



(REVIEW ARTICLE)



From Idea to Record Sale in the US: Nataliia Stashevskia on the Role of Business Analysis in the Success of FinTech Startup Onicore

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Abstract

The article examines the impact of strategic business analysis on the life cycle and final capitalization of a FinTech startup. The purpose of the work is to demonstrate, using the case of Onicore, which went from investments of the 500 Fintech Fund to a record sale in the USA, how the functions of a business analyst are transformed from tactical to strategic, directly affecting the creation of product value. The study analyzes the methodology, which included designing a scalable cloud architecture, developing financial compliance protocols and creating detailed specifications for integration with payment systems. As a result of the implementation of these approaches, a 30% optimization of transaction speed was achieved. The article proves that systemic business analysis focused on security, scalability and integration is a determining factor for a successful exit of a startup. The materials can be useful for startup founders, product managers and investors.

Keywords: Business analysis; FinTech; Startup; Product management; System integration; Compliance; SaaS; M & A

1. Introduction

The FinTech startup ecosystem is characterized by high dynamism and equally high risks. Despite the significant inflow of venture capital into the industry, most projects do not reach maturity or a profitable exit. Success is determined not only by the innovativeness of the idea but also by the ability to create a scalable, secure, and well-integrated product within the existing financial infrastructure. In this context, the functions of business analysis undergo significant transformation.

The relevance of this study lies in the need to reconsider business analysis not as a supporting function but as one of the central drivers shaping the investment attractiveness and ultimate valuation of a FinTech company. The purpose of this article is, using the case of the startup *Onicore*, to analyze how specific methods of business analysis and product management contributed to its commercial success and subsequent record-breaking acquisition.

2. Success Factors in FinTech Startups

The life cycle of a technology startup is often described through the Lean Startup methodology, which emphasizes iterative product development through the “build-measure-learn” cycle [2]. However, for the FinTech sector, this model requires important additions. Unlike many other IT products, financial services face strict requirements from day one in areas such as data security, anti-money laundering (AML), and compliance with industry regulations.

Research shows that successful FinTech companies effectively address a threefold challenge: achieving product-market fit, ensuring technical scalability, and building trust among users and regulators [3]. Failure to resolve compliance issues

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and integration with banks' legacy systems is one of the leading causes of failure [4]. Thus, the theoretical framework for FinTech startup success must include business analysis as a discipline responsible for embedding these non-functional requirements into the product core at the earliest stages.

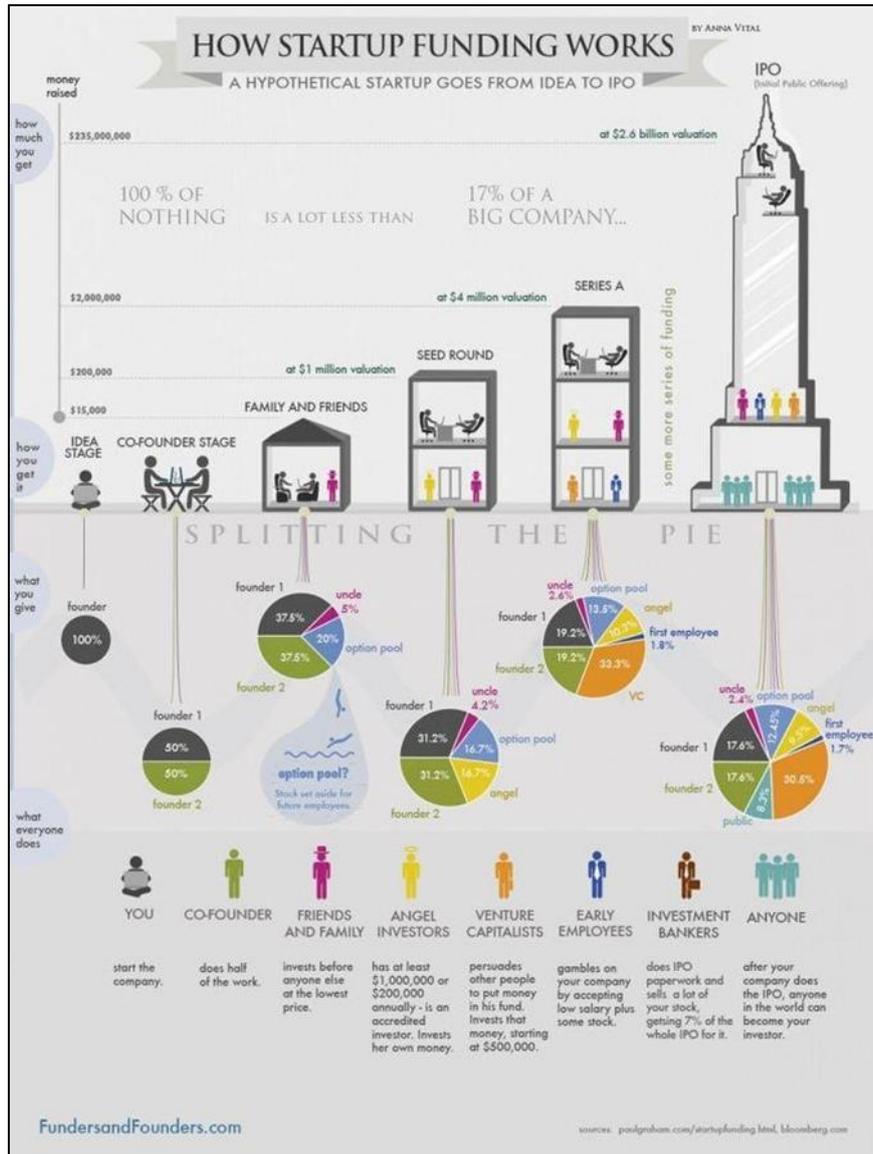


Figure 1 How startup funding works

3. The Role of Business Analysis in Onicore

In the *Onicore* project, a SaaS solution for automating business financial processes, the business analyst performed a **hybrid role**, combining business analysis and product management functions. All the work was focused on addressing the strategic challenges mentioned above.

3.1. Designing a scalable architecture.

Managing the automation of financial processes based on cloud technologies laid the foundation for scaling the service without significant future investments in infrastructure. This became an important factor in company valuation during M&A deals.

3.2. Developing compliance and security protocols.

Leading cross-functional teams to create protocols for financial compliance and data security went beyond merely meeting regulatory requirements; it created a competitive advantage. For a financial-sector SaaS product, verified security and compliance with standards are an integral part of the value proposition.

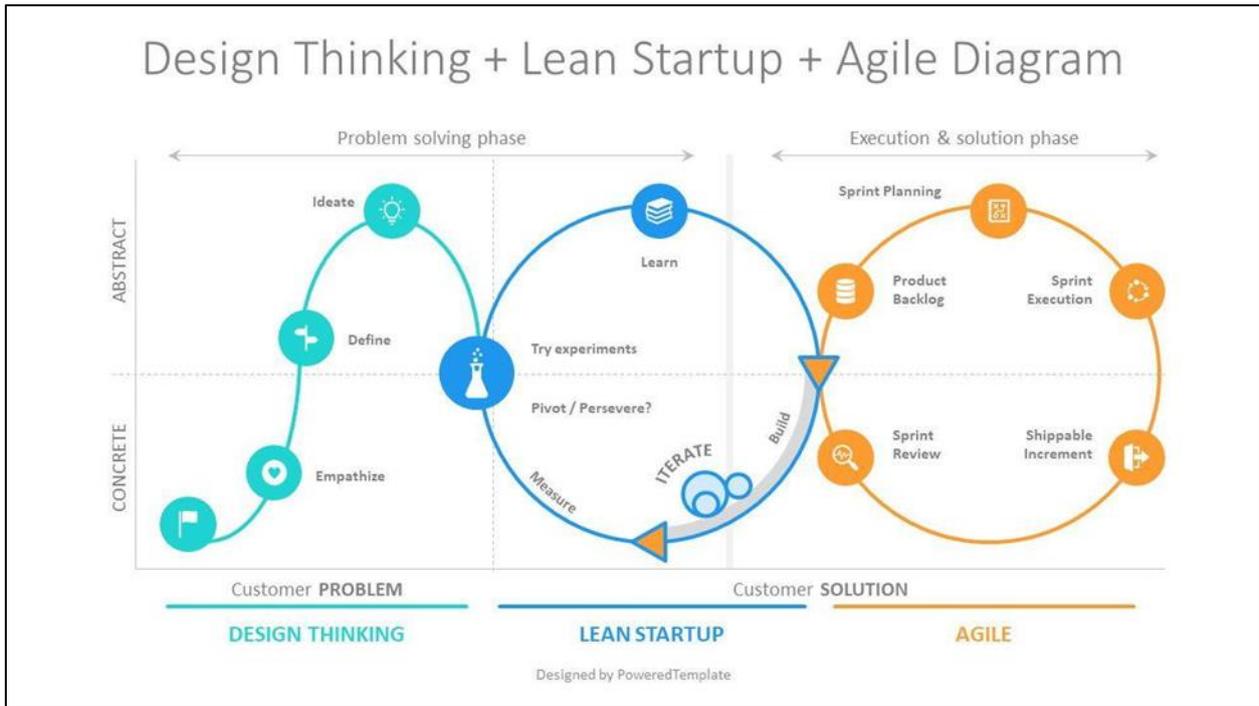


Figure 2 DT/LS/Agile Diagram

4. Integration Optimization as a Growth Driver

The most notable outcome of the business analyst's work at *Onicore* was the optimization of interactions with external financial systems. For any FinTech service handling payments, transaction speed and reliability are critical quality indicators.

Detailed specifications for system integration with major banking and payment systems were developed. This work required a deep analysis of third-party APIs, data exchange protocols, and security requirements. The result was a 30% improvement in transaction speed.

Such a significant performance boost directly enhanced the user experience, making the service faster and more reliable. From a business perspective, this led to increased customer retention and became a strong argument in assessing the company's technological maturity for potential buyers. Successful integration with key market players demonstrates not only the technical robustness of the product but also its ability to operate effectively within a complex financial ecosystem.

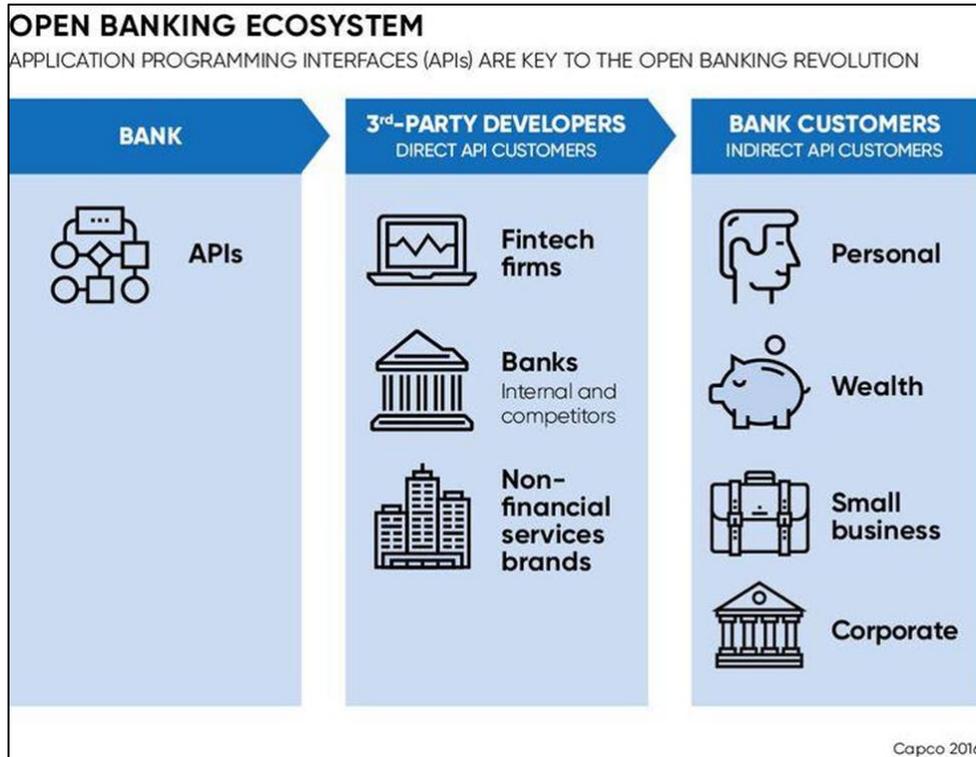


Figure 3 Open banking ecosystem

Thus, the *Onicore* FinTech startup case clearly demonstrates that in today’s digital economy, business analysis is not merely a tactical function but a strategic discipline directly shaping a company’s value. The project’s success and its subsequent record sale were largely driven by systematic analytical work carried out at the early stages.

The approach applied at *Onicore* proves that a business analyst’s focus on aspects such as cloud architecture for scalability, embedded compliance protocols, and—most importantly—effective system integration creates fundamental competitive advantages. A 30% performance improvement is not merely a technical metric; it represents a measurable contribution to the product’s business value.

5. Conclusion

For FinTech startup founders and investors, this means that investments in deep business analysis at the outset are essential for building not just a functioning product, but a valuable asset ready for a successful strategic market exit.

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