

VISA Middle Market Credit Cards: Proposed Actions

- Work with Members to improve position in revolving credit
 - Establish Centre of Excellence
 - Consumer research
 - Usage and activation programmes
- ➔ Focus on increasing revolving rates

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VISA Middle Market Credit Cards: Proposed Actions

- Exploit Gold to improve portfolio profitability
- Provide Member focused support package
 - segmentation
 - implementation
 - risk management
- ➔ Expand Gold issuance
- Use Co-branding, if appropriate

VISA Prepaid Products: Proposed Actions

- Continue to support Visa Travellers Cheque
- Aggressively market VTM
 - Focus on American Express Travellers Cheque Issuers
 - Introduce VTM interchange
 - Aim to launch in all EU countries
- Accelerate launch of VISA Cash

VISA Commercial Sector: Proposed Actions

- Introduce multinational programme
- Launch fully segmented product range
 - Visa Business
 - Visa Corporate
 - Visa Purchasing
- Establish appropriate interchange fees
- Develop communications programme to associate Visa with commercial sector
 - PR/Advertising/Promotions

VISA Acceptance Network: Proposed Actions

- Develop new merchant categories
 - Supermarkets
 - Business Suppliers
- Strengthen relationships with existing merchants
 - Travel agency programme
- Launch merchant Communication Programme
 - Direct mail
 - PR
 - Merchant promotions
 - Pilot in UK this year; other markets in FY96/97

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VISA Customer Service Quality: Proposed Actions

- Enhance authorisation performance
- Improve ATM service quality
- Provide better statement information
 - Merchant naming audit
 - Airline routing data
 - Commercial MIS
- Evaluate 24 hour Gold card replacement service

VISA Brand Leverage: Proposed Actions

- Expand Visa brand support programme
 - Generic brand advertising campaign
 - Sponsorships
 - Promotions
 - Product support where appropriate

VISA Summary

- American Express intends to take Visa Members' most profitable customers
- Actions focused to address threats
- Designed to:
 - Improve Member profitability
 - Preserve market share
 - Preserve Member control

VISA Resolutions for Board Consideration

- Multinational Commercial Products Programme
- Commercial Market Product Segmentation
- Visa Purchasing Acquirer Certification
- Airline Itinerary Data
- Visa TravelMoney