

Chargebacks:

The Case for Coordination



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Foreword

This report, sponsored by Mastercard, examines the near- and long-term effects that chargebacks have on each party to a card purchase transaction, as well as the existing opportunities to streamline the chargeback process or reduce the number of chargebacks altogether.

This report was independently produced by Javelin Strategy & Research, which maintains complete independence in its data collection, findings, and analysis.

Overview

In 2025, \$34 billion¹ in debit and credit card transactions was disputed by cardholders and charged back to merchants. This problem affected merchants and issuers in ways that extend beyond merely managing disputed transactions. Merchants must navigate complex dispute rules that differ by card brand, merchant type, and transaction type. This variability requires them to invest substantial time and resources in safeguarding their interests during disputes. Additionally, tight deadlines often restrict merchants' ability to gather the necessary documentation and decide which disputes are worth contesting.

Issuers, on the other hand, face pressure to take all cardholder disputes seriously or risk violating regulatory requirements. Both parties must be careful not to alienate customers with complicated processes or burdening them with costs associated with disputed transactions, which could harm future business prospects. Merchants and issuers work hard to strike a balance between satisfying their customers and minimizing the risk of so-called friendly fraud, which occurs when a buyer disputes a legitimate transaction. This balance is currently lacking, and this creates pain points for all parties to a transaction. Soothing these pain points will require an achievable level of cooperation between merchants and issuers working together to share transaction data.

Addressing the challenge of chargebacks requires coordinated effort among the three primary parties in the dispute: the merchant, the issuer, and the customer. Greater collaboration between issuers and merchants can help preempt chargebacks and eliminate the burden of a formal dispute process. Success is measured not only by avoiding financial liability for the transaction but also by securing the relationship with customers who dispute the transactions.

This report examines the experiences and perspectives of the various parties, offering insights into ways to reduce costs and bolster customer satisfaction during disputes and any subsequent chargeback attempts.

Executive Summary

Consumers' perception of the outcome of disputes influences their continued use of the issuer's card.

Unsurprisingly, when non-fraud disputes are resolved in their favor, 76% of issuers saw an increase in card usage from those cardholders, compared with 27% who saw a decrease in card usage when the dispute was not resolved in the cardholder's favor. Likewise, in fraud-related disputes, 67% of issuers saw an increase in card usage from cardholders after a dispute was resolved in their favor. In comparison, 24% of issuers saw a decrease in card usage when the dispute was not resolved in the cardholder's favor.

Disputed transactions are expensive for merchants, who are seeking relief from the associated burdens. When these costs are examined in greater detail, it becomes apparent that the cost of managing the chargeback process frequently exceeds the value of the product or service being disputed. For every chargeback handled, merchants report paying an average of \$46 in fees to third parties and incurring \$82 in internal costs. Effectively managing chargeback disputes requires that merchants obtain documentation to assess the legitimacy of the disputed transaction, including internal customer data and third-party information such as delivery records. Obtaining that documentation expeditiously can be a significant impediment, with 35% of merchants indicating that they found chargeback management challenging or severely challenging.

Consumers entirely bypass the merchant in three-quarters of disputes. Merchants face a significant challenge in getting customers to report suspected fraud. Even though merchants field an average of 5,950 customer inquiries per month, cardholders with disputes bypassed merchants and went directly to their issuer in 75% of cases. Despite the fact that only 25% of cardholders contact the merchant before filing a dispute with their issuer, merchants are able to resolve the cardholder's issue by answering their question (44%) or by issuing a refund or replacement product (31%).

Issuers and merchants are placed in a bind as they prioritize the disputes and chargebacks they actively manage. These organizations can deploy simple, rules-based approaches, such as value thresholds, which may potentially miss significant opportunities, or they can invest in the personnel and resources needed to investigate these transactions thoroughly. In doing the latter, they risk wasting expensive resources on every dispute or chargeback that is not successfully resolved. It is unsurprising, then, that merchants consider assessing the relative value of fighting a chargeback among the top challenges they face in dealing with these transactions.

Merchants and issuers broadly agree that it has become too easy for consumers to dispute transactions. The majority of issuers (83%) attribute the increasing number of disputes to customer awareness of the dispute process, and 77% of merchants believe it is too easy for customers to dispute transactions. By lowering the barriers to initiate a dispute, these organizations might be contributing to a growing risk of friendly fraud, or legitimate transactions a customer later disputes either because they don't recognize the charge or to avoid making payment.

Issuers are motivated to settle disputes quickly to maintain their top-of-wallet status. Providing a refund on a disputed transaction can build cardholder loyalty. For disputes initiated with issuers in which the full value of the dispute was not refunded, cardholders were notably more likely to reduce usage of the associated card. In stark contrast, when the full value was refunded, the dispute didn't reduce card usage. Moreover, for more than a third of accountholders, usage significantly increased for fraud-related (23%) and non-fraud (37%) chargebacks.

Some issuers with inadequate reporting may be exposing themselves to unnecessarily high levels of friendly fraud. A significant number (20%) of financial institutions report that they do not track the number of transactions disputed by each accountholder, leaving them vulnerable to friendly fraud perpetrated by individuals seeking to game the system. Among issuers that do not track serial disputers, the most prevalent rationale is that they do not wish to inconvenience customers with the follow-up tracking the process entails; 67% of issuers that do not track customer chargeback frequency cite this as their reason for not doing so.

Recommendations

Support information sharing to streamline disputes and chargeback processes. Greater information sharing can help merchants and issuers determine which disputes are worth pursuing, enabling both to move beyond simplistic heuristics, such as transaction size, to more effectively deploy their resources. Merchants, in particular, can benefit from reduced investments in manual processes, and issuers can take advantage of this information sharing to help get ahead of cardholders who might be, or could eventually end up, abusing the dispute function.

Merchants should continue to engage positively with customers even after a chargeback. Bolstering the perception that a merchant is acting in the best interests of a customer—even one who is unhappy with a product or service and has pursued a dispute—should be a priority for merchants, as their relationships with customers are those most likely to suffer in a chargeback. This includes going so far as to recognize their role in returning funds to a customer's account after a dispute.

Issuers should capture the reasons for disputes online before routing the cardholder to customer service. Asking customers to identify the reasons for disputing the transaction through online or mobile banking can reduce the burden on the call center, allowing customer service representatives to focus on resolving disputes rather than simply gathering facts. In some cases, identifying that the dispute arises from a problem with the delivery of a good or service can enable an issuer to remediate the dispute without directing the customer to a call center. Providing the cardholder with additional information about the transaction could remind the customer that they were responsible for the transaction, or they could be rerouted to the merchant first.

Provide the capability to inform customers of the current status of a dispute, but avoid requiring constant phone interaction from them. For issuers, providing a straightforward way for customers to understand the status of their dispute in the resolution process—such as by tracking it within an app or through email—can help reduce unnecessary calls to customer service, whether to the issuer or the merchant. At the same time, the more calls customers have to make in the dispute process, the greater the chance that they will do business elsewhere in the future.

Track the rate at which individual customers dispute transactions. Issuers and merchants can choose how to react based on their distinct approaches to customer service, but without information on whether customers are gaming the system, they leave themselves exposed to an unnecessarily high degree of friendly fraud risk. They cannot expect to institute adequate controls based on such a phenomenon.

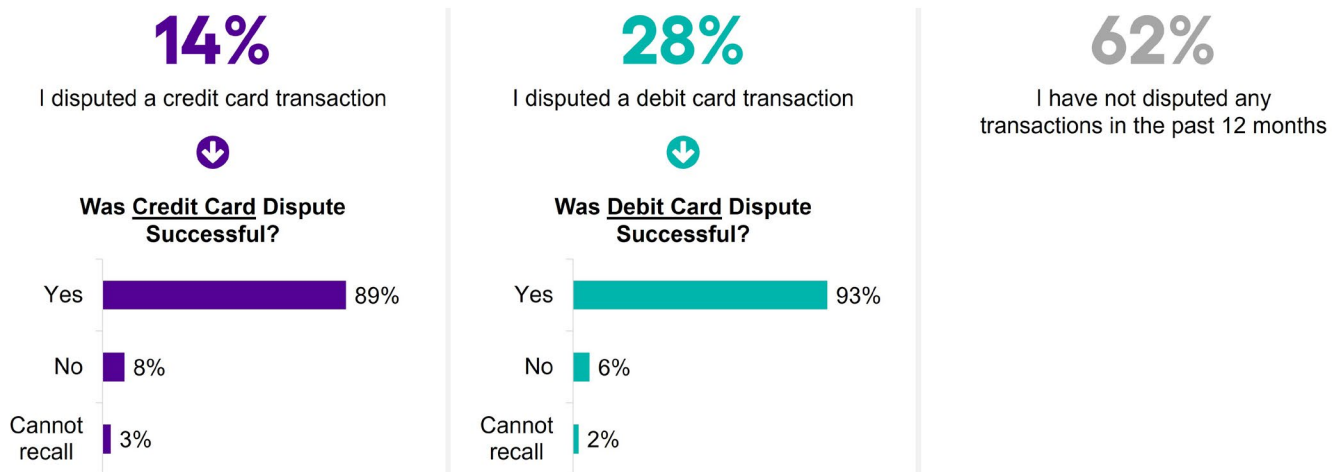
Where Consumers Fit Into All of This

Transaction disputes are far from uncommon with consumers. In fact, a significant number (38%) of all consumers report that they have disputed at least one transaction within the past year. Fortunately, many of these disputes are resolved without becoming formal chargebacks. Problems with the delivery of goods and services, including non-receipt of goods and receipt of the incorrect item, are the most common reasons for disputed transactions, which can often be resolved directly with merchants. However, these categories are closely followed by “fraud” and “unrecognized transaction,” both of which tend to result in consumers bypassing the merchant and directly disputing the transaction with their issuer.

In cases of actual or suspected fraud, consumers are more likely to contact their issuer first. In many of these cases, these cardholders may never have had a relationship with the merchant where the fraudulent transaction occurred and are thus unaware that they did not make the purchase. Additionally, depending on how the transaction appears in the cardholder’s banking portal, it might not be possible to clearly determine which merchant could be contacted to resolve the issue. Regardless, in most cases where a dispute arises due to suspected fraud, the merchant has no opportunity to remedy the problem before receiving notice of the chargeback. Cases in which the cardholder does not recognize the transaction or in which the incorrect amount is charged also result in consumers bypassing the merchant more than half the time. Some unrecognized transactions may occur when the merchant’s business name does not match the payee name displayed on the customer’s online banking statement. This makes it difficult for consumers to correctly identify whom to contact before disputing the charge with their bank or credit card issuer.

The Dispute Process Isn’t Often Needed, but It’s Important to Consumers

Figure 1. Consumer Disputes and Outcomes in Credit and Debit Transactions, Past 12 Months

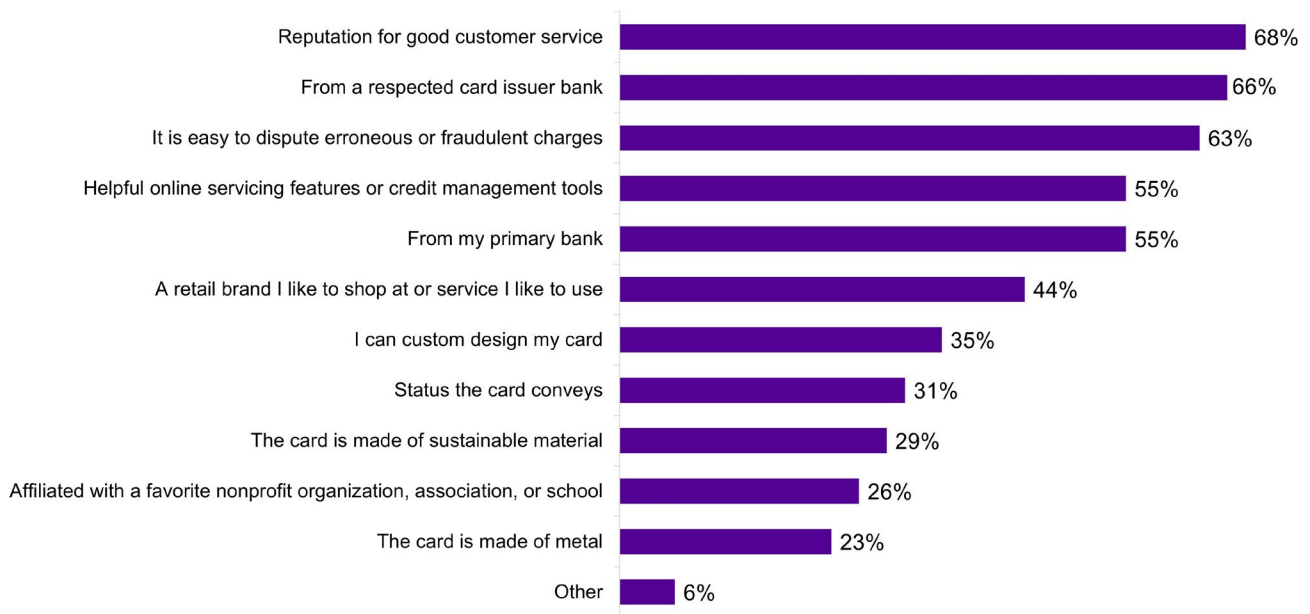


Source: Javelin Strategy & Research North American PaymentsInsights, 2025

Given the overall success of consumers when they dispute transactions—with nine of every 10 cases resolved in their favor—it should come as no surprise that two-thirds of consumers indicate that the ease of the dispute process is one of the top features they seek when shopping for a new credit card (see Figure 2). The importance of an easy dispute process ranks behind only a good reputation for customer service and the issuer’s reputation as factors in the choice of a new credit card. Combined, these are clear signals from consumers that they not only expect the dispute process to be easy but also count on the issuer’s reputation and track record of good customer service to resolve the dispute in their favor the overwhelming majority of the time.

Easy Dispute Process is Key to an Issuer’s Value for Consumers

Figure 2. Features Consumers Seek When Applying for a New Credit Card



Source: Javelin Strategy & Research North American PaymentsInsights, 2025

In all dispute types, consumers bypass the merchant in most cases (75%), leaving the merchant with no chance to resolve the consumer’s issue before it becomes a chargeback. However, when consumers contact merchants first regarding a dispute, merchants resolve these inquiries most of the time (see Figure 3), either by issuing a refund or replacement (31%) or by simply answering the customer’s question (44%).

This is undoubtedly positive for merchants because they can often resolve these issues with reasonable ease if the customer contacts them first, thus preventing the problem from escalating into a chargeback. Unfortunately, this still leaves 25% of cases in which consumers with disputes proceed with the chargeback process despite contacting the merchant and attempting to resolve the issue.

Most Consumer Inquiries Are Resolved by Contacting the Merchant

Figure 3. How Merchants Resolve Consumer Inquiries



Source: Javelin Strategy & Research, 2025

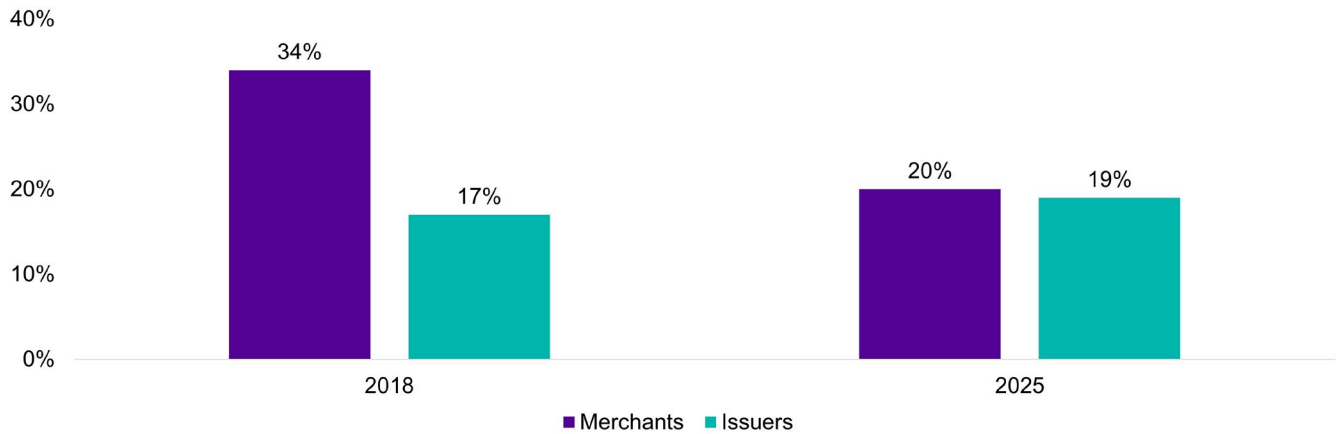
THE QUAGMIRE OF FRIENDLY FRAUD

Merchants and issuers share the perception that the ease with which a consumer can initiate a dispute is contributing to the growth in both inquiries and chargebacks. Automated functions to reduce costs and increase the speed of resolution have enabled consumers to dispute transactions more easily. By lowering the barriers to initiating disputes, these organizations might be contributing to a growing risk of friendly fraud. This is defined as legitimate transactions that a customer later disputes either because they don't recognize the transaction or to avoid making payment.

Friendly fraud is especially challenging for merchants that offer goods and services on digital (or online) channels. In a way, digital channels make customers nearly anonymous: Digital channels, by their nature, change the dynamics of customer-merchant interactions. There's a layer between them—the digital interface—that doesn't exist inside a physical store. Along those lines, it can be challenging to determine who actually consumed a digital product, thus allowing the customer to claim that it was a child or that they cannot attribute it to anyone. Therefore, the charge must be considered fraudulent. The increasing number of digital subscription services has undoubtedly contributed to this trend, with some customers not remembering they had subscribed or simply forgetting to cancel and using the dispute function to obtain a refund without engaging with the merchant.

Skepticism About Fraud Disputes Runs Deeper Among Merchants Than Among Issuers

Figure 4. Prevalence of Friendly Fraud, From the Perspective of Merchants and Issuers (2018 vs. 2025)



Source: Javelin Strategy & Research, 2025

Although merchants reported significantly more friendly fraud than issuers in 2018, merchants are more aligned with issuers in 2025. We believe that this trend can be attributed to the overwhelming number of organizations, issuers and merchants, that not only track consumer dispute behavior but also take follow-up action if the disputes being submitted are suspected to be friendly fraud.

For Card Issuers, Navigational Complexities Abound

Customer disputes and chargebacks represent complex problems for card issuers. On one hand, they strive to optimize operational efficiency, but at the same time, these interactions present an opportunity to delight or alienate customers. For cardholders with accounts at multiple issuers, switching primary cards is as easy as moving one to the back of their wallet (actual or digital). Although consumers might be inclined to place most of the blame for disputed transactions on the merchant, the perception that a card is unreliable or that any issues could result in challenging a resolution can drive significant decreases in usage of the associated card.

Top issuers must strike this delicate balance amid growing dispute volume, the time- and resource-consuming nature of disputes, and the shifting factors driving disputes (see Figure 5). Meanwhile, consumers are increasingly sensitive to dispute outcomes. Large issuers utilize their scale to reduce unit handling costs, but operating a dispute resolution process at scale makes it significantly more challenging to train staff who can creatively solve customer problems while adhering to the guidelines of a standardized policy.

Issuers See Changing Market Influencing Dispute Activity

Figure 5. Javelin Strategy & Research, 2025



Source: Javelin Strategy & Research, 2025

In addition to issuers' emphasis on protecting the customer experience, the top-of-wallet concept and regulatory compliance drive their approaches to chargebacks. Issuers know that awareness of the dispute process has raised customer expectations for a speedy resolution in their favor, but this also creates a challenge for issuers when 75% of consumers contact their issuer with a dispute before contacting the merchant. Issuers need a faster way to get the merchant's side of the story than what exists today in the issuer-to-acquirer process.

COST AND PROCESS OPTIMIZATION

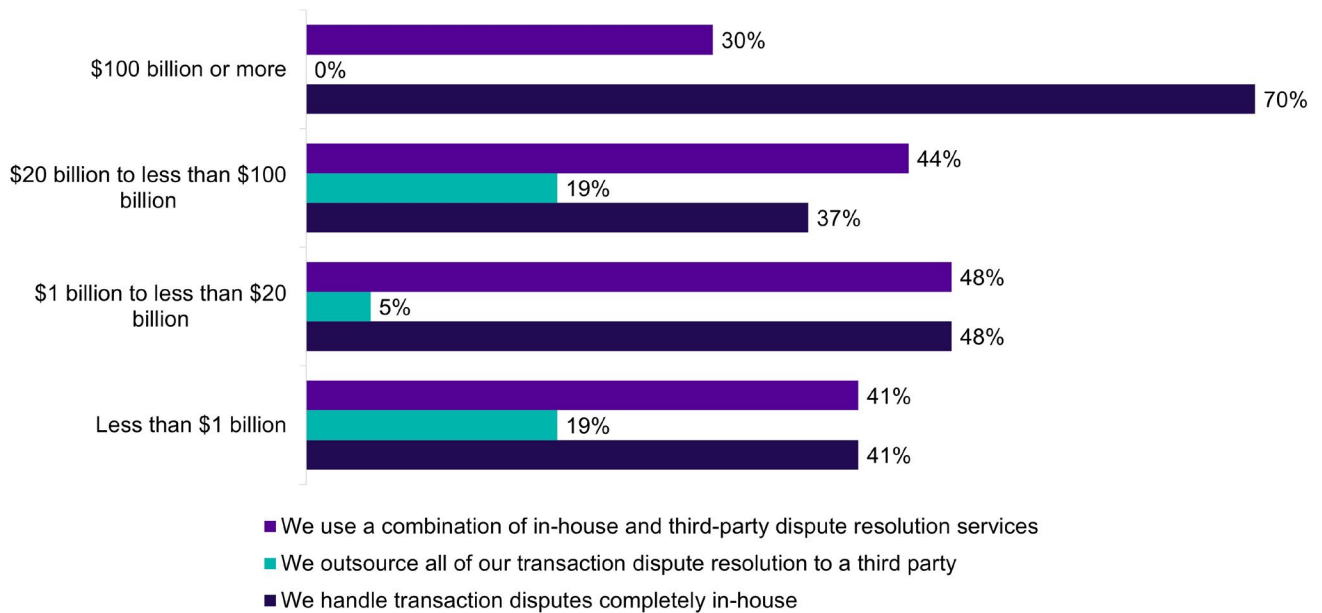
Fielding customer disputes and converting them into chargebacks is a complex and, in some cases, highly technical process. In addition to meeting customers’ expectations of service and outcome, each card network prescribes a detailed process for exchanging dispute data between issuers and merchants, along with strict timeframes that must be met to keep the process active.

In addition to staff and technology that interact with consumers, issuers need chargeback subject matter experts who thoroughly understand the dispute rules established by the brand(s) under which the issuer issues cards. Maintaining experts on staff creates significant overhead for small issuers, which is the main reason most smaller issuers rely on outsourced providers that offer chargeback servicing at scale across multiple smaller-issuer clients.

Most issuers utilize a combination of in-house staff and technology, along with third-party services, to strike a balance between cost and delivery while maintaining a strong customer experience (see Figure 6).

Most Issuers Rely on In-House and Third-Party Services

Figure 6. Percentage of Issuers Taking Various Approaches to Dispute Management, by Organization Size



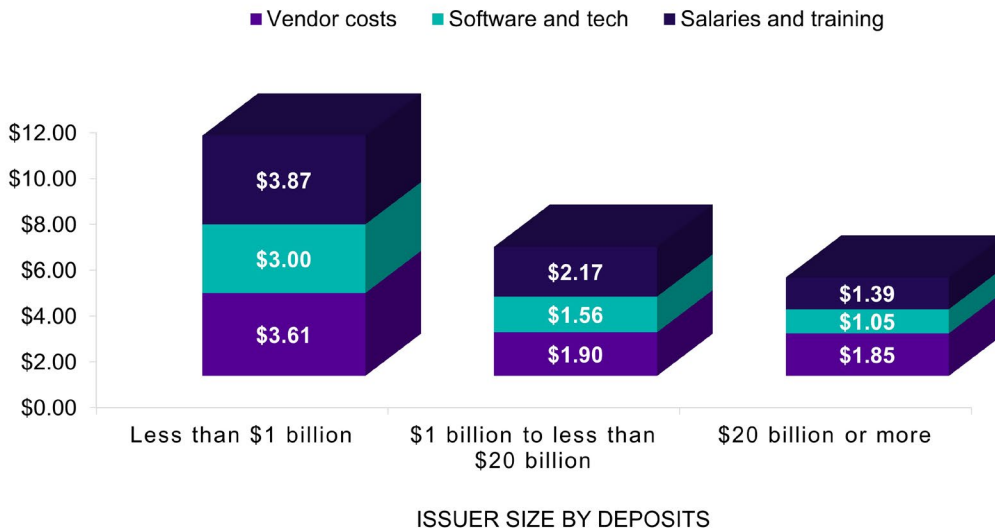
Source: Javelin Strategy & Research, 2025

Large issuers gain the advantage of driving efficiency through in-house operations, thereby lowering their unit costs of chargeback handling compared with the typical per-item costs of third-party servicers (see Figure 7). The largest issuers in the \$100-billion-plus asset category rely the least on external service providers, with 70% doing all chargeback servicing in-house.

Automated decisioning and disposition workflows help to optimize efficiency by focusing staff time on more complex and high-value dispute cases. Handling disputes on an in-house platform also makes it easier to cross-reference other systems, building a more comprehensive view of the total value of the customer relationship across the enterprise and further prioritizing workflows. Many issuers are advancing past rules-based decisioning with AI tools designed to further expand back-office dispute capacity without requiring additional staff.

Large Issuers Scale to Drive Down Unit Costs

Figure 7. Key Components of the Cost per Chargeback, by Issuer Size



Source: Javelin Strategy & Research, 2025

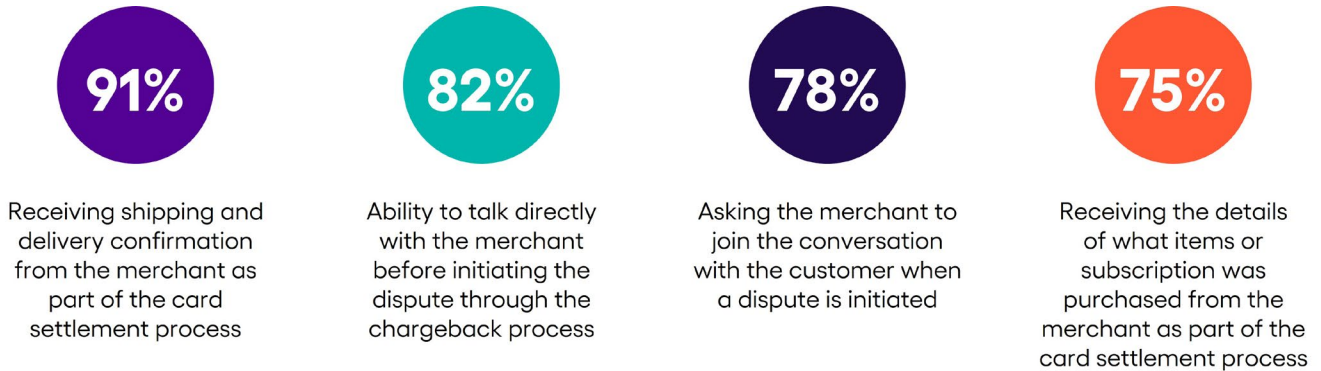
Issuers are finding, as with any business process, that better data leads to better decisions. Given that only 25% of consumers contact the merchant and attempt to resolve a dispute before contacting the card issuer, issuers often don't have enough information about a dispute to determine if it's worth pursuing as a chargeback against the merchant. The apparent solution for the issuer is to contact the merchant itself, but that's easier said than done.

Card network dispute rules permit the issuer to send the merchant an information inquiry, known as a retrieval request, to obtain details about the transaction in question before initiating a monetary chargeback to the merchant. In the interest of streamlining this inquiry process for merchants, all issuer requests must be routed through the merchant's processor or acquirer, which then forwards the request to the merchant and acts as a relay point for the merchant's response. The retrieval process was designed for an analog world, where merchants receive a letter or email requesting information about a transaction and then have 10 days to look up the data and respond.

From the issuer's perspective, initiating a retrieval request to the merchant, followed by the actual chargeback, effectively doubles the workflow in handling disputes and extends the overall handling and resolution time from the customer's perspective. As part of the research for this report, Javelin asked issuers for their thoughts on ways this process could be improved, and several strong responses came through (see Figure 8):

Issuers Want to Improve the Chargeback Process

Figure 8. What Issuers Say Would Help the Dispute Process



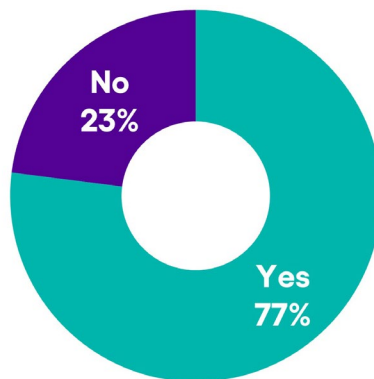
Source: Javelin Strategy & Research, 2025

Several fintech companies have emerged in recent years with solutions designed to streamline the data exchange between issuers and merchants (see Figure 9). Rather than being asked to research individual transactions, merchants can agree to share data with a third-party platform, enabling issuers to query transaction data directly without relying on the merchant to respond. This benefits merchants as well by reducing the number of incoming issuer retrieval requests. Issuers and merchants can also automate the inquiry and response process, helping issuers make better decisions about whether to pursue a chargeback and helping merchants reduce chargeback workflows by heading off disputes that would have likely been won by the customer.

In addition to transaction details, such as shipping and items purchased (or downloaded), merchants also track data related to customer verification. Was this a first-time or repeat customer? Did they log into their account with the merchant? Are the IP/MAC addresses recognizable? As noted earlier, such data helps issuers identify cases of friendly fraud and informs their decision to settle low-value disputes with high-value customers as a courtesy, without pursuing a chargeback with the merchant.

Most Issuers Employ Third-Party Data Solutions

Figure 9. Issuers' Use of Third-Party Services to Make Purchase Receipt Details Available to Cardholders



Source: Javelin Strategy & Research, 2025

For Merchants, Chargebacks Bring Complexity and Eat Away at Resources

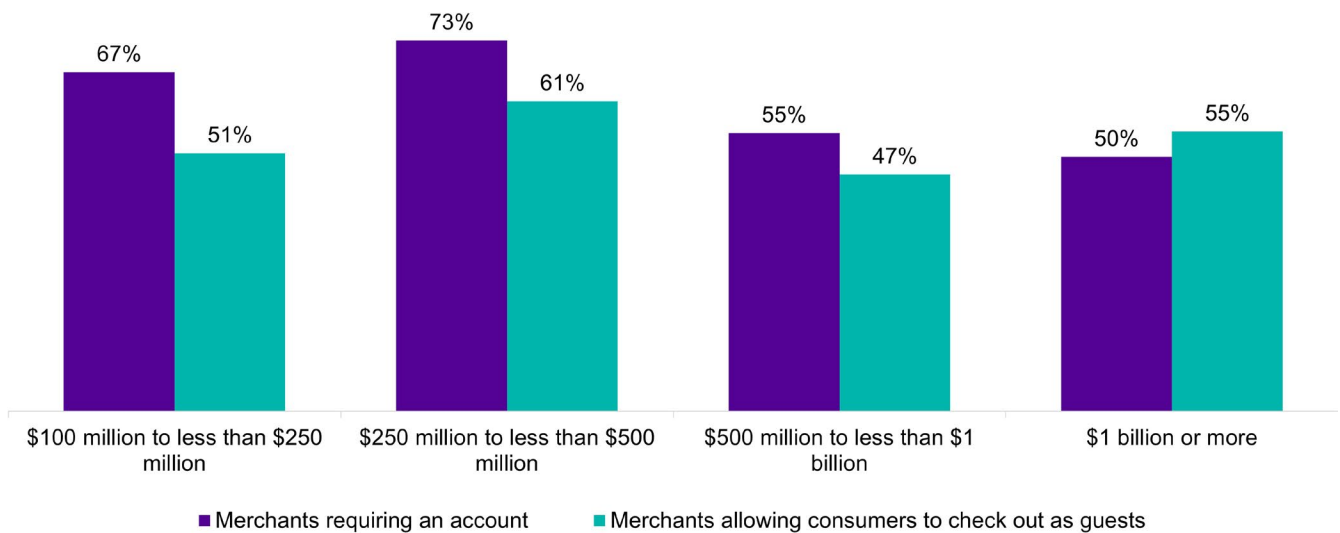
Scaling a retail business is challenging on many fronts, not the least of which is payments. Merchants tend to focus on payment acceptance as they grow, ensuring that consumers can pay with their preferred method quickly and easily. However, fewer apply the same focus to payment operations, not realizing that retrieval requests and chargebacks will also increase with the size of their business. E-commerce and subscription merchants that interact with customers online have the dual responsibility of not only fulfilling orders but also validating customers' identities.

Every merchant strives to create an enjoyable, frictionless shopping and checkout experience for their customers, which is often at odds with taking precautions to guard against a sale becoming a chargeback. One common strategy for merchants is to require customers to create an account with the merchant, which stores personal data such as billing and shipping addresses, past purchases, and payment credentials (see Figure 10). While ineffective in preventing third-party fraud, accounts are a valuable tool in helping merchants defend against friendly fraud on subsequent purchases.

In the event of a friendly fraud chargeback, a merchant can win if it can provide information showing that the customer successfully logged into a previously created account from the same IP address and had the order shipped to the same address as a prior undisputed order and delivery was confirmed. Chargeback rules allow merchants to prevail when they can present what's known as "compelling evidence." Most merchants allow shoppers to check out as a "guest" without creating an account, and while that can reduce friction in the checkout process it also limits what merchants can present as compelling evidence in the event of a dispute.

Merchants Balance Friction with Security

Figure 10. Percentage of Merchants Requiring Accounts and Allowing Guest Checkout, by Organization Size

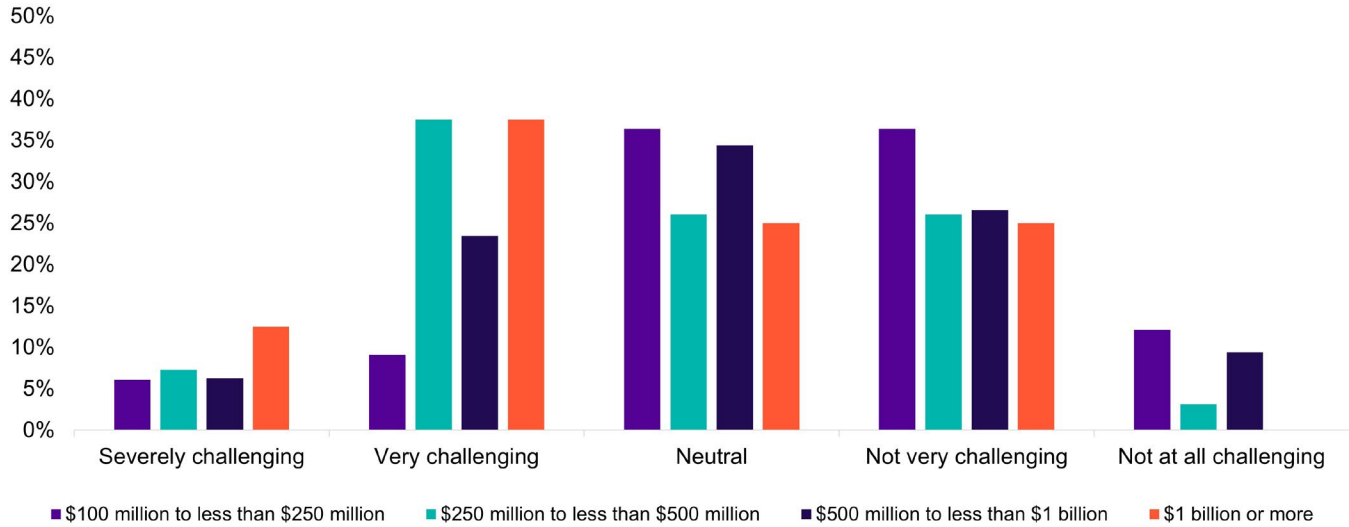


Source: Javelin Strategy & Research, 2025

Account creation is not the only method that merchants use to verify the identities of consumers and guard against fraud. A popular alternative is two-factor authentication, whereby a one-time password is sent via email to a verified address or via text message to a verified mobile number. Merchants can also leverage security features built into consumer laptops and mobile devices, such as fingerprint and facial recognition.

Merchants Face Challenges Scaling Chargeback and Retrieval Operations

Figure 11. Percentage of Merchants Reporting Levels of Difficulty in Managing Chargebacks



Source: Javelin Strategy & Research, 2025

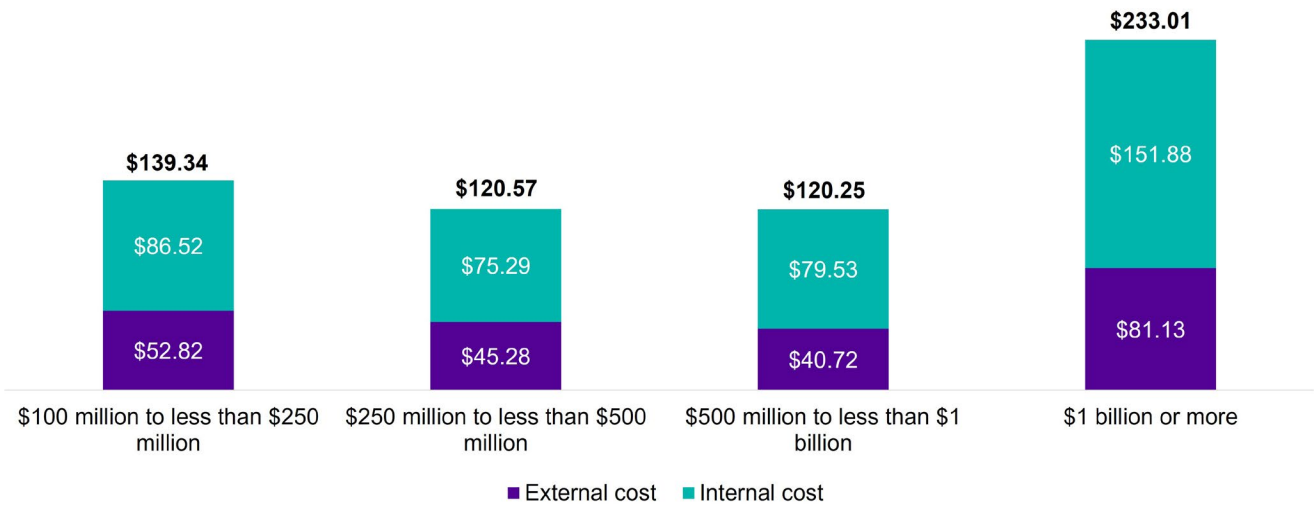
Merchants of all sizes struggle to keep their payment operations at pace with incoming inquiries and disputes. Enterprise merchants have the technology and resources to invest in scalable processes to handle inquiries and disputes, but despite that, the largest merchants in our survey most often characterized their operations in chargebacks and retrievals as “very challenging” or “severely challenging.” Smaller merchants were more likely to describe their chargeback and retrieval operations as “not very” or “not at all” challenging.

Large enterprise merchants also invest in advanced payment strategies, such as payment orchestration, to lower operating costs, optimize performance, and enhance the customer experience for payment acceptance. However, these benefits are often offset by the complexities of handling disputes and chargebacks across multiple payment service providers. Depending on how transactions are routed for processing, the merchant could receive chargebacks from the same customer through multiple PSPs, making it difficult for the merchant to track and manage friendly fraud, for example.

A complex payment infrastructure also makes it challenging for merchants to contain costs across multiple sales channels and payment service providers (see Figure 12). Large merchants may use multiple external providers, which can contribute to a higher overall cost. Operating in numerous geographic regions and in various languages and offering a wide assortment of payment options for consumers are also contributing cost factors for the most prominent merchants.

Scale Drives Efficiency Up to a Point

Figure 12. Internal and External Average Cost per Chargeback Reported by Merchants, by Organization Size



Source: Javelin Strategy & Research, 2025

Across merchants of all sizes, 79% reported using a third-party service or platform to help manage workflows related to chargebacks and retrieval requests. The value of these third-party companies extends beyond workflow management and support to the subject matter expertise they bring to the merchant. Whether the merchant is small with limited staff resources or larger and managing a complex payment environment, there is a relatively consistent need to rely on external resources to bring the subject matter expertise into the merchant and deal with chargebacks effectively. Merchants will often become overwhelmed by the Rubik’s Cube nature of the rules before engaging with a company that specializes in chargeback management.

Asked about their ideas on improving the chargeback process, merchants offered many of the same suggestions that Javelin collected from issuers. In fact, the top suggestion provided by merchants—sending shipping data along with transaction settlement data—was also the top idea cited by card issuers. Two other areas where merchants aligned with issuers were the ability to submit purchase details along with the settlement data and being included in a three-way discussion so the consumer, card issuer, and merchant could discuss the dispute and how best to resolve it (see Figure 13).

Merchants Have Ideas About Improving the Chargeback Process

Figure 13. How to Reduce Disputes or Resolve Them More Effectively, by Percentage of Merchant Endorsement

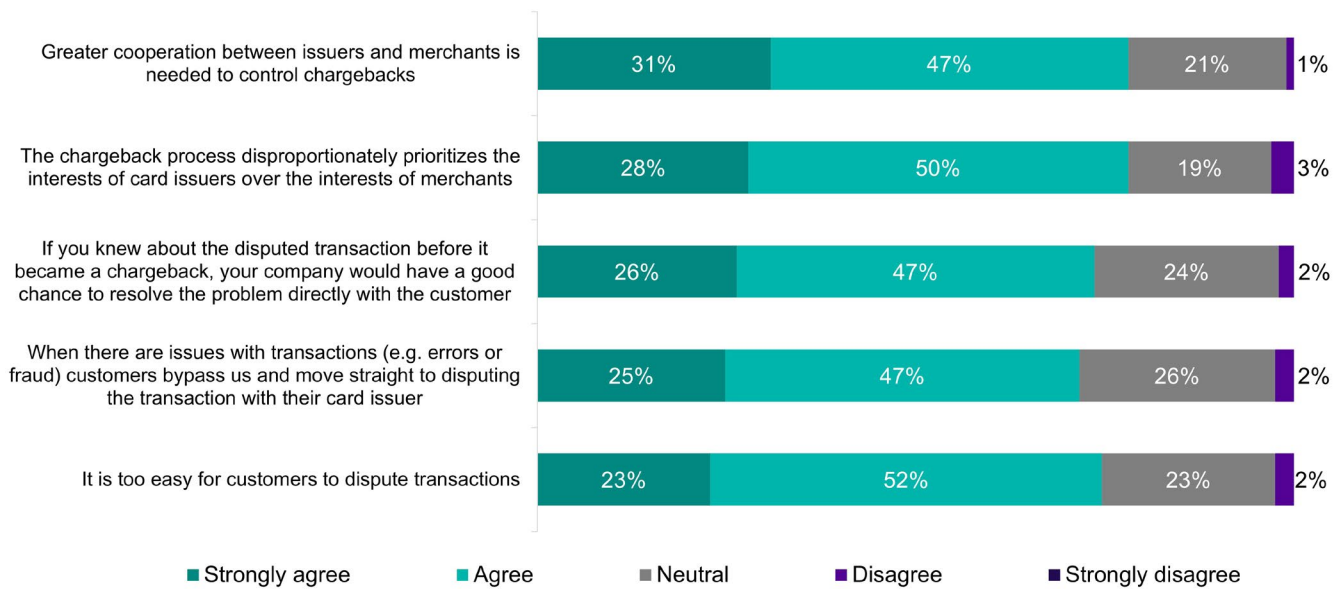


Source: Javelin Strategy & Research, 2025

Overall, merchants are mostly frustrated with what they perceive as an overly complicated process that restricts their ability to share what they know to be true about transactions in question (see Figure 14). As noted earlier, merchants are correct in stating that consumers contact them first only 25% of the time. But when that happens, the merchant is able to resolve the consumer’s issue 75% of the time. Extending that logic, if consumers contacted merchants first 100% of the time, chargeback and retrieval volume could be easily reduced by 50% to 60%.

Merchants See a Need for Greater Cooperation With Issuers and a Rebalancing of Priorities

Figure 14. Merchants’ Opinions on the Chargeback Process



Source: Javelin Strategy & Research, 2025

Looking Ahead

Consumers consider the chargeback process necessary, and in fact, the ease with which they can dispute a transaction is one of the top considerations when they are shopping for a new credit card. Even though actual disputes account for a small portion of purchase volume (14% for credit cards, 28% for debit cards), consumers value knowing that their card issuer has their back in the event of fraud or when merchants fail to deliver what they promised. Almost 90% of disputes are resolved in favor of consumers, even though some are so-called friendly fraud cases.

At the same time, merchants are generally frustrated by the dispute process and by how consumers access it. Only 25% of consumers reach out to merchants to resolve a dispute before contacting their card issuer. This is frustrating for merchants because in cases where consumers do contact them first, they fix the consumer's issue an impressive 75% of the time. Issuers can't force consumers to contact the merchants first. Still, they silently encourage bypassing the merchant by including "click here to dispute" buttons on digital and mobile banking apps. Preventing disputes and simplifying the resolution process when problems inevitably occur is crucial for issuers and merchants to retain the patronage of their customers.

Issuers face pressure from regulators and customers to make the resolution process as easy as possible. Issuers and merchants agree that more effective information sharing between them has the potential to ease this burden by enabling issuers to help their accountholders resolve issues with the merchant where the transaction occurred and to screen for friendly fraud more effectively.

Fintechs have populated two cottage industries around the chargeback process. One is information sharing for issuers, which creates a platform for merchants to share more details about a consumer's purchase, helping the issuer resolve the dispute without resorting to a chargeback. The second involves firms that specialize in assisting merchants in navigating the labyrinth of rules that apply to various sales channels, dispute types, and other related matters.

It's easy to envision an adversarial relationship between merchants and issuers when it comes to chargebacks. Still, both groups are aligned in their efforts to provide a fair outcome for their mutual customers and to clamp down on those who try to take advantage through friendly fraud.

Methodology

In September 2025, Javelin Strategy & Research conducted a survey of 100 chargeback executives at U.S. card issuers, along with executives at 200 U.S. subscription and ecommerce merchants generating \$100 million or more in annual revenue. Javelin also contributed data from the 2025 North American PaymentsInsights research and 2024 Fraud Study.

Endnotes

1 Mastercard.com, "[What's the actual cost of a chargeback in 2025?](#)" Accessed Oct. 25, 2025

About Mastercard

Mastercard powers economies and empowers people in 200+ countries and territories worldwide. Together with our customers, we're building a resilient economy where everyone can prosper. We support a wide range of digital payments choices, making transactions secure, simple, smart and accessible. Our technology and innovation, partnerships and networks combine to deliver a unique set of products and services that help people, businesses and governments realize their greatest potential.

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