1 Omnicom Media Group – EU Part 1 Chemistry & Credentials

2 Purpose

3 The purpose of this meeting is for EU Part 1 stakeholders at Amazon – UK, Germany, Austria, Denmark, Norway
4 & Sweden – to get to know the Omnicom teams they would be working with and to understand Omnicom's
5 strengths in talent, operations, and capabilities to support Amazon's current and evolving media needs.

6 Background | Understanding Amazon's Needs

7 Amazon is reviewing global media agency services to ensure the best operating model and agency offering
8 considering a) rapidly changing consumer media consumption and shopping behaviours; b) ongoing
9 advancements in data and analytic capabilities, accelerated by shifts in consumer data privacy requirements and
10 technology evolution in GenAI and cloud-based infrastructure; and c) Amazon's commitment to the "Day 1
11 mentality" and spirit of continuous improvement, which has guided modernisation of Amazon's media model
12 toward increased in-housing of activities, evolution toward audience-based planning and analytics, and
13 strengthening of media mechanisms and infrastructure for scale benefits.

14 In EUP1, Prime Video, RMI and XCM confront environments rich with challenges and opportunities. Many are
15 consistent across the region as we continuously mitigate media inflation; adapt brand experiences to the
16 dynamic and unforgiving digital consumer; and ensure our clients' data approach is future-proofed against
17 ongoing legislative and platform enhancements. However, there are countries with more heightened challenges
18 to navigate with elections creating uncertainty in the UK & Austria; EU trade unions calling on European
19 Parliament to ban all lobbying organisations; or demographic change towards an ageing population in Germany.

20 Opportunity

21 Welcome to What's Next. What's Next is our ambition to co-create the most effective partnership model to fuel
22 your global growth agenda, address the very distinct needs of your individual lines of business, and accelerate
23 your in-house media and measurement capabilities.

24 We look forward to sharing how Omnicom is uniquely positioned to deliver What's Next in EU given our
25 extensive experience in agency model innovation, our deep bench of qualified and highly skilled talent and our
26 industry leading data and marketing orchestration platform – Omni.

27 Large, complex multinational companies choose to partner with Omnicom because of our differentiated
28 approach to agency operations and network connectivity, which we call Agency as a Platform (AaaP). AaaP
29 provides Amazon unmatched flexibility, agility and access to Omnicom talent and capabilities from across our
30 business to constantly meet the evolving needs of each LOB, in a way no one agency P&L structure can provide.

31 1.   Credentials

32 Our EU operation has experience working with large scale & complex brands, backed by deep category expertise
33 at the local and regional level. We recognise the unique needs of XCM, Prime Video and RMI in addition to the
34 distinct cultures and marketplace conditions of the EU Region. In EU, major brands choose to partner with
35 Omnicom because we are customer obsessed and are constantly earning their trust in an increasingly complex
36 marketing environment: 1) Delivering results for high volume and velocity retail advertisers such as REWE,
37 Schwarz Group, Specsavers, Ocado and McDonald's where we have put agile, performance marketing solutions
38 at the core of an integrated workflow, working collaboratively with all stakeholders and partners to ensure
39 flawless delivery. 2) Deep entertainment experience across Warner/Discovery, Sony Pictures, Viaplay, ProSat1
40 and Channel 4 means we know how to dive deep in this dynamic category. 3) Inventing and simplifying for multi-
41 divisional portfolio clients such as Volkswagen Group, PepsiCo, and Diageo where our flexible service models
42 deliver excellence for big brands, small brands, and countries alike. 4) Earning trust and continually reinventing

43 for the fast-paced, world of Apple over a 25-year period ensuring the highest standards in marketing excellence
44 and network connectivity are always delivered. 5) Understanding & locating KOLs within highly regulated
45 industries for clients like Uber, Barclays, Sanofi & UK Govt. Our proposed teams for XCM, RMI and Prime Video
46 reflect our deep retail, entertainment and direct to consumer experience. You can learn about our client
47 experience in **Appendix A: EU Part 1 Client Experience, Testimonials** and Leads in the accompanying **Team Bios**.

48 ### Momentum
49 Omnicom leads net new business growth in EU for the past 2 years, including such wins as Beiersdorf, Allwyn
50 (National Lottery), Jaguar Land Rover, VirginMediaO2, Uber, HBO, Vinted, Shein, Under Armour and Burberry.
51 Our billings in EU grew by $1.6bn in those two years, c.$1.2bn more than our nearest competitor. The EU Part 1
52 countries contributed to this momentum, onboarding 80 new clients across the 6 countries in 2023. With that,
53 our talent base across EU Part 1 has also grown by 650+ people for the same period. Industry analysts RECMA
54 have recognised this performance in their recent new business & agency diagnostics analysis. See **Appendix B:**
55 **RECMA New Business Rankings & Diagnostics**.

56 We earn and grow client trust by delivering on our pitch promises and the highest level of client satisfaction. We
57 have a 95% retention rate across all clients in EUP1 in 2023, extending our partnership with multiple clients
58 including UK Government, McDonald's, Barclays, Lidl, HSBC, John Lewis Partnership and Bacardi. Our client
59 satisfaction scores average an 8.3 (well above the industry norm), as measured by CRC (Client Rating Company).
60 High client trust allows us to do the most effective work, recognised by the WARC Media 100 rankings where
61 Omnicom leads the EU table. **See Appendix C: WARC Media 100 Rankings 2024**. Omnicom was the most
62 awarded agency in the Nordics region in 2023, was awarded highly effective by the Effies Index in Germany and
63 Austria and holds prestigious agency of the year honours in both UK and Germany.

64 ### Size and Scale
65 Omnicom is one of the EU's top 3 agency networks as evaluated by COMvergence, handling over $13.5bn in all
66 media billings with high performing countries across the region. Omnicom is a Top 3 Agency in 15 out of 19 EU
67 countries analysed. We also activate the highest share of digital billings (44%) of any holding company requiring
68 a deep bench of specialist talent including 2,050+ digital & data experts in EUP1. EU is a bar raising region when
69 it comes to areas like data, technology, and digital activation, for example in the UK, 347 colleagues are trained
70 in the Amazon OMEGA Foundations programme, 410 certified by Meta, 150 certified in Google (Search), 50
71 DoubleVerify University & 50 The Trade Desk Edge Academy.

72 Three strategic acquisitions in EU have further enhanced our breadth of services and capabilities in the tech
73 consultancy, financial services, commerce, and digital retail space: German-founded Google specialists TRKKN,
74 UK founded Ptarmigan, and global commerce leaders Flywheel, adding 750 specialists to our EU
75 operation. These acquisitions reflect our commitment to constantly evolve and expand our capability set on
76 behalf of our clients and enhancing our ability to provide end-to-end solutions.

77 ### Differentiated Capabilities
78 Our approach to capability development and innovation is rooted in a commitment to customer obsession –
79 building to meet our client's evolving needs – driving consumer outcomes and delivering solutions to the
80 industry's toughest questions such as signal loss and marketplace fragmentation.

81 **Omni: Omnicom's Industry leading Audience and Marketing Orchestration Platform:** With over 10 years of
82 investment in data and technology, Omnicom's approach has been rooted in invention and innovation. Your
83 business is built around making the lives of your customers easier and better, every day. This lies at the heart of
84 Omni, which provides our teams across all countries a suite of connected and easy-to-use applications that
85 underpin and drive our workflow in one unified, globally accessible platform. Our teams and clients work in a
86 common operating platform, delivering operational excellence, faster decision making and ensures clients retain
87 full control, with full flexibility around technology commitments. Omni also empowers our teams to apply a

88   data-driven approach to insight discovery, campaign planning, activation, and measurement. We infuse
89   audience and category intelligence and automation in every aspect of the marketing workflow, powered by AWS
90   AI/ML services, and integration of Bedrock Gen AI models. (**See Appendix D: Forrester Evaluation**)

91   While you have considerable volumes of 1PD, we understand the cautionary approach you take to sharing and
92   extending these valuable datasets. Where our clients are using Omni to enrich their 1P data with unique global
93   and local datasets, we develop audience driven media plans anchored to our database of reach and revenue
94   curves, with visibility of all investments in one centralised application. Omni can connect 1P audiences to media
95   inventory to deliver precision and eliminate waste, deploy machine learning to optimise media supply path and
96   bid prices, and lastly deliver comprehensive performance reports coupled with advanced measurement
97   techniques to determine full impact of marketing from brand building to demand generation and conversion.

98   Omni applications are also supported by robust audience and identity datasets, **(See Appendix E: Breakdown of**
99   **Audience Data by Country**) built on the principle of neutrality and unbiased data sourcing. This means our EU
100   teams have the flexibility to add and remove audience datasets as their performance, regulatory and ethical
101   compliance changes over time. We have deliberately elected to be a data orchestrator rather than a data
102   broker, offering our clients flexibility in constantly changing privacy and data regulatory
103   environments. Furthermore, we have been a pioneer in adoption and application of clean room (privacy-
104   preserving) technology, making it a core part of our infrastructure since 2017. Today we have the largest
105   number of instances and highest utilisation of Amazon Marketing Cloud clean rooms, enabling our teams to
106   deliver robust, relevant insights and optimisation recommendations. We were among the earliest adopters of
107   cloud technology (AWS users since 2012) and were also the launch partner of AWS Clean Rooms.

108   While Omni is a global platform, it is also fuelled by local data, allowing us to be customer obsessed delivering
109   local consumer-first insights most relevant in each country and region. All Amazon EU team members will be
110   provisioned with full access to Omni applications, allowing Amazon and Omnicom to collaborate within the
111   same platform. Lastly, because Omni is built on AWS, the applications can be deployed within a dedicated
112   internal AWS instance, incorporating existing internal Amazon tools within the workflow, as well as using Omni
113   applications to accelerate the development of internal capabilities at both a global and EU level.

114   Omni is not just globally driven but flexes locally to enable each country the ability to invent and simply. In the
115   EUP1 cluster region our teams have launched Multi-Screen Optimisers to determine the optimal budget split
116   across TV and video platforms, Geo-based audience building capabilities to build and understand location-based
117   audiences, as well as a various reporting and analytics solutions customised for local country requirements.

118   **Complementary Support for In-Housing:** Our in-housing Centres of Excellence provide technology and talent to
119   over 60 clients, all at different stages of maturity, to accelerate their in-house capabilities including global
120   brands such as Diageo, Philips, HP, and SAP and regional and local brands like Channel 4, Go Compare, REWE,
121   Telenor, Arla & Coop. Every model is different, and designed through maturity and capability assessments,
122   benchmarks, and prioritisation frameworks to create a comprehensive action or resource plan. Our proprietary
123   tools can be leveraged in house, enabling Omnicom clients to benefit from the efficiencies and competitive
124   advantage driven through our technological advancement and buying scale. For example, OMG Marketplaces
125   offers reduced programmatic costs through end-to-end transparency in the supply chain.

126   **Branded Entertainment & Creative Media**: We help our clients break through and connect with culture through
127   innovative branded entertainment and creative media efforts. Our scaled capabilities in EU cover sports and
128   entertainment partnerships, talent, custom programming, and original content production. Through AaaP, we
129   integrate these specialist capabilities on-demand, no matter the project size or scope. Our approach continues
130   to deliver impactful, award-winning work such as activation for PepsiCo's UEFA Champions League sponsorship
131   and the Emmy award-winning documentary Queen of Speed for Audi.

132 **Responsible Marketing:** Omnicom has been at the forefront of addressing the industry's most important yet
133 complex challenges. We work with clients such as Chanel & Diageo to use our influence and spend to positively
134 shift the media landscape to be representative of society through investment activism. Originating from our
135 German business our sustainability unit integrates conscious thinking into our media and marketing decisions.
136 We customise end-to-end solutions that cover relevant aspects of media planning including emission calculation
137 of a media plan to quantify and act on carbon data, balancing green and business KPIs though our eco-conscious
138 Scenario Planner, and analysis of media vendors to assess their current state of development, considering the
139 three sustainability dimensions (ecological, social, governance).

140 **Custom Media Planning Solutions & Advanced Analytics:** We have developed advanced media and audience
141 planning capabilities to deliver sustainable, competitive advantage for clients across the EU. For example, we
142 have built a range of solutions to plan and optimise around different attention levers with measurement
143 partners and utilising custom algorithms. Denmark has pioneered this approach, in partnership with vendors
144 Viomba and Norstat, where we have been running an ongoing data collection from an at-home eye-tracking
145 panel. We now have 3 years of accumulated data captured to create unique insights and benchmarks. In the UK,
146 partnering with Sky to access to granular post code level, behavioural data to enhance geo targeting capabilities.
147 In terms of Advanced Analytics, we have scaled a leading measurement capability from the EU region providing
148 clients with award winning MMM and digital attribution solutions. Pioneered by our Nordic team, these
149 innovative solutions incorporate AI technology and automated data integrations to streamline delivery
150 processes. Additionally, our Nordic team have pioneered digital attribution solutions designed to navigate the
151 challenges of a cookie-less world, which are being scaled as a global Omni standard in over 30 countries.

152 **2.   Talent**

153 **1. How would you ensure that Amazon has access to the best/right talent within your agency/hold co?**

154 To build a deep bench of highly skilled talent to meet your core objectives and align with Amazon's leadership
155 principles, Omnicom will draw on the full breadth of our network, in keeping with our AaaP approach.

156 The focus on Talent Management on your business will be governed by a XLOB Global Talent Lead, supported by
157 fully dedicated Talent Directors for each LOB in the region. This Talent Unit will assist with local and regional
158 resourcing needs by LOB, tasked with sourcing, onboarding, and retaining top talent. Amazon will have access to
159 our digital talent system, Talent Connect, where Talent Leads are able to view Omnicom's entire talent pool &
160 identify, reach and connect to talent. We are also able to show team utilisation by LOB and by country including
161 open roles, pipeline of prospects, and progress against filling them. This system informs our internal talent
162 acquisition teams with the specific strategies and tactics for targeting and attracting external talent.

163 To assess talent in a rigorous way and to provide a long-term evaluation tool to measure talent success, it will be
164 critical to establish a common set of criteria that are specific to Amazon requirements; locally, regionally, and
165 globally and by LOB. We will establish a Custom Amazon Capability Framework for each core capability e.g.,
166 Strategy, Account Management, Analytics. Within each framework there are levels of mastery, from foundation
167 through to expert which explains WHAT individuals need to do and HOW they need to do it, specifically linked to
168 Amazon's Leadership Principles. An example of an **Amazon Capability Framework can be found in Appendix F.**

169 **2. How will talent be motivated to deliver for our business?**

170 Amazon will be one of the most prestigious and desirable clients for our talent and represents a huge
171 opportunity for progression and fulfilment. Talent will be motivated by the unique Learning & Development
172 opportunity; a bespoke Amazon Incentive Programme and embracing Amazon's operating philosophy.

173 **Learning & Development**. From day 1 the experience of working with Amazon will set the tone for the future,
174 with an 'Amazon Immersion Day' which will be led by the regional talent directors by LOB and will take place

175	every quarter, in every region for all new staff. We make significant investments into advanced L&D capabilities
176	and have designed world-class training programmes targeted at all levels. This includes Omnicom University,
177	where our future leaders convene with Harvard Business School professors to study case work on issues facing
178	our clients and mentorship on how to be a better leader. We will do the same for Amazon Omnicom staff, by
179	committing a percentage of our income to a bespoke Amazon training programme. We will develop a deep and
180	integrated training programme called the Amazon Academy. This tailor-made global development programme
181	will contain a curriculum designed to advance our talent in the core skills and leadership principles that underpin
182	the competency frameworks. We also propose that relevant modules are created for both Omnicom & Amazon
183	talent to learn and work together. It will not only offer a best-in-class learning experience but will also foster a
184	sense of community and collaboration as it brings our people together in one learning environment.

185	We have deep experience creating custom training programmes around specific capability areas. OMEGA is an
186	immersive, co-created Omnicom & Amazon certification programme with 680 graduates from across 9 EU
187	countries and has resulted in Omnicom becoming Amazon's fastest growing big 6 agency partnership YoY.
188	Details can be found in **Appendix G: Graduates per EU Country**.

189	**Amazon Incentive Programme**: Talent working on your business will be included in an Amazon Incentive
190	Programme (a bespoke financial reward system). We recommend, and would expect, that a meaningful
191	proportion of Omnicom's performance-related fee is linked to demonstrating behaviour against the Amazon
192	Leadership Principles as well as clear business KPIs like client satisfaction (based on TRR), client category KPIs
193	and individual KPIs, which we will all co-create with Amazon.

194	The achievement of the Amazon related targets and the individual development of our talent is tracked and
195	accompanied by ongoing platform-based feedback. Each Amazon team member will benefit from the training to
196	accomplish their goals and get prioritised access to Omnicom's regional and global mobility programmes.

197	We are excited at the prospect of co-creating a partnership that is distinctive & motivating for each LOB.

198	**3. Detail your approach and commitments to recruitment, ongoing training/upskilling, retention, driving**
199	**enthusiasm ensuring cultural fit.**

200	The strategies mentioned above will further be enhanced by our approach to recruitment: Whether identifying
201	talent from within Omnicom or externally, individuals will be evaluated and scored against the Amazon
202	Capability Framework. This will ensure that individuals not only have the right skills but also demonstrate
203	competency against Amazon's Leadership Principles. These capability frameworks will become the bedrock of all
204	individuals' ongoing evaluation and training pathways.

205	Our Talent Leads will work closely with Omnicom's Talent Attraction teams in each of our local countries, to
206	ensure they are fully immersed themselves in the operating philosophy of Amazon, and two of your principles to
207	be the Earth's best employer and safest place to work. Our commitment to ensuring we are building diverse
208	teams able to work in a highly inclusive working environment will be ever-present.

209	**4. How will you manage for the different talent profile needs between our categories (e.g. retail vs**
210	**entertainment)**

211	We start with an understanding of what is unique across the 3 LOBs and will carefully select candidates from our
212	extensive Omnicom talent pool that fit each LOB's different requirements. To help identify the right talent for
213	each LOB, we map the client and category experience across our talent base within Talent Connect. We will
214	prioritise talent with relevant category experience & regularly review LOB requirements, flexing to remove
215	unnecessary roles and adding new capabilities where required, extending to Omnicom partners where a
216	particular specialism may be required (e.g. audience research, cultural trend analysis).

217	**3. Globally Networked**

1. How do you, as a local agency, participate within the globally networked organisation to share best practice, operations, and highest standards, etc.

Communities are how we connect groups of people with a common purpose, craft, vision, and goals. They are important for success at Omnicom because they help distribute and democratise best practice, drive productivity across the region and create a connected culture, making our people's days better and delivering excellence for clients. We have developed functional Practice Communities and Client-Specific Mechanisms to connect, distribute and share information across our network, in service of accelerating local functional and client-specific expertise, including in celebration of great work. The functional specialist groups include disciplines such as Strategy, Digital Activation, Advanced Analytics, Commerce and Creator Marketing. Each community is built according to a set of guiding principles: a clear and compelling ambition, led by senior sponsors, owners, and mid-level community managers. Members are engaged with updates, monthly webinars, and ad hoc posts.

As an example of communication, our multi-year thought leadership initiative Future Signals, part of our Digital Activation Practice Community (3000+ members), helps teams navigate the impact of marketing realities such as signal loss, privacy, and regulation changes, including cookie deprecation in their country. Local country champions within communities help disseminate value back to their country and source content for the network. Community managers monitor health of the community via engagement statistics and regular surveys.

2. How do your regions communicate with each other to share ideas, insights, and leverage acquired knowledge?

Beyond Communities, our Omnicom Share platform provides a regular forum for local country leadership to share developments, innovations and initiatives that can be applied to other locales with the entirety of the region. This includes new insight programmes, Omni product developments, thought leadership and talent initiatives. Communication requires countries to be open around challenges and constraints faced to earn the trust of fellow leaders, and for local leadership to take personal responsibility for driving innovation for clients and diving deep into the craft of the business. Omnicom Share provides an opportunity for regional leadership to hear from the needs of local countries to earn trust and ensure regional strategy adds value across the region.

3. Regionally, how do you ensure that Tier 2 and Tier 3 countries benefit from Tier 1 and pan-regional resources and effort?

At Omnicom, we believe that regardless of tier, countries have something to learn from each other. In addition to Omnicom Share, we build initiatives like "Connected Pilots", which are designed specifically for countries to learn and grow from each other and deliver tangible results. The programme is designed to drive innovation across the EU. And in 2023, from 75 pilots shared, 11 were created focusing on areas including audience verification, career pathways, and digital transformation. For example, ATOM (or Automation, Technology, Operations & Measurement) was a solution developed by our UK team to tackle increasing complexity, speed to market, and efficiency within the agency which is now being rolled out across the EU network.

To ensure tier 2 & 3 countries gain from tier 1 experience, our Network Connectivity function is designed to curate and provide access to best-in-class work, playbooks, thought leadership/POVs, and learning and development resources. We call the system that houses this repository Open+. The team also ensures full access to the JBPs Global Investment Teams develop with media partners to create strategic benefits for all countries.

Next Steps

We look forward our session on April 12th in Munich to discuss your regional and local needs further and explore how we can deliver What's Next for XCM, Prime Video & RMI in EU Part 1.

260   **Appendix A: EU Part 1 Client Experience**

Retail	Entertainment	Multi-Divisional	Reputational
Aldi	AMC Networks	Apple	Barclay's
Deichmann	Bauer Media	Bacardi	Uber
Imerco	Channel 4	Barilla	UK Government
John Lewis	ProSiebenSat.1 Media	Beiersdorf	Sanofi
McDonald's	SF Film	Diageo	Channel 4
Migros Group	Sony Pictures & Music	Dr. Oetker	SSE
NorgesGruppen	Viaplay group	Expedia	Centrica
Rewe Group	Warner Bros. Discovery	Henkel	Philips
Rusta		PepsiCo	HSBC
Sainsburys		Renault Nissan	Alcatel
Schwarz Gruppe (Lidl, Kaufland)		UK Govt	
Shein Group		VirginMediaO2	
Specsavers		Volkswagen Group	
Tchibo			

261

262   **Client Testimonials**

263   "OMG has proven that it's possible to reinvent again and again. Our relationship thrives on genuine cooperation
264   with transparent communication, mutual inspiration, and joint solutions. We are pleased to further expand our
265   partnership with OMG in digital and at the same time create more capacity in-house".
266   **Dr. Jan Flemming, Media Director of REWE Group, Germany**

267   "The relationship between OMG and McDonald´s Sweden is seen as a global best practice within the
268   McDonald´s system. The secret behind the great success that we have seen in Sweden is transparency,
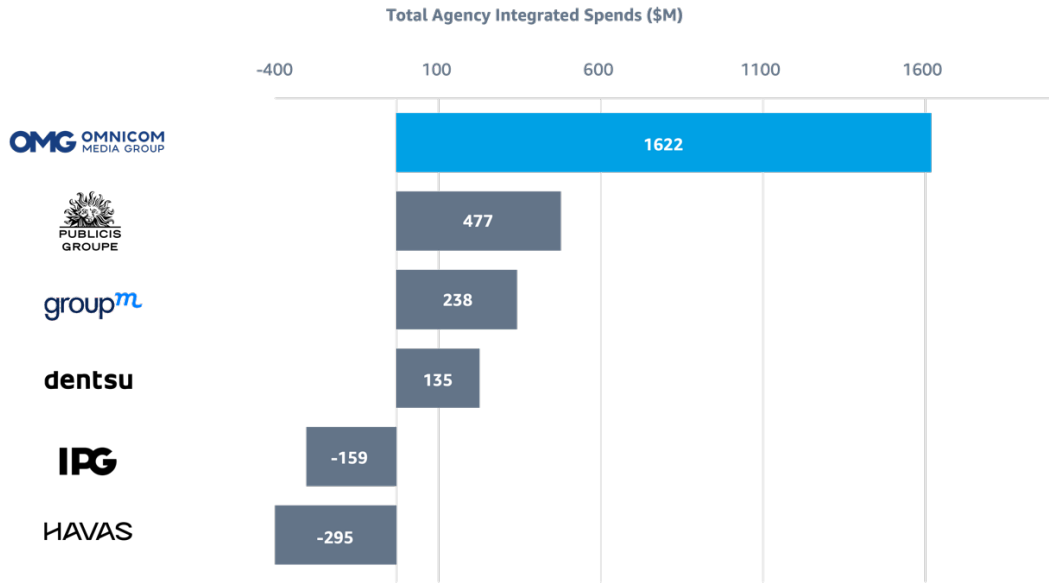269   connectivity (one team) & Innovation."
270   **Michaela Bognäs - Head of Marketing McDonald´s Sweden**

271   "We at PepsiCo are really pleased to be working with Omnicom. They take extremely good care of our brands,
272   and whenever there is a problem or an obstacle, they always find solutions. They have a can-do attitude and has
273   helped us a lot over the last years to activate our brands and to help us build a strong emotional connection with
274   the Norwegian consumers."
275   **Eric Schmidgall, Marketing Director, PepsiCo Beverages, Northern Europe**

276   **Appendix B: RECMA New Business Rankings & Diagnostics**

277   **RECMA Mar 2024: EU Net New Business Growth 2022 & 2023**

Total Agency Integrated Spends ($M)

| Agency	Value
OMNICOM MEDIA GROUP	1622
PUBLICIS GROUPE	477
groupm	238
dentsu	135
IPG	-159
HAVAS	-295

278

279   **RECMA Diagnostics March 2024: Change in EMEA quali-share scores.** The bi-annual RECMA Diagnostics report
280   is based on the evaluation of 684 agencies in 45 countries globally. Utilising 19 KPIs to evaluate vitality and
281   structure, the report offers an assessment index that goes beyond typical quantitative metrics such as new
282   business wins or billings volume alone to also consider criteria such as client portfolio and relationship stability;
283   digital, data & analytics and content resources; and homogeneity across geographies.

HolCos Growth Over One Year in EMEA

1st Edition 2024 quali-share vs. 1st Edition 2023
In quali-share, based on total Groups without independents

Agency	Value
OMNICOM MEDIA GROUP	+1.7
PUBLICIS GROUPE	+0.3
HAVAS	0
groupm	-0.2
dentsu	-0.9
IPG	-1
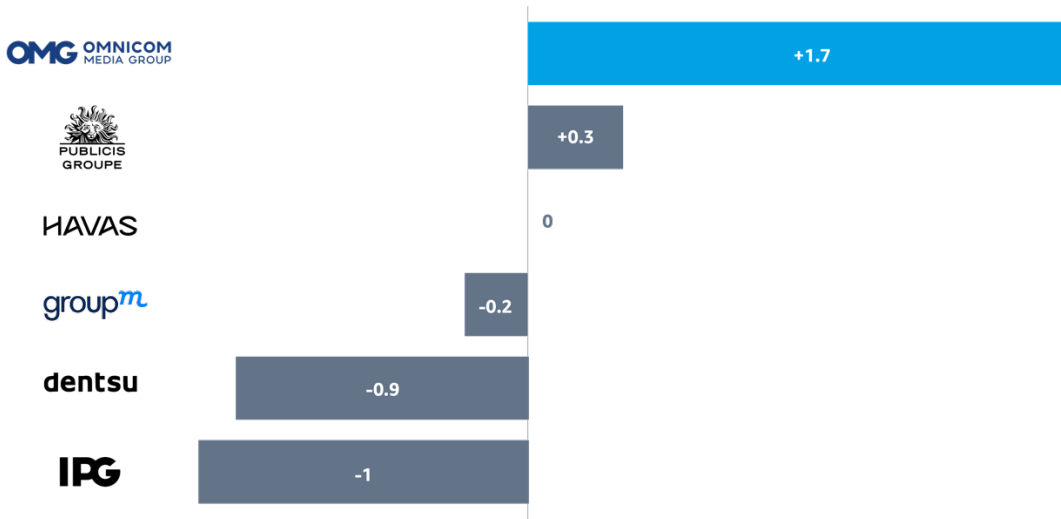
Over the last year, only two Groups of Networks have increased in quali-share:
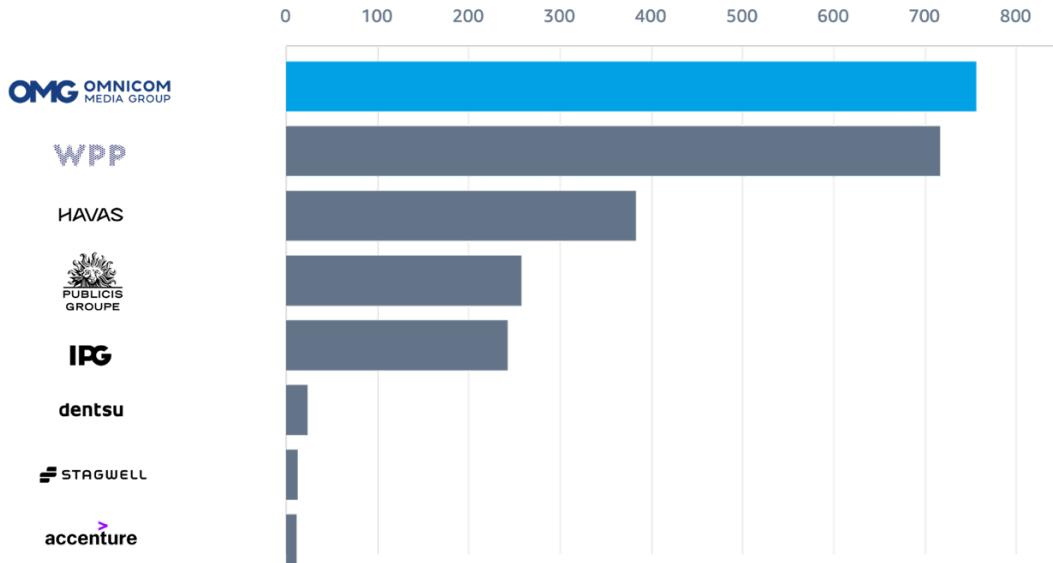
Omnicom Media Group: +1.7pt   **Publicis Media Group:** +0.5pt

284

285   **Appendix C: WARC Media 100 Rankings 2024 - Europe**

286   The WARC Media 100 is a ranking of the world's most awarded & effective campaigns and companies for media.
287   It tracks the results of media award shows around the world, and acts as a benchmark for media excellence,
288   allowing marketers to compare their performance with that of their peers.

Top Holding Companies – Europe 2024

289

290 **Appendix D: Forrester Evaluation**

The Forrester Wave Global Media Management Services	Dentsu Media	GroupM (WPP)	Havas Media Group	IPG Mediabrands	Omnicom Media Group	Publicis Media
Retail Media	3.00	3.00	3.00	3.00	**5.00**	5.00
Commerce Media	5.00	3.00	1.00	3.00	**5.00**	3.00
Intelligence And Insights	3.00	1.00	3.00	5.00	**5.00**	3.00
Optimisation	3.00	5.00	3.00	3.00	**5.00**	3.00
Operations	3.00	3.00	1.00	3.00	**5.00**	5.00
Innovation Roadmap	3.00	3.00	1.00	1.00	**5.00**	5.00

291

292 **Appendix E: Breakdown of Audience Data by Country**

Amazon Region	Country	Omni IDs (Processed)	Total Attributes Events
EU1	Austria	1,742,201	192,298,753
EU1	Germany	11,111,217	1,373,615,498
EU1	Denmark	814,825	71,300,622
EU1	Norway	574,236	52,010,146
EU1	Sweden	1,554,766	118,451,403
EU1	United Kingdom	20,250,176	4,992,314,999

293

294 **Appendix F: Amazon Capability Framework**

	Foundation	Developing	Proficient	Advanced	Expert
Strategy	Understands and can explain the fundamentals of the entertainment category and have a point of view on customer behaviour within culture	Able to identify specific cultural and consumer insight to formulate basic strategy using the roles for communications framework	Confident challenging and looking beyond briefs to develop audience centric and entertaining marketing experiences	Is working to identify 'the brief before the brief', creating thought leadership for PV and lead cross-agency briefs.	Able to evolve tools and approaches to meet emergent client needs and develop a POV on future of entertainment
Channel Planning	Understands PV's planning process and its application to briefs.	Can interpret strategy and translate it into channel planning recommendations with a focus on upper/mid funnel.	Is confident in directing the overall planning approach and is competent managing multiple specialists	Controls and owns the overall response to brief. Takes responsibility for delivery of projects	Represents OMG at top table with PV and agency partners. Protects and furthers the role of media in IAT settings
Innovation	Understands each media channel, how it is bought, activated and measured	Able to collaborate to generate novel uses of media channels in response to a brief particularly upper funnel channels.	Leading the creation of new thinking for clients and confident building narratives and driving buy-in.	Is leading development of market leading solutions on PV briefs in partnership with new media vendors and platforms.	Is driving excellence in execution across the agency – has a vision for where we need to be heading to ensure best in class work
Marketing technology	Understands the use of agency and industry planning tools from research/insights to reporting	Uses internal and external tools independently and to a high standard and can coach others on its use.	Can recommend the right blend of tools based on brief/ PV need.	Ability to explore new and potential uses of the tools and apply to new situations.	Is thinking about how we evolve use of tools and what new tools we need to meet emergent PV needs

295

	Foundation	Developing	Proficient	Advanced	Expert
Customer Obsession	Can articulate who PVs customers are and demonstrates curiosity	Able to use data/research to identify customer insight	Able to use and connect multiple data/research sources to demonstrate a deep understanding of PV customers	Able to identify highly unique insight about PV customers and show how this was acted upon	Continuously redefine PVs planning process to ensure it is customer obsessed ie. new data, techniques
Ownership	Demonstrates autonomy and a can-do attitude	Actively and independently seeks input to strategies. Feels confident identifying issues and opportunities.	Proactively identifies problems/opportunities and sees through the mechanisms to deliver	Leads by example and makes sure all team members are clear and empowered to act autonomously	Instill a culture, which you embody, that ensure mistakes never happen twice and proactively to solve is rewarded.
Deep Dive	Shows a willingness to get into the detail and leave no stone unturned	Not satisfied with surface level learnings and demonstrates evidence of going further	Is comfortable in the smallest details while demonstrating an ability to zoom out to identify the insight	Actively audits processes and ways of working to spot opportunities for new mechanisms	Demonstrates the highest standards and a relentless focus on attention to detail, inspiring others to do the same.
Invent & Simplify	Demonstrates an interest in finding a better way, keenly looking for inspiration	Able to bring new ideas and recommendation to solve business problems	Recognizes innovation and invention can come from anywhere and actively seeks it out	Recognizes good ideas and can lead the scaling and rollout of lessons	Create a culture of robust learning with significant evidence of scaled innovation.
Insist on Highest Standards	Demonstrates ability to hold themselves to their own high standards	Able to demonstrate personal mechanisms to ensure regular checks are made to their work	Exemplifies flawless delivery and attention to detail, using rare mishaps as a learning exercise to ensure it doesn't happen twice	Feels fully accountable for flawless delivery. Leads by example and creates a culture around flawless delivery	Holds everyone to high delivery standards. Spot opportunities for continuous improvement and put in place new mechanisms
Frugality	Able to extract value with existing resources.	Can think creatively about how to extract additional value from existing resources	Able to find ways around constraints and still deliver value	Actively look for efficiencies and standardization opportunities avoiding adding headcount	Put in place scaled mechanisms designed to drive efficiency
Earn Trust	Able to self-reflect and show a willingness to learn	Are not embarrassed to talk up and use clear language to communicate	Able to communicated complex data driven arguments in a clear and transparent way	Lead by example by being vocally self critical and owning arguments and consequences	Demonstrate the highest levels of emotional intelligence and honesty, inspiring others to do the same.
Deliver Results	Can deliver inputs in a timely and accurate fashion	Able to flex to new requirements with speed and enthusiasm	Able to prioritize initiatives that will have the greatest impact on results	Can flex to deliver results despite ambiguity, peaks and troughs	Able to leverage whole network to deliver new initiatives or scale

296

297 **Appendix G: OMEGA Graduates per Country**

298 Since launch in 2021, 680 graduates from EU have completed the programme, with a 90% uplift in commerce
299 confidence. Over the years, our OMEGA's Got Talent competition has become the hotspot of the programme.
300 The competition involves teams completing a real Amazon client audit. The best audits pitch their work to a
301 global jury to win a place at the year-end celebration in NY or London. This audit competition drives real
302 commerce skills, confidence, collaboration and business impact. Over the course of the first two seasons,
303 OMEGA helped Omnicom become the fastest growing holding group (in terms of billings growth with Amazon),
304 for 8 consecutive quarters.

305 Link to OMEGA overview: https://vimeo.com/904276394

Country	S1 to S3 Graduates	S4 Graduates (expected)	S1 to S4 Graduates (expected)
Austria	0	0	0
Brazil	0	19	19
Canada	130	70	200
Denmark	0	0	0
France	66	14	80
Germany	107	3	180
India	0	0	0
Italy	97	53	150
MENA	99	86	185
Mexico	0	13	13
Netherlands	43	20	63
Norway	0	19	19
Poland	0	16	16
Spain	66	30	96
Sweden	3	2	5
Turkey	0	0	0
UK	202	141	343
USA	245	119	364
TOTAL	**1058**	**675**	**1733**

306