

Mastercard + Avenue Group Joint Offering

Enabling Well-Informed Investment & Operational Decisions





Mastercard Data & Services and Avenue Group offer complete insights for both acquisition evaluation and operation of companies

Mastercard Provides In-Depth Access to Transactional Data, Supported by Proprietary Analytics

Avenue Group Creates Real-Time Expert Interview Insights to Drive Smarter Decisions

Data Sources (Inputs)

- Internal: Anonymized/index Mastercard data, NAICS location data, open dates
- External: Census Demographics, Dept of Labor Economic Data, NOAA weather data

- Internal: real-time interviews & surveys of employees, customers, prospects, lapsed customers, and/or investors
- External: real-time interviews & surveys of competitors, benchmarks, industry experts

Proprietary Approach

- Integrate broad analytic database
- Analyze with proprietary software by expert industry analyst team

- Source hard-to-find niche audiences fast
- Perform all aspects of action-oriented research, from design to synthesis

Impact (Outputs)

- Predict future sales and profit
- Quantify competitive risk
- Profile customer behavior

- Assessment of key elements of company (e.g., industry dynamics, upside potential, downside risks)
- Insights to make better decisions



Well-Informed Investment + Operational Decisions



Mastercard is partnering with Avenue Group and combine new data with a firsthand narrative to drive smarter decisions

Avenue Group advise Private Equity Firms, Fortune 500s, Mid-Market Companies, & Family Offices

- Source, conduct & analyze in-depth interviews, surveys & focus groups
- Develop meaningful strategic insights for private equity due diligence
- Generate real-time market feedback to move beyond existing data & industry stereotypes
- Gather & evaluate new data from key stakeholders, e.g., current & lapsed customers, competitors, employees, and more

Primary Research: Perform all aspects of action-oriented research, including interview / survey design, respondent sourcing, scheduling, analysis, distillation, presentation & execution planning.

Actionable Insights: Identify actionable insights for clients to make better decisions with potential investments & operations.

Broad Scope: Support clients across any industry, focusing on strategic due diligence for PE firms & growth for corporations.

Deep Reach: Source hard-to-reach niche audiences and drive smarter decisions by combining data with a firsthand narrative.

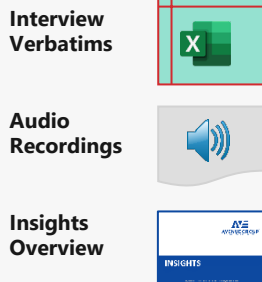
Quick Turnaround: Faster & more nimble than top management consulting firms & research companies.

Examples of recent diligence and operational projects

Including sanitized client materials for both diligence & operations

PE Firm Diligence of Amazon Seller

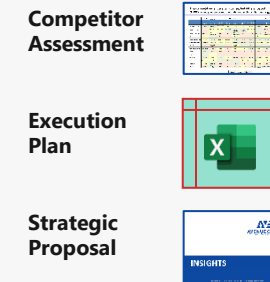
Client: U.S. Private Equity Firm.
Objective: Assess target’s growth potential within Amazon channel, expansion into adjacent product categories & regions, and entrance into new channels.
Approach: Interviews with competitors, industry experts, & Amazon employees.
Length: 2 weeks.
Deliverables: Interview verbatim notes, audio recordings, & insights overview.



[View Sanitized Material](#)

Operational Turnaround for Health Club

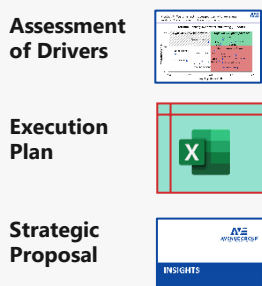
Client: Regional Tennis Club.
Objective: Design and rollout a new operational model for a premium club, including strategic differentiation, pricing, facility renovation, staffing, equipment, marketing, & sales.
Approach: Primary research of club & competitors and operational evaluation.
Timing: 3 months.
Deliverables: Competitor assessment, strategic proposal, & execution plan.



[View Sanitized Material](#)

Growth Strategy for Building-Products Co.

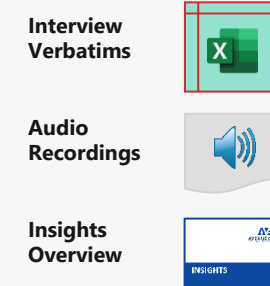
Client: Building-Products Company.
Objective: Develop strategy for growing market share for decking division by identifying key sales drivers, competitive dynamics, key buying decisions, and growth initiatives.
Approach: Interviews with employees, customers, & competitors; data analysis.
Length: 6 months.
Deliverables: Strategy recommendation & supporting tactical plan for execution.



[View Sanitized Material](#)

PE Firm Diligence of Services Provider

Client: Global Private Equity Firm.
Objective: Evaluate a specialized services industry from the perspective of buying decision-makers to better understand market pricing, industry spend trends, & key purchasing criteria.
Approach: Interviews with industry decision-makers across key segments.
Length: 2.5 weeks.
Deliverables: Interview verbatim notes, audio recording & insights overview.



[View Sanitized Material](#)

Avenue Group’s work has received praise from both private equity clients (due diligence) and corporate clients (operations)

Due Diligence Client Feedback

“Excellent communication and speed. We were extremely pleased with the quality of work which enhanced our due diligence process.”

Kyle Casella,
Vice President



“Well done overall on a tight timeline. The ability to generate meaningful findings was very impressive.”

Nelson Iginla,
Private Equity



“Avenue Group was able to move very quickly on a tight timeline that allowed us to gather insights fast. Their work was thorough.”

Susan Harbour,
Growth Equity



Operational Work Client Feedback

“Solid work. We appreciated the discussions and the recommendations.”

Bryan Dunmire,
eCommerce Partnerships



“Great partner in tackling a tough project.”

Sarah Dziuk, Global
Marketing



“Outstanding in all respects. Great ability to communicate with facts and a vision.”

David Humphreys,
President & CEO



“Invaluable to providing the right framework to help us during a very ambiguous inflection point for us.”

Joseph Han, Global
Director, People



Range of Project Work

- PE/VC due diligence insights
- Product development planning
- Turnaround efforts for business lines / company
- Organizational design strategy and buy-in / implementation
- Focus group design and recruiting
- In-depth interviews & surveys
- Real-time market feedback

Entrepreneur

FASTCOMPANY

big AZBIGMEDIA

BUSINESS NEWS DAILY
Small Business Solutions & Inspiration

inside. in-depth. in-step.
ADVISORS
magazine

Institutional Investor

EVERYTHING BUSINESS
Corp!

THE ENTERPRISERS
PROJECT

VW

Empowering leading retailers, restaurants, and consumer companies

Mastercard helps clients make data-driven decisions, manage change, engage consumers and deliver great experiences



Make data-driven decisions

- Use market and customer insights to better understand business context and inform future initiatives
- Future-proof your business with our battle-tested analytics, data insights, data management and platform technology



Manage change

- Leverage rich Test & Learn methodology to identify in which markets or with which customers new programs should be rolled out to maximize profit
- Invest in the right technology in both the front- and back-end to create the best customer experience



Engage consumers

- Design and implement strategies to acquire high value customers
- Manage the execution of high impact campaigns to drive the customer journey forward
- Measure performance to inform future campaigns to acquire, engage, and retain customers



Deliver great experiences

- Transform the customer experience—from rewards and cardholder services to marketing and innovation
- Use customer insights to fuel personalized offers and campaigns
- Reduce fraud and chargebacks

Empowering leading retailers, restaurants, and consumer companies

Mastercard Data & Services solves strategic problems for clients across industries leveraging unique data insights, proprietary platform capabilities, and industry expertise

Mastercard Data & Services capabilities span across 6 key areas



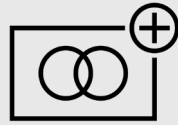
Mastercard Advisors

- Recommendations and consulting services supported by real-time data and advanced analytics
- Expertise spanning the spectrum of the payments lifecycle and across industries



Information Services

- Powerful pre-packaged or custom analytics solutions ranging from Portfolio Benchmarking to Propensity Modeling
- Actionable insights based on billions of real, aggregated, and anonymized transactions



Loyalty

- Complete and integrated cardholder loyalty solutions to enhance the customer experience
- Rewards, offers, benefits, and travel solutions that drive loyalty



Managed Services

- End-to-end marketing solutions across the customer lifecycle
- Omnichannel campaigns, data-driven customer segmentation, and test vs. control measurement and recommendations



Platform Solutions

- Platform-based solutions for benchmarking, advanced test vs. control analytics, market intelligence, and customer insights
- Intuitive, business-focused solutions such as Test & Learn and AIM



Labs as a Service

- Varied ideation programs, rapid prototyping, product design, and agile development
- Expertise throughout the product lifecycle, from incubation to acceleration

Unparalleled **Consumer Spending Insights**

Differentiation starts with consumer insights from a massive worldwide payments network and our experience in data cleansing, analytics and modeling

What can
2.3 BILLION
 Global Cards and
52 BILLION
 Transactions/
 Year mean
 to you?

MULTI-SOURCED

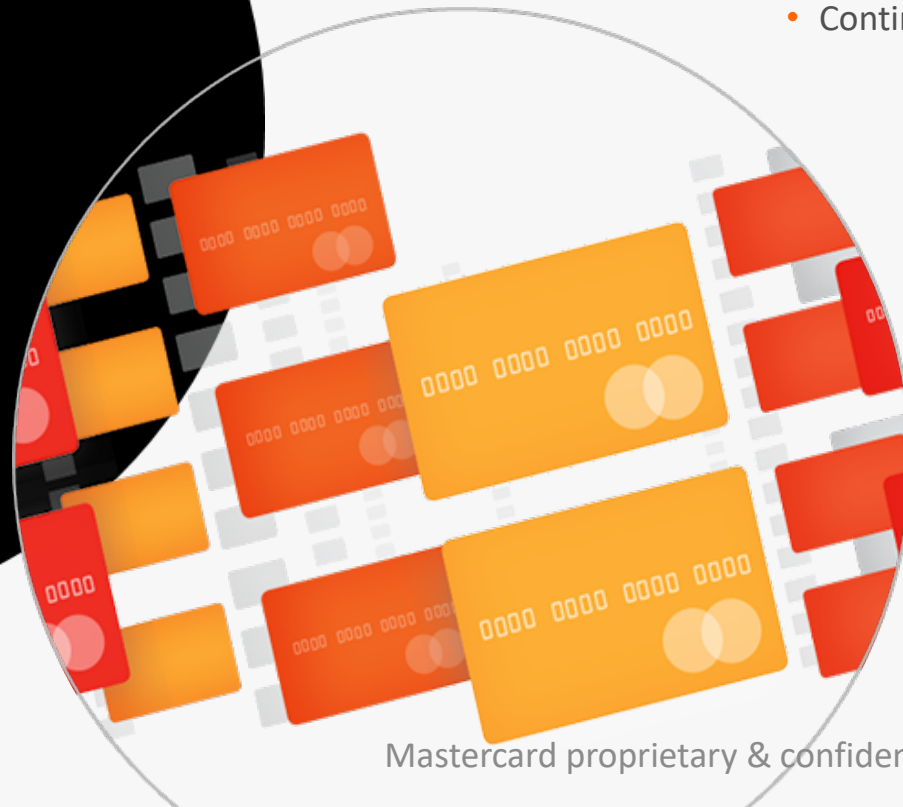
- 38MM+ merchant locations
- 22,000 issuers

CLEANSSED, AGGREGATED, ANONYMOUS, AUGMENTED

- 1.5MM automated rules
- Continuously tested

WAREHOUSED

- 10 petabytes
- 5+ year historic global view
- Rapid retrieval
- Above-and-beyond privacy protection and security



Mastercard proprietary & confidential



Contact us

To discuss your needs, contact:

Jeremy Greenberg, Founder

Avenue Group

jeremy@avegroup.com

646.308.1588