Bringing Better Marketing to Life through Governance

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Expectations Have Changed

61% agree that it has become more important that brands make a positive contribution to society.

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.

Ipsos Global Trends Report, 2017

Our Vision

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

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Personal Values

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

<table>
<thead>
<tr>
<th>Reason why they switched product/service</th>
<th>% of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protecting the environment</td>
<td>11%</td>
</tr>
<tr>
<td>Lack of transparency</td>
<td>9%</td>
</tr>
<tr>
<td>Climate change</td>
<td>5%</td>
</tr>
<tr>
<td>Corporate social responsibility</td>
<td>5%</td>
</tr>
<tr>
<td>Data security</td>
<td>5%</td>
</tr>
<tr>
<td>Ethnic discrimination and equality issues</td>
<td>5%</td>
</tr>
<tr>
<td>Financial corruption</td>
<td>5%</td>
</tr>
<tr>
<td>LGBTQ discrimination and equality issues</td>
<td>5%</td>
</tr>
<tr>
<td>Toxic workplace culture</td>
<td>5%</td>
</tr>
</tbody>
</table>

Switched product or service because company violated personal values

Can't remember: 21%
Yes: 47%
No: 32%

Note: ages 18+

www.eMarketer.com
CMOs Face Relationship Challenges Across the Business

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

- **CEO**: 53% Full Understanding, 37% Reasonable Understanding, 8% Some Understanding, 1% No Understanding
- **CFO**: 44% Full Understanding, 26% Reasonable Understanding, 23% Some Understanding, 7% No Understanding
- **Rest of Org**: 51% Full Understanding, 29% Reasonable Understanding, 14% Some Understanding, 7% No Understanding

Advocacy

*Newbase, "The Evolving Marketer", 2018.*
Enablement

Marketers indicating dramatic process changes in the past 18 months.

The Anatomy of a Governance Framework
Cross-Functional Collaboration

Macro Thinking
Embedding Stakeholder-Centricity into Operations

Corporate Policies & Standards

Marketing Policies, Standards, & Guidelines

Brand
Social Media
Comms

Digital
Data

Governance & Operations
Promote Advocacy
Enable our Partners
Enabling Value Takes Time

- **Forming**
  - Basic Management
  - Chaos

- **Foundational**
  - Minimize Risk
  - Key Processes Defined & Implemented

- **Operational**
  - Drive Efficiencies & Optimized Experiences
  - Process Optimization

- **Strategic**
  - Expand Strategic Impact
  - Operational Excellence

- **Value**
  - Time

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