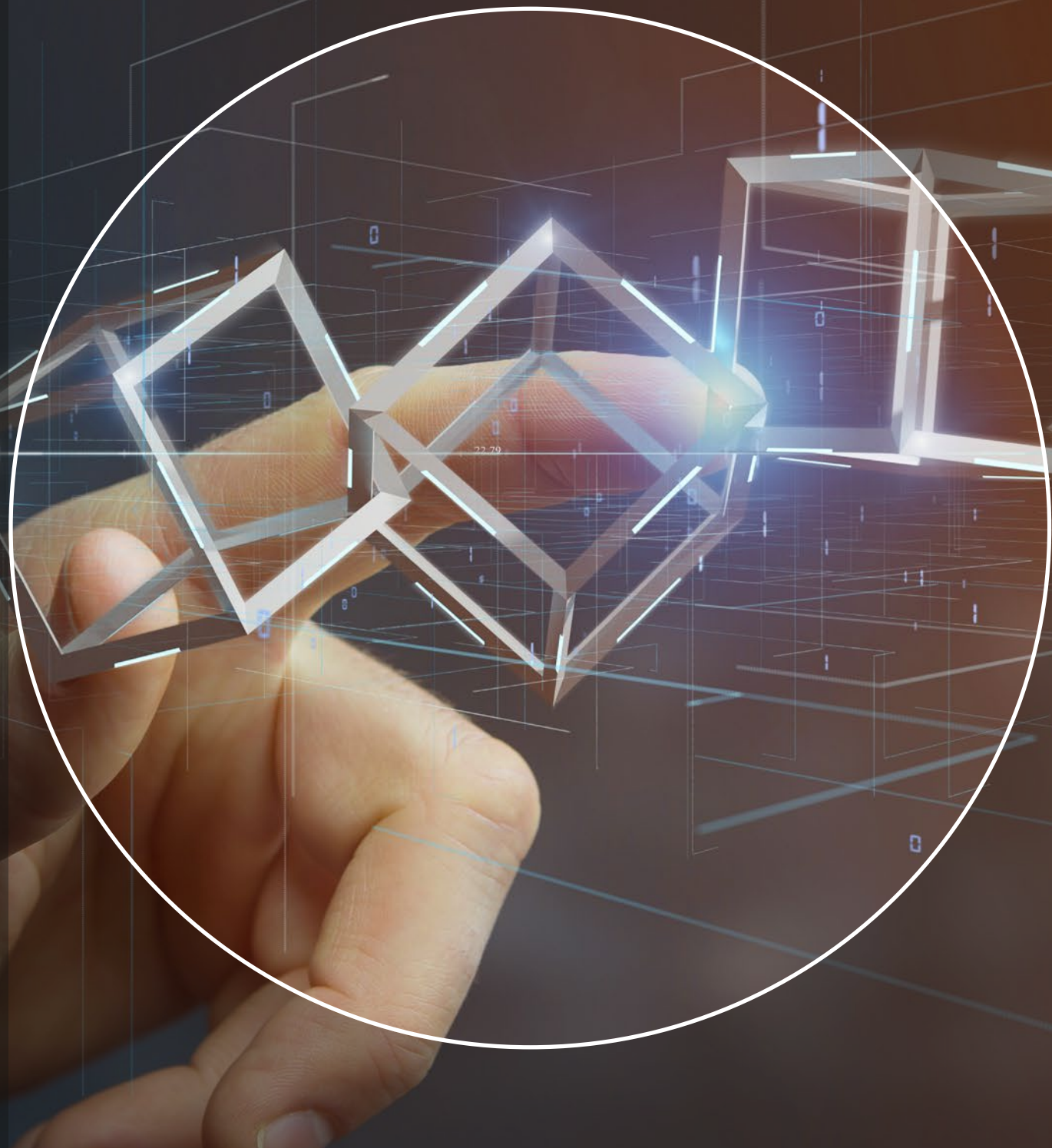




MASTERCARD'S DECRYPTED SERIES IN LAC



Company:

Mastercard LAC
(Latin America and the Caribbean)

Responsible Area:

Internal Communications LAC

Responsible Team:

Janet Rivera-Hernandez, VP of Communications
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INTRODUCTION

In July 2022, Mastercard's Internal Communications team in Latin America and the Caribbean (LAC) launched DECRYPTED, a **new employee information series** designed to provide the region's 1,200 employees with exclusive content to help them better understand the **basics of cryptocurrencies** and their connection to the company's **business strategy**.

The exponential growth of digital currencies in LAC presented a major opportunity for Mastercard and quickly became a top business priority. They represented an exciting, complex, and rapidly evolving phenomenon that **LAC employees eagerly wanted to comprehend**. Corporate communications and internal initiatives related to the company's crypto endeavors sparked lots of interest among the teams. For example, a live session on cryptocurrencies featuring Walter Pimenta, EVP of Products and Engineering at Mastercard in LAC, was one of the most attended events in 2021.

LAC employees had voiced a growing curiosity and need for more information about the digital currency revolution and—more importantly—Mastercard's role and strategy in this new space.

In response to this demand, DECRYPTED was created. This original digital series encompassed several formats, including **weekly "Ask Me Anything" (AMA) live sessions** covering topics like Blockchain, Bitcoin, Exchanges, NFTs, and more. It also contained **didactic videos** featuring internal experts and had a **dedicated landing page on the company's intranet**—theHUB—with on-demand content. The series was further enhanced with **challenges** and **learning resources** from other areas.

On July 14, **over 400** employees from LAC attended the first AMA session, surpassing benchmarks by **60%** compared to similar internal information sessions and exceeding expectations, **even during the peak vacation season in the entire region**. Furthermore, **100%** of employee survey respondents found the event valuable, and **98%** found the content easy to understand.

Through dedicated and entertaining content, conversations, and interactive resources, DECRYPTED debunked myths, provided insightful information, and gave employees a leg up in the crypto world. The impact of the series in LAC was so remarkable that in 2023, Mastercard decided to expand it to a global employee audience.

CRYPTO BOOM SWEEPS LATIN AMERICA

The COVID-19 pandemic led to a significant rise in cryptocurrencies in Latin America, especially since 2021. Factors like government distrust, limited financial access, high inflation rates, and economic instability accelerated adoption. Smartphones and investment opportunities played a role too.

According to AMI Survey Data (September 2021), almost every consumer in the region was familiar with cryptocurrencies and 26% had purchased or shown interest in them. The New Payments Index 2022 by Mastercard revealed that 51% of Latin American consumers had conducted crypto transactions.

To meet the demand, crypto exchanges in the region experienced remarkable growth. Trading volumes on these platforms surged by 300% in a year, reflecting increased trading frequency and growing confidence to trade larger amounts of cryptocurrencies.

MASTERCARD'S DECRYPTED SERIES IN LAC

ABOUT MASTERCARD

Mastercard is a global technology company in the payments industry. Our mission is to connect and power an inclusive, digital economy that benefits everyone, everywhere by making transactions safe, simple, smart, and accessible. Using secure data and networks, partnerships, and passion, our innovations and solutions help individuals, financial institutions, governments, and businesses realize their greatest potential. Our decency quotient—or DQ—drives our culture and everything we do inside and outside of our company. With connections across more than 210 countries and territories, we are building a sustainable world that unlocks Priceless possibilities for all.





OBJECTIVES

1. Inform LAC employees about Mastercard's business strategy in the crypto space, while also providing essential materials and core content that serve as the building blocks for understanding the key aspects of this emerging industry.
2. Position Mastercard's crypto experts as thought leaders, reinforcing the internal perception of the company as a key player, capable of making cryptocurrencies accessible and secure for consumers, businesses, and governments.

Mastercard's bold crypto strategy included its Crypto Card Program and the acquisition of blockchain intelligence company CipherTrace in 2021.

STRATEGY

To fulfill the proposed objectives, the Internal Communications team set out to:

Design and produce an agile, engaging, and visually compelling information series using original content and resources, targeting a broad audience of crypto-curious employees—ranging from novices and rookies to the crypto-savvy.

Feature a range of internal crypto experts as the faces and voices of the series, bolstered by the participation of employees from the Communications team and YoPros (Young Professionals), as well as guest speakers, including business partners and industry thought leaders.



Create multi-format digital experiences that included live interactions and core content to facilitate knowledge sharing.

Extend the series with a dedicated DECRYPTED landing page on theHub, serving as a repository for all the content from the series, along with hands-on challenges.

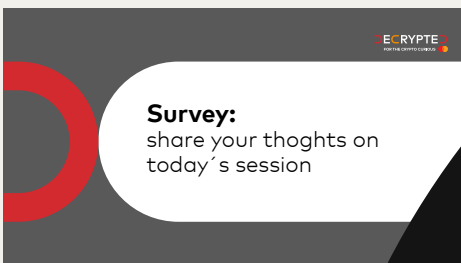
In partnership with the Products and Engineering and the Crypto-Blockchain and Commercial Products teams, Internal Communications identified:

- 1. Five crypto-related topics** of interest for employees tied to Mastercard's business strategy.
- 2. Four Mastercard crypto-experts in LAC** who were willing to actively participate in co-creating the AMA sessions and the content for the didactic videos. These experts were expected to feel confident and at ease when engaging in live interactions and recording video content. A balance between male and female voices was also taken into account.
- 3. The structure to present the DECRYPTED contents** to employees on a weekly basis.

DECRYPTED SERIES' STRUCTURE

1 "Ask Me Anything" (AMA) live sessions

- Weekly one-hour live sessions featuring internal experts on a topic from Mastercard's crypto strategy.
- Sessions included a moderator joined by guest speakers such as business partners and industry thought leaders.
- They also included an interactive Q&A segment with employees and a poll for them to rate the session and its content.

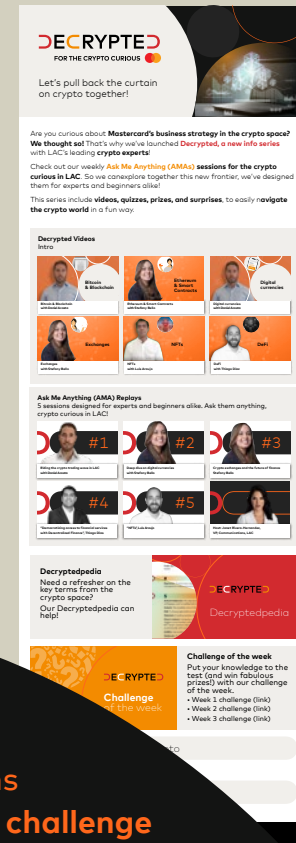


2 Didactic videos

- Two-min original videos to explain key crypto concepts covered during the AMA sessions.
- Videos were available 'on demand' immediately after each session.



3 On-demand content on the DECRYPTED landing page on theHUB + weekly challenges:



- After each AMA session, employees were able to access the replay and didactic videos, plus other learning resources, on the company's intranet.
- In addition, they were invited to take a quiz to test what they had learned for a chance to win a prize.



The **weekly frequency** of the live sessions posed a significant coordination and production **challenge** but the Internal Communications team was confident that this schedule would be the most effective in generating and maintaining **interest**, facilitating employee **engagement**, and achieving the desired impact in terms of **internalizing information and key messages**.

IMPLEMENTATION

The launch of DECRYPTED was announced during LAC's Town Hall at the end of May. A few days later a comprehensive internal communication plan was activated on all the company's internal communication channels—email, a regional newsletter for employees (LAC Insider), electronic bulletin boards (EBBs) in the offices, and the company's global intranet site (theHub)—with weekly updates.

As a result, well before the official kick-off session on July 14, LAC employees were fully aware of the AMA schedule, the channels, resources, and activations:

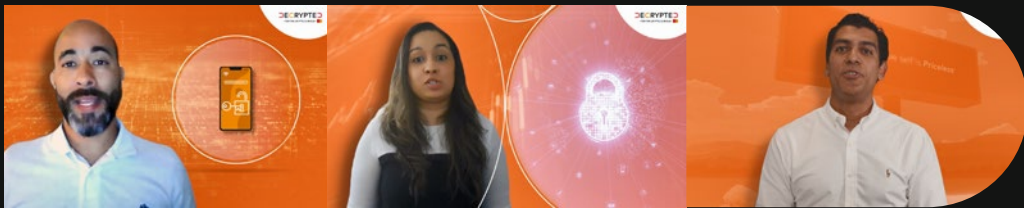


AMA Session 1: "Riding the crypto trading wave in LAC," July 14

Daniel Acosta, VP of Crypto-Blockchain and Commercial Products at Mastercard LAC, and Janet Rivera-Hernandez, VP of Communications at Mastercard LAC and AMA moderator, discussed the cryptocurrency phenomenon in LAC, the main driving factors, the new opportunities, and how Mastercard is pursuing them. The session included the didactic video "Blockchain and Bitcoin."

AMA Session 2: "Deep dive on digital currencies," July 21

Stephanie Bello, VP of Digital Partnerships at Mastercard LAC, joined moderator Janet Rivera-Hernandez to explore digital currencies, the different types, how they work, and Mastercard's innovative strategy for cryptocurrency. This informative session also featured the didactic video "Ethereum and Smart Contracts."



Next video

Decentralized Finance or DeFi



Congratulations!
**You have successfully completed
the Decrypted program.**

We hope it has satisfied
your curiosity about **Mastercard's
business strategy for crypto.**

Enter the **exclusive page on theHUB**
to continue navigating this world
and enjoy fun contents.

AMA Session 3: "Crypto exchanges and the future of finance," July 28

Daniela Amirabile, Sales Account Manager and Regional YoPros Lead at Mastercard LAC, discussed with Stephanie Bello how local exchanges are becoming increasingly competitive players in the region and the role of Mastercard's services like digital asset security and fraud solutions. This session included the didactic video "Exchanges."

AMA Session 4: "NFTs beyond digital art," August 4

Luis Araujo, VP of Marketing at Mastercard LAC, and Tomás Díez Canedo, Advisors Client Services and Regional YoPro Crypto Lead, examined how Mastercard leverages new technologies to create unique and inclusive experiences that strengthen the connection with consumers and customers. This session included the didactic video "NFTs."

AMA Session 5: "Decentralized Finance," August 11

Thiago Dias, VP of Fintech and Enablers at Mastercard LAC, and Janet Rivera-Hernandez welcomed guest speaker Taynaah Reis, CEO and Founder of Moeda Seeds, a Brazilian startup that leverages Blockchain for microcredit and digital banking. They reflected on DeFi's potential to democratize access to financial services. This session included the didactic video "DeFi."

**At the end of each event, employees could rate the
session using Zoom's "live poll" feature.**

DECRYPTED DEMANDED A FOUR-MONTH DEVELOPMENT PROCESS, WHICH INVOLVED:

Creating an **internal brand** and application manual aligned with Mastercard's visual identity. **Digital animated environments** related to the world of cryptocurrencies were also designed for the AMA sessions and didactic videos.

Developing **conversation guides for the AMA session** speakers and moderators, along with **support materials**. **Adjustments and refinements to the Zoom session settings and features** were made so that the Q&A segment with employees and the final poll ran smoothly and effectively.

Crafting **detailed scripts for the didactic videos**, complete with frame-by-frame references. The Internal Communications team recorded the speakers on Zoom. **Captivating 2D and 3D animations**, as well as **on-screen texts**, simplified complex topics and made the narration more dynamic.

Ensuring **efficient management of resources in multiple formats to deliver an engaging and agile experience**. Soon after each session, a recap of the AMA session, the corresponding didactic video and its transcript, and a quiz challenge were published on the DECRYPTED landing page. Additionally, learning resources from Mastercard's Learning & Development team and a Decryptedpedia with over 100 terms related to blockchain technology were included.

Click for a
recap of
DECRYPTED's
highlights!



DECRYPTED included weekly quizzes for employees to test their knowledge for a chance to win a prize. Employees could access the weekly quiz via a link in the post-AMA email or by clicking on a banner on the DECRYPTED landing page.

Employees with a perfect score on any of the weekly quizzes were entered into a drawing to win one of three 30-minute mentoring sessions with DECRYPTED crypto-experts.



RESULTS

Five weekly AMA sessions and five didactical videos, plus an exclusive landing page on Mastercard's intranet site (theHUB).

An average of 350 employees participated in each AMA live session.

100% of attendees found the sessions to be of value, and 98% found the content easy to understand.

15+ promotional materials circulated via email, *LAC Insider* (the regional newsletter for employees), and EBBs in a space of five weeks.

400+ employees visited the Decrypted landing page on the HUB.

Post-AMA session emails had open rates as high as 70%.

LAC Insider editions with the AMA recaps had open rates as high as 63%.

FACTORS THAT SET DECRYPTED APART

- SIMPLE AND ACCESSIBLE CONTENT WITH AN ATTRACTIVE CRYPTO-THEMED DESIGN that unraveled and explained complex and evolving topics.
- INTERNAL EXPERTS WITH A GENUINE INTEREST IN MOTIVATING people to acquire greater knowledge about the crypto world.
- BROAD MULTI-PLATFORM OUTREACH STRATEGY. The Internal Communications team was not only able to ensure that every LAC employee knew about DECRYPTED but also created enough intrigue that no one wanted to miss out on it!

In February 2023 the Mastercard Global team expanded the reach of DECRYPTED by premiering the first AMA session for all Mastercard employees worldwide, featuring Raj Dhamodharan, EVP of Blockchain at Mastercard.

