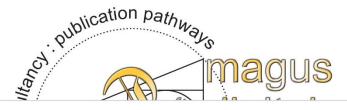


Digital Intelligence Research and Analysis using Enterprise Intelligence Software

A case study exploring the digital footprint of American Express

© 2011



Digital Intelligence Research and Analysis and Social Media Research

The rapid evolution of digital communication and publication technologies has brought about a revolution: By enabling the dissemination of information, knowledge, ideas and opinion to a universal audience; and direct and immediate exchanges between individuals and groups, as well as organisations; it has supported research and technological advancement, social and political change and the expansion of the knowledge economy.

Knowledge is power

One man's information overload is another man's infinite resource: As a source of strategic and commercial intelligence, what may be harvested from the digital environment has become extremely important.



What you are about to see

The **Digital Intelligence Research and Analysis** processes applied in this case study have been supported by the use of **Enterprise Intelligence Software**.

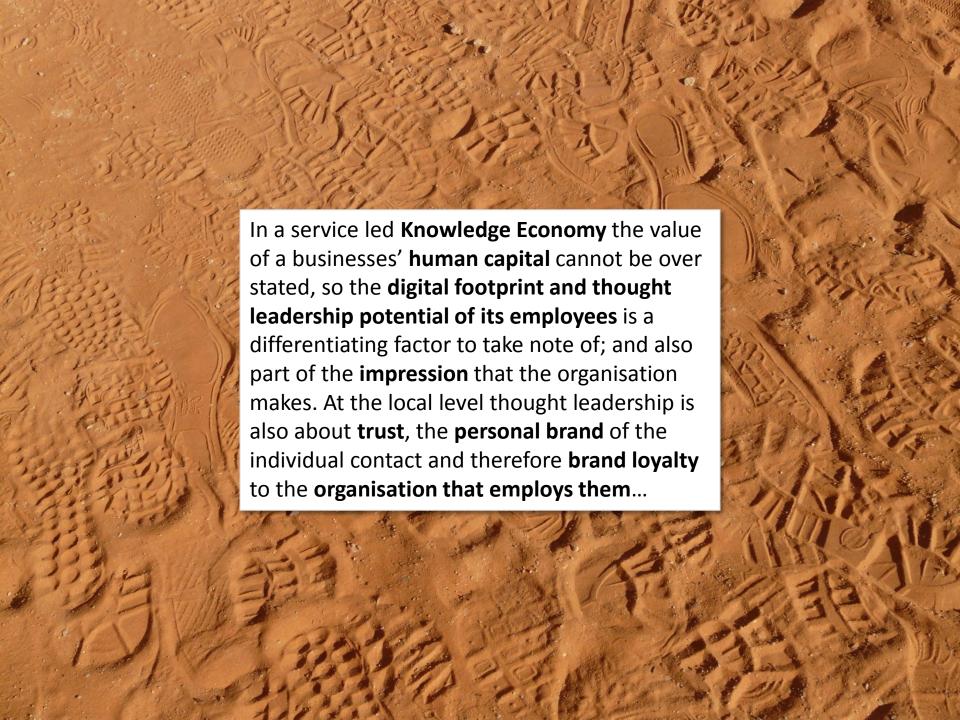
A series of coordinated research scenarios were set up to explore the **digital footprint of American Express** using this technology. These ran for approximately **two weeks** in **October 2011**, during which **1,280 pertinent documents were collected and analysed**.

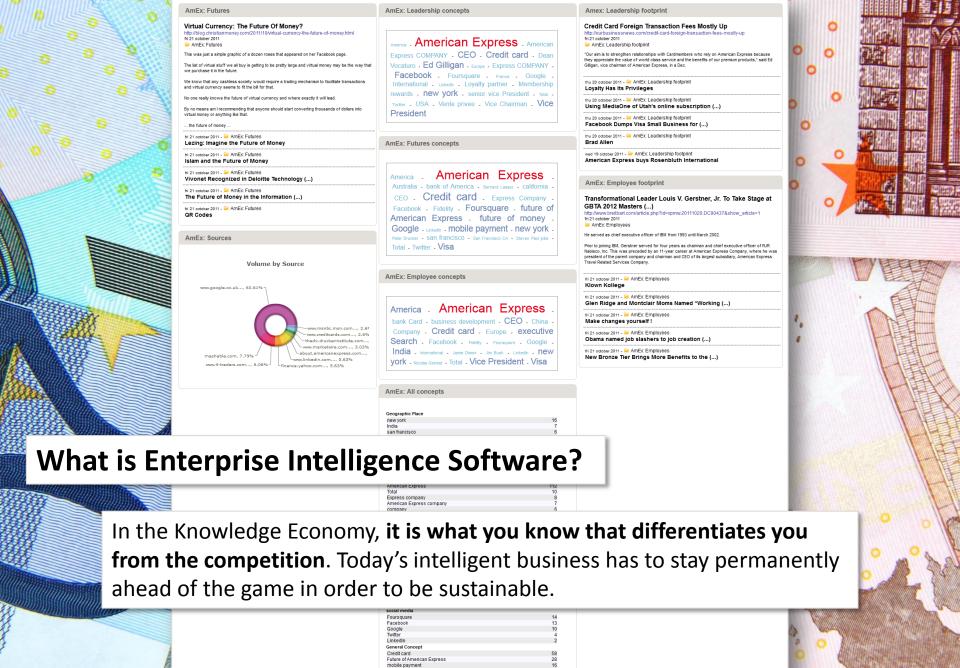
The information and data shown was **publicly available** and its collation and interpretation has been for **demonstration purposes only**. Whilst none of it is **confidential information** in the strictest terms, the **privacy of individuals** and to what extent it could be **commercially sensitive** were considerations when putting this presentation together.

All opinion and commentary on the subjects covered in this overview is objectively made as the result of **fair and appropriate evaluations** of the resources gathered.

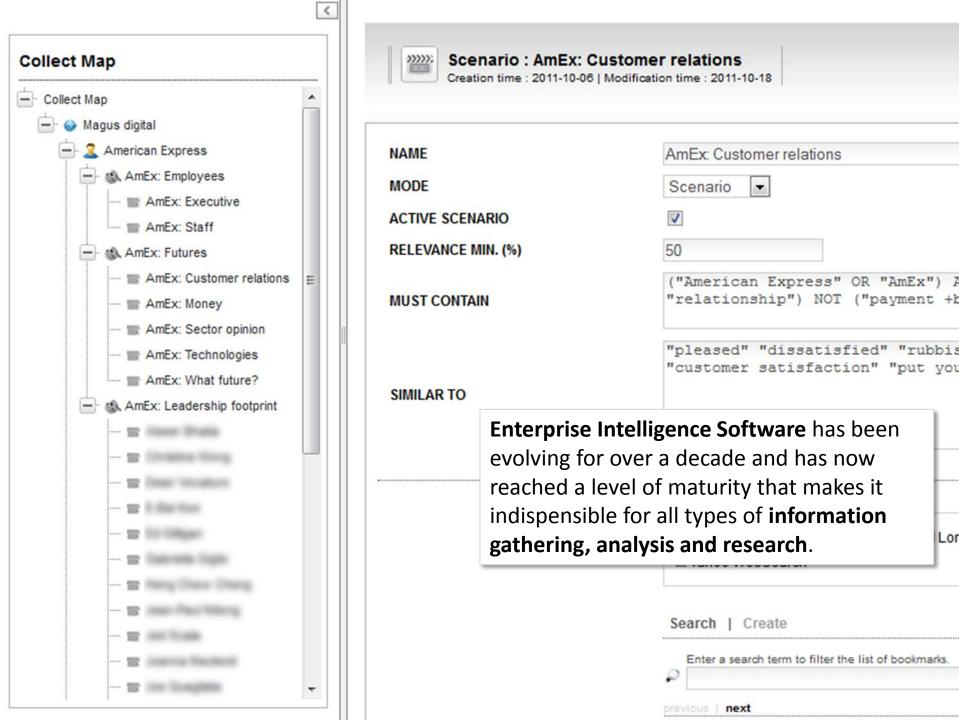








Near Field Communication



Lor

In simple terms the technology significantly extends the reach of human intelligence and multiplies its capacity to find relevant information hugely.

AmEx: Leadership concepts

```
America - American Express - American Express COMPANY - CEO - Credit card - Elle Group - Europe - Express COMPANY - Facebook - financial services - Foursquare - France - Google - International - John Saroff - LinkedIn - Mastercard - membership rewards - Merchant Services - New York - Public Records - senior vice President - Stewart Whitman Director - Total - Twitter - USA - Vente privee - Vice Chairman - Vice President - visa
```

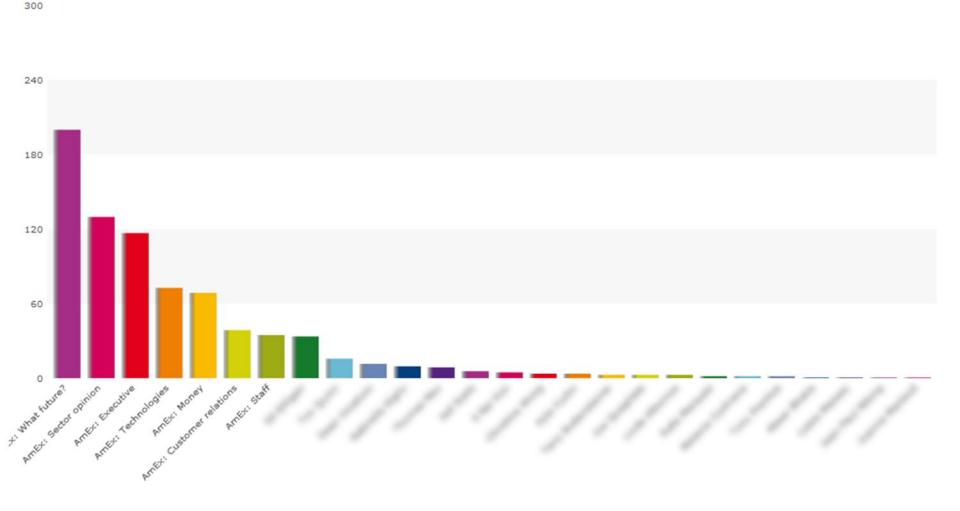
At the same time its **artificial intelligence** helps identify **concepts and trends** within what is being gathered and supports the **analysis** of it.

AmEx: Futures concepts

```
America - American Express -
American Express company - Android - bank of
America - Business Credit Card - Canada - cash
advance - CEO - Credit card - Dan Schulman - Ed
Gilligan - El Paso - Express company - Facebook - Fidelity -
 Foursquare - Future of American
Express Future of money Google
India - Jim Bush - Joe Shea - Mastercard - mobile
payment - new york - san francisco - STEVEN Paul jobs -
Total - Twitter - Vice President - Visa - YouTube
```

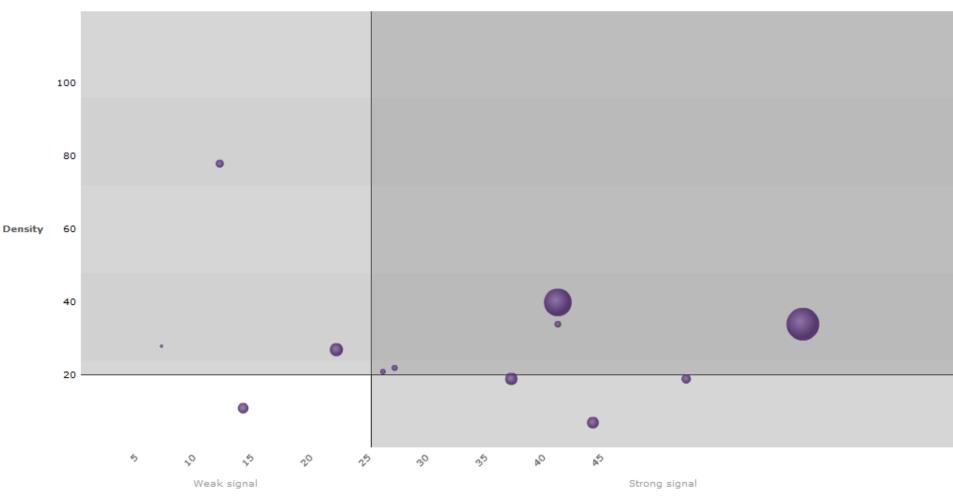
For example this shows that most of the information gathered comes from outside American Express, **beyond its control**; and suggests that the employees with the most prominent digital footprints are simply delivering PR led statements for it.



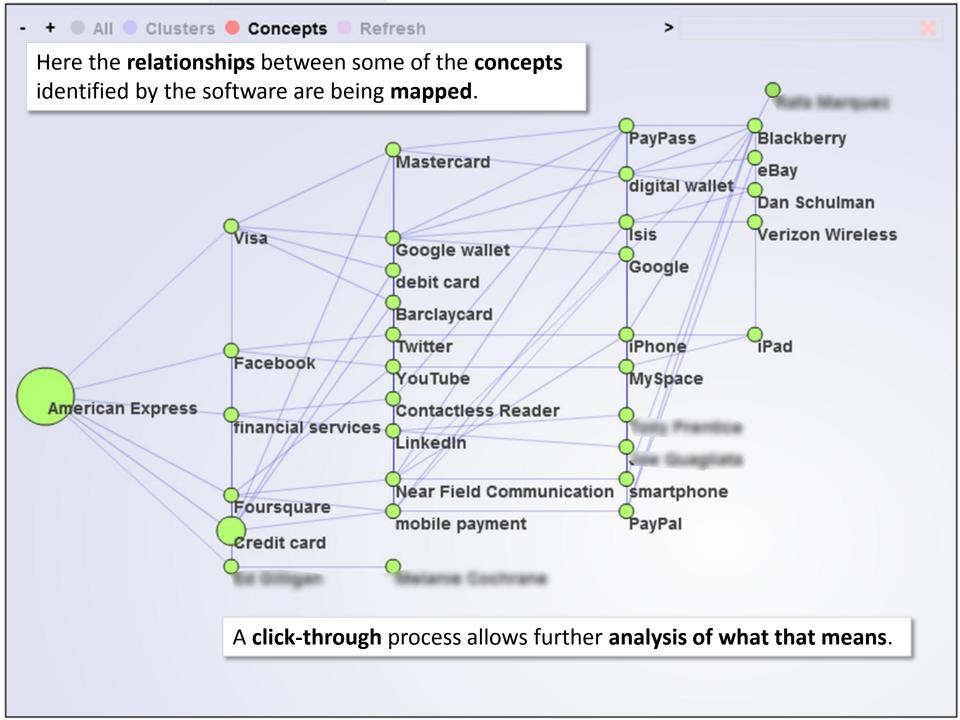


Identifying **focal points of thought** and their **critical mass** is useful for **horizon scanning in rapidly changing environments**.

Co-Word Analysis



Centrality







Let's begin with a look at the organisation's Human Capital



Current	Vice President -
Past	Vice President -
Education	
Connections	244 connections

Summary

Large-scale service delivery executive, with experience across multiple business processes and functions. Expertise includes Organizational Design and Development, People Leadership, Customer Experience, Internal Audit, Financial Planning & Analysis, Software Development Life Cycle Management, Production and Business Continuity Planning, Performance & Partner Management.

Specialties

Production Planning, Performance Management, Team Development, Strategic Planning, Contract Negotiation (RFI/P), Internal Audit & Control, Sarbanes Oxley, SAS 70, Financial Planning & Analysis, Business Continuity Planning, System Design and Development, Software Quality Assurance, MIS, Six Sigma and Lean Manufacturing.

Experience

Vice President -

American Express

Public Company; 10,001+ employees; AXP; Financial Services industry May 2010 – Present (1 year 6 months)

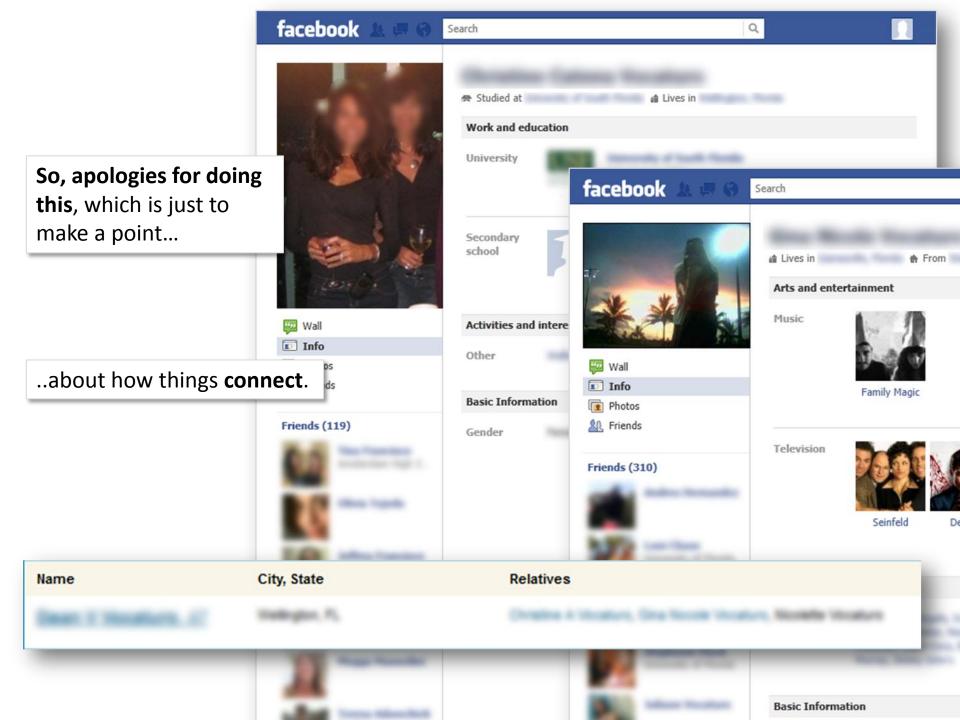
Lead global 'bill-to-cash' process. Responsible for strategic planning, execution and daily performance management. Process oversight includes transactional print production, check and electronic payment and dispute services, depository bank G/L research, partner

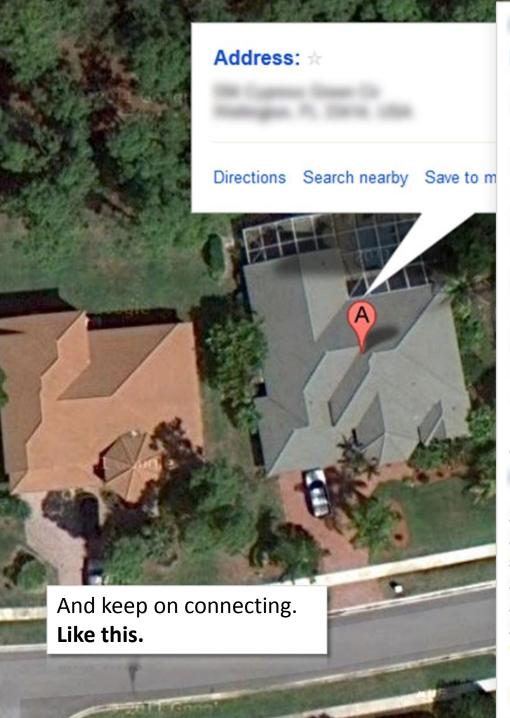
Here's one of the company's executives:

Like many of his colleagues he has a comprehensive professional résumé on LinkedIn. Most career conscious people do . It is a good starting point for establishing a 'personal brand' around your expertise.

In this case though no link to a blog, or page on the company website where his **strengths** and **thought leadership** are showcased.







This property includes a pool.

County/Region:

Year built: 1997 | Builder: N/A

Square footage: 1 sq. ft. (land) | 3,892 sq. ft. (living)

Baths: 3.0 | Stories: 1

Census tract:

Property taxes: \$6,897.00 (2008)

High School:

Middle School:

Elementary School:

Political Districts:

92.4% White: All*

6.2% White: Latin or Hispanic*

4% Black or African American*

0.3% American Indian and Alaska Native*

3% Asian*

0.1% Native Hawaiian and Pacific Islander*

* alone or in combination

Median Income: \$100,823



Here is another example.

There is a **really positive** story here that could easily be developed into **something bigger** and **very relevant** to today's society and workplaces.

Successful Career Paths for Women in Corporate Sales

by WICT Mentoring Blog



By: Barbara Frankel
DiversityIncBestPractices.com

In 1997, when was a director for American Express based in Houston, her husband received a great job offer requiring them to move to . Eleven years ago, at most companies that would have meant either quit or asked for a reassignment to a desk job, effectively committing career suicide.

Instead, her boss let her set up a virtual office, giving her the flexibility that ev current position of vice president, Business to Business (B2B) Payment Solu and her husband had a daughter, now, and they continued to both succeed



And here is **something else** about this **company executive...**

Maureen J Deboer (Self employed/Real Estate	NEW YORK, NY 10285				
Lori B Liederman, (Zip code: 94122) \$250 to C	PARENT, LOUISE M NEW YORK, NY 10285	AMERICAN	EXPRESS COMPANY/EVP-GEN CO 02/04/11		
Mr. Alan Hiboon, (Zip code: 94107) \$2000 to C	SCHICK, THOMAS NEW YORK, NY 10285	AMERICAN	EXPRESS COMPANY/EVP-CORP A 02/04/11		
(American Express/Financial S	THOMSON, ROBERT B III	AMERICA			
Donald Abrams (University of California San F	WASHINGTON, DC 20004	AMERICA	Christopher K Fred (AMEX Travel Related Service COMMITTEE (AXPPAC) on 02/25/10		
Donald Abrams (University of California San F	NEW YORK, NY 10285	AMEX TR	Iwao Fusillo (AMEX Travel Related Services/ (AXPPAC) on 02/25/10		
Mr. David Bryant (DR Bryant & Co, Inc/Real Es	GLENN, WILLIAM H NEW YORK, NY 10285	AMEX TRA	Alan P Gallo (AMEX Travel Related Services (AXPPAC) on 02/01/10		
John Everts (Self/City Planner), (Zip code: 949		AMEX TR	• Section Control Control • Control Control Control Control Control Control		
Barbara Morgentha Political contribution	AWEXTO	Manish Gupta (American Express Company/S\ COMMITTEE (AXPPAC) on 02/25/10			
Jon Doellstedt (Ric her colleagues	NEW YORK, NY 10285	AMERICA	JOHN D HAYES (American Express Company, COMMITTEE (AXPPAC) on 02/02/10		
Mr Daniel Sullivan (Not employed/Retired), (Zi	SCAMMAHORN, JULIE NEW YORK, NY 10285	AMERICA	James J Higgins (AMEX Travel Related Service (AXPPAC) on 02/16/10		
Seth Close (Self employed/Engineer), (Zip cod Donna Shibata (Children's Day School/Directo	MCNEAL, GLENDA NEW YORK, NY 10285	AMEX TRA	Christopher R Hollins (AMEX Travel Relate COMMITTEE (AXPPAC) on 02/16/10		
Mr. Stephen Secrist (US Goverment/Policy An	GUPTA, ASHWINI NEW YORK, NY 10285	AMEX TRA	Paul H Hough (AMEX Travel Related Service (AXPPAC) on 02/07/10		
Daniel Baker (Self employed/Home Theater Co	O'NEILL, MICHAEL J NEW YORK, NY 10285	AMEX TRA	David Kasiarz (AMEX Travel Related Services/ (AXPPAC) on 02/22/10		
David Baker (Self employed/Consulting), (Zip o	MESSENGER, DAVID	AMERICA	(AMEX Travel Related Services/VP (AXPPAC) on 02/25/10		
David Baker (Db+P/Architect), (Zip code: 9411	NEW YORK, NY 10285		Susan D Korchak (AMEX Travel Related Sen		
David Baker (Db+P/Architect), (Zip code: 9411	NEW YORK, NY 10285	AMERICA	COMMITTEE (AXPPAC) on 02/22/10		
Jennifer Rosdail (Paragon Real Estate Group/	LACEY, BETH A NEW YORK, NY 10285	AMEX TR	Rebecca S Krecke (AMEX Travel Related Service COMMITTEE (AXPPAC) on 02/25/10		
Stuart Staniford (Fireeye/Chief Scientist), (Zip	KASIARZ, DAVID	AMEX TR	Beth Ann A Kupchinsky (AMEX Travel Related COMMITTEE (AXPPAC) on 02/23/10		

And here is lots of information about contributions to the American Express **Political Action Committee** and the distribution of those funds...

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AMERICAN EXPRESS COMPANY POLI

801 PENNSYLVANIA AVE. NW SUITE 650 WASHINGTON, DC 20004

Treasurer Name: ROBERT B. THOMSON III Committee Designation: U (UNAUTHORIZED)

Committee Type: O (OUALIFIED NON-PARTY(SEE 2USC SECT.441)

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Board of Directors

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Directors

And here is some evidence of external engagement, which though no doubt a personal commitment on another executive's part, also has connotations involving **Corporate Social Responsibility,** which is all relevant to the organisation's digital footprint.





Vente-privee's Plans For U.S. Domination Exciting Enough

Domination Exciting Enough For Google TV Execs To Jump Ship





, is a leading maker of



The hires that I thought wer both previously served in le

Saroff has joined vente-priv creative development and p online boutiques for each p

Jill Szuchmacher will be lead

founded GoodElements.com in 2004 in Florida. Today it is a growing vegan health supplement company.

GoodElements.com, founded in 2004 by vegan health supplements.

Tell me about your current business. What are you doing exactly?

This happened whilst the research was being done and was picked up as potentially relevant .

ts the absolute highest health supplements

Information on his **separate business interests** also emerged.

Online planomi for buying a

In addition to my role as co-founder and CEO of GoodElements.com, I am the Vice President of Corporate Development at American Express. I oversee and manage the company's investing and <u>acquisition</u> activities. I have been with American Express for more than 5 years, and have prior experience working in New York City's private equity and investment banking sector. I have a Bachelor of Science in Commerce





The whole is the sum of its parts...

American Express Management Discusses Q3 2011 Results - Earnings Call Transcript

October 19, 2011 | about: AXP Font Size:
T T G Print G Email

Here is a walk through sample of what was discovered.

Learn from the investment experts

CLICK HERE



Presentation **Participants** Q&A

American Express (AXP) Q3 2011 Earnings Call October 19, 2011 5:00 PM ET

Operator

Ladies and gentlemen, thank you for st Amex Profit Increases on Record Card Spending, Defaults Incre

Thank you. Good evening. We appr . discussion. Before I turn it over to remind you that the discussion statements about the company business prospects, which are s speak only as of today. The wo optimistic, intend, plan, aim, w expressions are intended to id

France Retreats in Clash with In depth commentary on and details of the latest results.

MOST POPULAR BLOOMBERG HEADLINES

Factors that could cause act GET QUOTE forward-looking statements, Enter Symbol goals, are set forth within t in an 8-K report and in the Symbol Lookup GO with the SEC. In the third supplement, as well as the Ship traffic for Oct. 22 10.22.11 on our website at ir.amer • Netflix may have lost up to

Oct. 20 (Bloomberg) -- American Express Co., the biggest credit-card issuer by purchases, posted a third-quarter profit that beat analysts' estimates as customer spending climbed and fewer borrowers defaulted.

Net income advanced 13 percent to \$1.24 billion, or \$1.03 a share, from \$1.09 billion, or 90 cents, a year earlier, the New Yorkbased lender said yesterday in a statement. The average estimate of 23 analysts surveyed by Bloomberg Was for earnings non about "Cardmond

How American Express Transformed Its Call Centers

3:00 PM Tuesday April 19, 2011 by Jim Bush | Comments (16)

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FEATURED PRODUCTS

[This post is part of Creating a Customer-Centered Organization.]

CASE STUDY

The American Express Card by John Quelch, Jacquie Labatt-Randle There was a push on good customer service though there was also a related back story and history of Human Resources development that precedes this.

In the not-so-disf customer service to follow scripts, and had several

But a few years call-center strate centers are the f customers every know instantly w listening, and tal We began to asl approach to hirin

We looked at whole to build relate have a passion for hadn't always be about candidates philosophy that '

We widened our traditionally beer lines, and custor

1:30 American Express: Continuing Its Focus On Providing Superior Customer Service

Even for a company built on the strength of its service, it is vital to constantly explore ways to bring the customer experience to a new level. This session will examine a number of customer-centric changes to service at American Express. Against the backdrop of an unprecedented economic environment, American Express saw an opportunity to further differentiate itself by investing in deepening relationships with customers through the billion plus individual customer interactions it has each year. This session will explore how, by creating and fostering an ethos of viewing each contact with a customer not as a transaction or cost, but as an opportunity to build and deepen a relationship, the Company is:

- Cultivating a culture that has captured the imagination and pride of employees
- Discovering new ways of building relationships and customer satisfaction at every customer touchpoint through investments in training and technology
- Driving positive tangible results

Doria Camaraza

Senior Vice President and General Manager for the Credit Card Operations Service Center American Express

One challenge we faced is that the intangibles we are looking for don't always show up on résumés

We recognize that **great service is not about what the company thinks** about its performance internally; **it's all about what the customer thinks**.

We want our customers to come away from their service experience, whether it's on the phone, on the Web, or through email, recognizing that American Express truly cares about helping them resolve their issues. It's important to us they know that we're committed to building relationships with them and creating a personal connection and that we view their interaction with us as much more than a rote transaction. It's our goal that ultimately, as a result of their service experience, our customers will be willing to recommend American Express to their friends.

Jim Bush, Executive Vice President, Service at American Express



American Express Launches "Serve" Digital Payments Platform, Paves Way for NFC

BY KIT EATON Mon Mar 28, 2011



serve" 3759 876543 21001 facebook

Apps

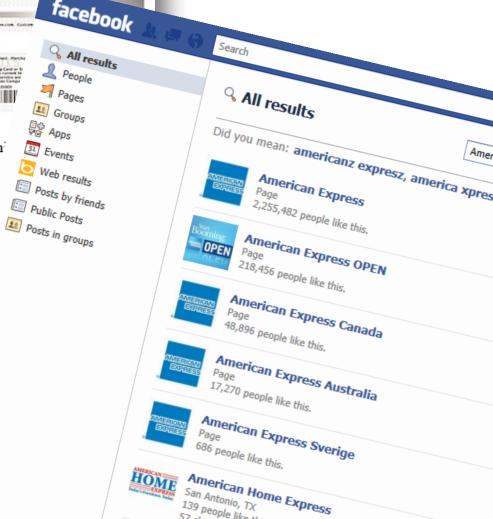
American Express is joining the ranks of old-school credit card compan realized they need to embrace the future of digital transactions. Its new enables novel digital payments that threaten PayPal and pave the way

The new system acts like an extra layer between AmEx and its clients they another credit card, a debit card (even a competitor's one) or a is that it'll facilitate digital transactions online, cash extraction from to-person payments from a computer or smartphone.

If that sounds unremarkable, that's because it's intended to be so genesis is simply a traditional payment-clearing system that'll we AmEx card is accepted. But the system is actually all about infra more future-focused business model inside American Express i company will evolve the way Serve works to embrace the immi transaction technology. According to the company's Group Pr Dan Schulman, the idea is genuinely to "put into place a plat" e-wallet--that enables digital payments and commerce that a merchants to seamlessly move between online and offline."

Dig through the business-speak there and you'll discover

There were **new products** and services and there was social media engagement.





There were more **new products and services**...

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WHY YOU SHOULD USE PAYCENTER



HOW IT WORKS



FOR CARDMEMBERS ONLY

Not yet a Cardmember? Explore our Cards

This service is exclusively for American Express® Cardmembers.



Not yet a Cardmember?

Start taking advantage of all the rewards and valuable tools like this one by becoming a Cardmember.

Explore our Cards

If you are already a Cardmember,

Start using this helpful tool now. Plus, if you use your Card to make payments, you can get rewards that you can reinvest into your business.

Enroll now















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...and there was a focus on **small businesses**.











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Top Story What's Your Problem?

Or, more specifically, what does your business need? Here are some points to consider.

From The Community

Featured MSNBC Video

Featured Event

Advice From Innovators



What's new.

Q&A With WePay: How It Feels To Fund Occupy Wall Street.

1 day ago in Money

APalo Alto startup shares what it's like to funnel donations to Occupy Wall Street protestors.

Katio Moroll Open Forum Editore







GROWING YOUR SMALL BUSINESS THROUGH GOVERNMENT CONTRACTS: ON THE SCENE AT AMEX OPEN FORUM'S VIP EVENT

Posted date: October 21, 2011 | No comment Posted by: Staff Contributors Tags:

hare



Are you doing business with the world's largest customer? If not, you may want to reconsider.

Did you know that the federal government is poised to award approximately \$416 billion dollars in government contracts this year? What's more, 23 percent of those purchases must be fulfilled by small businesses. In 2010 alone, the government spent \$98 billion on products and services supplied by small business owners.

Small business growth through government contracting and revelation of these eye opening statistics were the focus of discussion at this week's "Grow Your Business through Government Contracting" event in Dallas, TX hosted by American Express OPEN®, the small business division of the financial services

At the event, active contractors and those looking to enter into a lucrative partnership with the government had direct access to government buyers – including the largest federal buyer, the Department of Defense – via VIP Contract Connections, buyer/seller meetings. Local buyers and prime contractors also met with entrepreneurs to discuss contract opportunities. Close to 30 procurement officials from the federal, state and prime contracting levels attended the event.

STAY CONNECTED



In fact there was a lot of activity around small business which includes American Express's merchant customers.



POPULAR ARTICLES

- 5 10 Signs You're an Entrepreneur Entrepreneurs are different from everyone else. Generally, we don't prescribe ...
- > 5 Easy Steps to Get the Most Marketing Mileage out of your Website Does the thought of developing a marketing plan or marketing ...

Nice placement of the advertisement by **Visa** incidentally.

AmF

AmEx: Sector opinion AmEx: Executive AmEx: Technologies AmEx: Money AmEx: Customer relations AmEx: Staff Ed Gilligan

And there was this back story to the merchant relationship and the value proposition to the American Express customer end-users...

Remarks by Ed Gilligan, Vice Chairman, American Express and Louise Parent, General Counsel, American Express $American\ Express', Response to Department of Justice's Antitrust\ Lawsuit$ Ed Gilligan, Vice Chairman, American Express Company: Thank you all for joining us on this call. This is not something that we had notice on, so the nault, our Chairman and CEO. is traveling in Asia right now and Thank you all for joining us on this call. This is not something that we had notice on, so could not ioin us.

CEO, is traveling in Asia right now and I am here with American Express's General Counsel, Louise Patent, along with David

Roise, Chairman of Roise, Schiller, & Flexmer, and Fivan Chaeler, Preciding With David I am here with American Express's General Counsel, Louise Parent, along with David Cravath. Swain. & Moore. On this call, we would like to discuss the antibust lawant. Boies, Chairman of Boies, Schiller, & Flexner, and Evan Chesler, Presiding Painter at filed today assainst the commany by the US Denartment of Instice. You also mobably Cravath, Swain, & Moore. On this call, we would like to discuss the annihust lawant know that the Denartment has reached a settlement agreement of Justice. You also probably with Visa and MasterCy. filed today against the company by the US Department of Justice. You also probably the two dominant card networks.

Settlement agreement with Visa and MasterCard. I want to take this opportunity to expand a bit on our perspectives about the claim. Louise walk us through some of the legal implications and history of this issue, and I want to take this opportunity to expand a bit on our perspectives about the claim. Low afterwards we will onen up the call to onestions. afterwards we will open up the call to questions. Let me start by saying that we have no intention of settling this case. We are very Confident in our defense of our cardmembers and our company. The Justice Department's proposed remedy would promote steering consumers from one nothing to another. That's a one-sided approach that will do nothing to enhance The Justice Department's proposed remedy would promote steering consumers from one competition. promote important and cardment to merchants and cardmenters. And payment network to another. That's a one-sided approach that will do nothing to enhance to suggest that merchants would steer away from Visa and MasterCard—which have in to suggest that merchants would steer away from Visa and MasterCard—which have in to suggest that merchants would steer away from visa and master are a which accommoding the market than American Express - is a flawed I'll explain why we feel so strongly that this lawsuit is wrong. Our cards are the product of choice for higher-spending cardmembers, and we patter

with marchanic who want to haild having a sman of those areaming cardmembers, and we patter

We are a Our cards are the product of choice for higher-spending cardinembers, and we painted different kind of commany than Visa or MasterCard with a different business model. with merchants who want to build business among those premium customers. We are different business model. To that end, we have invested billions of dollars to differentiate our products and services for which we were recognized for To that end, we have invested billions of dollars to differentiate our products and service, the mast A ware by II) Power as the card commany with the hishest level of customer. from the competition. We ofter best-in-class service, for which we were recognized to a spiral and benefits, and benefits, and do extension. the past 4 years by JD Power as the card company with the highest level of customer marketing for merchants who choose to accept the card. marketing for merchants who choose to accept the card.

Finance Blogs » Credit Cards » DOJ sues American Express

DOJ sues American Express

By Leslie McFadden · Bankrate.com

Tuesday, October 5, 2010

Posted: 4 pm ET

Yesterday the U.S. Department of Justice, along with seven states attorneys general, filed a civil antitrust lawsuit against American Express over rules it has in place that prevent merchants that accept its cards from offering incentives to consumers for paying with cards that have lower processing fees. The DOJ also said that it had reached a proposed settlement with Visa and MasterCard over its discounting restrictions.

Ultimately **the customer** not the court **will decide** of course.



"These three companies run the largest three credit card networks in the United States. Every time a consumer uses one of their credit cards to buy something from a merchant, that merchant pays a fee -- a fee

that is passed on to consumers through higher prices,' conference yesterday.

Merchant agreements with these credit card companies or incentive for using a cheaper card, such as a debit card consumers wind up paying the same retail prices rega

Weigh in: How do you feel about the idea of merchants having the ability to steer your payment choices? Would you prefer to get discounts for paying with lower-cost cards or would you see it a penalty against higher-cost rewards cards?

The proposed settlement with Visa and MasterCard wo lower-cost credit card, an airline could offer you more miles or a merchant could provide you with a repate Holder said.

American Express has no intentions of settling, Vice Chairman Ed Gilligan said yesterday during a conference call with media and investors. "We deliver high-spending premium customers to our merchants in the U.S. and around the world. And if merchants steer them to Visa and MasterCard, that would be damaging to us."

Visa and MasterCard already control more than 70 percent of the market and have 10 times as many cards as American Express, pointed out Kenneth I. Chenault, American Express chairman and chief executive officer.

"The sheer number of Visa and MasterCard credit cards, and the fact that most of their customers do not carry an American Express product, makes it virtually impossible for merchants to steer customers away from the dominant networks, even if they have the right to do so," he said.

Changes to Visa and MasterCard's rules go into effect "as soon as MasterCard and Visa either do this voluntarily or as soon as the court approves the settlement," David Boies, chairman of Boies, Schiller & Flexner LLP, said during the call. His firm has been hired to serve as legal counsel for the lawsuit.

Amex: Partnerships required for mobile payments

Dan Shulman had been brought in.

er Cheng | October 12, 2011 10:27 AM PDT



The idea of a **digital wallet** and the opportunities that come from moving payments onto the **smartphone** were major themes at the CTIA Enterprise & Application show. **American Express executive Dan Schulman** used his keynote address to call for more alliances, noting that, "no single company can do this alone." The prospect of **mobile payments** was also the focus of one of the more prominent panel discussions today.



novation

Dan Schulman, group president of American Express' enterprise growth unit, speaking at CTIA today (Credit: Roger Cheng/CNET)

SAN DIEGO—No single company can catapult mobile payments into mainstream use, said American Express executive Dan Schulman, who called for more partnerships between the financial and wireless worlds.

Exclusive Interview: Dan Schulman of American Express Talks Payments Innovation and Regulation (Transcript)

Watch video interview

EVANS: Hello everyone, this is David Evans. I'm talking to Dan Schulman today

American Express, where he's the Group President for Enterprise Growth. Dan
in thinking about how innovation can transform AmEx, and I'm sure he's thinking
he can transform the industry more generally. He came to AmEx, from Sprint when the President of their prepaid group. Dan, thanks a lot for joining me today.

Here is some of the thinking behind what American Express is now doing.

SCHULMAN: Thank you, David. It's a pleasure to be here.

EVANS: Dan, why did you decide to join AmEx?

SCHULMAN: I spent the last maybe 10, 15 years with technology companies. As you probably know, I ran AT&T's Internet division. I left to become the CEO of Priceline.com and then founded Virgin Mobile. So, I have quite a bit of experience in the <u>mobile industry</u>.

If you look at the move from physical to digital payments, that background and skill set I've been able to develop over the last several years came in quite handy. If you look at American Express, all of the leveragable assets that it has as a company and at kind of where digital

5 Email

Share

Well, I will say to you we are seriously at work, and I think we've developed a kind of strategy and an end state towards which we're driving. We are doing quite a number of things behinds the scenes from a technology perspective to be able to go into the market with a robust platform that enable us to move into digital payments, and then into other services around that.

SCHULMAN: Clearly one of the futures, I don't think there's any question that the payments industry is going to be going through a fundamental transformation over the next three to five years. The move from physical to digital will be a prime driver of that. We're all moving from a physical commerce type of environment to a commence life cycle that really blurs online and offline together. Clearly, that movement will be very important to the entire payments industry.

American Express has a number of benefits and assets that we can leverage as we look at that. Our core

SPECIAL REPORT: Web 2.0 Summit See more>>

Walls Falling Between Online, Offline Commerce

At Web 2.0 Summit, eBay, Visa and American Express execs share similar visions of what's next in mobile commerce.

By David F. Carr InformationWeek

October 19, 2011 10:58 AM

Speakers from eBay, Visa, and American Express expressed similar visions at the Web 2.0 Summit for how online and offline commerce will become one and the same in the very near future.

That's a big part of the motivation for initiatives including eBay's X.commerce payments platform and the <u>American Express Serve</u> digital wallet.

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"The distinction between online and offline is blurring," Dan Schulman of American Express said, because with smart phones "when we walk into a store, we're carrying the Internet with us."



Slideshow: 10 Cool Social Media Monitoring Tools

(click image for larger view and for slideshow)

The race now is to develop the best set of payment services, and associated data services, that will provide the most convenience to both merchants and users.

Schulman, a group president in charge of digital and alternate payment initiatives at American Express, appeared side by side with John Partridge, the president of Visa, in an onstage interview conducted by Federated Media founder and chairman John Battelle. Matthew Mengerink, general manager of X.commerce, was interviewed by Tim O'Reilly as a sort of sequel to Monday's interview with eBay CEO John Donahoe.

[Get more news and videos from the Web 2.0 Summit, which is produced by Federated Media and O'Reilly Media in partnership with UBM TechWeb.]

X.commerce taps into the combination of eBay's PayPal payment

Transcript: Captains of the Industry - Ken Chenault on What's Next with American Express



Plastic, Davi executives to In this edition Chairman an 2001, Ken h reputation ar trust since 1

American Express has been shaping

...I think the growth of person to person payments, the interrelationship of the growth of mobile with payments, is going to be important. It's one of the reasons why we have a deal with one of the largest mobile providers in China, with a deal with ICBC, and UMPay, I think, is the name of the mobile provider, because we believe that that payments, P2P and mobile redefine Connection is going to be very, very important...

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is his thoughts on American ⊏xpress, and now recent regulations have ents industry. of this interview, click here.

Part One: American Express and Innovation - Past, Present and Future

...I think some of the so-called emerging markets are going to lead the way in some of the payments and technology advancements, because they're going to skip the existing infrastructures that have been in place...

EVANS: Ken, how did you get into the payments business? Was it serendipity, part of a master plan?

CHENAULT: Not really, I What I really like about A provide and facilitate a ra companies more product

My interest in coming to was the cable business.

EVANS: Oh, yeah.

...We're the largest issuer in terms of billings. We are a merchant acquirer, we are a network processor, we have a very large rewards and loyalty set of capabilities. And the fact that we can connect those all at once, we think is going to give us a very important set of advantages...

CHENAULT: And I sort of date myself when I tell some of our young people coming in, that the cable was like the Internet for me, and I thought it had tremendous possibilities. I was certainly off there. It did have

AmEx: analysis 3

... While I can't publicly share with you what our international growth objectives are, what I can say, if we just look at the GDP growth rates around the world in different markets, that leads you to the need for any business that wants to grow, they in fact are going to have to have very strong growth in a range of international markets...

...And if we just look at the brick markets and the growth rates there, we're going to have to have a more substantial presence in international, and we have been growing in international, and I think that will be accelerated...

Melanie Cochrane

■ Tony Prentice

Heng Chew Cheng

finance.yahoo.com

Credit card

debit card

MvSpace

Dan Schulman

E Bai Koo

Isis

Contactless

Jed Scala

Rafa Marquez

Lizzie Massey

news.yahoo.com

Linda Albornoz

Joanna Macleod

Joe Quagliata

Jean Paul Ndong

...and yet more.

American Express
 Communication

cashless society

LinkedIn

Kyle Curtin

Jim Bush

Financial Services

...And then the last piece that I would emphasize, both on a global basis, and certainly in the U.S., as I think about 2019, is that American Express is increasingly, and we characterize ourselves this way, is – think of us more broadly as a services company than a financial services company. What we provide is, we've got a network of very broad relationships with end user customers, with companies, with merchants. And we in fact can provide value to all those different segments as a result of the relationships and the value that we perform...

Terry Bodensteiner

Abeer Bhatia

Christina Wong

American Express in patent deal with Intellectual Ventures October 19, 2011 at 9:49 am by <u>Todd Bishop</u> <u>O Comments</u> Share this: Like

Patents: Don't leave home without them?

American Express is the latest big company to sign an intellectual-property licensing agreement with Intellectual Ventures, the Bellevue-based firm run by former Microsoft technology chief Nathan Myhrvold. The patent deal was

"American Express is an innovative leader in the financial services sector,"



In a separate post on its blog, Intellectual Ventures says 2011 "has been a busy year" for the firm, including licensing deals with Samsung, HTC, Rim, Pantech, SAP, Micron, and Wistron. It has filed suit against companies including Symantec, Trend Micro, Dell and HP. Recently IV sued Motorola, which is in the process of being acquired by Google, one of Intellectual Ventures' investors.



Acquisition of Revolution Money American Express Completes

Intellectual Ventures Announces License Agreement with American October 24, 2011 by <u>TomH</u> · D <u>Leave a Comment</u>

NEW YORK, January 15, 2010 -- Am

has completed the acquisition of as completed the acquisitive office agreement with American Express. As part of the agreement, American Express has access to IV's portfolio of a label in the least of the acquisitive least of the agreement, and the agreement in the least of the agreement, and the agreement in the least of the agreement, and the agreement in the acquisitive least of the agreement, and the agreement in the agreement in the agreement, and the agreement in the agreement in the agreement, and the agreement in the agreement, and the agreement in the agreement in the agreement, and the agreement in the agreement, and the agreement in the agreement in the agreement, and the agreement in the agreement in the agreement, and the agreement in the agreeme "American Express is an innovative leader in the financial services sector," said Don Merino, senior vice president, global licensing sales at Intellectual Ventures. "Through this agreement, we're providing American Express with invention rights they can use to protect their products and future innovations."

About Revolution Money
Revolution Money, a secure
Founded in 2000, Intellectual Ventures (IV) is the global leader in the business of invention. IV collaborates with invention. IV's mission is to energize and streamline an invention and invention in the process as the process of the security of the process o leading inventors, partners with pioneering companies, and invests both expertise and capital in the process of invention. IV's mission is to energize and streamline an invention economy that will drive innovation around the world.

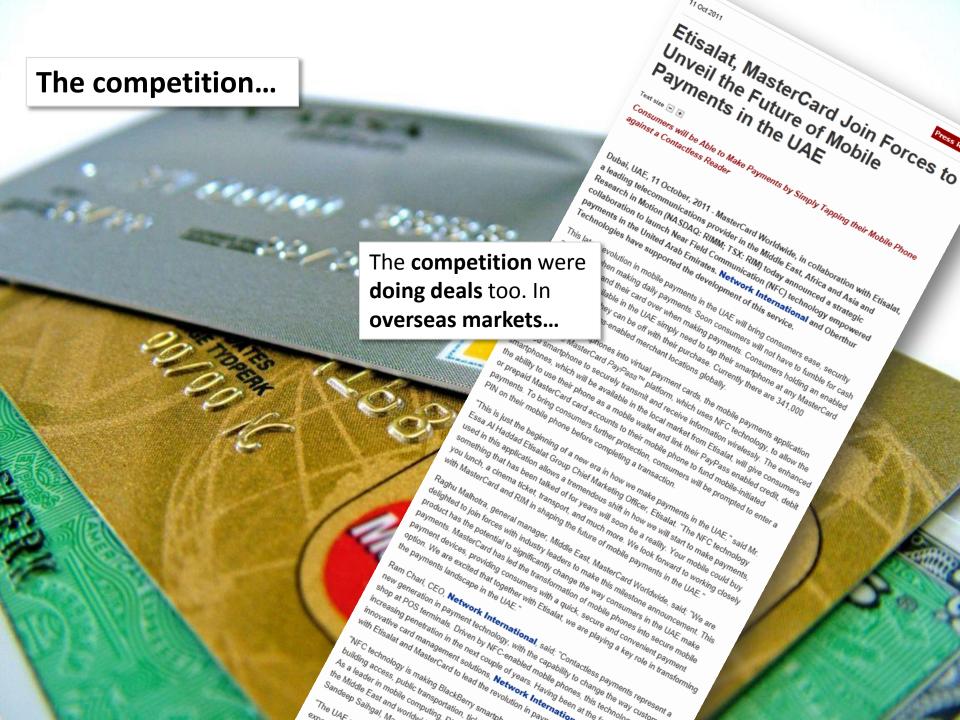
offers consumers an ea contact press@intven.com

online to and from their

For all other inquiries, please contact info@intven.com or follow IV on

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- 1. American Express Launches Intellectual Property Zone 2. Intellectual Ventures and Micron spal dool on the
- 3. Samsung Electronics and Intelligate
- 4. HTC and Intelligate





October 17, 2011 10:56 ET

Mint Announces Formation of Transaction Processing Company

...and involving **new** technologies.

TORONTO, ONTARIO--(Marketwire - Oct. 17, 2011) -

NOT FOR DISTRIBUTION TO U.S. NEWS WIRE SERVICES OR FOR DISSEMINATION IN THE U.S.

Mint Technology Corp. ("Mint") (TSX VENTURE:MIT) announces today that the Company has signed a binding Memorandum of Understanding with Carta Worldwide, a Canadian transaction processing company, for the formation of Mint Global Processing LLC (MGP). MGP will be owned 55% by Mint and 45% by Carta Worldwide.

Mint Global Processing will process Mint's own prepaid and payroll card's and in addition will be a full service, third-party transaction processing company capable of processing a range of mobile banking and other financial products throughout the Middle East and North Africa (MENA) for other financial institutions.

Business will only commence following certification and approvals from both the Central Bank of UAE and MasterCard as a Third Party Processor (TPP), which are now underway.

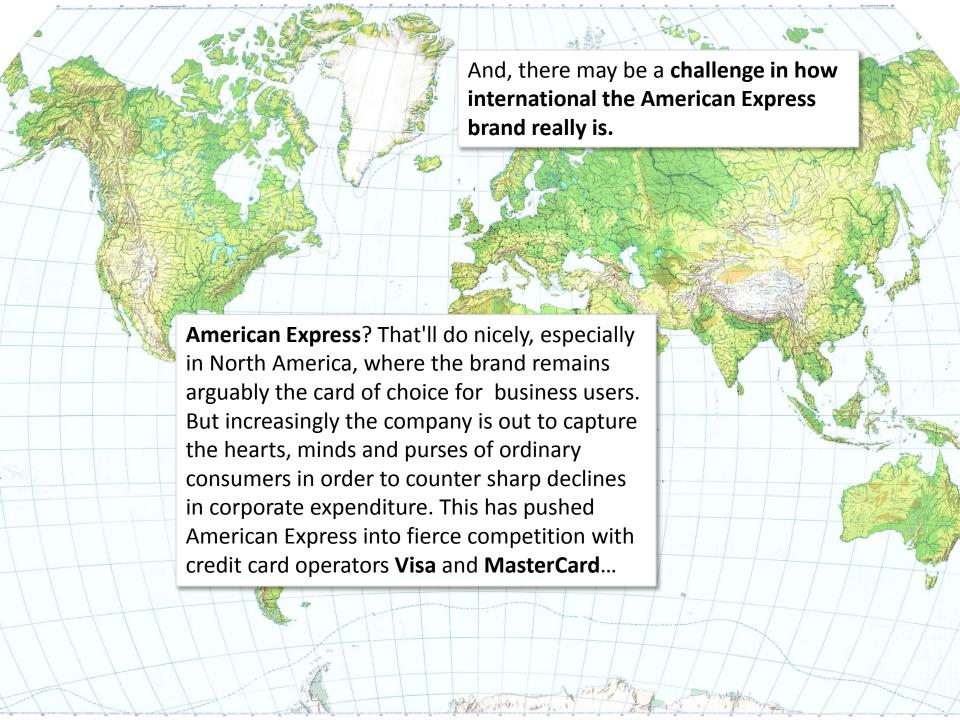
Mint Executive Chairman, Chris Hogg, said today, "Mint's business growth strategy includes extending our fast growing prepaid card management business into transaction processing and we chose Carta's technology to be the engine for Mint Global Processing after a thorough review of a number of competing software solutions and are very impressed with the next generation platform they have built. This platform will enable MGP to offer an interoperable, market ready solution with NFC, EMV and chip based multi-application technology including online/offline, micro payments, data mining, dynamic F/X, fraud and security, micro financing and mobile banking solutions."

Carta Worldwide Founder, Brian Semkiw, said today, "We are co-investing with Mint to form this new Company to take advantage of the extraordinary opportunities Mint has developed in the MENA region. The development of a full service transaction processing platform utilizing Carta's next generation technology we expect will place this new venture in a highly competitive position to expand the range of payment solutions Mint offers to this market."

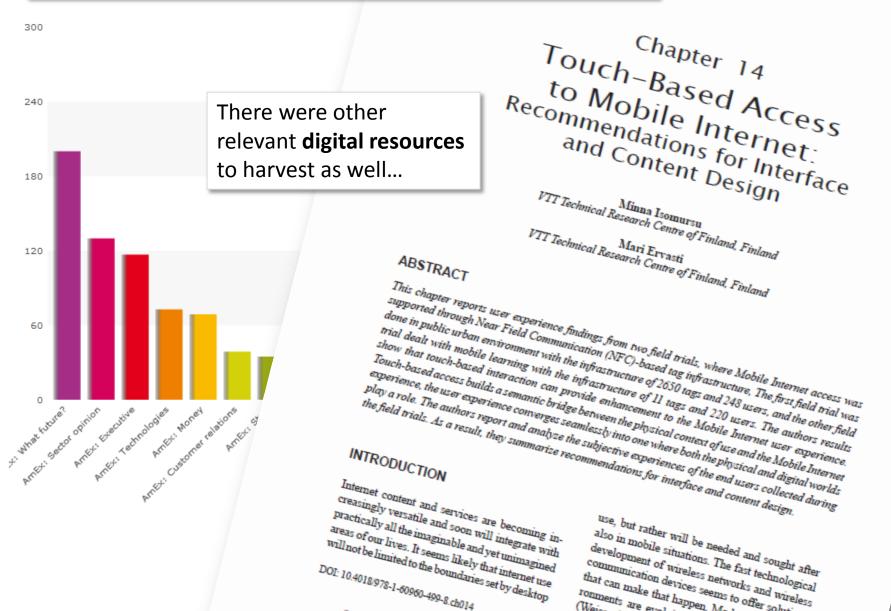
Mint expects to make further announcements as required with regards to MGP as approvals and certifications proceed.

Forward-Looking Statements

Certain statements in this news release constitute "forward-looking" statements. These statements relate to future events or our future performance. Forward-looking statements include the issuance and approvals required to form MGP from the Central Bank of UAE and MasterCard as a TPP. All such statements involve substantial known and unknown risks, uncertainties and other factors which may cause the actual results to vary from those expressed or implied by such forward-looking statements. Forward-looking statements reflect current expectations regarding future events and operating performance and speak only as of the date of this news release. Forward-looking statements involve significant risks and



Research, reports and technical information...





The Future of Mobile Payment 2012-2017

Mind Commerce Publishing LLC

Date: Oct, 2011 Pages: 106

Price: US\$ 1,995.00 ID: F932511D21BEN

Overview:

Currently there are over 30 different m advantages, and disadvantages. Exist settlement methods that are prepaid off-line payments), and post paid (creating the companies involved including so institutions. The research also pred mobile wallet solutions, ecosystem in India. This research is must rea on payments, banking, and finance

Companies in Report:

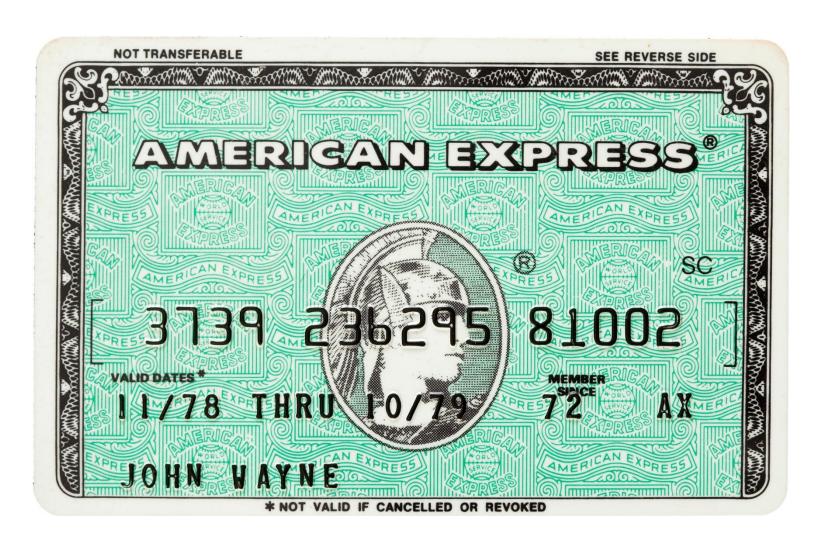
- Aircel
- American Express
- Android



...which could inform strategic thinking for the future.



Not everyone shares the vision....





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And there were **alternative interpretations** of some big stories.



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ENTERTAINMENT





BUSINESS

Could One Key Voting Group Cost Obama Reelection In 2012?





More In Politics: GOP Polls' Roller Coaster... 2012 Speculatron Round Building Prisons Abroad?...

Just days before the president appointed Kenneth I. Chenault, chairman and chief executive of American Express, to the council, the company announced a massive restructuring that closed a facility in North Carolina and eliminated 550 **jobs,** or about 1% of the company's workforce. At the same time, American Express announced it had made \$1.1 billion in the fourth quarter of 2010, up 48% from the same period the previous year.

Obama's Jobs Advisors Include Job-Cutting Executives



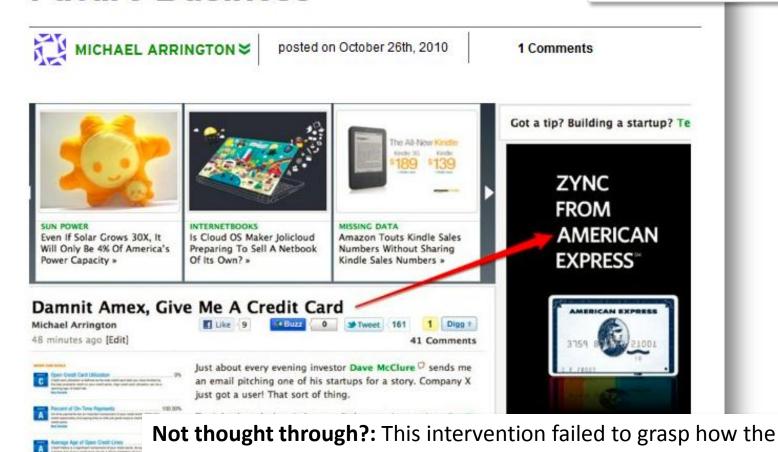
BE EXMORIE

Posted: 10/10/11 12:18 PM ET

Comment 1 Like 380 Tweet 951 Share 1

Amex's Ad Agency Asks Us To Remove Post, Threatens Future Business

And then there was the just plain dumb...



But the service is really and on my United card to absolutely nothing for no reason at all last year, and won't increase it. I've also been declined by American Express, repeatedly, for a Starwood credit card.

impressive.

LEARN MORE

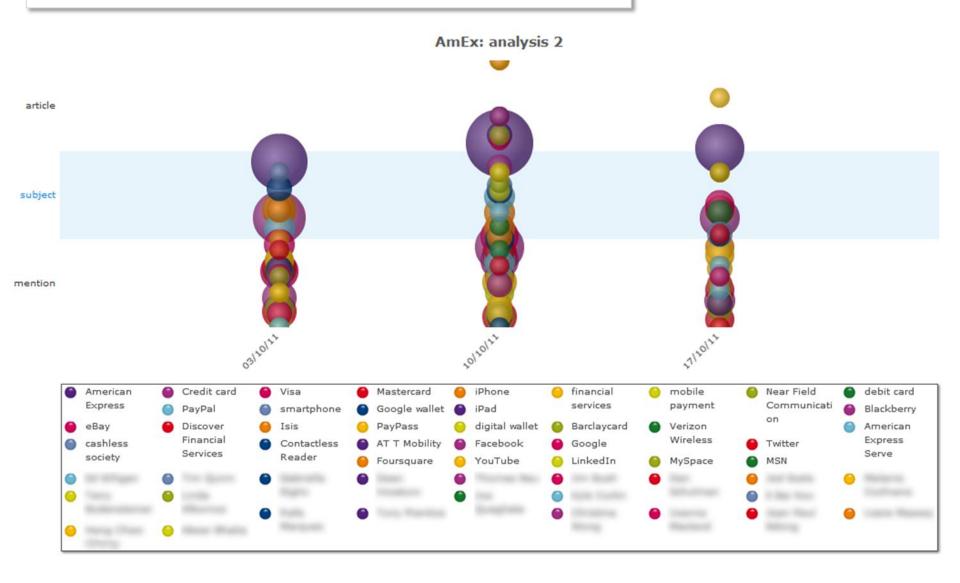
world has changed. The story has been tweeted from the page

almost 1,000 times and has no doubt been re-tweeted many more.

...and there was informed opinion. **Mastercard and Visa Best Positioned To Profit Among Credit Card Companies**

American Express won't have much of a future if it doesn't pay down the debt and alter its business model. With the changing economic times, so must American Express change its business model to phase out annual fee cards. When it comes time for businesses, especially small businesses, to cut costs and find savings wherever they can, finding an alternative to American Express will be a no brainer.

How analysts, investors or the competition might interpret all of this...



American Express sees itself as a **global brand** and has a **global presence**—yet its greatest strength is its home market. It is readily perceived from outside that sphere of influence to be **essentially an American business** with all the implications that this concept entails; and it is **unclear what its value proposition is**...

American Express appears uncertain as to whether it is still a **Debit/Credit card business or** is now a Bank, or business services provider...

Since the advent of the **Internet** and more so since the rapid adoption of **social media**, **good customer service has become a necessity**. It is a **survival strategy not an innovation** and is only likely to be a differentiator between otherwise identical products...

Evidence of its **penetration of emerging markets is limited** and it looks **vulnerable** in those where it has a foothold in terms of its **competitive strengths and weaknesses**...

Heavily managed **Public Relations statements** delivered through a limited number of high ranking spokespeople is an **out-dated approach** that does not fully recognise the shift in the **balance of power** that has taken place across communications channels...

Some of the Cards most frequently chosen by Cardmembers Showing 1-5 of 6 Page 12



Platinum Card®



American Express® Gold Card

American Express Travel

website. 2X - 10X with



Starwood Preferred Guest® Credit Card from American

every dollar you spend at

Starwood Preferred Guest

Hotels and Departs +



Gold Delta SkyMiles® Credit Card



Blue Cash Everyday SM Card from American Express

There are **too many products**, including the number of card options, so the **offering is confused** and it is not clear what the 'must have' value in the product is to the end-user...

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 ☐ ADD TO SAVED CARDS

Learn More APPLY NOW

■ ADD TO SAVED CARDS

Overview					
Good For	Premium service and rewards, access to invitation-only events, airport lounges & more	Exceptional rewards and access to special events	Free nights or flights with no blackout dates	Earning Delta bonus SkyMiles	Unlimited cash back rewards.
Welcome Offer	One-of-a kind travel privileges and extraordinary service	\$0 intro annual fee for the first year, then \$125_1	Earn up to 25,000 bonus Starpoints [®] 2 · 3	Get up to 25,000 bonus miles - good for a free flight 4 & \$0 intro annual fee for the first year 5, then \$95	Get 3% cash back at supermarkets, 2% back at gas stations and department stores, and 1% everywhere else.
How You Farn	1 point for every eligible dollar you spend. 2X	1 point for every eligible dollar. 2X points at the	Earn 4 to 5 Starpoints for	Earn 2x miles on Delta	Get 3% cash back at supermarkets, 2% cash

How You Earn

Points or Miles

points at the American

Express Travel website.

2V 40V with polosi

purchases, 1x miles

everywhere else †

back at gas stations and

department stores, and



Size matters on American Express cards

An American Express advertising campaign claiming consumers can commonly buy small, everyday items such as a morning coffee or newspaper with their cards doesn't ring true

Sam Dunn

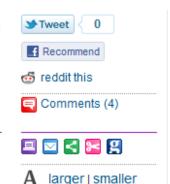
The Observer, Sunday 29 November 2009 Article history



American Express: Not always accepted by wary retailers. Photograph: Karen Bleier/AFP/Getty Images

American Express card users seduced by adverts suggesting they should use their plastic to pay for a morning paper or coffee to rack up reward points could be left disappointed.

A new marketing push for its panoply of cards, including the popular Amex Platinum offering 5% cashback, is keen to establish the brand as one you can use for your daily expenses like most others which use the more common Visa or Mastercard system of payments.





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If the base rate changes, yours will on the first working day

Money A **brand** is not whatever its Credit car affairs - B management says it is. It is More nev what it is **perceived to be** from See also outside. That encompasses a 16 Sep 2 set of values and expectations Credit an spending that customers can

understand and rely on...

More

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Latest

4 May 2005

28 Sep 2

Beware 'I credit car

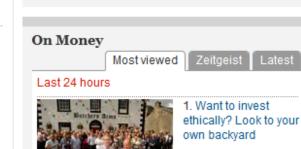
'Britons are saving less and using credit cards more'

7 Apr 2009

OFT to investigate unsecured consumer lending



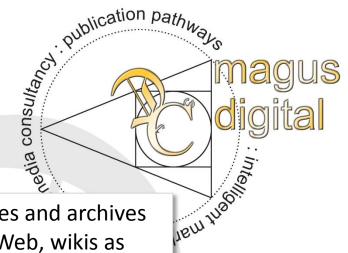
Get a personal quote



Tax refund: will you get a pay out?

The engagement of Dan Schulman as an informed and well-connected influence within American Express, together with the alliances it is forming with technology companies shows it to be in the game as the digital revolution continues to upend traditional commercial models. It is far from clear though if its position is at the **forefront of innovative** thinking or if it is simply in a catch up or 'me too' position. Thought leadership requires either a vision of the future that may carry others with it and be made real, or the dissemination of knowledge and ideas that are focused, informative and sufficiently unique in how they are put together to create a sphere of influence and the recognition of expertise and worth that goes with that. Given the vast amount of data that American Express has access to the intelligent use of that to enable B2B and B2C services, marketing and personalised service to the end-user seems untapped. See this for clarification of what is meant: http://bit.ly/ou11Jf

Analysts, investors, or the competition could do this too, so can today's global corporates afford not to?



The Internet as a whole including the libraries, databases and archives it connects to, the billions of pages of the World Wide Web, wikis as collective depositories of knowledge, blogs as broadcast expressions of ideas, opinion and comment—and social media, either as networks of friends, or professional groups, are all now part of the digital intelligence ocean.

As a source of strategic and commercial intelligence, what may be harvested from the digital environment has suddenly become extremely important.

© 2011

As a consequence Digital Intelligence and Social Media Research have become the new 'capital' of the Knowledge Economy.



It is said that if you know your enemies and know yourself, you will not be imperilled in a hundred battles; if you do not know your enemies but do know yourself, you will win one and lose one; if you do not know your enemies nor yourself, you will be imperilled in every single battle.

Sun Tzu: The Art of War, circa 476–221 BC

No enterprise is more likely to succeed than one concealed from the enemy until it is ripe for execution. Nothing is of greater importance in time of war than in knowing how to make the best use of a fair opportunity when it is offered.

Niccolò Machiavelli: The Art of War (1520)