

1 XCM LATAM Audience & Media Planning Narrative

2 Purpose

3 This document serves as Omnicom's response to the Audience & Media Planning brief for XCM LATAM and includes detailed
4 recommendations for the Holiday Season in Q4 for Mexico and Brazil.

5 Audience & Media Planning Overview

6 Our response is structured in 5 sections and follows a customer-obsessed (audience-centric vs. channel-first) approach to media: 1)
7 Business Intelligence: sets the current business and competitive context, identifying the barriers and drivers of growth; 2) Audience
8 Approach: defines, models, sizes and prioritizes the customer segments to win with given the growth opportunity, their relationship to
9 the category, and behavioral attributes; 3) Communications Strategy: defines the specific jobs to be done for each segment and sub-
10 segment based on our audience understanding and campaign objectives; 4) Media Plan: sets optimal investment, channel allocations,
11 flighting and tactics to address the specific media consumption behaviors of our target audiences and campaign delivery requirements to
12 achieve our objectives; 5) Measurement & Optimization Approach: determines and prioritizes KPIs, measurement methodology and
13 optimization levers to realize maximum value and minimize wastage on every dollar spent. Omni, Omnicom's global data and
14 orchestration platform, is utilized across the end-to-end workflow, with specific Omni tools noted in each section below and available for
15 live demonstration during this meeting.

16 Business & Competitive Intelligence

17 The e-commerce landscape in Mexico and Brazil is experiencing rapid growth. Mexico's market is projected to reach \$66.29 billion by
18 2027, while Brazil's is expected to soar from \$69.74 billion in 2023 to \$111.48 billion by 2027. This growth is driven by increased internet
19 penetration and a shift towards online shopping. However, regulatory scrutiny is tightening in both countries, impacting strategic
20 planning. Amazon faces stiff competition from local giants like Mercado Libre and new entrants such as Temu, Shopee, and Shein. In
21 Brazil, Mercado Libre boasts 41.41M monthly active users compared to Amazon's 7.54M and leads in media investment with 30% share.
22 In Mexico, Amazon leads in unique visitors (33.78M), but Mercado Libre surpasses Amazon in engagement metrics, with longer visit
23 durations, lower bounce rates, and more page views. Building trust, value for money attributes and access will leverage penetration and
24 scale for Amazon. The experience is highly valued by the consumer in both locales. People request integrated seamless experiences,
25 something that Superapps claim to do. A key challenge in both markets is financial service access, particularly for lower socioeconomic
26 segments. Mercado Libre's integrated fintech service, Mercado Pago, effectively addresses this, enhancing user engagement and loyalty.
27 As high-spending periods like Black Friday and Christmas approach, competition intensifies across both general e-commerce platforms
28 and category-specific online retailers.

29 Combining the accelerated growth of e-commerce with the increased competitive pressure, this holiday season Amazon needs to act like
30 a **DAYONE brand** – innovative, good quality, good value, good services, and consumer obsessed. Focusing on the convenience of Amazon
31 shopping and shipping alongside the emotional levers of holiday. To strengthen Amazon's position against Mercado Libre, while also
32 adapting to emerging competitors who are fragmenting the market, a **regional approach** will allow Amazon to communicate key
33 advantages. **1) Global Expertise, Local Touch:** Amazon must highlight its unparalleled global retail experience, demonstrating how it
34 applies this knowledge to meet specific local needs in Brazil and Mexico; **2) Competitive Offering and Selection:** Amazon must emphasize
35 its extensive product range and competitive pricing, addressing the 'Value for Money' perception that's crucial in these markets.

36 Audience Planning

37 The "All Holiday Shopper" audience was modelled, sized, and segmented in Omni using behavioral data sets from the Omni Audience
38 Explorer tool (See Appendix J for 2nd and 3rd party data sets in Omni). These included affinity audiences for gifts and occasions, specifically
39 Christmas Day, online shopping, discount shopping, Buen Fin, and Black Friday/Cyber Monday. Proprietary Omni Fusion techniques were
40 applied to map the segments (Appendix A) to Google's audience taxonomy, providing additional insights on affinity and in-market
41 segments to maximize reach in this platform. This included Shopping Enthusiasts (approximately 18M potential reach), demographics,
42 location, and relevant content on YouTube, which nurtures video and social strategies. "All Holiday Shoppers" were segmented based on
43 their existing relationship with Amazon: 1) Prime customers (considered heavy buyers); 2) Non-Prime customers (considered light buyers,
44 who don't have membership); 3) Non-customers who don't shop with Amazon. These three audience segments have been built
45 consistently across Mexico and Brazil using Omni (See Audience Sizing in Appendix A)

46 Sub-Segmentation for Enhanced Insights and Media Targeting Based on Distinct Behaviors. These audiences were further segmented into
47 1) **Broad Audience:** the universe audience. Individuals aged 18 and above with internet access; 2) **Prime customers:** This segment
48 includes all identified Prime members. A key subsegment is current XCM customers, identified as users of Prime, but only for Prime
49 Video; 3) **Amazon Customers, non-Prime:** These are customers who shop with us but have not yet become Prime member; and 4) **Non-**
50 **Amazon, non-Prime:** All users who are neither Amazon customers nor Prime members; 5) **Behavioral segments:** Purchase category
51 segments associated with most important categories during each special date in the season.

52 **Broad Audience (Holiday Shopping Enthusiasts):** Holiday Shopping Enthusiasts form the backbone of the target audience, especially
53 during the Q4 holiday season. In Mexico, this group represents 84% of the population, predominantly consisting of married individuals
54 aged 35-54. They are fitness enthusiasts with a keen interest in beauty and wellness, consuming media through social platforms, blogs,
55 video games, and YouTube. In Brazil, Holiday Shopping Enthusiasts account for 75% of the population. This segment mainly includes

56 employed C-class executives, married with children, and household incomes ranging from 54,001 to 96,000 BRL. Their interests span
57 computer brands, beauty, and health & fitness.

58 **Prime Customers (Elite Enthusiasts):** Prime Customers, or Elite Enthusiasts, are highly valuable to Amazon. In Mexico, they are
59 predominantly males aged 35-54, with high incomes (ABC+: 62.1%). These consumers shop online frequently, 2-3 times per month, and
60 are avid users of streaming services like Prime Video, Netflix, MAX, and Disney+. In Brazil, Elite Enthusiasts are high-income earners (AB:
61 78.5%) aged 25-44. A significant portion (24.5%) is without children, while 38.9% have young children. They prioritize quality products
62 and prefer online shopping over in-store experiences, with 63% favoring digital channels.

63 **Amazon Customers, non-Prime (Savvy Shoppers):** Savvy Shoppers, or Amazon Customers who are not Prime members, are a critical
64 segment. In both locales they feel the need to make intelligent, smart shopping. In Mexico, this group includes middle-income earners
65 (C+C: 45.9%), balanced in gender, and aged 25-44. They shop online less frequently, about once every 2-3 months to once a month, and
66 engage frequently with video streaming services. In Brazil, Savvy Shoppers are also middle-income earners (BC: 80%) aged 18-59. They
67 are highly responsive to promotions and opportunities, often preferring bulk buying in "Atacarejos." Their main interests include
68 electronics, fashion, and beauty.

69 **Non-Amazon, non-Prime (Budget Minders):** Budget Minders, or non-Amazon, non-Prime customers, represent a significant opportunity
70 to increase penetration. In Mexico, this segment consists mainly of lower-income females (C-: 22%) aged 18-34. They prefer discount
71 retailers and second-hand sites, with media engagement primarily through TV, streaming services, and OOH. In Brazil, Budget Minders
72 are predominantly DC class (63.1%) aged 35-59. About 27% have used online shopping, preferring local markets and second-hand culture.
73 When shopping online, they primarily focus on tech products. This segment is a priority for Amazon.

74 With the audiences built, insights from the segmentation and the Omni Q Cultural Intelligence tool (**Appendix B**) were utilized to identify
75 ways to create relevant connections with Holiday Shoppers and deliver on their holiday needs in a competitive marketplace. A deep dive
76 analysis (Omnicom Custom Holiday Research) was conducted to understand the different motivations and rhythms of people during the
77 holiday season. This research revealed two distinct phases that form the foundation of the Amazon XCM strategy: 1) Key deal event:
78 frenzy vibe; 2) Christmas: heartwarming harmony. These phases follow their own social rituals, behaviors, and patterns, which shape
79 media behavior and flighting strategies (**Appendix C**): 1) The "Frenzy Vibe": Characterized by the urgency and excitement of key deal
80 events like Buen Fin, Black Friday and T5; 2) The "Heartwarming Christmas": Marked by a shift towards emotional connections and
81 traditional holiday sentiments. The following insights were gathered through this cultural analysis and phase examination:

82 **"Frenzy Vibe" of Buen Fin / Black Friday and T5:** Shoppers exhibit urgency driven by the thrill of securing deals (often for themselves),
83 and have a high expectation for a convenient, seamless shopping experience. 62% of Buen Fin / Black Friday shoppers list "Treat Yourself"
84 as their shopping motivation, and they particularly like to spend on electronics, fashion and beauty products. Home enhancement is also
85 significant, with both countries seeing a 45% increase in household goods purchases driven by discounts on electronics and appliances.
86 During this time, consumers expect retailers to provide a smooth, efficient and frictionless shopping experience whether on-line, in
87 platform or in real life. In Brazil, according to Google insights consumers usually start their search journey for BF two weeks prior.

88 **Heartwarming Christmas:** This is all about emotionally driven behavior, shared experiences, and cultural tradition: Over 80% of people in
89 Brazil and Mexico will celebrate Christmas, and 80% of shoppers also report that finding meaningful gifts is more stressful than budget
90 constraints. The tradition of 'Secret Friend' (Amigo Secreto) in Brazil, which involves anonymous gift exchanges among colleagues,
91 friends, or family also plays a role here. This practice, with its thematic variations, influences online and offline shopping behaviors, with
92 40% of participants preferring to shop online for their "secret friend" gifts. In terms of what consumers will be looking for during
93 Christmas '24, Omni Culture Q suggests the following trends will be salient: 1) Tangible Connections: Data shows a trend towards
94 meaningful, physical experiences. 2) Meme Culture: Social media metrics indicate the influence of shared cultural references. 3) Near
95 Nostalgia: Survey responses suggest a consumer tendency to value recent past experiences. 4) Modern Family: Data indicates evolving
96 family structures remain central to celebrations. 5) Traditional Values: Metrics show continued reverence for established cultural
97 wisdom.

98 Despite the growth of e-commerce, trust is a critical issue with 55% of shoppers citing it as a primary concern. Additionally, 70% of
99 consumers prefer the immediate gratification of in-store purchases, and 62% value elaborate gift packaging, often perceived as superior
100 in physical stores. The convenience factor is driving a shift, with 78% of tech-savvy consumers favoring online shopping for its ease and
101 variety, and there's a 25% year-over-year increase in online shopping among consumers under 35. Lastly, during this season, financial
102 dynamics also play a crucial role, with last-minute purchases prevalent due to delayed financial planning. 65% of shoppers rely on
103 December bonuses or extra paychecks, and local salary structures contribute to a 40% spike in year-end buying.

104 **Communications Strategy**

105 A review of the competitive landscape, audience behaviors, and cultural trends confirms the opportunity to deploy a tailored
106 communications approach. This approach aims to address distinct customer needs and overcome barriers to growth across both
107 emotional and rational (e.g., value) territories. The strategy will demonstrate a deep understanding of local consumer behavior,
108 particularly during the holiday season, and the ability to meet diverse needs promptly and effectively: 1) Prime Customers (Elite
109 Enthusiasts): Reinforce exclusivity and premium experiences for existing Prime members, engaging them through owned and operated
110 channels without dedicated budget allocation; 2) Amazon Customers, non-Prime (Savvy Shoppers): Primary focus on driving purchases by
111 demonstrating the superior value, smart shopping, free shipping, and convenience of Prime membership; 3) Non-Amazon, non-Prime

112 (Budget Minders): Focuses on showcasing accessibility, trust, and its wider inventory to attract new/low frequent customers who are not
113 yet Amazon shoppers.

114 Making Amazon the default selection for this seasonality is a unique gift to consumers, enabling moments of joy by making purchasing
115 quick, convenient, and effortless. To achieve this goal, Amazon must focus on three key areas: 1) Innovative Shopping Experience:
116 Amazon should highlight its tech-driven solutions like personalized recommendations and seamless multi-device shopping, setting the
117 company apart from both established and new competitors; 2) Trusted Brand: Amazon must emphasize its reliability and customer
118 service, key differentiators in markets where trust in e-commerce is still developing; 3) Strategic Media Deployment: OMG will utilize its
119 understanding of consumer motivations to connect with audiences through optimized media channels, maximizing reach and impact.
120 Jobs to be Done for XCM Brazil and Mexico: Get Holiday shoppers across all segments in Mexico and Brazil (deal-seekers, gift-givers, and
121 festive enthusiasts); To Choose Amazon as their primary Q4 “obvious” shopping destination for both deal-hunting and gift-giving ; By
122 Implementing a dynamic "Binary Tone Approach" that adapts Amazon's entire ecosystem to match shoppers' emotional journey from the
123 urgency of deal events to the warmth of the Christmas period, while addressing key market challenges and leveraging cultural insights
124 unique to both countries.

125 Communication Platform: Amazon the Holiday Heartbeat. Create a cross-platform experience that adapts Amazon's entire interface -
126 from the app and website to ads and even delivery packaging - based on the "Binary Tone Approach" which is the current “emotional
127 frequency” of the Q4 season. We’ve planned for 2 distinct phases: 1) The Frenzy Vibe (Key Deal Events): Fast-paced, upbeat rhythms: a)
128 Creative Tone: Vibrant, urgent, playful. Color Orange and Red; b) Key Message: "Unleash Your Passions - Amazon's Deal Extravaganza!".
129 2) The Heartwarming Harmony (Christmas Period): melodic calm traditional holiday tunes: a) Creative Tone: Warm, inclusive, emotionally
130 resonant. b) Color: Deep blues, warm golds, soft whites; Key Message: "Bring Joy Home - Amazon Connects Hearts".

131 During the "Frenzy Vibe" the interface becomes high-energy, with rapid-fire deal notifications, countdown timers, and pulsating designs.
132 The packaging could include QR codes that unlock last-minute deals when scanned. As it transitions to the "Heartwarming Harmony," the
133 same platform transforms to emit a warm, comforting glow. The interface slows down, featuring storytelling elements, gift guides, and
134 options to donate to charities. The packaging could include augmented reality triggers that, when scanned, display personalized holiday
135 messages or animations.

136 **Media Plan**

137 **Media Architecture:** Amazon the Holiday Heartbeat. This media strategy connects Amazon's holiday season challenges to the
138 Communication Framework, translating them into a media architecture with specific tasks. It ensures cross-country consistency while
139 allowing flexibility for local nuances, maximizing relevance and emotional resonance. The strategy integrates BDA and DDA activities to
140 create synergies between each. BDA activities aim to forge a more effective emotional connection with consumers. DDA activities focus
141 on driving immediate and measurable consumer action through targeted, product-specific messaging. The strategy centers on a two-tone
142 approach, adapting the interface, messaging, and user experience to the emotional rhythms of the Q4 season. It consists of two phases:
143 The Frenzy Vibe and The Heartwarming Harmony. These phases correspond to two types of communication:

144 During the "Frenzy Vibe" of Buen Fin (just Mexico) and T5 (in both locales): The goal is to capture the attention of eager deal-hunters and
145 engage less interested users in Amazon. To fight clutter, directed information is needed to engage those already excited about the sales.
146 High-impact formats create urgency and excitement. This approach ensures maximum engagement and purchase intent, turning even
147 casual browsers into active shoppers: A) BDA focuses on building and maintaining an emotional connection with the audience by
148 emphasizing Amazon's value and position as the go-to destination for smart deals. Through continuous brand messaging that highlights
149 reliability and value, the strategy aims to keep Amazon top-of-mind for holiday shoppers, reinforcing the brand's credentials and
150 establishing trust; B) DDA seeks to dominate the conversation and drive immediate purchases by maximizing reach and influencing
151 rational buying decisions during Buen Fin and T5. Through aggressive promotional tactics and extensive reach, the strategy aims to
152 ensure Amazon leads in retail share-of-voice.

153 In the "Heartwarming Harmony" of Christmas: The focus shifts to reinforcing Amazon's positive associations around Amazon as the go-to
154 destination for holiday shopping. Through emotionally resonant storytelling and content, the strategy highlights the joy of gift-giving and
155 family connections, maintaining Amazon's top-of-mind awareness: A) BDA aims to create standout moments that deeply resonate with
156 the audience during Christmas. By employing high-impact, emotional and empathetic messages with premium placements, the campaign
157 enhances the emotional joy associated with holiday shopping. This campaign is designed to engage 'All Holiday Shoppers'; B) DDA will
158 boost purchase intent of high volumes of shoppers, turning Amazon into the preferred choice for holiday deals and last-minute
159 purchases.

160 Each locale will activate, and balance BDA, and DDA according to their specific needs, key dates, and audience priorities, ensuring
161 maximum relevance and impact throughout the holiday season.

162 **Brazil Plan Detail**

163 **Black Friday:** Budget 118,87MM BRL | BDA 30% | DDA 70% | KPIs SOV 19% (2^o in category) 98,39% Cov. | 27,3 Freq.

164 **Christmas:** Budget 86,128MM BRL | BDA 50% | DDA 50% | KPIs SOV 24% (1^o in category) 97,90% Cov. | 18,9 Freq.

165 **Total Budget:** 205M BRL | BDA 32% | DDA 68%. | +0.1pps Awareness (**Appendix G**).

166 **Media Budget and Channel Allocation:** Omni Channel Planner defines local investment shares in channels to obtain the greatest
167 combination of Coverage, Reach and a potent impact in Ad Recall and Purchase Intent results, ensuring greater efficiency in the
168 campaigns' working budget (Appendix D). The Strategy aims to increase Amazon potential and focus on “Budget Minders” and “Savvy

169 Shoppers” as they offer the biggest reach and potential for an incremental revenue. We orchestrate the identified budget across 1) **BDA:**
 170 Building connection and trust with the consumer, working beyond the offer and promotional aspects, front weighted to build the brand
 171 together with the DDA approach. 2) **DDA:** Consisting of a stronger budget mainly allocated close to the main dates' week, bringing a
 172 stronger promotion trigger, and encouraging purchases, with high coverage and frequency. Considering that the brand has already built
 173 an emotional feeling in the consumer.

174 **Black Friday:**

175 Having defined the strategy pillars, we detail the performance for Black Friday, considering the ideal mix of media and an evolutionary
 176 performance for the date, starting with stronger investments in BDA to build the brand and migrating strength to DDA as the date
 177 approaches. Encourage the purchase trigger, following a total share week of **W1 22% W2 29% W3 36% W4 58%** with W4 considering
 178 until the Cyber Monday event.

179 **BDA:** 30% Working Budget to reach competitive SOV and grant the Brand it's necessity visibility; **Timing:** 04th Nov to 02nd Dec; **Targeting:**
 180 Broad campaign audience AS ABC 18+e; **Core Channels:** Net reach led, using Omni Channel Planner to maximize reach within each
 181 channel before adding in the next. TV, OLV, Social Video, Display, Radio, Print, OOH; **Phasing:** Focus on the star, and a slow swift to DDA
 182 being share | W1 39% W2 39% W3 22% W4 0%; **Media Weighting:** Offline 58% Online 42%;

183 **DDA:** 70% Working budget focusing on efficient Reach and Frequency, reinforcing the main sales triggers for the promotion period;
 184 **Timing:** 04th Nov to 02nd Dec; **Targeting:** 50% focus on Holliday Shopping Enthusiasts, 30% on Savvy Shoppers and Budget Minders” with
 185 the last 10% focused on Elite Enthusiasts; **Core Channels:** Net reach led, using Omni Channel Planner to maximize reach within each
 186 channel before adding in the next. TV, OLV, Social Video, Display; **Phasing:** Focus on the end, focusing most efficiency when near the date
 187 | W1 04% W2 12% W3 26% W4 58%; **Media Weighting:** Offline 44% Online 56%;

188 **Christmas:** This seasonal date for Brazil has an emotional reason, extremely linked to family, religion and union, the local market has a
 189 more emotional behavior in relation to the date, bringing much more affection to the act of giving gifts. A stronger build of the DBA is
 190 needed to create that emotional bond between the brand and the consumer and a focus on the DDA closer to date to encourage sales.
 191 The online retail category has less investment than on Black Friday, with a reduction of around 30% in overall investment. Here we bring
 192 an opportunity to lead the category's SOV, enhancing Amazon's ability to be a love brand. In this way, we built Mix in line with the
 193 national market and with a focus on this construction, and taking advantage of the opportunities that the client already has (such as
 194 Football sponsorship with the last games on the Brazilian calendar at the beginning of December), to be able to build the emotional
 195 impact of mark at the beginning of the month and give a stronger shift to the DDA closer to the date in a cultural last-minute shopping
 196 behavior.

197 **BDA:** 50% Working Budget to reach competitive SOV and grant the Brand it's necessity visibility; **Timing:** 04th Dec to 24th Dec; **Targeting:**
 198 All holiday shoppers (A ABC 18+); **Core Channels:** Net reach led, using Omni Channel Planner to maximize reach within each channel
 199 before adding in the next. TV, OLV, Social Video, Display, Radio, Print, OOH; **Phasing:** Quick and immediate construction of the pillar at
 200 the beginning of season period, to guarantee construction of Brand going to a slow swift to the DDA | W1 30%, W2 28%, W3 26%, W4
 201 17%; **Media Weighting:** Offline 62% Online 38%.

202 **DDA:** 50% Working budget focusing on efficient Reach and Frequency, reinforcing the main sales Triggers for the promotion period;
 203 **Timing:** 04th Dec to 24th Dec; **Targeting:** All holiday shoppers (A ABC 18+); **Core Channels:** Net reach led, using Omni Channel Planner to
 204 maximize reach within each channel before adding in the next. TV, OLV, Social Video, Display; **Phasing:** Slowly growth of investment in
 205 the period focusing most efficiency when near the date | W1 08%, W2 18%, W3 31%, W4 43%; **Media Weighting:** Offline 32% Online
 206 68%.

207 **Mexico Plan Detail**

208 **Buen Fin:** Budget \$166.2M MXN - 59% | BDA 40% | DDA 60% | TV SOV 50% (parity with Mercado Libre 2023) | 99.16% Reach 1+ | 50.55
 209 Avg Freq. | 87.17% Avg. Weekly Reach | 63.26% Avg. Weekly Resonance. (see Appendix E.2: Channel Planning & Allocation)

210 **T5 (Black Friday & Cyber Monday):** Budget \$6M MXN – 2% | DDA 100% | 56.74% Reach 1+ | 3.53 Avg Freq. | 28.93% Avg. Weekly Reach
 211 | 13.75% Avg. Weekly Resonance. (see Appendix E.3: Channel Planning & Allocation)

212 **Christmas:** Budget \$107.8 MXN – 39% | BDA 70% | DDA 30% | TV SOV 64% (vs 36% Mercado Libre 2023) | 97.58% Reach 1+ | 30.13 Avg
 213 Freq. | 87.40% Avg. Weekly Reach | 55.88% Avg. Weekly Resonance. (Appendix E)

214 **Total Budget:** \$280M MXN | BDA 51% | DDA 49% | TV SOV 55% (vs 45% Mercado Libre 2023)

215 99.55% Reach 1+ | 81.89 Avg Freq. | 88.64% Avg. Weekly Reach | 71.11% Avg. Weekly Resonance. (Appendix E.1) Our comprehensive
 216 media strategy for November and December is designed to maximize Amazon's impact during key seasonal dates, leveraging a mix of
 217 BDA and DDA assets to build emotional connections and drive purchases. By targeting key audience segments such as Savvy Shoppers
 218 and Budget Minders, and strategically allocating our budget across Buen Fin, Black Friday, Cyber Monday, and Christmas, we aim to
 219 dominate the market. Our approach includes high-impact placements in traditional mass media and digital channels, tailored to the
 220 unique behaviors and emotional drivers of the Mexican market. This strategy ensures sustained engagement, optimal reach, and
 221 increased brand loyalty, ultimately positioning Amazon as the go-to destination for holiday shopping.

222 We conducted several analyses and exercises using different Omni applications to develop an investment recommendation for the entire
 223 period and its split between campaigns. Using Omni Investment Planner and data from multiple third-party sources, we estimate that a
 224 budget of \$280 million Mexican pesos over the period will enable Amazon to grow by 3.88 percentage points in "Awareness," reaching
 225 73.8 percentage points by December 2024 (+1.8 points vs. December 2023) (Appendix E)

226 Similarly, this budget will allow Amazon to grow by 0.29 points in "Value," reaching 29.6 points by December 2024 (-1.4 points vs.
 227 December 2023). With our Big Idea, we will enhance Amazon's performance, leveraging Creativity & Innovation as an advertising
 228 profitability multiplier of 12 to exceed estimates and close the gap with Mercado Libre (which achieved 32.5 points in Value in December
 229 2023). (Appendix E) Additionally, it is important to note that media tactics, such as the budget required to lead in SOV on Television or to

230 execute high-exposure actions in digital channels (takeovers), were considered and validated in this recommendation. Our media strategy
 231 aims to strengthen Amazon during seasonal dates by uniting BDA and DDA assets. This approach combines evolutionary brand-building
 232 for emotional connection while driving purchases, tailored to the nuances of the Mexican market. We used OMNI to define local
 233 investment shares in channels and players, achieving the optimal combination to maximize reach and secure a strong position against
 234 Mercado Libre. Our strategy targets new consumers, specifically “Budget Minders” and “Savvy Shoppers,” who offer the greatest reach
 235 and potential for incremental revenue. We allocate the budget across different building blocks based on immediate business priorities
 236 and country context.

237 **Buen Fin:** We are allocating 59% of our budget to this season. The media plan will focus on increasing awareness among Savvy Shoppers
 238 and Budget Minders through traditional mass media and digital channels. Coverage will be national with reinforcement in major cities
 239 (CDMX and Valley of Mexico, GDL, and MTY) and key cities in the Central and Southeast regions, which have shown the biggest growth in
 240 online retail sales in 2023 according to AMVO. The plan will build up its weight, peaking in the week of November 11th. The strategy will
 241 be reinforced with special actions to drive the DDA call to action on purchase days, bringing the Big Idea “Discounts that Brighten Smiles”
 242 to life. With the strategic approach defined, our plan will win the season by starting with stronger investments in BDA to build the brand
 243 and transitioning to DDA as the date approaches.

244 **BDA:** 60%; **Timing:** 24th Oct to 18th Oct; **Targeting:** Broad Audience with tactics for subsegments; **Channels SOI:** TV 27.9%, Radio 2.3%,
 245 OOH 2.6%, Social Media 28.1%, Online Video 28.1%, Display 0.3%, Online Audio 1.5%, Influencers 9.1%; **Phasing:** W1 11% W2 35% W3
 246 54%; **Media Weighting:** Offline 33% Online 67%.

247 **DDA:** 40%; **Timing:** 11th Nov to 18th Dec; **Targeting:** Broad Audience with tactics for each subsegments; **Channels SOI:** TV 29.5%, Radio
 248 2.5%, OOH 2.8%, Social Media 27.3%, Online Video 27.3%, Display 0.3%, Online Audio 1.5%, Influencers 8.9%; **Phasing:** W4 90% W5 10%
 249 **Media Weighting:** Offline 35% Online 65%.

250 **T5 – Black Friday & Cyber Monday:** Given the lower relevance of this season for our broad audience, we have allocated a tactical budget
 251 of 2%, focusing solely on DDA. Two days after the end of Buen Fin, we will target consumers with the last round of hot deals before
 252 Christmas, emphasizing self-indulgence in key categories such as Electronics, Fashion, Toys, and Home Appliances. Ideally, we will exclude
 253 clients who already converted during Buen Fin using first-party data (1PD) in our digital channels.

254 **DDA:** 100%; **Timing:** 21st Nov to 2nd Dec; **Targeting:** Broad Audience with tactics for each subsegments; **Channels SOI:** OOH 18.7%, Social
 255 Media 58.5%, Online Video 22.8%; **Phasing:** W1 30%, W2 70%; **Media Weighting:** Offline 19% Online 81%.

256 **Christmas:** We are allocating 39% of our budget to this season. The Christmas media plan continues to impact the Savvy Shoppers and
 257 Budget Minders segments targeted during Buen Fin, with nuanced execution. We will maintain high placement in traditional mass media
 258 and digital channels, condensed, over a shorter period from December 3rd to 25th. This ensures no days are wasted, building purchase
 259 anticipation right after Cyber Monday and focusing on getting gifts delivered before Christmas.

260 Key Difference in tactic: Prioritize 20-second ads (70%), communicating BDA and concentrating 70% of activity in A and AA bands to
 261 ensure visibility during a season of high evening socialization. We aim to stand out in high-audience programming, such as the National
 262 Soccer League final, through special placements (Virtuals), bringing the Big Idea “Give Smiles with Every Purchase” to life.

263 **BDA:** 52%; **Timing:** 3rd Dec to 24th Dec; **Targeting:** Broad Audience with tactics for subsegments; **Channels SOI:** TV 37.8%, Radio 5.8%,
 264 OOH 6.7%, Social Media 18.6%, Online Video 19.9%, Display 0.4%, Online Audio 1.7%, Influencers 9.3%; **Phasing:** W1 21% W2 33% W3
 265 40, W4 6%; **Media Weighting:** Offline 50% Online 50%.

266 **DDA:** 48%; **Timing:** 3rd Dec to 24th Dec; **Targeting:** Broad Audience with tactics for each subsegments; **Channels SOI:** TV 37.8%, Radio
 267 5.8%, OOH 6.7%, Social Media 18.6%, Online Video 19.9%, Display 0.4%, Online Audio 1.7%, Influencers 9.3%; **Phasing:** W1 90%, W2 10%,
 268 W3 29% **Media Weighting:** Offline 50% Online 50%.

269 **Big Idea for both locales** (see Appendix F) Amazon's iconic smile, spanning from A to Z, embodies a unique story that resonates deeply. A
 270 personalized discount is something that universally brings a smile, reflecting a brand that truly cares. But a smile is more than just the
 271 Amazon logo. It's the reaction of our consumers when they discover Amazon's special offers on Black Friday, find a gift for special people
 272 on Amazon at Christmas, or receive their Amazon box with orders at home. Latin Americans are happy people by nature, so they can
 273 easily connect and react positively to a smile. Therefore, Amazon will recognize and reward every smile by offering solutions to take
 274 advantage of Amazon's Black Friday and Christmas offers. How? Introducing the “**Amazon Heartbeat of the Holidays**” is a dynamic,
 275 adaptive campaign capturing the rhythm of the holiday season. This concept transforms physical spaces into immersive experiences
 276 evolving with consumers' shifting emotions, from deal-hunting excitement to festive warmth. Key Elements: 1) Adaptive Pop-Up
 277 Experiences: “Frenzy Vibe” focuses on passion-centric spaces (Fashion, Tech, Fitness, Gourmet); “Heartwarming Christmas” creates
 278 festive connection hubs. 2) Influencer and Celebrity Integration: Leverages key opinion leaders for authentic content, blending online and
 279 offline experiences. 3) Tech-Driven Engagement: QR codes for instant purchases during “Frenzy Vibe”; interactive booths for global
 280 connections during “Heartwarming Christmas.” 4) Emotional Resonance: Taps into guilt-free joy during deals season; emphasizes
 281 connections and giving during Christmas. 5) Local-Specific Insights: Tailored to unique cultural nuances and holiday rhythms of each
 282 market. 6) Bridging Experiences: Connects digital and physical realms, encouraging user-generated content and social sharing. 7)
 283 Leverage Amazon O&O to own the experience. **Buen Fin/ Black Friday:** “Discounts that Brighten Smiles” The campaign will integrate the
 284 Amazon smile into all visual elements. **Media Tactic “SonrisAZ”:** Users get personalized discounts by interacting with Amazon smile.
 285 Scanning their smile wins promotion codes based on smile size. **OOH:** Digital panels offer discount codes for smiles, making interaction
 286 the key to engagement. **Social media:** An Instagram filter will go viral, enabling users to share their smile compared to Amazon's. Sharing
 287 will unlock promotional codes. **Experiential Marketing:** Pop-Up locations in passion-centric spaces will provide immersive experiences,
 288 enhancing the shopping experience. These actions will focus on top-selling product categories in each locale, such as Fashion and Beauty,

289 Sports, Tech and Gaming, and Cooking Appliances. Events broadcast on social platforms for remote/on-site purchases. Example:
290 Tech/Gaming center in high-traffic mall with demos, VR stations, esports tournaments. QR codes for instant deals. Pro/amateur gamers
291 review products via livestreams, blogs, fostering purchase confidence. **Christmas: "Give Smiles with Every Purchase"**. "This holiday
292 season, every gift you buy can light up two lives. Share the joy and donate with your Amazon box." **Execution:** TV hosts and influencers
293 encourage refilling Amazon boxes with toys for donation. Boxes can be dropped at Amazon service centers or designated locations for
294 delivery to children's foundations. **Experiential Marketing:** Transform Black Friday pop-up locations in malls and main plazas into festive
295 spaces with donation points. Features include interactive photo booths for: Taking festive pictures, creating, and sharing customizable
296 digital Christmas cards, with carols or voice messages, Receiving Amazon coupons for social media shares, getting playful gift suggestions
297 from Amazon after sending cards.

298
299

Measurement & Optimization

300 **Measurement Plan:** The XCM LATAM HS campaigns' measurement plan aligns with a global framework for Amazon across LOBs. It
301 measures media performance against business and brand KPIs, providing indicators for optimizations on different timeframes. Appendix
302 H contains the Measurement Plan Template: Measurement Framework. Below, we outlined the proposed KPIs and media metrics for
303 optimization: **Business KPIs:** Brand Strength (Consideration, Purchase Intent), Business Growth (Sales, AOV, LTV, Category Share);
304 Business Proxy KPIs (Post-campaign): Current Customer (YouGov), New Prime Members (TGI, GWI). **Strategic Leading Indicators**
305 **(Monthly/Weekly):** Brand Awareness -as proxy for Saliency-, Value perception (YouGov Brand Index), High Value Actions: Site
306 Visits/Engagement (SimilarWeb). **Tactical Leading Indicators (Weekly, Daily and Hourly):** High Value Audiences (Reach, Frequency, On-
307 Target %, Viewability, Engagement), Social Mentions (Brandwatch), Impressions, TRPS, Insertions, Completed Views, CPM, CPR, CPC,
308 CPCV, CTR, Viewability. With this KPI alignment, we deploy a comprehensive approach to measuring campaign success at multiple levels.
309 This includes: 1) Hourly and day-to-day analysis of media metrics to track performance against benchmarks; 2) considering reach and
310 frequency at the high-value audience and partner level to minimize waste, and perform tactical level analysis; 3) conducting lift studies
311 (Geo-Lift, Brand-Lift, Sales-Lift) to measure incrementality on strategic leading indicators; and 4) utilizing Agile MMM, which provides
312 campaign-level ROI and granular cuts of performance such as Channel, Platform, Creative ROI, for post-campaign and mid-campaign
313 success analysis.

314 **Learning Agenda:** Within the learning agenda, we focus on pillars for ongoing hypothesis testing. This includes analyzing: 1) audience
315 performance to optimize budgets, 2) Establishing relationships between platforms and media mix optimization to brand and business
316 KPIs, 3) evaluating the impact of media on brand equity metrics and business outcomes, 4) Exploring emerging platforms and their impact
317 on brand and business KPIs, and 5) testing various creative formats for engagement and KPIs. Meeting the globally defined learning
318 agenda requires ongoing updates and actionable feedback loops to the strategy and planning network. By working with local teams to
319 determine relevant tests and the right conditions for running them, we will be able to scale learnings and successful approaches and
320 share them in the learning library embedded in Omni. For reference, Appendix I. At Omnicom, we prioritize neutral, data-driven, and
321 automated campaign orchestration. Our optimization strategy considers four key dimensions: 1) activation and buying, 2) dynamic
322 creative optimization, 3) closed-loop measurement, and 4) governance. A key aspect of optimization is inventory management. Omni
323 Digital Content provides a detailed understanding of inventory performance by combining programmatic and direct digital insights. This
324 allows us to map inventory against high-value audiences and curate it based on fraud, viewability, winning bid rate, and other factors. We
325 consider various dimensions such as publisher, domain/app, ad format, ad size, screen, exchange, and deal ID. Additionally, we
326 incorporate signals from external sources like Amazon data or Google trends. By testing multiple signals, we can establish a framework
327 for real-time performance against objectives and KPIs. Our AI optimization suite includes YouTube Optimizer, a workflow tool that uses
328 ML algorithms to allocate investment for efficient cost per view and view-through rates. Omni's measurement suite allows us to
329 incorporate audience panel outcomes and agile MMM results into the Omni Investment and Channel Planner suite. Regular updates,
330 typically on a quarterly basis or less, ensure that we use recent data for ongoing optimization. Omni Governance AI is our digital QA tool
331 that detects and prevents setup errors in campaigns. It provides real-time alerts and notifications for compliance and streamlines the
332 setup process. We also offer customized automated reporting solutions with daily data refreshes, integrated into the XCM performance
333 reporting dashboard for optimization. These solutions serve as a centralized hub for insights into campaign and placement performance,
334 incorporating brand safety measures.

335 Questions from Amazon XCM Brief

336 Audience

337 1) Can you take an audience profile provided by Amazon and convert this into a well-defined target that is actionable in the marketplace?
338 (Lines 47-74); 2) How have you leveraged syndicated sources, industry research, and digital platform data to create a relevant,
339 meaningful target audience for media planning? (Lines 37-45); 3) What proprietary resources does your agency have to support this
340 process? (Lines 37-42); 4) What 2nd and 3rd party data sources would you recommend for enriching plans? (Appendix J); 5) How well can
341 you do this in data-poor countries vs data-rich countries? (Appendix J); 6) Can you define and size this target audience across multiple
342 countries within a single region? (Image in line 46)

343 Comms Strategy & Learning Agenda

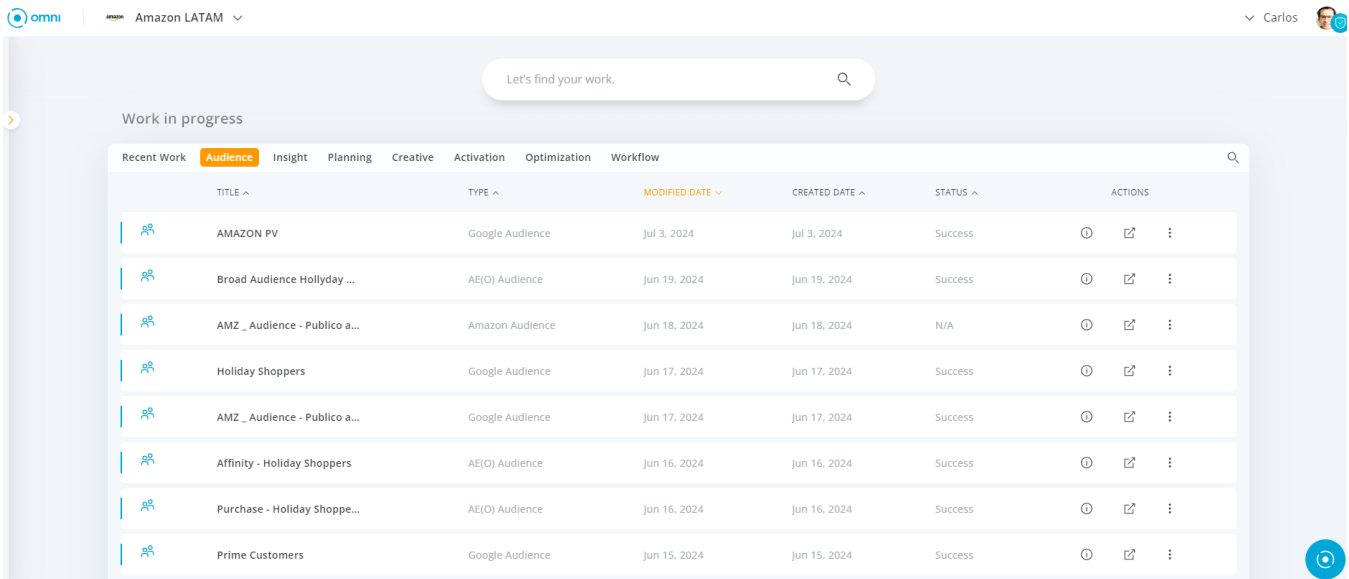
344 1) What insights and ideas did you uncover and develop which might apply for the overall marketing campaign, beyond media? (Lines 75-
345 98); 2) Can you produce meaningful insights that inform marketing creativity overall as well as creative media opportunities in particular?
346 (Lines 270 - 298)

347 Media & Measurement Plan

348 Channel Planning 1) How have target audience insights been used to inform a recommended media channel mix? (Lines 138-162); 2)
349 What insights were applied cross-channel? (Lines 138-162); 3) How do you see prioritization of these channels? (Brazil: Lines 180-190,
350 198-207; Mexico: 245-250, 255-256, 264-269); 4) How will you account for media executed by Amazon? (Lines 110-111, 283-284); 5) How
351 did you set recommended weights for each channel? (Lines 180-188, 198-207; Mexico: 245-250, 255-256, 264-269) What data sources
352 (whether syndicated, industry, or proprietary) informed your recommendations? (Appendix D, E); 6) Have you made any sub-channel
353 recommendations? What informs those proposals? (Appendix D, E); 7) What resources and tools do you use to establish cross-media &
354 total campaign reach and frequency? (Appendix D, E); 8) How have you set reach and frequency goals for the campaign? 9) What trade-
355 offs were considered in balancing both? (Brazil plan 167-207, Mexico 208-269)
356 Creative Use of Media: 1) Based on information and context provided in the brief, what creative use of media do you propose are
357 included? (Lines 270-298)
358 Flighting: 1) How have you allocated spending over time? (Lines 180-188, 198-207; Mexico: 245-250, 255-256, 264-269); 2) What data
359 informs these flighting recommendations? (Informed by search trends in multiple platforms like Google, Pinterest, Tik Tok, Facebook,
360 IAB)

361 **Appendix A: Omni Audience Explorer**

362 Proprietary Fusion techniques applied to map the segments to Google's audience taxonomy.



363

Country	Audience Segment	Size
Brazil P18+ Internet Access	Broad Audience (100%)	171,631,017
	Prime Customers (18.6%)	31,944,917
	Amazon Customers, non-Prime (5.8%)	9,984,931
	Non-Amazon, non-Prime (75.6%)	129,701,169
Mexico P18+ Internet Access	Broad Audience (100%)	111,672,870
	Prime Customers (17.87%)	19,957,938
	Amazon Customers, non-Prime (14.8%)	16,495,732
	Non-Amazon, non-Prime (67.4%)	75,219,200

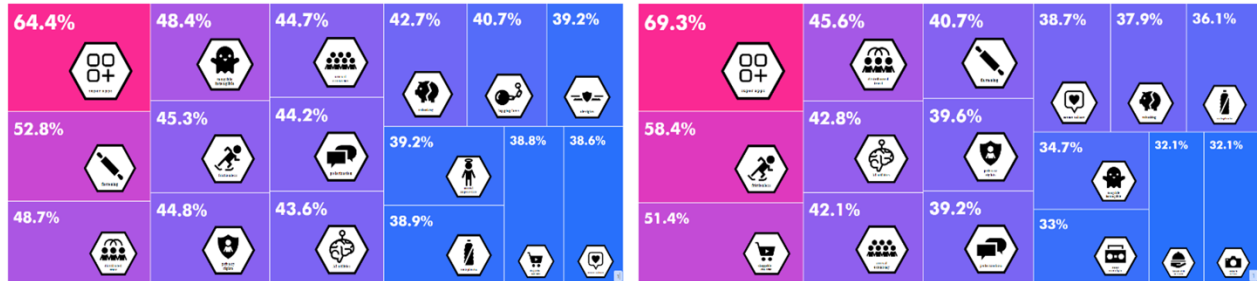
364

365 **Appendix B: Omni Cultural Q, an AI-driven tool that delivers cultural signals by audience segment**

366 **Common Culture Insights:** Q4 Holiday Season in México & Brazil: Data from Q's Cultural Intelligence Platform reveals distinct consumer
 367 behaviors during the Q4 holiday season:

Buen Fin and Black Friday:

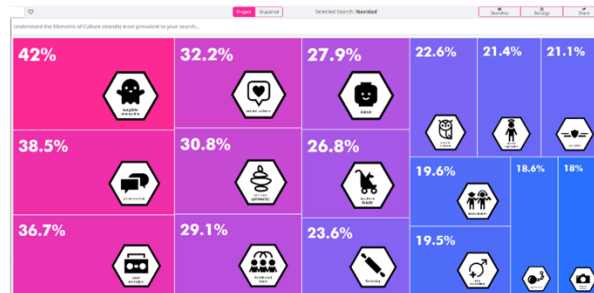
1. Super Apps: Data indicates a consumer preference for integrated digital platforms.
2. Distributed Trust: Metrics show increasing reliance on decentralized trust systems, such as peer reviews.
3. Frictionless Experiences: Usage data points to high demand for smooth, efficient shopping processes.
4. Privacy Concerns: Survey results indicate growing consumer focus on data privacy.
5. AI Adoption: Usage metrics suggest increasing acceptance of AI-enhanced shopping experiences.



368

Christmas:

1. Tangible Connections: Data shows a trend towards meaningful, physical experiences.
2. Meme Culture: Social media metrics indicate the influence of shared cultural references.
3. Near Nostalgia: Survey responses suggest a consumer tendency to value recent past experiences.
4. Modern Family: Data indicates evolving family structures remain central to celebrations.
5. Traditional Values: Metrics show continued reverence for established cultural wisdom.



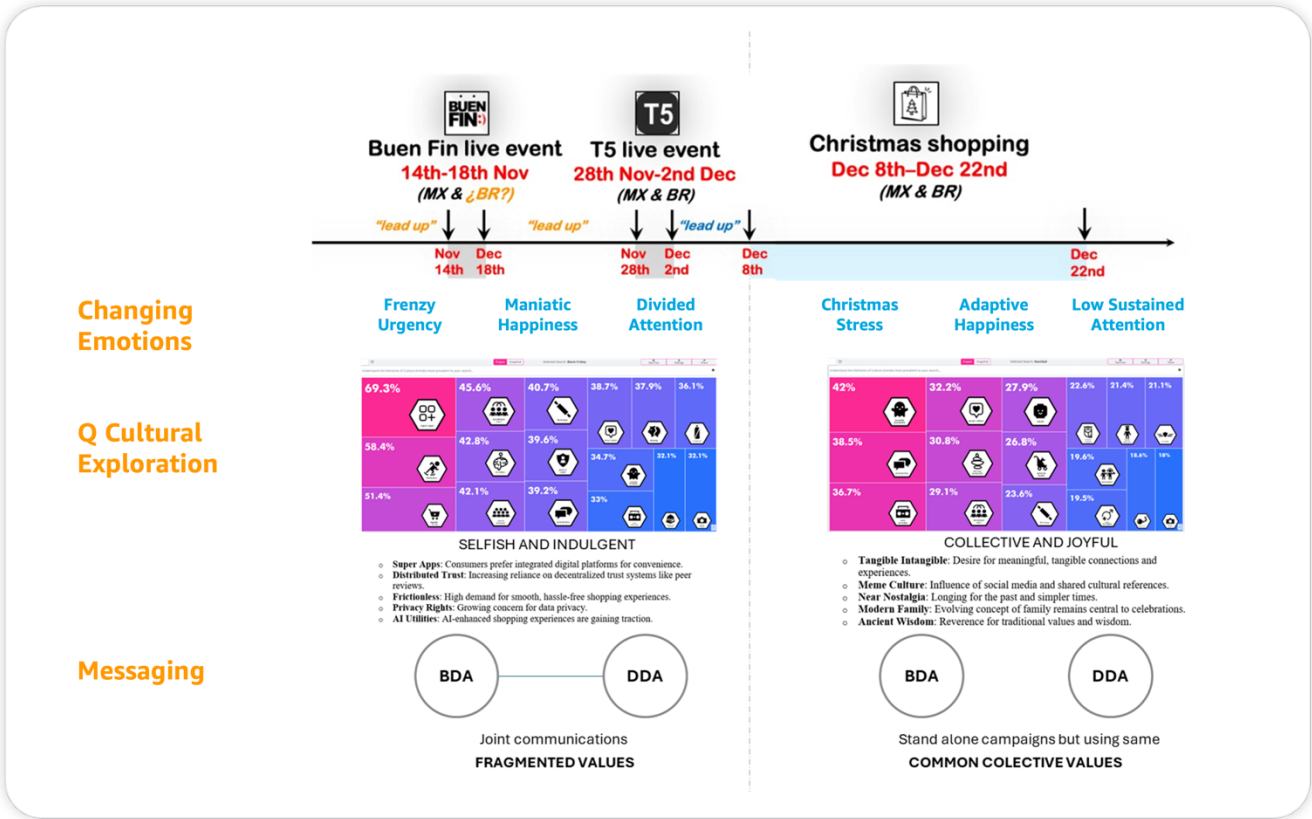
369

370 **Analysis of Contrasting Consumer Needs:**

371 **Buen Fin and Black Friday:** Consumer data indicates a shift towards individual-focused, convenience-driven behavior. Metrics show
 372 increased demand for seamless technology integration and heightened privacy concerns.

373 **Christmas:** Data reveals a transition to emotionally driven consumer behavior. Metrics indicate increased focus on nostalgia, family
 374 connections, and traditional values. The prevalence of Catholic traditions in both markets, as shown by demographic data, adds a unique
 375 dimension to the Christmas period.

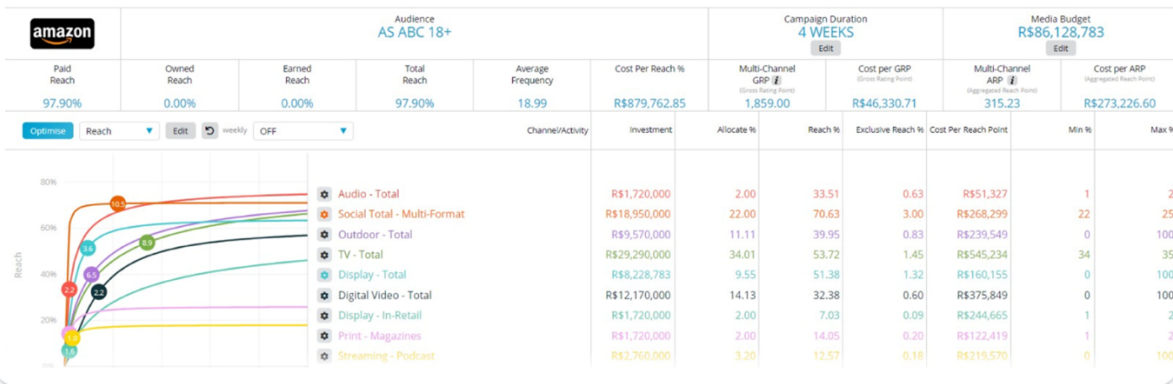
376 **Appendix C: Custom Holiday Rhythms Map Research + Omni Cultural Q**



378 **Appendix D: Brazil Channel Planning and Allocation**

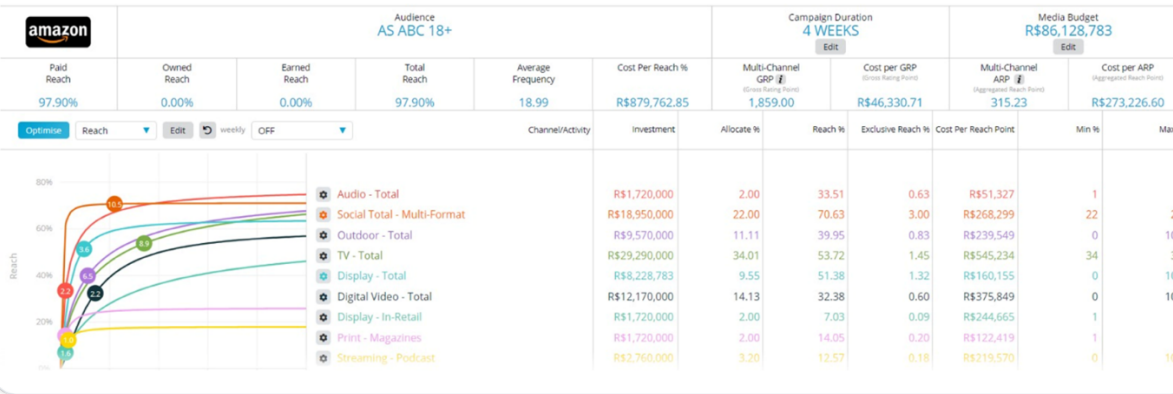
Omni Channel Planner is our media planning tool to select the best mix of channels to maximize reach (against a target audience), short-term revenue and deliver against the campaign objective. The channels are automatically converted into bespoke reach curves taking into consideration the audience size, the target audience CPM, and the way the channel builds reach.

Omni Black Friday:



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Omni Christmas:

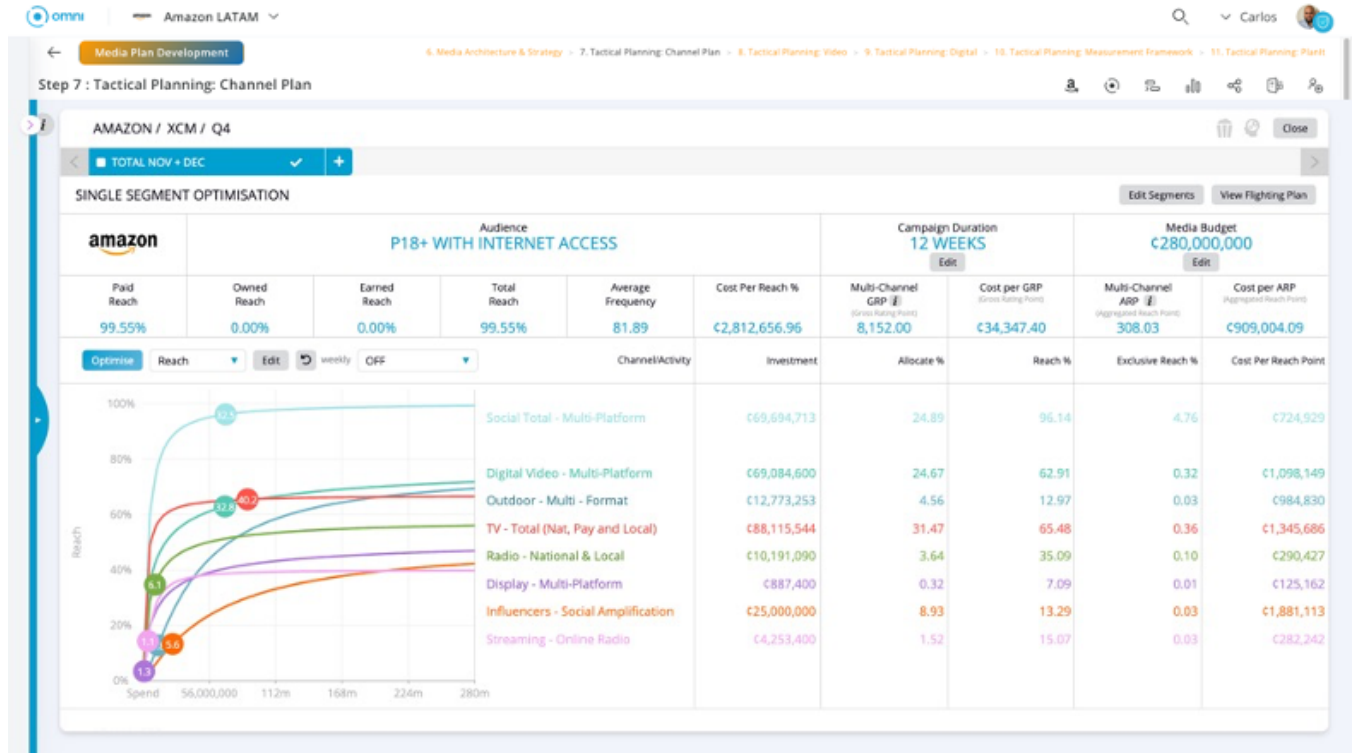


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MEDIA	Black Friday														Christmas			IMPACTS	BUDGET	TOTAL									
	29/jul	05/ago	12/ago	19/ago	26/ago	02/set	09/set	16/set	23/set	30/set	07/out	14/out	21/out	28/out	04/nov	11/nov	18/nov				25/nov	02/dez	09/dez	16/dez	23/dez	30/dez			
VIDEO	YOUTUBE																									96,761,905	R\$ 10,160,000.00	5%	R\$ 19,896,000.00
	PROGRMATIC																										24,190,476	R\$ 2,540,000.00	1%
DISPLAY IN RETAIL																										43,396,226	R\$ 2,300,000.00	1%	R\$ 10,000,000.00
DISPLAY																										145,283,019	R\$ 7,700,000.00	4%	R\$ 9,948,783.00
PRINT																										291,800,816	R\$ 8,228,783.00	4%	R\$ 4,020,000.00
SEARCH																										49,030,058	R\$ 2,300,000.00	1%	R\$ -
TV PLATFORM	OPEN TV																									1,143,452,226	R\$ 43,920,000.00	21%	R\$ 70,281,000.00
	CONNECT TV																									686,305,650	R\$ 26,361,000.00	13%	R\$ 7,809,000.00
SOCIAL	TIKTOK																									174,218,065	R\$ 5,960,000.00	3%	R\$ 9,750,000.00
	X																									110,786,320	R\$ 3,790,000.00	2%	R\$ 2,437,500.00
	PINTEREST																									43,554,516	R\$ 1,490,000.00	1%	R\$ 2,437,500.00
	META																									43,554,516	R\$ 1,490,000.00	1%	R\$ 34,125,000.00
AUDIO	SPOTIFY																									609,763,227	R\$ 20,860,000.00	10%	R\$ 2,500,000.00
	PODCAST																									387,752,119	R\$ 13,265,000.00	6%	R\$ 5,660,000.00
	RADIO																									55,058,500	R\$ 800,000.00	0%	R\$ 1,520,000.00
OOH	SHOPPING MALL																									49,552,650	R\$ 725,000.00	0%	R\$ 3,928,243.20
	MUB																									87,196,675	R\$ 2,014,243.20	1%	R\$ 7,856,486.40
	TRANSPORTS																									82,857,143	R\$ 1,914,000.00	1%	R\$ 4,910,304.00
	AIRPORT																									174,393,351	R\$ 4,028,486.40	2%	R\$ 2,946,182.40
																										108,995,844	R\$ 2,517,804.00	1%	R\$ -
TOTAL																										5,747,956,955	R\$ 204,999,999.00	100%	R\$ 204,999,999.00

381

382 **Appendix E.1: México Channel Planning and Allocation for all campaigns combined**



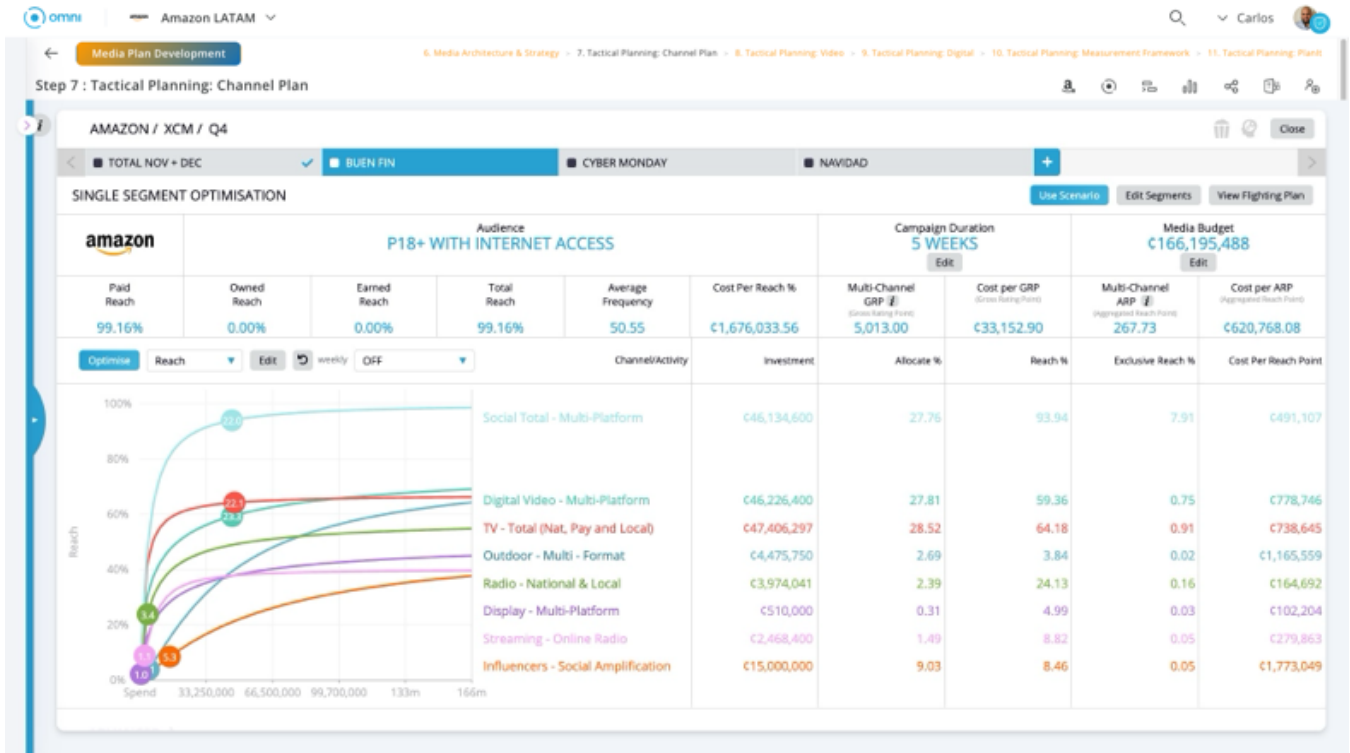
383

MEDIA	BUEN FIN					15 (BLACK FRIDAY & CYBER MONDAY)		NAVIDAD			MAIN KPIS					BUDGET		
	21-oct	28-oct	04-nov	11-nov	18-nov	25-nov	02-dic	09-dic	16-dic	23-dic	TRPS	IMPACTOS	SPOTS	IMPRESIONES	CLICKS		VEWS	
TV	OPEN TV										3,703						\$ 79,290,480	28%
	PAY TV										421						\$ 8,251,834	3%
	LOCAL												1,064				\$ 573,230	0%
RADIO	RADIO CDMX										4,613						\$ 8,389,354	3%
	RADIO LOCAL CENTRO - SURESTE										2,769						\$ 1,801,736	1%
OOH	OOH CDMX, GDL, MTY, CENTRO & SURESTE												282,524,897				\$ 12,773,253	5%
SOCIAL MEDIA	META FACEBOOK & INSTAGRAM													319,474,205	609,960	66,262,222	\$ 43,623,513	16%
	TIKTOK													190,400,000	555,900	15,414,750	\$ 17,982,600	6%
	PINTEREST														314,743	342,429	\$ 5,344,800	2%
	TWITCH													14,441,053			\$ 2,743,800	1%
VIDEO	YOUTUBE													205,595,385		133,681,200	\$ 35,781,600	13%
	PROGRAMMATIC													42,283,636	23,645	23,995,500	\$ 16,850,400	6%
	CONTENT													5,100,000			\$ 1,030,200	0%
	CTV													38,552,862	5,257	40,345,080	\$ 15,422,400	6%
DISPLAY	PROGRAMMATIC														44,370		\$ 887,400	0%
AUDIO STREAMING	STREAMING SPOTIFY - TREBEL												25,120,909			\$ 4,253,400	2%	
INFLUENCERS	INFLUENCERS															\$ 25,000,000	9%	
TOTAL										11,506	282,524,897	1,064	840,968,040	1,553,875	280,041,181	\$ 280,000,000	100%	

384

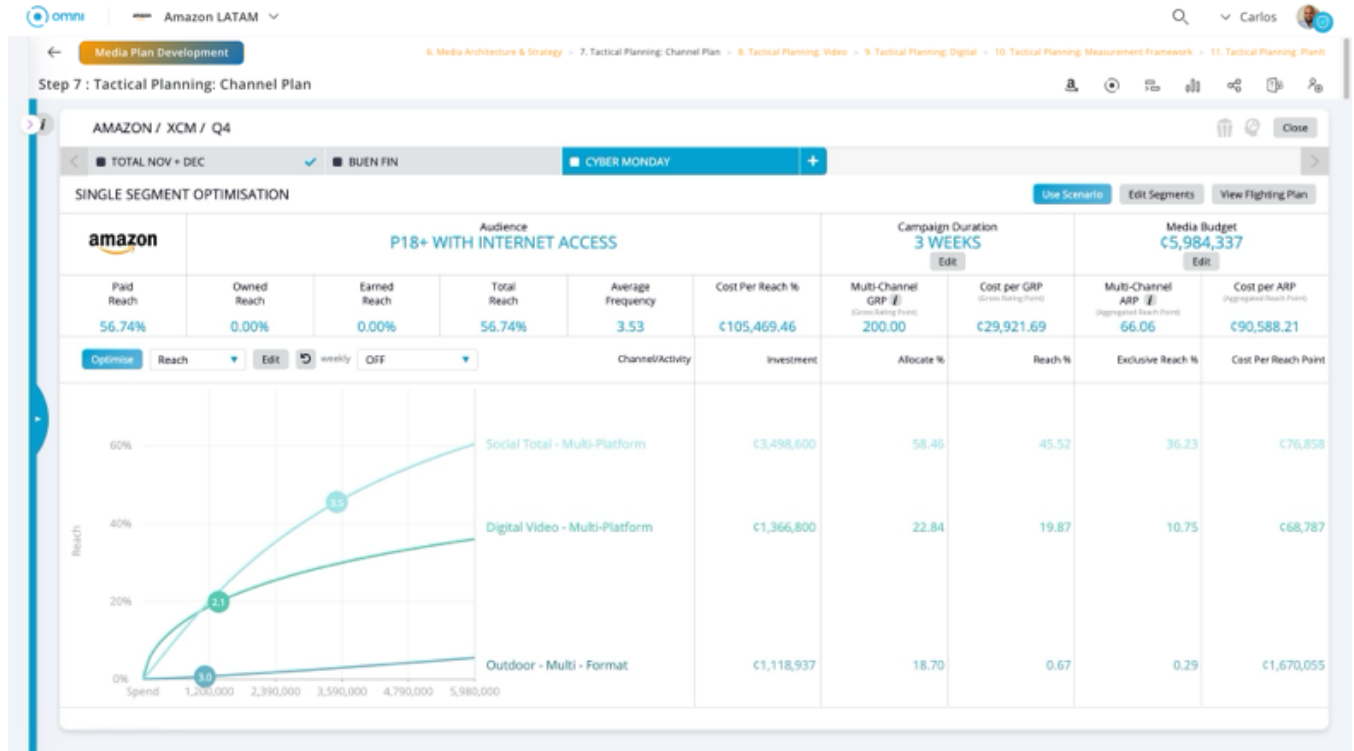
385 **Appendix E.2: México Channel Planning and Allocation for Buen Fin**

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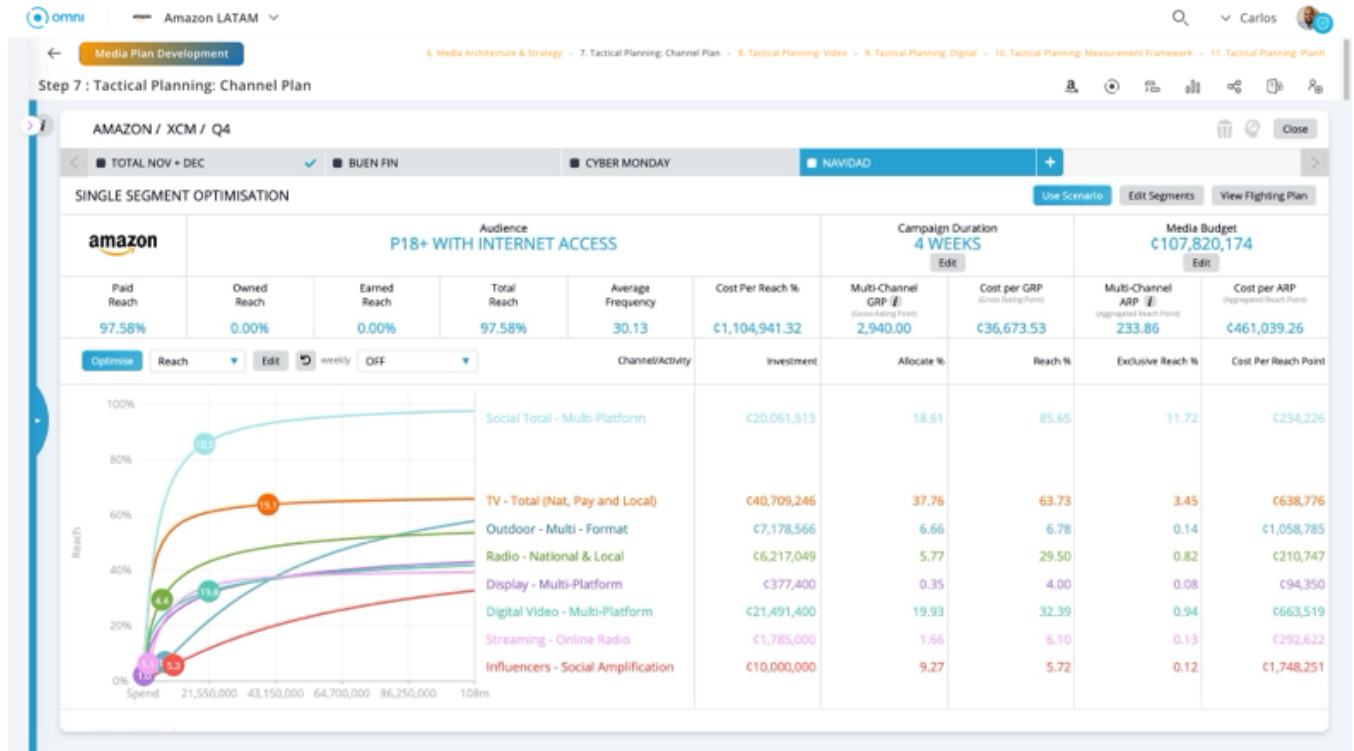
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388 **Appendix E.3: México Channel Planning and Allocation for T5 Black Friday & Cyber Monday**



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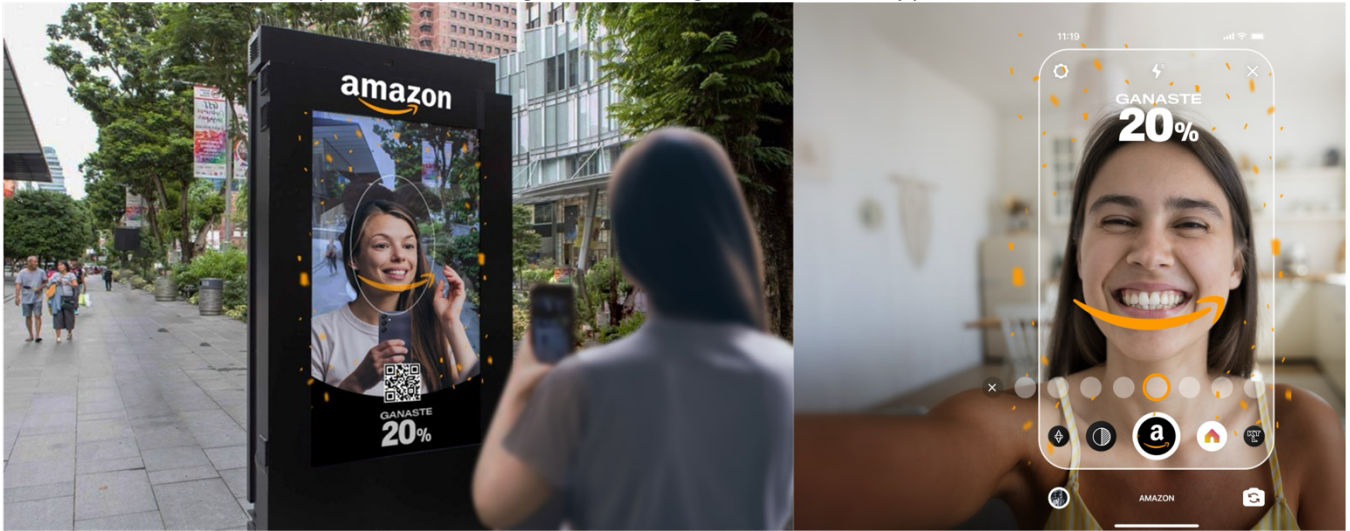
Appendix E.4: México Channel Planning and Allocation



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393 **Appendix F: Big idea Mockups**

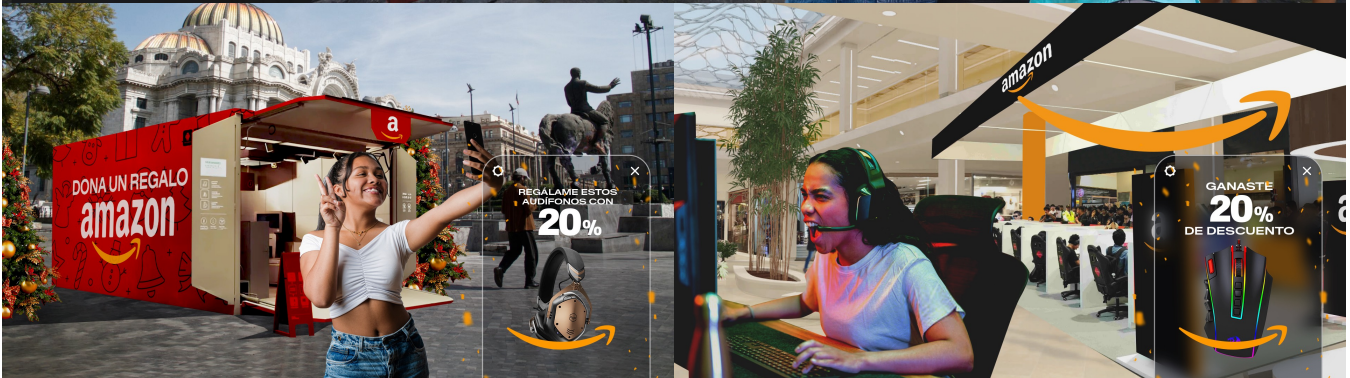
394 Amazon Heartbeat of the Holidays: Discounts that brighten smiles and give smiles with every purchase.



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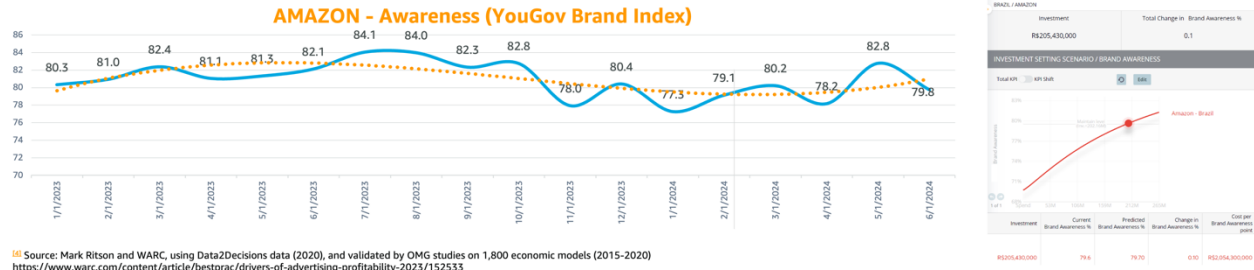
398

399 **Appendix G: Media Sufficiency Analysis**

Omni Investment Planner is an app created from over 2,800 different econometric studies, across multiple categories, carried out and/or compiled by Annalect Marketing Sciences, working in conjunction with OMG. This app streamlines and surfaces revenue response curves that demonstrate media investment impact and contribution to sales, engagement, and brand KPI(s). Omni Investment Planner is our zero-based budgeting tool. To ensure the response curves reflect the status and dynamics of Amazon in each country, we added specific information such as brand KPIs from YouGov Brand Index, brand and category investment from syndicated data sources, broad audience size, campaign budget and duration.

Brazil

Awareness: Amazon's Awareness fluctuates between 77.3pps and 84.1pps in the period of analysis and begins a recovery path in May 2024 after experiencing a strong fall in the last months of 2023. Other things being equal, we estimate that a budget of \$205.4 million Brazilian reals, in 8 weeks, will allow Amazon to grow 0.1pps in Awareness, reaching 79.7pps by December 2024 (-0.7pps vs. December 2023). Our optimization framework will play a key role to maximize media impact of our communication platform by optimizing targeting and messaging, which are factors that have an advertising profitability multiplier of 1.1 and 1.6, respectively⁽⁴⁾



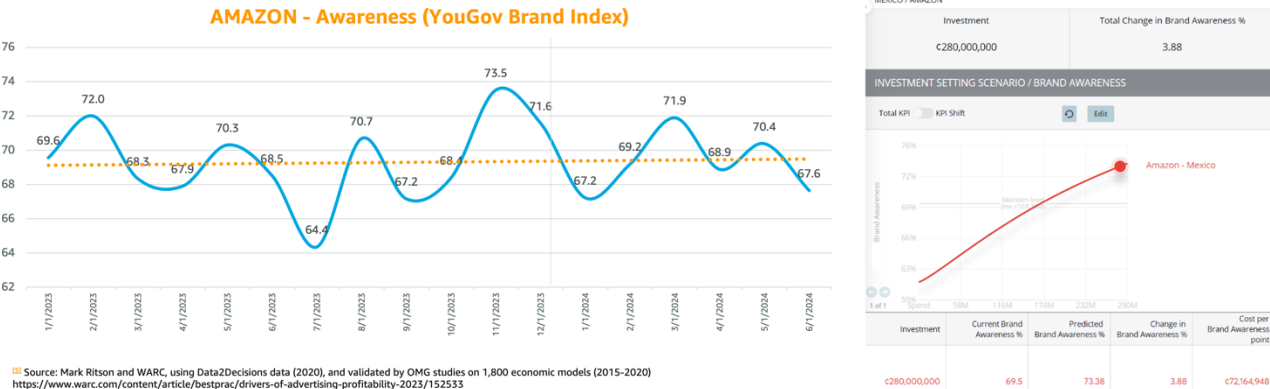
⁽⁴⁾ Source: Mark Ritson and WARC, using Data2Decisions data (2020), and validated by OMG studies on 1,800 economic models (2015-2020) <https://www.warc.com/content/article/bestprac/drivers-of-advertising-profitability-2023/152533>

400

México

Awareness:

this variable has a positive long-term trend (2023 Avg: 69.3pps, 2024 Avg: 69.5pps). Other things being equal, we estimate that a budget of \$280 million Mexican pesos, in 12 weeks, will allow Amazon to grow by 3.88pps in Awareness, reaching 73.8pps by December 2024 (+1.8pps vs. December 2023). As Amazon has lower levels of Awareness in Mexico, than in Brazil, this variable would be still very responsive to media efforts.

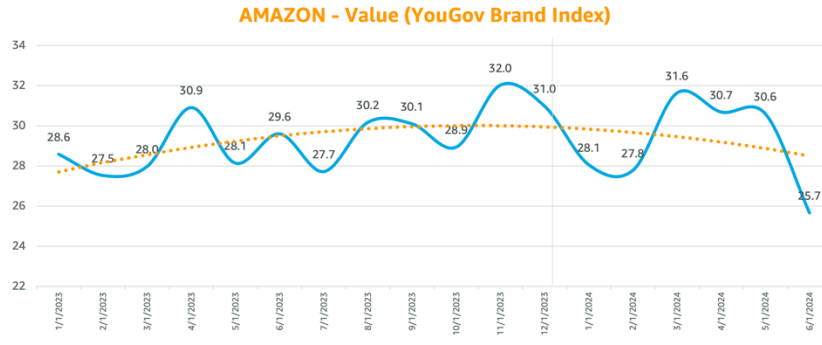


⁽⁴⁾ Source: Mark Ritson and WARC, using Data2Decisions data (2020), and validated by OMG studies on 1,800 economic models (2015-2020) <https://www.warc.com/content/article/bestprac/drivers-of-advertising-profitability-2023/152533>

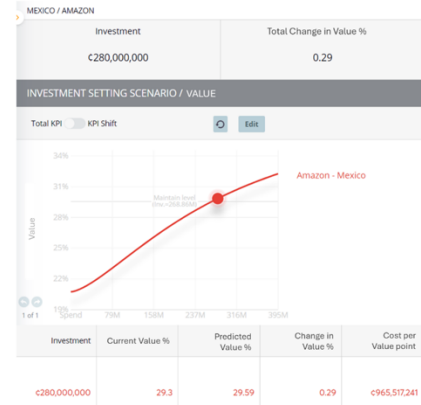
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Value

This variable tends to remain stable but evidences a slightly negative trend in the last months of 2024 (2023 Avg.: 29.4pps, 2024 Avg.: 29.3pps). Other things being equal, we estimate that a budget of \$280 million Mexican pesos, in 12 weeks, will allow Amazon to grow 0.29pps, reaching 29.6 points by December 2024 (-1.4pps vs. December 2023). With our Big Idea we will improve Amazon's performance, Creativity & Innovation has an advertising profitability multiplier of 12(5) , to grow above the estimation and close the gap with Mercado Libre (that achieved 32.5pps in Value in December 2023).



14 Source: Mark Ritson and WARC, using Data2Decisions data (2020), and validated by OMG studies on 1,800 economic models (2015-2020) <https://www.warc.com/content/article/bestprac/drivers-of-advertising-profitability-2023/152533>



402

403 **Appendix H: Measurement Plan Template: Measurement Framework**

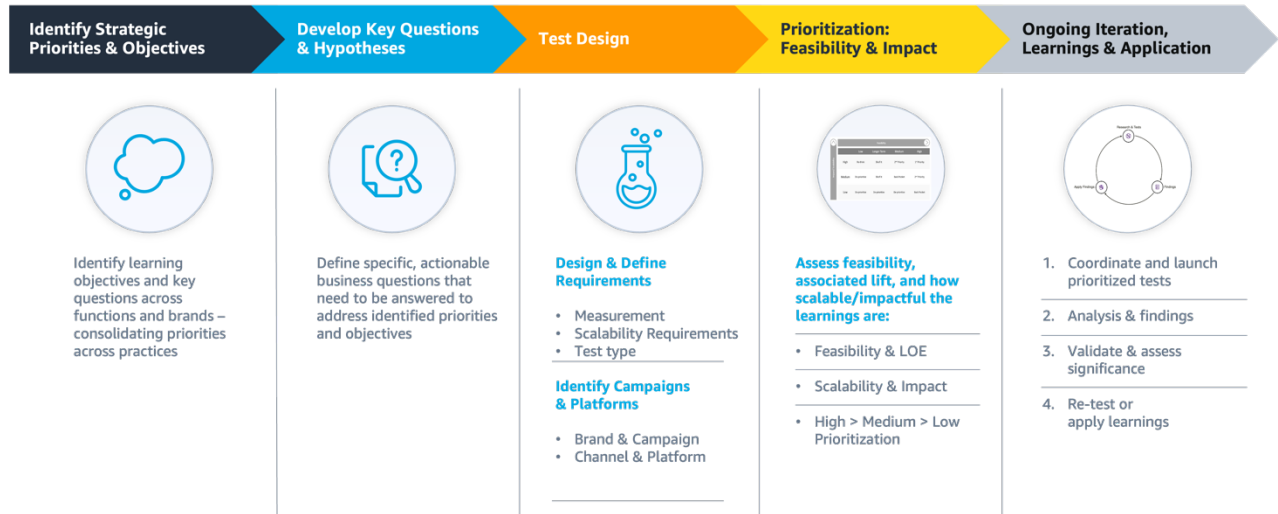
KPI Optimisation Setup for KPI

The table below highlights each level of measurement and optimization capabilities for the XCM LATAM HS campaigns!:

KPI Optimisation Setup for KPI			
The table below highlights each level of measurement and optimization capabilities for the XCM LATAM HS campaigns!:			
XCM KPIs	Brand Strength (Perception, Preference, Purchase Intent), Business Growth (Sales, AOV, LTV, Category Share)		
	Cadence	Proxy Metrics	Optimization Capability
Business Proxy KPI	Post Campaign	Current Customer (YouGov) New Prime Members (TGI,GWI)	Omni Agile MMM
Strategic Leading Indicators	Monthly/Weekly	Brand Awareness – as prict for Saliency-Value perception (YouGov Brand Index) High Value Action: Site/App Engagement (SimilarWeb)	Lift Studies Omni Investment Planner Mix Re-calibration (Omni Channel Planner)
Tactical Leading Indicators	Weekly/Daily	High Value Audiences: Reach, Frequency, On-Target %, Viewability, Engagement Social Mentions (Brandwatch)	Omni Clean Room Analysis (Library) Performance Reporting Social Listening
	Daily/Hourly	Impressions, TRPS; Insertions, Completed Views CPM, CPR, CPC, CPCV, CTR, Viewability	Performance Reporting In-platform

404

405 **Appendix I: Learning Agenda Template**



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Feasibility

- Does the data, tech, and/or measurement tools needed to answer the question already exist?
- If not, how easily, quickly, and within the existing resources are we able to capture and/or implement what is needed?

Feasibility →

	Low	Longer Term	Medium	High
High	Re-think	Shelf It	2 nd Priority	1 st Priority
Medium	De-prioritize	Shelf It	Back Pocket	2 nd Priority
Low	De-prioritize	De-prioritize	De-prioritize	Black Pocket

Impact/Scalability

- To what degree will the business be impacted by learnings?
- What areas, and how broadly, will we be able to apply learnings? How scalable will findings be?

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Learning Agenda Pillars: XCM (LATAM)
Strategic Objectives Identified Across Functions & Channels

Audience Performance Value Of Strategic Audiences & Data	Platform Performance JPB's & Tactical Channel Specific	Creative Testing Personalization & Variation Impact	Maximise Enagaments Brand Equity / Halo Effects	Emerging Solutions New Capabilities & Platform Enhancements
<p>How does the cost per result vary across the subsegments within the Buen Fin, T5 and Christmas campaigns?</p> <p>Which audience segments have the highest cost-effectiveness in driving brand KPIs during the frenzy Vibe and Heartwarming Harmony phases?</p>	<p>How do the benefits and effectiveness of JPBs compare to other media strategies for high value audience targeting during HS?</p>	<p>How does the use of personalized creative, such as personalized recommendations or dynamic content, impact Value perception?</p>	<p>What is the correlation between brand metrics and business outcomes during Buen Fin, T5 and Christmas, and how can these metrics be leveraged to drive long-term success?</p>	<p>How do emerging platforms such as AR experiences and voice-activated shopping, impact brand Awareness, Value Perception and business results during Buen Fin, T5 and Christmas?</p>

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How Does The Cost Per Result Vary Across The Subsegments Within The Buen Fin, T5 And Christmas Campaigns?

Campaign:	Platform:	Test Flight:	Test Budget:
Test Summary	Measure the cost per result variation across subsegments within the HS campaigns.		Planning + Activation
Hypothesis	The cost per result will vary significantly across subsegments within the HS campaigns.		Analytics + Activation
Goal	Improve cost per result to reach high value audiences.		Analytics + Activation
Measurement Set Up	Definition of subsegments within Buen Fin, T5, and Christmas campaigns.		Activation
Set Up Criteria	--		Analytics
Measurement Tool	Performance Reporting Dashboard, In-platform metrics		Analytics + Activation
Test Type	Observational, Exploratory Data Analysis		Analytics
Success KPI	Cost per result		Analytics + Activation
Reporting Cadence	Daily reporting throughout the campaigns		Analytics
Deliverable	Detailed report on the cost per result variation across subsegments, and generation of golden rules for upcoming campaigns		Analytics + Activation

413

Which audience segments have the highest cost-effectiveness in driving brand KPIs during the Frenzy Vibe and Heartwarming Harmony phases?

Campaign:	Platform:	Test Flight:	Test Budget:
Test Summary	Identify the audience segments with the highest cost-effectiveness in driving brand KPIs.		Planning + Activation
Hypothesis	Certain audience segments will demonstrate higher cost-effectiveness in driving brand KPIs during the Frenzy Vibe and Heartwarming Harmony phases.		Analytics + Activation
Goal	Increase Brand Awareness, Value Perception and Brand Love.		Analytics + Activation
Measurement Set Up	Cell 1: Exposed Cell 2: Control		Activation
Set Up Criteria	Split budget evenly between audiences.		Analytics
Measurement Tool	Brand Lift		Analytics + Activation
Test Type	Lift		Analytics
Success KPI	Cost per incremental point of Brand KPI		Analytics + Activation
Reporting Cadence	Monthly through brand health tracking. Post campaign through brand lift.		Analytics
Deliverable	Detailed report on the audience segments with the highest cost-effectiveness in driving brand KPIs.		Analytics + Activation

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How Do The Benefits And Effectiveness Of JBPs Compare To Other Media Strategies For High Value Audiences Targeting During HS?

Campaign:	Platform:	Test Flight:	Test Budget:
Test Summary	Compare the benefits effectiveness of JBPs with other media strategies.		Planning + Activation
Hypothesis	JBPs with partners like Google or Meta will outperform other Media Strategies for high value audience audience targeting during HS.		Analytics + Activation
Goal	Maximise on-target reach for high value audiences		Analytics + Activation
Measurement Set Up	Definition of the JBPs benefits to be compared with other media strategies.		Activation
Set Up Criteria	--		Analytics
Measurement Tool	Performance reporting Dashboard Cleanroom Investment analytics		Analytics + Activation
Test Type	Observational, Comparative Analysis		Analytics
Success KPI	Cost per engagement		Analytics + Activation
Reporting Cadence	Daily reporting throughout the campaigns		Analytics
Deliverable	Detailed report on the comparison between the benefits and effectiveness of JBPs and other media strategies		Analytics + Activation

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How Does The Use Of Personalized Creative, Such As Personalized Recommendations Or Dynamic Content, Impact Value Perception?

Campaign:	Platform:	Test Flight:	Test Budget:
Test Summary	Understand the impact of personalized creative on Value Perception.		Planning + Activation
Hypothesis	The use of personalized creative will positively impact Value Perception.		Analytics + Activation
Goal	Increase Value Perception.		Analytics + Activation
Measurement Set Up	Cell 1: Personalized Creative Cell 2: Standard Creative		Activation
Set Up Criteria	Split budget evenly between creatives.		Analytics
Measurement Tool	Brand Lift		Analytics + Activation
Test Type	Lift, Experimental Analysis		Analytics
Success KPI	Value Perception.		Analytics + Activation
Reporting Cadence	Monthly through brand health tracking. Post campaign through brand lift.		Analytics
Deliverable	Detailed report on the impact of personalized creative on Awareness, Value Perception.		Analytics + Activation

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What is the correlation between brand metrics and business outcomes during Buen Fin, T5 and Christmas, and how can these metrics be leveraged to drive long-term success?

Campaign:	Platform:	Test Flight:	Test Budget:
Test Summary	Identify and measure the relationship between brand metrics and business outcomes.		Planning + Activation
Hypothesis	There will be a strong positive correlation between brand metrics and business outcomes during Buen Fin, T5, and Christmas, indicating the potential of brand building to drive long-term success.		Analytics + Activation
Goal	Improve business outcomes		Analytics + Activation
Measurement Set Up	Metric validation to prioritize brand metrics and business outcomes to measure.		Activation
Set Up Criteria	--		Analytics
Measurement Tool	Omni Agile MMM.		Analytics + Activation
Test Type	Econometric modelling.		Analytics
Success KPI	Short and Long-Term Media Contribution and ROI.		Analytics + Activation
Reporting Cadence	Post Campaign		Analytics
Deliverable	Detailed report on the causal relationship between brand metrics and business outcomes and recommendations to optimize and leverage media efforts for long-term success.		Analytics + Activation

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How do emerging platforms, such as AR Experience and voice-activated shopping, impact Brand Awareness, Value Perception, and Brand Love during Buen Fin, T5 and Christmas?

Campaign:	Platform:	Test Flight:	Test Budget:
Test Summary	Understand the impact of emerging platforms on brand Awareness, Value Perception, and Brand Love.		Planning + Activation
Hypothesis	Emerging platforms, such as AR experiences and voice-activated shopping, will positively impact brand Awareness, Value		Analytics + Activation
Goal	Increase Brand Awareness, Value Perception and Brand Love.		Analytics + Activation
Measurement Set Up	Cell 1: Exposed Cell 2: Control		Activation
Set Up Criteria	Split budget evenly between types of experience.		Analytics
Measurement Tool	Brand Lift		Analytics + Activation
Test Type	Lift, Experimental Analysis		Analytics
Success KPI	Incremental point of Brand KPI		Analytics + Activation
Reporting Cadence	Monthly through brand health tracking. Post campaign through brand lift.		Analytics
Deliverable	Detailed report on the impact of emerging platforms on Brand Awareness, Value Perception.		Analytics + Activation

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421 **Appendix J: Omni’s Globally Available Data Sets**

Omni’s Globally Available Data Sets

The image displays four vertical panels, each representing a data source category. The categories and their associated logos are as follows:

- Identity & Personal:** experian, LOTAME, semasio
- Purchase & Retail:** amazon, Flywheel, LOTAME
- Location & B2B:** adsquare, in, LOTAME
- Digital & Media:** Meta, comscore, SimilarWeb, Google, theTradeDesk, STATSOCIAL

422 Omni Data Sources by Country - LATAM

Country	Identity	Personal Attributes	Clickstream & Social	Location Visitation	TV & Media Behaviors	Purchase & Retail	B2B & Vertical
Argentina	Lotame, Tapad	Lotame, TGI	Semasio, Meta, Comscore, Meltwater	Adsmovil	Kantar IBOPE Media, AdCuality, TGI	Rappi, TGI, Lotame	LinkedIn, Lotame
Brazil	Lotame, Tapad	GW, Lotame, TGI	Semasio, Meta, Comscore, Stilingue, Minter, Sprinkl	Adsmovil	Similarweb, Kantar IBOPE Media, Admetricks, Google, TGI, GW	Rappi, Amazon, TGI, Lotame, GW	LinkedIn, Lotame
Chile	Lotame, Tapad	Lotame, TGI	Meta, Comscore	Adsmovil	Similarweb, Megatime, Admetricks, TGI	Rappi, TGI, Lotame	LinkedIn, Lotame
Colombia	Lotame, Tapad	Lotame, TGI	Semasio, Meta, Comscore, Talkwalker	Adsmovil	Similarweb, Kantar IBOPE Media, Admetricks, TGI, GW	Rappi, TGI, Lotame	LinkedIn, Lotame
Mexico	Lotame, Tapad	GW, Lotame, TGI, YouGov Brand Index	Semasio, Meta, Comscore, Brandwatch, Shareablee	Adsmovil	Similarweb, Nielsen IBOPE, Admetricks, Google, TGI, Trecone	Rappi, Amazon, TGI, Lotame, GW	LinkedIn, Lotame
Peru	Lotame, Tapad	Lotame, TGI	Meta, Comscore, Brandwatch	Adsmovil	Similarweb, Kantar IBOPE Media, Admetricks, TGI	Rappi, TGI, Lotame	Lotame

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