**Market Report for Visa Inc.**

**1. Industry**

Visa Inc operates within the Global Financial Services Industry, specifically falling under the Payments Services Sector.

**2. Peers**

Visa Inc’s primary peers are Mastercard and American Express, with Visa commanding the market share.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Visa** | **Mastercard** | **American Express** |
| **Payments Volume ($B)** | $11,668 | $6,568 | $1,540 |
| **Total Volume ($B)** | $14,108 | $8,177 | $1,553 |
| **Total Transactions (B)** | 260 | 150 | 10 |
| **Cards (M)** | 4,160 | 2,713 | 133 |

**3. Substitutes & New Markets**

Substitutes and new markets related to Visa Inc are as follows:

1. Mobile payments (e.g. Apple Pay, Google Pay)
2. Digital wallets (e.g. PayPal, Venmo)
3. Cryptocurrencies (e.g. Bitcoin, Ethereum)

**4. Key Revenue and Cost Drivers**

**Key Revenue Drivers:**

1. Payment Volume

Visa primarily generates revenue through fees charged on payment transactions. As a result, payment volume is a critical driver of revenue growth.

Every card payment processed through Visa's network creates a transaction fee for the company.

Visa processed $11.6 trillion in the 2022 fiscal year.

Strategies to increase payment volume include expanding card acceptance, promoting card usage, and investing in emerging payment technologies.

The key revenue drivers for Visa Inc are payment volume on visa products for purchased goods and services.

Revenue per transaction \* transaction volume.

Based on payments volume and number of transactions, Visa is one of the world’s largest electronic payments system.

1. Processed Transactions

The number of processed transactions is the primary driver for Visa’s data processing revenues.

Visa processed 192.530 billion transactions in the 2022 fiscal year, a 17% increase from 2021’s figure of 163.374 billion.

2021’s figure was also a 17% increase over 2022’s figure of 140.849 billion.

1. Service Revenue

Visa derives significant revenue from services provided to financial institutions and merchants, including:

* Fraud prevention and authentication tools
* Data analytics and insights
* Consulting services
* Marketing and promotional support

These services create value for clients and generate recurring revenue streams for Visa.

Service Revenue for the 2022 fiscal year was $13.4 billion, roughly 34% of Visa’s gross revenue of $39.6 billion.

1. Data Processing Revenue

Visa earns revenue for processing and authorizing card transactions, including:

* Clearing and settlement of funds
* Network access and maintenance
* Value-added services

The growing complexity and volume of digital payments create opportunities for data processing revenue growth.

Data Processing Revenue for the 2022 fiscal year was $14.4 billion, roughly 36% of Visa’s gross revenue of $39.6 billion.

1. International Transaction Revenue

Visa charges additional fees for cross-border transactions, which often involve currency exchange and involve more complex processing.

Increasing global trade and travel drive international transaction growth, boosting this revenue stream.

International Transaction Revenue for the 2022 fiscal year was $9.8 billion, roughly 25% of Visa’s gross revenue of $39.6 billion.

**Key Cost Drivers**

1. Client Incentives

Visa enters into long-term contracts with financial institution clients, merchants and strategic partners for various programs that provide cash and other incentives designed to increase revenue by growing payments volume, increasing Visa product acceptance, winning merchant routing transactions over to Visa’s network and driving innovation.

Client incentives totalled $10.295 billion in 2022, reducing the gross revenue of $39.6 billion to a net of $29.31 billion.

1. Personnel

Personnel expenses include salaries, employee benefits, incentive compensation, share-based compensation, and contractor expenses.

Personnel fees for the 2022 fiscal year were $4,990 million, roughly 17% of Visa’s net revenue of $29, 310 million.

1. Marketing

Marketing expenses include expenses associated with advertising and marketing campaigns, sponsorships, and other related promotions of the Visa brand.

Marketing fees accounted for $1,336 million, roughly 4.5% of net revenue.

1. General & Administrative

General and administrative expenses consist mainly of card benefits, facilities costs, indirect taxes, travel and meeting costs, foreign exchange gains and losses and other corporate expenses incurred in support of the business.

General & Administrative fees accounted for $1,194 million, roughly 4% of net revenue.

**5. Current Industry & Market Trends**

* Rise of e-commerce and mobile payments
* Growing popularity of contactless payments
* Digital transformation of financial services
* Adoption of AI and blockchain technologies
* Regulatory changes (e.g., open banking, data privacy laws)

**6. SWOT Analysis**

|  |  |
| --- | --- |
| **Strengths**  Global Presence  Brand Recognition  Extensive Network  Innovation Focus  Safe Data Centres | **Weaknesses**  Dependence on Client & Merchant Base  Regulatory Scrutiny  Technological Risks  Limited Product Diversification  High Operating Costs |
| **Opportunities**  Emerging Markets  Technological Trends  Strategic Partnerships  Growing Digital Economy | **Threats**  Fierce Competition  Regulatory Changes  Economic Downturn  Cybersecurity Risks |

**Strengths**

Strong and secure payment infrastructure

* Strong distribution network

Market leadership and strong brand value

Strong strategic partnerships with card issuers and merchants

Resilient business model that protects against inflation

**Weakness**

Lack diversification in business model

Lack of product development to combat new and emerging payment methods

Lack of innovation

**Opportunities**

Increasing preference for online shopping and cash-less transactions due to the pandemic

Opportunities to collaborate with emerging competitors like PayPal and mobile wallets

Loyal and large customer base that can be introduces with new or add on products

Availability of vast data that can be researched for product development

**Threats**

Threat of becoming obsolete due to new and emerging payment technologies

Increased competition owing to duopoly market

Lack of differentiation from competitor

Large amount of personal data that needs to be secured for privacy

Threat of fraudulent activities

Threat of money laundering and terrorism financing

* Visa’s brand is recognised globally, allowing it to build trust with financial institutions, consumers, and merchants.
* Revenues and profits are dependent on a client and merchant base, which may be costly to win, retain and develop.
* There is increased scrutiny and regulation of the global payments industry, including with respect to interchange reimbursement fees, merchant discount rates, operating rules, risk management protocols and other related practices.
* Visa is focusing its revenue growth on consumer payments, new flows and value-added services, taking advantage of new digital technologies.
* The global payments space is intensely competitive. As technology evolves, new competitors or methods of payment emerge, and existing clients and competitors assume different roles.
* Subject to complex and evolving global regulations.

**7. PESTEL Analysis for the Payment Processing Industry**

|  |  |  |
| --- | --- | --- |
| **Political** | **Economic** | **Social** |
| Regulatory changes (e.g., open banking, data privacy laws)  Geopolitical risks  Tax examinations | Global economic conditions  Interest rates  Consumer spending patterns | Consumer adoption of new payment technologies  Shift towards cashless societies |
| **Technological** | **Environmental** | **Legal** |
| Innovations in payment technologies (e.g., mobile payments, AI, blockchain)  Cybersecurity threats | Sustainability concerns (e.g., energy consumption of data centers)  Carbon neutrality | Anti-money laundering regulations  Data protection laws  Anti-trust litigation |

**Political**

Demonetization (India)

Attitude of ruling party about cards instead of cash

Government backed local competitors

Tax legislations

**Social**

Attitude towards credit cards/savings

Card penetration in developing countries

Increasing number of elderly people becoming digitally literate

**Technological**

Impact of technology helping competitors and new entrants

Costs for new technology adoption and prevention of fraud and crime

Crypto currency gaining market share

Emerging mobile wallets like paypal

Penetration of ATMs and Point of sale

Tokenization, Biometrics, Machine learning

Tap to pay, Scan to pay

**Environmental**

Global warming impact on weather issues which affect spending patterns

Seasonality impact on spending patterns

Covid and work from home culture increasing the use of cards in e-commerce compared to cash

**Legal**

KYC and privacy laws in various countries

Anti money-laundering laws

Privacy and data protection laws

**8. Analysis on the Competitive Environment**

Industry Overview

The global payment processing industry is highly competitive and characterized by rapid technological advancements, evolving consumer preferences, and a complex regulatory landscape. Visa Inc., Mastercard Inc., and American Express Co. are key players with a growing number of FinTech companies offering innovative payment solutions.

Competitive Landscape

Visa Inc.:

Visa Inc. pursues accelerated revenue growth in consumer payments, new flows, and value-added services. Core strategies include fortifying business foundations by expanding their network, leveraging technology platforms, investing in cybersecurity, maintaining a strong brand presence, and attracting global talent.

Mastercard Inc.:

Mastercard's strategy focuses on growing the core payments network, diversifying customer bases and geographies, and building capabilities through both organic and inorganic initiatives. Priorities encompass expanding consumer, business, and government payments, enhancing transaction services, and seizing new network opportunities for open banking, digital identity, and related capabilities.

American Express Co.:

American Express aims to expand in the premium consumer space by delivering comprehensive membership benefits across everyday spending, borrowing, travel, and lifestyle needs. The company plans to broaden its global business partner network, introduce innovative products for business customers, strengthen its global integrated network, and collaborate with partners to offer expanded products and services.

Financial Performance

In terms of financial performance, Visa has consistently outperformed its peers in terms of net income. While American Express outperforms both in terms of its non-interest revenue, it has far higher operating costs resulting in a lower net income.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Company** | Revenue (2022) | Net Income (2022) | Revenue (2021) | Net Income (2021) | Revenue (2020) | Net Income (20202) |
| **Visa** | $29, 310 | $14, 957 | $24, 105 | $12, 311 | $21, 846 | £10, 866 |
| **Mastercard** | $22, 237 | $9, 930 | $18, 884 | $8, 687 | $15, 301 | $6, 411 |
| **American Express** | $42, 967 | $7, 514 | £34, 360 | $8, 060 | £28, 102 | $3, 135 |

(All figures in $millions)

In the 2022 fiscal year, Visa maintained a commendable operating efficiency, with operating expenses accounting for 36% of its net revenue. In contrast, Mastercard's operating expenses constituted 45% of its net revenue during the same period. American Express, on the other hand, faced a considerable challenge, as its operating expenses represented a substantial 78% of its total revenues net of interest expense.

This analysis underscores Visa's commendable position in terms of operating efficiency and overall profitability, outperforming its peers within the industry. The discernible difference in operating expense ratios among these key players further accentuates Visa's competitive advantage and financial resilience.

**Industry Analysis/Key strategies**

The global payments industry has been growing rapidly ever since the aftermath of the 2008 recession, in 2018 the industry totaled revenues of 1.9 trillion.

The strategy for Visa is to expand their core Business which consists of Core Products (cards), Tap to pay technology, Ecommerce (outpacing physical retail), Access & Acceptance (new markets), Partnerships (through fintech development) and Ventures (strategic investments to enrich broader payment systems). In 2019 Visa acquired earth por EarthPort that allows Visa to reach 99 percent of the world’s banked population in 88 countries, including the top 50.

Visa provides auxiliary or value – added services which is a growth opportunity. Visa’s fraud and security services run by artificial intelligence-powered risk scoring engine helped financial institutions prevent about $25 billion in fraud. In addition, Visa provides tokenization services and their product, developed by their provider Bell ID, allows users for much lower fees. Visa also provides data analytics, settlement and other services within this group of services.

Mastercard’s strategy is to broaden their capabilities as consumers and merchants demand enhanced payment options, with Mastercard focusing its technology on the business-to-business market which Mastercard estimated is a $25 trillion market annually in the U.S. Mastercard have begun implementing this strategy through various acquisitions.

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