

## Focus on KPIs: Maret Parker and Fred Branca



Maret Parker (O&T) and Fred Branca (GP&S) have been asked to lead new areas of responsibility for the company when it comes to key performance indicators or KPIs. Tracking both on the product and technology sides helps us be more savvy to what our customers need and expect from us.

MC Central caught up with both Maret and Fred to understand more about their new roles and the help that they will need going forward.

### **MC Central: What does focusing on KPIs mean to you?**

**Fred:** Achieving a true customer-centric enterprise requires metrics that track customer behavior in a way that is credible, reliable, accurate, precise, actionable and predictive. Being part of this key initiative is an exciting opportunity.

### **MC Central: What role do KPIs play in our business today?**

**Fred:** Financial and operational metrics tend to be at the forefront, that is, revenue, cash flow, profitability, processing, service levels and so on... but the real drivers of these outcomes is the customer, the lifeblood of any organization. Understanding, measuring, and managing the customer experience will enable MasterCard to have a distinct advantage over our competition.

### **MC Central: How do you think approaching KPIs with the customer in mind will change what we do?**

**Maret:** Defining and identifying critical customer-facing KPI's means we gain insight into customer needs and pain points. Having knowledge and sharing it in a standardized way creates transparency with MasterCard, and allows us to drive more informed discussion around investments that are more closely tied to customer needs. In turn, we can drive toward increasing customer satisfaction, stronger customer loyalty and potentially increase revenue.

### **MC Central: How will you make sure KPIs are impactful for the technology and product teams?**

**Maret:** During the last few years we have focused on internal metrics and KPI's for technology and product and have made business decisions based on this information. We need to couple and expand our expertise in these areas with customer and cardholder-facing metrics to gain a full view into the impact we can have as an organization.

**MC Central: Why is it important for all of us to think about the customers' view on the projects on which we work?**

**Fred:** Satisfied customers are the key to sustainability and growth for MasterCard. The better we understand and connect with all customers within the value chain, the more likely we are to outperform our competition. The customer experience is a competitive environment – if we don't deliver against and exceed customer expectations – someone else will.

**MC Central: What does success look like in this role?**

**Maret:** Success looks like defining the appropriate KPI's that make a difference to our customers and cardholders. If we can tie these KPIs to technology and product deliverables, we will begin a shift in how we approach our roles every day – always thinking with the needs of our customers in mind.

**Fred:** It means every part of our organization understanding their role in contributing to the success of the customer experience, while managing to the appropriate customer-centric KPI's. We can't manage what we don't measure.