Omnicom Media Group – LATAM Chemistry & Credentials

Purpose

The purpose of this meeting is for Brazil and Mexico stakeholders at Amazon to get to know the Omnicom teams they would be working with and to understand Omnicom's strengths in talent, operations, and capabilities to support Amazon's current and evolving media needs.

Background | Understanding Amazon's Needs

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

In LATAM, Prime Video and XCM confront environments rich with challenges and opportunities. In Brazil, for example, XCM is low in unaided awareness and cost-benefit perception in comparison with its competitors. While in Mexico, we understand the importance of growing the mid- and lower-income SEL audience segments to increase customer acquisition. As it relates to Prime Video, we see CTV viewership in Mexico and Brazil growing at a faster rate than the US. These dynamics underscore the importance of a flexible, locally informed, and forward-thinking strategy, enabling Amazon to thrive and expand its footprint across the region.

Opportunity

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

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

Large, complex multinational companies chose to partner with Omnicom because of our differentiated approach to agency operations and network connectivity, which we call Agency as a Platform (AaaP). AaaP provides clients with unmatched flexibility, agility and access to talent and capabilities to constantly meet their evolving needs in a way that no single P&L structure alone can provide.

1.   Credentials

Our LATAM operation has extensive experience working with largescale complex brands, backed by deep category expertise at the local and regional level. We recognize the unique needs of XCM and Prime Video in addition to the distinct cultures and marketplace conditions of Mexico and Brazil. In LATAM, major brands choose to partner with Omnicom because we are customer obsessed and are constantly earning their trust in an increasingly complex marketing environment: 1) Delivering results for high volume and velocity retail advertisers such as Cencosud, McDonald's, Chedraui, AT&T and Nissan where we've put performance marketing solutions at the core of an integrated workflow. 2) Inventing and simplifying for multi-divisional portfolio clients such as PepsiCo, Diageo, and Grupo Bimbo, where our flexible service models deliver excellence for big brands, small brands, and countries alike. 3) Deep entertainment experience across Sony Pictures and Nintendo means we know how to dive deep in this dynamic category, including launching HBO Max. 4) Earning trust with Apple over a 25-year period who have the highest standards in marketing excellence and network connectivity. Our

43   proposed teams for XCM and Prime Video reflect our deep retail, entertainment and direct to consumer
44   experience. You can learn more about these leads in the accompanying **Team Bios document**.

45   **Momentum**
46   LATAM is our fastest growing region, propelled by recent wins such as Grupo Bimbo, Uber and The Clorox
47   Company, and retentions such as FedEx and Henkel. Our billings in LATAM grew by 30% in 2023 and by 20% in
48   2022. Brazil and Mexico contributed significantly to this momentum, onboarding 15 new clients in the last 2
49   years, representing 50% growth in billings for each country. With that, our talent base across LATAM has also
50   grown – by 30% for the same period. Industry analysts have recognized this performance, naming Omnicom the
51   #1 Agency Group in LATAM in 2023 new business acquisition according to COMvergence. **(See Appendix A:**
52   **COMvergence New Business Rankings)**

53   We earn and grow client trust by delivering on our pitch promises and the highest level of client satisfaction. We
54   have a 95% retention rate across all clients in LATAM in 2023, with 100% retention rate across our top 10 clients.
55   Our client satisfaction scores average an 8.7 (+18% vs. industry norm), as measured by CRC (Client Rating
56   Company). High client trust allows us to do the most effective work. It is for this reason we are regularly at the
57   top of the Effie index both globally and here in LATAM where we've held the lead title for five consecutive years.
58   Please find award-winning campaigns, including our gold award winning work with Amazon in **Appendix B: Case**
59   **Studies.**

60   **Size & Scale**
61   Brands choose to partner with Omnicom in LATAM not only because of our traditional size and scale but
62   because of our deep bench of specialist talent. Our operation today consists of 5,900+ professionals in which
63   Brazil and Mexico represent ~40% of the employee base and 50% of our regional billings. LATAM is a bar raising
64   region when it comes to areas like data, technology, and digital activation. We hold 1,350+ specialist
65   certifications with leading platforms including Amazon, Meta, and Google, ensuring our clients have access to a
66   deep bench of highly qualified and highly skilled staff. **(See Appendix C: Example Platform Certifications)**

67   In 2023, we made 3 strategic acquisitions in the commerce and digital retail space: Flywheel, GlobalShopper and
68   Outpromo, adding 400+ specialists to our LATAM operation with a focus on Brazil and Mexico. These
69   acquisitions reflect our commitment to constantly evolve and expand our capability set on behalf of our clients.
70   Flywheel, GlobalShopper and Outpromo enhance our ability to provide end-to-end solutions that encompass
71   both media and commerce – connecting transactional data and behavioral data for unparalleled commercial
72   insights. With these new capabilities our retail media billings globally now stand at $10b.

73   **Differentiated Capabilities**
74   Our approach to capability development and innovation is rooted in a commitment to customer obsession -
75   building to meet our client's evolving needs - and better consumer outcomes and diving deep to solve the
76   industry's toughest questions such as signal loss and marketplace fragmentation.

77   **Omni: Omnicom's Industry leading Audience and Marketing Orchestration Platform:** Your business is built
78   around making the lives of your customers easier and better, every day. And while you have considerable
79   volumes of 1PD, we understand the cautionary approach you take to sharing and extending these valuable
80   datasets. With over 10 years of investment in data and technology, Omnicom's approach has been rooted in
81   invention and innovation. We were among the earliest adopters of cloud technology (AWS users since 2012),
82   enabling us to build our lasting and scalable marketing orchestration platform, Omni. Today, Omni has a suite of
83   connected and easy-to-use applications, enabling our teams and our clients to infuse intelligence and
84   automation in every aspect of the marketing workflow, powered by AWS AI/ML services, and most recently our
85   first-to-market integration of Bedrock Generative AI models. **(See Appendix D: Forrester Evaluation)**

86   Our clients are using Omni to enrich their 1P data with unique global and local datasets, develop audience
87   driven media and marketing plans anchored to our database of reach and revenue curves, build media plans,

88 and maintain all planned and actual investments in one centralized application. Omni connects 1P audiences to
89 media inventory to deliver precision and eliminate waste, deploy machine learning to optimize media supply
90 path and bid prices, and lastly deliver comprehensive performance reports coupled with advanced
91 measurement techniques to determine full impact of marketing from brand building to demand generation and
92 conversion.

93 Omni applications are supported by robust audience and identity datasets, built on the principle of neutrality
94 and unbiased data sourcing. We have deliberately elected to be a data orchestrator rather than a data broker,
95 offering our clients flexibility in constantly changing privacy and data regulatory environments. Furthermore, we
96 have been a pioneer in adoption and application of clean room (privacy-preserving) technology, making it a core
97 part of our infrastructure since 2017. Today we have the largest number of instances and highest utilization of
98 Amazon Marketing Cloud clean rooms, enabling our teams to deliver robust, relevant insights and optimization
99 recommendations. We were also the launch partner of AWS Clean Rooms.

100 While Omni is a global platform, setting benchmarks for excellence and supporting global consistency, it is
101 fueled by local data, allowing us to be customer obsessed delivering local consumer-first insights most relevant
102 in each country and region. All of Amazon LATAM team members will be provisioned with full access to Omni
103 applications, allowing Amazon and Omnicom to collaborate within the same platform. Lastly, because Omni is
104 built on AWS, the applications can be deployed within a dedicated internal AWS instance, incorporating existing
105 internal Amazon tools within the workflow, as well as using Omni applications to accelerate the development of
106 internal capabilities at both a global and LATAM level. Omni in LATAM includes data from +130 million
107 individuals and +1,000 million X-Device IDs (Brazil and Mexico represent over 60% of these ID volumes), and
108 more than 1,500 attributes that leverage our capabilities to meet the evolving needs of the region with
109 precision. Our teams utilize Omni applications including channel planning, data governance, audience creation
110 and cultural insights, whose usage statistics showcase a perfect blend of customer-centricity, creative, analytics
111 and operational success.

112 Omni is not just top down but flexes locally to enable each country the ability to invent and simply. In LATAM,
113 we've launched advanced activation solutions with Google (Audience Expansion, Custom Bidding, DCO,
114 Co0p4all) thanks to our GMP certifications. Similarly, we partner with regional companies like Adsmovil, using
115 their data to enrich our customer view with additional location and purchase attributes.

116 **Complementary Support for In-Housing:** We are built to flex to meet evolving client needs, and that often
117 means supporting in-housing efforts at various stages of maturity. Our Business Transformation team consults
118 with clients and aligns specialized talent across functions including Data, Audience, Inventory, Technology,
119 Media Operations, Activation, Measurement and Reporting, and Finance and Billing. We partner with over 60
120 clients to accelerate their in-house capabilities including global brands such as Diageo, HP, and SAP and regional
121 and local brands like Banco de Chile and Bancolombia. For Diageo, we worked to consolidate their
122 eComm/Retail Media activity under one report, reducing preparation time from 5 hours to 5 minutes. We tailor
123 our engagement models for a high degree of adaptability to respond to dynamic changes and would partner
124 with MODE to collaborate and flex as your in-housing expansion progresses.

125 **Global Delivery Hubs:** We see operational excellence as a core competency in this complex media marketplace.
126 Globally we operate 9 operations hubs that deliver efficiency and excellence for over 90% of our global client
127 base. These hubs are 100% built, owned, and governed by Omnicom, and operate as a true extension of our
128 client servicing teams, on a 24/7 365 days a year model. Our hubs support functions from media and data
129 operations and reporting to campaign set up and activation, optimization, and billing. LATAM is home to our two
130 fastest growing hubs – in Mexico and Colombia – powered by 400+ employees managing 60+ clients. This team
131 is highly specialized with expert certification across 21 digital platforms in all media types including
132 Programmatic, Search, Social, and Retail. For Uber, we recently deployed an Americas hub in 60 days to activate
133 a Super Bowl campaign out of Colombia while launching new campaigns in Mexico, Chile, and Argentina.

134 **Branded Entertainment & Creative Media:** We help our clients break through and connect with culture through
135 innovative branded entertainment and creative media efforts. Our scaled capabilities in LATAM cover sports and
136 entertainment sponsorship, talent, custom programming, and original content production. Through our Agency
137 as a Platform model, we seamlessly integrate these specialist capabilities on-demand, no matter the project size
138 or scope. Our approach continues to deliver impactful, award-winning work such as *Abrigo Amigo* (Guarded Bus
139 Stop) for Electromedia in Brazil. Please see **Appendix B: Case Studies** for more detail.

---

140 **2.   Talent**

---

141 **How would you ensure that Amazon has access to the best/right talent within your agency/hold co? How will
142 you manage for the different talent profile needs between our categories (e.g., retail vs. entertainment)?**

143 Talent management on your business will be governed by a XLOB Global Talent Lead, supported by fully
144 dedicated talent directors for each LOB in the region. This Talent Unit will assist with local and regional
145 resourcing needs by LOB, tasked with sourcing, onboarding, and retaining top talent. We take a data driven
146 approach to talent stewardship. Amazon will have access to a digital talent system where we will transparently
147 show team utilization by LOB and by country including open roles, pipeline of prospects, and progress against
148 filling them. This system allows us to further develop specific strategies and tactics for targeting and attracting
149 when and where required.

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

157 **Detail your approach & commitments to recruitment, ongoing training/upskilling, retention, driving
158 enthusiasm, ensuring cultural fit.**

159 **Recruitment:** Whether identifying talent from within Omnicom or externally, individuals will be evaluated and
160 scored against the Amazon Capability Framework. This will ensure that individuals not only have the right skills
161 but also demonstrate competency against Amazon's Leadership Principles. These capability frameworks will
162 become the bedrock of all individuals' ongoing evaluation and training pathways.

163 For internal talent identification, we will leverage the Omnicom's Talent Connect platform. Talent Connect
164 provides visibility into all 5,900+ Omnicom LATAM employees and enables on-demand search capabilities to
165 identify, reach and connect to talent faster. Within Talent Connect we can identify colleagues and subject
166 matter experts across the organization and leverage the power of diversity, skillsets, mindsets, and experience
167 to source talent. This allows us to source the most relevant talent for Amazon's LOBs, and enables us to create
168 new, agile, specialist teams irrespective of where our specialists are based.

169 Our confidence in a flawless transition including identifying and onboarding the best talent for each LOB is
170 backed by our recent experience. We have managed the transitions for some of LATAM's largest brands through
171 a process that is seamless and precise, offering a complete, 100% turnkey solution for our clients. An example
172 includes successfully transitioning Grupo Bimbo across 14 countries across LATAM within 90 days, staffing 150+
173 FTEs, handling media billings exceeding $150MM, and a portfolio of 60+ brands.

174 **Retaining, Motivating and Training/Upskilling Talent:** Like your Customer Obsession leadership principle,
175 starting with the customer and working backwards, we believe in the Service Profit Chain which details the
176 importance of starting with our employee satisfaction to ultimately deliver client satisfaction and business

177 results **(See Appendix F: Service Profit Chain).** Our dedicated regional Talent Leads for XCM and Prime Video will
178 be responsible for the following: 1) An in-depth job description outlining the roles and responsibilities of their
179 role inclusive of the capability framework. 2) Quarterly evaluations against these criteria inclusive of your
180 Leadership Principles opening a two-way dialogue to what is and what is not working. 3) Identify and reward the
181 top talent scoring highest at demonstrating behavior against criteria and each leadership principle, while also
182 raising any performance issues. 4) Internal tracking of team satisfaction 3x per year at the same time as client
183 satisfaction survey.

184 To ensure our talent is motivated and rewarded, we will create an Amazon bespoke financial reward system. We
185 recommend, and would expect, that a meaningful proportion of Omnicom's performance-related fee is linked to
186 demonstrating behavior against the Amazon Leadership Principles. We will take an agreed percentage of the
187 total bonus and convert it into an Amazon specific individual bonus pot. Individuals scoring highest in their
188 quarterly evaluations will be celebrated and financially rewarded drawing from the bonus pot. This will both
189 collectively motivate teams as they look to generate as big a bonus pot as possible, but also on an individual
190 level as they can directly benefit.

191 **Resources & Mentorship:** Training starts with setting talent up for success from day one. This includes a rigorous
192 approach to onboarding which is a critical first step in building bonds with new employees. We will deliver this
193 through an 'Amazon Immersion Day' which will be led by the regional talent directors by LOB and will take place
194 every quarter, in every region, in person, for all new staff.

195 At Omnicom, we make significant investments into advanced L&D capabilities. We have designed world-class
196 training programs targeted at all levels of experience. This includes Omnicom University, where our future
197 leaders from across countries, agencies, and disciplines convene with Harvard Business School professors as a
198 class every year to study case work on issues facing our clients and mentorship on how to be a better leader.

199 We are prepared to do the same for Amazon Omnicom staff, by committing a percentage of our income to a
200 bespoke Amazon training program. We will develop a deep and integrated training program called the Amazon
201 Academy. This tailor-made global development program will contain a curriculum designed to advance our
202 talent in the core skills and leadership principles that underpin the competency frameworks. We also propose
203 that relevant modules are created for both Omnicom & Amazon talent to learn and work together. It will not
204 only offer a best-in-class learning experience but will also foster a sense of community and collaboration as it
205 brings our people together in one learning environment.

206 We have deep experience creating custom training programs both around specific capability areas and for our
207 client teams. OMEGA is an exclusive, immersive, co-created Omnicom & Amazon certification program with
208 1,100 graduates from across 9 countries and has resulted in Omnicom becoming Amazon's fastest growing big 6
209 agency partnership YoY with over 300+ of people certified in LATAM.

210 **3.   Globally Networked**

211 **How do you, as a local agency, participate within the globally networked organization to share best practice,**
212 **operations, and highest standards, etc.**

213 We look at this in two ways – our people need to be experts in their function (e.g. strategy, activation, analytics)
214 as well as their nuanced client landscape and needs. We have developed functional Practice Communities and
215 Client-Specific Mechanisms to connect, distribute and share information across our network all in service of
216 accelerating local functional and client-specific expertise.

217 Our local and regional teams collaborate through Omni, enabling a consistent system and workflow across
218 countries. Alongside Omni, core project management and collaboration utilities provide a "mission control"
219 center across the globe. Direct integration and infrastructure setup, unbiased based on client IT systems

220 and preference, including (but not limited to) collaboration, workflow, and project management platforms:
221 Microsoft Teams, HIVE, JIRA, Smartsheet, and Adobe Workfront to help to track requests, workflow tracking and
222 usage capabilities across the local and regional teams.

223 **How do your regions communicate with each other to share ideas, insights, and leverage acquired**
224 **knowledge?**

225 **Practice Communities**: Omnicom operates Practice Communities at the global level that all countries participate
226 in and benefit from. These specialist groups include disciplines such as Strategy, Digital Activation, Advanced
227 Analytics, Commerce, Creator. These groups function in two ways: 1) Provide proactive information across the
228 industry to upskill our teams around the rapidly changing marketplace specific to their function. As an example,
229 our multi-year thought leadership initiative *Future Signals*, which is part of our Digital Activation Practice
230 Community, helps our teams understand and navigate the impact of marketing realities such as signal loss,
231 privacy, and regulation changes, including cookie deprecation in their country for their business **(See Appendix**
232 **G for our latest Future Signals Report)**. 2) Provide local teams access to other thought leaders in their function
233 around the world to help answer and ideate on their country and client-specific questions or needs.

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

236 **Client Specific Mechanisms:** For our large, complex global clients we establish a client-specific central Network
237 Connectivity function. This is an operational team that develops and maintains the mechanisms for collaboration
238 and connectivity across the client's organization. Collaboration mechanisms include systems and tools for always
239 on connectivity, templates for gathering consistent country best practices and learnings, governance, and
240 definitions to align on local, regional or LOB learnings, and scheduled sessions for sharing across countries and
241 priorities. This Network Connectivity Function provides the mechanisms and process for tier 2 and tier 3
242 countries to access and connect to the best of the network.

243 One of the primary responsibilities of the Network Connectivity function is to curate and codify a repository that
244 harmonizes and democratizes best-in-class work, playbooks, thought leadership/POVs, and learning and
245 development resources from across regions and countries. We call the system that houses this repository
246 Open+. For Volkswagen Group specifically, Open+ has over 2,500 client users and 700+ Omnicom users across 8
247 brands in 35+ countries accessed through Omni. 30 case studies uploaded per month over 2 years providing
248 over 700 cases categorized by 6 full funnel metric dimensions, resulting in over a dozen local campaigns scaled
249 across countries. Each year – 52 (weekly) newsletters, 12 (monthly) case deep-dives, 4 (quarterly) business
250 reviews and an annual award event celebrate the best shared work.

251 **Next Steps**

252 We look forward to using our session on April 4 in São Paolo to deepen our understanding of your regional and
253 local needs and exploring how Omnicom's advantages can deliver What's Next for XCM and Prime Video in
254 LATAM. We plan to use our session on April 4 to inform our proposal for the Global Operating Model meeting on
255 April 8 and our subsequent Regional Economic & Operational Capabilities Meeting in Mexico City on May 30.

256 **Appendix A: COMvergence New Business Rankings**

257 LATAM New Business Rankings 2023
258 Media Agency Groups

Total (incl. Retentions)		In $US M		NET (excl. Retentions		In $US M
1	OMG OMNICOM MEDIA GROUP	251		1	OMG OMNICOM MEDIA GROUP	231
2	Mediabrands	200		2	Havas Media Network	76
3	Publicis Media	149		3	Mediabrands	35
4	Havas Media Network	112		4	Denstu	13
5	Dentsu	19		5	Publicis Media	-30
6	GroupM	-74		6	GroupM	-97

259

260 **Appendix B: Case Studies**

261 **Amazon: An Eye on the Bid:** Despite being an international reference, Amazon needed to be more remembered
262 and associated with its wide range of products in Brazil: everything from "A-to-Z." To reverse this, we got closer
263 to the local culture and sponsored the main football championship in the country. With one difference: we
264 hacked the standardized and rigid format used by other sponsors. How? Using creative and data intelligence, we
265 developed a wide variety of ads that interacted in real-time and contextualized with in-game bids. In a country
266 with firmly established competitors, Amazon has become the top of the mind in the category and the leader in
267 the perception of a "wide variety of products."

268 **Eletromidia: Guarded Bus Stop:** Eletromidia, Brazil's top OOH media firm, aimed to solidify its leadership and
269 allure new advertisers by aligning communication with its vision of urban transformation. Recognizing the safety
270 concerns faced by women waiting at bus stops, we partnered together to transform its Digital Bus Stop
271 Billboards into safety companions. Equipped with sensors, these billboards offered women a video call with a
272 security professional if they were alone, providing reassurance and immediate assistance if needed. The pilot
273 project in 15 bus stops yielded over 150 nightly calls on average with no incidents, paving the way for expansion
274 and attracting sponsor brands and city hall interest.

275 **SuperPollo: Among Us, Winner of Grand Prix Effie Chile 2023:** To stay relevant and captivate a younger
276 audience, Super Pollo, an Agrosuper Brand, aimed to boost breaded product sales by 50%. Drawing inspiration
277 from current trends, they seized the buzz surrounding an auction for a chicken nugget resembling Among Us
278 astronauts. Super Pollo, alongside Omnicom Chile, launched these character-inspired nuggets into space both
279 figuratively and literally. With a live Twitch stream featuring popular streamer Dylantero and other influencers,
280 the journey of these nuggets soaring over 32,000 meters captured global attention. This innovative campaign

281 resulted in an impressive 230% year-over-year surge in Super Pollo's sales, underscoring their knack for blending
282 cultural relevance with technological savvy.

283 **Nissan: Driving ROI Through Our Mexico Analytical Hub:** We introduced Precision Budgeting in Mexico, a
284 dynamic and flexible approach powered by our Analytical Hub, designed to refine investment strategies
285 specifically for Nissan across Latin America. This initiative optimizes return on investment, facilitating precise
286 and informed budget planning essential for effective zero-based budgeting. By leveraging advanced econometric
287 models, we continually adapt our strategies to the marketplace's evolving dynamics, ensuring Nissan's
288 investments are accurately aligned with revenue generation opportunities. This methodology not only focuses
289 on maximizing revenue but also incorporates detailed analysis of brand KPIs to evaluate the financial impact
290 across various timeframes. The result is a consistently enhanced ROI, demonstrating the value of our targeted,
291 data-driven budget optimization service for Nissan.

292 **Diageo: Cafecito con aroma a Baileys, Winner of Grand Prix Effie Colombia 2023:** Baileys aimed to refresh its
293 image for a new generation by making it a daily coffee companion. The strategic reinvention challenged
294 consumer expectation, and together with Omnicom Colombia, Baileys launched an innovative campaign
295 highlighting its versatility in compelling and visually engaging narratives. From television commercials to social
296 media activations and collaborations with coffee shops, the brand aimed to connect with consumers at every
297 touchpoint. Baileys' daring approach yielded an extraordinary 248% growth in product sales underscoring the
298 brand's ability to redefine itself and thrive in a dynamic marketplace through strategic innovation and limitless
299 creativity.

300 **Appendix C: Omnicom LATAM Example Platform Certifications**

Platform	
Meta	168
Google	191
mercado libre	403
amazon	**336**

301

302 **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

303

304   Appendix E: 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 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

305

	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

306

307 **Appendix F: Service Profit Chain**

308
309 Source: https://hbr.org/2008/07/putting-the-service-profit-chain-to-work
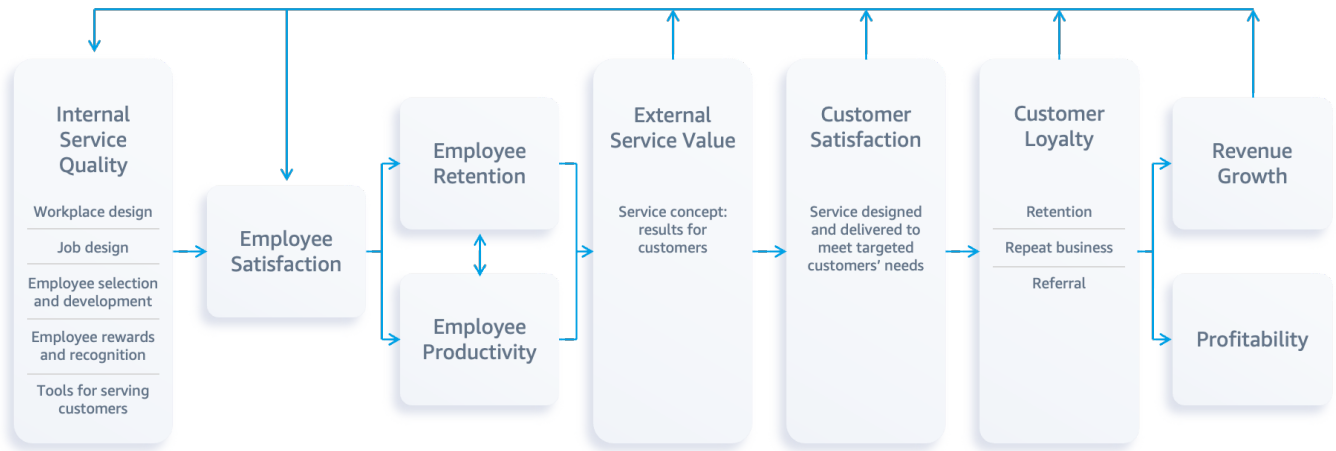
310 **Appendix G: Future Signals**

311 We started our industry-first *Future Signals* program in 2021, to educate advertisers about the effects of signal
312 loss and help them adapt. Learn more here – bit.ly/3IWuFdr – (password: FutureSignals) about how we're
313 helping our clients improve their performance in the wake of events like signal loss and privacy changes in the
314 marketplace.