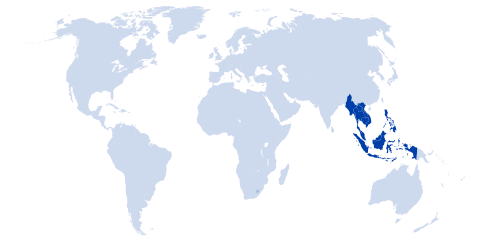


Realignment of a Cards Business to Drive Growth



Issuer Client



🎯 Challenge

A large Southeast Asian financial institution client aspired to be the leading card issuer in the region, and to advance its asset size contribution in relation to overall retail assets. The client had experienced low credit card penetration despite having a strong retail customer base and wide distribution network. In addition, the client needed to understand capability gaps and prioritize a set of key transformational initiatives necessary to best position its brand and products.

🛠️ Solution

The client engaged Visa Performance Solutions to assess its card operations and develop strategic options for its card business. Our solution approach included the following actions:

- Commissioned quantitative market research into trends and norms of the relevant customer segments, attitude towards cards as a payment tool, attractiveness of loyalty programs and recognition, awareness of client's cards, and its cash rebate program today versus its competitors
- Facilitated a 2-day ideation workshop covering broad areas of branding, communications, products and loyalty, to identify areas for product refresh and product development
- Conducted an end-to-end analysis on portfolio profitability and performance through a series of onsite interviews and collection of data on key drivers to better portfolio performance
- Built a successful business case directly to the client's Board of Directors, helping the client obtain investments required across business units to implement recommendations

🌐 Client Impact

- Successfully launched both Visa debit and credit card products in the market together with its new loyalty platform to be competitive in the market
- Two years from the time of implementation, card payment volume increased by 61%



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