

GUIDED BY OUR COMMITMENT TO DELIVERING RESULTS. PERIOD.

# AXXCESSES

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ACCESS  
WORLDWIDE



It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better.

The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.

– THEODORE ROOSEVELT



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# WHY DID I WRITE THIS BOOK?

Over the past 15 years, I've met so many people on the road and in meetings, and I am often asked one question: "What do you guys actually do?"

I thought I should finally write a short book not only to tell our story as we celebrate 15 years of Axxcess, but to explain what we do, how we got here, and the people who were critical to our success. In doing so, I hope this book can become a resource for college kids, young professionals and seasoned executives who are intrigued by, and want to understand, what "partnership development" really is.

Personally, I thought it would be fun to tell my story for my kids and their kids. I want my three most special girls to know why their Dad works so hard and how lucky he is to have met and worked with such extraordinary partners, mentors, business leaders and celebrities from all walks of life.

I want to share with them my recipe for what it takes to build a successful business and the secret ingredients they'll need along the way: Start with a heaping amount of good, old-fashioned hard work, add some creativity, a dash of long-term friendships, risk-taking and trust, tons and tons of luck and, most importantly, an unconditionally loving, supportive spouse (in my own case, my wife, Victoria)!

I hope you enjoy this book. More than that, I hope it reinforces your trust that Axxcess will continue doing what we have always done, first and foremost: keep our promise to you.

**KIRK POSMANTUR**

## INTRODUCTORY NOTE

We are Access Worldwide, the world's premier partnership development company. And we're celebrating fifteen years of inspired ideas that redefine how great brands work together.

**Access is like no other group you know.**

**Our capacities are unique; our reach, unparalleled.**

We both protect and disrupt, to enhance the luster of heritage brands and drive the emergence of tomorrow's powerhouse brands.

Come explore the Access story: fifteen years of creating extraordinary partnerships that increase leverage, deepen value and deliver measurable results.

And then...envision what boundless success looks like for your company.

**Kirk Posmantur**  
Chairman, CEO & Founder  
Access Worldwide

**Michael Wargotz**  
President and Founder  
Access Ventures

**Eric C. Sinoway**  
CEO, Worth  
Co-founder and former  
President, Access Worldwide

## PARTNERSHIP:

# [pahrt-ner-ship]

“Friendship is essentially a partnership.” –Aristotle

... “And vice versa.” –Kirk Posmantur

### ORIGIN

*Concept dates to ancient  
Babylonia; first known use  
in English: 1576*

### DEFINITIONS

- 01** Relationship where one contributes to & shares in another's success
- 02** Close cooperation in a business venture
- 03** Motivating principle of Access Worldwide

## PARTNERSHIP DEVELOPMENT:

[pahrt-ner-ship  
dih-vel-uhp-muhnt]

### ORIGIN

*First known use: New York, NY –  
May 7, 1999 (2pm, to be exact)*

### SENTENCE EXAMPLE

**Partnership Development** delivers relationship-driven opportunities, actionable ideas and proven, measurable success.

Access Worldwide's **Partnership Development** strategies have generated more than \$1 billion in direct revenue and value creation.

### DEFINITIONS

- 01** A consistent and cost-effective marketing approach
- 02** Driver of tangible results from deep and close relationships
- 03** Product of creative, committed and skilled professionals
- 04** The process of creating a family among brands
- 05** A field pioneered by Access Worldwide

# THE PRINCIPLES

## OF PARTNERSHIP DEVELOPMENT

## a partnership

### ADVANCES CORE OBJECTIVES

The most effective partnerships don't operate on the periphery of organizational priorities; they advance the most highly valued goals. Therefore, we begin by asking, "What are your top priorities and your objectives for them?"

### IS MUTUALLY BENEFICIAL

If it doesn't serve both parties, it's not a partnership, it's business development. Therefore, we start by asking, "How will a partnership be good for you and how will you make it good for your potential partner?"

### INVOLVES THE *RIGHT DEAL* – NOT ALWAYS THE BEST DEAL

True partnerships entail cultural fit, trust and shared vision –as well as economics. Therefore, using our deep understanding of the organizations, we help potential partners answer the question, "Can we truly work well together toward shared objectives?"

### IS A RELATIONSHIP, NOT A TRANSACTION

Partnerships are enduring relationships –not operating agreements with predetermined end dates –that often take time to produce results. Therefore, we invest time up-front to consider multiple paths toward shared objectives, and to ask, "How will you react to both shared success and the inevitable shared challenges?"

### DELIVERS ON A PROMISE

Successful partnerships deliver specific, defined value. Therefore, at the outset, we help partners detail specific success benchmarks and metrics, and the commitment each is making to achieve mutually beneficial outcomes. Then, we lay out in black and white our commitments and responsibilities to advancing the partnership.

# THE AXCESS VALUES

at all times, axcess worldwide is guided by our commitment to:

HONESTY AND TRANSPARENCY  
TRUST AND MUTUAL RESPECT  
HARD WORK – AS MUCH AS IT TAKES  
CREATIVITY AND SMART RISK-TAKING  
DELIVERING RESULTS...

period.  
(no exceptions.)

# TESTIMONIALS

"As a pre-eminent force in developing unique business partnerships, Access embodies what it means to form true and lasting partnerships. By providing consistent insight and imagination with a nurturing attitude toward the alliances they create, Access engenders confidence in what it can deliver to create success."

**Mindy Grossman**, CEO, HSN Inc.

"Access worldwide is a true dot connector in allowing us to provide great experiences for our valued relationships and their families. The company's passion for people, partnerships and networking is as unique as the experiences they deliver. We trust their creative process from the ambitious start to the impactful finish."

**Chris Smith**, Ohana Real Estate Investors, Montage Hotels & Resorts

"Kirk is the Master Sommelier of relationships and networking. His creativity and his genuine personal commitment to his clients produce a truly remarkable outcome."

**John Snodgrass**, CEO, Great American Holdings; Former President & CEO, HFS Incorporated

"The Access team has been a wonderful partner for the Beats brand for years. They have helped drive business in North America and internationally. Access has a unique ability to connect the right partners with the right opportunities at the right time. Most importantly, Access continues to deliver innovative approaches, while executing flawlessly."

**Omar Johnson**, EVP Marketing, Beats by Dr. Dre

"After 15 years of doing business together, I can say that Access consistently delivers beyond expectations. The people at Access know and live luxury and are real partners in building a brand. Kirk Posmantur and his team have been absolutely instrumental in the success of Audemars Piguet in the United States and now in Asia."

**Francois Bennahmias**, CEO, Audemars Piguet

"The entire Access team is a fantastic collection of driven people. They exemplify hard work, commitment and integrity. Kirk's 'never say die' approach to business, and endless energy and enthusiasm makes Chideo and me proud to be 'family'!"

**Todd Wagner**, Founder & CEO, Chideo; Co-founder, Broadcast.com; (Co-owner, 2929 Productions), Co-owner, Landmark Theatres

"Kirk and his team have a keen understanding of how our clients pursue their passions and live their lives. It is this sensibility that has continually delivered meaningful relationships through strategic partnerships and bespoke experiences. We are delighted to be part of the Access family for the past decade, and look forward to what lies ahead."

**Henri Barguidjian**, President & CEO, Graff Diamonds

"Having worked with Access since the day the company was born, I can say that nowhere else will you find the enthusiasm, hard work and creativity that infiltrates the entire organization. The Access team is young, ambitious and totally results-oriented. They never say die!"

**Paul Wachter**, Founder & CEO, Main Street Advisors



“I have known Kirk for a very long time, nearly forty years, and I know that his passion for success and his ability to recognize opportunities, build connections and foster relationships are genuine and inherent talents. His strength, and the strength he infuses into Axxcess, lies not only in his own commitment to excellence but his ability to bring others to his high levels.”

**JJ Klaver**, Special Agent,  
Federal Bureau of Investigation

# D Y N A M I C

“In 15 years, Kirk and his colleagues have created an organization that truly understands the benefit of creating partnerships, which has allowed their clients to creatively and effectively market and sell their products. So much more can be accomplished by putting aside your individual concerns and working together towards the greater good. That sensibility is at the core of Axxcess Worldwide.”

**Jon Tisch**, Chairman, Loews Hotels;  
Co-Chairman of the Board,  
Loews Corporation

“When I first met Kirk in 1997, I knew then that his passion, creativity and maverick spirit would take him far. During our decade together at NetJets, Axxcess redefined and elevated every aspect of the owner experience, from exclusive offers from world-class brands, extraordinary events, aircraft interiors, to redefining NetJets service – made possible only by Kirk’s integrity, vision and dedication to delivering the promise. It has been a pleasure watching Axxcess succeed and grow under his stewardship.”

**Richard Santulli**, Founder & Former  
Chairman/CEO, NetJets; Founder &  
Chairman, Milestone Aviation

“I have known Kirk for more than 20 years, both personally and professionally. While we were together at HFS, Kirk built and managed our corporate relationships, preferred clients group, events/sponsorships and entertainment business into a significant profit center for our shareholders. He brought those same core competencies and skill sets to Axxcess, which has created a whole new definition of partnership marketing.”

**Henry Silverman**, CEO, Cain Hoy  
Enterprises; Former Vice-Chairman,  
Guggenheim Partners; Former  
Vice-Chairman of the Board & COO,  
Apollo Global Management; Former  
Chairman of the Board & CEO,  
HFS Incorporated

“I have worked with Kirk Posmantur for over 15 years as an important partner and friend for our After-School All-Stars program. He has raised many millions of dollars for some of the most at risk youth in our country. Some people talk a big game, Kirk delivers a big game.

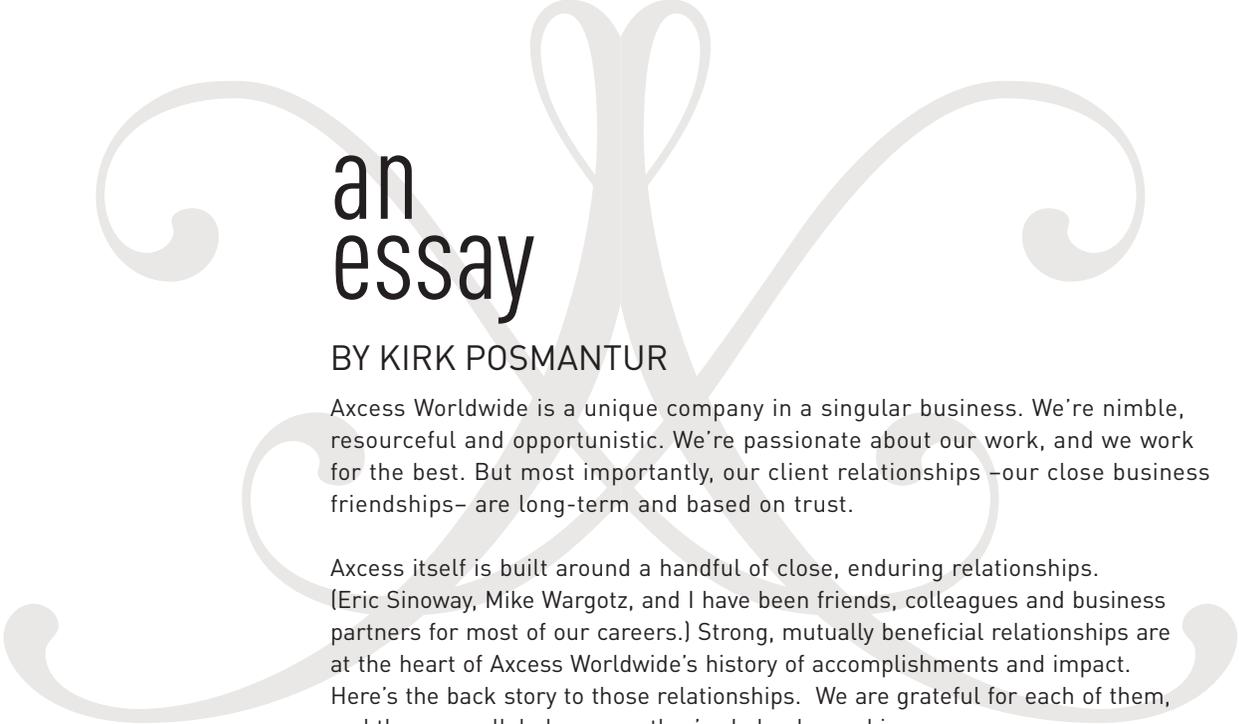
**Governor Arnold Schwarzenegger**

# T H I N K I N G I S

“It’s hard to find dynamic thinkers with the capacity to translate their big ideas into practical solutions. For nearly ten years, the Axxcess team has been doing that for me. As my partner at Wynn Resorts, they built the NetJets Poker Tournament into a franchise that became one of our most anticipated annual events. And as we now venture together into the world of social and mobile marketing, they are again bringing their creativity, relationships and experience to bear in a way that leaves me feeling fortunate to have them as business colleagues and friends.”

**Andrew Pascal**, CEO Playstudios;  
Former President, Wynn Resorts





## an essay

BY KIRK POSMANTUR

Access Worldwide is a unique company in a singular business. We're nimble, resourceful and opportunistic. We're passionate about our work, and we work for the best. But most importantly, our client relationships –our close business friendships– are long-term and based on trust.

Access itself is built around a handful of close, enduring relationships. (Eric Sinoway, Mike Wargotz, and I have been friends, colleagues and business partners for most of our careers.) Strong, mutually beneficial relationships are at the heart of Access Worldwide's history of accomplishments and impact. Here's the back story to those relationships. We are grateful for each of them, and the unparalleled success they've helped us achieve.

I'm a hotel guy. I've been fascinated with hotels since the age of six. At twelve, I sent letters to Baron Hilton and Bill Marriott, offering suggestions and constructive criticism based on my stays at their properties. When I was seventeen, my father – an attorney in the real estate and sports industries – took my mom and me to visit Las Vegas. Dad was an amazing relationship guy; so, it wasn't surprising that on that trip, he created an impromptu opportunity for us to talk with Jerry Vallen, then Dean of UNLV's College of Hotel Management. What was surprising was that the discussion quickly changed my life.

I don't know whether it was my unbridled enthusiasm for all things "hotel" and "Las Vegas," or the stream of facts and figures I rattled off during what became a serious, hour-long conversation. But when we'd finished talking, the Dean offered me a place in the freshman class at UNLV. Not the class starting a year later – after I'd finished my senior year of high school – but the one beginning in three weeks. A few days later, my parents headed home and arranged to send me my clothes and everything else I'd need to start my college career. Sounds crazy, maybe, but it all made sense to us: this opportunity was an exact fit for me, so we grabbed it. And I started college before I'd even graduated from high school.



Fast forward four years: past my college graduation, where, from the stage, I saw my father collapse to the floor; past the decision to forgo a job at Caesar's Palace to return to Long Island and coordinate my father's treatment for a rare form of Leukemia. It's 1984, and I'm wandering the floor of the annual Hotel/Motel Conference at the New York Coliseum, connecting with old friends. There, Van Heffner, the former head of the Nevada Hotel/Motel Association, introduced me to Dick Sacchetti, then chief of administration and human resources at the American Hotel/Motel Association (AHMA). That simple introduction was the foundation for my career and, in many ways, the catalyst for all that's come since.

I worked for AMHA for nine years, and was responsible for Marketing, Events, Sponsorships and Corporate Relations ...in other words, creating partnerships. My team created millions of dollars in new revenue for the organization. We also discovered and demonstrated the value of building strong, enduring and trust-based business relationships with legendary hoteliers and scores of travel industry leaders.

Most important for me personally were the relationships I developed with people who became my mentors, friends and business partners – and remain so to this day. Those people ranged from Eric Sinoway –then an energetic, over-confident and idea-filled undergraduate intern from the Cornell School of Hotel Administration– to established business leaders like Bob and Jonathan Tisch, Mike Leven, John Snodgrass and Henry Silverman.

My experience at AMHA led seamlessly to my next opportunity: an offer from John Snodgrass and Henry Silverman to become Senior Vice President for Corporate Relations at a newly established publicly-traded company called HFS, Inc. John, the company's President, proved to be an amazing leader and mentor; I'll be forever grateful that he believed in me and took me under his wing. Henry, the company's Chairman, has long been one of Wall Street's most feared and respected dealmakers, and has been the individual with the greatest impact on my career. We had a real connection from day one, still talk weekly, and I cherish his advice and the relationships he continues to create for our family to this day.

At HFS, I helped build an owner relations program for mid-market hotel franchises. Our goal was to create a deep, meaningful suite of customized services that bound those individually-owned businesses closely to the organization. We succeeded and these individuals became "HFS family." In only a few years, HFS grew from \$500 million to \$20 billion in market capitalization and joined the Fortune 100. Our unique relationship-building program was a key element of this extraordinary growth. It also gave me deeper and more direct access to the most dynamic and powerful people in the hospitality, real estate and car rentals industries.

It was at HFS that I first had the great and good fortune to work with Mike Wargotz, who joined the company at the same time I did. From our very first meeting together –a conversation over matzoh ball soup at Harold's– we began to develop a deep connection. We've been best friends, business partners and brothers ever since.

HFS was also where I reunited with Eric, recruiting him to be the Director of Corporate Relations and to run the Corporate Sponsorship department. Among our many accomplishments there, we are most proud of a multi-million dollar program of education, sports, and cultural activities we helped create for disadvantaged kids in fifteen U.S. cities. Now known as the After-School All-Stars, the program is still thriving as is our relationship with former California Governor Arnold Schwarzenegger, who was our partner and friend in the effort.

After a wild, crazy, scary and very lucrative run at HFS, Mike, Eric and I each took off in our separate directions (although not separate for long). I wanted to apply all that I'd learned about building relationships and creating mutually beneficial partnerships. But rather than focus on one industry or one organization, my goals were to demonstrate the power of developing partnerships across industries and business sectors, and to help an array of organizations leverage their individual capacities and strengths for mutual benefit.

That's how, in 1999, Mike and I came to form the progenitor of Axxess Worldwide, Axxess Luxury. It was a company built on unique skills, experiences, and relationships. A completely new kind of company. One that hurdled the boundaries of traditional marketing strategies to help major brands achieve amazing results.

The pillars of early and enduring success were two relationships initiated for us by Paul Wachter, my long-time mentor and friend. Paul is an amazing, multi-talented dealmaker extraordinaire; a catalyst and respected leader in financial management and philanthropic worlds; and a personal advisor to luminaries of sports and entertainment, ranging from LeBron James to legendary music producer and Beats by Dre Founder Jimmy Iovine. (It's amazing how many business leaders have told me, "We wouldn't be here – we couldn't have accomplished what we've accomplished – if not for Paul Wachter.") We first met Paul through the After-School All-Stars, where he still chairs the Board.

The first of Paul's introductions was to Francois Bennaïm, who'd been tapped by luxury watchmaker Audemars Piguet to run its U.S. operations. (Francois is, at the same time, a huge creative force of nature and a wonderful man. We quickly built an enduring business partnership and a deep friendship; we've become as close as brothers, and I was the best man at his wedding.) Paul believed that together we could raise the Audemars Piguet profile in North America – enabling it to have the same kind of cachet that the brand carried in other parts of the world. He was right; it was a perfect match, then and now. Our first collaboration, in 2000, was a blockbuster: Axxess helped conceive and implement "Time to Give," an event that garnered \$1.6 million in charitable contributions and added immense luster to, and awareness of, the Audemars Piguet brand in the U.S. luxury market. Audemars Piguet remains a cornerstone client today; the length and strength of our relationship is rarely seen in the business world these days.

Paul Wachter's second key introduction was to Richard Santulli. Richard is a business titan: he created the field of fractionalized luxury ownership when he conceived, launched and led one of the greatest luxury brands in the world, NetJets. (What's more luxurious than having your own jet available on six hours notice?) Bringing Richard and me together for the first time, Paul said, "You guys are my favorite people. What great things can we all do together?" That conversation was the start of a twelve-year relationship between Axxess and

# wild crazy scary and very lucrative

NetJets, the centerpiece of which was the famed annual “NetJets Poker Invitational,” hosted by Richard Santulli, Warren Buffet and Steve Wynn. That meeting was also the foundation for a series of Axxcess collaborations with Richard, who has become an incredible friend and mentor who taught me what loyalty really means.

The early years of Axxcess were also marked by a series of enormously creative marketing relationships between major brands: the relationship that we brokered between tax-preparation company Jackson Hewitt and Simon Malls, one of the largest owners of retail rental space in the country, was pioneering, helping to drive customer flow that benefited both businesses. And, one of our most exciting early deals, in 2001 when we drove what was the path-breaking partnership between the chart-topping music group 'NSYNC and the Chili's restaurant chain. Chili's invested many millions of dollars in a comprehensive partnership that created unprecedented visibility for the restaurant chain while introducing 'NSYNC to an even broader American audience than it already had. Yet, the partnership with Chili's was just the start: the following year, Coca Cola, AOL and Walmart each followed suit to develop mutually beneficial relationships with 'NSYNC.

Building on our highly visible successes with Audemars Piguet, NetJets and Chili's/ 'NSYNC, the Axxcess client list blossomed. Through the early 2000s, we worked with brands ranging from Four Seasons, Graff Diamonds, and Fiji Water to the New York/New Jersey Port Authority. And regardless of whether the client was large or small, or a luxury, hospitality or consumer brand, we created new beneficial relationships and conceived inspired ideas that produced outsized benefits.

The true test of a company –especially a service business– is how well it does in tough times. When marketing dollars are tight, only the most effective firms are going to thrive. Only the strategic approaches that deliver solid, measurable results are going to earn return business. That's why, in many respects, the past seven years have been the most exciting for Axxcess Worldwide. By almost all measures, we have outperformed even our own expectations.

When the economy fell off a cliff and many people around us were pulling into their shells, we refused to stand still. We were determined to power up and lead out of the quagmire. As part of that effort, I convinced Eric to go all-in with Axxcess –he'd been consulting with me on major partnerships since we'd left HFS– and he became the company's President in 2009. He eagerly gave up a highly visible, successful (and very secure) role at Harvard University where, as one of the institution's top international fundraisers, he was raising million-dollar gifts from philanthropists in the U.S., Latin America and South Asia.

It was a tremendous act of trust, chutzpah and foresight on Eric's part. And, together, we made it pay off: over the last five years, our base of client-partners has grown ten-fold (and is growing still). Most importantly, Axxcess has created hundreds of millions of dollars of revenue and long-term value for our client-partners.

admire  
trust  
and  
love

#### HERE'S JUST A SAMPLE OF THE BRANDS THAT ARE OR WERE PART OF THE AXCESS FAMILY:

**IN THE LUXURY SECTOR:** Audemars Piguet, Graff Diamonds, Loro Piana, Bottega Veneta, Fendi, Timbers Resorts, Lalique, Rolls-Royce Motor Cars, Dom Perignon, Radical Skincare, and Oscar de la Renta.

**IN THE HOSPITALITY SECTOR:** Las Vegas Sands Corp., InterContinental Hotels Group, Four Seasons Hotels and Resorts, Montage Hotels And Resorts, Sea Island, Delta Sky Clubs, Oceania Cruises, and Forbes Travel Guide.

**IN THE CONSUMER BRANDS SECTOR:** HSN, Inc., Dunkin Donuts, The Broadway League and the Tony Awards, Beats by Dr. Dre, Tequila Avi6n, Doublecross Vodka, Coffee Bean and Tea Leaf, Hyundai, Jamba Juice, Ames True Temper and Simon Malls.

We've also launched **Axxcess Ventures**, led by Mike Wargotz. Axxcess Ventures secures equity stakes in high-growth companies where our engagement can significantly accelerate product development, market penetration and revenue growth. Our portfolio comprises high potential companies across all sectors and industries, and includes both new ventures launched with entrepreneurial partners and existing entities where our unique capabilities materially enhance the enterprise's long-term value.

Each day, Eric, Mike, and I –along with Brett Muney and the other extraordinarily creative and skilled professionals who work with us (Hayley Bosch, Sara Bloom, Bill Chan, Andria Chang, Andi Cross, Ed Eberhart, Remy Groh, Scott McCullars, Dan Stern, Joe Sublaban, Jaclyn Tarica, Brahm Wachter and Maggi Warner) get to interact with the founders, venture-funders, and top executives of an wide array of organizations. (We did lose two key Axxcess executives to motherhood, Molly Malgieri and Amanda Healy, both of whom were critical to our early successes.)

Individually, each of those people is talented, savvy and experienced; collectively, they are among the most accomplished and successful people in the world. This puts Axxcess in a unique position as the nexus for a powerful flow of opportunity. I call it the “Spike Lee seats” of the boardroom. From our perch above this “opportunity flow,” we have unprecedented access and an unmatched ability to connect ideas, people, brands and companies in ways that are highly effective and profitable. We are enormously proud of what we have created thus far, and hugely enthusiastic about the opportunities just over the horizon for our family of brands.

But more than that, we celebrate the rare opportunity that we have been blessed to experience: building something special, something of value and of longevity, and doing it with partners we know, admire, trust and love.



KIRK POSMANTUR

- 01 AUDEMARS PIGUET
- 02 WYNN+NETJETS
- 03 GRAFF DIAMONDS+BEATS
- 04 THE VENETIAN | THE PALAZZO + IHG
- 05 OCEANIA CRUISE+LALIQUE
- 06 SIMON MALLS+JACKSON HEWITT
- 07 'NSYNC+CHILI'S BAR & GRILL

# PARTNERSHIP IN...

# A

The best way to really understand what Acess does –and just how well we do it– is to see us in action. You've got to watch the "magic" as it happens, as we create great partnerships that bring huge results.

# CT

And what would you see? That the magic formula consists of hard work, boundless creativity, experience and a unique perspective. Then it's all infused with an extraordinary, intuitive capacity to create connection.

# O

The following brief case studies demonstrate how we've used that magical mix of elements to make 1 + 1 = 3 for our clients and partners. We consider these cases some of our "Greatest Hits, Volume One."

# N

When we were first introduced to the Swiss watchmaker, Audemars Piguet, many people felt it was a dying brand in the United States. Based in the famed region of Vallée de Joux, Switzerland, the birthplace of some of the most celebrated time pieces mankind has ever created, Audemars Piguet is the oldest fine watchmaker never to have left the hands of its founding families. While its watches had been respected for the excellence of their craftsmanship for over 140 years, when we encountered Audemars Piguet in 1999, the company was a non-factor in U.S. luxury market.



# IMPACT

# TIME FOR

The U.S. is the largest market in the world for fine timepieces. Yet, in the 1990s, it was Audemars Piguet's *ninth* largest market. While many saw Audemars Piguet as a brand that would never compete successfully in the U.S. after years of failed attempts, we saw opportunity. What some viewed as a company with its best days behind it, we viewed as a brand poised for an explosive re-birth. Our secret weapons were the brand's heritage, the product's unrivaled quality and the company's new North American CEO, a charismatic man named Francois Bennahmias, a creative genius who has extraordinary relationship skills. He was our talent, our star, and essentially embodied the brand.

We knew “  
that getting the  
watches into the  
hands of those who  
would recognize  
and appreciate  
the famed  
Audemars Piguet  
craftsmanship  
would invariably  
lead to interest  
—and, over time,  
directly to sales.”

In our early collaboration with Audemars Piguet, it did not have the right distribution network in America. It had limited brand awareness. And, of course, the company had almost no capital to invest in the highly competitive U.S. market. What it did have, we soon realized, was a product of extraordinary craftsmanship and quality. It had heritage. It had excellence. And it had a story to be told. Our charge was to find a way to craft and tell this story – to cut through the competitive noise in the marketplace and to reestablish Audemars Piguet’s rightful place as one of America’s leading luxury brands.

Working with Francois, we developed a plan to reinvigorate Audemars Piguet in the U.S. market. That plan entailed our core skillset: connecting extraordinary brands and people. The currency we had available to do it was very simple –those remarkable Audemars Piguet timepieces. We knew that getting the watches into the hands of those who would recognize and appreciate Audemars Piguet craftsmanship would invariably lead to interest and, over time, directly to sales.

The strategy we developed with Audemars Piguet entailed three elements. First, we had to associate Audemars Piguet with other brands that the target consumer trusted so that Audemars Piguet could benefit from the brand halo of others.



Second, we had to mobilize influencers among the target market to become ambassadors of the product. Finally, we had to access platforms of potential buyers in non-traditional ways.

With a spectacular launch featuring an auction of limited edition timepieces titled Time to Give, our campaign for Audemars Piguet began by mobilizing leading luxury brands, watch aficionados and celebrities to help raise almost \$2 million dollars to benefit Muhammad Ali and Arnold Schwarzenegger’s charities. This one-day event reintroduced hundreds of watch enthusiasts to Audemars Piguet – and was the start of the creative, disruptive marketing activity for which the brand has since become known. For almost 15 years, we have played an integral role in the ideation, development and execution of the strategy that has made Audemars Piguet one of the great turnaround stories in the luxury market.

From that first Time to Give campaign, Access has been by Audemars Piguet’s side, identifying and securing influencers to generate interest in the company; creating partnerships between the brand and other leading luxury brands, such as NetJets, Four Seasons and The World by Residencea; creating partnerships with world-class entertainment properties such as the Tony Awards and the Tavistock Cup; facilitating critical introductions to executives from John Mack to Jay-Z; and helping the business access platforms of qualified customers.

#### The bottom line?

Since that moment when we first began working with Audemars Piguet, the company’s American sales have increased 2,500%. We’ve directly generated tens of millions of dollars of revenue. The U.S. market is today Audemars Piguet’s largest in the world. And the company has re-established itself as one of the most dominant and bold luxury brands in America.

Audemars Piguet U.S. CEO Francois Bennaïm says it best: “When anyone asks about our extraordinary growth in the U.S., I tell them that Access has been the accelerator. Access is the partner most responsible for our success in penetrating and winning U.S. market share. No one does his kind of work better. No one delivers more.”

# D Y N A M I C



# & B O L D

Betting

On

Full

House

A

The relationship between NetJets, the originator of fractional aircraft ownership, and Wynn Resorts, one of the leading gaming companies in Las Vegas, began with a simple series of questions.

“Why buy assets when you can utilize someone else’s? How do we tailor each customer’s private aviation experience to his or her level of play? What value-added benefits might we provide that differentiate from the competition?” And, most importantly, “How might we create a lasting partnership that accretes business for both companies?”

NETJETS  
OWNERS  
COMPETE  
FOR  
BRAGGING  
RIGHTS

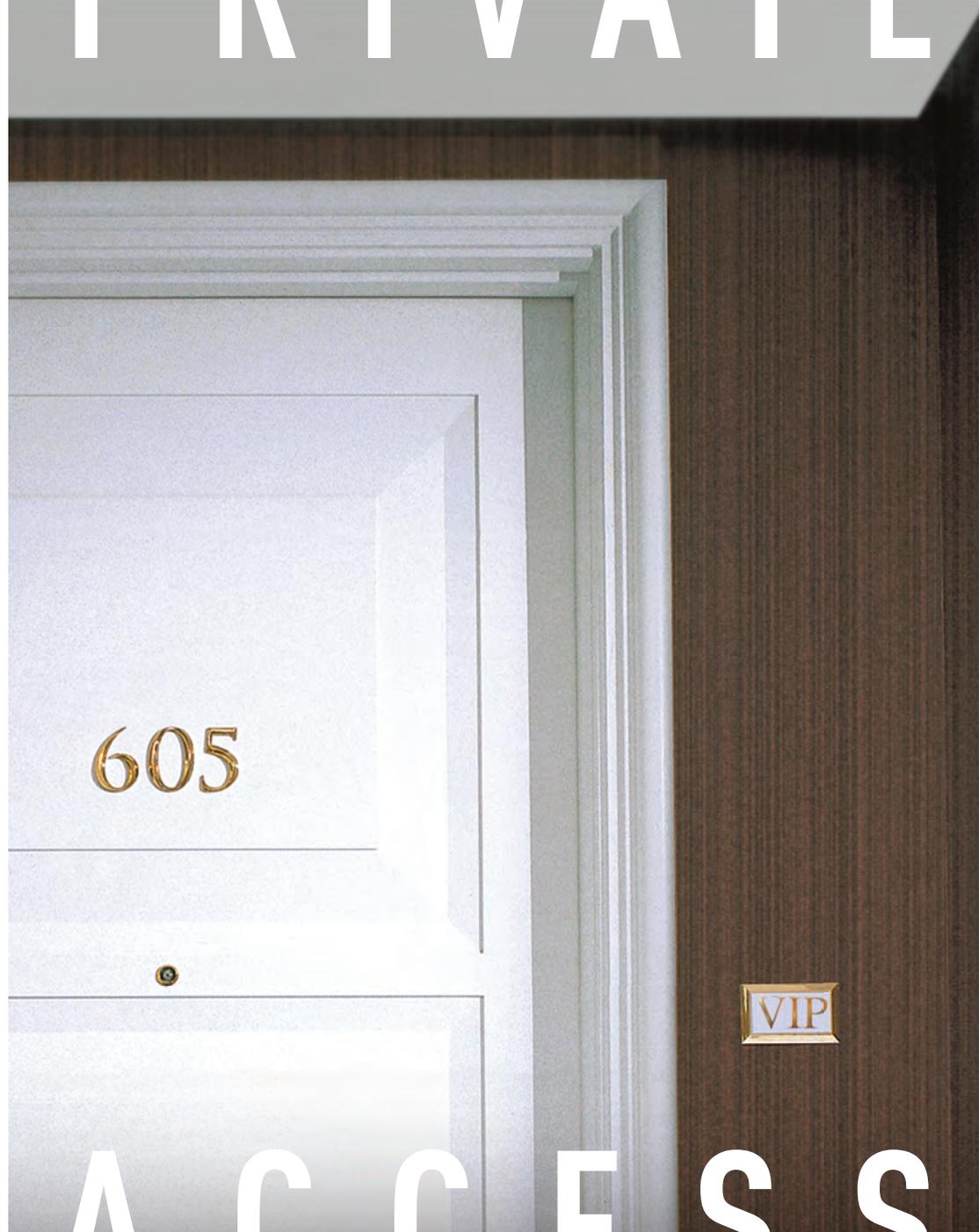
WHAT

WANT

TO

BUY

**P R I V A T E**



**A C C E S S**

It was 2005 and Access Chairman and CEO, Kirk Posmantur, posed these questions to his friend and mentor Steve Wynn during a planning meeting for the opening of the \$2.5 billion Wynn Resort & Country Club on the Las Vegas Strip. This conversation, and answers to these simple questions, soon led to what has become an extraordinary partnership between Wynn and NetJets.

Working with Steve, Warren Buffet, whose Berkshire Hathaway owned NetJets, and NetJets Founder and Chairman, Richard Santulli, Access structured an integrated partnership to drive customer acquisition and retention for each company. The partnership entailed three elements.

First, rather than buy a fleet of aircrafts to service its largest players, as was the norm in the casino business at the time, Wynn utilized the NetJets fleet for its most important customers. With over 400 aircrafts available, NetJets provided Wynn with the flexibility to segment the planes used for customer transportation based on the tier of player being flown to the resort. Players of a certain magnitude flew on Citation Jets. Those playing at a higher level were provided with a Gulfstream. And the casino's most highly valued customers were flown on the indescribably luxurious Boeing Business Jet. The differentiated experience provided by aircraft segmentation both reduced costs for Wynn and provided an untapped incentive to motivate customer play.



**“ Today, a decade after Access created the partnership between NetJets and Wynn, the relationship continues to flourish ”**

The second element of the partnership entailed the creation of the NetJets – Wynn Private Access Card to drive customer acquisition and retention. A program that provided NetJets owners with exclusive VIP services and experiences at Wynn, the Private Access Card enabled Wynn to build relationships with the extraordinary community of NetJets owners, while simultaneously providing the opportunity for NetJets to offer its customers a series of highly desirable benefits at the finest resort in Las Vegas. Whereas gaming customers had to “earn” VIP treatment through loyalty and gaming volume, NetJets owners were automatically entitled to such benefits simply by virtue of being a part of the NetJets family.

The final element of the NetJets-Wynn partnership is the most visible one: the annual NetJets-Wynn Poker Invitational. This extraordinary, 2-day event became the signature gathering of NetJets owners annually and was one of the most sought after invitations in Corporate America when Access produced it for five years.

The NetJets-Wynn Poker Invitational brings together many elements that are representative of the Access family. The elegance and service of Wynn Resorts. The extraordinary people –among the most accomplished and interesting in the world– who are NetJets owners. And the craftsmanship, heritage and quality of over two dozen of the world's finest luxury brands that serve as poker prize partners. For 48-hours, these three groups come together in what is a highly engaging poker tournament hosted personally by Warren Buffet. With \$2.5 million in prizes at stake –from luxury vehicles to diamond jewelry, dream vacations to collectors' timepieces– NetJets owners compete for both bragging rights –“Who knocked out Buffet?” is a common refrain– and for products and experiences provided by the worlds' leading luxury brands.

Today, a decade after Access created the partnership between NetJets and Wynn, the relationship continues to flourish and pay dividends on a bet made over 10 years ago.

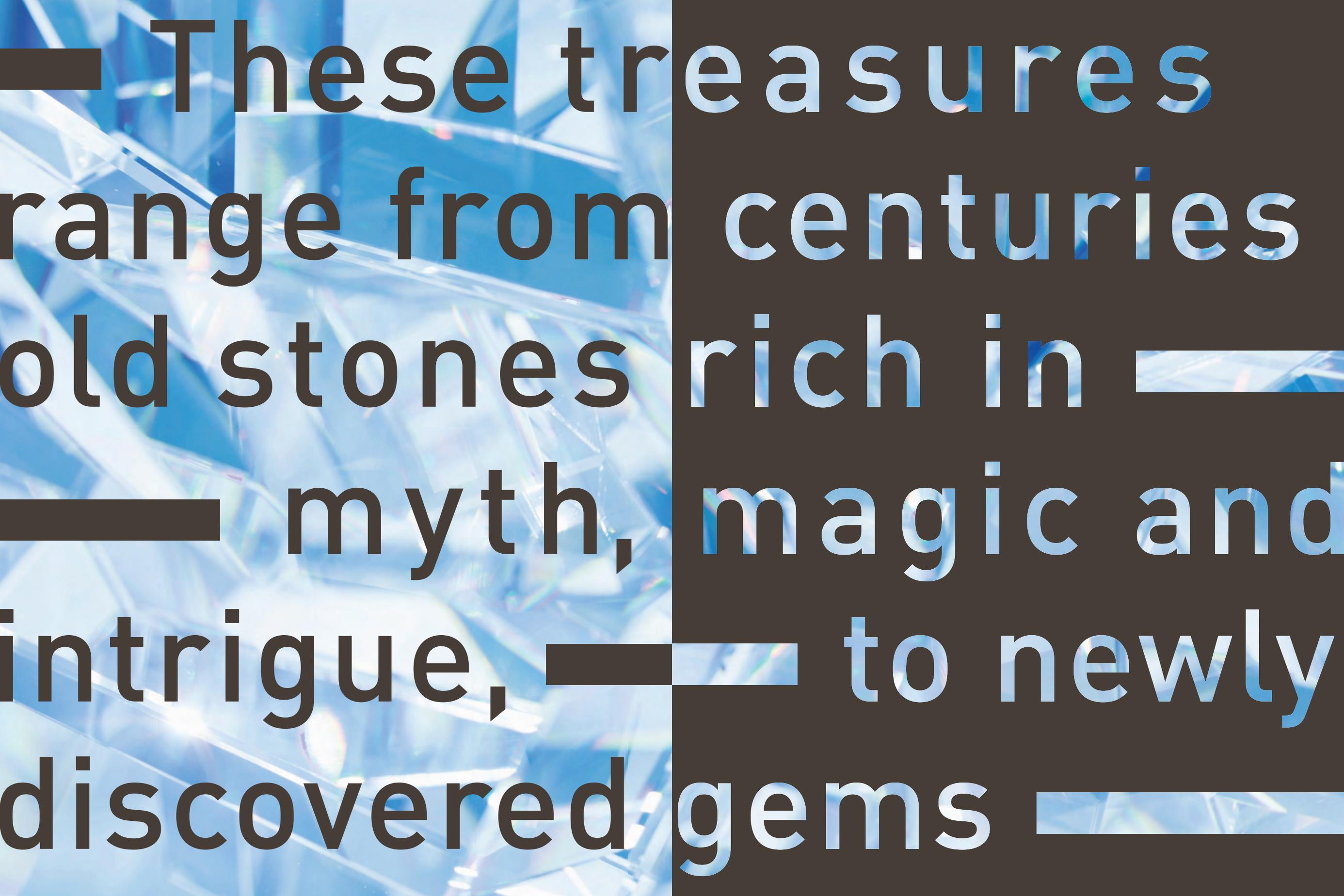


GRAFF

## ONE HUNDRED CARAT SUCCESS

One could naturally wonder if, when Lawrence Graff founded Graff Diamonds in 1960 with a single London store, he could have ever imagined the future that his company would chart. Today, over 50 years later, the House of Graff is recognized as the home of the most fabulous jewels in the world. A Graff diamond is a symbol of exquisite taste, a lasting investment and an appreciation of the finest jewelry craftsmanship in the world.

100  
CARAT



— These treasures  
range from centuries  
old stones rich in —  
— myth, magic and  
intrigue, — to newly  
discovered gems —

Driven by collectors to investors, individuals to institutions, more important diamonds have passed through the House of Graff than any other jeweler. These treasures range from centuries old stones rich in myth, magic and intrigue, to newly discovered gems that have been sourced, polished and brought to life by Graff.

Our work with Graff began modestly, starting with a single project in 2003 that was related to an opportunity with NetJets. From that point, our relationship with this extraordinary company, and its iconic head of the Americas, Henri Barguirdjian, one of the world's authorities on jewels, began to grow organically. Slowly, we earned Henri's trust and friendship. Then, over time, we earned the trust of our friends, who became Graff customers after our introduction. And, finally, in 2005, we earned the right to be entrusted with the Graff brand itself, an honor that continues to this day. Twelve years later, Henri continues to be a great mentor, older brother and our greatest advocate.

#### Our charge?

Conceive and execute partnerships to accomplish two seemingly contradictory goals: each partnership had to be appropriate for the elegance and stature of the Graff brand, while simultaneously being disruptive and bold enough to differentiate the company from lesser jewelers.

Our years of work with Graff have entailed an endless array of such partnerships, from small, intimate relationships such as those we formed between Graff and Ben Affleck's *Eastern Congo Initiative*, and the After-School All-Star Poker Events for the past six years, to high profile events, such as the groundbreaking partnership we created between Graff and the Screen Actors Guild ("SAG") Awards, where we secured exclusive rights for Graff to help design, program and operate the famed SAG Green Room.

These partnerships, and countless others, entailed aligning Graff with individuals and organizations that -like a Graff diamond itself- were authentically one-of-a-kind. They attracted new Graff customers and engaged existing ones. They provided intimate, organic ways for discerning consumers to experience exquisite Graff products. And they set the stage for what may be the most outrageous, disruptive partnership ever undertaken by a brand of Graff's fame: the partnership we created between Graff and Beats by Dr. Dre.

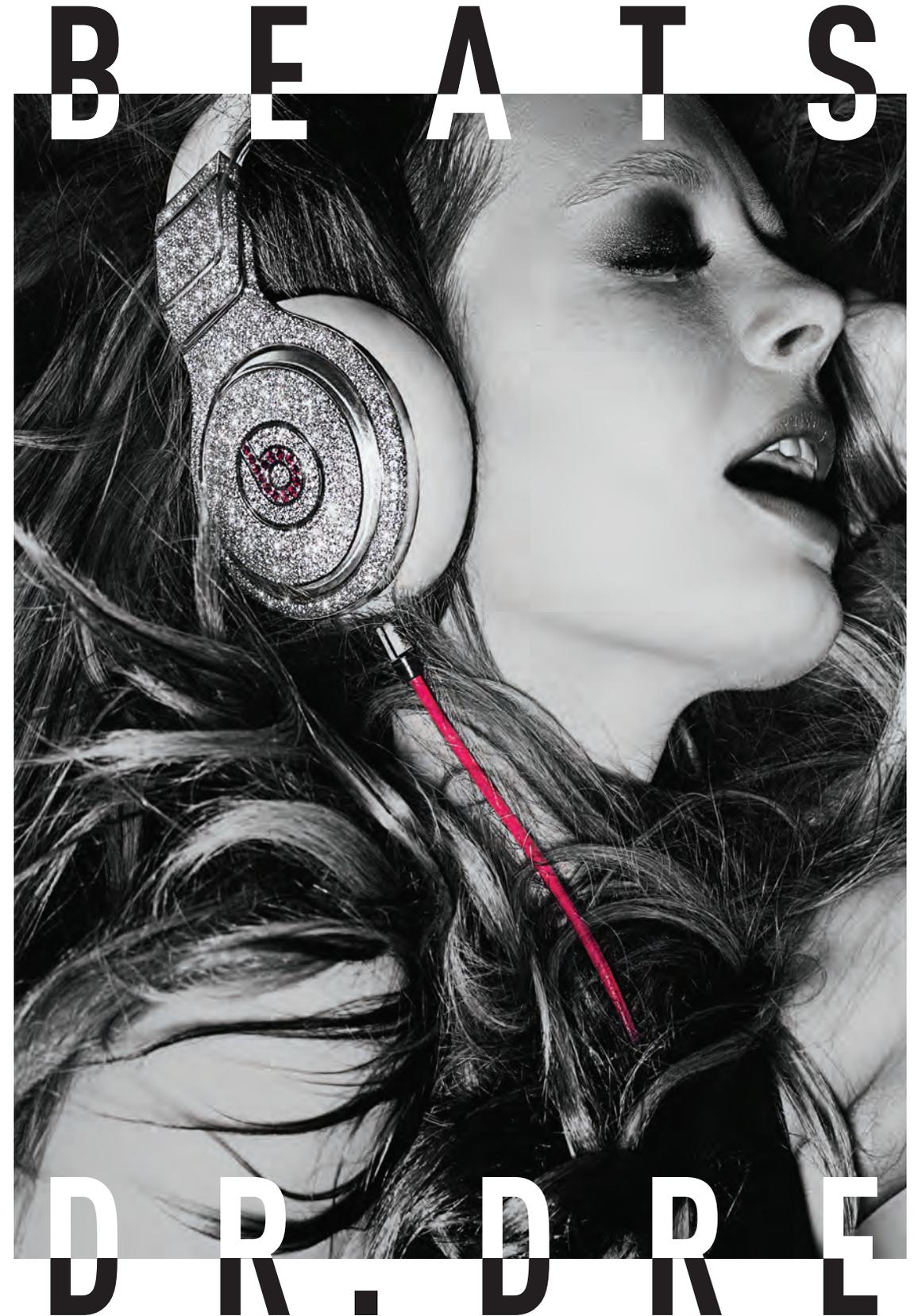
our charge?



In 2010, when we first contemplated pairing the hottest electronics brand in the world, Beats by Dr. Dre, with an elite luxury brand like Graff, the concept sounded crazy. It was an accident, almost a joke, when Kirk first introduced Omar Johnson, Beats CMO, to Henri in the limousine on the way to the SAG red carpet. One of Graff's customers cancelled last minute, and Kirk invited Omar, the brand new, one-week old CMO, to join them. Kirk said, "Henri, meet Omar, we're going to do a Graff-Beats headset," and they all laughed. That night, Omar and Henri formed a friendship and a bond that inspired -and actually created- the headset one year later.

On the surface, the brands had nothing in common. Beats was a brand for mass consumers; it dominated the sports, entertainment and urban markets. Graff, on the other hand, was a product for the few, with a market niche that catered to ultra high net worth individuals. At first blush, a potential partnership between Graff and Beats was an idea that made no sense. But over time, we realized an opportunity existed for each brand to make the other a meaningful driver for future growth. The launch of the Graff-Beats partnership began with a single product, a majestic pair of Beats by Dr. Dre headphones encrusted in 112 carats of Graff diamonds. Valued at \$1 million and introduced during Madonna's half-time show at Super Bowl XLVI, the Beats by Dr. Dre Graff Headphones made a dramatic announcement of the relationship between these most unlikely partners on the world's biggest stage. The principle of the Graff-Beats partnership was that each company had credibility in a growth market for the other: for Graff, Beats represented a partner that could help it access potential customers in the sports, entertainment and urban markets, where it was dominant. For Beats, the partnership with Graff was the foundation for the entry into the ultra luxury market.

Today, years after the Beats by Dr. Dre Graff Headphones were first introduced, the partnership has succeeded in opening new markets for each company and measurably growing their business. And the innumerable other partnerships that Axxess has executed on Graff's behalf continue to pay dividends for it and the most discerning customers worldwide. In fact, at the 2014 Super Bowl, Graff and Beats did it again with the launch of a Super Bowl-inspired limited edition headset, valued at \$25,000 per pair. Uniquely encrusted with yellow and white gold representing the opposing teams, players on each team received a pair to commemorate the game. It was, needless to say, once again a stroke of brilliance that garnered millions of dollars in exposure and measurable sales.



It consists of 7,100 guest rooms, 35 restaurants and four Broadway caliber theatres. It features 300 meeting rooms that totaled 2.5 million square feet of meeting space. It welcomes 25,000 people a day to its five-acre campus. It is The Venetian | The Palazzo in Las Vegas and it is the world's largest Five Diamond hotel.

# H

MAKING

# S

# T

# BY



# PERFECT



# PAIRING

Everything about The Venetian | The Palazzo is big, and when we started working with it in 2009, like every property in Las Vegas, it had a big challenge: how to drive occupancy in an overbuilt market during the worst recession in recent history.

The first problem we faced when we began working with The Venetian | The Palazzo was one of sheer size. For an operation of this magnitude, we asked ourselves, what might we do that was big enough to matter, to meaningfully impact the performance of a single property that is larger than many hotel companies?

We found the answer to this question by pairing “size for size,” by identifying a potential partner for The Venetian | The Palazzo with the scale and reach to move the needle on its own performance. That partner was the InterContinental Hotels Group, or “IHG,” as it is known.

With over 6,000 franchised and managed hotels in its system, IHG is the largest hotel company in the world. It possesses the leading hotel guest loyalty system, IHG rewards. The company owns seven hotel brands, including Holiday Inn, InterContinental Hotels & Resorts, and Crowne Plaza. It has the hotel industry’s most powerful reservation platform and web presence. Despite these assets, what IHG did not have, we realized, was a signature hotel in Las Vegas. With this realization, we set upon an effort to create a partnership between these two hotel companies that we felt possessed unrivaled opportunity for both organizations. The idea, we soon realized, also presented a set of unrivaled complexities.

The concept of a partnership between The Venetian | The Palazzo and IHG made strategic sense. For the The Venetian | The Palazzo, IHG represented a new sales and marketing channel to its 74 million loyalty members, a global sales force to sell meeting

space to customers worldwide, and an opportunity to differentiate itself in Las Vegas by offering the chance to earn IHG loyalty points to its guests. For IHG, the partnership represented the opportunity to secure a signature property to augment the InterContinental brand portfolio, a solution to its lack of a presence in an important market, and an opportunity to generate incremental revenue through a license agreement of unequaled scale. Given these facts, the question became not if it made sense to create a partnership, but how.

Throughout the Fall of 2010, we wrestled with this question. We explored potential opportunities that ranged from the possibility of a franchise agreement to a management contract to a strategic investment. After months of exploration and work, it became clear that none of the traditional models that existed in the hotel

“...the “Alliance” we created was an entirely new model in the worldwide hospitality industry.”

industry to that point were appropriate for the partnership we envisioned between The Venetian | The Palazzo and IHG. So we invented a new one.

On October 21, 2010 Las Vegas Sands and IHG sent tremors throughout the hospitality industry when they announced that The Venetian | The Palazzo had entered into an alliance with InterContinental Hotels & Resorts. Not a franchise, a management contract, or an ownership position, the “Alliance” we created was an entirely new model in the worldwide hospitality industry. Among other things, it created opportunities for IHG customers to book rooms seamlessly online or via phone at The Venetian | The Palazzo; earn IHG Rewards when they stayed there; and/or redeem their IHG Rewards for free stays at the leading casino-resort in Las Vegas. Since its launch, this new

model has been both successful and emulated, delivering results that matter for The Venetian | The Palazzo and IHG and setting the standard for others in the global hospitality industry.

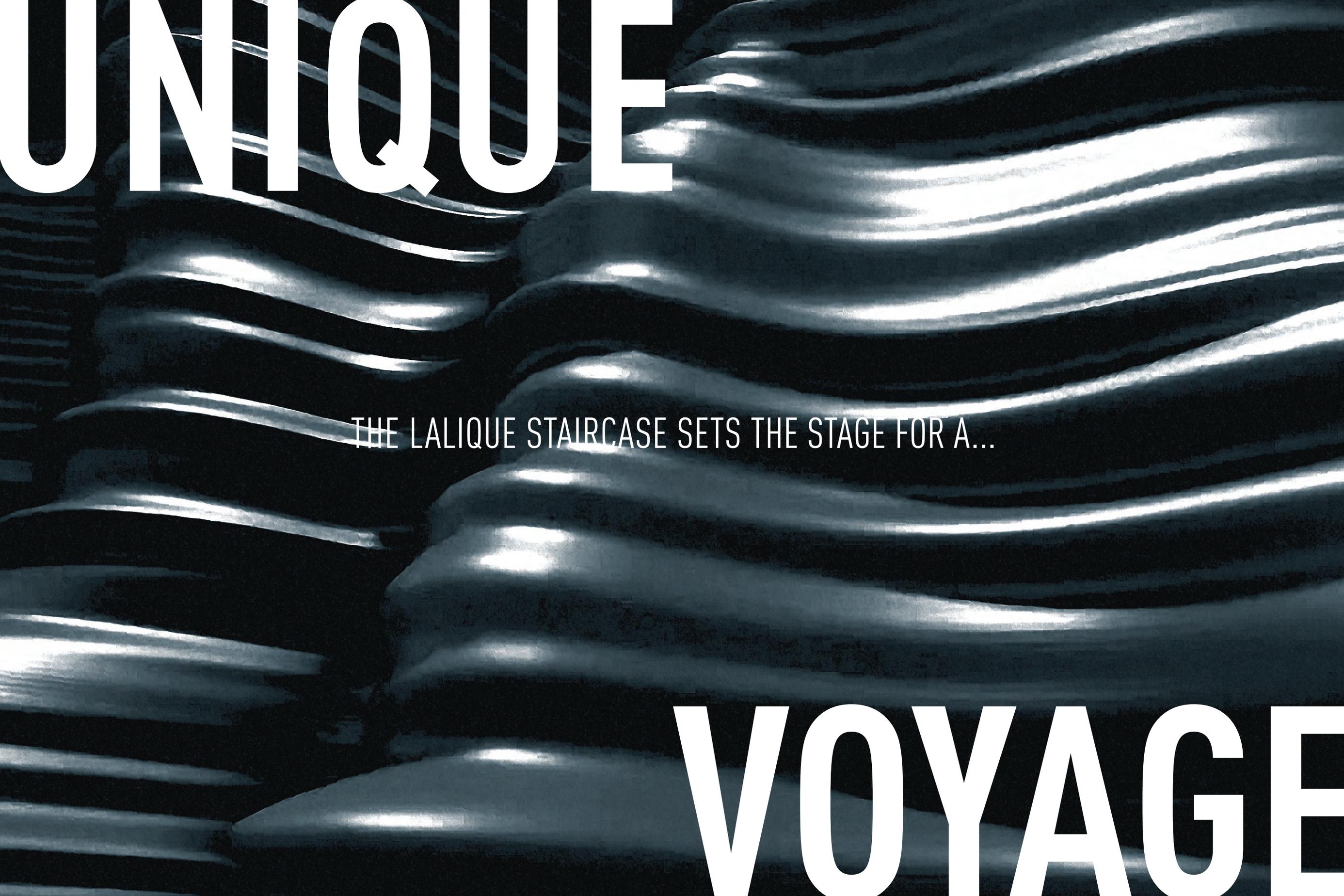
This is probably one of the toughest partnerships ever executed. It literally required Axxess President Eric Sinoway to move to Las Vegas for a month to facilitate the lawyers of two publicly traded companies as well as senior executives on both sides. The deal died a few times, but thanks to the determination of Mike Leven, Las Vegas Sands, Corp. CEO, the deal was signed and the partnership delivers unparalleled results with each year.

The relationship that began with The Venetian | The Palazzo and IHG in Las Vegas soon grew to include the development of the largest Holiday Inn the world, which Las Vegas Sands opened as part of its Sands Cotai Central initiative.

Today, we represent LVS’ Marina Bay Sands in Singapore. Marina Bay Sands is one of the most extraordinary integrated resorts in the world, and uniquely one-of-a-kind in Asia. Featuring ample shopping, dining, gaming and entertainment, the property hosts 39 million visitors per year and has over 2,500 luxury hotel rooms and 1.3 million square feet of meeting space. We’re taking all that we’ve learned in partnership development and applying our global relationship skills to now execute partnerships in Asia. We call it “narrow casting for ultra high net worth customers.” This chapter is just starting, but we believe it will be the best chapter in our history.

# TWINS

When Oceania Cruise set out to build the Marina and Riviera, its aspiration was nothing less than to reset the bar for what defines a luxury cruise experience. Envisioned as the most beautiful, elegant and sophisticated cruise ships created in decades, the challenge in building the Marina and Riviera was to differentiate them from all other cruise ships worldwide. We conceived and executed two groundbreaking partnerships that helped to do exactly that.



# UNIQUE

THE LALIQUE STAIRCASE SETS THE STAGE FOR A...

# VOYAGE

Oceania's pursuit of a signature design element – a singular statement that immediately identified the Marina and Riviera as luxuriously different – had led the company to explore a wide range of options. Entertaining the possibility of featuring famed designers, it investigated the potential of creating on-board, world-class art exhibits.

### Enter Lalique Crystal.

During our work to identify a defining design element for the Marina and Riviera, we discovered that Lalique, the famed French crystal company, had been prominently featured in the Normandy, which was the most luxurious ocean liner of the 1920s. The question became whether, decades later, there might be a way to integrate Lalique into the finest ships being built in modern times. The answer to this question arrived in the form of what became the defining design element of the Marina and Riviera: the Lalique Crystal grand staircase that proudly rises in the center of each ship.

Custom designed and built, these artistic masterpieces of exquisite crystal are double curved staircases two stories high. Produced by hand in France and installed during the construction of the ships in Germany, each Lalique Crystal staircase has become the embodiment of the individuality, excellence and artistry that define the Marina and Riviera. Indeed, the staircases are the anchors of what has become a broad Oceania/Lalique partnership that features Lalique crystal pieces in Marina and Riviera guest cabins and entails collaborative marketing efforts to drive business for both companies.

The second Axxess partnership we secured to help define the Marina and Riviera was in response to Oceania's desire to offer a differentiated food and beverage guest experience. We began our efforts with the global authority for wine connoisseurs, *Wine Spectator* magazine. "Might it be possible," we posed to *Wine Spectator*, "to operate a restaurant where the magazine's editors and experts provide wine pairing and wine education experiences for customers aboard their Michelin rated Three-Star restaurants?"

Our question opened the dialogue that explored the possibility of a broader relationship, which resulted in the only two restaurants in history – one on the Marina and one on the Riviera – permitted to operate under the famed *Wine Spectator* brand. When the Marina and the Riviera set sail on their maiden journeys, the private dining rooms and wine tasting centers that sat atop them represented an extraordinary food and beverage offering and a historic brand association: *La Reserve Restaurant* by *Wine Spectator* had been born.

This partnership was executed for one singular purpose: to convince Marvin Shanken to trust Oceania with his brand, which he had never licensed in his 20-year history. **We did!** We conceived the partnership on a combination of mutually agreed upon shared objectives: access to each others' customer databases through exclusive offers and a multi-year advertising buy. In 2015, the brand partnership is still at sea.

“ Produced by hand in France and installed during the construction of the ships in Germany, each Lalique Crystal staircase has become the embodiment of the individuality, excellence, and artistry that define the Marina and Riviera. ”





# RIVINGTON Retail Turnover

Two companies, in two different industries, with the same two questions: How do we push beyond our current level of success? Can we think differently, to break through the inertia of where we are now?

When Bob Tisch introduced Kirk to Simon Malls CMO Drew Simon, those were the questions he hoped Access could help answer for the world's largest developer of retail malls. What became clear was that Simon needed to better leverage their vast real estate holdings by creating long-term corporate partnerships.

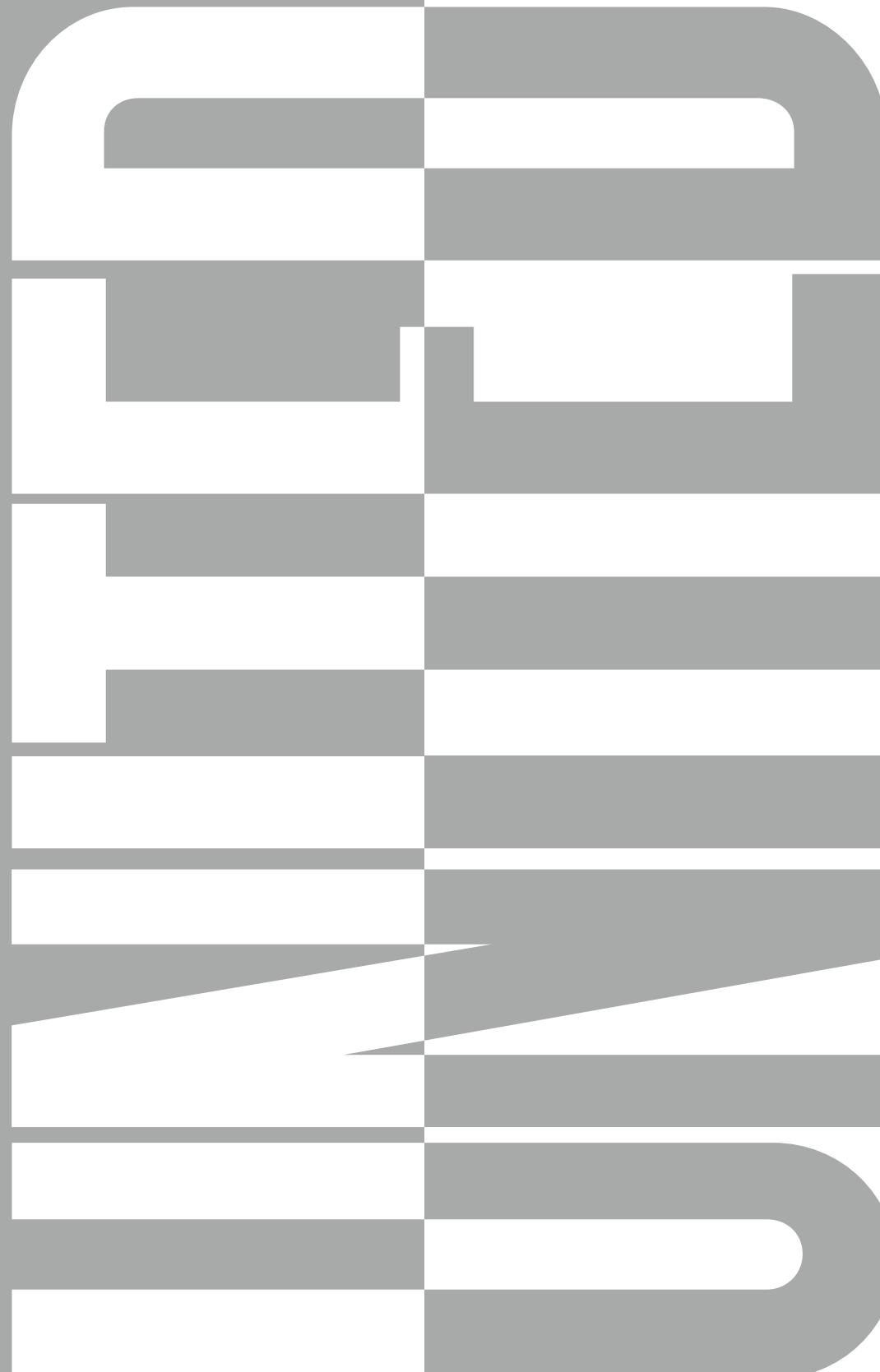
Those same questions were on the mind of Dan Tarantin when he sat down to dinner with Kirk a few weeks later. Dan was the President of Jackson Hewitt, one of the premier tax and accounting service providers in the U.S. He knew his company needed to develop a way to enhance connections with both existing customers and target audiences. And it had to do that efficiently because Jackson Hewitt didn't have its competitors' deep pockets.

Access's solution for the two companies is obvious in retrospect, as most great ideas are. Simon Malls would give Jackson Hewitt preferential access to hundreds of unfilled spaces during the January to April tax season. It was a classic win-win.

Simon was able to drive increased customer traffic to its year-round tenants, and make the malls even more attractive to potential future tenants. Jackson Hewitt gained a new kind of direct, unmediated exposure to its target audiences— these easily accessed mall offices became working advertisements that drove sustained revenue growth and unprecedented increases in prepared tax returns.

The Simon Malls/Jackson Hewitt partnership was groundbreaking for its time. More importantly, it was a near-perfect solution that united companies with complementary needs. And, as among the first partnerships Access created, it demonstrated just how much concrete, measurable value could be created by connecting people who never would have thought of working together. Fifteen years later, it's still going.

It was a near-perfect solution that united



companies with complementary needs.



## MAGNETIC ATTRACTION

**In a cycle almost as predictable as it is assured, every few years the world seemingly discovers a new “boy band.”**

“Boy band.” Simply a collection of talent that explodes on the entertainment scene with almost indescribable popularity among the young. Through an enormous and excitable fan base, these sensations create an equally indescribable ability to impact popular culture and influence the purchase behavior of millions of families. In the late 1990s and early 2000s, the band sensation at the time was ‘NSYNC. Composed of five young men –Justin Timberlake, JC Chasez, Chris Kirkpatrick, Joey Fatone, and Lance Bass– ‘NSYNC was what Rolling Stone Magazine proclaimed in 2001 to be “the biggest band in the world.”

With millions of 'NSYNC albums sold and an insatiable demand for tickets to its concerts, the band's famed manager, Jonny Wright, and then business manager, Barry Klarberg, began to ponder an idea. "With 'NSYNC's enormous popularity," Klarberg thought, "what other opportunities might exist for the band beyond selling albums and filling stadiums?"

When Klarberg approached Access with this question, we encouraged him and his colleagues to think about 'NSYNC not just as a collection of talented musicians (no matter how popular they were) but to view 'NSYNC as a brand— an entity with a specific DNA with which the public could identify outside of the music industry's traditional business of selling music and filling stadiums with concert-goers. 'NSYNC's authenticity, we suggested, was derived from music. And music—especially that created by the Biggest Band in the World— was an asset that we could leverage to create a partnership as big as the band itself.

At our first working session with "the boys," we began to discuss ways in which we could pair 'NSYNC's musical talent and notoriety with a potential corporate sponsor. Our premise, we explained, was that the right fit would not be a traditional sponsorship, but one of those rare opportunities where a brand could reinvent itself through a true partnership with 'NSYNC. For hours, we discussed companies that shared the demographics of the bands' audience; identified organizations that might be a good cultural fit with Justin, JC, Chris, Joey and Lance; and, finally, focused on an organization we thought might be audacious enough to embrace what we felt could be the defining entertainment partnership of the decade.

Then, with unusual clarity and conviction, we hit upon an idea: the right partner for 'NSYNC was the restaurant chain, Chili's Bar & Grill.

With over 1,400 restaurants globally, a target audience of teenagers and their parents, and a desire to reinvigorate its brand, we believed Chili's was perfectly positioned to leverage 'NSYNC to reinvent itself. Our strategy for doing so was to create a multi-faceted partnership between 'NSYNC and Chili's that was, above all, authentic...which meant that it had to be rooted in music.



The result of this approach was something that became not only the centerpiece of Chili's reemergence, but something more: a jingle performed by the 'NSYNC boys titled, "I want my baby, baby back ribs," that is, to this day, embedded in America's cultural consciousness.

Just 45 days after, the baby back ribs jingle debuted. It was a multi-million dollar partnership that integrated Chili's branding throughout 'NSYNC's "PopOdyssey" nationwide tour; provided can't-buy experiences for Chili's customers and strategic partners; incorporated millions of dollars worth of media buys on television and radio with award-winning commercials; and, most importantly, leveraged 'NSYNC's musical popularity. It was the only corporate jingle ever created by a band of 'NSYNC's global popularity, and it supercharged Chili's growth efforts.

The results for both 'NSYNC and Chili's were immediate and dramatic. Chili's restaurant sales experienced measurable year-over-year growth that was directly attributable to the partnership. 'NSYNC received millions of dollars in incremental revenue—a new stream of income outside of selling music and concert tickets— and benefitted from tens of millions of dollars of national marketing that Chili's invested to promote the campaign. Together, the two organizations, with our help, executed what has since become recognized as one of the ground-breaking marketing partnerships of the decade.

The extraordinary success of the Chili's partnership created an original Access template for other sponsorship deals we executed with Coca-Cola, AOL, Audemars Piguet, Candie's and several others.

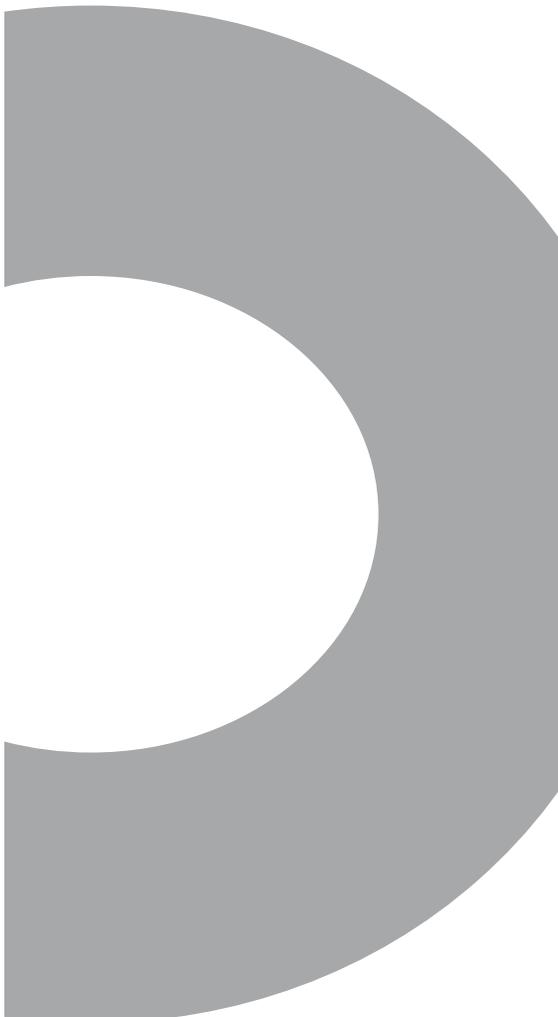
# COURAGE

[kur-ij]  
*noun*

## DEFINITION AND USAGE:

The state or quality of mind or spirit that enables one to face danger, fear or vicissitudes with self-possession, confidence and resolution; bravery.

To have the courage of one's convictions, to act in accordance with one's beliefs. While starting a new business or expanding an existing one is always an act of confidence, doing these things in economically challenging times can be an act of...well, courage.



GUIDED BY OUR COMMITMENT TO DELIVERING RESULTS. PERIOD.

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