

# AMERICAN EXPRESS

2023 US Open Recap

November 2023 | Presented by IAT

The background of the slide is a solid blue color with a large, stylized, dark blue line-art illustration of the American Express centurion head. The centurion's head is positioned in the center, with its features defined by thick, curved lines. The background also features a pattern of dark blue, curved, radiating lines that create a sense of depth and movement.

# EXECUTIVE SUMMARY

# 2023 US OPEN – ACTIVATION OVERVIEW



US Open was EPIC #WITHAMEX

Amex gets you **special access**

Early Access, Break The Love

Amex gets you **an elevated experience**

Fan Experience, CM Lounge, Centurion Lounge, B2B Hospitality

Amex gives you **more value**

Amex Radio, Amex Shop, Spend Offer, Bag Check

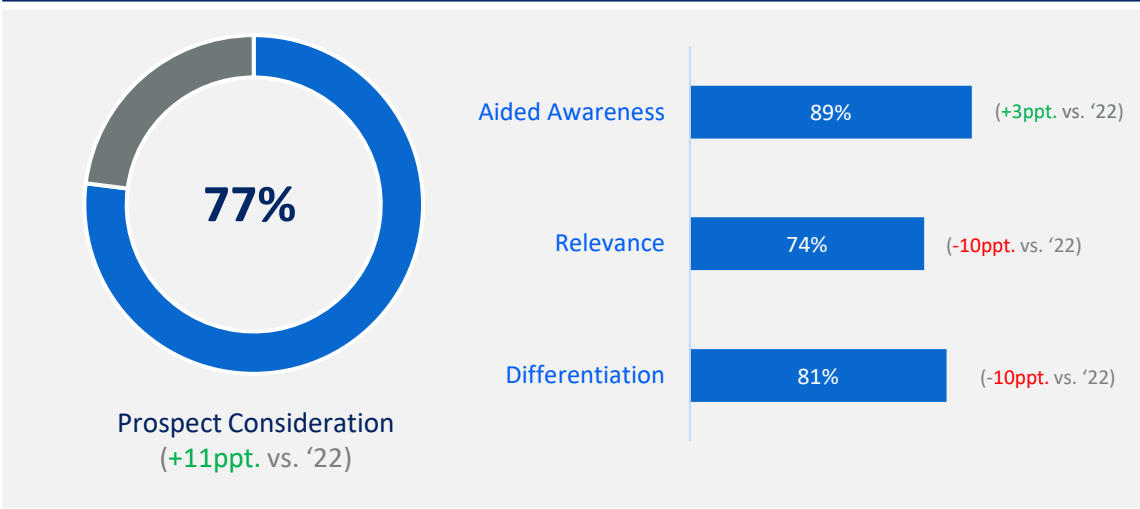
Amex connects you **to the action**

Broadcast Features, US Open Radio, Tennis Clash, POAPs

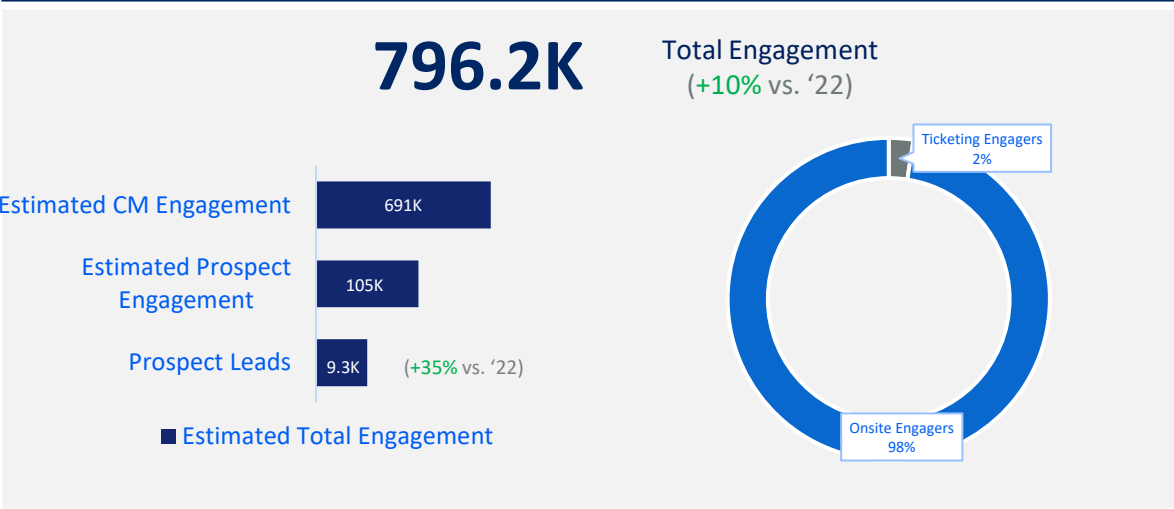


# 2023 US OPEN – KPI DASHBOARD

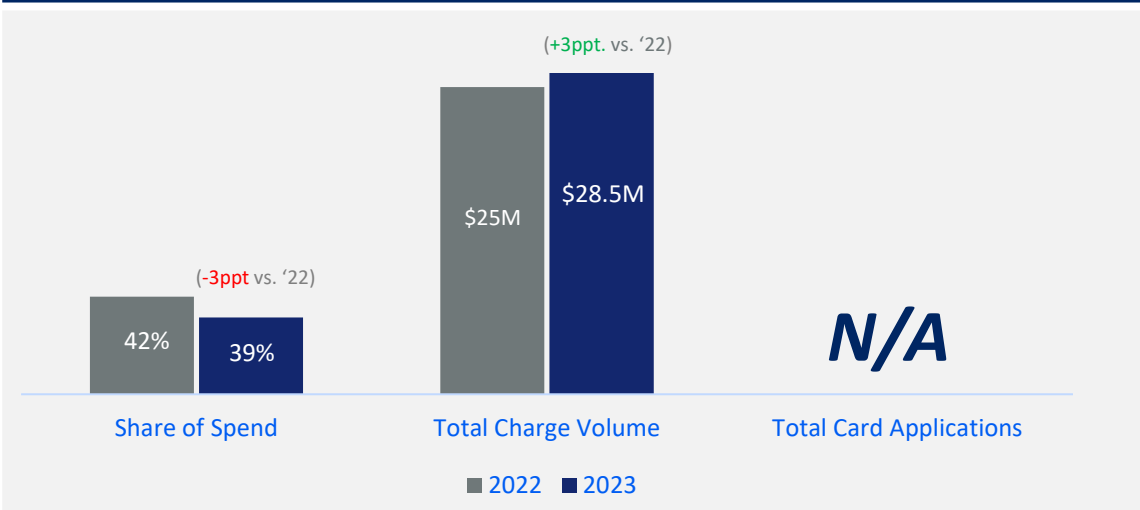
## ATTITUDES<sup>1</sup>



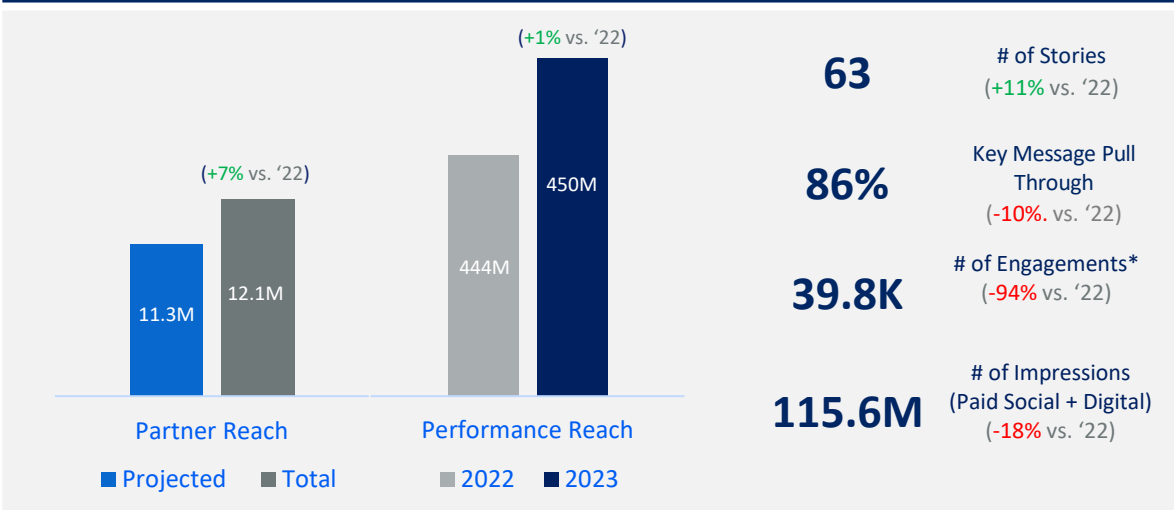
## BEHAVIORS



## OUTCOMES<sup>2</sup>

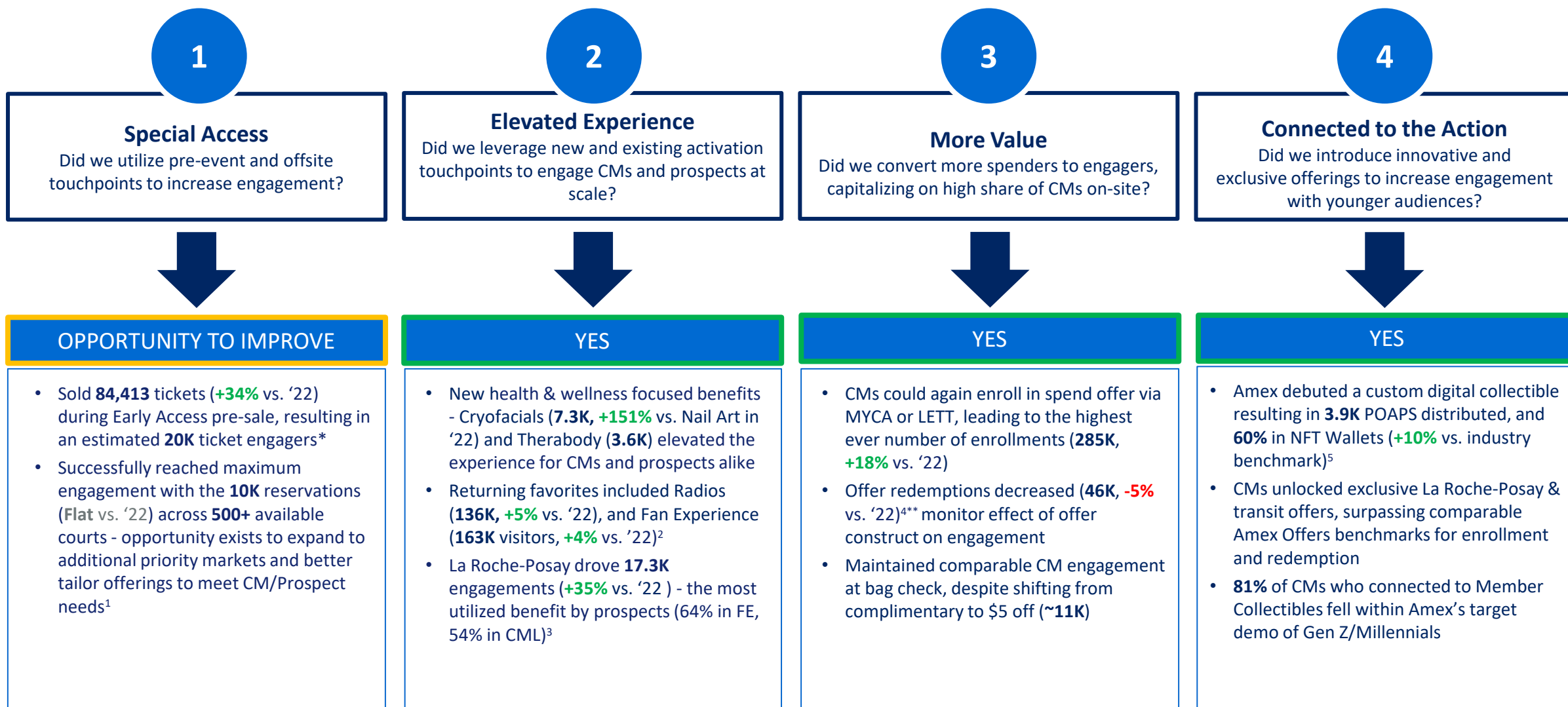


## CHANNEL PERFORMANCE<sup>3</sup>



# 2023 US OPEN – KEY INSIGHTS

Delivered against Enterprise objectives by providing CMs and Prospects with unrivaled access, experiences, and value.



Sources: 1. Break The Love Final Reporting 2. Momentum Final Reporting 3. RTI Survey 4. LETT+ Digital Products Final Report 5. Amex Digital Collectibles Report

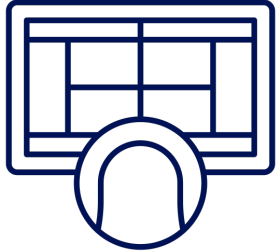
\*Tickets per engager proxy shifted from 6.61 tickets per engager in 2022, to 4.2 tickets per engager in 2023

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# **BUSINESS PERFORMANCE**

# 2023 US OPEN – CONSIDERATIONS

Key considerations impacted activation results and helped drive successful business outcomes.



## Attendance

- First week main draw attendance saw a record **502K** fans, while Day 3 of the tournament (August 30<sup>th</sup>) surpassed **73K**, an all-time single-day record
- Full three-week attendance surpassed **957K** (+8% vs. '22), with main-draw (**799K**) and Fan Week attendance (**150K+**) also setting US Open records



## Main Draw Storylines

- The men's draw was fueled by top American stars (**Tommy Paul, Taylor Fritz & Frances Tiafoe**), as well as rising phenom, **Ben Shelton**
- Tennis icon **Novak Djokovic** (Men's Champion) and American star **Coco Gauff** (Women's Champion) drove championship session attendance records, with **28.8K** and **28.1K** fans attending each, respectively



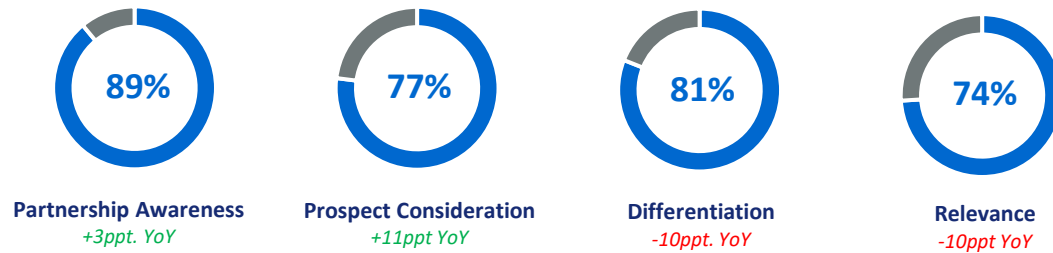
## Partnership Extension

- 2023 marked the first year of a new, **7-year extension** with the USTA
- Primary objectives of the renewal were identifying efficiencies and optimizations to provide greater value for CMs
  - **Fan Experience:** Re-purposed the exact design, layout & footprint of the space for efficiencies
  - **Guest Information:** Eliminated Guest Info due to shift in strategy
  - **M&I Fund:** converted \$263K of the fund to an always-on, CM benefits page

# ATTITUDES – SURVEY INSIGHTS

Amex surveyed Prospects to capture brand health and benefit awareness/usage via onsite Lead Capture.

## BRAND HEALTH

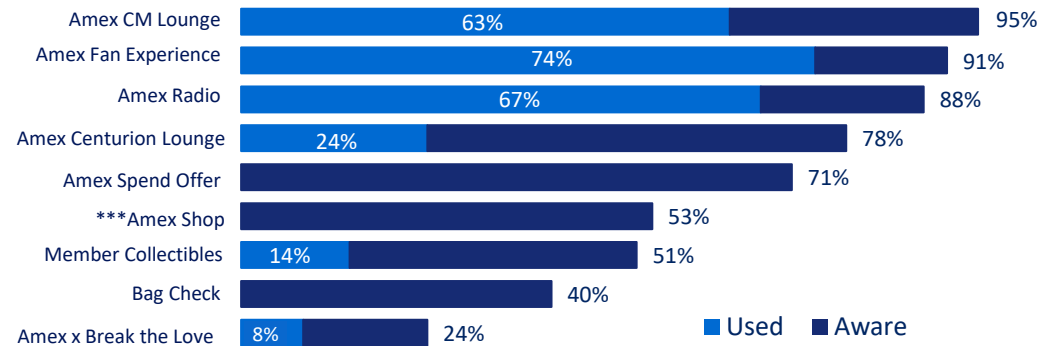


### KEY INSIGHTS<sup>1</sup>

- Amex was most associated brand at **42%** (**-11ppt** YoY), Polo Ralph Lauren was second at **24%** (N/A), Rolex was third at **12%** (**-3ppt** YoY), Chase was fourth at **8%** (**-12ppt** YoY)
- At **77%** (**+11ppt** vs. '22), prospect consideration is the highest driver amongst lead gen surveys across the portfolio in 2023 (tied with BST)
- 41%** of respondents were Gen Z or Millennial (Gen X respondents **-19ppt** YoY) and **63%** were female
- Consideration was **+6ppt.** higher amongst Gen X / Boomers at **83%** and **-6ppt.** lower amongst Gen Z / Millennials (**71%**) when comparing to the **77%** baseline consideration

## BENEFIT ANALYSIS

### Lead Gen Survey- Benefit Awareness & Use<sup>1</sup>



### KEY INSIGHTS<sup>1</sup>

- Awareness of the CML was the highest of all benefits at 95%; relevance increased **+12ppt.** (**67%** to **79%**) from non-users to users of the benefit
- Prospects awareness of the Fan Experience (**95%**, Flat YoY) remained strong while utilization of the space (**63%**, **-17ppt** YoY) decreased
- 51%** of prospects were aware of Member Collectibles benefit despite limited marketing, while **14%** of respondents engaged with POAPs (89% collected onsite by CMs)
- Benefit awareness was significantly driven by US Open Channels such as signage onsite, WOM, etc. (**31%**) vs. Amex Channels (**11%**)

## Implications

- Strategic reuse of FE elements from '22 allowed us to achieve budget efficiencies, continue to monitor impacts on brand health metrics, specifically differentiation and relevance
- Awareness of POAP pilot was significant among prospects, ensure digital-led benefits allow for prospect sampling of offer benefits to increase differentiation
- Benefit awareness is largely driven organically and via US Open website/app; work with USTA to implement Verify and further amplify Amex benefit awareness



# BEHAVIORS – ONSITE ENGAGEMENT

Amex delivered a comprehensive onsite activation, adding new touch points for fans, all while achieving budget efficiencies across the plan.

## Early Access Ticketing



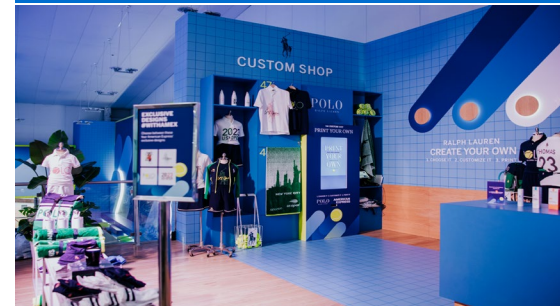
- Estimated ticket engagers: **20,098** (9,552 in '22)\*
- American Express sold **84,413** tickets (+34% vs. '22) during the five-day early access window with a **79% STR** (+20ppt vs. '22)<sup>1</sup>
- EA was one additional day (5 vs 4 in '22), but we don't believe it exclusively contributed to YoY increases

## Fan Experience



- 163K+** fans visited FE (+4% vs. '22), generating **44.5K** engagements (-33% vs. '22)<sup>2</sup>
- In '22, the Info Desk focused on offer enrollment but was used for general guest info in '23 (-11K vs. '22). Prioritizing enterprise initiatives (POAPs) vs. Trick Shot resulted in (-12K vs. '22)
- Highest engagement for CMs & prospects were Mural (**12.3K**, +10% vs. Connect4 in '22), Glow Tennis (**11.6K**, -1% vs. '22), Cryofacials (**7.3K**, +151% vs. Nail Art in '22), and POAPs (**3.9K**)<sup>3</sup>

## Card Member Lounge



- 45K** fans visited the CML (-4% vs. '22), accounting for nearly half of all prospect leads (**4.4K**, +22% vs. '22)<sup>2</sup>
- CML health & wellness offerings, specifically La Roche-Posay (**17.3K**, +35% vs. '22) and Therabody (**3.6K**) were strong drivers of engagement
- Diminishing interest in Jason Markk (**3.3K**, -21% vs '22), may warrant revisiting this benefit for future inclusion

## Across The Grounds



- 24K** CMs (+47% vs. '22) entered the shop, generating ~**15.7K** transactions (+39% vs. '22) and ~**\$289K** in CV (+52% vs. '22)\*\* at a **66%** conversion rate (-4ppt vs. '22)<sup>2</sup>
  - 15%** of items sold were SBs (vs. 22% in '22)
  - \$58.6K** in merchandise CV
- Distributed **136K** radios (+5% vs. '22),
- Despite shift in bag check offer (comped vs. \$5 off), engagement remained consistent (**10.9K** bags, -2% vs. '22)

## Implications

- Decrease in total engagement within FE driven partially by shift in strategy and offerings aimed at generating deeper engagement rather than sheer quantity
- Strong CM and prospect appetite for health & wellness benefits suggest opportunity to expand upon similar offerings in both FE and CML.
- Addition of exclusive merchandise within Amex Shop was a huge win; work with USTA to introduce unique merch and F&B offerings to meet CM needs

# BEHAVIORS – OFFSITE ENGAGEMENT

In second iteration of BTL partnership, Amex again delivered court access in NYC. Tennis Clash saw decreases across all reach metrics.

## Break The Love



- CMs and prospects booked all **10K** reservations (Flat vs. '22) across the **500+** available courts in the NYC area
- Partnership generated over **168K** page views (+252% vs. '22) with CMs making up **33%** of bookings and prospects making up **67%**<sup>1</sup>
  - **72%** of users booked clinics/classes
  - **34%** of users expressed interest in more Paddle bookings with the Amex CM experience

## Tennis Clash



- While total players (**3.7M** users, **-44%** vs. '22) and number of sessions (**44M**, **-55%** vs. '22) were down, engagement with Amex branded items did considerably better than '22
- A broader trend among TC, their overall number of active users has dropped slightly due to user acquisition, unrelated to US Open
- Amex 2023 was the **most used special string** throughout the entire partnership<sup>2</sup>
  - Amex 2023 Cord was used by **275K** unique users (+252% vs. '22) and **~1M** times (+100% vs. '22)

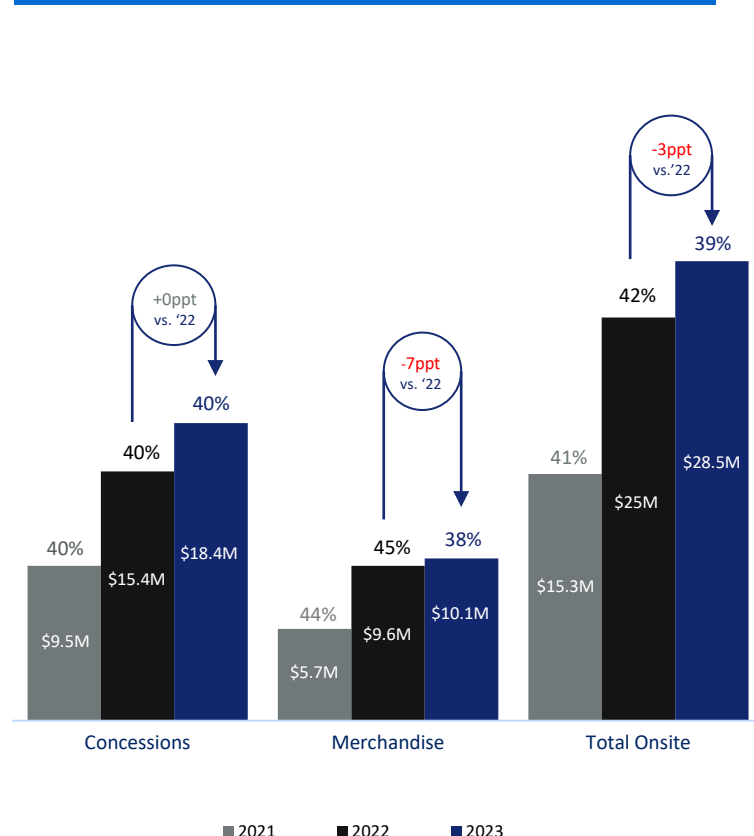
## Implications

- Alignment on key objectives for future of BTL or other offsite activation could unlock greater innovation and ability to scale offerings to CMs and prospects
- In year 2 of Tennis Clash, still unable to convert reach to CM engagement; suggest shifting M&I funds to Verify integration within US Open app

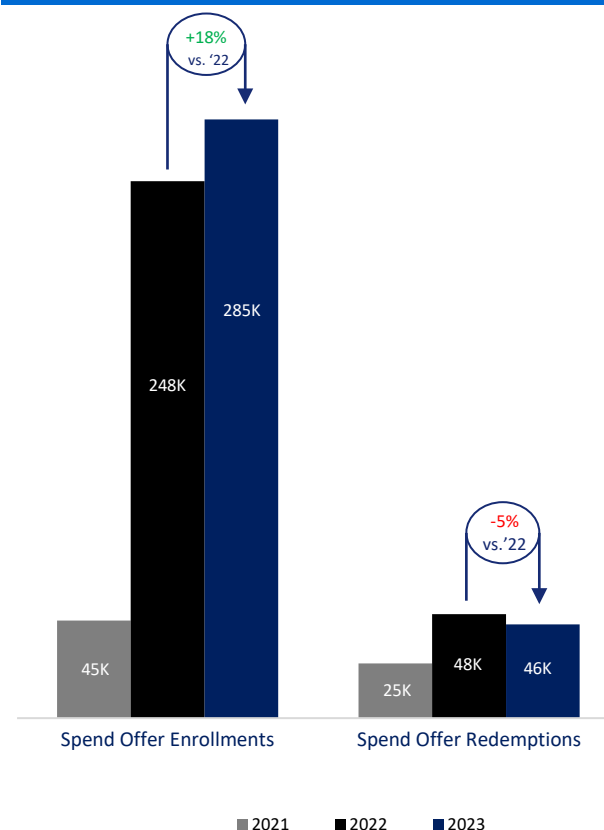
# OUTCOMES – COMMERCE OVERVIEW

Amex maintained a strong presence despite revised spend offer construct; total onsite share decreased slightly YoY

Onsite Share (%) and CV (\$M)<sup>1</sup>



Offer Enrollment <sup>2</sup>



- Amex Charge Volume:** Increases in concession (\$18.4M, +19% vs. '22) and merchandise spend (\$10.1M, +4% vs. '22) were driven by record attendance and growth of Fan Week
- Onsite Share:** Total onsite (-3ppt vs. '22) and merch share decreased (38%, -7ppt vs. '22) while concessions share (40%, Flat vs. '22) remained flat
- Spend Offers:** Pre-enrollment, coupled with optimized messaging, generated highest ever number of enrollments (285K, +18% vs. '22)<sup>2</sup>
  - There was a decrease in offer redemptions (46K, -5% vs. '22)
- Early Access Ticketing:** EA Presale saw increases in tickets sold (84K, +34% vs. '22) and charge volume (\$10.9M, +33% vs. '22)
- Total (Amex) Ticketing:** Overall ticketing share (43%, Flat vs. '22) remained flat, while overall ticketing CV increased (\$37M, +11% vs. '22)

## Implications

- '23 figures may indicate we've reached share ceiling; reflected in slight decrease in total onsite share, despite increase in total CV
- Offer enrollments reached all-time high, while offer redemptions remained consistent – a budget efficiency win without sacrificing engagement
- Significant increase in overall ticketing CV w/flat overall share aligns with USTA's guidance – greater interest in hospitality/preferred options (higher price points)



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# CHANNEL PERFORMANCE



# 2023 US OPEN – PR

Created a media event and provided a premium hosting experience that secured impactful coverage across sports, consumer, and local outlets.

## 63

# of Stories  
(+11% vs. '22)

## 86%

Key Message Pull Through  
(-3% vs. '22)

## 74

Media Hosted  
(+25% vs. '22)

## 100%

Amex Attribution  
(Flat vs. '22)

- Total Stories / PR Coverage** – 63 total earned media stories across top-tier sports/trade, consumer/lifestyle, and local NY outlets (online, broadcast & print) that showcased key messaging around Amex's US Open experiences on-site and off-site.
- Media Hosting** – 74 media hosted (+25% vs. '22) across on and off-site experiences, showing them first-hand why tennis is better #withAmex. 34% of media coverage was also generated as a result of media hosting.
- Earned Social Media Coverage** – 129 earned social media posts generated from hosting press at the Open and BTL, generating over 19M+ earned social media impressions.

Broke through in 13 net-new outlets & channels:

AdAge ELLE THE CUT  
\* SECRET NYC  
ELITE DAILY BYRDIE  
FOOD&WINE NEW YORK

ADWEEK

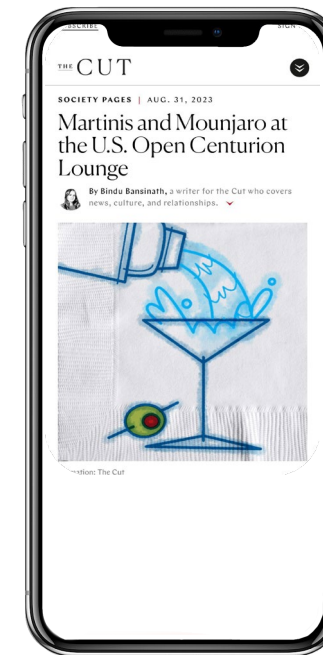
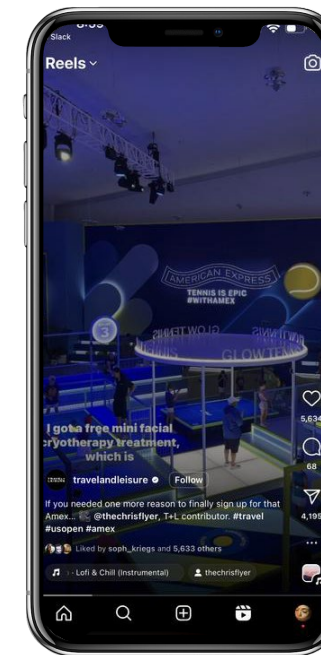
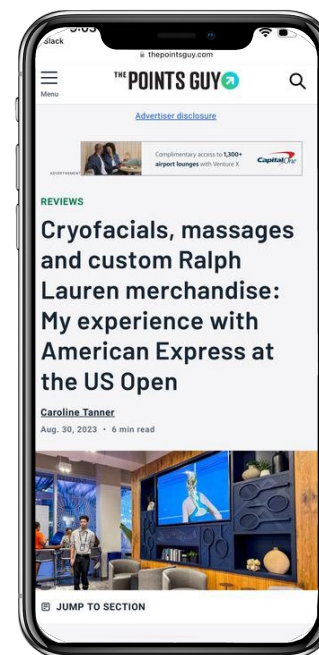
CNN

thrillist

GoodDay  
New York

CNBC

People



## Implications

- Creating a made-for-media moment helped to generate excitement and preempt the cluttered US Open newscycle
- Offering an elevated, premium, and 'shareworthy' experience for press opened up a wide range of visual storytelling opportunities
- Amex's standing as a long-time sponsor with a pervasive presence authentically breaks through in organic cultural conversation (i.e., Amex Radios)

# 2023 US OPEN – ORGANIC SOCIAL

Leveraged Amex social channels (i.e., IG, TikTok, Threads, LinkedIn) to reach CMs on-site and at home.

## 2.6 M

Impressions

## 211K

Social Views  
(-14% vs. '22)

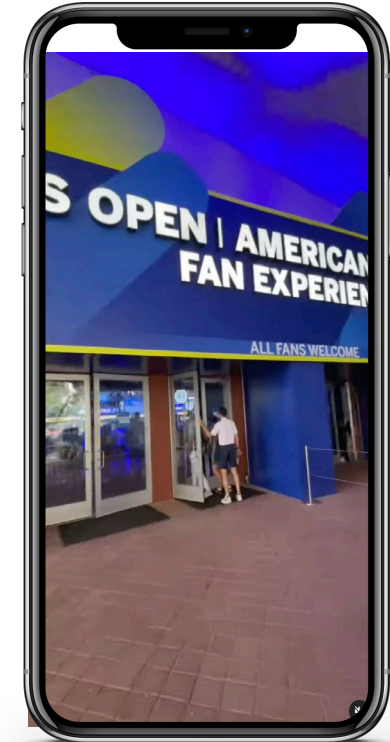
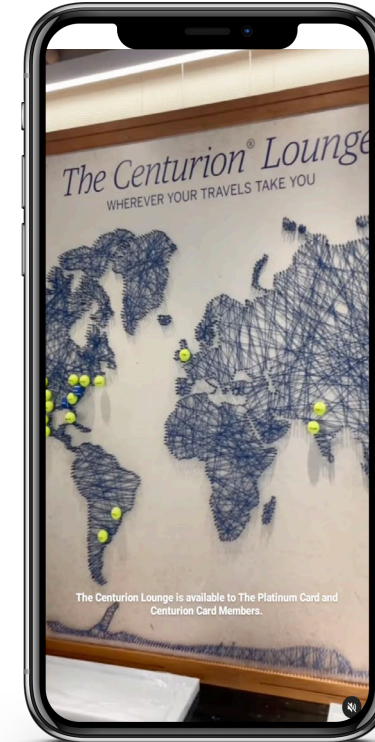
## 20K

Engagements  
(+14% vs. '22)

## 2.05 avg. ER

Engagement Rate  
(+19% vs. '22)

- **Insight #1** – Centurion Lounge content continues to be of great interest to the audience. The IG reel touring the lounge received a high engagement rate of **7.22%** (compared to benchmark of 2.98%).
- **Insight #2** – The interview with Andy Murray received **24K** views (**top 3 most-viewed post** in Amex's account history) on TikTok, highlighting the importance of working with tennis talent.
- **Insight #3** – Launching the Company's official Threads account during a major cultural moment (such as the US Open) significantly drove engagement. Threads posts promoting the Fan Experience and highlighting the 30<sup>th</sup> anniversary of the Amex x USTA partnership collectively produced a **near 100%** positive-sentiment.



### Implications

- Break The Love partnership connects with our target audience who have shown a keen interest in court access.
- Showcasing the business side of the partnership via LinkedIn, our biggest social platform, plays a key role in Amex storytelling
- TikToks that tap into existing trends provide Amex a platform to highlight the partnership and promote onsite happenings at the US Open.

# 2023 US OPEN – PAID DIGITAL & SOCIAL

Increased Live-Streaming offset the decrease in Social Highlights that resulted from pivoting away from TW Amplify

## 40MM

Impressions  
(-18% vs. '22)

## 2.4MM

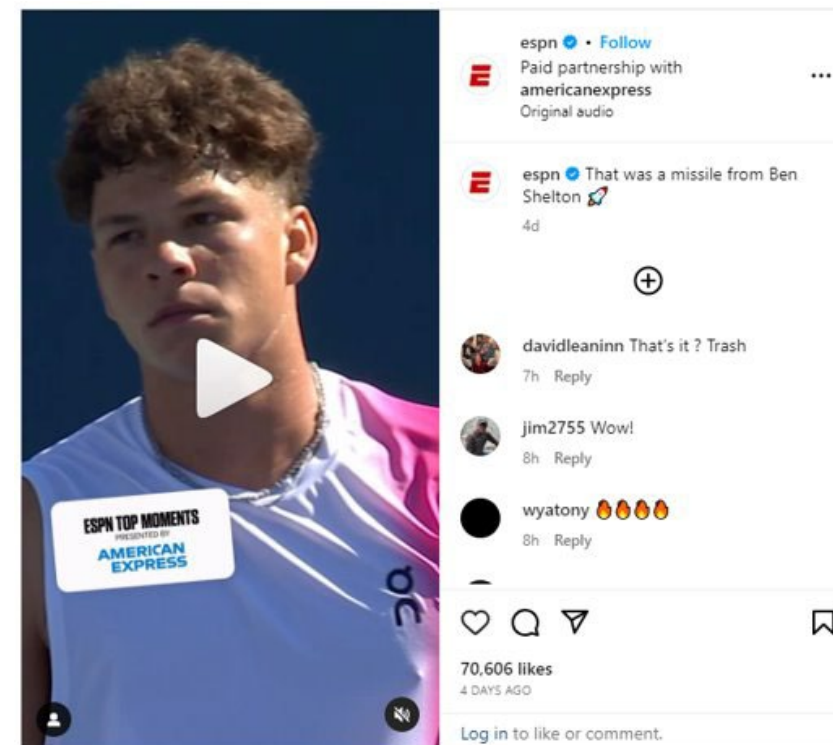
Social Views  
(-48% vs. '22)

## 0.10%

CTR  
(-23% vs. '22)

- **Insight #1** – Prioritized premium video inventory over display which contributed to the -18% vs. '22 decrease in overall Digital impressions
  - Increased live-stream allocation by ~\$150k vs. '22 resulting in an additional 4MM live-stream impressions (5.6MM, +460% vs. '22)
- **Insight #2** – Decrease in Social views directly attributed to pivoting away from Twitter Amplify
  - Twitter Amplify accounted for (15MM, +460% vs. '22) impressions (inclusive of high performing Serena highlights)
- **Insight #3** – Best performing Paid Social asset was *ESPN Top Moments* recapping tournament highlights
  - Ben Shelton shocking US Open Tennis fans within 150+ mph serve – garnered 1.6M views, 76K likes, 370 comments

*Paid Social*



## Implications

- Continue to increase Video's share of the Digital allocation to match consumption.
- Explore additional platforms/formats to increase Social views with or without X (formerly Twitter).
- Strategically leverage Disney Social channels to align with trending moments and maximize Amex's exposure.

# 2023 US OPEN – PARTNER COMMS

Leveraged cross-platform USTA distribution to amplify messaging.

**558K**

Radio Plays  
(+58% vs. '22)

**75M**

Display Impressions  
(+120% vs. '22)

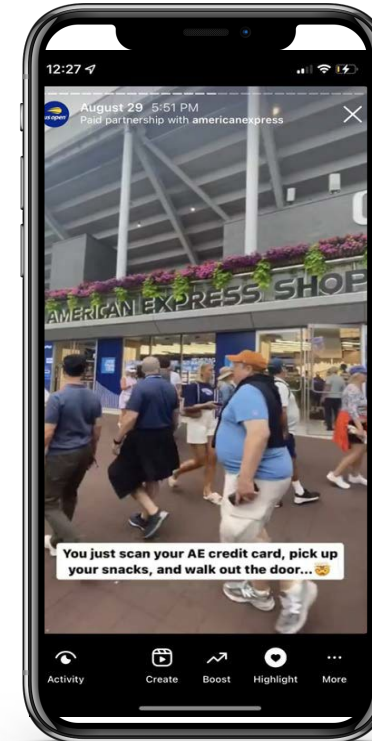
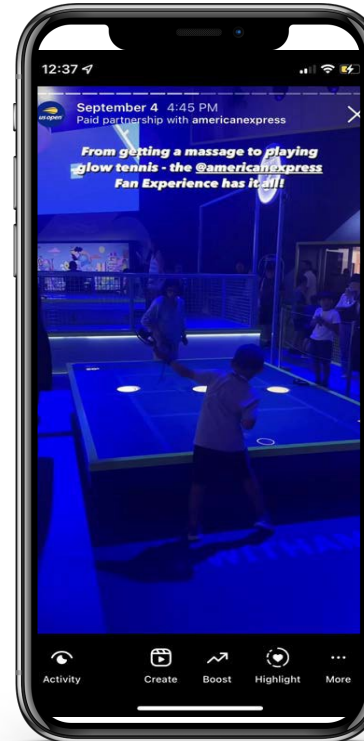
**201.1K**

Pre-roll Imps  
(-41% vs. '22)

**26K**

Social In-views  
(-37% vs. '22)

- **Insight #1** - Majority of Display traffic originated from mobile devices
  - **79%** of traffic on mobile/tablet devices (web & app)
  - Strongest performers was 320x50 (28M imps/ 7k clicks) & 970x90 (37M imps/ 2k clicks)
- **Insight #2** - Pre-roll video VCR on USTA.com (**45%**, **+5ppt** vs. '22) outperformed YouTube (**35%**, **+14ppt** vs '22)
- **Insight #3** - Tennis Clash generated **29MM** (**+9%** vs. '22) impressions across Display and **19MM** (**+9%** vs. '22) impressions coming from Paid Social



## Implications

- To align with consumption habits, leverage concise Display creative that breaks through on Mobile.
- Challenge USTA to include non-skippable video placements to help improve overall VCR.
- Continue to test and learn as USTA introduces new platforms (Tennis Clash).



# 2023 US OPEN – BROADCAST

Viewership remained stable despite no Serena & a significant loss in distribution in key markets (LA & NYC)

## 1MM

Tournament AVG  
Viewership  
(-19% vs. '22)

## 312K

Tournament Avg  
Viewers 25-54  
(-15% vs. '22)

## 216MM

Amex HH Imps  
(-17% vs. '22)

## 93.4M

Amex 25-54 Imps  
(-18% vs. '22)

- **Insight #1-** AD-25-54 viewership decreased **-15%** vs. '22 but increased **+36%** vs. '21. The 2022 Serena Farwell skewed early round YoY viewership (1<sup>st</sup> YoY -27%, 2<sup>nd</sup> YoY -55%, & 3<sup>rd</sup> YoY -38%).
  - Disney networks went fully dark in 15MM Charter Spectrum TV HHs during day 5 of the US Open. The Charter viewership composition was only **6%** in '23 vs **20%** in '21 and '22. (Blackout affected the #1 and #2 TV markets)
  - Magna projects only a **-6%** YOY decrease in avg. viewership (vs. the actual -19%) when normalizing for the loss of Charter Spectrum HHs
- **Insight #2-** Star power and US Talent helped drive viewership gains in the later rounds, specifically for the Quarterfinals (**+14%** vs. '22) & Semifinals (**+7%** vs. '22) for the AD2554 demographic.
  - Additionally, the Men's Championship delivered a **.39 AD2554 rating** averaging **471K** viewers (**+30%** vs. '22) while the Women's Championship delivered a **.54 AD2554 rating** averaging **651K** viewers (**+123%** vs. '22)
- **Insight #3-** Amex secured additional marketing frequency YoY & expanded ad innovation
  - **+8x** vs. '22 Amex Fountain Plaza & **+7x** vs. '22 Amex Practice Pavilion
  - Embedded QR code within BTL feature (1<sup>st</sup> for Amex)



## Implications

- Thanks to strong presence of American talent in the tournament, viewership remained stable when normalizing for the loss in distribution.
- Emerging stars and full a broadcast footprint should translate into YoY increases in 2024.
- Continue to find innovative ways to leverage Broadcast to extend Amex benefits to the CMs & Prospects at home.

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# FUTURE CONSIDERATIONS



# 2023 US OPEN – FUTURE CONSIDERATIONS

Topics to keep in mind as we finalize takeaways from 2023 and look ahead to 2024 planning.







# APPENDIX



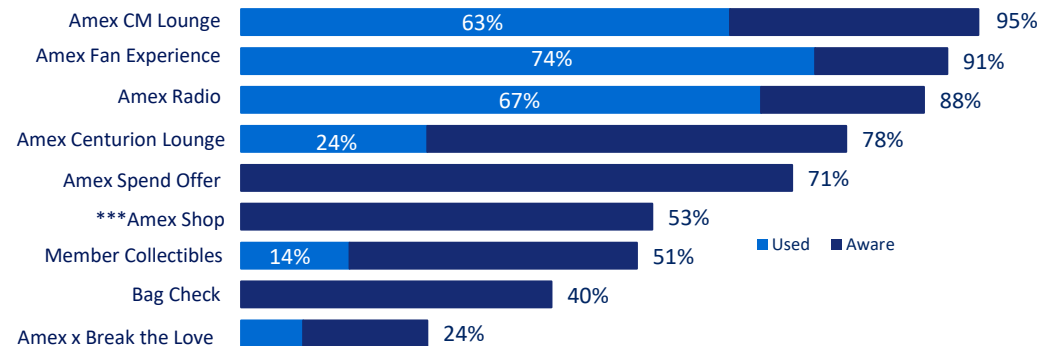
# CAMPAIGN MEASUREMENT FRAMEWORK

Objective	Drive Brand Demand Globally	
Segment	Prospects	Customers
	B2B/B2C	
KPIs	Attitudes – Primary/North Star	
	<b>Likelihood to Consider</b> <i>Sources: Lead Gen via RTI (TBD), Partner (Digital + Onsite (TBD), Media Brand Study (TBD)</i>	<b>Likelihood to Recommend</b> <i>Sources: Partner (Digital + Onsite (TBD), Media Brand Study (TBD)</i>
	Behaviors – Program Engagement	
	<b>Campaign Prospect Engagement (Live/Digital)</b> <i>Source: Multiple Platforms</i>	<b>Campaign CM Engagement (i) Ticket/Offer (ii) Live/Digital</b> <i>Source: Multiple Platforms</i>
	Outcomes – Long Term Impact	
	<b>Monitor NAA/BBA</b> <i>Source: EDDS / Digital Products</i>	<b>Monitor Spend/Share Impact</b> <i>Source: EDDS / Partner Reporting</i>

# ATTITUDES – SURVEY INSIGHTS

## BENEFIT ANALYSIS

Lead Gen Survey- Benefit Awareness & Use<sup>1</sup>



### KEY INSIGHTS

- Awareness of the CML was the highest of all benefits at 95%; relevance increased **+12ppt.** (67% to 79%) from non-users to users of the benefit
- Prospects awareness of the Fan Experience (95%, Flat YoY) remained strong while utilization of the space (63%, **-17ppt** YoY) decreased
- 51% of prospects were aware of Member Collectibles benefit despite limited marketing, while 14% of respondents engaged with POAPs (87% collected onsite by CMs)
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