

CITI Merchant Services Purchase Creates Compelling Service Offering

In late August, First Data Merchant Services (FDMS) announced the formation of a merchant alliance with Citibank. Under the terms of agreement, FDMS acquired Citibank's merchant services program and will begin selling new business under the name Citi Merchant Services Provided by First Data Merchant Services. The agreement will also re-brand the portfolio formerly known as Concord.

"The partnership further strengthens FDMS' bank alliance strategy adding another nationally recognized leader in the financial industry. Citibank's brand, reputation and array of financial services combined with FDMS' breadth of product and commitment to the merchant industry will combine to create a strong value proposition for merchants of all sizes in every segment," commented John Shlonksy, President of FDMS.

The partnership will align FDMS' external sales force with Citibank's 900+ branch network as well as leverage FDMS' TeleSales resources for creative marketing campaigns to Citibank's customers. Citibank and FDMS will also market Citibank's financial products and services to FDMS' portfolio of accounts formerly branded Concord. "It's an exciting opportunity for both partners to cross sell value to our shared customers.

Research has proven that customer satisfaction and retention significantly increases when companies are able to sell additional products into their customer base. This partnership provides the opportunity to deliver the incremental value that neither partner could achieve on its own," said Carl Mazzola, SVP and FDMS General Manager of the new alliance.

The new alliance officially launched on September 30th with a sales and marketing roll out on December 1st. "Our sales force is set and already working closely with Citi branches across the country. Citi Merchant Services Provided by First Data Merchant Services has been introduced to the market and is already ringing up sales," stated Matt Downs, VP of Regional Sales.

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And more . . .

"It's an exciting time for both companies. We are looking forward to leveraging all of the new opportunities that our alliance with First Data now provides us." commented Citicorp Payment Services', Gregory Quinlan.



Tony

Enterprise Customer Development Bearing Fruit

Tony Holzapfel has been with First Data collectively for 16 years. He has been responsible for several business segment initiatives spanning customer service, sales and marketing, product development, new business development, and strategic planning in various segments of the business. In 2000, Tony began focusing on aligning cross-functional departments within the Card business including customer service, sales and marketing, and product development. Today, Tony oversees many of the sales organizations, and serves as advisor to other business development projects, reporting directly to Ric Duques.

This past year, we rolled out an integrated strategy to strengthen our relationships with enterprise customers. This emphasis on presenting a company-wide service offering has begun to pay off. Our cross-selling efforts have picked up. And we're transitioning from being "just" a vendor on key accounts, to being a trusted consultant and partner.

As an example, our relationship with CompuCredit is projected to double in size by the end of 2006. CompuCredit, is partnering with First Data and Discover to launch a new credit product. The new Purpose Advantage card allows holders to apply for and receive a small line credit card (\$35 or \$50) over the internet or in person at various retail outlets. We helped the customer create this new offering to serve as a strategic entry point to build a longer-term relationship upon. Two million new cards should be issued by the end of next year.

Touching upon other parts of CompuCredit's business, we successfully contracted Western Union Money Transfer services for about 35 retail loan centers in Ohio starting early in 2006. The domestic Western Union retail agent network is also being used by CompuCredit to allow cardholders to reload their stored value cards.

Based on the revenue numbers posted to date, and the number of increasing relationships we continue to establish across **Bank of America (BoA)**, they will continue to be a strategic focus for us in the financial vertical. BoA's acquisition activity in recent years coupled with First Data's enterprise approach to partnership and relationship management have proven to be profitable to the company. As a result, we estimate that 2006 revenues will be roughly 70 percent greater than the \$118 million in annualized revenues we saw in 2004.

The **California State Disbursement Unit contract** is a shining example of **First Data people working together with an enterprise focus.** The government agency went live in November to centralize child support payments in the State. In partnership with Bank of America as the prime contractor, the project was managed under the FDC Enterprise structure, and combined FDGS, Remitco, IPS and Enterprise to develop and implement the required functionality, and take us to a successful launch.

In the quick service restaurant vertical, **Burger King emerged as a textbook example of our consultative sales method.** By creating trust in our capabilities and demonstrating our expertise, we were able to transform an existing relationship with this household name-brand company into a five-year strategic plan detailing payment initiatives with First Data. By helping Burger King capitalize on the changing face of their industry, we anticipate doubling our sales volume with them by the end of next year.

Sales Institute Completes Successful Debut Year

Designed to streamline and boost the effectiveness of our cross-company sales efforts, the Sales Institute racked up a number of achievements this year. We are very pleased with the introduction of HR Chally, a recruiting tool featured in the Sales Tips & Best Practices section of this newsletter. By reducing the time it takes us to hire good people, we believe the tool saved us about \$1 million in its first 60 days of use.

Another highlight was the establishment of a Sales Advisory Council made up of senior sales managers. They gather quarterly to discuss common problems, customers and the application of best practices across

business units. Look for the Council to roll out a Sales Coaching Model for Western Union in 2006.

"...First Data's enterprise approach to partnership and relationship management have proven to be profitable to the company."

Judging from the favorable feedback we received, the First Data Town Mall event was a success. We hired trade-show guru Condit to craft six storefronts, each configured with four to six products along with subject matter experts to demonstrate them. Several of the 1,000 employees who attended remarked that they liked the experiential learning approach to better understand our products.

In closing, we want to take this opportunity to thank each and every person who has contributed to these and other successes this year. Because of your efforts along with the changes we've adopted to our sales strategy, I am enthusiastic and confident that we're on track for a 2006.

Have a joyous and safe holiday season!

Tony Holzapfel

First Data Corporate Enterprise,
Special Advisor to the CEO

Product Spotlight

Check 21 Legislation Spurs New Product Offerings

Though the volume of consumer check transactions is declining, overall over 35 billion checks were processed in the United States last year. In the past, U.S. companies built a processing infrastructure that was extremely efficient and cheap. Following 9/11 however, a major flaw in the check-clearing network was exposed. With the grounding of courier aircraft, check cargo accumulated and processing—i.e. deposits to merchants and financial institutions—was delayed.

The Check Clearing for the 21st Century Act (Check 21), signed into law in 2003, was in part designed to address that flaw. Check 21 sought to foster innovation in the payments system and to enhance its efficiency by reducing some of the legal impediments to check truncation. The law created a new image replacement document that was as good as an original check. This allows companies to process check information electronically, and to deliver substitute checks to banks that want to continue receiving paper checks. By making a check image a legal substitute for a paper instrument, the law opened new doors of opportunity for banks, retailers and the people who serve them.

“By focusing on electronic check image transmission to processing entities, you all but eliminate freight transport issues,” said Rod Esch, general manager for the Integrated Payment Systems Group. “Electronic processing is also faster so banks and merchants can get their funds sooner. It was an easy sell to financial institutions because they recognized that this initiative could reduce their cost structure too.”

Specifically, electronic processing is flexible enough to allow merchants to consolidate their accepted checks. “We have agreements

with three large box merchants to do pilots with the **INSERT NAME HERE** product,” said Sue Milberger, Vice President, Sales & Business Development for First Data. “At an operational level our product will help a company like Best Buy, for example, to streamline operations and banking functions. It will reduce hundreds of banking relationships down to a handful by

consolidating and depositing check funds into designated accounts. That will substantially reduce sweep and other daily transaction fees. Another nice feature is that our software for merchants automates billing for the back office to reduce the labor hours they spend reconciling checks.”

Another benefit according to Milberger, is that First Data has developed competitive pricing with the largest banks in the country. By aggregating a customer’s Check 21 processing across multiple stores, customers can reduce their costs even further through volume discounts. She also noted that being bank-agnostic was another feature that merchants liked.

“Adding Check 21 processing to our offering was a matter of modifying our current processing capabilities,” explained Esch. “We’ve successfully introduced the service in the Rocky Mountain Region and will soon roll it out nationwide. We’re also working with our sister company TeleCheck, to deliver the infrastructure to support a merchant-processing product. When you consider that First Data’s Check 21 offering gives merchants the opportunity to balance the speed of processing with transactions fees and risk management, it’s easy to see why this business line is poised for significant growth.”

It will reduce hundreds of banking relationships down to a handful by consolidating and depositing check funds into designated accounts.

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We are grateful to this month’s content advisors and contributors — **THANK YOU**

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All About the Customer

Enterprise Customer Development Takes “Ahold (in) USA”

Ahold USA is a \$20 billion a year food provider and longtime First Data customer. Applying the principles of Enterprise Customer Development, the members of the Open Payments Solution Product Group leveraged our strong relationship with the customer to create a unique payment method for their grocery store outlets.

The PayVangtage program will upgrade Ahold’s basic loyalty card program by linking the PayVantage loyalty card to a consumer’s DDA account or some other payment method of their choosing.

The benefits of this approach include enhancing the consumer experience at the POS, speeding the completion of transactions through the lane (to increase revenues per hour) and helping Ahold to manage payment costs.

“The people at Ahold USA have been pleased with our solutions and performance in the past,” said Steve Latham, VP of Enterprise Customer Development. “By establishing a foundation of trust and demonstrating our payments expertise on other projects, it was only natural for Ahold executives to call us to help them develop a new payment solution.”



This Month in the SAC

Discussion with a Sales Advisory Council Member About Vision & Strategy*

Q&A with Royal Cole



Royal is Senior Vice President/General Manager – Agent Network Management for Western Union North America. He is responsible for Western Union North American Distribution and Agent Network Management across the portfolio of Retail Consumer and Commercial Money Transfer products, Retail Money Orders and Alternative Channels.

Q: What do you enjoy most about your sales career with First Data?

A: The diversity of our business and our agent partner network in the U.S. It’s a complex business that is delivered through a simple retail model. Because there are so many moving parts in the Western Union business, there are opportunities for learning each and every day which can be applied to making an individual and our organization more effective.

Q: You oversee a Western Union Agent Network Management Group sales force of 240 people – what is your strategy for boosting sales?

A: We have a number of strategies. First, we put together the right combination of programs to maximize same-store sales. Second, we work to continue to grow new store sales locations of course to kick-start the productivity of those locations. It’s the combination of those two that yield the effective results that we see in the growth of our business.

A couple of other things that are relevant are that we’re always looking to upgrade our interactions with our agents and customers. We stress that there’s a total economic value to the Western Union relationship beyond the commissions that they earn—things like increasing sales through the greater foot traffic that Western Union services create. It’s important that our organization articulate this and use it in the framework or how we manage and leverage all of the relationships we have in the network, whether they be new or longstanding.

Q: How do you see your organization’s sales approach evolving over time to keep up with changes in the market?

A: Our business has evolved tremendously over the last five years. The strong growth we’ve seen in the Outbound Money Transfer business in the United States is an example of that. Whereas five years ago, agents were seeing dynamic same-store sales growth within their core lines of business, in some cases that has slowed significantly. Today, because we focus on delivering a total economic value to customers, we’re able to

Upcoming Sales Training

If you would like more information on customizing training for your business unit, please contact Ted Simendinger at (720) 332-5344 or Liz Esparza at (720) 332-5387. For First Products enrollment, please contact Tim Johnson, (402) 222-4755.

January 10 - 13	Selling Skills Development Workshop (FDC Solutions)	Omaha, NE
January 23 - 26	Relationship Management Workshop (Telecheck)	TBD
January 24 - 26	Communication Skills I and II	Coral Springs, FL
January 25 - 26	Program on Negotiations – Level I Workshop	Melville, NY
January 30 - February 3	Advanced Sales Support Workshop (First Data International)	Frankfurt, Germany
January 30 - February 1	Huthwaite SPIN Selling (ECD and Invited Guests)	Denver, CO
February 6 - 9	Western Union Kick-Off	Atlanta, GA
February 7 - 9	Communication Skills I and II	Melville, NY
February 20 - 21	Program on Negotiation (Executive Level Workshop)	Denver, CO
February 21 - 23	New Manager Workshop – Building a High Performance Team	Denver, CO
February 28 - March 2	Communication Skills I and II	Denver, CO
February 28 - March 2	New Manager Workshop – Building a High Performance Team	Melville, NY
February 28 - March 2	Huthwaite SPIN Selling	Atlanta, GA
March 7 - 9	Relationship Management Workshop	Denver, CO
March 14 - 16	Communication Skills I and II	Omaha, NE
March 21 - 23	Coaching for Success Workshop	Denver, CO
April 4 - 6	New Manager Workshop – Building a High Performance Team	Omaha, NE
April 3 - 4	Program on Negotiations – Level II Workshop	Omaha, NE
April 18 - 20	Sales Champion Conference	Denver, CO
May 2 - 4	Huthwaite SPIN Selling	Denver, CO
May 9 - 11	New Manager Workshop – Building a High Performing Team	Atlanta, GA
May 17 - 18	Program on Negotiations – Level II Workshop	Melville, NY
May 23 - 24	Program on Negotiations – Level II Workshop	Denver, CO
June 6 - 8	Coaching for Success	Coral Springs, FL
June 13 - 15	Miller-Heiman Large Account Management Process (LAMP)	Denver, CO
June 20 - 22	Coaching for Success	Melville, NY

offer a differentiating growth paradigm, with our core business continuing to grow in the mid-teens. That's a persuasive offering when you're talking about a relationship with somebody whose same-store sales might be growing in the two percent range. Working with them in a consultative fashion, we can help them to see the whole picture to capitalize on all the growth opportunities that exist in a given trade area, not necessarily just what is within their comfort zone. We've done well at that and will continue to do that to stay a step ahead.

Q: What is your overall sales philosophy?

A: Pretty simple, always be the category expert with agents, customers and prospects. The success formula within the Western Union business requires proficiency in multiple dimensions. You've got to be a great sales person and a great relationship manager. Selling the location is only the first part of making sure the location is successful. What happens after they activate is what's really important. The location has to be properly merchandised and promoted. The agent has to be properly trained. They need to set up the right kind of

customer service approach to our business, serving a variety of different customers, many with completely different sets of expectations and needs. So to sum up my philosophy, I think that a combination of vision and execution that ultimately yield better results than what was possible before applying those techniques. Creating value rather than just communicating it.

Q: What do you look for in a sales candidate for your organization?

A: I look for people with energy, substance and a passion for excellence. People who can handle and balance multiple priorities simultaneously. Somebody who is driven to succeed on a number of levels. The satisfaction of working with a partner and making a tangible difference for their business and creating shareholder and business value for our company.

* The Sales Advisory Council is an advisory and strategy-setting organization made up of the most senior managers representing sales, marketing and products in the company. Their role is to provide counsel and direction for the major sales driving initiatives, including sales training, sales talent, sales marketing and sales productivity.

What's Happening in Sales Across First Data?

Western Union Signs Jean Coutu Group Deal

Western Union has signed a five-year agreement with Jean Coutu Group (PJC) USA Inc. to provide Money Transfer services. PJC operates about 1,900 retail drug store locations under the Brooks and Eckerd Pharmacy banners. According to Guy DiMaggio, regional VP, Northeast Region, "They selected us because of our market leadership in the money transfer industry. Overall, we demonstrated to them how our services complement their marketing strategy to drive additional foot traffic while providing in-demand financial services to their customer base."

DiMaggio also noted that a strong support organization and a fundamental focus on complying with money transfer regulations and fraud prevention were factors in the final decision.

PayPal Renews Signature and PIN Debit Processing Contract

After an 11-month competition, the First Data sales team edged out aggressive proposals from TSYS, Visa and Mastercard to resign PayPal to a five year deal. In addition to providing full signature and PIN debit processing services, we'll develop tailored international processing solutions to support local currency transactions in most of Western Europe, Australia, China and Canada. "We clearly demonstrated that from an IT perspective, we were hands down the best processing choice," said Bob Long, relationship manager for First Data Debit Services. PayPal's 80 million account holders represent a substantial opportunity to build upon the 2.5 million card holders, and 60 million annual transactions First Data already processes for the company.

JPMorgan Chase & Co Extends Five-Year Debit Processing Deal

First Data sales folks secured a five-year contract to provide STAR Network participation and signature debit card processing for the firm's Continental Cobranded Mastercard debit card with an estimated 100 million transactions annually. Additionally, JPMC's 6,000 ATM's will also participate in the STAR Network. "Beyond the obvious revenue implications of our deal, JPMC's participation in the STAR Network was strategically important to First Data as we extended the acceptance of the STAR Network," said Gay Rich, senior VP of Debit Services.

Supporting Sales Snapshots – focus on a group/program ECD Client Advisory Council

Enterprise Customer Development (ECD) The Enterprise Client Advisory Council met in September for the first time. The ECAC's purpose is to provide a forum for key clients and First Data to discuss payment industry issues that impact them. Council membership includes 15 client members who represent selected companies within each Enterprise Customer Development industry segment along with key First Data representatives from various business units. "The Council is essentially an electronic payments think tank," said Diane Vogt, president of Enterprise Customer Development. "The feedback from leading nationwide retailers will help us be a better provider and strategic partner as well as help us develop future technology and product initiatives."

Sales Tips and Best Practices

HR Chally's pre-hire assessment tool was introduced in last issue's Improving the Sales Hiring Process piece. It was used for the first time in mid-September for the Account Executive role (AE) in Steve Rizzuto's organization. Since the implementation, over 2,000 people have expressed an interest in our AE openings. HR Chally identified the top 1,100 likely to succeed. Following the interview process, more than 120 people received offers to join the FDC team. The HR Chally tool has helped us find the right person for the right job — faster. Next to implement will be Territory Manager and Key Account Manager in Royal Cole's organization later this year.

Have sales tips or best practices of your own you'd like to share?

Submit them to:
lisa.cervantes@firstdatacorp.com, include "Sales Tip" in the subject line. Each month a winner will be selected and their submission will be published in the next issue of First Data Sales News.

Winners will receive a prize!

Global Growth

Jamaica-based Grace Kennedy is one of Western Union's best-performing received remittance agents globally. The company is entrepreneurial-minded, having expanded its presence to Trinidad, Tobago and Guyana since becoming one of the first international agents 15 years ago. "They are market and consumer needs focused," said Tom McDermott, senior vice president of the Americas International. "They have moved beyond remittance to roll out an innovative bill payments business."

Supporting Sales Snapshots

The Enterprise Client Advisory Council met in September for the first time. The ECAC's purpose is to provide a forum for key clients and First Data to discuss payment industry issues that impact them. Council membership includes 15 client members who represent selected companies within each Enterprise Customer Development industry segment along with key First Data representatives from various business units. "The Council is essentially an electronic payments think tank," said Diane Vogt, president of Enterprise Customer Development. "The feedback from leading nationwide retailers will help us be a better provider and strategic partner as well as help us develop future technology and product initiatives."

Congratulations to First Products Graduates!

Workshop: Omaha, September 13, 2005

Laura London	Steven Moon	Karlyn Keuter
Bob Burgarino	Cynthia Hofmeister	Annastasia Webster
Laurie Nelson	Thomas	Rodney Bell
Eric Warsaw	Sharon Mize	Robert Dannenmann
Bill Conant	Beth Provost	Ray Sobczyk
Brian Gilligan	Mitch Dawes	Steve Hutchinson
Vivian Young	Karol Svoboda	Chel Bailey
Becky Sarconi	Taras Kuzin	Jon Bentz
Dana Toebe	Emily Karawadra	Julie Watzke
Brian Kobler	Ron Bezousek	Nancy Etheredge
Jean Spence	Gary LePatourel	Rob Childers
Beth Ganer	Collette Bednarczyk	
Chris Chang	Stacie Shaughnessy	

Workshop: Coral Springs, October 18, 2005

Adam Booksin	Bill Hernandez	Edgardo Santiago
Joe Shallow	Shannon Kohler	Cecy Fernandez
Bonnie Yee Espino	Karen Martin	Danny J. Pagliari
Jim Sikorski	Paulette Johnson	Chuck Gervase
Gloriana Perea	Robert Morando	Scott Herlong
Beverly J. Clampett	Stefan Schnitzler	Phyllis Meinhart
Daniel Hill	Laurie Steiner	Lynette Nunez
Hugh McDonald	Caroline Lurie	Li-Ning Huang, PhD
Carolina Gallegos	Dana Connor	Jim Williams
Rich Ramon	Sharon Kastelic	Greg Mathews
Amanda Stumm	Robert Batts	Jackie Jackson Rhodes
Cindy Luckey	Jim Velastegui	Nancy Meade-Gold
Jim Sullivan	Carolyn Antonoff	Kevin Hadley
Maria-Elena Diaz	Sharon O'Brien	

Workshop: Denver, September 21, 2005

Kimberlee Young	Tony Crea	Robbie Stavino
Shawna Landers	Sherry Newhouse	Joyce Smith
Anita Adams	Jim Sinichko	Debbie Burshaw
Vicki McCutchan	Robert Benavides	Bryan Teets
Jose Estrada	Meris Lerner	Jennifer Engerman
Elaine Burks	Karen Amundson	Dina Misemer
Cyn Holmes	Lori Bray	Chris Miller
Greg Shepherd	Colin Wheeler	Maggie Dickey
Gloria Garcia	Gwenn Vicker	Kim Hudelson
Debbie Kallage	Lyn Alisago	Dawn Zumalt

Workshop: Melville, October 25, 2005

Tim List	Frank D'Ambrosio	Zulma Cintron
Dan J. Campbell	Kathryn Harty	Tracy Moresco
Tracie Meier	Jean Espinal	Debbie Brutsch
Mary Alcocer	Bonnie Erskine	Russ Caraotta
Michael Black	Kelly Zelenski	John Murphy
John Mazzeo	Manju Shashibhushana	John Caracappa
Brian Layfield	Sean O'Toole	John L. Grant
Tom D. Savage	David Barnhart	Garry B. Parks
Lois Jolson	Walt Zimmerman	Jane Retterath
Cindy Crayne	Elita White	Douglas Mearkle
Jolle Ray	Robert Blodgett	Mike Hamian
Shawn Petron	Lisa McGrory	Ron Cipriani
Alan Scott	Katy Schinas	Trish Kliphon

Feet on the Street *Western Union Parolee Pay Program Cuffs Costs*

When Joe Musco, VP of Government Sales learned that there are 4.1 million inmates out on parole or probation in the United States, he picked up the phone and started talking to state corrections agencies. For the state of Mississippi, for example, he learned that they have around 28,000 parolees—each one required to pay a monthly fee of \$35.00 to the corrections agency.

“We found out that parole officers were acting as a bank teller of sorts,” explained Musco. “The handling of payments and cash ate into valuable time they wanted to spend managing their heavy case loads. And beyond the added administrative burden, there were the usual problems associated with having cash lying around.”

Those weren't the only problems the state had. Back-office personnel spent many labor hours managing mailed payments—particularly when poor handwriting on a money order triggered research to match the funds to a specific parolee.

In response, “We created a payment system where a parolee walks up to a Western Union counter, supplies his name and identification number and makes the payment. We eliminated research labor because we validate his id number at the point of sale.”

By migrating from a paper-based process to an electronic funds transfer process, Western Union has significantly simplified the administration of Mississippi's program. Moreover, parole officers have been taken out of the “teller” role to focus on helping parolees readjust to being in society.

“The program has been such a success for Mississippi that other states have show strong interest,” added Musco. “Our solution has so many benefits that we feel it will quickly gain traction among corrections agencies across the nation.”

How to open doors with thought leadership materials

The team at First Data's Financial Institution Marketing department are detectives of sorts. They identify, track and create materials about the trends and topics that are shaping our industry. From white papers to PowerPoint presentations their research and futuristic analysis provides a solid educational foundation for company sales folks and customers alike.

"We're moving to a consultative sales model in the Debit organization," said Gwenn Vicker, director of Financial Institution Marketing at First Data. "The content we create is designed to stimulate conversations that demonstrate our value beyond just a vendor—to show that we are analyzing our customer's industry challenges and coming up with solutions to address them."

Vicker's team is careful to create materials that are vendor-neutral so as not to be confused with a sales pitch. "Thought leadership is about educating people, and sharing a view of what the industry will look like in the near future. That's how you build a reputation among customers and prospects for knowing how to help them profit from coming changes and protect themselves against emerging threats. Our white paper, Payment Fraud: Protecting Your Debit Business has been well received for meeting that standard.

Suzanne LaPointe is a relationship manager at First Data who works with existing customers. "I have found that financial institutions look to us to help them understand the changes taking place in our industry. I have found the white papers to be

very helpful because I can give a customer an objective look at what's going on versus just giving them my personal opinion or sharing anecdotal stories. Not only does that increase my credibility, but often the conversations I have with operations people lead to introductions to other prospects within a company."

In general, LaPointe has found that her customers appreciate the white paper content. She notes that the marketing people love the papers' numbers and statistics so that they can recognize trends and make intelligent decisions based on them.

Contact Gwenn Vicker at gwenn.vicker@firstdatacorp.com to get your copy of prospect-swaying white papers to help you open doors.

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Greenwood Village, CO 80111



Payment Services ■ Merchant Services ■ Card Services ■ Debit/ATM Services ■ Risk Management

Making global commerce happen.™