

Bringing Better Marketing to Life through Governance

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VISA



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Expectations Have Changed



61%

agree that it has become more important that brands make a positive contribution to society.

Ipsos Global Trends Report, 2017

The New York Times

Shareholder Value Is No Longer Everything, Top C.E.O.s Say

Chief executives from the Business Roundtable, including the leaders of Apple and JPMorgan Chase, argued that companies must also invest in employees and deliver value to customers.

"Shareholder Value Is No Longer Everything, Top CEOs Say", NY Times, August 19, 2019.

Our Vision

To be the best way to
pay and be paid for
everyone, everywhere



The background of the slide is a photograph of a person's arm holding a smartphone, positioned over a vibrant, patterned surface that appears to be a market stall or a display of goods. The image is semi-transparent, allowing the text to be clearly visible.

Our Mission

To connect the world through the most innovative, reliable and secure digital payment network that **enables individuals, businesses and economies to thrive**

Behind the Scenes



Bringing Better Marketing to Life

Macro Thinking

Stakeholder-Centric

Advocacy

Enablement

Macro Thinking

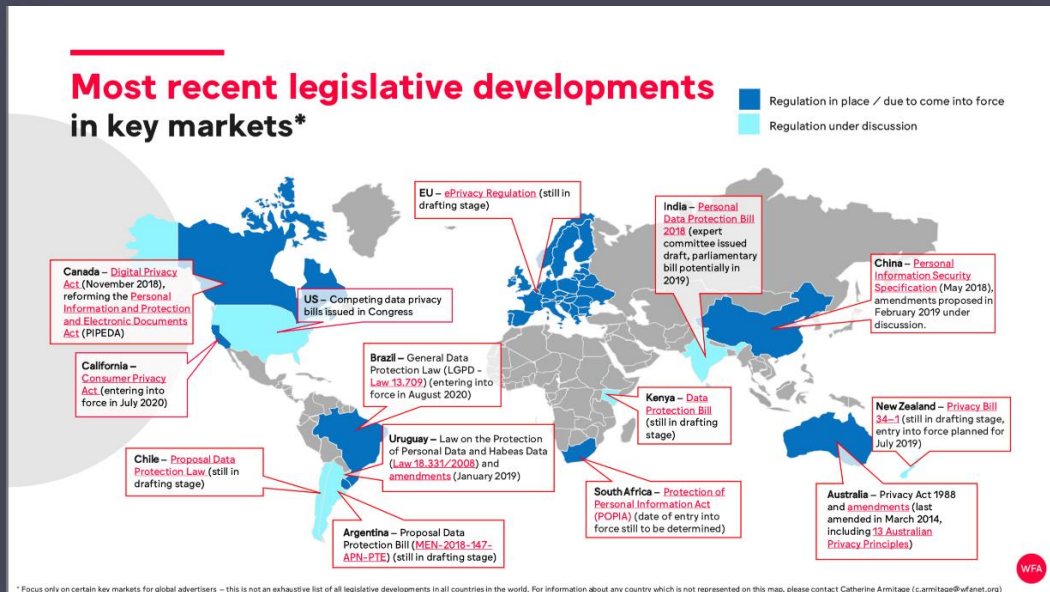
45%

CMOs see functional
silos as greatest threat
for growth

Deloitte, "CMOs and the Spark to Drive Growth", May 2018.

Stakeholder-Centric

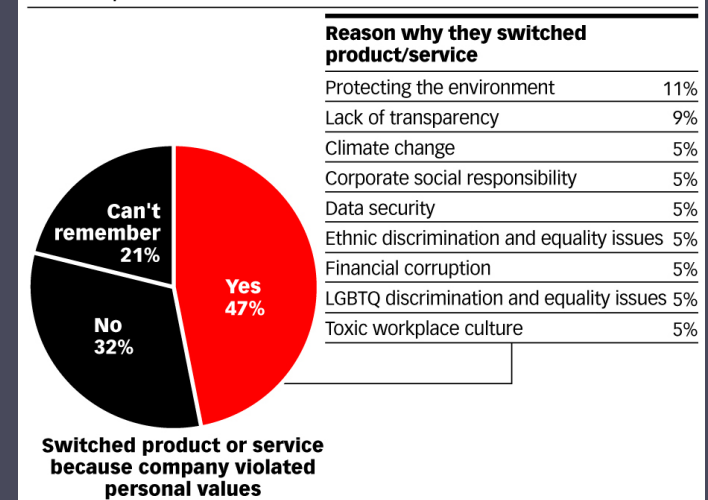
Data Privacy



Personal Values

Internet Users Worldwide Who Have Switched a Product/Service Because the Company Violated Their Personal Values, Jan 2019

% of respondents



Note: ages 18+

Source: Hotwire, "High-Stakes Leadership in a Post-B2B World," conducted by Sapio Research, March 18, 2019

247300

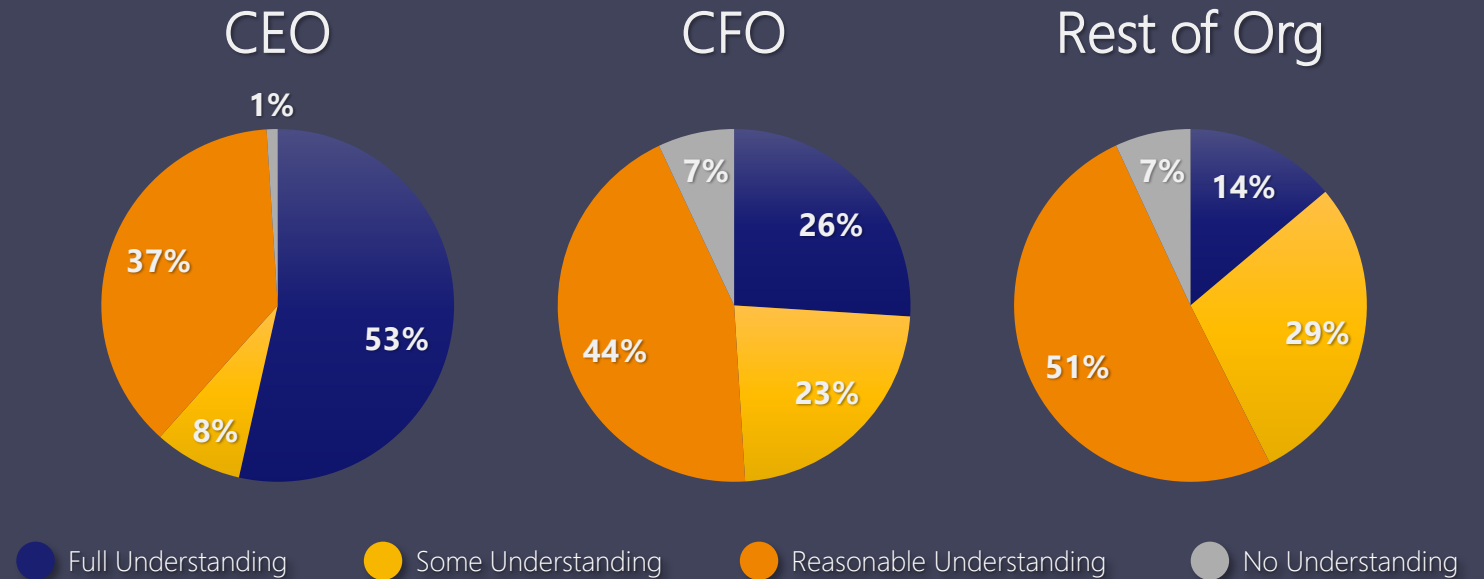
www.eMarketer.com

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Advocacy

CMOs Face Relationship Challenges Across the Business

Understanding of the role of Marketing, as perceived by CMOs:



Newbase, "The Evolving Marketer", 2018.

Enablement



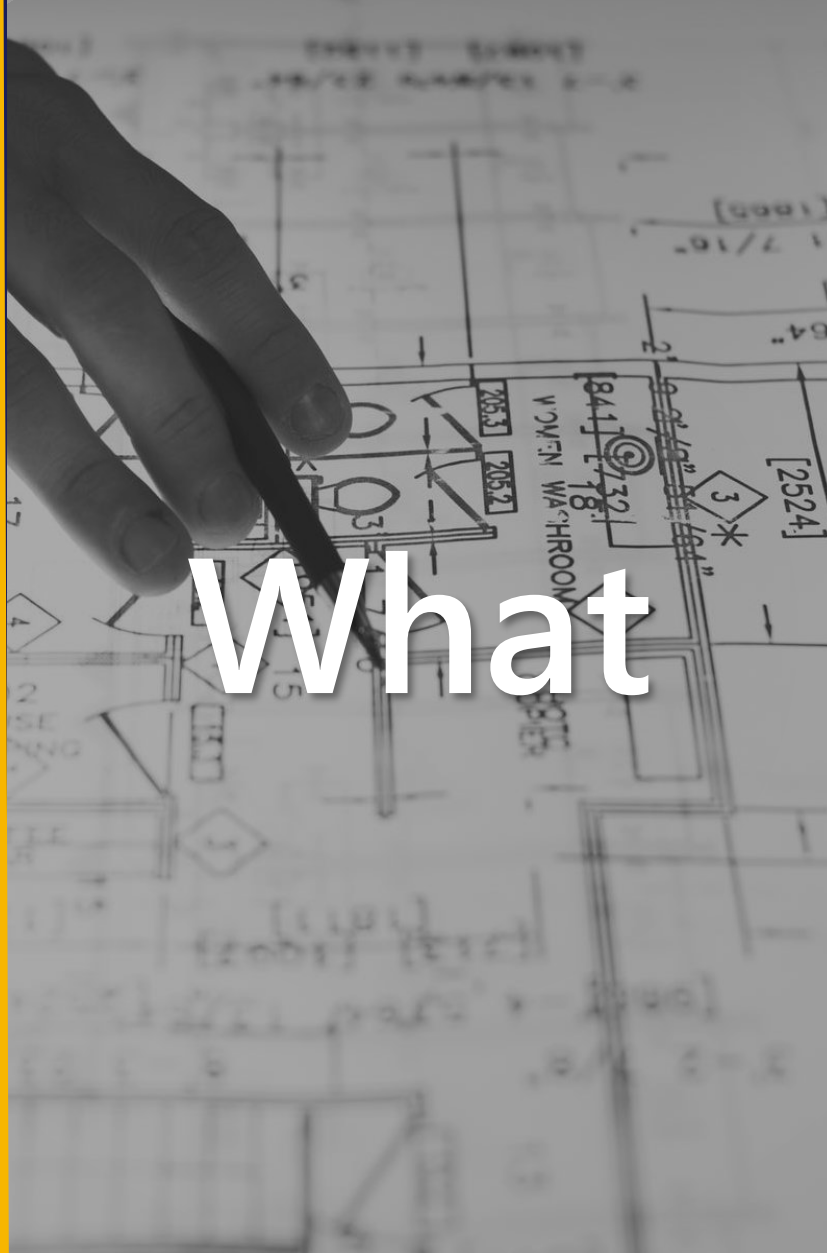
83%

Marketers indicating dramatic process changes in the past 18 months.

eMarketer, "The Modern Marketing Department 2018", May 24, 2018.



Why



What

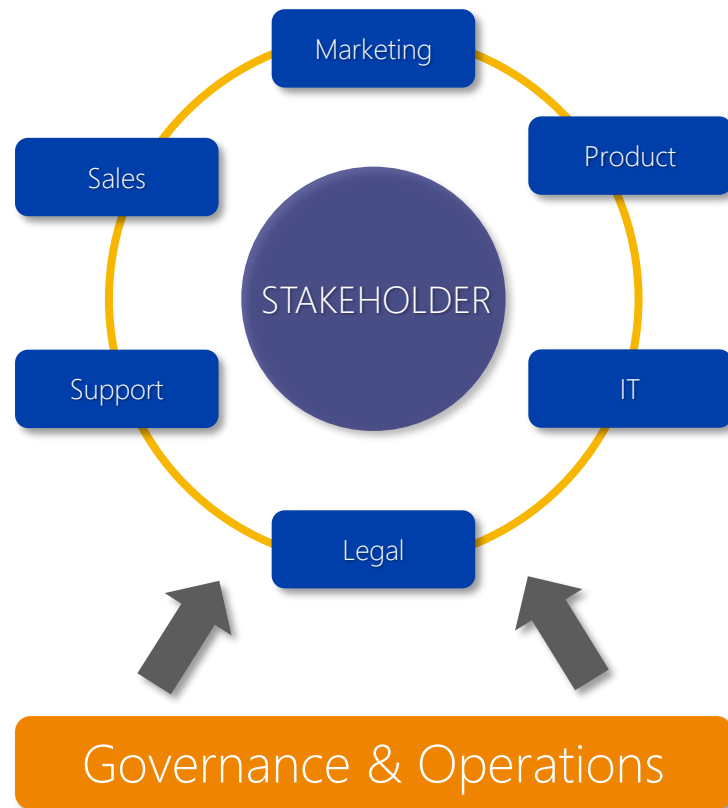


How

The Anatomy of a Governance Framework

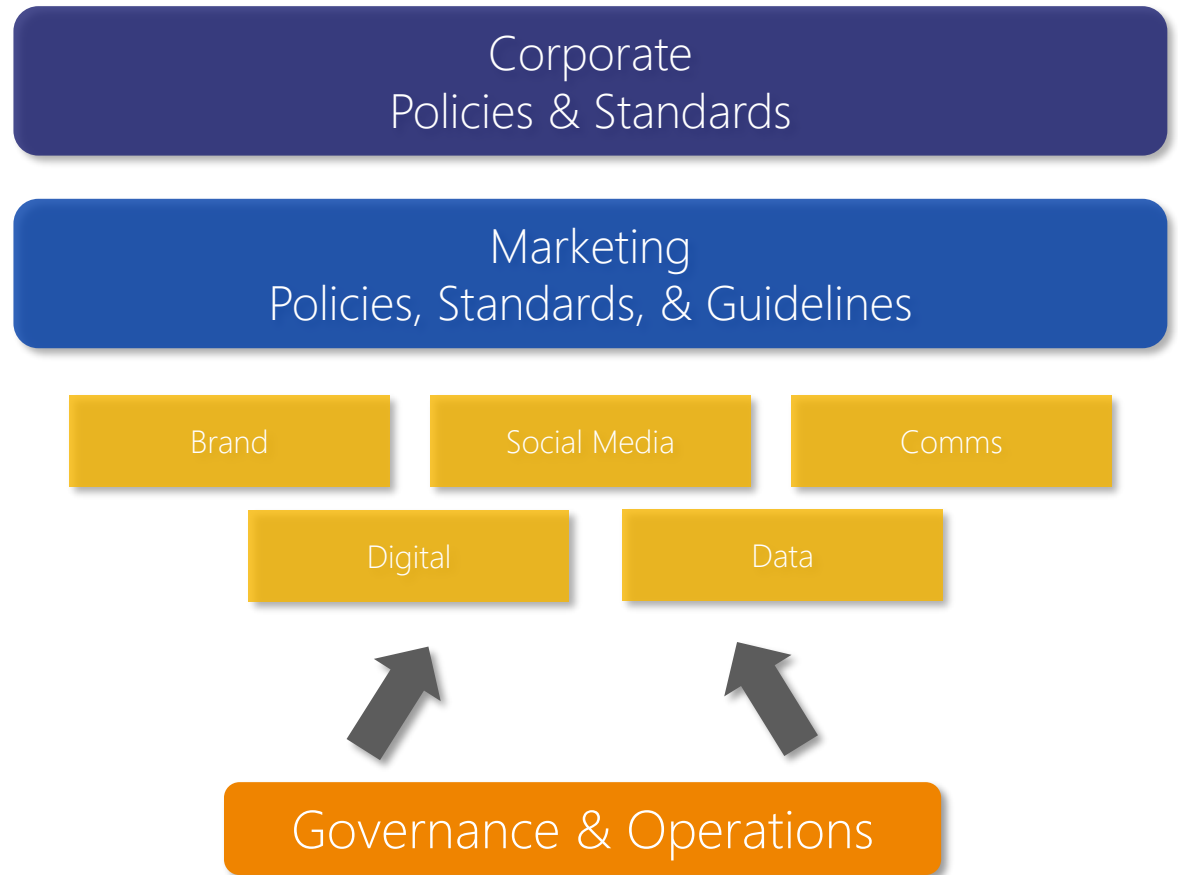


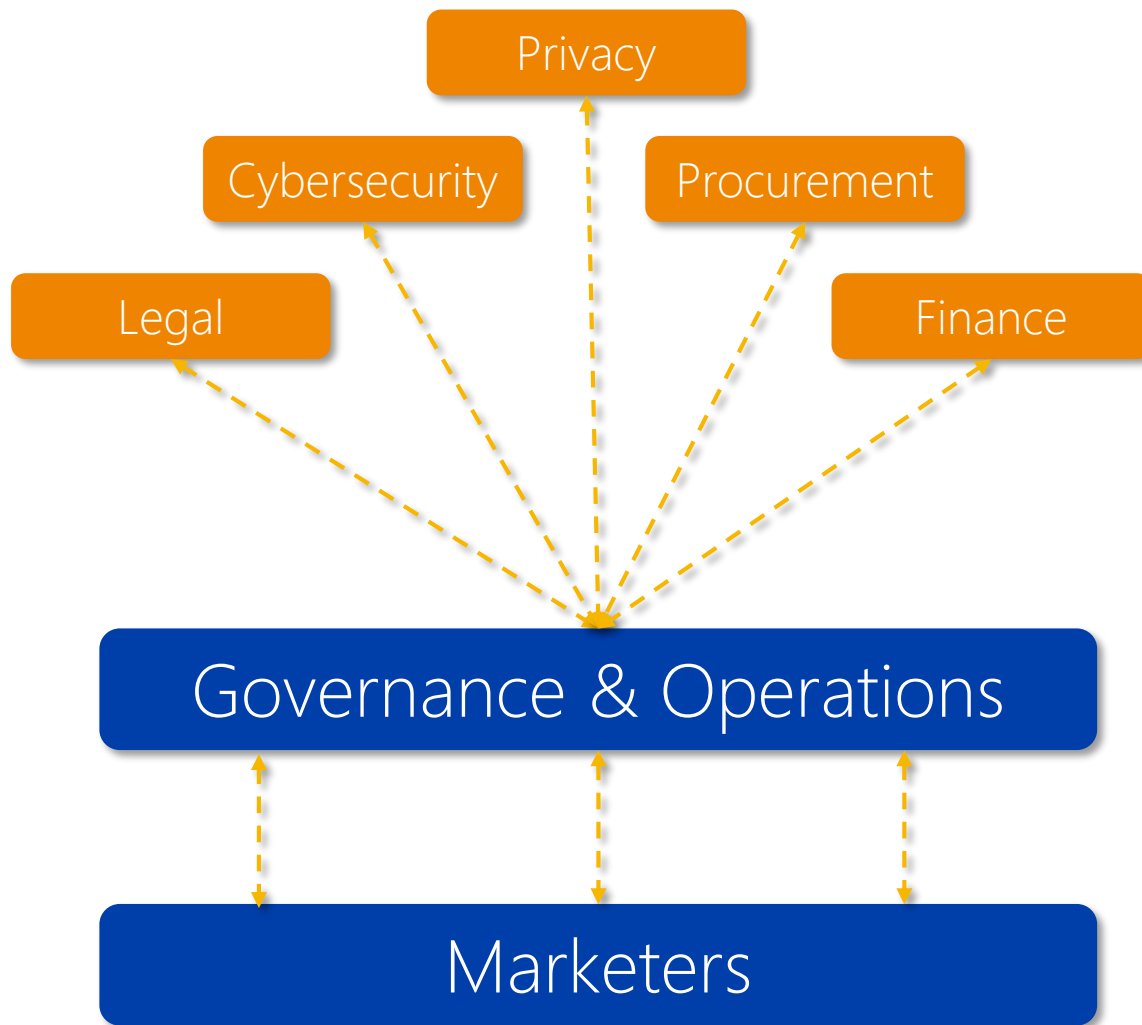
Cross-Functional Collaboration



Macro Thinking

Embedding Stakeholder-Centricity into Operations






Promote Advocacy

Enable our Partners

Marketing and Communications Resource Center

The best place to find how to get things done at Visa.

Help is Here! Watch an overview of the Resource Center



Agency Management

Includes agency tiering, scoping process, and conducting jump bids

Brand

Includes brand style guide, V&AM, and personalized creative guidelines

Communications

Includes speaking at an event, press releases, and video production

Strategy + Campaign Management

Includes Marketing & Communications Strategic Framework

Data + Insights

Includes access to research and analytics

Digital

Includes web and social media

Legal + Risk

Includes trademark, risk assessments, and access to policies, standards, and guidelines

Sponsorships

Includes sponsorships strategy and approval process

Tools + Tech

Includes collaboration, file sharing, and other applications

Need Help?

[Submit a Question](#)

Enabling Value Takes Time



VISA everywhere
you want to be