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2007 per transaction +1 BASIS POINT

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 - Nurit 8000 GPRS Wireless Terminal
- Full Residual Commissions 50% 65% revenue-sharing program.
- Plus, we'll even pay the merchants' early termination fees – up to \$295 per merchant!





This program is designed to offer free equipment to the merchant with no additional "hidden fees" added to the merchant contract and you still receive a conversion or productions bonus. All fees on the merchant application are variable with NO MINIMUMS; you may even choose to use Interchange Plus pricing. ANY AND ALL FEES CHARGED TO THE MERCHANT, ON THE MERCHANT APPLICATION, ARE SHARED BETWEEN THE AGENT AND ALPHA CARD SERVICES

The Free Terminal Program includes free "swap-outs"* (shipping charges do apply) to insure the merchant is processing cards 24/7/365. In addition to the free terminal, the merchant also receives free paper (shipping charges do apply) as long as the merchant is utilizing the free terminal program.



arketplace

Hypercom T7Plus

* Swap-outs do not include abuse.

** If T7Plus is out of stock, comparable terminal will be used. Does not include costs associated with pinpads.

Leading Alpha Card Services the Way...

is recognized as an industry leader in credit card processing services and has won numerous awards for ethics and services including the 2002 rising star award and 2003 best of the best top 40 in the country. Inc Magazine has recently ranked Alpha Card Services as their 99th fastest growing business in America. In addition, Alpha Card Services came in 6th place on the Philadelphia 100 list by The Philadelphia Business Journal.





Each and every payment transaction is a lifeline of your business - balancing your customer's satisfaction with increased sales. An Alpha Card Services Sales representative will custom design a payment solution just right for your business. Whether you need a single source solution or an integrated approach, you'll find our expertise and innovative product lines can help your transactions run seamlessly. Thousands of merchants turn to Alpha Card Services for support, technology, respect and care. Hundreds of thousands of transactions processed, one customer at a time...one product at a time...one service at a time.

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January 28, 2008 • Issue 08:01:02

Self-service channel emerging



ant to bet on a horse? Pay your utility bill? Buy a ski lift ticket? Get a boarding pass for your flight? Buy groceries, perfume, a parking permit or order photo prints? Or, perhaps you would like to mail a package, rent a car or order a pastrami sandwich on

rye from a deli.

Odds are, you'll soon find yourself doing all of these things without ever speaking to a human being.

Self-payment and kiosk technology has come a long way. Retailers can provide a kiosk or self-service payment system for all types of services at a cost effective price, allowing them to cut back on the costly process of hiring and training employees in high turnover industries such as retail or quick service restaurants (QSRs).

POS kiosks are hardware devices that work in combination with software equipped to handle self-service transactions. They allow customers to perform various functions in one spot by using a keyboard or touch screen.

The machines can include card readers, ticket and receipt printers, bill and coin depositors, and other devices designed for the types of services retailers determine their customers need.

Not only can kiosks be more cost effective, but they can also be programmed to upsell more reliably than human employees, giving customers the ability to purchase items at any time.

Products pass consumer test

Consumers are adapting to self-service payment options more quickly than some industry experts prophesied. Accustomed to automated teller machines (ATMs) and pay-at-the-pump service, many consumers feel they can process their transactions faster by doing it themselves instead of handing their card over to a clerk. And some feel it is safer to keep possession of their cards at all times.

Shoppers feel empowered throughout the self-service checkout process because of the active rather than passive procedure, according to research and consulting company IHL Group, a division of IHL Services Inc. that specializes in technology for the retail and hospitality industries.

"According to some estimates, in 2006, North American consumers spent more than \$475 billion at self-checkout lanes, ticketing kiosks and various other self-service [POS] locations," said Melanie Broad, a Senior Analyst at Mercator Advisory Group and author of *Retail Self Checkout: Providing Options For Merchants and Consumers.*

"In 2007, those numbers are expected to increase by 33%," Broad said. "Other estimates anticipate that by 2009, consumers will spend \$1.2 trillion in sales in retail stores via self-checkout alone. For these reasons, self-service at the [POS] is

Continued on page 3

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You may not possess encyclopedic industry knowledge or represent the best products on the market, but if you have the vision, wherewithal and commitment to help customers reach their goals, you will surpass the majority of your competitors.



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Yes, that's my order. But listen ... who do you guys use for your credit card processor? Because I have a great program I'd like to talk to you about.

ISOs in demand

I am trying to learn more about the competitive landscape in the ISO industry. Does *The Green Sheet* have any resources I could read that would provide an overview of the industry for a beginner?

Additionally, do you have a listing of ISOs in the United States, or could you suggest a place where I could look for such a list?

Darcy Worthington

Darcy,

To the best of my knowledge, no official list of ISOs in the United States exists. However, the listing "ISOs Looking for Agents" appears in every issue of The Green Sheet in print and online at www.greensheet.com. And our December 2007 issue of GSQ, Vol. 10, No. 4, "2007 Acquirers Report," will familiarize you with many of the largest acquirers in the industry. This can also be accessed online.

Our Web site also contains a wealth of information about the ISO landscape. While our archives do not extend to our 1983 inception, all issues of The Green Sheet and GSQ are archived online back to 1995. You can access the entire archive with our search tool, Fast Finder, which appears right below our logo in the upper left hand corner of our home page. In addition, the following books and reference materials are helpful resources:

- Good Selling!™ The Basics and Good Selling! Thirteen Weeks to Personal Success, by Paul H. Green, The Green Sheet Inc., 2004
- How to Survive and Thrive in the Merchant Services Industry, by Marc J. Beauchamp and William Graham, Performance Training Systems, 2003
- Paying with Plastic: The Digital Revolution in Buying and Borrowing, Second Edition, by David S. Evans and Richard Schmalensee, The MIT Press, 2005
- What Every Business Should Know About Accepting Credit Cards, by Anthony L. Ogden, 2004
- Visa U.S.A.'s Rules for Visa Merchants: Card Acceptance and Chargeback Management Guidelines
- The Electronic Transactions Association's Encyclopedia of Terminology for the Acquiring Industry

Good luck, and welcome to the payments space!

Editor

Correction

"Rock, paper, electronics," by Patti Murphy, *The Green Sheet*, Dec. 26, 2007, issue 07:12:02, stated that about one-third of the checks written in 2006 (3 billion) wound up as ACH debits. It should have said about 9% (one-eleventh) of the checks written in 2006 (3 billion) wound up as ACH debits. The total number of checks written that year was 33 billion. *The Green Sheet* regrets the error.

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A quick summary of nearly all the articles in this issue to help keep you up-to-date on the latest news and hot topics in the payments industry.

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Cover Story

Self-service channel emerging

Want to bet on a horse? Pay your utility bill? Buy a ski lift ticket? Get a boarding pass for your flight? Buy groceries, a parking permit or order photo prints? Odds are you'll soon do all of these things without speaking to a human being. Enabling this is the self-service kiosk. Here's what ISOs and merchant level salespeople (MLSs) need to know about this emerging sphere.

🐌 Page 1

Interchange debate a wake-up call

View

View

Is the interchange pricing model sustainable? Chances are it's not. But this shouldn't signal the demise of revenue streams from merchant acquiring. For starters, interchange is a revenue source of choice for card issuers. For acquirers and their partner firms, interchange shouldn't be more than a base upon which they build their own revenue structures.

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Have passion, success will follow

Passion for the work you are doing is infectious and conveys to your customers that they are valued. Passion motivates you to set higher standards, perpetuating a desire for excellence. And desire breeds enthusiasm, commitment to customer care and the power to overcome obstacles that hamper your ability to serve your customers. So, how are you going to get all fired up?

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Feature

Lady of the law

Flip through the pages of just about any payments industry publication or attend a conference, and Holli Targan's name will likely surface. Targan – a partner at Jaffe, Raitt, Heuer & Weiss P.C. – devotes her practice to electronic banking, electronic commerce and credit card processing law. This profile reveals why she's so good at what she does.

🐌 Page 38

Sizing up merchant cash advance

When free terminals began destabilizing POS equipment revenue in earnest for acquirers and ISOs, the merchant cash advance phenomenon began to gain substantial market momentum. Though the pricing to merchants and commissions to acquirers and ISOs for these advances are significant, cash advance revenues are still small in the scheme of the acquiring industry.

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News

Feature

Industry afloat amid economic plunge

As various markets in the economy plunge into an ocean of slumping numbers, experts are forecasting minimal relief for 2008. Meanwhile, businesses and consumers are shouldering the burden of this financial slowdown, and perceptions are mixed on how the payments industry will be affected. Now is the time to become proactive.

Page 57

How to Succeed in Today's Marketplace

A Great Opportunity for You to Grow

If you're a successful merchant services professional, chances are you are trying to grow.

The biggest challenge is providing infrastructure for your business. It takes a considerable amount of time and money to provide administrative, logistics, sales support, human resources, health coverage, and training. We have the solution!

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MasterCard rings in new year with fee hike

On Jan. 1, 2008, MasterCard Worldwide doubled its cross border assessment fee on acquirers, from 20 to 40 basis points on all card transactions that originate outside the United States, where the cardholder's country code differs from the merchant's country code. In a tight market, acquirers are reluctant to pass on these fees. But there are ways to recoup some costs.

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News

FACTA flags identity fraud

Two amendments to the Fair and Accurate Credit Transactions Act (FACTA) went into effect Jan. 1, 2008. Unlike the Payment Card Industry (PCI) Data Security Standard (DSS), which attempts to stop private customer data from being stolen in the first place, these amendments endeavor to flag possible instances when data thieves try to use the information.

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News

Education

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Comerica tapped for prepaid benefits

The U.S. Department of the Treasury selected Comerica Bank to be the financial agent in the implementation of the Direct Express Card program for electronic prepaid Social Security payments. Comerica was selected partly because of its experience as a prepaid card issuer for state government benefit programs.

🐌 Page 62

Street Smarts^{5M}: It's 'bons temps' with SEAA in New Orleans

The Southeast Acquirers Association's annual meeting is slated for March 23 to 27, 2008, in New Orleans – or as Southerners say, Nawlins. Attendees will be able to enjoy the conference and the city's rich culture, as well as contribute to rebuilding the city, which was devastated by Hurricane Katrina in 2005.

Page 74

So, you're comfortable with your residual stream, huh?

Just how big of a bite is your ISO taking?



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12

"Finally. I have something to talk about other than just price. 77

-Michael Mucciacciaro, Baltimore

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Scott Hausmann, Minneapolis



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> dealing with merchants and larger referral partners like banks, accountants and associations. It has really made a difference in my entire business approach."

> > - Todd Eichner, Los Angeles

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- Keith Pollins, San Diego

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IndustryUpdate

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NEWS

Consumers want universal mobile accounts

According to **ABI Research**'s Mobile and Contactless Payments survey, U.S. consumers only want one credit/ debit account for making payments from their mobile handsets. The survey collected opinions from more than 1,000 respondents in the United States, ranging in age from 14 to 59. Participants were put into five age categories and five income levels.

Aite Group analyzes prepaid

A report from **Aite Group LLC** on branded prepaid cards in the United States found that card issuers are generally happy with the performance of their prepaid card operations. The survey comprised nine issuers, and the report reviewed topics such as key product, distribution channel and technology issues.

One-quarter of respondents were dissatisfied with their current performance in the prepaid domain. Sixty-seven percent stated regulatory pressures were their biggest challenge. And a majority of those surveyed viewed an effective marketing tool for prepaid cards as imperative to their success.

Seventy-eight percent focused on selling prepaid cards to consumers through their own channels and 44% focused on issuing prepaid cards to employers and government agencies. A minority of those issuers surveyed currently use retail stores as a distribution channel.

Fed reports consumer credit increase

Consumer credit increased at an annual rate of 7.5% in November 2007, according to a **Federal Reserve** report. Revolving credit increased at an annual rate of 11.25% and nonrevolving credit increased at an annual rate of 5%.

The report covers most short- and intermediate-term credit for individuals and loans for automobiles, mobile homes, boats, trailers, education or vacations. The report does not include loans secured for real estate purchases.

Korean bank to dispense ICT cards

Industrial Bank of Korea will distribute 12,000 **Innovative Card Technologies Inc**.'s ICT DisplayCards to its employees to authenticate internal systems logon. ICT DisplayCards are a security device for e-banking, e-commerce and data access.

IBK joins other global financial institutions that accept the ICT DisplayCard for multifactor authentication and is receiving cards through ICT's reseller Innet, which has gained approval from the Korean government's Financial Security Agency to distribute.

Pay By Touch gets cash infusion

Biometrics firm **Pay By Touch Inc.** received a \$9 million, three-month emergency loan from three investors.

Lawsuits, bankruptcy filings and an intervention by

- According to a study conducted for **Shop.org** by **Forrester Research Inc.**, approximately 27% of online retailers feature live chat, and 33% plan on adding it within the next year.
- Of the 1,052 men surveyed by **Harris Interactive Inc.**, 45% said they would consider wearing rings over any other piece of jewelry. The vast majority (86%) said they would likely wear a piece of jewelry given to them by their significant other.
- The National Restaurant Association's performance index stood at 99% in November 2007 the U.S. restaurant industry's lowest level of activity since 2003.

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a Delaware court have beleaguered Pay By Touch. In October 2007, four employees filed involuntary bankruptcy against the company, claiming they were owed more than \$60,000 in back wages. In November 2007, payments industry insiders reported Pay By Touch was backing off on its innovative pay by fingerprint technology.

Pay By Touch has finger scan devices in 2,400 locations nationwide including SuperValu Inc.'s Albertsons; Chicago area grocery stores SuperValu's Cub Foods and Jewel-Osco; Piggly Wiggly Co. stores in South Carolina and Georgia; and Hy-Vee Inc. stores in the Midwest.

ANNOUNCEMENTS

Glenbrook workshop on payments value chain

Linda Elliott and Carol Coye Benson of **Glenbrook Partners LLC** will host a special focus, one-day workshop called Card Payment Processing: The Value Chain. The event will take place Feb. 21, 2008, in Santa Clara, Calif.

The workshop will provide an analysis of the functions of the networks, issuing banks, acquiring banks or merchants, the value added functions and which entities stand to profit as electronic transaction volumes continue to rise.

To register online for the workshop go to www.glenbrook. com/bootcamp-payment.html, e-mail bootcamp@glenbrook. com or call Benson directly at 541-301-0139.

Strawhecker recognizes ISO/MSPs

The Strawhecker Group, a U.S. management consulting firm for the acquiring sector of the electronic payments industry, has begun to develop a way to recognize small but growing ISOs. They want to acknowledge the emerging ISO/MSPs of the United States.

ISOs that wish to participate in the free survey should e-mail *ISOlist@thestrawgroup.com* for details. Completed surveys will be accepted until Feb. 1, 2008. The survey asks for basic company information and transaction numbers such as processed card volume and processors utilized.

Capital One gets personal with cards

Capital One Financial Corp. customers now have the option of visiting the Capital One Web site at *www.capitalone.com/imagecard* to upload personal





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images – family, friends, pets and so forth – to be printed on cards.

The free service, available for new and existing Capital One customers, also provides the option of choosing an image from the card company's online gallery. Once the image is approved, a new card will be mailed and account terms will remain intact.

Global trots out new processing gateway

Global Payments Inc., an electronic transaction processing service, introduced Global Transport, the next generation payment processing gateway designed to simplify and speed up integration with the merchants' debit, credit and EBT transaction services.

Global Transport will expand Global Payments' ability for integrated POS payment processing and reduce the difficulty in integrating the merchants' systems with Global's processing capabilities.

NationalCard gets new digs

NationalCard Processing Systems LLC, an electronic payment processing company, is moving to larger corporate offices by the end of January 2008. NationalCard's move is an important step in meeting the needs of an

expanding company. The new, larger location within its current Sherbrooke Office Center complex facilitates the company's rapid growth and its ability to increase its market share.

The new facility will also accommodate **HealthCard Systems LLC**, a sister company focused exclusively on health care card processing.

Visa wins travel award

World Travel Awards issued **Visa Inc.** the World's Leading Credit Card award for the 10th consecutive year. World Travel acknowledges achievement in all areas of the travel and tourism industry. The award was based on an online poll of travel agencies and agents. Evaluation of companies and organizations was determined by distribution, convenience and best services.

VUB partners with Hypercom

Slovakian bank acquirer **VÚB** (*Vseobecna uverova banka* in Slovak) is installing **Hypercom Corp.**'s Optimum dial-up, Internet protocol and wireless card payment terminals at retail locations throughout the central European Slovak Republic. The choice to do so follows the implementation of a nationwide electronic payments network by Hypercom's network access controllers.



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PARTNERSHIPS

Chase, Office Depot team up

Chase Card Services, a division of **JPMorgan Chase** & Co., and **Office Depot Inc.** have collaborated to launch the new Office Depot Worklife Rewards Visa Signature Card for business owners and consumers. This card offers the chance to earn rewards with purchases.

The new rewards card provides Office Depot customers a wide variety of benefits, including rebates, rewards, contactless payments, and no caps, limits or expiration dates.

Fleet One makes inroads at Casey's

Fleet One LLC, a fuel card and fleet-related payment provider for private businesses and government agencies, signed an agreement with **Casey's General Stores** to allow Fleet One Local fuel cards to be accepted at its convenience stores in nine Midwestern states.

Nearly 1,450 convenience stores in Iowa, Illinois, Indiana, Kansas, Minnesota, Missouri, Nebraska, South Dakota and Wisconsin will now accept the card.



ORNL, 1st Federal, Citadel connect with CO-OP

ORNL Federal Credit Union joined **CO-OP Financial Services Network**, a credit union for **EFT Network Inc.**, with 25,000 surcharge-free automated teller machines (ATMs). ORNL members will gain surcharge-free access to CO-OP Network-branded ATMs, including 146 machines in Tennessee.

"CO-OP has been working closely with the Tennessee Credit Union League to build ATM deployment throughout Tennessee for nearly 10 years," said Stan Hollen, President and Chief Executive Officer of CO-OP.

"ORNL FCU joined CO-OP Network because of our partnership with the league and, as a result, helps us bolster network growth in the Southeastern U.S. by bringing 41 ATMs to CO-OP Network."

Also, **1st Federal Credit Union** and **Citadel Federal Credit Union** joined CO-OP. Their members will now have access to 626 CO-OP Network ATMs in Pennsylvania and 25,000 ATMs nationwide.

PayPass accepted at Paradies

Airport concessionaire **The Paradies Shops** will accept **MasterCard Worldwide**'s PayPass contactless payment transactions at its 500-plus retail locations in the United States and Canada by late 2008. Paradies expects to offer travelers quicker transactions and payment convenience by accepting PayPass.

PayPass is currently accepted in many retail sectors where speed and convenience are factors such as restaurants, sports venues, vending machines, movie theaters, supermarkets and taxis.

ACQUISITIONS

Metavante gains Nomad

Metavante Technologies Inc., a provider of banking and payments technology, purchased London-based Nomad Payments Limited, provider of prepaid and debit card processing and licensed software, for approximately 58 million individuals. Nomad will now operate as Metavante, part of the Metavante International Group.

This acquisition is anticipated to add approximately 1% to Metavante's 2008 revenue and have no significant impact on the company's profitability.

Nomad provides processing services for gift cards, money share cards, studying and traveling abroad, and general purpose prepaid cards that can be used as an alternative to a bank account.



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APPOINTMENTS

Alpha Card introduces Biogiatzis

Anna Biogiatzis was selected to serve as Alpha Card Services Inc.'s Vice President of Financial Institution Alliances. Alpha Card is a payment solutions company geared toward small and medium-sized merchant markets.

The adding of Biogiatzis kicks off the company's Agent Bank Program, designed to educate its sales offices and strengthen relationships with its merchants.

CrossCheck hires Clark

CrossCheck Inc., a check approval and guarantee company, added **Harry Clark** to its partner relations division.

As Director of Partner Acquisition, Clark will oversee the acquisition and development of new bankcard partners and ISOs to sell CrossCheck's check processing and conversion services nationwide.

Douglass named CEO of Vesdia

James Douglass has been named CEO of Vesdia Corp.,

a loyalty marketing services provider. Douglass is a current member of Vesdia's Board of Directors.

Douglass previously served as CEO of Visionary Systems and, before that, Chief Financial Officer and Executive Vice President of Corporate Development at CheckFree Corp.

TransFirst selects Krasnosky as COO

TransFirst Holdings Inc., a provider of credit card processing and payment technologies, named **Don Krasnosky** as Chief Operating Officer of TransFirst LLC, a wholly owned subsidiary of TransFirst Holdings.

With more than 18 years in the payments industry and serving as a consultant for companies like MasterCard and 7-Eleven Inc., Krasnosky joined TransFirst in 2005 as President of Shared Services.

CardWare taps Lay

Merchant support provider CardWare International appointed **Gregory Lay** to Vice President of Sales, where he will have responsibility for CardWare's national sales development and will manage CardWare's extensive revenue-sharing programs throughout the United States.



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24

Interchange debate a wake-up call

By Patti Murphy

The Takoma Group

s the interchange pricing model a long-term, sustainable ideal? Chances are it's not. But this shouldn't signal the demise of revenue streams from merchant acquiring.

For starters, interchange is a revenue source of choice for card issuers.

For acquirers and their partner firms, interchange shouldn't be more than a base upon which they build their own revenue structures. Today, these consist of bundled fees (such as merchant discount), fees for administrative services, equipment leasing, access to cash advances and, perhaps most importantly, alternatives to traditional payment systems. The more products they offer, the less dependent they become on the merchant discount.

Although nobody expects any new or emerging payment alternatives to surpass traditional bank-branded credit and debit products, some are making notable headway.

An increasing number of retailers, for example, are turning to the automated clearing house (ACH) to convert paper checks to electronic payments. In the third quarter of 2007 (the most recent period for which data is available), merchants converted more than 123 million POS checks to ACH debits, according to NACHA – The Electronic Payments Association, representing a 53.2% increase over the third quarter of 2006.

Even some card issuers are being drawn to the ACH. This is evidenced by the emergence of so-called decoupled debit cards, which use the bankcard networks to authorize and switch payments, and the ACH for final settlement between the acquirer and the bank where consumers maintain their checking accounts.

War of words

The latest challenge to interchange came in December, when the European Commission ruled as anti-competitive certain interchange fees assessed by MasterCard Worldwide.

Fees subject to the ruling apply to virtually all cross border transactions and certain domestic payments using MasterCard- and Maestro-branded cards. The fees are known as multilateral interchange fees (MIF), and the EC's Competition Commissioner describes them as "among the highest in Europe." The Commission gave MasterCard six months to drop the fees or face whopping penalties. MIFs are set at 0.50% on debit and more than 1% on credit card payments, according to the EC. The ruling applies only to MasterCard, because Visa Inc. had previously agreed to the EC's demand to cap similar fees.

Merchant groups in the United States jumped at the opportunity presented by the EC ruling to trumpet their calls for changes in – if not outright destruction of – interchange.

"These fees drive up the cost of merchandise for shoppers while delivering little if any benefit commensurate with the billions [of dollars] charged," said Mallory Duncan, Senior Vice President and General Counsel at the National Retail Federation, in a statement. "It's time for this to stop, and authorities here in the United States should take the European ruling as a signal that it's time to bring the same relief to U.S. consumers."

In its statement, the NRF asserted that interchange collected by MasterCard and Visa banks was expected to exceed \$40 billion last year, "or about \$350 per household." Since 2001, the NRF stated U.S. merchant interchange has increased 117%. It's unclear, however, exactly how the group came up with its findings.

Earlier this month, Mitch Goldstone, a lead (and possibly the most vocal) plaintiff in a class action lawsuit against MasterCard, Visa and leading member banks, took to the pages of *The Wall Street Journal* to rally support from the business world. "MasterCard's long history of anticompetitive price-fixing corrupts its understanding of Economics 101, where the marketplace controls competition, not a board of directors," Goldstone wrote in the Jan. 10, 2008, edition.

MasterCard, of course, had its own tough-sounding talking points on the decision and in defense of interchange, suggesting that the EC's Competition Commission doesn't understand the payment card business. MasterCard did agree, however, to halt the fees pending the outcome of its legal challenge to the Commission's ruling.

U.S. merchants are pushing to get lawmakers on their side in this battle, and to that end Congress called at least three public hearings on interchange. Since it's an election year, and the economy is teetering perilously close toward recession, more hearings are likely, especially in the context of helping small businesses and consumers.

Federal legislation seems like a long shot, though, given the amount of time lawmakers are expected to spend in Washington this year. The courts and states are more



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View

likely to take on the issue. In fact, a recent report from West Virginia could be a foreshadowing of things to come.

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According to a Jan. 16, 2008, story in *The Charleston Gazette*, the West Virginia attorney general's office has reached a preliminary settlement for \$12.1 million with Visa and MasterCard in a lawsuit pending since 2003.

The suit accused the card Associations of violating the state's antitrust and consumer protection laws by forcing merchants to accept their brands' credit and debit cards, and assessing the same interchange for debit and credit, even though, the state attorney's office said, debit cards are less risky, and



thus interchange on debit should be priced lower. The state attorney general said the \$12.1 million will be placed in trust and distributed to citizens through a series of state sales tax holidays.

Peace in payments

It's yet another reminder that ISOs need to expand and diversify the products and services they sell to merchants.

Several seemingly hot emerging trends might fit the bill. These include, but are not limited to: mobile, contactless and Internet payments; loyalty/gift card programs; ACH check conversion; equipment leasing; and cash advances and loan products.

About 10 years ago, I moderated a roundtable discussion that included representatives of some of the leading ISO and acquiring companies in the country at that time. A common theme of that discussion was how to build and maintain "customer stickiness" by becoming a one-stop shop for merchant services. How prescient those discussions seem now in retrospect.

It's not just an esoteric discussion anymore. ISOs and merchant level salespeople who aren't trying to diversify product offerings could be missing out on significant revenue opportunities.

Take contactless payments, for example. A survey last year by Aberdeen Group found 16% of retailers plan to increase spending significantly on contactless payment adoption over the next two years. Sixty-five percent of retailers are anticipating gradual increases in spending on contactless.

Yet a second survey, conducted by Aite Group last fall, suggested that none of the major acquirers consider contactless functionality an important offering for merchants.

Patti Murphy is Senior Editor of The Green Sheet and President of The Takoma Group. E-mail her at patti@greensheet.com.



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Bankcard Processing Company

View

Have passion, success will follow

By Biff Matthews

CardWare International

nalyzing the events of 2007 has been a prominent theme within the payments industry since the new year. Evaluating how the industry fared is paramount. Knowing where you've been and having the requisite passion to get to the next level are two critical requirements for success.

Passion for the work you are doing is infectious and conveys to your customers that they are *valued*. Passion motivates you to set higher standards, perpetuating a desire for excellence. And desire breeds enthusiasm, commitment to customer care and the power to overcome the obstacles that hamper your ability to serve your customers.

You may not possess encyclopedic industry knowledge or represent the best products on the market, but if you have the vision, wherewithal and commitment to help customers reach their goals, you will surpass the majority of your competitors.

Commit to the expedition

Tom Cruise's character in "Jerry Maguire" was vilified for his mission statement that stressed "fewer clients, less money, more personal attention" as a remedy to the ethical nihilism corrupting the sports contract industry.

Consequently, his desire to be more passionate, selfeffacing and nurturing to his clients ultimately brought him more business opportunities, personal integrity and financial gain than anyone could have imagined. His philosophy for success supplanted his former associate's prediction of perennial failure.

Passion is intrinsic. It is all about the *journey*. It is not the means to an end, but an end in and of itself. In our industry, an archetype of this philosophy is Joe Kaplan, President of Innovative Merchants Services in Calabasas, Calif. Kaplan maintains continuous contact and a personal rapport with customers that is exemplary and respected.

The same is true for Mary Gerdts, Chief Executive Officer of POST Integrations Inc. She is ardent about ensuring the success of the payments industry and has served both as a board member and President of Electronic Transactions Association.

These entrepreneurs began as virtual novices to the industry, but because of their zealousness and devotion to the job they were able to thrive against competitors with far more experience and resources. Another paradigm to this core system of beliefs is Bob Carr, CEO of Heartland Payment Systems. In 10 years, Heartland has become the sixth largest payment processor with more than \$55 billion of annual processing volume. Carr, along with Joe Kaplan, crafted a Merchant Bill of Rights that has since become a benchmark in our industry.

Carr has been widely recognized for other groundbreaking accomplishments, which include creating a sales support program that frees merchant level salespeople (MLSs) from the detailed checking of contract clauses and disclosures.

He does this with automation and innovative check-listing that strives to prevent misunderstandings and gives merchants a higher comfort level with the new vendor.

Carr's unique sales support protocol of intelligent followup is wildly different from anything in the field. It also serves as a powerful and effective catalyst for upselling and cross-selling. This is significant, since Heartland also offers a suite of payroll services, gift card programs and other offerings for which Carr's care and attention creates a receptive and qualified audience.

Focus on honest communication

Carr's vision transformed an expense into a revenue source. In the past, so many ISOs and MLSs would say anything to their merchants to make the sale. This was bad news for everyone, especially the merchants who were caught in the inevitable crossfire.

Early on, Carr established honest relationships with his customers, and his sales support program is the result of a desire to provide a credible alternative. His concept has been so successful he has not only brought his company public, but also purchased other companies to supply related services.

Due to these individuals' persistence, an industry that was once rampant with thievery, unpaid vendors and contract nondisclosures is now grounded in fairness, ethics, personal and professional integrity, and full disclosure. The solution, though difficult, was borne of education, training and the establishment of the Payment Card Industry Data Security Standard.

Stick with it

Tom Wimset, CEO of National Processing Co., started his career in NPC management, left, then returned to purchase the firm. NPC was an innovator in processing credit card transactions for airlines, oil companies and large retailers, but did not cater to smaller clients.

Before Wimset acquired the company, National City Bank purchased NPC, bringing in the mom-and-pop merchants. NPC was caught in a classic integration crisis,



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The founders of the Bankcard Services Association, now the Electronic Transactions Association, were fervent about their work and dedicated to bringing credibility and civility to what was then a chaotic industry.

though today it has a healthy mix of large and small customers and the resources to serve both well.

Wimset said he had one of those "aha" moments when he realized the processing capacity of NPC was grossly underutilized. He believed it could be expanded and redefined. Today, NPC is a leader in medical and financial processing. NPC realized its goals because Wimset could envision what his predecessors could not and was willing to dedicate himself long-term.

Passion is sticking with something through the positive and negative peaks – long enough to create significant win-win situations for customers and those who serve them. The founders of the Bankcard Services Association, now the Electronic Transactions Association, were fervent about their work and dedicated to bringing credibility and civility to what was then a chaotic industry.

Thrive with customers in mind

All of these industry leaders clearly regarded obstacles as just part of their journey. If shaping an industry were easy, everyone would be able to do it well. Passion demands tenacity, durability and the flexibility to adjust timing or other particulars – while keeping the goal in sight.

In our industry, the journey is now fairly direct because the pioneers cleaned up the unruliness. So the road, while not yet smooth, is at least paved. If you keep customer satisfaction at the forefront, you can prosper.

If you make it to 5 million in sales, there's no reason you can't reach 10 million. After acquiring and nurturing those first 50 merchants, you can acquire 500 or 5,000 as you share your passion with other MLSs and service people as well as everyone in your organization.



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View

Every new journey, whether it's starting a company, adding an innovative capability or returning to a former company with an idea, has a naissance.

Usually it's some kind of moment that reverberates in your head like thunder, and is often related to a specific situation, issue or problem.

For me, it occurred 32 years ago. I lived in a community of entrepreneurs and executives; the neighborhood was full of business owners. As six of us were playing cards one night, the conversation turned to business and marketing.

I made a comment (apparently not the first time those people had heard it, given what followed) in which I expressed dismay that the entire imprinter industry was not only overpriced but offered no discernable service for the inflated price. No one was offering the obvious alternative of qualified repair.

A fellow player who had heard this speech before essentially dared me to put my thoughts into action. So I did. We called it Imprinter Repair Services. We started at the state level and subsequently spread regionally, then nationally. Before long, customers were coming to us in droves. In the course of business, buyers often asked if we also sold new imprinters. Ultimately, we changed our name to Imprinters Sales and Service. Before long, we grew to 35 employees. Our customers from coast to coast ran the gamut from retailers to airlines and banks.

Many of these entities have morphed into other companies, and imprinters are now mostly a critical, but not high-demand, necessity. We're still providing equipment sales and a plethora of different services to the same business sectors; however, because we are really about customer care – good products, excellent service and an eagerness to contribute – we are a viable part of our customers' success.

That is our passion, and it should be a part of your business plan too. Whether it's selling products or dealing with customers, reflect on how you do business. Is there something lacking? Are you not as successful as you could be? Show sincerity in your devotion to the industry, and it will become infectious to those you do business with.

Biff Matthews is President of Thirteen Inc., the parent company of CardWare International, based in Heath, Ohio. He is one of 12 founding members of the Electronic Transactions Association, serving on its board, advisory board and committees. Call him at 740-522-2150 or e-mail him at biff@13-inc.com.



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Feature

SEPA: Will the promise be realized?

By Tracy Kitten, Editor

ATMmarketplace.com

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he Single Euro Payments Area is an initiative with big objectives and tight deadlines. But some industry observers say the move to SEPA won't happen soon.

"SEPA has a deadline of January 2008 for the first implementation date, but that will likely be missed, like it was for EMV [Europay, MasterCard and Visa]," Rob Evans said in December. He is Director of Self-Service Industry Marketing for Dayton, Ohio-based NCR Corp. in the Americas. "It will take 15 years, realistically, to get there. And, from a legal perspective, I think the dates are way off."

SEPA aims to "harmonize" payment products and services, in terms of format as well as fee structures and processing platforms, provided by banks in the European Union. The EU has about 35 different domestic automated clearing houses, each carrying its own standards and fee structures – similar to the differing fee structures pushed by Visa Inc. and MasterCard Worldwide in the United States.

For the time being, the average cost per cashless transaction in the EU remains high.

The thinking behind SEPA makes sense: In order for the EU to compete financially with other, more unified, nations such as the United States, it needs a standard processing system.

That unification perspective has been proved positive by the economic strength of the euro. Now Europe's SEPA supporters expect a similar strength to fuel card usage in the so-called eurozone.

A single payments area is a logical next step, said Michael Engel, Director of Business Development for Paderborn, Germany-based Wincor Nixdorf International.

"It is expected to boost the economy, because the fees consumers now pay to other countries – when they make purchases with debit or credit, for instance – that require funds to go from bank to bank will no longer exist," he said. "It won't cost consumers as much to make cashless transactions; ultimately, interchange and fees for payments will change dramatically."

Euronitions

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Following are three key entities shaping the payments space in Europe:

The **European Payments Council** is the decision-making and coordination body of the European banking industry in relation to payments.

The **European Central Bank** is the central bank for the euro, Europe's single currency. The ECB is charged with maintaining the euro's purchasing power and price stability in the euro area. The 15 European Union countries that have introduced the euro since 1999 comprise the euro area.

The **European Commission** is the European Union's executive branch. Formally called the Commission of the European Communities, it proposes legislation for the EU, upholds treaties, implements decisions and takes care of day-to-day operations.

What is SEPA?

SEPA introduces uniform schemes for all countries in the eurozone, those that use the euro for payment-credit transfers, direct debits and card transactions.

According to SEPA, all retail cross-border payments worth up to 50,000 euros have to be treated as national payments, and SEPA focuses on both the joining of payment instruments and their infrastructures.

But the deadlines are tight: By Jan. 1, 2008, banks must be able to handle both SEPA and existing domestic products; by the end of 2010, banks are expected to use only SEPA schemes. Domestic schemes, therefore, are expected to be either converted or eliminated.

SEPA will make all electronic payments – credit, debit, money transfer or direct debit – the same as domestic payments within a single country. The proposed Payment Services Directive, which provides the foundation for the creation of a single market for payments, provides the legal framework.

But banks have been slow to move on SEPA requirements. And while most banks in the EU say they prefer less regulation, many also believe it is unlikely that the 2010 deadline will be met without use of legislative powers.

A regulatory push?

SEPA is being pushed by suggested deadlines, not incentives or mandates – a move that will likely lead to delayed adoption, Evans said.

Similar to Triple DES, Evans expects Visa and MasterCard to decide on a date and competitive cost structure for SEPA.

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Feature

The European Savings Bank Group has openly criticized the European Commission, the executive branch of the EU, for its SEPA vision.

The Commission proposes legislation and oversees the day-to-day running of the EU. It has been criticized by ESBG for its haste, where SEPA is concerned.

ESBG, an international banking association that covers about a third of the retail-banking market in Europe, said it's not buying the Commission's claims that the adoption of a single-payments infrastructure will improve payment transactions in Europe.

In early 2006, ESBG released a paper that highlighted the group's perspective on SEPA's shortcomings.

First, ESBG said the Commission was too hasty in its plans to "reform" banking in Europe, not fully understanding all of the intricacies that banking institutes and networks have been well versed in for years.

Second, ESBG said the Commission's expectations that SEPA would provide gains and savings in society were completely unfounded: "Neither an impact assessment nor a cost-benefit analysis comparing the costs and savings from SEPA – and the time necessary to realize the

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latter – has been produced by the Commission so far to provide a solid basis for such a statement," the ESBG wrote in a comment it published in February 2006.

And, third, the Commission's plan to move Europe to a society where cashless transactions dominate is unrealistic, ESBG said.

While the Commission claimed the move to SEPA and "the integration of the noncash payment systems in Europe is the logical follow-up to the introduction of the euro," ESBG said the Commission ignored the important role cash continues to play in Europe, where five out of every six transactions, on average, still involve cash.

"Whilst dematerializing 'order to cash' processes is an important society project, it does not form part of the current SEPA activities," ESBG said.

"The industry has strongly committed itself to deliver the core pan-European payment schemes ... within very tight deadlines.

"Given that this commitment represents a mammoth task in itself, it is at least questionable why the Commission implies that the quoted benefits (which included being a springboard for e-invoicing that could save the EU economy between 50 euros and 100 euros by 2010) can be realized by 2010."

SEPA's impact on the ATM

A vision for a cashless society sounds nice in theory, but makes little sense in practice, Wincor's Engel said.

Money transfers, interchange fees, bill payments, etc., are lucrative revenue streams for banks in the EU, he said.

With SEPA, that stream will evaporate, and banks will be looking for ways to make up the income loss. Engel said that loss could lead to increased interest in advanced functions, such as mobile-phone top-up, at the ATM or other self-service device.

"We think there is real opportunity there," Engel said.

But as Evans pointed out, the cuts in interchange also impact the ATM. He said most banks are gearing up for a 60% cut in interchange, since Maestro/MasterCard and Visa are pushing for the lowest overall rate.

That will adversely impact the proliferation of ATMs in developing European markets, such as CEE (Central and Eastern Europe), since independent deployers (and banks, for that matter) aren't likely to place more ATMs if they can't net income from interchange fees.

Link to original: www.atmmarketplace.com/article.php?id=9506



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Lady of the law

olli Targan's name is everywhere. Flip through the pages of just about any payments industry publication or attend a conference, and her name will likely surface. Targan – a partner at Jaffe, Raitt, Heuer & Weiss P.C. – devotes her practice to electronic banking, electronic commerce and credit card processing law. She counsels companies, negotiates contracts and advises businesses on regulatory issues and laws.

For more than a decade, Targan has written for numerous publications. Her articles have covered such topics as data security, when to sell a portfolio, starting an ISO, budgeting for legal needs, and the ins and outs of contracts.

She has also done presentations on these topics and more at the Electronic Transactions Association meetings, regional conferences, NYCE Corp. conferences and bar association events.

Targan has served as an ETA board member for the past



six years. She is currently a member and Treasurer of the association's executive committee. She also belongs to ETA's industry relations and nominations committees.

Targan has received numerous awards during the course of her career, including ETA Committee Volunteer of the Year and ETA Member of the Year. She has been recognized twice by Who's Who in American Law, and twice received the *Transaction World Magazine* Mover and Shaker Award.

There's more: Targan is the co-founder and President of Women Networking in Electronic Transactions (W.net), a nonprofit organization that provides a forum to inspire and empower women in the electronic transactions industry through networking opportunities, education and mentoring programs.

To succeed, Targan goes with her gut instinct, makes decisions quickly, works hard and keeps her clients' needs at the forefront. And occasionally, when the situation calls for it, she plays hardball.

Growing passion

As a child, Targan had aspirations of one day becoming a lawyer. She is fortunate to have fulfilled her dream. As the years progress, Targan's appreciation for her field doesn't fade, which is also part of her success.

"It makes it a lot easier when you love what you do," Targan said. "I love being a lawyer in this industry. I love being involved in executive levels of the ETA and W.net, two organizations that I passionately believe in. I just make the time. ... I don't mind working a lot."

There is only one area where Targan feels daily pressure. "Most challenging for me is that there are only 24 hours in the day, not enough time," she said.

Targan has few complaints. She enjoys being able to see the bigger picture, spotting industry trends as they happen. She likes helping clients craft deals to grow and prosper. "My favorite single task is negotiating complex agreements," she said. "I love the intellectual challenge involved in advocating for my clients' positions."

Targan graduated cum laude from Wayne State University Law School in Detroit. She is a member of the American Bar Association, as well as the Michigan, Maryland and District of Columbia bars. Initially, Targan wanted to become a public defender, assisting destitute people who were facing criminal charges.

"I tend to pull for the underdog," she said. "I thought I would be doing society a great benefit by affording those

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people a good defense." Upon graduation, Targan found the market overflowing with public defenders, so she adjusted her goals and decided to help people in a different way.

Targan worked as Staff Attorney for the Comptroller of the Currency in Washington, D.C. After that stint, she served as in-house counsel at Michigan National Bank, handling legal issues for its automated teller machine (ATM) and bank acquiring divisions.

Finally, she found her way to the payments industry. For the past 13 years, she has worked in private law, concentrating on merchant acquiring, ATM and stored-value card issues.

Targan's successes are many and varied, but she cites developing the payments law practice at her current firm into a vibrant, nationally recognized law firm as one of her proudest accomplishments.

Substantial support

When it comes to the ETA and W.net, Targan's dedication contributes to her effectiveness.

"Being plugged in to the industry through these associations, and guiding the organizations' strategy and impact on the industry, is invaluable," Targan said. She also finds great satisfaction in mentoring younger lawyers.

When working with others, Targan puts tremendous stock in attitude and the



willingness to go beyond average expectations. "A high ethical standard is also key," she said. "I work best with people who are unquestionably fair and principled."

Extremely detail-oriented, Targan holds her colleagues to high standards to ensure quality output. "Getting things exactly right often takes time and effort. But I won't settle for less, which can be a challenge for my colleagues," she said.

At the same time, she is practical and knows achieving perfection can sometimes be a waste of her clients' resources. "I am working on the clock," she said. "And if it's not valuable enough to the clients, then I am not going to waste the client's money."

Targan is quick to acknowledge the accomplishments and contributions of others. "I have a great support network, both at work and at home," she said.

"At work, my colleagues are topnotch, which makes it way easier for me to get the job done. At home, my husband and two daughters have always been extremely supportive, which makes life easier when I need to spend extra time at work."

Niche services

As adviser to companies in the credit card processing industry, Targan negotiates ISO, independent contractor, BIN (bank identification number), agent bank and association contracts.

She also drafts merchant agreements, handles matters for troubled and bankrupt merchants, and specializes in merchant portfolio mergers and acquisitions.

Targan's length of time in the payments industry gives her an edge. "Some people are just hard-wired a certain way," she said.

"I have a lot of experience. I come to decisions quickly. It doesn't take me a lot of time to come up to speed and

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get the background. Usually I have encountered the situation previously, so I know how to respond."

When Targan made the transition to the payments industry, she was eager to master the ins and outs. She not only needed to learn about payments, but also how to interpret older laws to apply to technologies and situations that did not exist when the literature was written. It has been challenging at times, but that's what keeps Targan thriving.

Targan is motivated by her clients' need for timely solutions. "My current clients are also entrepreneurial and very creative, constantly molding exist-



ing technologies into the next new thing," she said. "This forces me to fit the square peg of those new products into the round hole of old laws originally made before those square pegs ever existed."

Client care

Targan always keeps her clients' perspectives in mind and focuses on results. Everything she does revolves around what clients need and what will best serve them.

This is true whether her clients are ISOs or members of the ETA or W.net. "If it is negotiating a business deal, then we have to know what the client wants to get out of the arrangement so that we can effectively advocate to achieve that position," she said.

In the case of her association leadership roles, Targan works continually to develop programs to fit members' needs. But on the law firm side, clients want two things from Targan: experience and communication. In fact, some clients come to Targan not understanding the issues at hand, but they have confidence that Targan will help them assess their problems and identify solutions.

Targan said the goal to serve clients well permeates everything she does, from developing strategy to negotiating deals, formulating programs and handling day-to-day communication with the people she loves.

Targan knows economic issues might make some reluctant to pay for legal advice, but she feels it is worth the investment. "I really believe it pays off in the long run," she said. "I shudder when I see someone who has been in the industry a while and not had good legal counsel."

Unfortunately, many people come to Targan to fix mistakes made under poor advisement. Her goal is to prevent bad experiences from happening. "I am more than happy to make sure someone is looking out for you," she said.

Given her work ethic, it's no surprise



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CALL TOLL-FREE 866.276.7289 sales@posportal.com that Targan believes hard work is integral to success. Another key is being able to use ordinary English to explain complex issues regarding payments and law. "Once you can tell a processor, ISO, sales rep or merchant why it matters, you've got 'em," she said.

Modern ideals

Targan lives by historian Laurel Thatcher Ulrich's words, "Well-behaved women seldom make history." To Targan, this means overcoming society's perception of how a woman should act, especially in a male-dominated industry.

In some ways, Targan doubled her chances of encountering gender bias when she entered the legal profession and the payments industry. Both were masculine arenas when she began her career.

"Absolutely, positively, in the earlier years, [the payments industry] was an old boys club," Targan said. The way business was conducted made her feel uneasy and gave her the initiative to establish an organization for women. "[At W.net], we wanted to provide those kinds of opportunities that women felt comfortable with."

Now, Targan is starting to see the industry as a golden opportunity for men and women. "I am a woman, and I love this industry and the legal profession," she said. Breaking down barriers is "just something that women have to deal with to be successful."

Future development

There is always room for improvement, and Targan dreams the industry will one day be rid of those who cast a negative shadow on it. If she could, she would find a way to weed out the fraudulent salespeople who damage the industry's reputation. "This element is a bane to the existence of the many good guys who are trying to service merchants," she said.

In a constantly evolving industry, staying abreast of the latest developments is no small feat for Targan and her colleagues. "We are fortunate to have our clients involve us in new product development, mergers and acquisitions, and general corporate strategy, which really keeps us on top of our game and gives us a unique perspective on what is going on in the industry," Targan said.

Targan works diligently not just because she loves her job and the challenges presented each day, but also for the sake of her clients. For Targan, this isn't an independent venture, but more of a team effort.

She feels that every minute at her firm has been worth it. "The legal landscape in payments is constantly changing," she said, "so maintaining our expertise while satisfying the legal demands of our growing client base has been extremely gratifying."



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Sonoma Technical Support Services

ISO/MLS contact:

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Company address:

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Virtual help, solid results

usinesses use two tactics to attract customers. Many target smaller clients and move on to mid-sized clients when they have reached a certain level of success. If the businesses offer quality services and stay dedicated – and perhaps get a little lucky – one day they begin signing huge accounts and use that clout to attract larger prospects.

But not all businesses reach for small players first. Some companies go straight for larger merchants. If they are successful in providing quality service to larger players, they assume they can attract smaller clients as well.

Sonoma Technical Support Services prides itself on building a foundation on trust and using its experience as a means to generate big business. The company provides full-service help desk solutions to the POS and financial markets in the United States and Canada.

Its associates work from remote offices in Vancouver, British Columbia; Montreal; Toronto; and Atlanta.

In 1994, Bill Bews founded Sonoma to support the launch of online banking for the credit union market in Canada.

His first client was Van City Savings Credit Union, one of the largest credit unions in North America.

Today, Sonoma supports more than 2 million customers and more than

50% of the credit unions in Canada. It is also expanding into the United States. Since April 2007, Bill Mardis, Vice President of Sales for the U.S. market, has spearheaded the company's efforts to reach beyond its southern border.

In summer 2007, the company signed its first major POS customer in the United States, Way Systems Inc., leveraging its experience in supporting POS customers in the Canadian marketplace, including Global Payments Inc. and Moneris Solutions Corp.

Strength in staffing

Sonoma characterizes its staff as associates filling a permanent position within the company.

"They are not just passing through to their next career," Bews said. "This is their career. They all have ownership in the company. Whoever answers the phone is a partner. We are not here to just support our customers, but to delight them."

The company prefers to hire customer service specialists with the seniority, technical know-how and professionalism necessary to meet its service requirements.

"My job is to provide [customer service specialists] with the tools which will allow them to perform their duties in the most effective manner," Bews said. "It has done us wonders to keep the company lean and mean."

With the combination of the hiring

CompanyProfile

process and the help desk model, Sonoma feels it has the upper hand to attract and keep help desk career workers. Associates are owners with a vested interest in the success of the company who receive benefits and profit sharing.

"The strength of the help desk is people," Bews said. "We don't have levels of supervisors in place. We empower our staff to use their expertise and experience to self-manage most of their daily responsibilities."

Sonoma's employee retention has been 100% in the past 13 years. But if turnover were to come, panic would not ensue. According to Bews, it's typical for most companies to have a turnover rate of 30%. So, as long as the company stays under that percentage, it's in good shape.

One call, one consultant

Sonoma notes that it differentiates itself from other businesses by offering quality services, while being flexible and accommodating. Mardis points to Sonoma's "uncommon level of service that continually exceeds the expectations of our partners," as well as its automated, Web-based interfaces, as areas that surpass its competitors' offerings.

The virtual help desk model, utilizing the Internet, is the main differing factor, according to Sonoma. For a dozen years, Bews fine-tuned this model.

"Sonoma's virtual model is unique in this market, but it is quickly gaining popularity," he said. "It is the foundation for providing a high service level at a very competitive price point."

By offering this type of model, Sonoma is able to operate in multiple locations, instead of be confined to one headquarter. The company stated that the virtual desk is immune to localized network communication failures, such as power outages caused by brownouts or blackouts, because calls are routed to employees in unaffected areas when failures occur.

Bews stated that Sonoma's virtual model gives customers solutions at a faster pace. "Typically call centers are large and first level," he said.

"We are more niche related. ... We take a 10 minute call, and move it to a three minute call. Our efficiency translates into better service at a lower cost."

Sonoma uses the motto, "one call, one consultant." Whether callers need phone, online or e-mail support, each help desk representative is equipped to take care of the customer's needs.

The company also has bilingual support in French, English and Spanish and will soon add Cantonese and Mandarin.

The virtual model also enables Sonoma to respond to

unexpected increases in call volume immediately. At the first sign of increased activity, the company can bring on staff immediately by contacting available associates to simply log on to the Sonoma system, eliminating a commute to the office.

"This gives us the unique flexibility to expand our capacity to handle surges in call volume on a short term basis," Bews said.

Sonoma's help desk enables the company to get clients up and running quickly, typically within 30 to 45 days, sometimes faster. But quality is not sacrificed, according to Bews.

System requirements

The help desk consists of a secure, customer relationship management (CRM) and trouble ticketing system. The CRM system integrates the following:

- Relational database
- Knowledge base
- Reporting system
- Business automation

The trouble ticketing system is designed to efficiently handle call volume and help requests. It serves as a tracking and workflow management tool, which helps in the following areas:

- The capture and recording of all subscriber interactions
- Review of trouble ticket status and severity
- Adherence to predetermined escalation policies and procedures
- Identification and elimination of chronic service delivery problems
- Automation of workflow and reduction of resolution time
- On-demand call recording
- Real-time call monitoring

Customized support

Sonoma's virtual help desk support services are designed for ISOs, processors, value added resellers and equipment manufacturers. The service also provides assistance to merchants and customers during conversions due to a change in hardware, software or processors.

"Our support will be down to the merchant level," Mardis said. "Our goal is to provide knowledgeable and focused help desk support for the POS marketplace."

Some of Sonoma's clients use the company for full customer support, while others use it as a supplement for in-house efforts. For example, if a processor or bank shuts down its call center at 7 p.m. on Saturday, Sonoma can take over until 8 a.m. Monday morning, thus providing

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customers with 24/7 support. Sonoma also provides overflow call support in cases where existing call centers cannot keep up with call volume. Sonoma operates as a partner, helping companies outsource some or all of their help desk services.

"Sonoma is committed to a partnership with our customers that emphasizes a superior level of service to both the end-user caller and our customer," Mardis said.

When end users call the help desk, they are under the impression they are calling the business Sonoma was hired by. Account holders call Sonoma directly for support, but it's as though they are calling a financial institution or POS service provider.

Each client has a unique toll-free phone number, and all branding and conversations are about the client. "We are not Sonoma to them," Mardis said. "We are XYZ financial institution."

Web solutions

Sonoma claims a large part of its success is knowing where the calls are coming from and how those end users will need information relayed to them. The company's mission is to provide a quality POS help desk solution to end users with easy access to meaningful information to allow customers to improve their businesses. That is why Sonoma emphasizes meaningful, real-time reporting. Detailed information regarding all call incidents, issues and resolution, and outstanding call tickets are available via Sonoma's Web portal.

Sonoma's reports include statistics and trend analysis, which help its clients remedy troubles or prevent future problems. Since these reports are real-time, issues can be spotted and solved before they become unmanageable.

Recognizing the need for his company's services, Bews hopes Sonoma can offer customers great satisfaction. "Unfortunately, when it comes to help services to support the POS merchant base, third party providers struggle to meet expectations of their customers and the end users," he said. "This is where Sonoma will make a difference."

Sonoma feels its virtual help desk is just the beginning of an opportunity to offer customers better service. So far, the call support has been very productive for Sonoma, allowing it to obtain large and mid-size clients. And it seems customers are satisfied with the business practices of Sonoma. "We are focused on being the best in the markets we serve. ... Our customers tell us we are succeeding," Marde said. This reinforces that Sonoma is on to something good.



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Sizing up merchant cash advance

By Marc Abbey, Yuriy Kostenko and Myron Schwarcz *First Annapolis Consulting*

recisely when free terminals began destabilizing POS equipment revenue in earnest for acquirers and ISOs, the merchant cash advance phenomenon began to gain substantial market momentum. Though the pricing to merchants and commissions to acquirers and ISOs for these advances are significant, cash advance revenues are still small in the scheme of the acquiring industry.

A merchant cash advance involves a cash advance provider extending funds (the funded amount) to a merchant to be repaid through the cash advance provider's diversion of a percentage of the merchant's daily credit card settlement until a higher amount (the repayment amount) is paid to the cash advance provider.

So, for example, a merchant may receive \$25,000 from a provider, which would divert, say, 15% of the merchant's daily settlement until the merchant had repaid \$30,000.



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Give us feedback, share an idea or travel advice to expos and conventions ... et cetera. greensheet@greensheet.com Revenue to cash advance providers is very high. Thinking of the product like a loan, the effective interest rate is commonly 70% or higher, depending on how quickly the repayment amount is paid. ... Our educated guess is that industry revenue may be as much as \$300 million.

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The percentage of daily settlement diverted would be calibrated to repay the repayment amount typically in six to nine months (though some cash advance providers are shortening the amortization period to drive up effective yields).

Some cash advance providers position the product as a loan and live within usury and other regulation of lending. A much greater proportion of providers position the product as the purchase of a future receivable, allowing them (successfully, so far) to avoid the oversight and other legal implications of lending relationships.

There is significant variation from provider to provider, but on average, providers require a minimum of \$3,000 to \$5,000 per month in Visa Inc./MasterCard Worldwide sales volume and have a maximum cash advance funded amount of \$200,000 to \$300,000. Average funded amounts generally are in the \$20,000 to \$25,000 range, again with substantial variation between players.

In First Annapolis' most recent research, we identified 52 cash advance providers. Fourteen of those appear to be captives of ISOs, and 38 appear to be stand alone cash advance providers, primarily distributing their products through direct marketing and distribution deals with acquirers and ISOs. Of the 38, several are resellers for other cash advance providers, though it is difficult to fully quantify. We interviewed 19 acquirers and ISOs ranging from mid-sized ISOs to the largest of acquirer-processors, representing over 60% of industry volume. We determined 58% of them do not offer a merchant cash advance product.

The 42% of acquirers that do offer merchant cash advances tend to skew more to smaller ISOs than to larger enterprises; over 60% utilize two or more merchant cash advance providers. None of these acquirers reported a merchant-base penetration of more than 10%; the average was well less than 5%.

We also asked these acquirers about the level of commissions they received from cash advance providers. There is variation in how commissions are structured (for example, based on funded or repaid amount, paid upon funding or upon repayment, and so forth), but the median commission the acquirers reported for the origination and referral of a new cash advance was 7% of the funded amount, ranging as high as 10%.

The median commission for a renewal of a cash advance the acquirer had originated previously was less than 2%, ranging as high as 8%. (AdvanceMe Inc., one of the industry's largest players, has indicated in the press perhaps as many as 70% of merchants request renewals.) We also approached nine cash advance providers themselves. They reported a median commission on the origination and referral of a new cash advance of 7% of the funded amount, ranging as high as 11%.

With a handful of heroic simplifying assumptions from this research, our best educated guess is that the size of the merchant cash advance industry is \$500 million to \$700 million in "outstandings." We have no direct data, but we believe outstandings to be growing rapidly and may already exceed our estimates, as the underlying research was completed through the second half of 2007.

Total volume would be higher, as the average maturity of the cash advances will be less than one year. (It's highly speculative, but our estimate of total market potential is \$3 billion to \$5 billion in outstandings.)

Based on prevailing commission rates, today's outstandings and volume would generate perhaps as much as \$60 million in revenue for the acquiring industry, which, though it could be substantial for individual institutions, nevertheless represents perhaps 1% of industry revenue. (However, the front-end loaded nature of these revenues makes them disproportionately attractive to many acquirers.)

Revenue to cash advance providers is very high. Thinking of the product like a loan, the effective interest rate is commonly 70% or higher, depending on how quickly the repayment amount is paid. Again, our educated guess is that industry revenue may be as much as \$300 million. This revenue amount is impressive, given the total estimated size of the business, but the expense structure of these cash advance providers is substantial.

Depending on the mix of renewals, a cash advance provider may be paying out as much as 15% to 20% of its revenue in commissions.

We have only a handful of anecdotes regarding loss levels at cash advance providers, but those anecdotes range from 600 to 1,000 basis points of the funded amounts and are sure to increase if the economy dips into recession (some are close to 1,500 basis points). Most cash advance players are funded with a very high cost of funds (we're guessing mid-teens, factoring in the cost of equity and high-cost debt). And finally, because most players must be extremely subscale, the operating cost per account must be high. So adding these factors up, so to speak, the economics of the cash advance business are likely marginal for most of the players despite the robust revenue model.

Putting merchant cash advances into perspective, they are still quite a modest economic factor in the acquiring business, though they have risen extraordinarily rapidly compared with other elements of acquiring. (Think of the 15 years it took for PIN debit to become material, for example.)

The number of current players relative to the size of the business, combined with what we infer about the economics of the business, makes it hard to believe the industry will ride a recession without a significant shakeout. This concept in addition to the underlying regulatory and other business risks indicate acquirers and ISOs should be quite cautious about whom they select as their cash advance providers.

Marc Abbey is Managing Partner, Yuriy Kostenko is a Senior Analyst and Myron Schwarcz is a Consultant at First Annapolis, a Baltimore-based consulting and mergers and acquisitions advisory firm.



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Industry afloat amid economic plunge

s various markets in the economy plunge into an ocean of slumping numbers, experts are forecasting minimal relief for 2008. Meanwhile, businesses and consumers are shouldering the burden of this financial slowdown, and perceptions are mixed on how the payments industry will be affected.

"Many folks in the industry today have never been through a recession," said Ken Musante, President of Humboldt Merchant Services. He suggested the industry will need to analyze trials and errors from others who have seen decline such as those who weathered the 1995 to 2001 dot-com boom and bust.

According to the Federal Reserve Bank of Chicago's annual economic symposium, the Chicago Fed Letter, "the nation's economic growth in 2008 is forecasted to be roughly in line with the pace recorded over the past two years, with inflation moving lower and the unemployment rate edging higher."

Experts blame the slump on mortgage defaults, which have roiled large segments of the financial industry, as well as higher fuel and energy prices. With oil at a record high of \$100 per barrel, consumers are more concerned with how to make ends meet rather than homeownership.

Homes stay empty

A slowing housing market plagued 2007, and experts aren't expecting it to pick up anytime soon. The Chicago Fed Letter stated that for the first 11 months of 2007, housing starts averaged 1.37 million units at a seasonally adjusted annual rate, nearly 25% below 2006 figures for the same period. And the real estate market is expected to dip dangerously lower for 2008.

"The struggling housing sector is not predicted to reach bottom until near the end of 2008, with residential investment predicted to fall by an additional 4%," the Chicago Fed Letter stated.

And according to the Commerce Department, 2007 saw a 2.9% decline over 2006 in building material sales, the largest slide since February 2003.

ISOs and merchant level salespeople (MLSs) who deal with merchants in the housing industry will need to pay close attention as the economy shrinks, according to Musante. Merchants who distribute supplies in the housing industry, such as light fixtures and carpeting, could be vulnerable.

"A poor economy will have an impact on merchants even

though they were well-intentioned," Musante said. "Those [merchants] will need to be monitored closely."

Consumer debt spikes

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The retail climate is also taking a dive, with retail giants such as Best Buy Co. Inc. preparing for a decrease in consumer spending. In December, Circuit City Stores Inc. reported an 11.4% slide in sales, indicating consumers were already feeling the financial pressures during the 2007 holiday season.

Recently released Commerce Department retail sales figures for December 2007 show a 0.4% decline from the previous year – the first such retreat since June. Economists measured retail growth in the fourth quarter 2007 to be approximately 1%.

Some consumers resorted to putting bigger purchases or paying bills on their credit cards. But that is also having a negative effect on the economy – delinquencies and defaults are soaring.

According to Discover Financial Services' U.S. Spending Monitor, 39% of consumers said in December that they expected to have no money remaining after paying their monthly bills. "Of those who had money left over, 27% had less left over than the previous month, [which is] a



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News

Monitor high and a number that has also increased four months in a row," the study stated.

With more consumers facing financial hardship, debit card popularity might decrease. According to Musante, a small portion of consumers will slowly transition from debit to credit cards.

According to David H. Press, founder and President of Integrity Bankcard Consultants Inc., that could actually improve prospects for ISOs and MLSs. "People tend to use more credit when they perceive times are bad or they're going through a rough patch," he said. "I think this will only help merchants and, in turn, the payments industry."

Flights are cut

Airlines also saw gloomy numbers in 2007, which will affect the travel sector in 2008. Southwest Airlines Co. stated in early January that it would start cutting flights in May from Oakland and Chicago to add more flights in higher demand markets such as Denver. The company hopes this move will help it weather a summer of high fuel prices and fewer passengers.

"Southwest Airlines is concerned about slowing economic growth, and we want our flight schedule to be built around flights that are in high demand," said Gary Kelly, Southwest Chief Executive Officer.

Action is imperative

ISOs and MLSs can be proactive no matter what happens in the economy. Musante advised them to conduct a secondary review or an underwriting review on their merchants; not looking at those doing business in weak markets – whether the individual companies are struggling or not – would be a mistake.

Although the economy is in a downturn, some in the industry aren't worried about the future. "I don't speculate on unsubstantiated rumors about what may or may not happen," Press said. "I see what affects my clients every day, and they all report higher earnings and more merchant sign-ups than ever before."

MasterCard rings in new year with fee hike

n Jan. 1, 2008, MasterCard Worldwide doubled its cross border assessment fee on acquirers, from 20 to 40 basis points on all card transactions that originate outside the United States, where the cardholder's country code differs from the merchant's country code.

Depending upon the currency used in the transaction, the fee is calculated by multiplying a cross border transaction dollar amount by a predetermined basis point rate, with one basis point equaling one-hundredth of 1%.

Since the fee's inception in April 2006, all cross border transactions initiated by MasterCard, Maestro and Cirrusbranded cards are subject to this fee.

The fee increase will now have an even bigger impact on U.S. merchants who process payments using non-U.S. bank members – as their merchant acquirers. Many ISOs and merchant level salespeople set up U.S. merchants through foreign banks.

In a tight market, acquirers are reluctant to pass this fee increase on to their merchants. Acquirers can recoup some of their costs by having their merchants implement dynamic currency conversion (DCC) technology at the POS.

DCC is a value added service that converts in real-time a card purchase in a merchant's local currency into the customer's home currency. The service allows customers to shop in their home currencies; merchants receive reporting and settlement in their home currencies.

When an acquirer offers DCC to a merchant, the merchant receives a portion of the margin earned on the cross currency transaction. The remaining balance is split between the acquirer/ISO and the DCC processor. This new revenue stream helps to compensate acquirers and their merchants for MasterCard's cross border fees.

DCC is offered by a number of processors, including Planet Payment Inc., E4X Inc., Pure Commerce Pty. Ltd., Fexco and others.

MasterCard charges issuers 80 basis points on each international transaction and now charges an additional 40 points to the acquiring banks on the same transaction.

Visa Inc. also charges a 1% exchange rate fee for cross border transactions, called the international service assessment, but only to the issuer. In 2005, Visa changed its policy that in certain regions, including the United States, the fee would be rebated to the acquirer if customers pay in their own currencies. This practice encourages issuers not to charge additional fees to their cardholders.

In MasterCard's quarterly report filed Oct. 31, 2007, the revenue generated from currency conversion and cross border fees jumped 43.4% in 2007 from the same period in 2006. In the first nine months of fiscal year 2007, MasterCard made \$634 million, up from \$442 million in 2006.

In an e-mail response to *The Green Sheet*, Chris Monteiro, Group Head of Worldwide Communications at

MasterCard, said, "We don't comment on pricing. If and when our pricing has a material impact on our financials, we will disclose this impact in the ordinary course."

FACTA flags identity fraud

wo amendments to the Fair and Accurate Credit Transactions Act (FACTA) went into effect Jan. 1, 2008. They require bankcard issuers to establish guidelines that red flag and deter potential instances of identity theft.

Section 114 of FACTA deals with procedures for card issuers when they receive a request for a change of address on an existing account and said request is soon followed by another request for an additional or replacement credit or debit card.

Section 315 outlines the policy for financial institutions and consumer reporting agencies when the address on a consumer's new account application is not the same as the one listed on a consumer report.

Unlike the Payment Card Industry Data Security Standard, which attempts to stop private customer data from being stolen in the first place, these two FACTA amendments endeavor to flag possible instances when data thieves try to *use* the data.

According to identity theft solution provider ID Insight Inc., the critical action in an identity theft scenario is when access to an account is diverted from the intended victim to the thief.

The victim's address is the most vulnerable access point. The address is also the most likely piece of consumer information to change over time, potentially preventing discovery of the theft.

Expensive scrutiny

The dilemma for card issuers deciding how closely to scrutinize card applications has concerned the cost in time and money associated with checking and verifying addresses on each application.

It is estimated that up to 17% of Americans move every year. Card issuers therefore assume the majority of address discrepancies on new card applications are the result of individuals moving from one place to another.

ID Insight calculated that 1% or less of mismatched address occurrences are the result of identity theft.

This proportionally small number of fraudulent address mismatches goes undiscovered until it's too late. And issuers see this as the price of doing business, as opposed to the more expensive operation of manually screening address mismatches, which ID Insight said costs financial institutions \$31 per application.

According to the Federal Trade Commission, nearly 10 million U.S. citizens are victims of identity theft annually, making for a \$50 billion drain on the economy. The FTC claims 15,000 to 20,000 consumers contact it every week with concerns about identity fraud.

In 2006 testimony to the FTC, card issuers criticized the proposed FACTA rules, arguing the new guidelines would be labor-intensive and costly. Visa Inc. testimony also stated that financial institutions had already set up broad and effective systems for discovering instances of identity fraud. Other organizations have contended the FACTA rules would straightjacket the card issuers' efforts to uncover identity theft.

Before FACTA was signed into law in 2003, financial institutions relied on two sets of federal guidelines to combat identity theft: the Customer Identification Program rule (CIP) in the USA Patriot Act of 2001 and the information security guidelines of the 1999 Gramm-Leach-Bliley Act (GLB). But CIP was meant as a counter-terrorism measure, and GLB has not reportedly stemmed the flow of data security breaches.



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News

Weak provisions

According to a letter sent in September 2006 to the FTC by the nonprofit consumer advocacy organization Privacy Rights Clearinghouse, both sets of guidelines gave financial institutions too much leeway in deciding which red flag warnings to heed and which ones to ignore, even if the warnings were obvious indications that identity fraud may have taken place.

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The letter stated that failure to make "certain red flags a required part of a company's program will simply lead to token programs that do nothing to deter theft or help victims."

The new FACTA rules, however, are designed to eliminate that tokenism. But will they? Gail Hillebrand, Senior Attorney at the West Coast regional office of Consumer's Union, the nonprofit publisher of *Consumer Reports*, doesn't think so. "I think it's going to be business as usual," she said.

While Hillebrand believes the new FACTA guidelines are a step in the right direction, she said the red flag warnings "don't go far enough." Hillebrand contends that, despite the new FACTA provisions, the basic problem still exists:

Card issuers get to decide which warnings they address or ignore because the guidelines are only that, guidelines, with no sanctions imposed if businesses do not comply.

But Theodore Svoronos, Certified Fraud Examiner for Irvine, Calif.-based Group ISO, said the FACTA guidelines must be there. Svoronos agreed there



are no monetary fines levied against businesses that do not become FACTA-compliant.

But, if identity fraud should happen on a scale large enough to capture the FTC's attention, and if it were proven that the fraud occurred due to lax business practices, the FTC could cite the card issuer for failure to comply with the FACTA guidelines, publicly embarrassing the issuer and causing the careless business to lose its reputation and customer base.

"If you're a card issuer, you don't want to be in that spotlight," Svoronos said.

Nessa Feddis, Senior Federal Counsel to the Government Relations Division of the American Banker's Association, said many of the banks "are already complying with the [FACTA guidelines]." In order to maintain trust with consumers, banks have "sufficient incentive to do what they can."

Card issuers are required to be compliant with the new FACTA guidelines by Nov. 1, 2008.

Comerica tapped for prepaid benefits

he U.S. Department of the Treasury's Financial Management Service (FMS) selected Comerica Bank to be the financial agent in the implementation of the Direct Express Card program for electronic prepaid Social Security payments. Comerica, a Dallas-based Fortune 500 financial services company, is a subsidiary of Comerica Inc.

The FMS selected Comerica partly because of its experience as a prepaid card issuer for state government benefit programs. Comerica is partnered with Dallas-based payment processor Affiliated Computer Services Inc., which is expected to be the payment processor for the program. In January 2007, the FMS initiated the Direct Express card in a pilot program for Social Security and Supplemental Security Income benefit recipients in Illinois. JPMorgan Chase & Co. was the card issuer for that program.

Starting in April 2008, about 600,000 benefit check recipients in at least four states – Texas, Louisiana, Oklahoma and Arkansas – will be able to receive benefit payments on prepaid debit cards. FMS' goal is to go national with the program by the end of summer 2008.

The beneficiaries of the Direct Express Card program are unbanked consumers, also known as the underbanked or underserved, who do not have access to traditional bank accounts.

Because the unbanked rely on the mail to receive paper checks, they are at greater risk of check delivery delays due to bad weather, natural or manmade catastrophes, and other problems such as lost or stolen checks, the FMS stated.

Monthly benefit payments will be loaded electronically on Direct Express cards. Using the open loop, network-branded prepaid card – a card Association has not been chosen yet – funds can be accessed at automated teller machines and financial institutions nationwide.

The cards will be PIN-protected, Federal Deposit Insurance Corp.-insured, and subject to consumer protection regulations, namely the Electronic Funds Transfer Act, also known as Regulation E.

Payments industry research firm Mercator Advisory Group predicted \$31.2 billion will be loaded on networkbranded government benefit prepaid cards by 2010, only topped by the \$43.3 billion expected to be loaded onto prepaid payroll cards.

"Direct Express represents a significant step forward in the evolution of federal benefit payments," said Judy Tillman, Commissioner of the FMS. "We ultimately would like to see an all-electronic Treasury – with all the security, efficiency and cost savings that would entail.

"This card takes us closer to that goal by combining the best in payment innovation with sound public policy.

"If every unbanked federal check recipient signed up to use the card, it would save taxpayers about \$44 million per year."



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Self Service from page 1

a compelling solution that serves many constituents of the payments and emerging technology space, including the consumer."

In 2005, Edgar, Dunn and Co. conducted research that showed the global market for unattended payment solutions stood at 7 million to 9 million devices, worth more than \$5 billion.

Nearly half of them reside in the North American sector. Mark Beresford, Manager of EDC's London office, said the figure should be revised significantly upward to take into account current factors affecting marketability.

"We have seen the costs to manufacture terminal devices have fallen over the last few years, as manufacturing has continued to shift to low cost countries such as India and China," Beresford said. "Also, devices have become more standardized, and the consolidation of terminal vendors has equally impacted the cost."

CoverStory

Greg Buzek, founder and President of IHL Group, said the installation of self-checkout systems continues to grow in the double digits. "It's a way of life for high-volume transaction environments," he said.

Buzek added that the greatest growth is seen in super centers, warehouse clubs and smaller grocery stores, but once radio frequency identification replaces the bar code it will be common in all segments.

According to Buzek, the positive aspects of a self-service kiosk for merchants include the ability to:

- Open more lanes with fewer people
- Allow more lanes at nonpeak times
- Free up sales staff for additional customer assistance
- Lower overall operating costs
- Increase speed of checkout

Digging in to self-service kiosks

Sit back and think for a minute. Do you remember a time when you could go anywhere without seeing at least one self-service kiosk? If it's hard to recollect, that's probably because it's been over 30 years since the inception of the first such machine.

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Delving in to the history of the self-service kiosk brings the industry back to the late 1970s, when kiosks were considered a computerlike machine. As the demand and interest grew, so did the companies that manufactured them.

Here is a look at how self-service has evolved:

 Murray Lappe, a pre-med student at the University of Illinois at Urbana-Champaign, built the first self-service kiosk in 1977, called the Plato Hotline. The kiosk was equipped with a computer system and plasma touch screen.

The system allowed student and visitors to find maps, directions, bus schedules, courses and the ability to email student organizations. More than 30,000 students stood in line during the first six weeks of operation, according to *Kiosk Marketplace*.

- In the early 1980s Florsheim Shoe Co. became the first business to launch a successful network of kiosks for commercial purposes.
- Factura, established in 1986 and now a division of 3M, was the first kiosk manufacturing company. Kiosk Information Systems Inc., NeoProducts Pty. Ltd. and Elotouch (now Infinite Corporate Solutions Inc.) were also instrumental in the kiosk manufacturing movement.

Online publication *Kiosk Self-Service* noted other businesses were also involved during that time, including St. Clair Interactive, Apunix and Netshift Systems.

- Self-service kiosks proliferated in the late 1980s with the development of the automated teller machine, combined with advanced technologies on touch screens. Initially, the goal of kiosks was to give consumers easy accessibility, reduction of transaction time and the ability to perform multiple transactions. That still rings true today.
- By 2004, the kiosk industry surpassed \$1 billion worldwide, according to Frost & Sullivan.
- According to Frost & Sullivan research, the major players in the POS-related segment of kiosks are Fujitsu, NCR Corp. and IBM.

CoverStory

Upfront costs still high

Buzek admitted, some merchants balk at the high upfront costs. He estimated the average self-service checkout machine costs \$21,000 and has a typical lifespan of five years, compared to a traditional POS system, which costs on average \$4,000 and has a longer life, typically nine years.

NCR Corp.'s FastLane is considered by Broad to be a leader in the self-checkout space. It is used by Wal-Mart Stores Inc., Home Depot U.S.A. Inc. and numerous retail chains. It costs approximately \$20,000 per lane and offers a range of configurations. "NCR envisions a ratio of 1-to-8 being feasible in the near future

"The proposition that the sun is in the center and does not revolve about the earth is foolish, absurd, false in theology and heretical."

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as both consumers and staff become more adept at using these systems," Broad said.

IBM is also a leading supplier of standalone self-checkout solutions with more than 2.3 million machines installed worldwide. IBM self-checkout systems cost from \$75,000 to \$100,000 for a four-lane system with a manager's station.

"This is about 10% more expensive than a traditional checkout," Broad said. "But, as with many emerging technologies, that difference may decrease over time."

According to the U.S. Labor Department, the average salary of a grocery store cashier is \$19,060 a year, so the merchant doesn't recoup costs very quickly.

But Broad suggested the direct return on investment (ROI) for some merchants may be better than it appears at first glance. "Assuming one's store was only open eight hours per day, and the need for cashiers [for the traditional lanes replaced by self-checkout] was eliminated, the ROI would be realized in some 21 months," she said.

"Self-checkout lanes can reduce merchants' costs by optimizing lower value transactions," Broad added. "With low dollar tickets, specifically those under \$15, a typical supermarket does not break even on the transaction. However, with selfcheckout, the ticket size at which merchants break even on the transaction is lowered to \$12, thus increasing retailer profits."

Consumer purchases are typically smaller in self-checkout lanes than in traditional lanes, even smaller than in the express staffed lanes. According to IHL, most self-checkout consumers have an average of 6.6 items with a total of about \$40.

Speed wins overall

Still, the selling point, according to many experts, is not price, but acceleration. And when doing their own

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checkout, customers perceived the line to go faster than regular employee terminals.

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"The 1-to-1 [ratio of] checkout lane [to] cashier relationship is an obvious bottleneck," Broad said. "The amount of time required per transaction is dictated by the competence of the clerk and the speed of the technology in performing a payment transaction.

"This 1-to-1 relationship in a traditional retail setting cannot be altered. To speed up the number of customers you can process in a given time, you must add more cashiers to more lanes. Self-checkout systems aim to alter this ratio by enabling the consumer to perform his or her own checkout."

Speeding up transaction times appeals as much to consumers as it does to merchants. "According to national studies, approximately 80% of consumer complaints about restaurants are related to quality and timeliness of service," said Jeffrey I. Shavitz, Executive Vice President of Charge Card Systems Holdings Inc.

"Even an excellent dining experience can be negatively overshadowed by long delays during the checkout process."

In most cases, the customer must request a check, wait for the server to return the bill, surrender the credit card to the server and wait again for the hard copy receipt. Charge Card Systems' Self Pay Solution has proven to reduce the number of customer walkouts, Shavitz noted.

And an extended wait time is usually the quickest way to lose a customer – sometimes for good. "Research suggests that the majority of customer walkouts are a result of excessive wait times," Shavitz said. "With this solution, customers can self-pay using their key fob at any time without having to wait for a check.

"Merchants love [self-service kiosks] because it will expedite the number of customers frequenting their establishment. Plus, it will help reduce your staff overhead by approximately 30% with less time involved in managing the check-out process."

Paul Rasori, Vice President of Global Product Marketing for VeriFone, agreed. "Self-checkout options have been shown to generate a 40% reduction in average queue times, with increased throughput of up to 20%, enabling retailers to effectively cope with peaks and troughs of demand," he said.

Employees gain flexibility

According to Kathy Dawidowicz, NCR's FastLane Product Marketing Manager, floor space is key for retailers. And being able to utilize it as selling space is imperative. "Two assisted service lanes can be replaced by four

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self-payment lanes monitored by one cashier," he said.

Broad agreed one of the main advantages of these systems is the smaller footprint of each unit. "In retail establishments, any space freed by such a system can be devoted to selling," she said.

Broad mentioned that checkouts are vital, traditionally large and only arranged in parallel. "Self-service checkouts typically occupy 25% less space than conventional checkouts and allow a more flexible layout to be deployed, often allowing room for other functions such as enhanced marketing opportunities and the display of other enticing items," she said.

From her research, Broad found that retailers aren't laying off employees freed up by self-service terminals. Instead, companies are deploying staff elsewhere in the store to drive additional sales and enhance the shopping experience.

Monica Hachem, NCR'sSelf-Service Business Development Director, noted that in the past, retailers looked to kiosks to reduce labor. "But now I see them using kiosks to improve customer service or enhance the shopping experience," she said. "For consumers, self-service doesn't automatically translate to no service. In many cases, the employees no longer needed at checkout are offering more personalized service where it counts."

Opportunities keep coming

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The shopping experience has changed dramatically since consumers came, cash in hand, to stores to leisurely buy goods and services. The birth of the Internet and new payment technologies have brought about the fastest and most revolutionary changes to the shopping experience.

The self-service market gives ISOs and merchant level salespeople (MLSs) the potential to enhance the consumer experience. "Innovative ISOs [and] MLSs, teamed with innovative merchants, will always find an opportunity to exploit a productivity-saving, consumer-pleasing payment technology," Rasori said. "This may open up new avenues for ISOs [and] MLSs to develop such as parking lots or vending machines."

The National Retail Federation's annual convention held Jan. 13 to 16, 2008, in New York featured X08 – Beyond the Walls of Retail, a show floor exhibit designed to demonstrate how technology will change the way customers shop.

Self-checkout and kiosk technologies figured prominently in NRA's exhibit. Even the least tech savvy consumers



are now becoming adept at using self-service machines. According to IHL, anywhere between 25% and 50% of the daily retail transactions in the United States are now handled via self-checkout lanes.

Younger consumers use grocery self-checkout lanes more frequently than older ones, and men use them 17% more frequently than women. Many experts speculate that has more to do with the size of the grocery purchase (women with fewer items use the self-checkout lanes more than women with larger purchases) than with gender or age. Even baby boomers are swiping their cards at gas stations and airport kiosks.

"Self-checkout is becoming pervasive," Dawidowicz said. "It's already widespread in food and do-it-yourself retailers, but we're seeing a growing use of self-checkout in convenience stores, department stores and big box retailers, as well as car rental, health care, airports – all kinds of industries have started to embrace self-checkout."

Companies are striving to update self-service machines to offer the best product to merchants and consumers. For example, NCR's self-payment solutions "continue to evolve to address retailers differing operational needs as we penetrate these new segments," she said.

More knowledge required

Beyond grocery and do-it-yourself retailers, the selfcheckout market is relatively untapped. But it takes some expertise to recommend the appropriate payment device and arrange installation and ongoing maintenance services. It almost invariably requires a more complex threeparty (or more) deal.

Kiosks can be complex. They require state-of-the-art technology and a user-friendly – and extremely intuitive – interface. Unattended payment systems with PIN pads must adhere to Payment Card Industry Data Security Standard requirements specific to unattended PIN entry environments.

Kiosks placed outdoors or in unsupervised settings require additional security features and engineering for extreme weather conditions. Many ISOs and MLSs give a lot of thought to weatherproof or vandal-resistant equipment for a typical retailer POS system. With an outdoor or only partially protected kiosk, those features can add years to the service life of the kiosk.

Other design factors also come into play. For example, the zone of security (so that bystanders cannot see the PIN when the consumer enters it) or accessibility affects things like the size and height of the keypad or the area lighting and keypad illumination.

And if that's not complicated enough, consider the communications module access. If systems are installed at the retailers' place of businesses (pay-at-the pump or an in-store kiosk), you can use fixed-line configurations such as a serial cables or a local area network connections. But if it is an outdoor or remote kiosk location, you may need to use Wi-Fi, general packet radio service or code division multiple access wireless for communications access.

Self-service and kiosk solutions give consumers flexibility, but they can also expose merchants to potential fraud from stolen cards. So mechanisms to authenticate cardholders and their payment cards are essential. Indeed, some self-checkout systems even give change at the POS, making the case for implementing security measures even more compelling.

Kiosks or other systems can often be programmed to upsell. For example, an airport ticketing kiosk can automatically offer to upgrade passengers to first class when they book coach. But those upsells must be well thought out.

Automated upsells tend to be reliable. Employees often forget to offer upgrades or intentionally neglect to do so when service lines get too long. However, opinions are divided as to whether an automated upsell is as persuasive as one given by an employee. A teller engaging in conversation with a consumer may be able to think of a way to personalize the upsell for a particular customer, for example.

Even impulse purchase decisions may vary in self-checkout lines compared to traditional ones. "The implementation of self-checkout lanes means a pronounced decline in the number of impulse items that are sold," Broad said. "While the decline in impulse buys at the [POS] is a gender-neutral trend, women's purchase volumes are reduced by a dramatic 50% and men's by 27.8%."

IHL agreed that most businesses are not effectively addressing the issue of impulse purchases at self-service lanes. It suggests that retailers look at the target audience to stock shelves. "If men are the predominant users of self-checkout, retailers should focus on providing more impulse items for men at the head of self-checkout lanes," Buzek said.

As with any other value added service, additional education and effort can pay off. "Have you ever wondered how brilliant the QSRs are?" Shavitz said. "You pay for your meal and then you clean up your meal. Where does it say in these restaurants that the customer must throw their food away in the garbage? It doesn't.

"Similarly, ISOs and [MLSs] within our industry have a unique opportunity to introduce this new concept and earn merchants' trust and business by acting as their consultant and not just reducing their credit card fees by a few basis points."

In the ever changing payments industry, the surge in popularity of self-checkout kiosks and other creative concepts could reward ISOs and MLSs with major profits.

Education

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StreetSmarts[™]

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It's 'bons temps' with SEAA in New Orleans

By Dee Karawadra

Impact PaySystem

he Southeast Acquirers Association's annual meeting is slated for March 23 to 27, 2008. This show is dear to my heart, not just because I am the organization's "rookie" board member, but also because it is where I truly got my feet wet in this industry.

Attending my first SEAA show enabled me to make connections that have guided me over the past several years.

I am especially excited about this year's show because it is being held in one of my favorite cities in the South, New Orleans – or as we Southerners say it, Nawlins. This is an ideal place for a convention this year because attendees will be able to enjoy the conference and the city's rich culture, as well as contribute to rebuilding the city, which was devastated by Hurricane Katrina in 2005.

SEAA board member John McCormick said, "Before Hurricane Katrina, the SEAA board had received a number of suggestions from participants to take the show to New Orleans. When it was time to celebrate our fifth annual seminar, we thought New Orleans was the perfect destination.

"Unfortunately, Hurricane Katrina hit within 60 days of our scheduled event. We were forced to move that seminar to Fort Lauderdale, but the entire board agreed that we needed to show our support for New Orleans and take the show back at the earliest possible time."

This year, the SEAA board is offering people in our industry an opportunity to give a little time to New Orleans. SEAA has arranged a volunteer session after the show to help in the rebuilding effort. You can sign up to volunteer when registering.

SEAA has a stellar lineup chosen to enlighten and

Michael Petitti	78
Nancy Drexler	82
David Mertz	86
Adam Atlas	90

entertain ISOs, merchant level salespeople and all other industry professionals. Many of today's hot topics will be covered. All were suggested and selected by the SEAA Advisory Board, which is made up of industry veterans.

Following is the tentative schedule:

Monday, March 24, 2008

• Opening reception: All attendees are invited to this event, which affords an opportunity to make new contacts and reconnect with old friends on the eve of the conference.

Tuesday, March 25, 2008

- Keynote speaker: Paul Martaus will discuss the impact of First Data Corp.'s privatization.
- Cash advance panel: Opinions differ as to what constitutes a fair price for this service. This is a timely topic that will lend itself to a great debate.
- Card Association Q&A: This is an opportunity to present questions to participating card Associations, as well as for them to present what is hot and what is not.
- Merchant panel: An example of totally out of the box thinking, the panel will offer a good way to see things from the merchant's point of view.
- NAOPP presentation: The National Association of

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StreetSmarts

New Orleans is a vibrant place. The city offers great jazz music, nightlife, casinos and a drink called the Hurricane. The taste of Cajun food is unique, as is the city itself.

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Payment Professionals (another good organization to join) is planning to hold a "town hall" meeting.

• Answers session: Participants will be experts from throughout the industry, including lawyers, consultants, recruiters and Payment Card Industry Data Security Standard experts. You will be able to walk up to participants and ask questions in a casual atmosphere.

Wednesday March 26, 2008

• Volunteer opportunity: This is a chance to help rebuild New Orleans.

New Orleans is a vibrant place. The city offers great jazz music, nightlife, casinos and a drink called the Hurricane. The taste of Cajun food is unique, as is the city itself.

A number of famous restaurants serve up authentic New Orleans cuisine. Must-try items are gumbo,



jambalaya, crawfish, muffulettas and the famous late night/early morning snack, beignets.

FastTransact stated on GS Online's MLS Forum, "Every day is the best day to be" at the SEAA meeting in New Orleans. "It's a great time to network, make new relationships and participate in educational events. ... Then there are the after-hour opportunities."

And according to MLS Forum member sdsorensen, who lives in New Orleans, "the French Quarter and surrounding areas are safe, clean, and well-lit."

MLS Forum member Slick Streetman said it best, "Watching the eastern horizon starting to light up at sunrise from the Cafe Du Monde is quite a memorable sight. ... The reds, oranges [and] yellows slithering through the ripples of the Mississippi River, the aroma of French roast coffee 'n chicory wafting mingling with the humid morning air ... locals, out-of-towners and foreigners blending into a oneness of soul and perspective."

The SEAA show has been highly successful in past years. Networking opportunities abound; you can actually get to know the vendors who have been courting you.

It is hard to choose your partners over the phone. This will allow you to make face to face judgment calls.

"Several Board members have made trips to New Orleans to evaluate both the Sheraton as a host site and New Orleans as a host city to ensure that we will have a successful 2008 Seminar," McCormick said.

"Following our trips, we are more excited than ever to be returning to New Orleans and very thankful to the vendors and sponsors who have shown their support."

Anticipation is building as show time approaches. Whatever draws you to New Orleans – the food, the culture, the music or the SEAA annual show – you are sure to be the winner. I look forward to seeing ya'll in Nawlins!

Dee Karawadra is the founder, Chief Executive Officer and President of Impact PaySystem, based in Memphis, Tenn. He and his team have a wealth of knowledge on the merchant services industry, with a niche in the petroleum market. Dee's experience on the street as an agent has guided him in laying a foundation for an agent program that is both straightforward and lucrative for his agents. Contact him at 877-251-0778 or dee@impactpaysystem.com.



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Education (continued)

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Requirement 10: PCI's Everest

By Michael Petitti

Trustwave

omplying with the Payment Card Industry (PCI) Data Security Standard (DSS) is a mandate for all merchants, regardless of acceptance channel and transaction volume. However, some requirements of the PCI DSS are more difficult to comply with than others.

In fact, my investigation of payment card compromises and PCI DSS audits of various merchants demonstrate that requirement 10 – track and monitor all access to network resources and cardholder data – proves especially difficult for merchants involved.

In my research of 350 card compromise cases, more than half of the merchants involved failed to comply with requirement 10. Also, during initial PCI DSS audits of Trustwave's customers, 70% of them needed to remediate deficiencies within their network environment to comply with the 10th rule.



Follow the basics

Tracking and monitoring all access to network components and cardholder data is no easy feat. For example, the PCI DSS requires that audit trails record the following network events:

- Access of cardholder data by individual user
- Actions taken by users with root or administrative privileges
- Access of audit trails
- Invalid access attempts
- User log-in
- Audit log initialization
- Creation and deletion of system-level objects

The PCI DSS also requires that for each of these events, the following information, at the least, be recorded:

- User
- Type
- Date and time
- Success or failure
- Origin
- Name of affected data, component or resource

Any entity that processes, stores or transmits payment card information must comply with the PCI DSS. Thus the standard's requirements are at the front of many merchants' minds, but monitoring and logging are basic tenets of any data security plan.

Bulk up on security

Monitoring and logging network events can strain any organization's resources, but the difference between implementing and not implementing logging measures can determine the severity of a security breach.

Critical files, such as those containing cardholder data or other sensitive information, must be monitored for unauthorized changes. If attackers are able to penetrate a network, they may attempt to add additional user accounts with administrative privileges.

Once attackers have gained administrative privileges, many times they can then access any asset on a network and begin copying sensitive information and sending it off-site.

Regular review of audit logs would alert a merchant or network administrator to foul play. But hackers do not work from 9 a.m. to 5 p.m. It's more likely that an attack on cardholder data will take place at 3 a.m. – the perfect time to invade a smaller merchant who doesn't have the resources to maintain a 24/7 security staff. And without continual, real-time monitoring of the logs, an alert may come too late.

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Many operating systems provide default software programs that can log this information. However, requirement 10 calls for more than just the recording of events. Merchants must also review firewall, router and wireless access points and authentication server logs at least daily for unauthorized traffic and access attempts.

To complicate matters, depending on the systems running on a merchant's network, each device may perform its own form of logging. Without information technology (IT) staff expertise, it's unlikely these logs would make sense to the average merchant.

Even with in-depth IT knowledge, consolidating logs from multiple devices deployed across an entire network and presenting them in a way conducive to analysis would require a full-time IT employee, if not an entire staff.

The complexity of a merchant's environment also affects the amount of logs that need monitoring.

Without a centralized process by which event logs can be correlated, it becomes increasingly difficult for merchants to gain insight into what's occurring on their networks. While they may have enabled logging on their network devices, they find themselves buried in log data rather than at a vantage point with actionable information. Fortunately, a number of information security companies have developed automated solutions to help merchants address the challenges of log tracking and monitoring around the clock. By allowing an outside data security expert to take over the monitoring of logs, a merchant not only saves money, but gains peace of mind.

While merchants may be baffled by the barrage of data streaming from their network devices, an experienced data security company monitoring merchants' logs can provide insight into the security status of their networks, and maintaining in-house staff becomes unnecessary.

To show that you're concerned about your merchants' needs, consider using an information security service, along with your payment solutions. Merchants will know you have their well-being in mind because you will be offering not only secure payment services and technology, but also data security solutions that protect their businesses.

Michael Petitti is Chief Marketing Officer of Trustwave and is responsible for all of the company's marketing initiatives. He serves on the Merchant Risk Council's board of advisers and on The Green Sheet Inc. Advisory Board. Call him at 312-873-7291 or e-mail him at mpetitti@atwcorp.com.







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Education (continued)

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Marketing 101

Landing pages: Convert interest to action

By Nancy Drexler

SignaPay Ltd.

ffective e-mail campaigns don't necessarily end when you hit the send button. Unless every one of your e-mail recipients has signed up for the product or service you are selling, you will probably want to do a bit more work to help close some deals.

To turn interested prospects into actual customers, you will want to create a landing page as the final step in your e-mail marketing campaign.

Landing pages are Web destinations created for distinct reasons. Typically, they speak to prospects who are interested in a certain product or service offered via an advertising or e-mail marketing campaign.

These customers have clicked on a link or typed in an Internet address given to them, and they expect to learn something more about the offer. The landing page makes it fast and easy for them to do just that.

Roping 'em in

If your e-mail campaign attracts traffic to your landing page, you should consider it a successful first step. The tricky part is nailing the purpose of your landing page – converting each visitor to an actual customer.

You want your visitors to not only look up information, but also to take action. Typically, you either want them to give you information about themselves, or you want them to immediately make a purchase. Your landing page is your best chance to accomplish your goal.

Visitors to your landing page have taken one step closer to becoming customers, meaning momentum is on your side. Don't let the ball slow down. Make sure the sole thrust of your landing page is to acknowledge your customers' interests, provide the information they seek, and make it fast and simple for them to take the next step.

Put yourself in the place of your prospects. They have read an e-mail and found something that entices them to click on the link to your landing page. The first thing your page must do is reassure your visitors that they are in the right place.

Several things will help you do this. First, the look and feel of the landing page should mirror your e-mail setup. Colors and type should also be consistent. And the product or benefit featured in your e-mail should be the obvious attraction of your landing page.

Your e-mail and landing page language should be similar but not repetitive. Your readers are not interested in rereading the e-mail's text. They want amplification of what

they've already seen. Repeat your main offer or benefit, and then provide bitesized information.

Gaining momentum

If you are lucky enough to get someone to your landing page, be smart enough to understand what got them there. Your job at this point isn't to get your readers interested; your visitors are already there. Your job is to address and answer unresolved issues and gently nudge the visitor closer to becoming a customer.

Think of it as a deal closer. You've already done the selling. The job of your landing page is to do the closing – right now.

A landing page should not be confused with a Web site. It could be used to present every last detail about your products and services. But there is a precise formula to making a perfect landing page. It should not be all inclusive, multipurpose or even terribly informative.

Instead, your landing page must capitalize on the interest expressed by your prospects and cement it. Focus on benefits, not features. Use persuasive, punchy words. Tell your readers why they have to take immediate action. Make it clear how they will benefit from purchasing the product at this time or lose from waiting too long. At the same time, show your readers how easy it is to get started.

Maintaining focus

Stay focused on the kind of experience you would like



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your readers to have. They want to know more; they are moving forward; they are progressing quickly down the path you ultimately want them to be on. If they deter from that path at any time, it is quite easy to lose the sale. And you don't want your landing page to cause you to lose potential customers. Make sure everything about your landing page is designed to get the response or action you want.

Don't shift ideas around or compete against yourself with multiple offers. Don't go off on tangents, or try to upsell or resell. Begin with the major benefits of your offer, address any questions or objections a reader might have, stress the benefits of acting now and tell the visitor what to do next. Lead the eye with color and graphics, but don't distract with it. Don't bunch too much copy together. Make it visually pleasing and easy to follow.

Wherever they are on your landing page, visitors should always be able to see how they can take immediate action. Landing pages should never include navigation bars or links to anything other than your primary destination. If prospects are involved in your offer, the last thing you want them doing is waiting for a Flash download or linking to (and wandering around) your Web site.

Taking it easy

Distraction is the most common way to disrupt the closing process. But there are others. The name of the game here is simplicity and ease. At any step of the process, if you don't make it effortless for visitors to go where you want them



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Your visitors should recognize that they are in the right place, be reminded why they are there, and be able to make a decision and act – all without scrolling.

Even then, you can still lose a customer who has decided to take action if your landing page lacks functionality and usability, so be careful with your forms.

Questions that feel like an invasion of privacy or threaten a user's sense of security can cost a sale. If your forms take too long to fill out or require too much information, your hot prospect may very quickly become cold.

Speed and ease are essential, so make sure your forms are optimized. Remove all unneeded fields. If you want an e-mail address, ask only for that. You probably don't need a name right now.

Can you make do with a ZIP code instead of requesting the city and state? Can you have the cursor hop to the next text field after the user finishes the current field? Stay as lean as you can.

Turning interested prospects into customers will take more than shooting off an e-mail that advertises your product. People want reassurance that what has piqued their interest is a quality product at a good price. You can give them what they're looking for by creating a landing page that dazzles the eye, which will reward you in the end.

Nancy Drexler is the Vice President, Marketing for SignaPay Ltd., an ISO headquartered in Dallas. Reach her at nancyd@signapay.net.

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Education (continued)

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Acquiring compliance

By David Mertz

Compliance Security Partners LLC

rom the merchant level salesperson (MLS) to the acquiring ISO, and at every link in the chain, confidential personal identification information is stored, processed and transmitted. And each party in that chain needs to take proper steps to protect this data from unauthorized access. Here is a look at the regulatory landscape impacting ISOs.

The FTC

The Federal Trade Commission is a government agency created by Congress through the Federal Trade Commission Act of 1914. The FTC was intended to prevent unfair methods of competition in commerce.

The FTC has determined the failure of any legal entity (public or private, for-profit or not-for-profit) to take "reasonable and appropriate" steps to protect personal identity or personal identification information (PII) to be an "unfair trade practice" and, as a result, subject to FTC oversight.

PII includes any combination of a person's name and the following data: credit card numbers, date of birth, Social Security number, driver's license number and financial account numbers.

Phone numbers and e-mail addresses are excluded from this list because of their presence in the public domain (though some federal and state legislation include one or both in their definition of PII). The FTC Act, therefore, has become the country's national data privacy regulation and the FTC is the nation's data security enforcement agency.

The FTC has asked Congress for legislation which would create a "clear statutory requirement that companies implement and maintain appropriate safeguards" with the belief that this "would enhance the FTC's enforcement authority in this area and go a long way towards promoting a culture of security."

Though Congress has not enacted the legislation the FTC requested, it has not stopped the FTC from taking action. Companies as diverse as Nations Title Agency, CardSystems Solutions Inc., BJ's Wholesale Club Inc., DSW Inc. and ChoicePoint Asset Co. LLC have all experienced FTC sanctions. The FTC has outlined five principles that form the basis for the appropriate handling of PII.

1. Notice

Consumers should be given notice of an entity's

information practices before any personal information is collected from them. This includes:

- Identification of the entity collecting the data
- How the data will be used
- Who will receive the data
- What data is being collected
- How data is being collected
- Whether the requested data provided is required or voluntary and the consequences if the required data is not provided
- How the consumer can be assured of the confidentiality, integrity and quality of the data being collected

2. Choice/consent

ISOs and MLSs should be aware of the choices consumers are given regarding how any personal information collected from them may be used. Specifically, choice relates to secondary uses of information, that is to say uses beyond those necessary to complete a possible transaction.

3. Access/participation

Individuals have the right both to access data about themselves (meaning to view the data in an entity's files) and to contest that data's accuracy and completeness. Both are essential to ensuring that the data is accurate and complete.

To be meaningful, access must encompass timely and inexpensive access to data, a simple means for contesting inaccurate or incomplete data, a mechanism by which the data collector can verify the information, and the means by which corrections and consumer objections can be added to the data file and sent to all data recipients.

4. Integrity/security

Customer data must be accurate and secure. To assure data integrity, collectors must take reasonable steps, such as using only reputable sources of data and crossreferencing data against multiple sources, providing consumer access to data, and destroying untimely data or converting it to an anonymous form.

Security involves both managerial and technical measures to protect against data loss and the unauthorized access, destruction, use or disclosure of the data. Managerial measures include internal organizational practices that limit access to data and ensure that those individuals with access do not utilize the data for unauthorized purposes. Technical security measures to



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prevent unauthorized access include encryption in the transmission and storage of data, limits on access through use of passwords and storage of data on secure servers or computers that are inaccessible by modem.

5. Enforcement/redress

Mechanisms have been put in place for fair information practices. Among the alternative enforcement approaches are industry self-regulation, legislation that would create private remedies for consumers, and regulatory schemes enforceable through criminal and civil sanctions.

Of the five principles set down by the FTC, number five may be the most important to the payments industry. Because the payment card brands have adopted the Payment Card Industry (PCI) Data Security Standard (DSS), the FTC can use PCI DSS compliance – or the lack thereof – to determine whether an ISO or any entity that stores, processes or transmits cardholder data has taken reasonable and appropriate steps to protect PII – not just cardholder data.

Case studies

There have been a number of high profile cases in which the FTC has become involved as a result of compromising of PII. In each of the following examples, PII data – including cardholder data – was compromised.

Alpharetta, Ga.-based ChoicePoint Inc., a collector and seller of consumer data, announced in February 2005 that the personal information of nearly 145,000 consumers in all 50 states had been compromised. The ChoicePoint breach



is used by the nonprofit consumer advocacy group Privacy Rights Clearinghouse as the starting point for its comprehensive listing of similar security incidents.

The FTC concluded that ChoicePoint failed to take reasonable and appropriate steps to protect the data in its care and then stated on its Web site that it *had* taken such steps to protect the data. The fines included 20 years of biannual security audits and the largest fine ever assessed in FTC history: \$10 million plus a \$5 million restitution pool for consumers whose identities were stolen.

In June 2005, news broke that 40 million debit and credit cards accounts had been compromised at the Atlantabased processor CardSystems Solutions Inc. Eventually, the FTC assessed CardSystems 20 years of biannual security audits. And, when CardSystems' assets were acquired by biometrics company Pay By Touch, the FTC security audit requirement was included.

In 2006, Kansas City-based Nations Title Agency, a subsidiary of real estate firm Nations Holding Co., experienced two issues: First, its systems were hacked. The hack could have been prevented if the company had taken reasonable protective steps. Second, shredded loan documents were thrown into a dumpster. Penalty: 20 years of biannual security audits.

Going forward, the payments industry should pay close attention to how the shifting regulatory landscape will affect ISOs and MLSs and their relationships with merchants. Tighter legislative controls on customer data can be a headache for all concerned. But safeguarding that data is vital to the health of our industry.

David Mertz is the founding partner of Compliance Security Partners LLC. He has spent the last four years working with merchants and service providers to meet Payment Card Industry Data Security Standard compliance. For more information, e-mail dave@csp-mw.com.



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Education (continued)

<u>Legal ease</u> Merchant services hierarchy

By Adam Atlas

Attorney at Law

he payments industry has many components that take on different roles. Some intertwine to function financially, while others establish rules for all to abide by.

Who is at the top of the payments pyramid, anyway? A number of participants in our industry do not know the basic structure of the merchant services business.

Starting at the top of the pyramid, there are six tiers in the payments industry:

- Card Associations
- Banks
- Processors
- ISOs
- Super ISOs
- Agents/independent contractors/employees

Understanding some of the principal tiers and the roles of each will help you figure out where your business fits in the larger matrix of credit card acquiring.

Birth of card Associations

The card Associations, which are best exemplified by Visa Inc. and MasterCard Worldwide, were created as associations of banks that got together to cooperate on the branding of credit card issuing and acceptance, as well as building and maintaining networks over which credit card transactions can be processed.

Associations have traditionally been wholly owned by banks. Now that MasterCard is public and Visa is on track to do the same, the card Associations can be seen less as associations of banks and more as standalone businesses that have more independence from their founding shareholders.

Nonetheless, as a merchant services professional, it's important to remember card Associations were formed by banks to further bank interests.

To this day, virtually all of the frontline action in the merchant acquiring business is carried out by banks that are affiliated with Visa or MasterCard, while Visa and MasterCard stand back and handle higher level matters such as branding and enforcement.

Enforcement is a way of policing the merchant acquiring industry to make sure everyone plays by the same set of rules. The rules, in this case, are enacted by the card Associations and are applied to virtually everyone who participates in our industry.

While there has been talk of making the rules public, there are still a number of banks that refuse to share them with their sponsored ISOs.

The card Associations have compliance personnel who scour the Internet and marketplace for things like noncompliant Web sites.

I believe the card Associations used to pass their income through to their member banks or run as nonprofit associations, but now that they are going public, they are likely to be more interested in accumulating profits than ever before.

Capacity of banks

An acquiring bank is a financial institution that contracts with merchants to settle electronic transactions. The acquiring bank provides merchants with credit card processing accounts. This bank sends the credit card and purchase information from transactions to the card Associations, which forwards it to the issuing bank.

Credit card acquiring is the flip side of issuing. If there were no issuing, there certainly wouldn't be anything to acquire. The revenue on interest from unpaid credit card balances is probably far greater than revenue from acquiring and related discount rates.

While we all earn our living from the acquiring side, the issuing portion of the industry is where the real gravy is. In any case, banks are the only entities permitted by the card Associations' rules to settle transactions for credit cards.

Merchants are also obliged to enter agreements directly with a bank to procure credit card processing services.

A processor or an ISO has the option to be party to the agreement, but the bank is required. Given their monopoly on fund settlement, banks control all the money in our business. Banks, however, need help from processors.

Ability of processors

Credit card (or third party) processors are hard to define because they can come in a number of forms. The basic purpose of a processor is to handle the secure transaction and other communication between the POS, the acquiring bank and the card Associations.

Banks sometimes engage processors to handle more than authorizations and have processors assist in the settlement of funds.

Web-based processors usually must

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first establish a merchant account before contracting for credit card processing services.

As most readers know, a vast quantity of information needs to be processed for any given merchant's daily transactions, and processors are in the business of handling that information for banks.

Some processors are so large that they resemble banks – appearing to do everything that banks do.

First Data Corp., Chase Paymentech Solutions LLC and Global Payments Inc. are examples of high-level processors that carry much of the processing responsibilities that would otherwise fall on banks.

Processors often enter into ISO agreements to permit ISOs to bring merchant business to the processors' respective sponsoring banks.

Rights for ISOs

ISOs are in the business of soliciting merchants to offer them the merchant services of a specific bank. ISOs can be registered or unregistered.

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If they are registered, it means they have the right to solicit merchants in their own name, while unregistered ISOs are obliged to use only the name of the processor or sponsored entity to which they send completed merchant applications.

ISOs are at the heart of our industry. Their primary purpose is the acquisition and implementation, or boarding, of new merchant accounts.

ISOs can range in size from oneperson shops to large, international organizations. Most ISOs started out as independent contractors or agents and grew their sales organizations to where they became stand-alone operations. Most ISOs close more than 20 merchants per month, some close more than 1,000. Some ISOs also handle payment processing and are sometimes referred to as super ISOs.

Power in super ISOs

Super ISO is not an official term. Instead, it is one the industry customarily uses when referring to an ISO that has assumed some of the rights and obligations of a processor.

Super ISOs are able to board and support registered and unregistered ISOs under them.

Not all ISOs have enough customer service and other support mechanisms to be able to stand alone under a processor.

As such, some of them prefer to start under an existing ISO that can provide support and systems to help get the new ISO off the ground.



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A BIN (bank identification number) relationship is the ultimate control a super ISO can have over a merchant program without actually being a bank itself.

Arena for agents

Merchant level salespeople (MLSs) are typically agents who work as independent contractors under ISOs. However, some MLSs are ISO employees.

Whether independent contractors or employees, MLSs are not registered, and they may not sell in their own names. They must use the names of the sponsored entities above them.

An MLS is an individual whose primary activity is the direct acquisition and procurement of prospective merchant accounts – from introduction to handling conversions and applications to eventual deployment. Some ISOs and MLSs hire individuals to work with them as employees of their merchant services businesses.

Employees typically devote their full time and attention to the employer who hires them, while agents are not bound to provide their full time and attention to the entity that retains them.

The legal distinction between an employee and an independent contractor varies from state to state. It is important to know the difference in your state because it can have important tax ramifications for the entity retaining the employee or contractor.

Tiers to choose

This is a very basic summary of the payments industry's hierarchy. A key thing to remember is the definitions for each entity are not set in stone and may vary case by case. Interestingly, the place at which you find yourself on the hierarchy will not necessarily be an indicator of your financial success (with some exceptions – banks often do very well, while employees see average wages).

Some MLSs in our industry bring home more money than ISOs. Choosing the right spot for you involves learning and making business decisions. I hope 2008 will be full of learning and good decisions for all.

In publishing The Green Sheet, neither the author nor the publisher is engaged in rendering legal, accounting or other professional services. If you require legal advice or other expert assistance, seek the services of a competent professional. For further information on this article, e-mail Adam Atlas, Attorney at Law, at atlas@adamatlas.com or call him at 514-842-0886.



IMPACI PAYSYSTEM

Dear Agent:

IMPAC

One of the things that I hear a lot from Agents inquiring about our program is that most ISOs make the same or similar promises, but not many have delivered. Having started as an Agent, myself, I understand the everyday frustrations of an Agent's world. Eliminating those frustrations was the ideology used in forming

In order to earn your trust, we invite you to board a few of your merchants so that you can experience the difference for yourself. If for any reason you become unhappy with our service during the first six months, we will assist you in moving those merchants to the ISO of your choice with NO repercussions to you or your merchants.

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Come grow with us, we can make an IMPACT together!

Sincerely,

Dee Karawadra



Impact PaySystem is a registered ISO/MSP of Bank One and of Wells Fargo Bank, N.A. Walnut Creek, CA

10 years ago in The Green Sheet ...

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Inside This Issue 1 Crasing Weath as an 50 1 ISOs Looking for Agent 3 Letters to the Editor 6 The Resource Garde 9 attened in Web 14 Reserved Grove 14 Weats in a Name?	Creating Wealth as an ISO wild yes like to attend a conformer for the star outprover that has a conformer that has a field with the star of conformer that has a field with the star of the star of the star based and the star of the star of the star based and the star of the star of the star based and the star of the star of the star based and the star of the star of the star of the star based and the star of the star of the star of the star based and the star of the star of the star of the star based and the star of the star of the star of the star of the star based and the star of the	sportle denih on growing their residual bene. The opsignment panel discussion included: Amy Goodbas, Yerfber: Kathleen Carry, Lip- man USA: and Mike English, Darson in AT. Each of them advoced the latent and growther opsignment offerings from their respective computer, We then provide the floor to a lively discu- sion on Goophie and abuncing their assess remainse, which deer provide computer and abuncing their assess remainse, which deer provide the floor to a lively discu- sion on Goophie and abuncing their assess remainse, which deer provide the floor to a lively discu- sion on Goophie and abuncing their assess remainse, which deer provide the floor to a lively discu- tion of abuncles models and their discussion of the discussion of abuncles and the 'adultation' discussion on making the indust- on of the discussion of the discussion of deal as well as year bars. The discussion on making the indust- ion of the discussion of the dis- proved as "Very Good" or "English well as year bars. The discussion on making the indust- discussion on making the indust- discussion on making the indust- on of the ownel and year bars. The discussion on making the indust- discussion on making the indust- on of the ownel and year bars. The discussion of the day up with seminars a hit. The amendees of a debat event at the Leng Bach has provided valuaties for balance of them provided valuaties for balance of the seminars. A full 54% of another in the contain of distance of floor with the ownell program as balance of the ownell program as balance o	25 here's your opportunity to live the for eight hours, if you dan't, here's your opportunity to live shy, Come mont The Groves Short and the vendors, and stamp Pail Green. We will accept pro-registration for each warman until 2 days prior. Inverse, herd more reservation deadlines will be accepted at the em- tainon will be accepted at the em- tain magnitude at look at the "200 Looking for Accepted at the 200 Looking the accepted at the emotion of 540 emparing found at the found at the excepted at an employed in the emparing found at the found at the emparing found at the start of 540 emparing found at the found at the emparing f
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- The Green Sheet seminar "Creating Wealth as an ISO" provides a supportive environment where ISOs meet to discuss new directions and cutting edge developments in payments. Some of the topics on the agenda include check guarantee; high-risk, high-volume accounts; new technology; and building financial strength.
- The NURIT 2080 credit card terminal debuts, allowing the medical industry to charge co-payments, deductibles and balances not covered by patients' insurance to their payment cards automatically as soon as claims are adjudicated.
- IBM launches the Institute of Advanced Commerce. It assigns 50 researchers and invests \$10 million to explore Internet commerce's advantages and expand the new medium's capabilities. Areas of interest include online shopping and advertising, electronic checking, consumers' concerns about security, and capturing the attention of impulse buyers who usually respond to traditional print and broadcast ads.

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POScript

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ShortStack

Boxes of chocolates aren't just for your sweetheart on Valentine's Day. EBillme is also confessing its adoration for its customers by offering a tantalizing treat.

Until Feb. 14, 2008, every shopper who uses eBillme (*www.ebillme.com*) to check out at certain retail Web sites will receive a free 8 oz. box of Harry London assorted gourmet dark chocolate truffles.

These delectable delights are made exclusively for eBillme merchants and customers. And you don't have to keep it for yourself. Shoppers will receive a special order form via e-mail, in which they can write a personal note to their Valentine.

Each box, including the personal note, will be shipped by 1-800-Flowers. com Inc. to anywhere in the continental United States. So, if a box of confections ends up on your doorstep, just make sure your fingers aren't sticky – your keyboard is on a sugar-free diet.



ISO-Q test

Which of the following statements is true?

1. A study conducted by the Northern Institute for Cancer Research in Newcastle, England, links migraine headaches to near field communication technology in mobile handsets.

2. A new type of cyber crime called a "man in the browser" attack is able to lift a consumer's login and password when the user attempts to log onto a bank Web site to view personal financial information.

3. Mobile banking in Africa uses vans resembling safari tour buses to drive to rural areas in an effort to reach the unbanked such as the Maasai warriors of the Serengeti.

Biz bytes

A hollow corporation is a business that outsources important elements to subcontractors.

A pilot operation is a small-scale operation to test and evaluate the merits of a business concept. Loopy laws

Better sit down when you imbibe in the Lone Star State: In Texas it's illegal to take more than three sips of beer at a time while standing.

MLScapes

Always give 100%: 12% Monday, 23% Tuesday, 40% Wednesday, 20% Thursday and 5% Friday.

Source: jokesaround.com

<complex-block>

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NewProducts

101

POS terminal cool to the touch

Product: ST-A10 TouchPOS

Company: Toshiba TEC America

oshiba Corp. is known worldwide for its high quality laptop computers. Perhaps less wellknown to the general public is that it has been making POS terminals for 35 years.

Toshiba TEC America, a division of Toshiba, now offers the ST-A10 TouchPOS, a stand-alone terminal that operates at a consistent, high performance speed while the central processing unit (CPU) remains cool.

It has been specifically engineered to maximize its airflow capacity and keep the CPU running as cool as possible with one central fan.

As it boots up, the terminal runs at full capacity to blow out dust and particles from the internal housing. After that process is complete, the terminal then reduces its speed to run at a lower, quieter clip for normal business operations.

The CPU runs on an ultra-low voltage VIA C7 processor with Toshiba's VIA TwinTurbo technology, which allows it to shift from ultra- low power modes to full speed with no stutters in between. By minimizing the CPU's power consumption, it minimizes the amount of heat generated.

This method maximizes CPU cooling, while substantially decreasing the hazards of dust bunnies that can build up inside the terminal and cause the fan to slow down and the system to overheat.

Add all this together, and the ST-A10 TouchPOS is able to withstand a wider range of tem-

peratures within the retail environment while, as Toshiba attests, reducing electricity consumption by as much as 500%.

To reduce the carbon footprint even further, Toshiba also offers a dual sided thermal receipt printer for the terminal.

By printing on both sides of a receipt, merchants not only lower paper costs, but also provide other benefits to their businesses and the environment.

The ST-A10 TouchPOS, which is RoHS and WEEE compliant, boasts maximum connectivity, with six general USB ports, one powered USB port and five old-fashioned COM ports.

RoHS (Restriction of the use of Hazardous Substances) and WEEE (Waste Electrical and Electronic Equipment) are the directives requiring manufacturers to reduce the usage of hazardous substances and adhere to specified critieria for the collection, handling, and recycling of electronic and electrical materials.

ST-A10 TouchPOS

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NewProducts

Toshiba realized customer interaction at the POS is crucial. The terminal looks like a sleekly designed laptop that lies low on the countertop – only 14.2 inches high – to allow for direct eye-to-eye contact between the customer and the cashier.

The terminal's touch screen is a durable, 15.1 inch picture frame, with narrow and well-lit screen edges and a screen resolution clarity of 1024×768 pixels per inch.

If the terminal needs servicing, replaceable components are readily accessible through an easy clicking mechanism to reach the hard disk drive, memory and power supply.

Thus, all major components of the ST-A10 TouchPOS can be replaced in the field, without using a single tool.

This design reduces the time spent on staging and service, making depot and self-service applications easier to maintain. The ST-A10 TouchPOS is distributed by BlueStar.

Toshiba TEC America

770-449-3040 www.toshibatecusa.com

Propeller Head:

(n) someone who is exceptionally bright or knowledgeable about a technical field;computer geek; nerd. Often a direct descendant of those who used pencil pocket protectors.



Ensure health care claims at the POS

Product: ImpactMD

Company: Impact PaySystem

ccording to Memphis, Tenn.-based ISO Impact PaySystem, more than 25% of all health care insurance claims are denied when first presented for payment, a collection problem no other industry faces. Denied claims cause headaches for everyone, from useless paper-pushing to wasted time because nobody gets paid.

Impact PaySystem is offering a solution with ImpactMD, an online health insurance eligibility portal designed to assist health care providers with the means to electronically determine a patient's insurance eligibility within seconds, compared to the typical 18 to 25 minutes.

The claims submission process is a "one-click" electronic solution. Once eligibility is determined, claims can be submitted error-free, and providers can be paid in real-time at the POS.

Impact PaySystem said about 6% of all health care claims are denied due to patient ineligibility under a given insurance plan. More than half of the money from those denied claims is ever reimbursed to providers, resulting in substantial financial losses.

ImpactMD minimizes or eliminates that loss by allowing the provider to use any Web browser to log on to ImpactMD's eligibility portal to ascertain whether that patient is covered for a particular medical procedure. Payer information is decoded into English, and an entire patient schedule can be processed within minutes.

As part of the ImpactMD system, the ClaimEditor uses payer-specific edits to ensure the claim is paid on first presentation, nearly eliminating claims resubmissions.

Based on CCI (Computer to Computer Integration), LMRP (Local Medical Review Policy) and medical necessity edits, the ClaimEditor identifies every reason a claims file may not be paid. Published and unpublished payerspecific criteria updated weekly may also be utilized to that end.

Impact PaySystem said ImpactMD's all-payer rules engine gives providers a 100% payment rate for reimbursements on first submission, minimizes receivables and days outstanding by up to 20%, speeds up revenue collection, and reduces denial management costs.

Impact PaySystem worked for over a year with insurance providers conducting beta tests to develop ImpactMD.
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A quick-draw scanner at the POS

Product: MS9590 VoyagerGS

Company: Metrologic Instruments Inc.

ike POS terminals, bar code scanners are a fixture in the retail environment. And, it may be hard to distinguish one scanner from another or contemplate the time and effort it takes to innovate and introduce a new scanner to the marketplace.

But, according to Mark Schmidt, Vice President of Product Management and Marketing for Metrologic Instruments Inc., the data capture and collection hardware and software manufacturer spent over a year gathering feedback from its customers worldwide on what they desired in a bar code scanner.





The result was the development of the MS9590 Voyager*GS*. Schmidt stated that the Voyager*GS* is the next step in the evolution of the Voyager product platform, with a 25% faster scanning speed at 100 scan lines per second and a 50% wider, depth-of-field scan area of up to 12 inches away from a default-sized bar code of 0.33 millimeters.

These two innovations enhance POS performance and make checkers' jobs easier by helping them move customers more efficiently through the check-out line.

Distributed through BlueStar, the gun-shaped Voyager*GS* is a lightweight and ergonomically designed scanner that fits comfortably in the hand without sacrificing durability. The scanner weighs only 150 grams, reducing hand and arm fatigue. And in tests it can withstand drops of up to five feet.

The MS9590 is the first in the Voyager product line to offer a trigger design. It runs on patented automatic infrared activation technology and includes Metrologic's patented CodeGate technology, which allows for the brisk transmission of product data with a single squeeze of the trigger.

The Voyager*GS* can be configured to function as a tethered scanner or as a wireless device. For hands-free scanning, the MS9590 utilizes Metrologic's in-stand detection technology for an optional "flex" stand feature that automatically senses the scanner once it is placed in the stand.

At no cost to the merchant, the scanner can be set up with either the MetroSelect Single-Line Configuration Guide or MetroSet 2 software via a RS232 or USB interface. Another optional feature is Metrologic's EAS integration, which gives the Voyager*GS* the ability to deactivate EAS (Electronic Article Surveillance) security tags and decode bar codes at the same time, saving merchants time and money in the process.

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Inspiration

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WaterCoolerWisdom:

Traveling tends to magnify all human emotions. - Peter Hoeg



Business travel made comfy

s ISOs and merchant level salespeople (MLSs), you have busy schedules with scant wiggle room for anything but selling. Clients here, conferences there – it's enough to make you cross your eyes and pull your hair out.

Emotions can run high when you're on the go: stress, frustration and maybe a twinge of homesickness. But staying sane, relaxed and safe is doable while traveling cross-country or commuting short distances. It just takes some positive thinking and creative packing.

High road

Whether you're traveling to a conference or a local merchant client, headaches can set in en route. If you leave your house late, even if it's only 10 minutes, often the only thing on your mind when you buckle your seat belt is how to get to your destination pronto.

Don't drive like you're in the Indy 500. Take a deep breath, and go easy behind the wheel. Yes, you're going to be late. But it's better to arrive and apologize for the tardiness than to drive recklessly.

There's nothing worse than working out of your car for an entire day and encountering what seems like every incompetent driver in the free world. These people honk, cut you off, drive like they've spiked their morning coffee, or creep like a scooter in the freeway's fast lane. Letting these people get to you can wreak havoc on your day. Don't get sucked into someone else's driving game. Play it cool.

Being alone in a car or airplane for an extended period can be boring, making hours seem like days. Why not fill in this time by popping an audio book into your car stereo or listening to one already downloaded on your MP3 player?

Or, if you're more of a music buff, make a themed CD or playlist to take along. If you're traveling to Las Vegas, add some Elvis Presley or Frank Sinatra. If it's a hot summer trip, load up on the Beach Boys to keep you thinking mellow thoughts. The time – and mileage – will fly by if you occupy your mind.

Homey touches

Out of town conferences can be whirlwind affairs. It's natural to miss aspects of home – family, friends, pets, your bed with the soft comforter and six pillows. But just because you'll be away for a while doesn't mean you have to leave all of that behind.

Take along some small items that remind you of home. Pictures of your loved ones are great to pull out when you're feeling down in an unfamiliar place.

While bringing your entire bed is a little much, one pillow packs with ease. You will be amazed at how much better you'll sleep at night by having at least one familiar part of your life in the hotel room.

Inspiration

And when it's time to sleep, don the most comfortable pajamas you own, whether you favor a two-piece flannel set or basketball shorts and a ripped T-shirt. The more at home you feel in your surroundings, the easier it will be to unwind from a long, grueling day of keynote speakers and networking.

Healthy commute

Soreness from driving, flying, sitting and standing comes into play when traveling, making it challenging to begin the next day in the right frame of mind. Cure those aches and pains by welcoming the morning with some stretches. It will make a long drive home or the second day of a conference bearable.

Also, if you're in the car for a long time, pull over at a gas station or rest stop every hour or two to stretch your legs. Getting a break from keeping your eyes on the road will revitalize you. These stops can become a treat, something to look forward to while driving alone.

Happy trails

Long hours spent on sales calls can take their toll. And living out of a suitcase for a number of days is not easy; exhaustion and stress can rear their ugly heads. But staying comfortable and in the right frame of

What Are You Doing Instead of Selling?



mind will help you enjoy your days away from the office or home.

When the sandman is AWOL

It's 3 a.m. You know this because you're in bed, hoping for some shuteye before the alarm rings at 6 a.m. Sound familiar? Insomnia, a common sleeping disorder in the United States, affects approximately 33% of adults; 10% have a persistent problem with it.

So, there you are: sleepless. You try to turn off your brain but can't. Thoughts circle through your mind. You start to panic about how tired you will be the next day. You wonder how you will make it through.

Here are some suggestions:

- Don't stare at the clock. Focusing on the passing minutes usually produces anxiety about the situation, making it more difficult to get to sleep. Turn the clock around so you can't see the time.
- Relax. Take some deep breaths, concentrate on your breathing and clear your mind.

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- Think positive thoughts. Tell yourself you will go to sleep and really believe that you will.
- Take a bath. Soaking yourself in a warm tub will help you to unwind.
- If your television is on, turn it off. The light and noise it emits could be keeping you from dozing off.

But what if the problem persists? Not to worry. Each evening offers a fresh start. After your appointments and before bedtime, take some of the following preventive measures to ensure you will slumber with ease:

- Communicate your needs. If you're on the road, ask hotel staff what amenities are available. Can you soak in a Jacuzzi before bed? Is there a spa with a masseuse? Can you move to a quieter area of the building?
- Avoid caffeine, which is a stimulant meant to keep you awake. Stick to caffeine-free beverages late in the day. And remember, coffee isn't the only thing that can make you jittery. Chocolate, tea and certain medications are also very high in caffeine. Many pain relievers contain it, so look closely at product labels.
- Don't take naps. Particularly when taken in the late afternoon or evening, naps can leave you wide awake later when you should be tired.
- Avoid alcohol and nicotine. Like caffeine, both disrupt sleeping patterns.
- Use sleep-aids, if necessary. Purchase some overthe-counter sleep medications, and buy an eye mask and earplugs to have on hand.
- Go to bed earlier. Try to get to bed earlier than when you actually need to get to sleep. Then you can ease into your dreams.

Healthy habits

It helps to maintain good sleeping habits in your day-today life. Here are some wholesome practices:

- Establish a regular routine. Stick to a sleep schedule, and go to bed and wake up at the same time every day, even on weekends.
- Make your bedroom a sanctuary. Don't hang out in bed, watch television or use your computer while in bed. Create a sleep-promoting environment that is quiet, dark, cool and comfortable.
- When you travel, research your destination before you leave home. If you are going out of town, find out which amenities your hotel offers to promote relaxation, and plan to use them.
- Pack the comforts of home. Bring some cozy pajamas or a favorite blanket or pillow. A few familiar items can help immensely when trying to relax.
- Exercise every day. This will promote your wellbeing and make it easier for you to sleep well. But, exercise is energizing, so make sure you do it long before bedtime.
- Devote a diary to record your sleep habits. And if lack of sleep becomes a chronic problem, consult your doctor.

Don't stress

In our time-crunched universe, we tend to feel there are not enough hours in the day. We put high expectations on ourselves, and our basic needs are often unmet.

Some experts say if you can't sleep, don't force it. If you can't sleep, just relax.

Once you stop worrying about it, you may soon be opening your eyes to the rising sun, instead of to red, glowing digital numbers in the dark.

Good Selling!SM

Paul H. Green, President and CEO

DateBook

Visit www.greensheet.com/tradeshows.htm for more events and a year-at-a-glance event chart.



Bank Administration Institute

BAI TransPay Conference and Expo

Highlights: This conference demonstrates how to target new markets, identify customers' needs in payment products and services, meet demands, and beat out the competition.

It will focus on operation, trends, management, products and risk. Distributed capture – what it is and where it's going and legal issues involved – is expected to be a hot topic.

Speakers will include Chris Anderson, Editor-in-chief of Wired magazine and the author of "The Long Tail"; Mark N. Greene, Ph.D., Chief Executive Officer of Fair Isaac Corp.; and many others.

When: Feb. 5 – 7, 2008

 Where: Gaylord Texan Resort & Convention Center, Grapevine, Texas
 Registration: Visit www.bai.org/transpay or call 312-683-2464.



RDM Corp.

, ISO Roadshow Planning

Highlights: RDM Corp., a provider of check processing and electronic solutions, is presenting its ISO Roadshow Feb. 12 and 13, 2008, in New Jersey and Illinois, respectively.

The event is intended to educate the ISO community on the remote deposit capture (RDC) product. It will define RDC and how it works and describe the opportunity it presents for the ISO community.

It will also discuss the size of this market, its various segments, and applicable hardware and software components.

When: Feb. 12, 2008

Where: Doubletree Hotel Newark Airport – Elizabeth, N.J. Registration: Call 800-567-6227, or visit www.rdmcorp.com.

When: Feb. 13, 2008

Where: Doubletree Hotel Chicago O'Hare Airport – Rosemont, Ill. Registration: Call 800-567-6227, or visit www.rdmcorp.com.



Western Payments Alliance

Remote Deposit Čapture Workshop

Highlights: The Remote Deposit Capture workshop is an intermediate level course that would benefit managers in product development, audit and compliance, cash and treasury, and automated clearing house and brand operations. The event will be available on three separate dates in three different locations. Some topics on the workshop's schedule include contractual requirements, legal issues and risk management, pricing, selecting a vendor, communicating with corporate customers, fraud reduction tools, and due diligence.

John Curtis, Vice President of Bank of the West, will be the instructor. Curtis brings with him over 20 years experience in the payments industry.

When: Feb. 12, 2008 Where: Courtyard Portland Airport, Portland, Ore. Registration: Visit www.wespay.org, or call 415-373-1188.

When: Feb. 13, 2008 Where: Federal Reserve Bank of San Francisco, San Francisco Registration: Visit www.wespay.org, or call 415-373-1188.

When: Feb. 20, 2008 Where: Sheraton Pasadena Hotel, Pasadena, Calif. Registration: Visit www.wespay.org, or call 415-373-1188.

Industry

ATM Industry Association

ATMIA Conference 2008, "Rising Again"

Highlights: This conference is dedicated to business renewal in New Orleans. Its purpose is to show support for rebuilding the city two years after the Katrina disaster. It is organized to teach ATM businesses and operations how to transcend today's issues and threats. Topics will include trends and the renewal of the ATM for the 21st century, new sources of revenue for ATM operators, and industry updates for ATMs.

A portion of each registration will be donated by ATMIA to Kingsley House. Since 1896, Kingsley House has helped educate children, strengthen families and build communities in the New Orleans area.

When: Feb. 20 - 22, 2008

Where: New Orleans Marriott, New Orleans Registration: Visit www.atmiaconferences.com.



Electronic Retailers Association

eRetailer Summit (formerly Mid-Winter Conference and Trade Expo)

Highlights: The conference will give experts the opportunity to gather and exchange knowledge in profitability and innovation to help ensure e-retailers have the tools and information needed to succeed at competitive levels.

Full registration includes admission to exhibit hall, education sessions, breakfast, lunch and receptions for both days.

When: March 2 – 4, 2008 Where: Intercontinental Hotel, Miami Registration: Visit www.retailing.org.

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Institute for International Research

Prepaid Card Expo

Highlights: This expo will offer attendees the chance to discover the strengths and weaknesses of alternative payment solutions. It will also teach how to recognize international opportunities, and how consumers and businesses are using prepaid as an important revenue generator.

Some speakers will relay lessons learned after a security breach, and will give inside tips on how to strengthen antifraud and security controls. More than 2,000 people are expected to attend the event, providing opportunities to share ideas and network with other professionals, as well as check out many exhibitors.

When: March 3 – 5, 2008

Where: Rio All-Suite Hotel & Casino, Las Vegas Registration: Visit www.iirusa.com/prepaidcardexpo.



Association for Financial Professionals Payments Forum

Highlights: This forum will unveil techniques on overcoming challenges when implementing electronic payments.

The "how-to" session focuses on important payments issues facing corporate financial professionals. The two-day conference will feature small roundtable sessions with corporate practitioners in addition to in-depth lectures that include topics such as check conversion and new developments in international payments. This conference caters to those dealing with automated clearing house, cards, check imaging or check conversion, global payments and so forth.

There are also optional seminars – E-Payments: Instruments and Processes; and Financial Risk: Identification, Measurement and Management Techniques – available before and after the forum.

When: March 9 - 11, 2008

Where: Sheraton Wild Horse Pass Resort, Chandler, Ariz. Registration: Visit www.afponline.org, or call 301-907-2862.



ACA International Credit & Collection Business Academy 2008

Highlights: The event offers more than 20 hours of learning and professional opportunities. A faculty of industry experts will speak about operations, ethics, sales, compliance, persuasion, security and privacy issues, legal matters, state and federal laws, and management.

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credentials and certificates to contribute to your own knowledge and the growth of business.

When: March 9 – 12, 2008 Where: The Marriott, Delray Beach, Fla. Registration: Visit www.acainternational.org/events.



Merchant Acquirer's Committee 2008 MAC Annual Conference

Highlights: The Merchant Acquirer's Committee conference is an informative three-day conference full of networking opportunities. The theme for the inaugural event is beating the odds on fraud.

MAC will have keynote speakers from the Federal Trade Commission and federal law enforcement. Numerous breakout sessions will focus on topics such as card Associations and the trends of fraud within the industry.

Some topics will include basic and advanced underwriting, fraud risk training and a hacking demonstration. Representatives from MasterCard Worldwide will be on hand Friday to give the company's point of view on the Member Alert to Control High-Risk database. Breakfast and lunch for attendees will be provided daily in the exhibit hall. When: March 19 – 21, 2008 Where: Rivera Hotel & Casino, Las Vegas Registration: Visit www.macmember.org/conf.asp, or e-mail deanar@bizla.rr.com

Industry

SourceMedia Inc. 5 20th Annual Card Forum & Expo

Highlights: The Card Forum & Expo caters to a variety of payments industry professionals. The forum will explore the impact of changes in traditional business architectures, and how emerging payment systems can provide increased competition and opportunity.

This year's topics will include trends in debit, credit and prepaid; marketing and branding strategy case studies; risk and fraud; merchant trends; new product development; and alternative payments.

Keynote speakers will be Steve Boehm, President of Wachovia Card Services, a division of Wachovia Corp.; Terri O'Neil, Executive Vice President of Citi Cards, a division of Citigroup Inc.; and David Evans, founder of Market Platform Dynamics.

When: April 6 – 8, 2008
Where: Doral Golf Resort & Spa, Miami
Registration: Visit www.sourcemediaconferences.com/CFE08, or call 212-803-6578.

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2008 Event	Date	Location	Web site
Northeast Acquirers Association, Winter Seminar	Jan. 29 – 31	Mount Snow, Vt.	www.northeastacquirers.com
BAI, Transpay Conference & Expo	Feb. 5 – 7	Grapevine, Texas	www.bai.org
ATM Industry Association, Conference 2008	Feb. 20 - 22	New Orleans	www.atmiaconferences.com
Electronic Retailers Association eRetailer Summit	March 2 - 4	Miami	www.retailing.org
Institute for International Research, Prepaid Card Expo	March 3 – 5	Las Vegas	www.iirusa.com/prepaidcardexpo
Association for Financial Professionals, Payments Forum	March 9 - 11	Phoenix	www.afponline.org
ACA International Credit & Collection Business Academy 2008	March 9 - 12	Delray Beach, Fla.	www.acainternational.org/events
Southeast Acquirers Association, Sixth Annual Conference	March 23 - 27	New Orleans	www.southeastacquirers.com
ETA, Annual Meeting and Expo	April 15 – 17	Las Vegas	www.electran.org
Intele-Card, Expo: The Prepaid Show	April 22 – 24	Edison, N.J.	www.intelecardexpo.com
SourceMedia Inc., CTST Conference and Exhibition	May 13 - 15	Orlando, Fla.	www.sourcemediaconferences.com
NACHA, Payments 2008	May 18 – 21	Las Vegas	www.nacha.org
Midwest Acquirers Association, Annual Conference	July 21 – 25	St. Louis	www.midwestacquirers.com
Western Payments Alliance, 2008 Payments Symposium	Sept. 7 – 9	Las Vegas	www.wespay.org
ETA, Strategic Leadership and Networking Forum	Oct. 21 - 23	Chicago	www.electran.org









Northeast Acquirers Association

Jan. 29 - Jan. 31 Winter Seminar



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