

Payments Management Challenge

Participant Guide and Rule Book



Will your
team climb
to the top
this year?

Welcome

Payments Management Challenge is an eight-week (approximately four hours per week) global competition to see which team can build the most successful payments portfolio over a five-year period in a simulated marketplace. Together with your team, you'll spend around three hours a week reviewing market data, analyzing your team's results and entering decisions into the simulation.

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Section I: Participant Guide

How It Works

Once your team registers and is accepted to participate in Payments Management Challenge, you will be randomly assigned to a league and given participation instructions. More information on this is in Section II – the Rule Book.

Payments Management Challenge takes place over a simulated five-year period, with years 1, 2 and 3 lasting two weeks and weeks 4 and 5 lasting one week (for a total of eight weeks). Each year begins with an on-demand webcast in which James Cranfield, your simulation host, provides tips and tricks to succeed in that year. Your team will review the market background information provided, decide on your business strategy and submit various decisions regarding marketing, risk management and operations. Although the decisions that need to be made are generally the same each year, the card market and competitive environment will change from year to year. Your team will need to evaluate these changes and make new decisions for each subsequent year.

At the end of each simulated year, your team will receive a detailed report on your portfolio's performance and a ranking of your performance against all other teams. The team with the highest cumulative profit over the simulated five-year period wins. The winning team will be announced at the end of the program.

Why Join Payments Management Challenge?

At each stage, you will sharpen your business and managerial skills, learn from your peers and be challenged to:

Learn the complexities and interdependencies of today's highly competitive card market

Examine the issues related to managing and growing a payment business

Practice strategies to interpret and respond to dynamic market conditions in a risk-free environment

Understand the latest market trends and critical drivers for running profitable consumer credit, debit and acquiring portfolios

Inspire teamwork by bringing together people from different levels and disciplines within your organization

Payments Management Challenge may take you and your teammates out of your comfort zones, but it will be an excellent, engaging learning experience.

Fees

The cost per team is US \$5,000. This fee will be billed automatically as a one-time charge to your organization's Visa Business Identification (BID) number and will appear on your organization's Visa Billing Statement. By registering a team, you represent that you have permission to enter Payments Management Challenge on behalf of your organization and all team members and to provide all information submitted in connection with registration of a team.

Form a Team

Your team should consist of up to four people employed within your organization. Multiple teams from your organization can participate. Your organization must be a current Visa client (non-merchant) or processor.

When creating a team, look for colleagues who bring different experience and knowledge to the group (e.g., analytical skills, marketing experience, strategic orientation). The most successful teams have participants with diverse, yet balanced, skill sets.

Besides a person's area of expertise, other qualities to consider are:



Able to collaborate effectively



Willing to participate actively



Available to work in your time zone



Able to manage their current workload

Note: Active participation means reading the market background information, preparing thoughts prior to each meeting and being available for team meetings every week. We anticipate this will take about two hours per week.

Registering Your Team

To register a team, go to www.visauniversity.com/en/pmc. Only one registration is needed per team. Please register under your team captain's name — do not add additional attendees at time of registration unless you are registering multiple teams.

The following information is required to register:

Team Name

Used to identify the team in the results (40 alphanumeric characters maximum).

Organization Information

Company name, country of headquarters, billing address, and Visa BID number.

Team Member Information

- Names
- Company email addresses

Please provide team member information for the team captain, assistant captain and up to two other team members.

Adding Team Members

Only registered members are eligible to participate. If you are a team captain, you can add people to your team following these steps:

1. Go to www.visauniversity.com and log in using your registered email address and password.
2. On the dashboard page, select **My Courses + Exams**.
3. Find **Payments Management Challenge** in your course list and select the **Launch Simulation** button.
4. As the team captain, you will be prompted to create your team.
 - Enter your team's name.
 - Enter the names and email addresses of the other members of your team. *Please note that all the members of your team must be part of your organization. You must use their work email to register.*

Changing Team Members

Team members may be modified by your team captain up to a week before the start of Payments Management Challenge. To update team details, log in to the simulation site using the above instructions and select **My Team** from the menu under your name. Once Payments Management Challenge has begun, team members cannot change.

Roles and Responsibilities

Within each team there is a team captain, assistant team captain and two team members. Your team will need to decide who will hold each role.

Team Captain

- Involves team members in team meetings and discussions
- Leads the team in decision making, conflict resolution and resource negotiation
- Allocates specific roles to each team member according to his or her strengths

Assistant Captain

- Fills in for the team captain should scheduling conflicts arise, etc.

All Team Members

- Attend and actively participate in team meetings
- Read and study the background information before each meeting
- Contribute in one or more of the assigned roles:
 - **Timekeeper:** Ensures that team meets on time and that there is a quorum
 - **Rule Adviser:** Ensures that the team follows all rules
 - **Moderator:** Asks difficult questions to prompt more discussion
 - **Note Taker:** Records meeting discussions and distributes notes to team members
 - **Decision Calibrator/Analyst:** Documents all decisions and assesses future impact
 - **Decision Submitter:** Submits all decisions and downloads all results via the simulation website

Section II: Rule Book

Payments Management Challenge Rules

These rules have been established to ensure all teams have an equal opportunity to win. Please respect these rules to ensure a fair competition.

Key Dates

Payments Management Challenge is an eight-week competition that simulates a five-year period in a fictitious marketplace. For each year, your team will:

- Receive market information to read and review
- View on-demand webcasts led by James Cranfield, your simulation host
- Collaborate with your team to review all data and make decisions for the current year
- Review your team's results

Your team will receive a list of all key dates prior to the start of the competition.

Teams and Leagues

Upon registration, your team will be randomly assigned to a league. The number of teams assigned to each league will vary based on the number of teams registered. All leagues will operate in exactly the same market conditions, and each team will remain in their allocated league for the duration of Payments Management Challenge. Within the league, each team will represent an issuer entering a fictional market. Teams will compete against each other, as well as two established fictional issuers, for market share.

Team Rankings

At the end of each year, team rankings will be published on the simulation website. In addition, you will receive detailed information on the performance of other teams in your league through financial reports provided to your team.

The Simulation Model

The Payments Management Challenge business simulation is designed to be as realistic as possible but is not based on any particular market or region.

This means all teams have an equal opportunity to:

- Examine and understand the fictional card market
- Design and manage a card program
- Analyze and respond to competing teams

The simulation model used to calculate results has been designed and built specifically for Payments Management Challenge. Its design, structure and contents will not be shared with participants.

Zero-Sum Game

Payments Management Challenge is a zero-sum game, which means that a gain by one team results in a lost opportunity by the other teams. The game allows a fixed number of applicants into the market each year, and each team's decisions impact how many new cardholders are acquired and how many existing cardholders are retained. This, in turn, impacts the gross profit calculated for each team.

Participation Materials

It is extremely important to visit the simulation site regularly. Your team is responsible for ensuring that everyone is updated on all market information for the current simulation year and any new developments in the marketplace.

Throughout Payments Management Challenge, your team should visit the site to access the following resources.

Documents and Information

The following materials will become available to your team at the start of Payments Management Challenge:

- Market overview and decision guide
- Timetable (including decision deadlines)
- Access to the private discussion group

Team Decision Inputs

Your team will be required to make a series of decisions for each year of the simulation. These decisions should be submitted via the decision input screen within the secure section of the simulation website. Only team members with a valid login will be able to access the decisions input screen. Please note that only one member of your team should enter decisions. If multiple team members enter decisions, decisions may be overwritten and the last version saved will be applied for that round. Once the decision submission deadline has passed, your team's decisions cannot be changed.

Team Results

Throughout the competition, information relating to the current card market and changing economic conditions will be posted to the simulation website. It is important that your team visits the simulation website regularly to download your results; these will not be communicated to your team directly.

Decision Deadlines

All team decisions must be submitted by the time specified on each decision deadline date. A complete list of these dates and times will be provided to your team at the start of Payments Management Challenge.

The decision input screen automatically closes on these dates and times and will not accept any decisions beyond this time. You will receive an email from Visa University to confirm that your decisions have been submitted.

If your team does not submit decisions before the system closes, the business simulation will use default values:

- For Year 1, the default values will be applied by the system.
- For Years 2–5, the system will default to the decisions submitted by the team for the previous year, if any.

BE SURE TO PLAN AHEAD! Do not wait until the last minute to enter team decisions.

Note: Visa is not responsible for any internet connectivity issues or other technical failures. In the event of technical issues, your team must email your team name and decisions to VUPMC@visa.com at least four hours prior to the published deadline. The Visa University team will use their discretion in permitting teams to submit their decisions by email.

Language

All materials and information for Payments Management Challenge will be provided in English only. Non-English speakers may participate, but the translation of materials, data, reports, etc., is the responsibility of those individuals and teams. Although teams can discuss their decisions in any language, it is recommended to have at least one fluent English-speaker who can navigate the Payments Management Challenge simulation site, submit the team's decisions and translate English-language reports. After Payments Management Challenge begins, teams cancelling due to language issues will be charged the full program fee.

Team Results

Team results will be available on the **Your Results** page of the simulation website.

Winners

The team with the highest overall score will be awarded the title of Payments Management Challenge champions.

All Decisions Are Final

The results — including all league positions, team positions and profitability calculations—are made by the Payments Management Challenge business simulation and are not subject to inquiry. In the event of any dispute, Visa University will arbitrate. All decisions made by Visa University are final.

Cancellation Policy

All cancellations occurring before the start of Payments Management Challenge will be subject to an administration fee of US \$350. Cancellations received once Payments Management Challenge has started will not be eligible for a refund. Cancellations must be made by emailing VUPMC@visa.com. Failure to properly notify the Payments Management Challenge team of a cancellation will result in a charge of the full fee.

General Terms and Conditions

1. Payments Management Challenge is open to all Visa clients and processors. All participants must be employed by a registered Visa member or processor in good standing.
2. All teams and their team members must be registered through www.visauniversity.com to take part and be eligible to win.
3. The promoter of Payments Management Challenge is Visa University at Visa Inc., P.O. Box 194607, San Francisco, California 94119-4607.
4. The winning team will be the one that generates the greatest amount of profit across the five years of Payments Management Challenge in accordance with the Payments Management Challenge Game Rules. At the end of Year 5, the results will be published.
5. The results – including all league positions, team positions and profitability calculations – are made by the Payments Management Challenge business simulation and are not subject to inquiry. In the event of any dispute, Visa University will arbitrate, and all decisions are final.
6. Winners may be requested to participate in publicity. By entering, participants consent to the use of their name, image, likeness, photograph, voice, entry and biographical material for advertising, publicity and promotional purposes by Visa in any and all media now or hereafter devised, including but not limited to, any online announcements, worldwide in perpetuity, without additional compensation, notification, or permission, except where prohibited by law.
7. Entrants release and hold harmless Visa and its affiliates from and against any claims, actions, injury, loss or damage of any kind, including but not limited to, personal injury or death, resulting, directly or indirectly, in whole or in part, from participating in Payments Management Challenge.
8. Visa is not responsible for lost, late, misdirected, invalid, inaccurate, incomplete, undelivered, damaged, delayed, or garbled entries or data, or for any other errors or problems of any kind, whether typographical, printing, mechanical, human, electronic, or otherwise, relating to or in connection with Payments Management Challenge, including, without limitation, any error or problem that may occur in connection with the administration of Payments Management Challenge, the announcement of winners, or in any related materials. Visa reserves the right, in its sole discretion, to cancel or suspend part or all of Payments Management Challenge at any time without notice, if in Visa's sole opinion there is any suspected or actual evidence of electronic or non-electronic tampering with any portion of Payments Management Challenge, or if virus, bugs, non-authorized human intervention or other causes corrupt or impair the administration, security, fairness, or integrity of Payments Management Challenge.
9. By entering, each individual fully and unconditionally agrees to be bound by this Participant Guide and Rule Book, including all eligibility requirements and the decisions of Visa, which are final and binding.

