

Why Partnerships?



BRAND VISIBILITY:
INTERNAL/EXTERNAL

Partnerships provide a brand with the opportunity to externally generate awareness, whether to attract new consumers that may otherwise not know about the brand, or to grow together with an emerging property. 21 Marketing will brief the brand on the latest trends in sport and entertainment and evaluate/reposition the brand's assets in a go-to-market strategy.



INCREMENTAL
REVENUE/LEADS

The partnership needs to provide a return for the brand in order to justify the investment. By strategically aligning with a property, the brand can generate new business opportunities by expanding/growing its consumer base with targeted marketing. These partnerships generate opportunities across the company; be they employee-focused, Business-to-Consumer (B2C), Business-to-Business (B2B) or Business-to-Government (B2G).



EMPLOYEES

Employee retention is key to any well-run organization. By tapping into cause-related partnerships that positively impact employees, the brand can generate unique employee incentive programs and a true alignment that resonates with the organization's employee base.



COMMUNITY

Brands are constantly seeking to generate loyalty and tribes are more important now than ever. A partnership alignment should spark passion and brand awareness, correlating directly into how brands interact with their respective consumers/communities, ultimately seeking to drive loyalty. Likewise, properties offer relevant content, in which brands can truly integrate and become one with their consumers and connect on an emotional and meaningful level.



and the Olympic Movement: A Win/Win

CASE STUDY



In 2011, 21 was contacted by Rio 2016 the organizing committee for the 2016 Olympic and Paralympic Games, regarding the committee's needs in the professional services sector, a category of critical importance in the mega event space. Despite previously passing on the opportunity, the leadership team at EY (formerly Ernst & Young) reconsidered the potential of a partnership with help from 21. 21 successfully negotiated the partnership on EY's behalf, making EY an official supporter of the Olympic and Paralympic Games and the exclusive provider of professional services to the Rio 2016 Organizing Committee. The partnership included a mutually beneficial structure to both Rio 2016 and EY. As part of the partnership, EY provided an agreed upon amount of services to Rio 2016, and once Rio 2016 utilized the given amount of services, EY would generate revenue thereafter based on a competitive rate of services.

DRIVING THE BUSINESS FORWARD Importantly, 21 counseled EY on the potential of utilizing the Olympic platform as a catalyst for transforming the EY brand from its current position, to one of leadership amongst the Big Four, not only in Brazil, but also in other key markets including the US. An association with the Olympics Games provided EY with an opportunity to enhance the recruitment and retention of employees, positioning the organization as a leader in how companies view the future of work and seek to "Build a Better Working World".

CHAMPIONING A LEGACY 21 worked hand-in-hand with EY leadership on a unique strategy created around the Rio 2016 partnership, the Women's Athletes Business Network. This platform, which has since outlived the 2016 Olympic Games, assists elite female athletes seeking to transition into post-sport careers. This is one of the best examples of 21 understanding how a partnership can galvanize a company's objectives and strategies and then assist in the implementation on a national, regional and/or global level.

This partnership helped EY create separation from competing firms and lifted its Brazilian business from fourth to first by better leveraging its business-to-business positioning, while also pivoting to more consumer-facing activities.

EY advanced its Brazilian business, surpassing the competition and moving from fourth to first, by leveraging its B2B positioning and pivoting to focus on consumer-facing activities.



**Sports & Entertainment
Marketing Group, Inc.**



CASE STUDY



21 Marketing's, specifically Tom Shepard's, strategic counsel was literally invaluable in Airbnb securing a multi-year partnership with New York Road Runners. Not only was it Airbnb's first such partnership, but it was also the only such opportunity at the time that could deliver on Airbnb's community, political and marketing objectives. **21 navigated and executed truly uncharted waters with expertise and finesse. The partnership was successful on all fronts.**

AMY CURTIS-MCINTYRE, FORMER CMO, AIRBNB

In one of the more innovative partnership deals in recent history,

Airbnb became a Foundation-level partner of New York Road Runners (NYRR), a non-profit running organization based in New York City, whose mission is to help and inspire people through running. Along with hundreds of running events it organizes every year, including the Five-Borough Series, NYRR also operates the TCS New York City Marathon, the largest marathon in the world.

The Airbnb-NYRR partnership was unique for two reasons. At the time, it was the first instance where the online marketplace and hospitality service category had been involved in a major partnership of any kind. Additionally, Airbnb's strategy for considering the partnership offered unconventional reasoning due to the unique challenges Airbnb faced upon entering a new market.

With Airbnb's strategies and goals in mind, 21 leveraged relationships with both NYRR and Airbnb, helping to structure a deal between the two entities in 2014, providing visibility for the Airbnb brand and unique access to the political hierarchy within the five boroughs of New York City. The partnership was orchestrated to provide Airbnb with visibility in the company's largest market globally, Brooklyn, with an ability to own title rights to the Brooklyn Half Marathon, as well as have a presence in races in the other four boroughs, along with the TCS New York City Marathon.

21's knowledge of marketing strategies, branding and execution resulted in a major breakthrough for Airbnb and its advertising platforms. As a result of this undertaking, numerous young companies have begun entertaining partnership opportunities for other than traditional reasons.



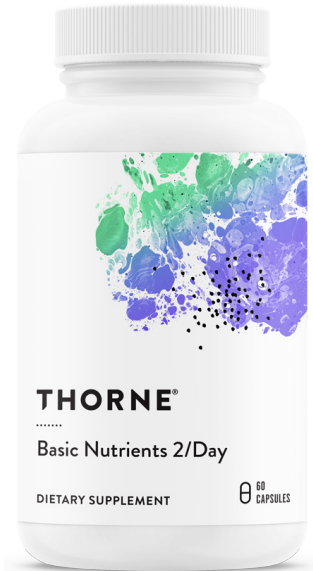
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THORNE

CASE STUDY

Thorne Research, one of the leading nutritional supplement brands in the country, hired 21 to help reposition its messaging

from solely a physician-referred brand, to more of a consumer facing one. One of Thorne's strategies in reshaping the brand involved discussions with the United States Olympic Committee (USOC). Once hired, 21 revised Thorne's strategy to work directly with National Governing Bodies (NGBs), i.e. U.S. Soccer, throughout the USOC ecosystem. These NGB partnerships enabled Thorne to directly reach the NGBs' membership bases and avoid paying significant rights fees to the USOC. 21 negotiated very favorable terms on Thorne's behalf with 12 NGBs, including USA Gymnastics, USA Hockey and USRowing. 21 then went on to assist in the relationship management and corresponding marketing programs for the Thorne-NGB deals, generating increased visibility and awareness of Thorne products and the strategy behind the use of intellectual property, including access to professional athletes as influencers and a communications rollout for each of the 12 relationships.



**21 Sports & Entertainment
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JOHN LEYBA, THE DENVER POST

Johnson & Johnson

CASE STUDY



**A great success story
from inception to activation.**

21 Sports & Entertainment
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In late 2010, Johnson & Johnson (J&J) contacted 21 looking for the next “big idea.” Despite success-

fully leveraging their Olympic Games engagement, yet deciding not to renew the partnership, J&J understood the unifying potential of a global property. The goal of this partnership would be to enhance the perception of the signature J&J brand by driving sales across its three main business units. 21 conducted a search across national and global properties, seeking alignment with the J&J brand, its business sectors and various companies. With unconventional thinking in mind, 21 analyzed and assessed all relevant healthcare-related opportunities and returned with recommendations on several ideas, including resurrecting and branding the Hospital Ships program, revitalizing the UN’s CARE emergency relief program, involvement in the Nobel Prizes and a National Parks and Recreation program.

Despite ultimately settling on a single partnership idea and having 21 finalize the recommendation, J&J’s senior management came back with renewed interest in FIFA and partnering with global football. Immediately, 21 utilized its deep connections at the highest levels of FIFA, downloaded the opportunity to both the J&J and FIFA teams, and within three weeks, arranged a meeting for senior officials on both sides. 21 led the negotiation process and J&J became the Official Healthcare Sponsor of the 2014 FIFA World Cup™ in Brazil. 21 then counseled J&J on the complexities of global football and consulted on the structure and development of the J&J/FIFA project team. 21 provided the initial strategies for the company in relation to the property, including roles and responsibilities for the project team, the approvals process, marks usage, messaging and positioning, announcements, promotional concepts, key sponsor-to-sponsor introductions and relationship management to FIFA.



CASE STUDY



In 2026, America will celebrate its 250th Anniversary, the Semiquincentennial.

The celebration will be one of the greatest peacetime events in our lifetimes, if not in American history. USA250, a Philadelphia based non-profit, began coordinating around this milestone two years ago, when the organization's leadership team initiated legislation establishing the United States Semiquincentennial Commission Act, which was passed by Congress in July 2016. The main objective of the law is to create a Federal Commission to oversee the planning and implementation of the celebration.

21 Marketing has been retained by USA250 to design and develop the commercial plan for the anniversary. USA250's first initiative was to establish the Executive Leadership Council, a working group of 13 leading American corporations, exclusive

to their industry, who will contribute their individual expertise to help shape the commercial arm and serve as an independent resource to the Federal Commission. To date, Comcast, Johnson & Johnson, Walmart and a consortium of agencies inside WPP have joined the Council, with several other corporations considering the opportunity. The work of the Council will commence shortly, starting with a new brand identity system and communications plan.

The anniversary celebration will be transcendent, not only honoring a particular day, month or even the year of 2026. Instead, it will be a multi-year program that will reach every corner of America, as well as have international reach and touch points, with the goal of creating a lasting legacy for generations to come.