GS The Green Sheet

November 10, 2003 Issue 03:11:01

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NAOPP Kickoff Event Scored!

Publishing Excellence Since 1983

n late February 2003, a few ambitious people convened in Tampa, Fla. to discuss the formation of an association for independent sales contractors in the financial services industry. They knew the task ahead of them was no small undertaking, and certainly the next eight months proved them right—and then some.

Turning what's been a concept for so long into reality is never easy. Building an organization from the ground up meant organizers had to come up with not only a playbook, they also had to get the players to agree on an overall game plan. The process hasn't been simple.

Facing fourth and long, organizers of the National Association of Payment Professionals (NAOPP) dug deep and rallied. They proved that their hopes of forming an association specifically for independent sales agents would most certainly materialize, and on October 10, 2003, the group held its first official membership meeting.

The successful event was highlighted by several key plays including a very respectable attendee turnout and the introduction of an interim Board of Directors to the membership.

Recognizing the need for and importance of an association for independent sales reps, several industry leaders showed their support and participated

See NAOPP on Page 51

Notable Quote:

When the right providers partner to deliver the best possible solutions, wireless-enabled terminals will become more and more mainstream; the expectation is that they will achieve a 30% to 35% acceptance rate among retailers.

See Story on page 20

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More Anniversary Wishes

Paul,

Just a short note to thank you for your new book. Also, I had the pleasure of reading and reminiscing over, "Is It 20 Years Already?" Can it really be that long ago??? AMCOR was the second ISO relationship I had and one I treasured. Both of us can truly say, "I remember you when..." I also got a kick out of reading our old friend Chuck Burtzloff's comments. Then, you had to remind me of that fine company, Peachtree. Oh well, we both survived. I hope the next twenty years will be as much fun and memorable.

Continued success, Lee Ladd

I love you guys. You do a great job! I was just talking to one of my sales staff, and they asked if the GS has gotten bigger. I said, "Definitely." And the ads have gotten much better (more professional) than five years ago when I started working with you guys. Congrats on your anniversary. Keep up the good work! See you on the road.

Audrey Blackmon, POS Portal

Looking for ISO Rankings

Does The Green Sheet do a ranking of the top ISO organizations based on merchant portfolio size? I am looking for the latest one.

James M. Nickerson Global Communications/PR Manager VeriFone, Inc.

James,

The last "ranking" we attempted was in our GSQ v5n3, July 2002. This was our most recent 'Feet on the Street' issue. You can view this online at http://www.greensheet.com/gsq/Secured-/gsqv5n3.pdf Hope this helps!

Chargeback Question

We've found the article by David H. Press on "How to Prevent Chargebacks and, if Necessary, Defend Them" [The Green Sheet, October 13, 2003, issue 03:10:01] very interesting. I have one question, though.

It is mentioned in the article that if a merchant has more than 50 transactions and 50 chargebacks, plus a 1% ration of consumer dispute chargeback-to-interchange volume, the merchant will be identified as a High Risk Chargeback Merchant.

What is the time frame for those 50 transactions, 50 chargebacks and 1% ratio? Is it a rolling time frame or a fixed time frame?

A short explanation on the above will be helpful to us in educating our merchants.

Thank you for your time, Ronel Schoeman Global Access/CTI

Ronel,

Chargebacks are counted on a monthly basis. A merchant that meets or exceeds the thresholds for consecutive months will be subject to increasing fines for each month that it exceeds the thresholds and eventually will be permanently prohibited from participating in the Card Association program.

If you have any additional questions feel free to contact me.

David H. Press, Principal and President Integrity Bankcard Consultants, Inc. 630-637-4010 dhp@integritybankcard.net

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NEWS

BofA Buying FleetBoston

The third largest bank in the U.S., **Bank of America Corp**., announced it is buying the seventh largest bank, **FleetBoston Financial Corp.**, in an all-stock transaction valued at \$43 billion. By merging, the corporations will create the second largest bank in the U.S. (Citigroup is the top bank). The deal is expected to close in the second quarter 2004.

The combined bank will employ about 180,000 people, run 5,669 banking offices and 16,551 ATMs, and control 9.8% of U.S. bank deposits, Reuters reported. It will serve 33 million retail and 2.5 million business customers in 29 states and 34 other countries, handle 15% of the debit card market and manage \$456 billion in assets.

GDP Jumps in Third Quarter

The U.S. economy grew at an annual rate of 7.2% in the third quarter of 2003, according to advance estimates of real gross domestic product (GDP) from the U.S. Department of Commerce's Bureau of Economic Analysis (BEA). The growth was largest in nearly two decades.

The BEA report shows a substantial increase from the previous quarter, when GDP grew 3.3%. Major contributors to the Q3 increase include personal consumption expenditures (PCE), equipment and software, residen-

tial fixed investment and exports. The BEA will release Q3 "preliminary" estimates, based on more comprehensive data, on Nov. 25, 2003.

Senate Approves Anti-spam Bill

The **U.S. Senate** approved (97 to 0) the first-ever federal **anti-spam legislation**, the Washington Post reported. The bill, sponsored by Sens. Conrad Burns (R-Mont.) and Ron Wyden (D-Ore.), seeks to block e-mail messages that market financial scams, fraudulent bodyenhancement products and pornography.

The legislation would also make it a crime for spammers to disguise their identity and the locations of computers they use to send junk e-mail.

The bill would preempt all anti-spam laws at the state level. It would also prohibit individuals or companies from suing spammers—only providers of e-mail accounts, such as Yahoo, Microsoft, EarthLink and America Online would be allowed to sue.

Give the Gift of Napster

Online music provider **Napster** is back—the company just released the free software Napster 2.0; its download music service is also now up and running. Napster will be offering prepaid Napster gift cards (15 songs for \$14.85) in more than 14,000 leading U.S. retail stores in mid-November.

The Napster gift card enables consumers to give the gift of online music and legally download music and burn CDs without the use of a credit card.



- Oakland has become the latest city in California to ban Wal-Mart "supercenters." Beginning in 2004, Wal-Mart plans to open 40 of its supercenters in California over the next four years.
- ➤ The Conference Board's Consumer Confidence Index, which declined last month, advanced in October. The Index now stands at 81.1, up from 77.0 in September 2003.
- Many major U.S. retailers saw their biggest gain in sales in 18 months in September 2003. Wal-Mart, Sears, Roebuck and Co. and Target Corp. posted sales growth above expectations. The Bank of Tokyo-Mitsubishi said the retail sector showed its largest monthly sales increase since March 2002.

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ANNOUNCEMENTS

SPS Certifies VeriFone Products

Secure Payment Systems (SPS) has certified VeriFone, Inc.'s Omni 3750 line of terminals for processing checks and gift cards and VeriFone's check imager, the CR 1000.

WeatherMaster ATM Certified

Lynk Systems, Inc. certified **Qualtex Corp.**'s WeatherMaster ATM, a through-the-wall, weather-resistant product.

NACHA Issues Top 50 ACH Receivers

For the first time, **NACHA** – **The Electronic Payments Association** has issued a list of the top 50 largest receiving financial institutions of automated clearing house (ACH) payments, covering 2002 ACH payment volume.

Bank of America Corp. topped the list with more than 507 million payments of received ACH volume in 2002. Navy Federal Credit Union of Merrifield, Va. and State Employees Credit Union of Raleigh, NC made the list at numbers 18 and 41, respectively, with received ACH volume of 43 million and 14.7 million, respectively.



These were the first two credit unions to be named in a NACHA-compiled list.

PARTNERSHIPS

Knight Ridder to Process with Certegy

Certegy Inc. is providing **Knight Ridder** with full check warranty and ACH/electronic check processing for telephone orders for classified ads, subscriptions and advertising at three Knight Ridder-owned locations—the Fort Worth Star Telegram, the Columbus Ledger-Enquirer and The Miami Herald. The media company is using Certegy's 'PayNet Checks by Phone' service.

Cynergy Helping Agents Grow Business

Cynergy Data has joined forces with **Resource Finance Company** (RFC) to create a new borrowing program for Cynergy sales agents and ISOs. The program is called **CynergyLoanSolutions**, and it provides sales reps with working capital to help them grow their business so they don't have to sell their portfolios. The program offers loans in amounts of up to ten times the current monthly residual amount. Loans are secured and repaid by debiting from an agent's monthly residuals; once the loan is paid off, agents own 100% of their original residuals plus 100% of the growth.

DAS Signs Four New Banks

Diversified Acquiring Solutions Sales Corp. Inc. (DAS) announced several new merchant partnerships with banks. DAS has partnered with **Wayne Bank** in Pennsylvania for an agent merchant processing program. Wayne Bank is a subsidiary of Norwood Financial Corp. and a \$370 million financial institution.

DAS has also partnered with **First National Bank of Fairfield, Citizens State Bank** and **Ronan State Bank** all located in Montana. Through the agent partner program, the banks will identify opportunities for merchant bankcard processing, assist merchants with the application process and set pricing. DAS will process merchant applications, perform credit underwriting and service merchants' processing relationships.

EXS to Process for MYOB Software

Electronic Exchange Systems (EXS) will be the credit card processing engine for **MYOB US, Inc.**'s small business management and accounting software, MYOB Plus and AccountEdge. Using MYOB applications, a business owner can create sales and authorize credit cards in one step. To date, MYOB offers the only accounting software for credit card processing for both Windows and Macintosh.

MYOB US, Inc. is a subsidiary of MYOB Limited,

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Humboldt Offering Dynamic Currency Conversion

Humboldt Merchant Services, LP is offering a dynamic currency conversion solution, powered by Planet Payment to its merchant customers. The service enables e-commerce merchants to earn additional revenue from transactions and foreign shoppers to review the price of a transaction in their local currency in real time. Typically, most cardholders don't know the price (in their own currency) or the conversion rate of a transaction until they receive their statement at the end of the month from their credit card provider.

PayPoint and NACS Partner

First Data Corp., its subsidiary, **PayPoint**, and **The National Association of Convenience Stores** have partnered to create a new program designed to reduce card-processing fees for convenience store and petroleum marketers. The companies believe they can reduce fees by offering processing efficiencies and the aggregation of transactions with NACS members and others (retailers participating in the program will continue to incur



interchange rates established by the card associations). All convenience store retailers may participate. The target market for the program is small to mid-size chains without major brand affiliations and fewer than 200 stores.

Family Dollar Sells PRE Solutions Items

PRE Solutions, Inc. will provide prepaid products and services to more than 5,000 **Family Dollar Stores, Inc.** stores by the end of 2003. Family Dollar stores will sell prepaid wireless services from ALLTEL, AT&T Wireless, Cingular, TracFone, T-Mobile and Verizon and a series of prepaid phone card products from AT&T.

ACQUISITIONS

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Moneris Buys Value-Add Provider

Payment processor **Moneris Solutions Corp.** will acquire **Ernex Marketing Technologies** from RBC Financial Group. Terms of the deal were not disclosed. Ernex provides loyalty programs, stored-value gift cards and electronic marketing solutions for merchants. Moneris and Ernex have been partners for more than three years.

NetBank and FTI to Merge

NetBank, Inc., parent company of Internet bank NetBank, will acquire **Financial Technologies, Inc**. (FTI) for \$16 million in cash and \$1 million worth of restricted stock. FTI provides ATM services for nonbank retail businesses and has more than 4,300 ATMs in operation across the U.S. Pending regulatory approval, FTI will operate as a subsidiary of NetBank. The companies expect the transaction to close in the fourth quarter 2003.

Vital Acquires Merlin Solutions

Vital Processing Services acquired a majority interest in Merlin Solutions, L.L.C. Merlin Solutions will continue to operate from its headquarters in Fredrick, Md., with the same management team and employees who handle dispute processing. Terms of the deal were not disclosed. Merlin Solutions provides outsourced dispute processing services to acquirers and their merchant customers. It offers services such as sales draft retrieval requests through chargebacks, reversals, re-presentments to compliance, arbitration, collection services and customer support.

APPOINTMENTS

Hochwimmer on Global Axcess Board

Global Axcess Corp. appointed Georg Hochwimmer,

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Ph.D. as an independent member of its Board of Directors. Hochwimmer is a noted business consultant and academic responsible for aiding in the development of several highly profitable companies throughout Europe. He serves on the Board of Directors of Maxxio Technologies AG; Lokando AG; and Prevero AG. He is Managing Director of Bluespectrum GmbH and he previously served as Managing Director of General Research GmbH.

First Data Elects Two Board Members

Daniel P. Burnham and **Jack M. Greenberg** have been named to **First Data Corp**.'s Board of Directors. Burnham is Chairman of the Board of Directors for Raytheon, and Greenberg is the retired Chairman and CEO of McDonald's Corp.

Burnham served as CEO of Raytheon and also as President and COO. He spent 16 years with Allied Signal and worked 11 years at Carborundum Company. He is Chairman of the National Minority Supplier Development Council and a member of the President's National Security Telecommunications Advisory Committee, the Aerospace Industries Association, the Business Council, FleetBoston Financial Corp.'s Board of Directors and the Board of the Congressional Medal of Honor Foundation. **Greenberg** served at McDonald's for 21 years. Before joining McDonald's, he was the Director of Tax Services for the Midwest region and the Chicago offices of Arthur Young & Company. He currently is on the board of Abbott Laboratories, Allstate Corp. and Hasbro Inc. and on the board of trustees of DePaul University, Ronald McDonald House Charities, Institute of International Education, The Field Museum, The Chicago Community Trust and the Chicago Symphony Orchestra.

Asofsky Joins Planet Payment as CFO

Planet Payment, part of Planet Group, Inc. and its subsidiaries, hired **Seth F. Asofsky** as CFO. Asofsky has more than 18 years of experience in originating and executing public and private equity, merger and acquisitions, debt and structured finance transactions. He most recently served at ThinkEquity Partners. Prior to ThinkEquity, Asofsky was a Vice President with SG Cowen's Technology Investment Banking Group.

He also worked at SG Cowen's Client Management Americas Group, Société Générale's International Corporate Group and Midwest Large Corporate Group, and First Republic Bank's Oil and Gas Special Credits Division.









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► TRADE ASSOCIATION NEWS



By Julie O'Ryan-Dempsey General Manager, The Green Sheet, Inc.

ttending many of this past year's trade shows has enabled me to meet many of our readers in person. I know your names and have spoken to hundreds of you on the phone or through email during the 10 years I've worked with Paul Green, so it's been a pleasure to meet so many of you face to face and become more closely acquainted at these industry events.

I look forward to seeing more of you at the regional acquirers meetings next year. These conferences serve important purposes for everyone in the industry. They provide opportunities to expand your knowledge and network in ways the larger conferences might not.

As a media sponsor, The Green Sheet encourages all Merchant Level Salespeople to attend meetings in your region. We are actively assisting in the formation of associations in the western and southwestern regions of the country, in addition to supporting all of the existing organizations: the Northeast, Southeast and Midwest Acquirers Associations. If you are interested in sponsoring a regional acquirers' association in your area, please contact me at julie@greensheet.com.

Southeast Acquirers Association Meeting Wrap-up

The Southeast Acquirers Association (SEAA) held its third Annual Meeting in Orlando, Fla. October 8 - 9, 2003. This meeting was a great success with more than 300 participants sharing industry information and learning about the latest technology.

The Green Sheet sponsored the conference's preview event Welcome Reception at the Rosen Centre, and it was very rewarding to see so many familiar faces there. The reception took place the evening before the general session began; many of the vendors were there setting up their displays, and many meeting participants were also in attendance early.

The program assembled by the SEAA Board for the general session was varied and interesting. Philip Hurst, Ph.D., a motivational speaker and author, gave an entertaining presentation. His book, "The Hit Man," was included in the registration packet, which gave participants some background reading. This "business novel" looks at management styles and ways to motivate staff to help keep companies profitable; the information is provided in an easy-to-read format.

The agenda included representatives from Paymentech, Global eTelecom, Visa USA, American Express, CrossCheck and Certegy. Each of the presentations and panel discussions focused on the information needs of MLSs.

The Vendor Expo was well organized and well attended. The SEAAmodeled the expo area on the "level playing-field" formula implemented at the Northeast Acquirers Association meeting, where every vendor is limited to a table top display to place the focus on networking and not on elaborate booth design.

Vendors and attendees reported this was a highly successful meeting. The comment I heard most often was, "I got my questions answered!" The SEAA Board is succeeding in its mission of education and sharing information.

The next SEAA conference will be held in Atlanta in the fall of 2004. The Green Sheet looks forward to working with the SEAA in support of this event. For more information visit www.southeastacquirers.com.

UPCOMING EVENTS

Northeast Acquirers Association

NEAA 2004 Winter Seminar And Outing February 4 – 5, 2004 Grand Summit Hotel Mount Snow, Vt. www.northeastacquirers.com

The NEAA will host its annual winter seminar and vendor expo in February 2004. Vendor space is usually limited and on a first-come basis.

Plan to book your registration and hotel arrangements early for this very popular event. While the agenda is currently in formation, mark your calendars now and start planning. Skiing and snowmobiling will be available in lieu of golf. Check the NEAA Web site for more information and registration.

See what people are saying about CMS now...



Certified Merchant Services has taken tremendous strides to set the standard of what the ideal processor should be with their ongoing commitment to othics, integrity, customer service and agent support. In the electronic payments industry today, I cannot think of a better place to be than with CMS.

> Mary E Dees President Elect, Electronic Transaction Association General Manager, Certified Merchant Services

Certified Membrani Services is one of the most solid and reliable processors in the industry takay, as evidenced by here unweaving commitment to socialize an II wave as independent Soles Office, I would have no headations partnering with CMS.

1 how down on upon with CMS for the last three period and during that time, free always been improved with the professionalies and coast-time green much CMS Again' Support. I want everyone to know what great, caung people we have working for as at CMS.

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NACHA-The Electronic Payments Association

Payments 2004 March 21 – 24, 2004 Washington State Convention and Trade Center, Seattle www.nacha.org

Preliminary plans for this annual event already include more than 120 sessions and workshops featuring user case studies, the latest research results and essential elements for creating new services while adopting new risk management techniques for your payments programs.

Session topics planned include:

- How do corporations and financial institutions stem the growing tide of unauthorized and fraudulent debits to corporate accounts?
- Which will emerge as the market leader for electronification: check conversion via ARC or check image exchange?

Electronic Transactions Association

2004 ETA Annual Meeting and Expo April 20 – 22, 2004 MGM Grand Las Vegas www.electran.org

Plans are already underway for the 2004 ETA Annual Meeting and Expo scheduled to take place April 20 - 22 at the MGM Grand in Las Vegas. The expo hall has 50,000 square feet of prime exhibit space, comfortably accommodating nearly 250 booths. This is the best opportunity for MLSs to see the breadth and depth of the payment processing industry under one roof.

The new exhibitor prospectus and space applications are now available online. All revised rates and restrictions apply. Please visit www.electran.org/annual/ Exhibit/index.htm for details.

For more information about exhibiting at the 2004 ETA Expo contact Beth Kennan by phone 301-984-9450 ext. 18, or e-mail bethkennan@conferencemanagers.com.

Attendee registration and hotel information are also available on the ETA Web site at www.electran.org.



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By Michelle Graff

VeriFone, Inc.

he payment industry is changing rapidly. New wireless solutions designed for mobile merchants not only represent a large portion of the changing landscape, but they're also helping MLSs tap into new areas of opportunity.

For instance, any currently installed wireless terminals will need to be replaced within the next couple of years as Cellular Digital Packet Data (CDPD) networks are replaced with new wireless networks based on Code-Division Multiple Access (CDMA) or General Packet Radio Service (GPRS) technology.

That represents a 100% turnover opportunity, not to mention the new market opportunities created by solutions that deliver transactions in less than five seconds.

The Wireless IP Revolution

The introduction of Internet Protocol (IP)-based technologies at the point of sale is arguably one of the most important technological advancements to touch the payments industry in the past few years.

This technology now extends to the wireless world. It offers significant benefits to a broad spectrum of retailers and opens the way to targeting several discrete market segments, for which the benefits of mobile transactions are particularly attractive.

Providing portable payment solutions designed for environments that have a genuine need for secure, wireless and even remote transactions will unlock new opportunities, especially in markets where landlines aren't available.

The challenges confronting truly mobile, wireless terminals have now been surmounted. Today, many retailers are taking advantage of a new generation of high-performance, totally secure, portable payment solutions that are changing the face of the payments industry.

The versatility of open IP-enabled wireless networks provides significant advantages; retailers and service providers alike can enjoy a flexibility of choice, selecting whatever next-generation packet-based data network suits their needs and requirements for coverage—CDMA or GPRS.

High-speed data networks offer faster and more efficient processing of transactions than legacy CDPD solutions;

transaction times over an IP-based data packet network average 2 to 5 seconds, in comparison to the 15 to 30 seconds or more found in traditional mobile environments.

In addition, the 'always on' capability of IP eradicates the time consuming connect process and offers significant advantages to market segments where speed is king.

Additionally, TCP/IP protocol enables the overlay of a Secure Socket Layer (SSL) capability, providing point-topoint security that begins at the terminal and ends with the acquiring host.

So, regardless of how many Virtual Private Networks (VPNs), cellular or open networks the transaction proceeds through, the transaction is totally secure.

This makes IP-enabled POS terminals the ideal choice for mobile merchants, including restaurants, take-out businesses, taxi services, home sales, fairs and conventions, stadium and arena sales, airport or mall vendors, resorts and temporary lanes opened by traditional retailers.

Indeed, IP-technology can act as a catalyst for new POS solutions that provide rapid returns for payment service providers and retailers alike.

Delivering Advantage to Retailers in Ecuador, Brazil and Wisconsin

Let's look at a few real-life examples of early adopters of wireless technologies from around the world.

In rapidly developing economies, many new retail establishments are implementing wireless technologies and generating new types of significant savings for retailers.

In South America, the San Marino Mall in Ecuador is the first in the world to take advantage of the Wi-Fi (wireless Ethernet) 802.11b standard to deliver fast, secure transactions to more than 250 merchants and their customers.

There are other environments where mobile wireless terminals have a valid application. In many parts of the world, large sections of the population have no access to banking services because they are in remote or dispersed geographies.

With portable wireless devices, it becomes possible to deliver banking services without the need to invest in the same infrastructure that exists for the delivery of such services in urban environments.



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Wireless terminals are now operational in open-air markets, which typically don't provide telephone or power lines. Cash and checks are usually the only payment options; or vendors will use 'knuckle-busters' to capture credit card information, and without online authorization. fraud is a fact of life.

The new service extends the convenience of electronic payments to a market segment traditionally excluded. Vendors can now process debit and credit transactions using portable terminals that complete transactions in less than three seconds

In Brazil's largest open-air market, real-time transaction functionality has already paid dividends by reducing fraud at the point of sale; one kiosk owner reports savings of more than \$400 in one month, attributed to a reduction in fraud.

Wireless technologies are also gaining strongholds in larger, established economies. In North America. the state of Wisconsin uses VeriFone Omni 3600 wireless payment terminals to process electronic benefits transfer (EBT) cards at Fondy Farmers Market in Milwaukee.

Vendors can accept electronic food stamp benefits in exchange for fresh fruits and vegetables, making it easy for low-income families to include healthy foods in their diets.

Open air and other traditional markets are no longer off-limits to those benefiting from card-based payments. By using robust CDMAbased wireless technology, merchants can deliver fast, secure and reliable transactions to their customers.

New Payment Horizons

While the concept of leveraging IP

technology for payments is still in its infancy, manufacturers have already introduced the first fully IP-enabled terminals.

As the price of wireless terminals falls, and the rollout of broadband communications accelerates, there will be a massive movement toward these devices.

When the right providers partner to deliver the best possible solutions, wireless-enabled terminals will become more and more mainstream; the expectation is that they will achieve a 30% to 35% acceptance rate among retailers.

The future for mobile payment terminals looks to be exciting, with plenty of golden money-making opportunities.

Michelle Graff is Director of Global Marketing for VeriFone.



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Phone 1 800-288-8472 • Fax 908-622-1219 2204 Marris Ave: • Union, NJ • 07083 www.merchantservices.com Steve Eazell's Secret for Success? A Passion for Payments

ne constant in Steve Eazell's varied career has been his ability to quickly get the feel for a given situation, absorb what he needs to and then put his stamp on that experience, making it all his own.

His soft-spoken, relaxed demeanor doesn't really hint at everything he has accomplished in life so far, but after you talk with Eazell even for just a bit, you know he's one of those people in whom there is more than meets the eye.

He makes it sound as if his move from being president of a highly successful printing business, to a stint in acting, to selling merchant account services, to being a high level executive in one of the country's most successful check and gift card service providers is perfectly natural, as if everybody else in the industry followed a similar career path. In the process of going from Point A to all those beyond, he's had a pretty interesting time.

One more thing is certain: Eazell understands and is extremely passionate about the merchant acquiring business—and especially how it relates to sales organizations. Since joining Secure Payment Systems (SPS) as National Sales and Marketing Director in 2001, Eazell has combined this passion with proven abilities and experience to play a pivotal role in helping the company become a leading provider of check and gift card services. He said he's accomplished this through what he calls, "getting down to the business of listening," and paying attention.

"I have learned this business from some of the very best," Eazell said. "I have learned that if you are listening to what the 'feet on the street' are saying, and to what the merchants themselves are telling you, you are going to have the opportunity to create solutions."

"One of the reasons I chose to work at SPS is Lin Fellerman, the company's founder and CEO. Lin really gets this business. He understands the risk numbers better than anyone I've ever met, he understands the need for diversified product, but most importantly he understands that the lifeblood of this industry begins and ends with customers, retail/wholesale merchants as well as the sales representatives who are out in the trenches trying to get by, one day at a time. It's really very simple: give them what they want, and the rest comes naturally."

Throughout his never-dull career, Eazell said he's learned a lot over the years, which gives him a unique perspective to oversee and motivate sales people. That's exactly what others have seen in him, too, and it's part of the reason



he's enjoyed great success working with MLSs/ISOs and other sales teams.

"Steve brings us quite a broad sales background in payment services and transaction processing that encompasses credit and checks as well as industry-specific programs," Fellerman said. "The one thing that really stands out is that he can be relentless, a real bulldog, in acquiring and negotiating deals or independent sales groups. This 'never-say-die' attitude is probably the one quality that stands out above the rest. Obviously, the entire SPS team, especially me, is pleased with the results," he said.

Eazell feels that part of the secret to developing sales programs and establishing the teams to implement them is understanding the sales psyche. His extensive background and experience may be part of the reason he's so good at it.

He grew up in Southern California, the oldest of seven children. "It was a fun environment. Having a large family teaches a lot of life lessons, too. Not only did I find that I really enjoy having people around, I found that I had to be able to operate in the midst of chaos," Eazell said.

Attending local parochial schools through high school gave him considerable discipline. "It schooled me in what really matters in life—character, which includes morals and integrity, which are highly important everywhere and in this industry especially," he said.

While attending California State University, Fullerton, Eazell worked at an electronics chain store where he had his indoctrination into sales. "I had a lot of fun selling, and I made great money. I realized then that I had a natural ability to sell, it was then that I knew what I wanted to do."

Eazell had other interests competing for his attention at that time, though. After college, he ran a fairly profitable print shop for five years with one of his brothers. His passion for being on stage eventually drew him to New York





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City to pursue an acting career.

Eazell had acted in plays through high school and college and took some improv classes in Hollywood, but wanted something more serious. "After selling my business, I had a little money saved, went to New York and attended the American Academy of Dramatic Arts, whose alumni include Robert Redford, Jason Robards and Fred Astaire," he said.

Eazell spent a year in New York studying and embracing the New York lifestyle—and getting a taste of real life. "Acting prepared me for everyday life. It taught me never to take myself too seriously; that opportunity is not always going to go your way. However, since most actors really don't survive doing what they love to do, I had to find something else that I loved to do that paid a little better." He returned to Southern California, where his fiancée lived, and continued to act for a while. After another stint at printing, he said an old friend from his improv classes offered to tutor him in the mortgage banking business. It was around this time one of Eazell's brothers was having a lot of success in a new business venture selling credit card processing for a merchant bank. The two went out on calls together, touting what in those days was the brand new way to accept credit cards.

"I took that job and never looked back," Eazell recalled. "My brother Jim gave me my first look at the overwhelming opportunities that lay ahead in this business. We would go out together on calls, share duties and split the commissions. We did extremely well. I learned then that the merchant level salesperson really is the heart and soul of this business. Merchants tell you things at this level that no one else gets a chance to really hear," he said.

The two went out on their own, although Jim eventually left the business, but has just recently come back.

Merchant acquiring has changed quite a bit since Eazell entered the field in the mid 80's.

Not only have the terminals and services changed, but the way they're presented to merchants has changed dramatically.

"Back then, most new retailers just trusted their banks to take care of their merchant services needs," he said. "Since most banks couldn't figure out how to get merchant customers into the banks, the whole process got lost in the shuffle. They

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really missed the big picture. To them it was nothing more than a means to an end, just a tool to get the rest of the merchants' business," Eazell said.

"The entire ISO world, including me, was willing to visit the merchant sites—we had an entirely different skew on the whole process altogether. Merchant services were all we were selling, the world was our oyster and we were willing to go that extra mile.

"I knew merchant acquiring was ready to explode. The merchant world was looking for this. It was a refreshing take—'Someone's going to service me?' was their response. Imagine that! I didn't realize it at the time, but I and many other MLSs were part of history. After all, once we hit the streets, the whole merchant acquiring world hasn't been the same, has it? I mean, to me, the banks truly had the market cornered, but some things don't change. The fact is that some banks can be so unrelenting and rigid in the way they do business; somehow I think they still just don't get it."

While times have changed since then, and the scope of products and services available for MLSs to sell to merchants has changed the way they both do business, developing business partnerships and overseeing sales teams has not. Managing sales people can involve a lot of motivational skills, according to Eazell.

"Very few people are self-motivated," he said. "Sometimes you have to get them out of bed, fed, clothed and out on the street and then help close the deal. They need someone who understands the art of the deal, someone who understands the attitude and level of activity necessary to close business day after day."

Eazell is able to share a wealth of experience and understanding with his sales teams. Over nearly two decades, he has worked with some of the biggest companies and most influential people in the industry and helped establish several innovative systems and programs.

"I knew I enjoyed this business, and all this time, I was basically selling," he said. "I made some connections, worked with some great people and gained a lot of knowledge. I was very fortunate to have some really great people mentor me throughout my career."

MTSI, one of the first national providers of debit services in the United States, hired Eazell to develop and run its ISO channel. The company's system incorporated a proprietary terminal with a PIN pad to process the transactions.

"These 'green machines' were revolutionary. There really was no one offering point-of-sale debit on a national scale, and I was fortunate to be part of this pioneering venture," he said.

Eazell took what he learned to a different level by working next with PayPoint, (at that time) a wholly owned subsidiary of Atlantic Richfield Corp. (ARCO), the oil company that had pioneered pointof-sale debit in California. This was before national networks existed everything was regional then, he said.

"PayPoint really owned the California regional debit card market and because of our regional brand awareness, many large businesses including banks and retailers had come to us to do their total processing. They hired me to run the reseller channel and put me in charge of three accounts: Bank of America, NDFC (a Chico, Calif.based ISO) and Certified Grocers of California, which serviced most of all the independent grocery stores in the state," Eazell said.

"I learned a great deal more than I

ever thought I would by working with these three accounts. I learned about credit and debit card processing, about ATMs and about checks. I gained an understanding of risk and transaction processing on a much grander scale. There was so much to learn at that time."

Ken Boekhaus, VP of Sales at PayPoint, was the one who hired Eazell. "Steve has an incredible passion for this business. I truly believe that his understanding of the ISO sales channel, combined with his industry knowledge and expertise have helped him become one of the industry's leaders.

"He possesses an incredible ability to make key contacts and maintain them throughout his tenure in this business. He was a tremendous help to me while in my employ as well as afterward in helping me with his extensive base of influence," Boekhaus said.

Working at PayPoint paved the way for Eazell to learn all about another type of payment—one that would prove to be the key to his future. "Working with grocery stores taught me about checks," he said. "I learned more about the ins and outs of checks in one afternoon than in all my previous years. It was quite a day." He's quick to add though, "I've learned a little bit more since then."

Eazell has put his experience to work since then helping MLSs/ISOs and bank sales reps become more productive. His resumé includes serving as a sales manager or consultant for organizations including Go Software, The National Bankcard Association and CrossCheck, where under the guidance of Paul Green, his learning curve was "like going to school everyday, with cross training in the business across the board."

CrossCheck's location in Rohnert Park, in Northern California, meant long commutes on Mondays and Fridays for Eazell from his home in

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Orange County, south of Los Angeles. After several months of those twice-weekly trips between home and work, Eazell moved north with his wife and daughter, where they still live (in an ironically reverse situation, Secure Payment Systems' headquarters are located in San Diego).

Eazell moved next to eFunds Corp. In building the ISO channel for its remarketing division, he met Lin Fellerman. Not long afterward, Fellerman hired Eazell to run the independent sales program for his company, Secure Payment Systems.

Eazell said the combination of their respective areas of expertise has proven to be "a match made in heaven. Lin is a numbers guy, a product guy, very analytical and very focused on managing risk. He's been in the check business for over 25 years, including a 20-year stint with Telecredit/Equifax Check Services (now Certegy Check Services), where he served as President for many years. His experience gelled really well with my broad-based background in sales and the ISO market."

Eazell believes that his success at SPS is no fluke and that SPS is headed for great things. He may be right, considering that SPS has become one of the industry's premier providers of value-added services, which have taken on a pivotal role in offering opportunities for profitability to the average bankcard service provider.

"We're in the catbird seat, so to speak. I have yet to find a finer mix of people, opportunity and timing in my entire career. I am again watching history unfold; this is monumental. Banks, ISOs and MLSs have begun to recognize how important these services are to their bottom line, and we are positioned perfectly to bring it to them," Eazell said.

You could say that one more constant in Steve Eazell's career has been his ability to be in the right place at the right time, staying one step ahead of everyone else.

He's been part of the development and growth of services, products, companies and an entire industry. That good fortune probably has a lot to do with the fact that he really enjoys the work.

"I'm very passionate about this business," Eazell said. "I fell in love with it when my brother took me on board, and I've immersed myself in it ever since."





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WHITE PAPER

New Technologies Mean Upgrades and Revenue Opportunities in ATM Market

Research Report: The Future of Self-Service in the Delivery of Financial Services Authors: Absolute Systems, Microsoft, Diebold and ATM Industry Association Date: September 17, 2003 Length: 7 pages Relevance Rating: Medium-High Web Address: www.absolutesys.com/docs/ white_paper_future_of_self_service.pdf

few years ago, IBM announced it would no longer support OS/2, the operating system on which the majority of the world's ATMs run. Since then, Microsoft has invested considerable resources toward becoming the operating system of choice.

It has developed Web services capabilities with open standards that promise a new array of opportunities for generating revenue and reducing costs of delivering financial services on self-service platforms.

Three technology firms and the trade association for the ATM industry contributed information for this white paper.

The changes outlined in this document will affect banks and retailers alike; as merchants and bankers deploy technically advanced devices, repeat customer traffic and new income streams will be generated.

Executive Summary

The document addresses the authors' objective by moving through the following topics:

Business Case Metrics: Cost to Income Ratio

There are two ways to create value from self-service technology:

1. Reduce the cost of delivering financial transactions to the consumer relative to the cost of alternative methods for serving that same customer.

2. Increase the revenue generated without increasing costs.

Various factors influence the ability to optimize these two objectives including bank and payment network regulations; these regulations concern surcharge and interchange fee sharing, and the degree to which secure Internet connectivity can expand the range of services available on self-service devices.

Consumers' levels of sophistication will dictate the degree to which services offered are transactional in nature (un-banked services) or information intensive (advisory services).

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The Y2K of Self-Service

ATM owners will soon face several decisions: They'll have to upgrade their machines to comply with new encryption standards and transition them to other operating systems. They'll also need to consider the investment requirements and make necessary equipment changes within certain timeframes.

IBM's decision to stop supporting OS/2 means selfservice platforms will have to be moved to other operating systems like Linux or Windows. The debit card network mandates on 3DES PIN pad encryption compliance (to protect the industry from debit card and PIN skimming fraud) present another technological challenge.

Also driving the necessity for upgrades are the EMV specifications and card replacement deadlines published by the bankcard industry and the open-system standards allowing device owners independence from hardware vendors.

These various business drivers are creating a technology refresh across the installed base of more than 350,000 ATMs. They're also providing justification for further deployments of devices that can both reduce traditional service delivery costs and generate incremental income.

Multi-channel Servicing/Tracking of Customers

Banks and retailers service their customers through a growing number of channels, such as branch/teller and POS/retail locations, service centers for phone customers, Internet Web sites and self-service devices such as ATMs or kiosks.

Each of these points of contact has access to central inventory and transaction record databases that are accessed and updated as a result of serving the customer. The customer then expects that across these different channels, bank or retail personnel will be current on the last series of transactions and ready to execute new transactions or purchases based on this history.

ATMs have lacked the ability to interact with different channel databases, and the technical skills necessary to maintain their functionality were proprietary (IBM OS/2) in nature. This led to increased risks in the form of key-person dependencies. The new open software platforms not only remove this risk, they also create opportunities for organizations to enjoy software re-use across different channels, which speeds the time to market for new products and services.

Customer Relationship Management

A single database, fed from different channel-access devices, provides banks and retailers with the founda-


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tion for a "single view of the customer." When they can anticipate and offer new services targeted for different life stages, those services have a higher acceptance probability. The term coined for this process is Customer Relationship Management (CRM).

Thanks to technological upgrades, new opportunities for CRM in the self-service channel will soon be available. The possibilities include:

• Channel personalization resulting from observing customer usage patterns and modification of the service delivery process. For instance, based on their transaction history, cardholders could be prompted to choose which type of transaction they would prefer to start with after the PIN verification has been completed.

• Targeted messages during transaction wait times that express appreciation for past services, deposits or purchases, or offer new products that naturally complement prior purchases.

• Enable customers to express their preferences and tailor transaction sets to their individual tastes.

• Using the ATM channel as a pro-active lead-generator to trigger other channels within the organization. For example, customers who make large deposits would be offered investment product information.

New Revenue Generators

Some of the new revenue sources being deployed across enriched ATM terminal platforms include:

• Top-up of cellular phone time or stored value gift cards.

• High-impact advertising with full color video screen and sound capabilities or Web access for order fulfillment.

• Short-term micro loans based on pre-scoring when a cash withdrawal is declined for insufficient funds.

• Token-dispensing services for ticketing, coupon printing, stamps, etc.

Smart Card Business Drivers

Chip cards deliver two primary benefits to the ATM channel:

1. Customer/PIN authentication can be performed at the card level as opposed to requiring the sending and receiving of a central validation message. This means quicker access to menu options and makes off-line processing on a limited transaction set possible. These capabilities result in faster transactions, which allow the servicing of more customers on a smaller network.

2. Smart cards are also able to store value, thus allowing cash withdrawals to be delivered at kiosks or through mobile wireless devices without the need for physical currency dispensers.

The Web ATM

The suite of functions available on ATMs is about to

move out of the routine transaction set (balance inquiry, deposit, withdrawal and transfer) toward advisory services.

The new service offerings will be content oriented and time dependent, and will gradually involve longer running sessions such as tax or investment advice and sales processes.

Traditional ATM front-end switches supported by debit card processors were never designed to handle these types of interactions.

Web-enabled ATMs will leverage new software options and enable banks and retailers to establish core competencies on new open platforms.

These functionally rich platforms, with targeted, intelligent offers and compressed transaction times, will gradually raise customers' expectation levels.

When that happens, and customers get used to the new services, they will find it very difficult to take their business to a location that offers only traditional ATM transactions. That translates into reduced churn, increased loyalty and a sustainable competitive advantage.

Web Sites for More Information

www.greensheet.com/gsq/Secured-/gsqv6n3.pdf

ATMs Through History, September 2003, GSQ. An excellent overview of ATM industry leaders, statistics, history and expert predictions.

www.ncr.com/media_information/newslist.htm

NCR announces new turn-key offering of ATM services to large retailers.

www.kiosks.org/finance/atms

The ATM Self-Service directory of vendors as published on the Kiosk trade association's Web site.

www.kiosks.org/finance/unbanked

Un-banked financial services directory of vendors as published on the Kiosk trade association's Web site.

www.kiosks.org/711factsheet.html

7-Eleven Vcom terminal fact sheet.

Eric Thomson is Executive Vice President of Profit Source Advisors. He can be reached at eric.thomson@profitsource.us.

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WHITE PAPER

History's Lesson: How the Global Ecomony Can Benefit From Non-cash Payments

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Research Report: The Virtuous Circle: Electronic Payments and Economic Growth Authors: Visa International and Global Insight, Inc. Date: June 2003 Length: 31 pages Relevance Rating: High Web Address: http://www.corporate.visa.com/mc/ documentdownloads/downloads/ virtuouscircle_062303.pdf

s a student of payment technology white papers, I couldn't help but wonder why Visa decided to issue this first-in-a-series of white papers. The second page of the white paper held the answer to my question.

The premise behind this document is that efficient payment systems translate directly into higher standards of living and benefits across society. And not surprisingly, I read, "...the most efficient vehicle for maximizing [benefits is] the self-regulating, joint venture model represented by member associations such as Visa International."

The next twenty pages of the white paper present a historical and economic argument for the need of governments (especially those of underdeveloped countries) to accelerate the transition from relying on cash and checks to using electronic payment methods maintained by Visa.

While the document might stretch the reader's imagination by claiming that payment systems alone can raise a country's standard of living, it does contain a number of insights that help explain the behavior of major payment processors such as First Data Corp. and Total Systems (TSYS).

Executive Summary

Major payment processors and other large financial institutions are turning their attention to the deployment of electronic payments internationally. The Visa white paper suggests that the motivation behind these actions might lie in the fact that "as much as 70% of the world's population" is unbanked. And moving these individuals and their household assets into a country's banking system would create multiplier effects resulting from the increased lending and investment opportunities they generate within an economy. This logic is further strengthened by the efficiency of digital payments over physical payments. With large capital investments already made to create the global electronic payment networks, the incremental cost of processing additional transactions would shrink over time.

This places more and more pressure on underdeveloped countries to encourage their constituents to replace paper (currency and checks) with plastic. It fuels a ROI for deploying to retailers interfaces to the Internet and new terminals; it also places smart cards in the hands of consumers.

History's Lesson About Payments

Let's put these arguments in perspective. The white paper's first chapter describes payment lessons learned from history. As societies evolve, they seek more efficient and convenient forms of payment exchange: barter was followed by coin and currency, which was followed by electronic payments.

In the evolution of payments, there has been a consistent set of drivers: lower cost and more convenience. The "golden rule" tends to operate in payments as in most other aspects of economic life: "He that has the gold, rules." Visa International is confident that its payment offerings will prevail based on the historical lesson that consumers faced with payment alternatives migrate to the cheapest and easiest to handle.

Lower Cost, Higher Value

The next chapter delves into greater detail regarding the current mix of payment options and how electronic payments benefit both buyers and sellers. Visa believes that parties on both sides of the transaction are looking for increased convenience and security, which electronic payments can provide consistently better than checks and cash.

The flexibility of electronic payments enables the design

of card service offerings such as 'pay in advance' (stored value), 'pay now' (debit) or 'pay later' (credit). These capabilities allow plastic cards to be molded around major payment categories such as payroll, government benefit transfers, large ticket purchases, recurring payments and small value transfers.

By using cards instead of cash, consumers and merchants can also benefit from improved security. Lost or stolen cards are replaceable; lost or stolen cash is not. Authorization and guarantees supported by regulations to resolve dispute resolution are significant benefits to all parties in a payment transfer. And sellers of merchandise or services understand the reduced risks associated with theft or loss when electronics replace cash receipts.

The Big Picture

In the chapter titled 'The Big Picture,' the authors of the white paper explore the potential benefits that could be gained if electronic payments used in the twenty most advanced countries are overlaid on the rest of the world.

Here the strongest argument is that cash-based economies are experiencing a serious drag on their standard of living, which is caused by the variable cost nature of this type of payment method. In contrast, global electronic



payment networks basically operate on a fixed-cost platform, with smaller and smaller unit costs as they scale to larger volume loads. The more transaction volume moving through an electronic network, the lower the average cost per transaction. The white paper compares individual countries to show these differences can be as much as four times greater for cash compared with plastic.

The credibility of this argument is stretched when the differences expand to such a degree that an accelerator effect takes hold and significant increases of incremental spending take place. This is because of the efficiencies of electronic payments. It is hard to imagine that electronic payments, even in countries like the U.S. (where they represent less than 20% of total payments), could be generating upwards of \$10 trillion of additional GDP, this white paper reports.

The white paper authors use this argument to encourage government policy-makers to foster electronic payments over cash/check payments. They also begin to diverge from their earlier research findings by encouraging governments to step in and set policy in favor of one method of payment (card based by joint-ventures such as Visa) over another, rather than letting the marketplace make this decision in its day-to-day behavior.

Also, the tenacity of cash transactions is notable in the white paper's payment mix charts, but is conveniently ignored in its conclusion. One chart analyzes and projects payments from 1997 to 2010. Throughout this time period, the percentage of cash transaction remains virtually constant at greater than 40%.

With all the discussion about fixed and variable costs, the realities of interchange fees dictate that the use of bankcards such as Visa or MasterCard is not efficient for purchases made below \$10. The implied assumption is that electronic payments will not have a serious effect upon this large segment of payments. The emerging technology of micro-payments was simply not considered in the scope of this document—probably because "joint ventures such as Visa" haven't conceived of a means of delivering these transactions within their current business model.

Excerpts from this Research Report

• "Ultimately, consumers determine what form of money is most desirable—people simply substitute cheaper and more convenient forms of money for expensive and inconvenient forms. It is ultimately through this substitution in use that new money forms embed themselves in the marketplace."

• "Through shared investments, the Visa association created a global system to authorize transactions, clear and settle electronic payments, codify operating regulations to protect consumers and merchants alike, and set

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Web Sites for More Information

www.greensheet.com/CheckStudy/ConsumerSurvey.htm

The Green Sheet, U.S. Consumer Survey of Payments, 1999.

www.mastercardbusiness.com/assets/resource_center/ whitepapers/one_card_2000.pdf

One Card Programs Continue to Gain Momentum, Deloitte and Touche. A study commissioned by MasterCard to explore the requirements of corporate card programs.

http://webevents.broadcast.com/ibm/fss/payments/docs/ 062303 FSS Payment.pdf

Cashing in on Retail Payments, June 2003, IBM Institute for Business Value. IBM's perspective on the importance of payments for the banking industry and various projections of possible changes.

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NAOPP from Page 1

in the daylong conference. The meeting's sessions covered operational issues such as membership development and continued the debate on various policy and purpose topics.

The conference also included panel discussions relevant to the industry; panel members included industry representatives and a legal expert.

Planners were very encouraged with the results of the first NAOPP membership meeting. More than 50 people attended, extending their stays in Orlando by a day, directly following the Southeast Acquirers Association conference at the Rosen Centre. As of press time, membership in NAOPP is more than 40 people.

But what these numbers don't illustrate is the nationwide and industrywide interest in this association. Independent agents and contractors have long felt unrepresented in the

financial services industry. For example, some feel that other organizations are better suited to serving larger companies; expensive fees for association membership and trade show registration can be prohibitive for independent salespeople.

NAOPP started from scratch, formed with the intention of serving needs of Merchant Level Salespeople. The organization's purpose is to improve the way MLSs work by providing opportunities for education and forums for discussion and setting industry standards.

At the initial planning conference held last February, organizers decided on a few details. They chose a name, established bylaws and defined a mission statement: *This organization shall exist for all those sell – ing in the Payment Processing indus – try, by providing Education,* Benefits, Liaison/Representation and Certification.

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In February, The Green Sheet spoke with organizer Steve Norell about his hopes for the then-unnamed group ("New Association's Aspiration: Pave the Way to Street Savvy," Feb. 10, 2003, issue 03:02:01). What he said then seems to be coming true as NAOPP moves ahead and plans for the future of an independent, affordable association.

One of the association's goals, then and now, is to add credibility and professionalism to the industry. Training and certification are elements that have been missing for the estimated 24,000 to 28,000 MLSs, Norell said.

Providing MLSs with information and opportunities for education will raise the standards by which they will all work. Direct contact between vendors and agents also increases the quality of information to which MLSs have access, he said.

The current interim officers all attended the meeting in Orlando and were happy to answer questions concerning the fledgling organization. They are:

- President-Steve Norell
- Vice President-Bill Paul
- Secretary-Carmen Carrero
- Treasurer-Keri Golden
- Director-Andy Pitts
 Director-Neil Mink
- Advisor-Chuck Saden

Since February, NAOPP has filed incorporation papers as a 501(c)(3) not-for-profit corporation; the charter and by-laws have been filed with the Delaware Secretary of State.

The interim Board is comprised of representatives from sponsoring companies and is in place until a permanent one is elected by the organization's membership, although no timetable for this transition has been set. (The NAOPP bylaws stipulate that the majority of the voting members of the Board of Directors must be MLSs in order to protect the interests of the people the organization was created to help.)

The entire meeting, moderated by Cory Saftler, Integrated Leasing, was conducted in an interactive discussion format and resulted in some very interesting Q&A. Speakers were limited to brief presentations.

Mary Dees, President of Electronic Transactions Association (ETA), was the first speaker and she addressed the different roles ETA and NAOPP play in the industry. ETA is chartered as an association of vendor companies, while NAOPP is a professional trade association for individuals.

In a very positive step forward, Dees addressed ways ETA could work with NAOPP on behalf of MLSs. She offered to work with ETA to make the ISO regulations published by Visa and MasterCard readily available to NAOPP members.

Dees also discussed her role as

court-appointed receiver for CMS, responding to several questions from the floor and clarifying some details that have been misunderstood in the marketplace.

At the conclusion of her remarks, one meeting participant apologized for statements that had been posted

to The Green Sheet's MLS Forum, stunning everyone in the room. Others concurred, and invited Dees to come back into the Forum. The consensus of the attendees is that neither the ETA nor Dees is in any way "the enemy." [GS applauds this development.]

Ben Huddleston, a corporate attorney with Nashville, Tenn.-based firm Waller Lansden Dortch & Davis, fielded questions during the meeting's next segment. Huddleston has worked extensively for more than 10 years with participants in 69

the electronic transactions industry, dealing with contract issues, mergers and acquisitions and initial public offerings for various companies in the industry.

During this portion of the meeting, Huddleston discussed several areas of concern for MLSs, including issues involving corporate organization, non-compete clauses, portability of merchant portfolios and the protection of the revenue stream.

The session provided a good overview of the most common legal issues in the industry and underscored the importance of using legal counsel with industry-specific experience when facing significant issues.

Two more panel discussions were held during the day concerning equipment and check guarantee/conversion. Lipman, Thales and Hypercom were each represented, but VeriFone was notably absent from the equipment panel. Discussions centered on what was coming next and addressed questions relating to wireless performance and multi-MID capability.

The check guarantee/conversion panel included Steve Eazell, Secure Payment Systems, and Tim Hutchinson, Western Clearing. They briefly addressed the reality of conversion transaction processing, with and without check guarantee.

A drive to increase membership in NAOPP was the meeting's true success: a majority of the meeting's participants became members or sponsor-members. The push is on to build membership in the MLS segment in order to move the organization to the next level. The Green Sheet will be involved in supporting NAOPP in all its endeavors.

The success of this first meeting proved there is enough interest to move ahead with plans for the future. NAOPP intends to continue holding its membership meetings in the open Q&A format.

The Board is currently exploring opportunities to piggyback onto the regional acquirers association meetings; plans are currently underway for a meeting in February 2004 coordinated with the Northeast Acquirers Association event (see related story on page 16).

In keeping with the mandate to keep participation in NAOPP affordable, membership fees have been set at \$25.

For more information on YOUR organization visit the Web site at www.naopp.com. Look for news and information on NAOPP in upcoming issues of The Green Sheet.



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Meetings of the MLS Mind

he phenomenon continues. My previous column highlighted the Midwest Acquirers Association (MWAA) conference, and this column will continue to look at the extraordinary movement taking place all over the country: the regional acquirer associations' meetings. I've said it before, and I'll say it again: This is a resource well worth your time and effort.

I just returned from the third annual Southeast Acquirers Association (SEAA) meeting, which was held October 8 – 9, 2003 in Orlando, Fla. The first official meeting of the National Association of Payment Professionals (NAOPP), held Oct. 10 in Orlando, followed the SEAA's conference. What an extraordinary experience to witness the birth of a resource forum for Merchant Level Salespeople.

The organizers of SEAA and NAOPP should be very proud of what they accomplished at these gatherings.

"The 2003 Annual Southeast Acquirers meeting was a huge success," Judy Foster of Thales e-Transactions, Inc. said. "Over 300 participants shared information and education. The SEAA looks forward to an even more successful meeting next October 2004 in Atlanta, Georgia."

Highlights from the SEAA conference included panel discussions on timely topics such as fraud at the point of sale, check conversion lockbox opportunities and quick service restaurant opportunities.

One presenter was motivational speaker Philip Hurst, Ph.D., who spoke on self-improvement and how to stay properly motivated each and every day. Each attendee received a copy of his latest book, "The Hit Man," about staff motivation and management styles.

A panel on electronic check conversion was informative and sometimes electrified with lively discussion from representatives from CrossCheck, Retriever and Certegy.

The vendor hall served as a great networking forum where attendees could spend hours with leading vendors



and gather information on the latest services and new technologies.

I was honored to be part of the SEAA as a guest speaker. After my presentation, I was walking through the conference hall, when someone passing me said in a familiar tone, "Hey, Ed." I stopped to return the greeting, thinking

I must know this person. I said, "Hi, do I know you?" He responded, "No, but I read your column and feel like I know you."

He also said he thought I was making a valuable contribution to MLSs and the industry as a whole, and he encouraged me to keep writing and keep speaking. His comments were heartwarming and much appreciated. Thank you.



In order to hear from others who also attended these two significant events, I posted the following on The Green Sheet online's MLS Forum after the conferences:

"The recent SEAA annual meeting and NAOPP conference in Orlando were hits...or were they? For all those MLSs who attended either event, I'd love to get your feedback. What were the highs? What were the lows? What did you enjoy most about the events? What didn't you like about them? Would you attend future events? Please be sure to include your name and affiliation if you want to be acknowledged in 'Street Smarts.' As always, thanks for your support."

Here's what came back...

"I'm an MLS and attended both the SEAA and NAOPP meetings in Orlando. Both events were hits in my opinion. Having the chance to talk, listen and learn from MERCHANT OWNERSHIP LIFETIME RESIDUALS

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leaders in this industry such as yourself was the highlight of the meeting for me. It would be worth the trip to just spend the time in the hallways and lounge talking over a drink with all you guys.

"I liked the question and answer portion of the meetings more than anything else. Talking with the vendors at the booths was a fantastic opportunity to get acquainted with different companies or with people we already work with but hadn't had the chance to meet.

"I will do everything possible to attend future events such as this and recommend to everyone who's never been to do the same next time. It's the best investment you can make in your future and so much fun meeting everyone."

- Neil

"The SEAA was a good show, the trade show floor was much better than last year's. I got to meet with vendors and talk with them. I learned some new things about checks and made some good contacts. The presenters in the other room were not very well attended.

"It seemed more people were outside. Ed, your talk was good; American Express made a good presentation. The check panel was o.k. The motivational speaker was very good. "Overall it was the third time I have been to this event, and I will keep attending them and the ETA. I missed the NAOPP meeting, and I hope that it works. The concept is good."

- cc guy, South Florida

"I attended both [meetings] last week in Orlando, and they were both outstanding. In my opinion, the SEAA has a lot of great speakers, including yourself, and great interaction with vendors and the initial NAOPP meeting was very well organized and informative. Keep up the great work to all involved."

- jcreegan, Boca Raton, Florida

If there was anything negative to report about the SEAA conference, it was that there were not many MLSs in attendance at the breakout sessions and educational meetings. The vendor hall was packed, but why weren't the general sessions?



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to network.



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Overall, though, the SEAA meeting was a fabulous, informative well-organized event with good sponsorship. All the vendors with whom you need to work and establish relationships were present to help educate MLSs. The problem was that not enough of you showed up to take advantage of this opportunity.

Are you out there? Are you hearing me? I have said it before, and I'll say it again: You can lead MLSs to water, but you can't make them drink.

One of the primary purposes of this column is to inform MLSs. But since some of you are not listening, let me say it one more time: Attend these types of events! I commend those of you who do attend, but I will continue to remind you until all MLSs hear my words and act on them.

As I have stated in the past regarding the MWAAmeeting (and it certainly holds true for the SEAA and NAOPP meetings), it is admirable that industry leaders are going out of their way to make events like these possible.

They have responded to a common wish among MLSs, which is a need for locally hosted trade shows, conferences and training events with great vendors and great speakers.

The vendors are seriously looking for opportunities to meet with the people who drive the business, namely the Merchant Level Salesperson. It is evident that vendors are willing to provide the resources to make these events really worthwhile. But if you do not show up, these types of opportunities will disappear.

To stay ahead of the curve and achieve success, MLSs need to stay informed about new products and services available in the marketplace, at least on a semi-annual or annual basis. The only way to achieve this is to attend these conferences. If you don't heed this advice, your business will slip while your competitor's business will grow.

The next SEAA event is scheduled for the end of October 2004 in Atlanta. All of the details will be posted on their Web site: www.southeastacquirers.com.

As far as the NAOPP meeting, the highlight for me was that this organization has gotten off the ground. If you are a MLS and are not cheering, read on.

NAOPP's mission statement is clear: "This organization shall exist for all those selling in the payment processing indus try by providing education, benefits, liaison/representation and certification." As stated on the NAOPP Web site, in the payment processing industry, the delivery of products and services to merchants depends on MLSs. For those who know what it's like to sell and service payment products, NAOPP is your new voice.

While existing associations are geared to product vendors and manufacturers, MLSs have formed NAOPP for their own benefit.

Anyone involved directly in selling and servicing merchant accounts realizes that within the sales organization, there is often a "disconnect" between the sales force at the street level and the decision makers at the top. NAOPP intends to help bridge the gap between the two groups.

The organization believes, as do I, that a better-educated MLS will provide merchants with better service, reduce ISO training costs and submit higher-quality business to leasing companies and processors.

Have you joined NAOPP yet? If not, why? Membership costs only \$25. Go to www.NAOPP.com right now, and sign up. Remember, there is strength in numbers. Let's see how many of us can unite and make a positive impact on this industry.

As always, I'd love to hear from you. Please send your feedback on this topic (and any others) to streetsmarts@totalmerchantservices.com. My next column will discuss running advertisements in The Green Sheet—what works and what doesn't.

Please continue to look for my posts on The Green Sheet MLS Forum. I welcome all of your responses and will include them in future columns.

"A mind is a terrible thing to waste."

- United Negro College Fund, Inc.

I'll see you next time where the rubber meets the road.

Ed Freedman is founder and President/CEO of Total Merchant Services, one of the fastest-growing credit card merchant account acquirers in the nation. Ed is the driving force behind all business development activity as well as the execution of Total Merchant Services' marketing plan, including recruiting and training independent sales offices and establishing strategic alliance partnerships with leading vendors, so that Total Merchant Services can provide its customers with the highest quality and most reliable services available.

To learn more about Total Merchant Services, visit www.totalmerchantservices.com. To learn more about partnering with Total Merchant Services, visit www.upfrontandresiduals.com or contact Ed directly at ed@totalmerchantservices.com



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► EDUCATION [CONTINUED]

Visa's Agent Registration in a Nutshell

By David H. Press

Integrity Bankcard Consultants, Inc.

ntegrity Bankcard has fielded many questions recently from our Independent Sales Organization and member clients concerned with registration requirements for Visa's Agent Registration Program. Visa has fined numerous members lately for failure to follow Agent Registration Program regulations.

Of note were cases in which agent Web sites referred to ISOs that were not registered with the member. We have also noticed numerous agent Web sites that are not in compliance with other aspects of the program's regulations.

Visa created its Agent Registration Program through which members are required to register all ISOs, Third-Party Servicers (TPSs) and Independent Contractors (ICs) contracted to perform bankcard related services. Visa



U.S.A. actively enforces the Agent Registration Program requirements.

The purpose of the Agent Registration Program is to:

- Increase member awareness of the risks associated with third parties
- Ensure that members control and track the activity of their registered third parties
- Enable Visa to monitor industry trends and/or individual third parties

Relevant Definitions

Agent Reference File - A historical file maintained by Visa U.S.A. which contains company names, addresses, principal information and quarterly activity information for ISOs, TPSs and ICs. Third parties listed on the Agent Reference File perform any of the following services on behalf of a Visa member:

- merchant solicitation, sales or service
- cardholder solicitation and service
- response processing for Visa program solicitations
- transaction processing and data capture

Independent Sales Organization (ISO) - A non-member organization or individual whose bankcard-related business relationship with a member is either merchant solicitation, sales or service and/or cardholder solicitation.

Independent Contractor (IC) - An individual 1099 employee of either a member or an ISO whose bankcardrelated business relationship is with a member or an ISO and whose activities involve merchant solicitation, sales or services, and/or cardholder solicitation services using its own name.

(Note: If independent contractors of a registered ISO identify themselves as part of the ISO in the marketplace via business cards, letterhead, Web sites etc., the contractors do not have to register with Visa. The compensation method is not a factor.)

To register a third-party ISO or IC, members must complete the "Independent Sales Organization/Third-Party Servicer/Independent Contractor Registration" form (*Visa U.S.A. Operating Regulations*, *Exhibit VV*) and send it to Visa's Membership and Records Administration for processing. Upon completion of the registration process, all registration information will be housed in the Agent Reference File.

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Initial Registration Fees

Type of Organization	Amount	Assessment
Independent Sales Organization	\$5,000	per relationship
Independent Contractor	\$1,000	per relationship
Annual Registration Fees Independent Sales Organization Independent Contractor	\$2,500 \$500	per relationship per relationship

Pre-Registration Compliance Requirements

There are three steps members must take before submitting the Exhibit VV to Visa.

1. Query the Agent Reference File

Contact Visa U.S.A. Membership and Records Administration via telephone or fax. If the organization is registered with current relationships, the number of relationships and the dates initiated will be provided. (The names of members with current relationships will not be disclosed.)

If a third party's relationship with another member has been discontinued for any reason, the inquiring member will be referred to the member with the former relationship for additional information. No other information will be given, and no derogatory information will be kept on the Agent Reference File.

2. Conduct a background investigation

The member must perform a background check of the third party, including verification of financial responsibility of the principals to ensure that there is no significant derogatory information.

Although it is not required by the *Visa U.S.A. Operating Regulations*, the investigation may include information regarding all individuals holding stock in the third party, criminal background checks on all principals and information on prior business relationships.

3. Conduct site and inventory inspections

The member must perform a site inspection of the third party's business location, including verification of inventory, if applicable, and review the solicitation or sales materials.

Each member must ensure that any use of the Visa Card Program Marks by its third parties are in compliance with *Visa U.S.A. Operating Regulations.* In any calendar year, a member will *not* be required to pay both the initial and the annual fee. Members failing to comply with the requirements of Visa's Agent Registration Program will be fined for infractions including: • Noncompliance with the regulations requiring all members to perform the necessary steps prior to contracting with an ISO, IC or Third-Party Servicer (query the Agent Reference File; conduct a background investigation of the third party; perform a site and inventory inspection).

• Noncompliance with Visa rules which requires all members to register and pay fees for all ISOs, ICs, or Third-Party Servicers providing services on their behalf. In addition, members must notify Visa of any change in the relationship within three business days.

If a member is found to be in violation of the Agent Registration Program and a fine has been assessed, the member must immediately correct the violation by either registering the ISO, IC or third-party servicer as required or notifying Visa U.S.A. of the corrective measures taken.

Agent Registration Program fines are as follows:

- \$10,000 for the first infraction
- \$20,000 for the second infraction in a five-year period
- \$50,000 for the third infraction in a five-year period

Member Identification

Any correspondence, supplies or solicitation materials (including those to be used for broadcast, audio and Internet solicitation) must prominently identify the member's name and location. In addition, all Visa members must ensure that all solicitation material distributed by registered third parties comply with the following guidelines:

- The member's name and city must be prominently identified adjacent to the Visa marks
- The third party must be identified as a representative of the Visa member
- All solicitation materials must clearly disclose that any merchant agreement is between the Visa member and the individual merchant

This is particularly true for ICs who identify themselves in the marketplace as part of a registered ISO via business cards, letterhead, Web sites, etc. The ISO needs to control and monitor the use of all materials used by these contractors and agents to ensure that only proper materials are being used.

ISOs must also control and monitor the sub-ISOs and ICs that submit business to them to ensure that proper materials are used and appropriately registered with Visa.

David H. Press is Principal and President of Integrity Bankcard Consultants, Inc. Phone him at 630-637-4010, e-mail dhp@integritybankcard.net or visit www.integritybankcard.net



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The Importance of Value-added Training

By Peter Scharnell

Electronic Exchange Systems

n recent articles, we have discussed the importance of value-added products and services for growing and retaining a merchant base. We've talked about how adding two or three of these products, in addition to providing merchant processing services, can drastically increase your chances of retaining merchants and build your residual income stream.

But before you begin selling value-added products and services, you should educate yourself on the latest and greatest products available in the market.

So where can you get training on all the value-added solutions? Hopefully, you only have to look as far as your processor.



MSPs/ISOs should provide their agents with ongoing training and value-added education. It's true that agents can work directly with various value-added providers or vendors and believe me, there are many to choose from.

But it makes more sense—economically and organizationally—for a processor to provide a suite of solutions to its agents and ISOs. That way, agents have one contact for all of their value-added needs and one provider for training and educational programs.

In this article, we'll explore some of the best ways that today's ISOs provide training for their agents.

Regional Conferences

You can't say enough positive things about live training. Most of the larger and more successful ISOs host at least one regional conference for their agents. Typically, this is a two- or three-day event where all of the agents get together with value-added service providers.

These conferences give agents the opportunity to gain indepth knowledge on all the features and benefits of the different solutions and how and why they should sell them.

Agents can meet the provider, ask questions, get handson demonstrations and role-play with other agents. This kind of training works because it caters to the different ways people learn: by seeing, hearing and doing.

The only drawbacks to regional conferences are the expense and the actual time it takes out of your selling schedule. However, they are a great way to increase your knowledge of the industry and network with your colleagues.

You can find out what other agents are selling in their neck of the woods and how they are selling it.

Dedicated Trainers

If you can't make it to the regional conferences, the next best thing is to have trainers come to you. More and more value-added service providers are using dedicated trainers to help educate ISOs and MLSs on how to sell their products and services.

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There are a lot of value-added solutions out there, and many are very similar to others. Most independent agents are too busy to research all of the available offerings in the market and pick the best provider.

That's why the best value-added providers have trainers who will visit you in order to ensure that their solution is understood and more importantly, differentiated from competitors' products and services.

For instance, I've heard many people say that a POS terminal is just a box. But educated sales agents who demonstrate the value and cost-saving features of a specific terminal can often sell it to merchants over a less expensive model.

In order to sell value rather than price, you must know how to physically demonstrate to merchants how to operate the equipment. Dedicated trainers are the best people to show you how to do this.

They eat, sleep and breathe their product line and are chomping at the bit to show you how their products are better than the competition's products. All serious agents should check with their ISO/MSP to inquire about having access to dedicated trainers.



Phone and Web-based Training

Maybe you're in a geographically challenged area, and you can't make it to all of the regional training; or you're extremely busy selling and can't justify taking time out of your hectic work week. No problem—technology comes to the rescue!

Phone and Web-based training are increasingly popular and cost effective ways to train sales representatives remotely. Using a phone/Web-conference bridge is a powerful and interactive way to learn about new products and services. Just think of it as a virtual regional conference.

Service providers can organize 10 to 20 agents from all over the country and demonstrate their offerings interactively over the Internet.

After the presentation, trainers often open up a forum for discussion and answer specific questions from agents. And all of this can take place in less than an hour.

A good ISO/MSP will also provide an extensive Web site that offers presentations, proposals, product information, brochures, interactive tutorials and agreements. The site should allow agents access to the information whenever they need it.

By developing a good phone/Web-based training program and offering a comprehensive Web site resource, ISOs/MSPs empower their agents to become better and more knowledgeable salespeople.

The best way to educate yourself on value-added products and services is to incorporate a good mix of hands-on training, phone/Web-based training and individual practice. Successful agents spend time familiarizing themselves with all of the ins and outs of each offering.

This is what will separate you from other agents who simply focus on rates and equipment sales. These agents are missing the real value of building, growing and maintaining their merchant base through value-added products.

Peter Scharnell is VP Marketing for Electronic Exchange Systems (EXS), a national provider of merchant processing solutions. Founded in 1991, EXS offers ISO partner programs, innovative pricing, a complete product line, monthly phone/Web training, quarterly seminars and most of all credibility.

For more information, please visit www.exsprocessing.com, or email Peter at peter.scharnell@exsprocessing.com



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Interchange Untangled – Part 3

This is the third article in a series written in response to numerous reader requests for definitions of the various interchange levels. We are working with several industry experts to explain the interchange "buckets" and how transactions are assigned to the processing levels. For the most current rates, please refer to the table distributed with the August 25, 2003 issue of The Green Sheet.

Visa CPS Retail Rate - Tier II

CPS (Custom Payment Service) Retail is the most common rate qualification for merchants that perform transactions in a face-to-face environment. To qualify for this rate:

• The cardholder, card, merchant and card-reading point-of-sale (POS) device must all be present at the time of the sale.

• The card must be swiped for authorization, and the full, unaltered contents of the magnetic stripe must be sent for authorization.

• Only one authorization is allowed per transaction.

• The transaction must be settled within 24 hours of the

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• The merchant must obtain an authorized signature on the receipt.

• Restaurant transactions must be settled within 20% of the authorized amount in order to allow for tip adjustments.

Visa CPS Retail Check Card Rate

(This is the Visa debit card product.)

This transaction must meet all the same CPS Retail requirements as the Tier II transaction. The only difference is that cardholders make the transaction with a Visabranded check card linked to their bank accounts and not to a credit line such as a standard credit card.

Visa CPS Retail Rate - Tier I

- Select Merchants

For a transaction to qualify for this rate, the cardholder must use a Visa-branded credit card to make the purchase, and the transaction must meet all the same CPS Retail criteria as Tier II transactions.

The merchant must meet specific monthly and annual processing volume requirements set by Visa. In a twelvemonth period, the merchant must process at least 45 million CPS Retail credit transactions resulting in \$1.5 billion in gross sales volume.

MasterCard Merit 3 Rate

Merit 3 is the most common rate qualification for merchants that perform transactions in a face-to-face environment. To qualify for this rate:

• The cardholder, card, merchant and card-reading POS device must be present at the time of the sale.

• The card must be swiped for authorization, and the full, unaltered contents of the magnetic stripe must be sent for authorization.

• Only one authorization is allowed per transaction, and the transaction must be settled within 24 hours of the transaction date.

• The merchant must obtain an authorized signature on the receipt.

• Restaurant transactions must be within 25% of the authorized amount; all other transactions must be within 10% of the authorized amount.

• Hotel and Car Rental transactions where the magnetic stripe was read and where the required T&E (Travel and Entertainment) data (check-in/check-out date, folio number, etc.) will qualify if settled within 24 hours of the transaction date, which is also the check out date.

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ort Worth, Texas-based First American Payment Systems, L.P. acquired Plano, Texas-based Certified Merchant Services Ltd. (CMS) on October 27, 2003. The terms of the transaction were not disclosed.

First American, founded in 1990, acquired CMS through its partnership with Lindsay Goldberg & Bessemer L.P, a New York-based private equity firm with more than \$2 billion of committed capital. First American partnered with the firm in April 2003.

Both First American and CMS provide electronic transaction processing services to merchants. CMS services more than 30,000 small and mid-size merchants in the U.S. through a sales network of 175 agents. "This acquisition is another building block in the business strategy and growth objectives of First American Payment Systems L.P.," Neil Randel, President and CEO of First American said in a statement.

In September 2003, First American hired mergers and acquisitions specialist Stephen D. Kane to assist in pursuing its growth strategy.

Kane was integrally involved in the final negotiations of the deal.

"The proximity of the two companies made it easy to relocate from one facility to another," Randel said. "We're even expanding the CMS facility in Addison, Texas."

First American estimated that the combined companies would process approximately \$4 billion in Visa/MasterCard transactions in 2003 and would provide services for more than 63,000 U.S. merchants.

"CMS' aggressive sales engine combined with First American's excellence in service will make a great company," said Mary Dees, President of Creditranz.com and current ETA President.

CMS settled a dispute with the FTC in late December 2002 over allegations of "unfair and deceptive business practices" and then took great steps to improve its business under the guidance of Dees; she acted as sole Receiver for CMS through the later part of the FTC investigation and was appointed General Manager of CMS at the time of the settlement.

Dees said she will serve as a consultant to the combined companies.



For more information, call 713-629-0906 or visit www.banc.net

U.S. DOJ Files Suit to Block First Data/Concord EFS Merger

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he U.S. Department of Justice Antitrust Division and seven states filed a lawsuit seeking to block First Data Corp.'s proposed \$7.8 billion acquisition of competitor Concord

EFS, Inc. The DOJ said the merger would reduce competition among PIN debit networks and increase prices for debit card transactions.

First Data and Concord EFS operate the NYCE and STAR debit networks, respectively (NYCE is the third largest and STAR is the largest). By joining these two networks, analysts have speculated that the combined companies would then have about 70% control of the market.

First Data said the DOJ's complaint focuses on the proposed merger of the two networks, but is limited to the alleged market for PIN debit services at the point-of-sale.

"It seems that the DOJ has either misinterpreted or ignored both rapidly changing industry dynamics as well

as a common-sense interpretation of a marketplace that clearly encompasses both PIN and signature debit," Charlie Fote, First Data Chairman and CEO said in a statement.

"For instance, they seem to have ignored recent wins by competitors for some of the largest banks in the U.S."

"I find it ironic that the DOJ is acting against a transaction where the combined company would handle less than 45% of PIN debit transactions, when only two years ago, the DOJ approved Concord's acquisition of STAR, which resulted in Concord handling approximately 60% of exactly the same transactions," Fote said.

Days before the DOJ filed the lawsuit, Wells Fargo & Co. said it would not renew its contract with Concord EFS, which processes transactions for the bank's estimated 15 million debit card accounts through its STAR network. Wells Fargo selected Visa's PLUS network instead.

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Check Guarantee : Greatly increase the likelihood of payment of NSF checks with automated, immediate electronic representation that eliminates the costly delays of traditional re-processing, often as much as 10-14 days.
Check Verification : FlectCheck compares the check writers information to a nationwide fraudulent Check Database.
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Concord EFS' contract with Wells Fargo expires in 2004, the Wall Street Journal reported. And as many as nine of Concord's contracts with top banks are up for renewal at the end of 2004.

Wells Fargo will also use Visa's Interlink network for processing point-of-sale transactions and will still continue to issue Visa-branded credit and debit cards.

First Data announced its acquisition strategy in April 2003. It has long argued that the merger would enable it to better compete with Visa and MasterCard's signaturebased debit card networks (First Data has only a quarter of signature-based debit market share). First Data also claims that it would provide consumers and merchants with greater choices in the PIN debit market.

The DOJ's complaint, filed on Oct. 23, stated that PIN debit networks are becoming a more important method of payment for consumers and retailers because "PIN debit is the least expensive, most efficient and most secure form of card payment." In 2002, consumers used PIN debit networks to pay for \$150 billion in goods and services, the DOJ stated.

"If allowed to proceed, this merger of two of the three



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Qualified with most major Processors Visit our website at: www.resourcefinance.com or call David Putnam, President, at 866-211-0114 largest PIN debit networks will lead to higher prices to merchants, forcing them to pass on those price increases to many consumers throughout the United States in the form of higher prices for general merchandise," R. Hewitt Pate, Assistant Attorney General in charge of the Department's Antitrust Division said in a statement.

"In filing this lawsuit, the Department is seeking to preserve the benefits to American consumers of competition among PIN debit networks."

The DOJ and the seven states filed the civil antitrust lawsuit in the U.S. District Court in Washington, D.C. The participating states are Connecticut, Illinois, Louisiana, Massachusetts, New York, Ohio and Texas and the District of Columbia.

The news probably came as a surprise to First Data, which has remained confident that the deal would close before the end of 2003. In the third quarter, First Data trimmed 740 jobs in anticipation of an upcoming consolidation with Concord EFS.

Strangely, on October 9, 2003, the DOJ informed the Federal Deposit Insurance Corporation (FDIC), that the application from First Financial Bank, whose parent is First Data, to purchase certain assets and assume liability to pay certain deposits of Concord EFS National Bank would not have a "significantly adverse effect on competition."

In an interview with The Denver Post, Fote said that First Data is "a little confused on the whole issue." He also said that First Data has no plans to sell NYCE.

Analysts have long speculated that First Data will have to purge its NYCE network in order for the deal to be approved.

In October, Hispanic groups opposing the merger, such as the Latino Coalition and the Hispanic Business Roundtable, sent a letter to the DOJ stating that the deal "will adversely affect competition and result in higher prices and fewer services." The groups are concerned that the combined companies will give First Data's Western Union division even more control over the \$20 billion Latin America money transfer market.

Shareholders of First Data and Concord EFS approved the merger plans at separate meetings on October 28.

A hearing on the DOJ's motion for a preliminary injunction is scheduled to begin Dec. 15, 2003. U.S. District Court Judge Rosemary Collyer entered a scheduling order in the litigation.


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Retail Decisions, Inc.

MLS contact: Jeff Foster, Executive Vice President,

North America Sales Phone: 401-228-2383

Company address:

Retail Decisions, Inc. (ReD USA) 100 Village Court Hazlet, NJ 07730 Phone: 732-888-0088 Fax: 732-888-4396 Web site: www.red-usa.com

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Managing Risk and Maximizing Value in e-Commerce

ore and more consumers around the world purchase goods over the Internet every year, and as e-commerce sales increase so does the rate of fraud. Merchants who accept card-notpresent payments are especially at risk to fraudulent activity; they need a solution to manage this risk—one that minimizes the number of fraudulent transactions and maximizes the valid ones.

"We use the term 'risk management' more than 'fraud prevention,'" said Xavier Kris, CEO of Retail Decisions, Inc. "Because there's really only one way to completely cut out fraud and that is to not process *any* transactions at all."

Obviously, this is an unacceptable solution for merchants, so where can they turn to for help in their fight against credit card schemes?

Hazlet, N.J.-based Retail Decisions (ReD USA), Inc., a subsidiary of Retail Decisions plc in the United Kingdom, provides automated, risk management services and offers ebitGuard, a fully customized, fully managed fraud-screening service designed to control fraudulent and disputed transactions for merchants who operate in card-not-present environments such as the Internet, cashless vending and telephone ordering.

"We've found that many merchants

have tried to do this themselves internally," Kris said. "They put together a rule set that is somewhat draconian in its approach, and they end up rejecting far too many transactions that would otherwise be good."

Retail Decisions, Inc. (formerly Transaction Billing Resources), was founded in January 2000 as a demerger from the Card Clear Group. Card Clear had acquired U.S.-based Transaction Billing Resources (TBR) in 1997.

TBR provided risk management services for telecommunications companies, such as AT&T, that allowed consumers and businesses to make long distance calls using a credit card. AT&T is still one of ReD's customers today.

"Those credit card-initiated long distance calls were really the first cardnot-present transactions," Kris said.

With its ebitGuard service, ReD uses several different "non-intrusive" methodologies to detect fraud, and this allows them to place recommendations on individual transactions on a real-time basis—typically in less than half a second.

ReD's solution references screening databases that contain more than 75 million known fraudulent, compromised or excessively 'chargebacked' credit card numbers. ebitGuard also has a component that predicts the probability of a certain transaction being fraudulent. A team of experienced risk analysts monitors and manages the service 24/7 and provides support on an ongoing basis regardless of the client's physical location.

ReD applies its various fraud prevention technologies and payment processing services through the entire payment cycle: from payment gateway, authorization and risk management, to settlement and chargeback processing.

ebitGuard is implemented as an application service provider (ASP) model, so the solution is fully managed by ReD. Kris said many clients are up and running within 24 hours; no training is necessary because it's a fully managed, outsourced service.

Each ebitGuard deployment is fully customized, so ReD will tailor mer-

chants' solutions according to the vertical market in which they operate; what types of products and services they sell; what types of sub clients they have; and if they are an ISO or a merchant aggregator.

Merchant aggregators, or "master merchants," are e-commerce merchants through which other e-commerce merchants process their transactions. In some instances, master merchants may hold the merchant agreements with processors and banks. One example is GSI Commerce (a customer of ReD). Some of GSI's "sub merchants" include The Palm Store, Kmart.com and The Sports Authority.

"When a merchant or ISO approaches us and says they need to reduce their fraud problem, we analyze that merchant's data, and we create specific rules and specific processes to enable that merchant to reduce their specific fraud problem below their targeted level," Kris said.

ebitGuard also helps minimize "customer insult" rates and reduce the amount of manual review of suspicious transactions taking place.

Many card-not-present merchants train their staffs to watch for certain types of transactions (for instance, those with large dollar amounts) and to call customers to make sure they are the ones who really ordered the items. In some instances, orders don't get reviewed for days.

Kris said this process often disturbs the consumer because it negates the whole purpose of purchasing on the Web, which typically serves as a means to instant gratification. Customers purchase something and think their order is on its way, but in reality the order has yet to be reviewed by the merchant, Kris said.



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Xavier Kris, CEO of Retail Decisions, Inc.

ReD has a long and impressive list of online retail customers, including Register.com, Foot Locker, RealNetworks, Virgin Mobile, Tesco and Wal-Mart. The majority of ReD's customers in the U.S. are card-not-present retailers.

Some of its banking and finance customers include GE Capital, Standard Bank, HSBC, NatWest, Barclays, Lloyds TSB and the Royal Bank of Canada. All major banks in the UK and South Africa use ReD's solutions.

"We view fraud as a collaborative issue, and it's in everyone's best interest to reduce it," Kris said. "That's why we have so many retail, telephony and banking customers on a global basis because they work in tandem, and more often than not, they work in tandem through us as their trusted third party in order to reduce fraud."

ReD is truly a global organization. The company's headquarters are in London, and it has a major presence in North America. It also has operations in South Africa and Australia and partners in Japan and South America.

ReD employs approximately 220 people worldwide, including 65 in the U.S. In 2002, the company reported revenue of £28.4 million (USD \$48 million), an increase of 28% over the previous year.

Over the past two years, ReD has been busy carrying out an aggressive acquisition strategy.

In 2001, the company acquired NestorCommerce, developers of the PRISM suite of advanced risk management solutions for payment card issuers and acquirers.

In 2002, ReD acquired Austin, Texas-based Paysolv consulting group and re-launched it as ReD Consulting. ReD Consulting is an IT management consulting firm dedicated exclusively to serving payment providers around the world. The group has relationships with 350 clients in 40 countries.



ReD also acquired Paymentplus LLC and its LiveProcessor technology in 2002. LiveProcessor combines online, call center, retail and automated telephone transactions into a single service.

Since acquiring Paymentplus, ReD has gained as customers Buy.com, Netflix and several other high-transaction volume online merchants.

The company has several strategic partners with many large-scale organizations in the global payments market. For example, Paymentech offers ReD's ebitGuard service to its merchant customers. Montreal-based PaySystems Corp. also recently selected ebitGuard to help protect its online merchants.

"With our substantial base of domestic and international merchants, PaySystems needed a risk management partner with experience and expertise in preventing fraud on a global level," Kevin Lavigne, Director of Risk Management for PaySystems said in a statement.

"Retail Decisions' ebitGuard service offers us a proven, effective fraud prevention service for online payments—wherever the transaction originates from."

ReD also has an alliance with Chase Merchant Services. Like Paymentech, Chase markets ReD's ebitGuard to its merchant customers who accept card-not-present payments and who have problems with fraudulent purchases and the resulting chargebacks. Chase refers its merchants to ReD for electronic payment processing using ReD's LiveProcessor technology.

In its partnership with Chase, ReD recently added Dynamic Currency Conversion (DCC) to the ebitGuard solution. DCC allows e-commerce merchants to guarantee prices in local currencies, which eliminates most risks associated with currency conversion. It also eliminates card issuer and association conversion fees. ReD and Chase will market the new service to Chase Merchant Services' 84,000 merchants.

In 2002, ReD said it checked more than 1.5 billion card transactions and prevented more than 1 million card fraud attempts in the UK alone.

"It's a matter of creating balance and trade-offs between maximizing the number of good transactions and minimizing the number of bad transactions," Kris said. "And that's what the ebitGuard service delivers for each of our clients."

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Regional Clearing Houses to Consolidate

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he two largest check clearing houses in the U.S. have signed an agreement to join their regional systems. The proposal clears the way for the formation of one national check clearing and settlement organization.

The Clearing House and Western Payments Alliance intend to merge their respective East and West Coastbased functions in anticipation of the passage of Check 21 legislation. The proposal reflects recent changes in banking, such as the shift in infrastructure from regional to national, and from paper to electronic processing.

By some estimates, paper check volume is declining 3% to 5% annually, and proponents behind the merger say no financial institution can afford to be complacent. Proactive management of the migration from paper to electronic payments is crucial.

"This is really a big deal," said Patti Murphy, President of the Takoma Group and Contributing Editor of The Green Sheet. "These are the two largest—and New York is also the oldest—clearing houses in the country. It's also worth noting that The Clearing House is in the process of 'merging' with the Chicago Clearing House, another oldie in a major banking town.

"NY, or The Clearing House, is the organization behind SVPCo, which operates the biggest exchange network for electronic check presentment (ECP). ECP gets a big push from Check 21 and eliminates the need for time-critical shuttling of checks across town and across the country.

"The clearing houses were originally established to simplify check exchanges in a transportation-dependent check exchange system. That need subsides with Check 21 and ECP, but there remains the need for a clearing house-type structure to govern the exchanges—whether by trucks or planes or by way of the ether—and to facilitate settlement. This is a very logical, forward-looking step, the wave of the future," Murphy said.

The Clearing House, through the National Check Exchange, processes 4 million transactions per day totaling \$7.8 billion for its 35 participating members in the Northeast. WesPay clears more than 7 million transactions totaling \$7 billion daily for its 21 participants, located primarily in the western U.S.

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New Tranax Triple DES-Compliant ATMs

Product: MBS5000 Series of ATMs Company: Tranax Technologies, Inc.

o you know of any credit unions or community banks operating ATMs that are not compliant with the new Triple DES (3DES) encryption standard? If so, these machines will soon need to be replaced, and Tranax Technologies has just released its series of banking ATMs, the MBS5000 series, designed especially with financial institutions in mind.

The first of the MBS5000 models, the MBS5000DS (driveup, side access), was designed to be a 3DES-compliant replacement option for the NCR 5088 ATM. Tranax's ATM can be installed in any NCR 5088 kiosk or other drive-up location with little or no modification.

These ATMs include security features such as an encrypting PIN pad (EPP), UL291 level-one ATM certification and an approximate weight of 1,000 lbs.

The MBS5000 ATMs also have sun-viewable monitors and stainless steel keypads. The body of the ATMs can fit on a 36" island and can be retrofitted into a Slimline kiosk with minimal modification, the company said. The ATMs connect through either a modem or Ethernet card.

NEW PRODUCTS < <

McHenry Savings Bank in Richmond, IL just added an MBS5000 to its network. "A brand new MBS5000 provided us with a sun-viewable color monitor, the ability to change marketing ads via dial-up and resolved 3DES compliance issues, all for significantly less than what it would have cost to replace our aged ATMs through our original manufacturer," Bryan Rush, Vice President of Checking Computer Operations at McHenry Savings Bank said in a statement.

Tranax Technologies, Inc.

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POS Terminal Makes Merchant Move to EMV Like Magic

Product: PRESTO 210p

Company: Intellect International, N.V.

here's a sleek new point-of-sale device in town—it's coming all the way from down under—and your merchants might think it well worth the trip. Melbourne, Australiabased Intellect designed the product called the PRESTO 210p attended transaction device.

Intellect developed the PRESTO 210p to help merchants transition affordably from a magnetic card reader to an EMV, or smart card, infrastructure when needed. The product comes with a magnetic card reader that reads track 1 + 2 or track 2 + 3 and an EMV certified-smart card reader. It has a 32-bit processor, and its memory holds 256KB of RAM (or up to 4MB battery-backed memory) and 1 to 4 MB of Flash memory. It also has a thermal receipt printer that prints 384 dots per line.

The device displays 2 characters x 20 characters with an optional 64 x 128 pixel graphic with backlit LCD screen. Intellect also offers various opportunities for merchant

branding. Merchants can have the PRESTO's keypad branded; custom logos and a graphic screen option allow merchants to place a logo or image where customers will see it the most. The PRESTO 210p is EMV 2000 and VISA PED2004 certified.

Intellect designs and develops electronic payment and smart card solutions. Its products range from secure payment, smart card and mobile payment terminals to personal payment and financial systems solutions.

The PRESTO 210p is available for ordering. General Credit Forms, Inc. and payment processor GMS Worldwide, LLC (a member service provider of JPMorgan Chase) are both offering the product in the U.S. It's also being sold in Australia, the UK, Belgium and Mexico.

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"Lack of money is no obstacle. Lack of an idea is an obstacle." – Ken Hakuta 39

Financial Statements: A Critical Part of Your Business Plan

Fifth article in a series on developing an overall business plan

ne of the final—and most important—steps in preparing your business plan is the development of your financial statements. This step is crucial if you want your plan to attract investors; they will study this part of the plan carefully to see if your business is viable.

Looking at your business from a numbers standpoint can help you identify weak areas in your overall business plan, too.

A financial plan contains three specific sections: an income statement, a cash flow analysis and a balance sheet. It also includes a brief analysis of each of these sections. Finally, your financial plan should include a definition of any assumptions upon which it is based, including projected revenue, increased costs, etc.

The income statement can also be described as the budget. The first section should include your income projections. Remember to include all sources, such as revenue from sales, interest, etc.

List your anticipated expenses after the income projections. Expenses include costs of goods, payroll, taxes, etc., and should be grouped into separate categories, such as cost of goods, administration and taxes.

Preparing your projections and expenses will enable you to conclude the income statement with your bottom line. At this point you can discuss profit or loss.

The income statement should project out over a period of three to five years. If you are in an established business, be sure to include historical data for up to the last three years.

The second section is the cash flow statement. Here, the categories should be the same as in the income statement,

INSPIRATION < <

but you will also include time frames for each item, projecting when you will receive revenue and when you will need to pay expenses. This statement will assist you in planning for your expenses.

The last statement to prepare is the balance sheet, which lists all of the business assets and liabilities and presents a picture of the business at a given moment.

Seeking the advice of a CPAmay be necessary to help you in preparing these statements. However, by conducting some research and showing a little diligence, you may be able to prepare them on your own. There are many resources available on the Internet and at your local library to educate you on this process.

Next issue: Putting it all together

Safety Nets and Lightning in a Bottle

Fifth article in a series on creating an effective ad campaign

copy of the publication in which your wellcrafted ad is running lands in your in-box. With great anticipation, you scan the ad index, locate your masterpiece and flip to the right spot. As you rapidly turn the pages, will your feelings about your ad turn to elation or dread?

You and your design team have spent considerable energy and money coming up with an attention-grabbing, sharp looking ad that communicates your focused message. You've done everything correctly: following the publication's production specifications and giving them everything they need to get your ad just right.

But there it is in print, right down the middle of the smiling guy's face: a black smudge. Or maybe he's slightly out of focus or not centered on the page where you intended him to be.

Unfortunately, there are circumstances beyond the publication's control that can affect your ad's appearance. Fortunately, this doesn't happen very often, and there are 59



Bluetooth Americas 2003

Fifth Annual Conference

Highlights: This conference is dedicated to stimulating Bluetooth adoption in the American market and will enable attendees to learn, network and secure new business. Participation by the industry's key players and top-level speakers including Apple, Bluetooth SIG, Palm, Texas Instruments, IXI Mobile and more. The program will offer a detailed level of technical content but will also focus on aspects of commercial deployment. Gain insider information on complete technical specs and applications and learn how to maximize business opportunities. By looking at extensive case studies, participants will be able to implement those lessons in real-world applications. The event also includes a separate expo area where dozens of vendors will be on hand to demonstrate and talk about the latest solutions for deploying Bluetooth products and applications.

When: December 9 - 11, 2003

Where: San Jose Convention Center, San Jose, Calif. Registration Information: Visit www.ibctelecoms.com/ bluethoothamericas. Attend the Expo free of charge.

National Retail Federation

93rd Annual Convention and Expo

Highlights: The theme for this year's annual convention is "Everything Retail" and the NRF will bring together people from across the entire industry. Nine tracks will focus on various topics within the retail world: Financial, technology and retail strategies; visuals, merchandising and store design; and marketing, human resources and supply chain tracks will cover areas relevant to MLSs. Gift cards, leveraging RFID and ePC technologies, online retailing and wireless solutions are among program topics to be discussed. Three "Super Sessions" will include panel discussions by industry experts on 2003 benchmarks and best practices and innovations and predictions for 2004; assessing and managing the supplier/retailer relationship; and the keynote address by Wal-Mart President and CEO, H. Lee Scott. The scope of this year's expo has been expanded and will include over 400 vendors and suppliers showing their wares; exhibition information is available by calling 202-626-8111.

When: January 11 – 14, 2004

Where: Jacob K. Javits Center, New York City

Registration Information: Fees vary by NRF membership status, events attended and registration date. Register by Nov. 21, 2003 to receive discounted rate. Visit www.nrf.com/annual04 or call 202-626-8148.

ways to resolve these problems.

Even if everything looked fine through the production process on your end and at the publication, issues at the print shop can ruin the best-planned design. For instance, oversights in the ad's design might not be apparent until it appears in print.

An ad's poor positioning on the page might result from errors made using the design software—for example, an image you intended to bleed off the page instead gets cut off. Fuzzy images might be caused by incorrect resolution or mistakes with color profiles that no one along the way could detect until it's too late.

Things can happen at the print shop, too. Printers on deadline will run with what they're given; when printing a four-color publication, for example, they might make a color decision on the spot that results in a washed-out image.

Printing press maintenance is also very important. Lines, smudges, blobs and bleed-throughs are the results of dirt on the press, scratched rollers or plates or too much ink on the press.

If your ad doesn't look like you expected it to in print, remember that cooler heads prevail. Call the publication to see if they can give you an explanation. Call your art department or agency to make sure they followed the specifications exactly.

These steps are critical in determining how to resolve the matter. Remember, you signed an advertising contract, which should clarify matters for both parties in instances like these.

Hopefully, you're hearing rave reviews on the ad. Kudos to you and your designers! Ask people what elements stand out for them. Humor, glamour and technology touch people in different ways, and if you've managed to capture lightning in a bottle, take advantage of it while you can.

Consistency is very important in maintaining brand image and recognition; a good overall campaign will "speak" to readers. Change your design often, but maintain your image. Track the number of calls you receive and the interest that's generated when different ads run—lightning can strike more than once.

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