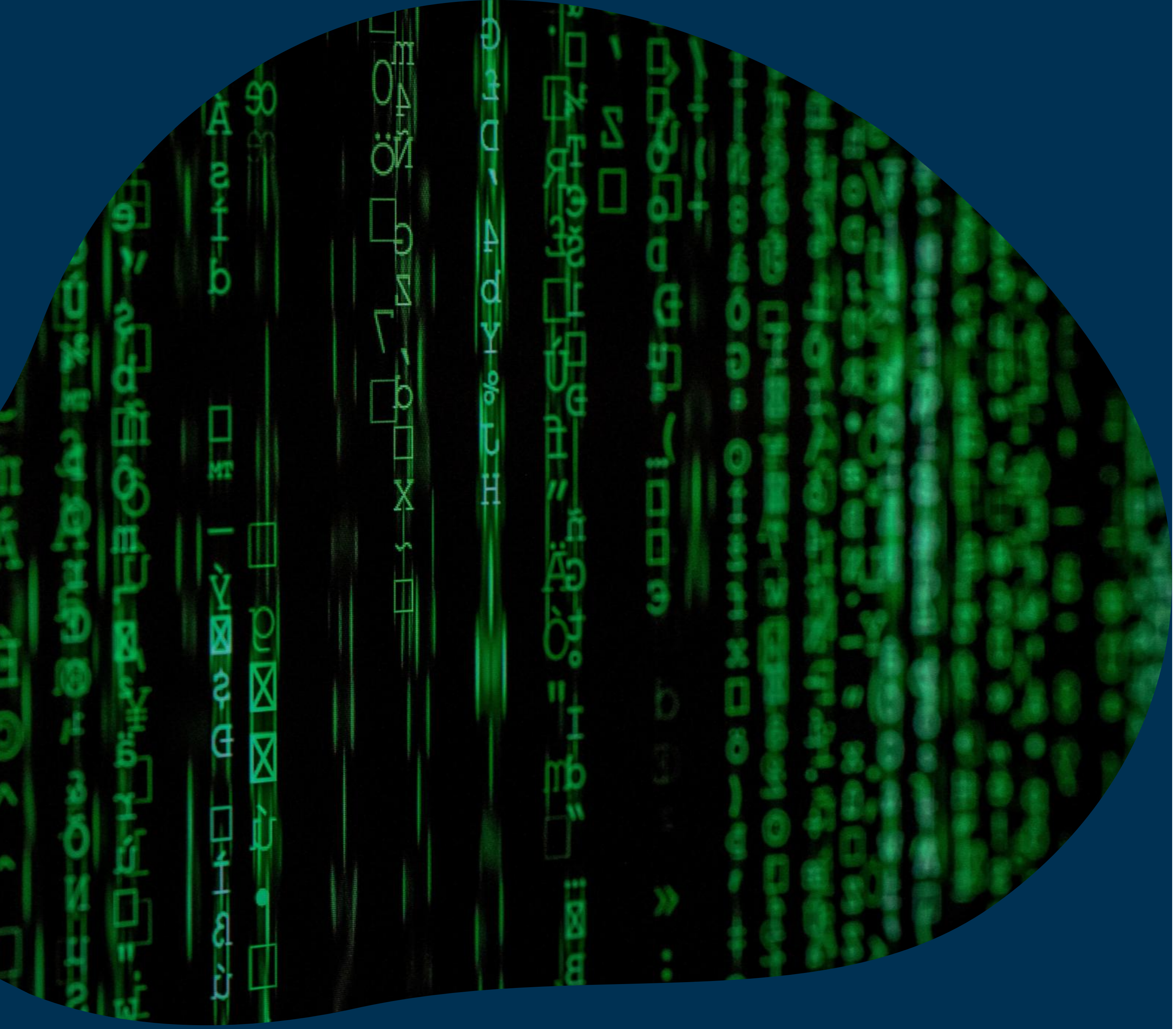
Note: Tesco has been recently acquired by Barclays.
Source: Better banking business models: embedded finance and the path to growth .11FS. 2020. Adapted and updated by C-Innovation.



3. The Incumbent Challenge: Why Good Banks Fail in the Digital Bank Initiative.

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The incumbent challenge: why good banks fail in the digital bank initiative.

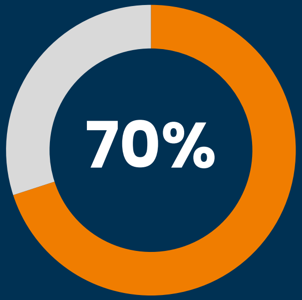
Common pitfalls and mistakes

Legacy systems and infrastructure hurdles

Lack of agility and innovation culture

Common pitfalls and mistakes.

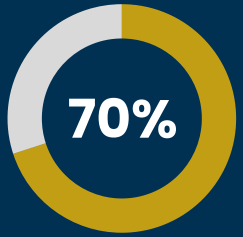
1 Cultural resistance: top barrier to digital transformation



of banking executives identified cultural resistance to change as the biggest barrier to digital transformation

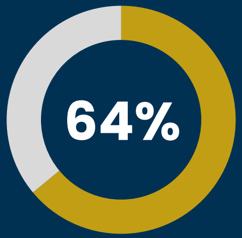
Many established banks have ingrained processes and **are slow to adapt to new technologies**. The hesitation to change legacy practices hinders innovation.

2 Compliance demands drain management’s focus



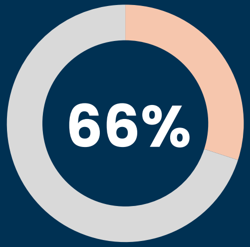
of respondents believe that the increasing regulatory burden has significantly hindered their organization's ability to innovate

indicated that compliance efforts consume most of management's time, limiting strategic and creative initiatives



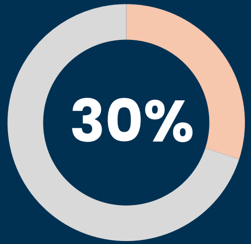
While compliance is crucial, an **excessive focus on regulatory adherence often stifles creativity and agility.**

3 Misaligned strategies lead to high failure rate



of banks allocate less than 25% of their IT budgets to transformative projects that can lead to sustainable competitive advantage

of digital banking initiatives fail due to a lack of strategic alignment, as they don't integrate well with the bank's overall strategy



Incumbent banks frequently launch **digital initiatives without a cohesive strategy, leading to fragmented efforts** and a lack of coherent digital transformation.

Source: Accenture Survey (Banking on Digital report series), Thomson Reuters Regulatory Intelligence - Cost of Compliance 2023) and McKinsey Report (Banking and Financial Services Insights.

Legacy systems and infrastructure hurdles

Complex and outdated IT systems

Many traditional banks are burdened with **legacy IT systems that are costly and difficult to update**, slowing down innovation.

64% of banking IT leaders report **legacy infrastructure hampers delivering new digital products.**

Data silos

Legacy infrastructure often leads to fragmented data across different systems, making it difficult to gain a holistic view of customers and innovate effectively.

59% mentioned that **data silos created by outdated systems pose a substantial obstacle to innovation.**

High maintenance costs

Maintaining **outdated systems consumes a significant portion of IT budgets**, leaving little room for investment in new digital solutions.

75% of banks' IT budgets is spent maintaining existing systems, leaving **only 25% for innovation and new initiatives.**

Source: Deloitte Study (Financial Services Insights), Accenture (Commercial Banking Top Trends). 2024 and Gartner Insights.

Lack of agility and innovation culture

Hierarchical structures: traditional banks often have rigid, hierarchical organizational structures that slow down decision-making and innovation.

67% of financial services executives believe their **organization's hierarchical structures slow down decision-making** and hinder innovation.

Risk-averse mindset: a culture focused on minimizing risks often leads to missed opportunities for innovation and digital transformation.

58% indicated that their **risk-averse culture is a significant barrier** to pursuing innovative opportunities.

Lack of innovation talent: banks may struggle to attract and retain talent skilled in digital technologies and innovation, as their environments may not appeal to innovators.

25% **faster time-to-market** for new digital products is achieved **by firms with agile methods and an innovation culture.**

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Source: PwC's Global Financial Services survey 2023. and Gartner Banking Insights;

4. Learning from Success and Failure: Case Studies.

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"If you are afraid to fail, then you should go and become a banker."

Yossi Vardi
Israeli entrepreneur and investor.

Case Study 1. When giants stumble: RBS Bó and the pitfalls of legacy banks in the digital era.

Royal Bank of Scotland

A cautionary tale - the failure of RBS Bó

Bó

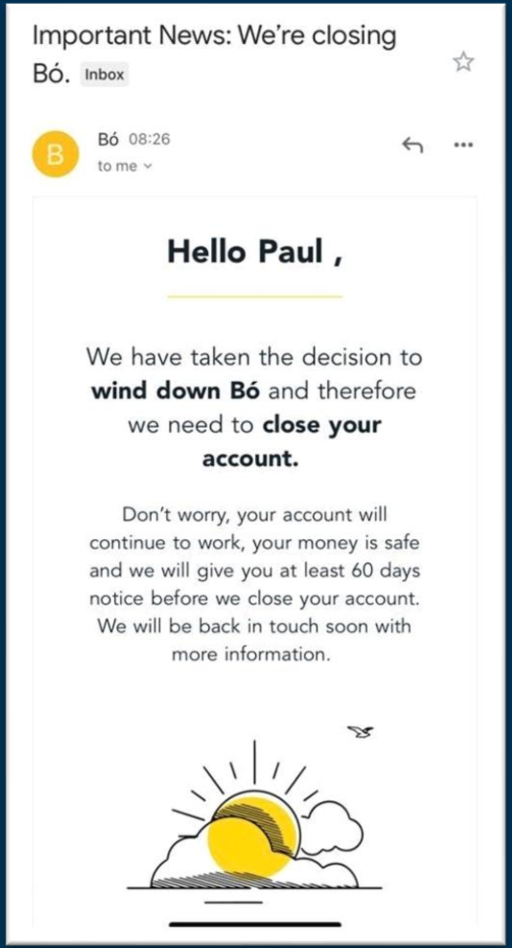
- Bó banking app was **an ambitious attempt** to enter the competitive digital banking market.
- Launched in November 2019, **Bó aimed to challenge FinTech disruptors** by offering a mobile-first, digital-only banking experience.
- However, it faced significant challenges. **Less than six months after its launch, Bó was discontinued** in May 2020, highlighting the difficulties traditional banks face in adapting to the rapidly evolving FinTech landscape.

Case Study 1. Dissecting the fall: key factors behind Bó's failure as RBS's digital banking experiment

Critical failures that led to Bó's demise

1. Limited products and features
2. Lack of clear UPS (unique selling point)
3. Organizational misalignments
4. Lack of long-term strategic commitment
5. Poor user experience
6. Ineffective marketing Strategy

Bó



Sources: Public news sources, company's announcement and websites.

Case Study 1.

Unpacking Bó's downfall: key strategic, technical, and market failure

Weak value proposition

- **No differentiation**: Offered similar services to existing RBS products.
- **Basic functionality**: Lacked innovative tools like budgeting, financial management, or rewards.

1. Limited products and features

2. Lack of clear UPS (unique selling point)

- **Blended identity:** Failed to establish a distinct brand separate from RBS.
- **Weak appeal:** Could not clearly communicate why customers should choose Bó over competitors.

Strategic misalignment

- **Internal resistance:** The broader RBS organization may not have fully embraced the Bó initiative.
- **Conflicting priorities:** RBS's legacy systems and traditional banking priorities conflicted with the agile, innovative approach required for digital success.

3. Organizational misalignments

4. Lack of long-term strategic commitment

- **Insufficient investment:** RBS did not allocate enough resources for Bó's sustained growth.
- **Internal competition:** Focus shifted back to NatWest's digital offerings, leaving Bó under-supported.

Tech and market failures

- **Technical issues:** Frequent bugs and glitches negatively impacted user trust and engagement.
- **Unrefined interface:** The app lacked the polished, intuitive design seen in successful digital banking apps, leading to user dissatisfaction.

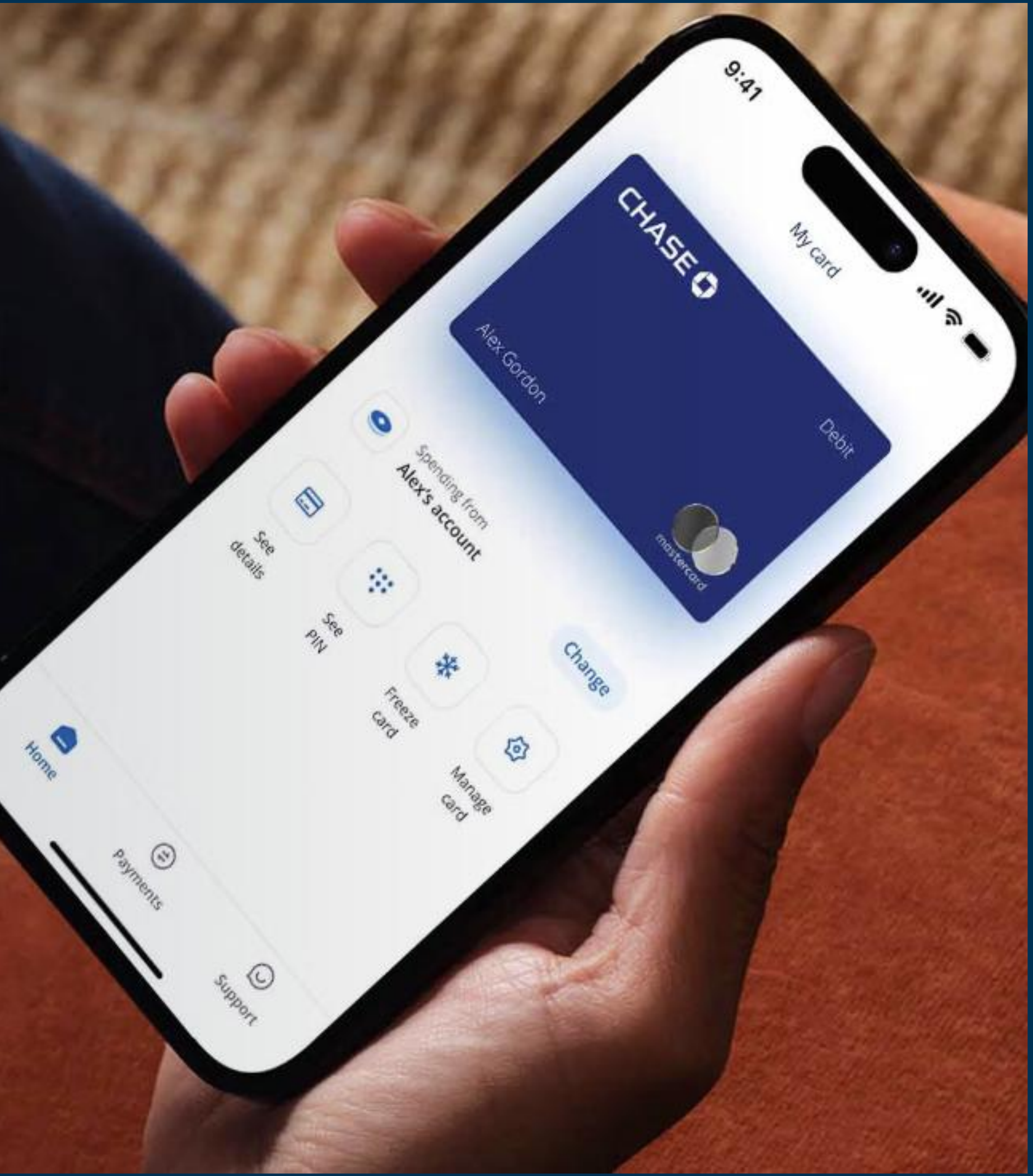
5. Poor user experience

6. Ineffective marketing strategy

- **Limited reach:** Failed to effectively market the app to its target audience, resulting in low user adoption.
- **Confusing messaging:** The marketing efforts didn't clearly differentiate Bó from RBS or other digital competitors.

Bó

Case Study 2. Turning setbacks into success: how J.P. Morgan Chase leveraged Finn's lessons to launch Chase UK.



Transformation triumph

JPMorganChase

finn by CHASE

CHASE

- **Learning from Finn:** J.P. Morgan Chase turned the lessons from its U.S. digital bank, Finn, into a successful UK launch with Chase.
- **Strategic pivot:** the transformation from Finn's short-lived operation to Chase UK's success underscores the importance of adaptability and innovation in financial services.
- **Global expansion:** Chase UK marks J.P. Morgan's entry into Europe's digital banking, leveraging past experiences to drive growth and enhance customer offerings on a global scale.

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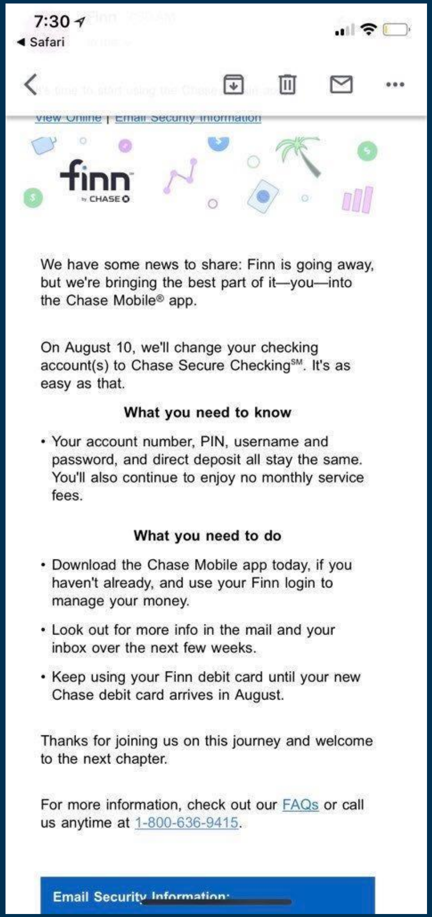
Case Study 2. Two paths, one lesson: how strategic shifts led to Finn's closure and Chase UK's success.

finn by CHASE ← JPMorganChase → CHASE

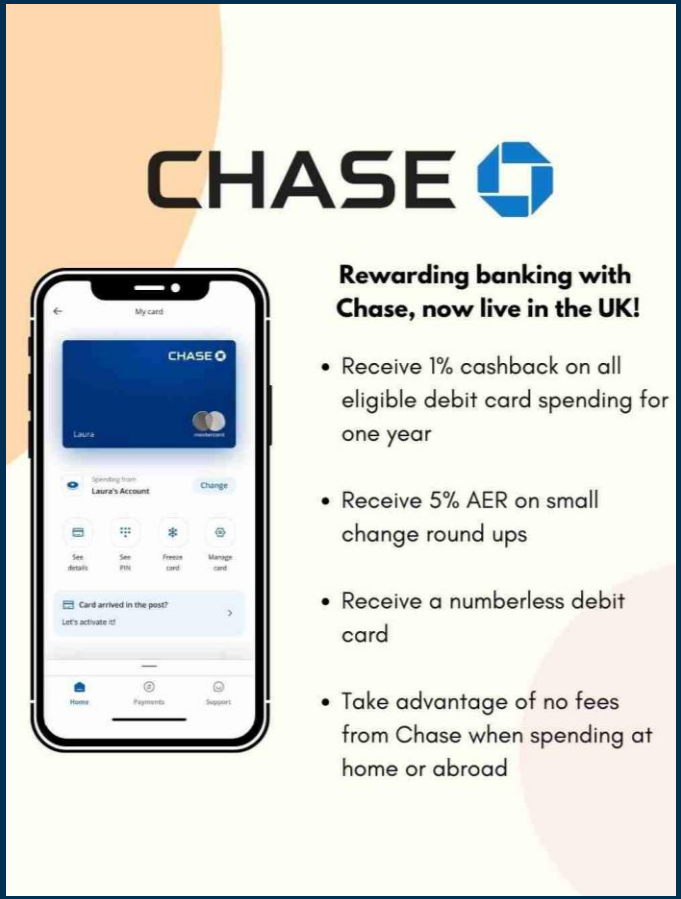
Timeline:

- **October 2017:** Finn launched, aiming at digital-savvy users.
- **2017-2019:** Only 47,000 customers signed up, far below expectations.
- **June 2019:** Finn was shut down due to minimal traction.
- All funds were transferred to traditional Chase accounts and some of Finn's most popular features were rolled into Chase's main mobile banking app.



Timeline:

- **September 2021:** Chase UK launched, focusing on high-interest savings.
- **2021-2022:** Gained over 1m users and £10 billion in deposits.
- **January 2024:** Surpassed 2 million users with £15 billion in deposits.
- **2025 (expected):** Aims for profitability and plans expansion into Europe.



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Sources: Public news sources, company's announcement and websites.

Case Study 2. Key changes for success: Chase improved market understanding, branding, and tech from Finn's experience

finn by CHASE ← JPMorganChase → CHASE

Critical failure points of Finn

- **Limited market understanding:** Finn didn't fully grasp its target market, leading to a mismatch between products and customer needs.
- **Inconsistent branding and messaging:** Finn lacked a clear brand identity, causing confusion among users about its purpose.
- **Inadequate tech infrastructure:** Finn's tech setup was weak, resulting in frequent app issues and a frustrating user experience.
- **Overly simplified product offering:** Finn's features were too basic, failing to stand out from other digital banking options.
- **Limited integration with main bank operations:** Finn was too independent from J.P. Morgan Chase, missing chances to leverage the parent company's strengths.

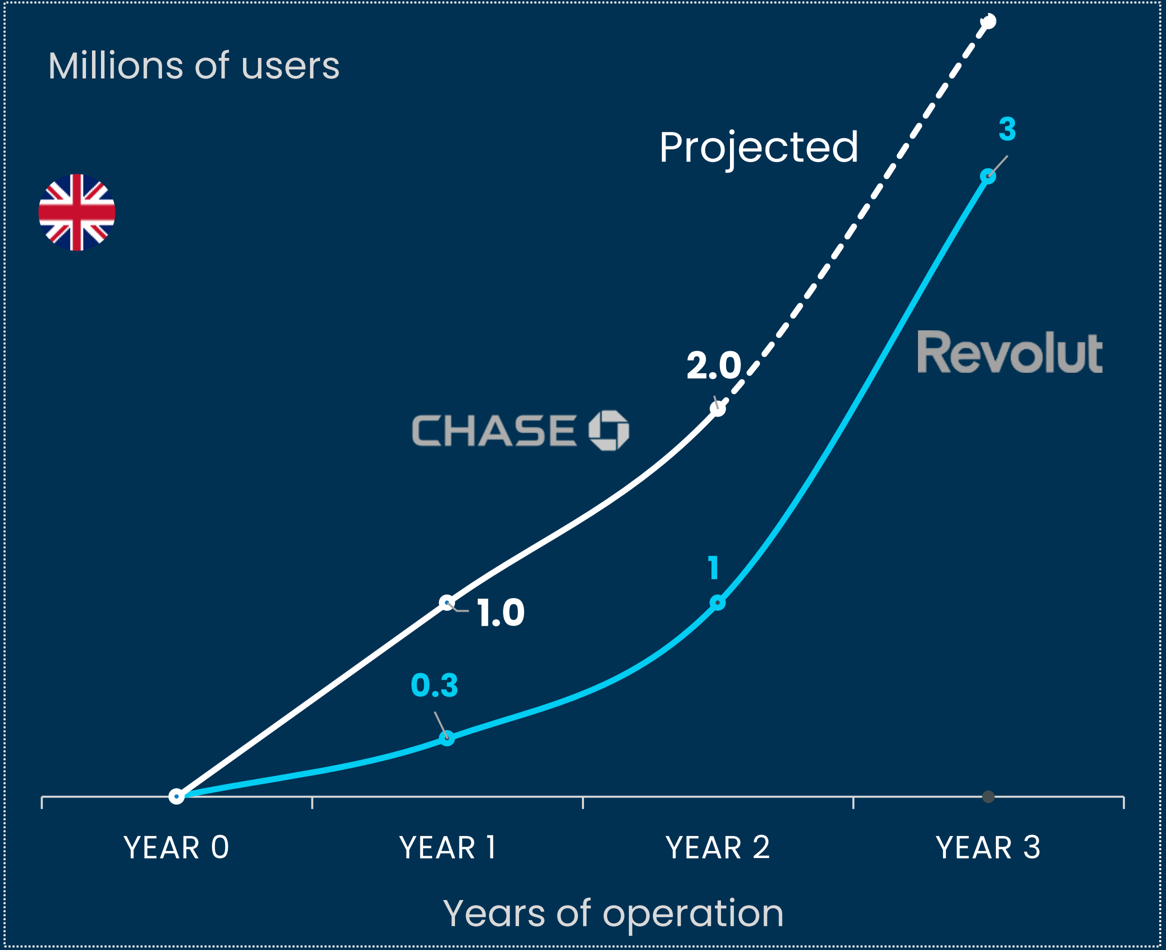
Key success factors of Chase UK

- **Market research and adaptation**: Chase UK's launch was backed by extensive research, aligning products with UK market needs.
- **Consistent branding:** Chase UK maintained a strong, cohesive brand identity, building trust and interest among customers.
- **Scalable tech platform:** Chase UK's tech infrastructure ensured a reliable and secure user experience with minimal issues.
- **Focused product offering:** Chase UK attracted customers with a high-interest savings account and a few well-designed features, prioritizing quality and simplicity over a broad range of products.
- **Strategic integration:** Chase UK seamlessly integrated with J.P. Morgan Chase, leveraging global support for strong growth.

Sources: Public news sources, company's announcement and websites.

Case Study 2. Chase's swift market entrance quickly made it one of the UK's most popular digital banks.

Customer growth Revolut vs Chase in the UK



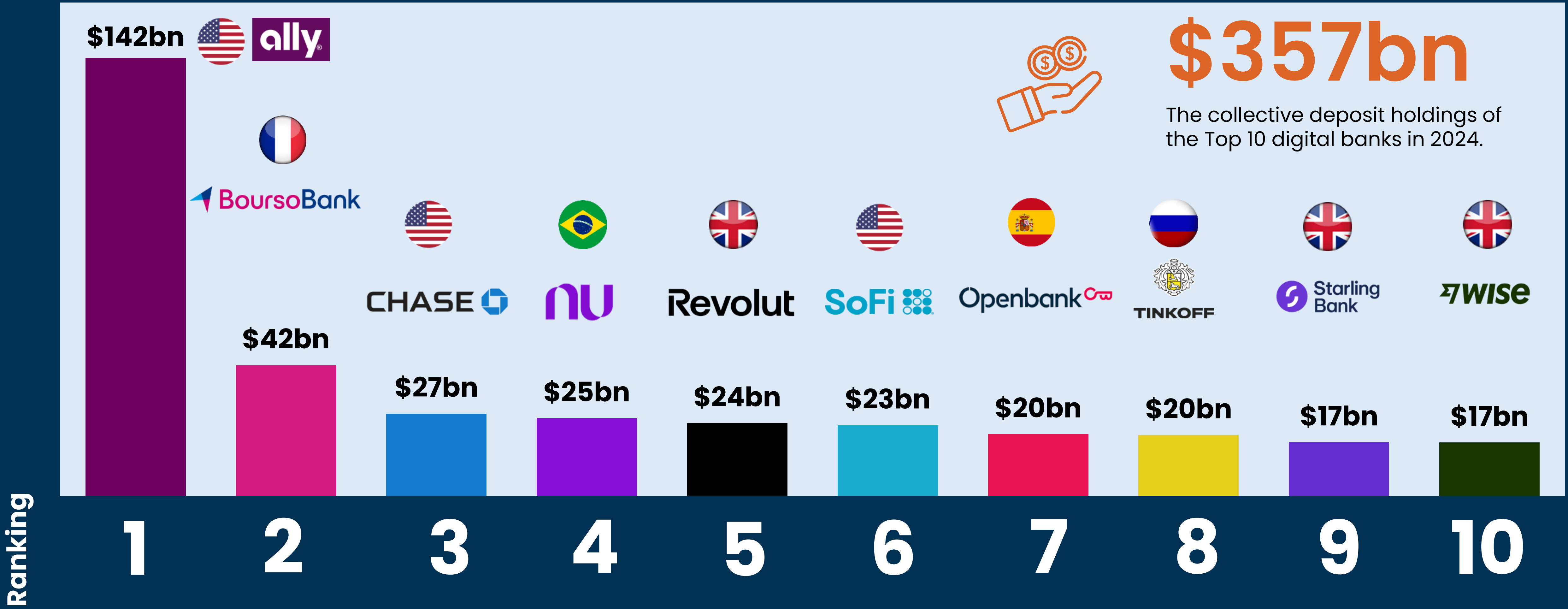
Chase approach to deposits

- **Strategy:** Chase's UK strategy **leverages competitive rates** (1%-5%) and features like cashback and round-ups.
- **Customer Growth: Over 2M users and $27B in deposits** within two years.
- **Product Expansion:** Preparing to launch **credit cards and expand into Europe** (starting with Germany).
- **Market Performance:** Ranked #1 in UK **customer satisfaction in 2024**, ahead of Monzo and Starling.
- **Competitive Edge:** Strong financial backing, high savings rates, and cashback rewards **attracting wealthier customers.**
- **Future Plans:** Leveraging UK **success to scale operations across Europe.**

Source: Financial results by digital bank and public news sources.

Case Study 2. Chase's strong performance secured the #3 spot in customer deposits with $27B in holdings.

Customer Deposits by Digital Bank (US Dollars).



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Source: Financial reports 2023 and Q2 2024, C-Innovation data

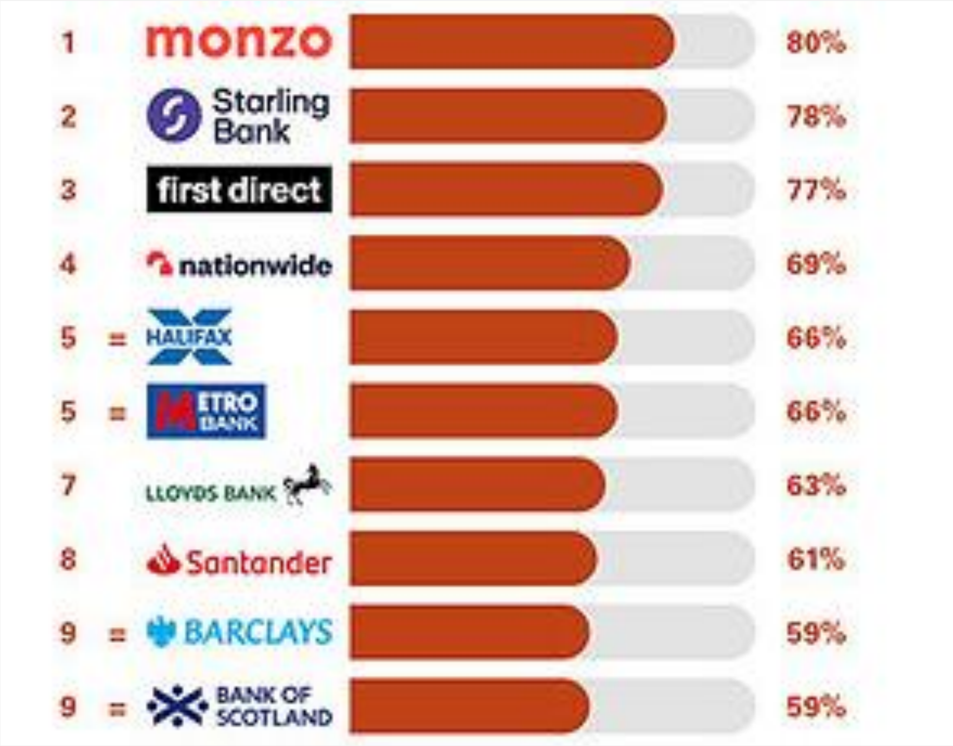
Note: Asian digital banks are out of scope for this analysis and figures are as the latest financial statement update made by each player as January 2025.

Case Study 2. Chase soared to lead the UK service rankings in 2025, signaling strong trust and growth potential.

Overall Personal Service Quality in the UK

Customer were asked how likely would be to recommend their personal current account provider to Friends and family.

Feb 2024



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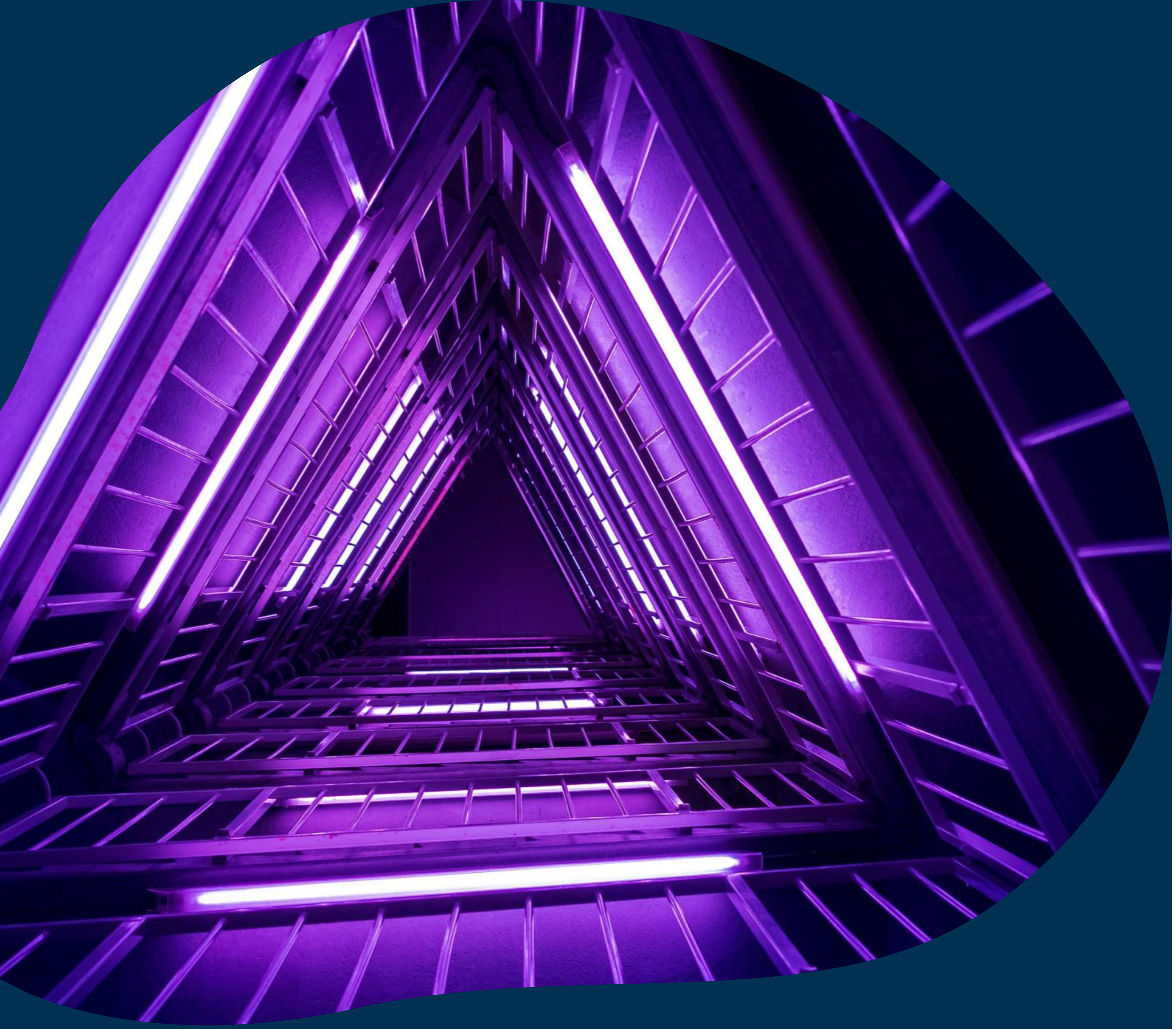
Sources: Ipsos



5. Key Take-Aways.

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kube

Gazi Yar Mohammed

Co-Founder & CEO
Kube Money, UK

"Launching a digital bank spin-off is like building a speedboat: an agile, independent, and cost-effective entity that navigates the fast-moving waters of digital banking with the mindset and speed of a FinTech."

Traditional banks must move fast, stay customer-focused, leverage partnerships, and execute with precision to succeed in digital banking.

Takeaways for Traditional Banks in Digital Banking

01 **Agility is Key** – Legacy banks must adopt a faster go-to-market approach, leveraging modular technology and iterative innovation to stay competitive.

02 **Customer-Centricity Wins** – Personalization, seamless experiences, and data-driven engagement are non-negotiable in attracting and retaining digital-first customers.

03 **Partnerships Accelerate Growth** – Collaborating with FinTechs, technology providers, and digital-first platforms can fast-track transformation while mitigating internal constraints.

04 **Execution Defines Success** – A clear digital banking strategy must align with operational capabilities, ensuring scalability, compliance, and long-term profitability.

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Empowering traditional financial institutions to launch digital bank spin-offs, enhance competitiveness, and drive sustainable growth.

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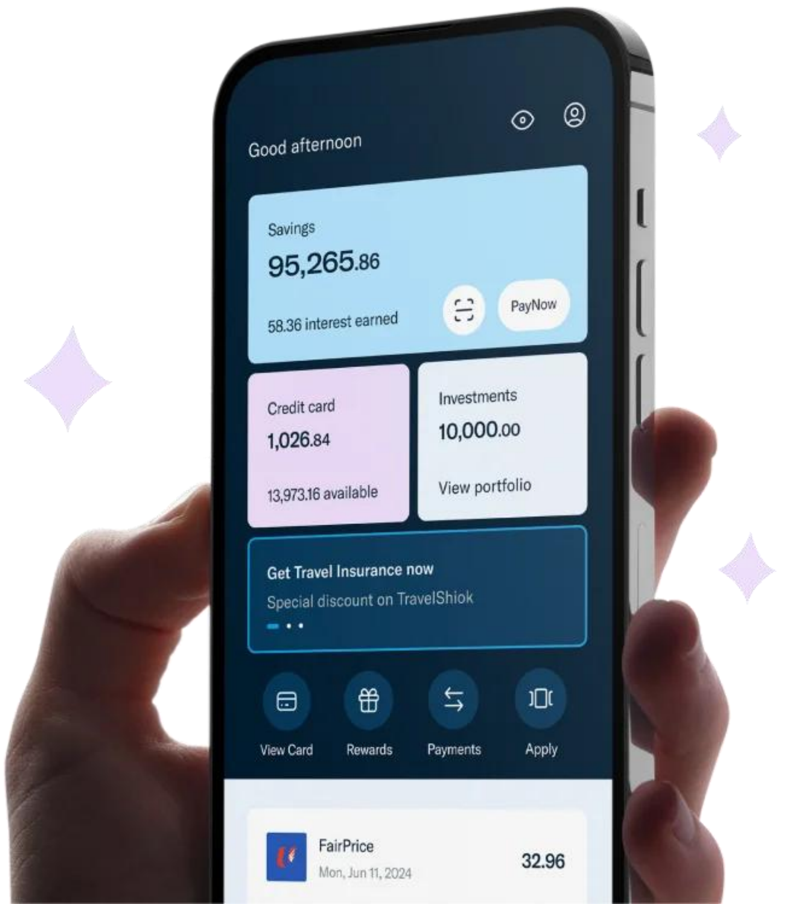

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Part 2

Blueprint for Digital Success: Strategies, Execution, and Future Trends.

It will delve into the critical components of building digital banks, including **strategy, execution, and future trends.**

Sign in for part 2 of this report here.

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Stay tuned for more!

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