



Visa International CEMEA & Metrica

Visa International is a membership association owned by nearly 21,000 financial institutions worldwide. Between them, these banks own Visa and decide the rules that govern the association. Visa's role is to provide its banks with the payment solutions that their customers need. Visa does not issue cards or have contracts with merchants: this is the role of Visa's member banks.

The reach and popularity of Visa-branded cards is global – there are more than one billion Visa cards in circulation, with unsurpassed acceptance in more than 150 countries. Visa cards generate nearly US\$3 trillion in annual card sales.

The Visa International CEMEA region covers 92 countries and Visa member banks are issuing cards in over 50 of them. Visa conducts media relations activities in over 25 of these countries and regularly evaluates coverage in the following 17:

Central Europe	Middle East	Eastern Europe	Africa
Croatia	United Arab Emirates	Russia	Egypt
Czech Republic	Saudi Arabia	Ukraine	South Africa
Hungary	Lebanon	Kazakhstan	
Poland	Jordan		
Romania	Kuwait		
Serbia			
Slovakia			

These countries are at varied stages of economic development and are linguistically and culturally diverse.

Objectives

With a presence in markets across this diverse region Visa International CEMEA needed a multi-faceted approach to media analysis. The coordinating team in London needed access to many levels of analytical detail: a broad overview of the CEMEA region as a whole and the ability to look in detail at the media output of individual countries. This enabled them to measure the success of their media activities and react to issues and crises as they occurred, offering direction to the regions.

The individual country managers focus solely on their own region and require high levels of detailed message and issue analysis at a micro level. Armed with this information they are able to take command of their own PR strategy.

The Visa International CEMEA management committee needs a snap-shot overview of the success of the PR activity across the whole region. This needs to be concise yet convey all of the key information. It also needs to put all of the regions on an equal footing, regardless of cultural and economic differences.

Strategy

Metrica worked closely with the CEMEA team in London to plan a media analysis solution that encompassed the following elements:

- Detailed monthly written reports on each country in the CEMEA region.
- Quarterly reports on each of the four broad regions within CEMEA (Eastern Europe, Central Europe, Middle East and Africa).
- MyMetrica™ online analysis allowing 24 / 7 access to all data from anywhere in the world.

To complement this reporting structure Metrica created a **tailored dashboard of top line measures** to monitor each country's PR performance, allowing the management team to look at the success of the PR strategy across the whole CEMEA region. Having undertaken detailed consultation with Visa, Metrica's strategy was to focus the team on three key areas:

- Message delivery in each country compared to pre-defined targets.
- Visa's share of shout compared to its main competitors in each Visa CEMEA region.
- The favourability of Visa coverage compared to its main competitors in each Visa CEMEA region.

The solution Metrica created in conjunction with the in-house team looks at each area based on a 'traffic light' principal. Countries or regions are given a red, amber or green light depending on the success of the PR strategy. The point at which the 'traffic light' changes colour can be changed by Visa at any point enabling fine-tuning as target setting improves.

Message delivery - Visa's PR agencies in each country are set targets for the number of articles that need to deliver a key message. Metrica measures their success in achieving these goals. In the report to the board, Metrica calculates the percentage of the target achieved by each country. It is this percentage that determines when the 'traffic light' turns colour. This system is a highly effective means of demonstrating the success of each PR agency.

Share of Shout - Share of Shout is measured regionally. Metrica analyses all Visa, MasterCard, American Express and local competitor coverage across the CEMEA regions (Central Europe, Eastern Europe, Middle East and Africa). Visa's share of shout compared to its competitors is calculated and this determines when the 'traffic light' changes colour.

The Visa CEMEA management team can see at a glance if Visa has achieved the highest media profile in each region of all the payment card companies. The flexibility of the targets means the system reflects the differing levels of development of the Visa brand in each region.

Favourability - this is also measured on a regional level. Metrica measures favourability in four categories: strongly favourable, slightly favourable, slightly unfavourable and strongly unfavourable. In this top level report, the favourability of each Visa article is converted into a numerical value. An average favourability value is then calculated for each region. The favourability values of MasterCard, American Express and local competitor articles are also calculated and these are combined to produce an average competitor value.

The difference between the two values (the average Visa value and average competitor value) is another determining factor defining when the 'traffic light' changes colour. This allows the Visa CEMEA management committee to monitor whether the organisation is being received in the press more favourably than its competitors.

Conclusion

The management team found Metrica's straightforward data presentation precisely what they needed. With a clear understanding of the PR function's performance around the region, the value of the discipline continues to be reinforced.

Keith Lams, Head of External Communication, Visa International CEMEA said:

"The balanced scorecard does exactly what I need. I am able to get a snapshot of recent media performance in terms of three key measures. In addition, Metrica's other measurement services offer my international team and me a holistic view of the CEMEA regional performance. Yet great detail is also provided allowing the individual region and country managers to be kept informed through the supporting measures and products."