Dove Consulting is the leading payments strategy company in the U.S. We have been advising companies throughout the payments industry for more than 20 years and are well-known for the value of our insights.

This experience, combined with an ongoing commitment to pioneering payments research, enables us to deliver tangible business results for you quickly.

Solution Overview: Consumer Payments Strategy and Migration

Business Value

The payments industry has experienced dramatic change and continues to be rocked by litigation, shifting payment habits and new payment applications. These perturbations have created numerous opportunities and challenges for financial institutions to both sustain and grow the value of payments as a business.

The migration of consumers away from paper checks toward electronic payments is now well established. Yet, many financial institutions still derive the majority of their payments revenue from check-related fees.

Additionally, many institutions manage their payments business in silos that focus on discrete products, transactions, or operations. The business of payments from the customer's perspective is often a critical missing element. The result often leads to divergent strategies and sub-optimal portfolio performance.

Leading financial institutions are now beginning to organize around the business of payments. We can help you improve your non-interest income through a comprehensive payments strategy that:

- Aligns elements of the payments business system
- Drives revenue growth on a product-by-product basis or through a broader payments migration plan
- Navigates technology, litigation and regulatory issues
- Creates advantage for your institution in the face of industry-wide change

Our Consumer Payments Solution

No one has deeper expertise, stronger benchmark payments data on the U.S. payments industry, or first-hand insights into consumer payment preferences than Dove Consulting. We leverage that knowledge and experience when developing your comprehensive payments strategy.

By examining your current payments portfolio in light of industry trends and developments, we will construct a future payments 'road map' that delivers significant financial benefits (higher revenue/lower cost) to you.

Working collaboratively with you, we will develop a payments strategy that includes the following components:

- Analysis of the unit economics of each payment product; quantification of the value of 'payments'
- Discrete actions and tactics to improve the performance and profitability of each payment product
- Payments migration strategies to influence how your customers choose to pay, biased toward more profitable transaction vehicles
- Organizational structure recommendations to support and manage payments across your enterprise

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Solution Overview: Consumer Payments Strategy and Migration

Benefits of a Payments Strategy

Developing and implementing a comprehensive payments strategy is challenging. Multiple product owners within the organization need to be coordinated, new products and new regulatory requirements assessed, and consumers' payment preferences understood.

We can help navigate these issues and deliver tangible results.

- **Improved Profitability:** You will increase the profitability of your payments portfolio. Higher revenues and lower costs will be realized on a product basis and through transaction migration.
- **Increased Customer Retention:** Developing customer-based payments strategies improves satisfaction and DDA retention.
- **Improved Business Knowledge:** This work will improve your knowledge base of your payments portfolio relative to best-in-class performers. In addition, you will gain insights into new growth opportunities.
- **Enhanced Management Effectiveness:** Organizing resources to support payments as a business will help capture synergies, eliminate redundancies and ensure all stakeholders are aligned toward the same goal.

Why Dove Consulting?

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We have worked across the payments value chain, from acquirers to networks/associations to processors to issuers, and for clients including banks, credit unions, networks and processors. Our primary research has addressed payment trends related to consumers, retailers, ATM deployers, card issuers, and remittance processors.

Based on our work and guidance, we have helped a diverse group of companies grow their non-interest payments income, reduce operating costs, introduce new payment products, and improve customer acquisition/retention.

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About Dove Consulting
Dove Consulting specializes in strategy and organization consulting. Dove's Financial Services Group is a leader in developing retail payments, distribution, and customer strategies. The group has performed strategy work with seven of the Top 10 U.S. banks, major payment networks, and government entities. Dove's value proposition is clear—deep expertise for immediate value, sincere collaboration with our clients, and the delivery of compelling results.

For more information, call 617-482-2100 or visit www.doveconsulting.com.

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About Hitachi Consulting
As Hitachi, Ltd.'s (NYSE: HIT) global consulting company, Hitachi Consulting is a recognized leader in delivering proven business and IT solutions to Global 2000 companies across many industries. We leverage decades of business process, vertical industry, and leading-edge technology experience to understand each company's unique business needs, transfer knowledge to our clients, and help clients quickly achieve sustainable ROI.

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