

1 XCM North America Audience & Media Planning Narrative

2 Purpose

3 This document serves as Omnicom’s response to the Audience & Media Planning brief for XCM US & Canada and includes detailed
4 recommendations for Q4 Holiday for the US and Canada.

5 Audience & Media Planning Overview

6 Our response is structured into 6 sections and follows a customer-obsessed (audience-centric vs. channel-first) approach to media: 1)
7 **Business & Competitive Intelligence**: sets the current business and competitive context, identifying the barriers and drivers of growth; 2)
8 **Audience Approach**: defines, models, sizes and prioritizes the customer segments to win with given the growth opportunity, their
9 relationship to the category, and behavioral attributes; 3) **Big Rock Strategy**: summarizes our strategy insight and defines the specific jobs
10 to be done based on our audience understanding and campaign objectives; 4) **Learning Agenda**: identifies key strategic questions we
11 want to answer as part of the campaign planning process; 5) **Media Architecture & Plan Development**: sets optimal investment, channel
12 allocations, flighting and tactics to address the specific media consumption behaviors of our target audiences and campaign delivery
13 requirements to achieve our objectives; and 6) **Measurement & Optimization**: determines and prioritizes KPIs, measurement
14 methodology and optimization levers to realize maximum value and minimize wastage on every dollar spent. Omni, Omnicom’s global
15 data orchestration platform, is integrated across our end-to-end workflow, enabling data-driven decision making. Omni has powered the
16 decisions made in our recommendation, from audience sizing to mining cultural insights based on thousands of data-signals to channel
17 mix optimization, flighting, and frequency distribution analysis. A summary on Omni data sources can be found in **Appendix A: Omni**
18 **Audience Data Assets**.

19 Business & Competitive Intelligence

20 The US had a record year for total holiday sales with consumers increasing their spending across all retail channels. Amazon’s
21 powerhouse status continued during this timeframe, with year over year holiday sales growth of +9.3%, outpacing category growth of
22 8.8%. Looking forward to Holiday 2024, eComm sales are predicted to grow by 9.5% in the US and 9.5% in CA (full year forecast), and we
23 anticipate competition for consumer attention and spend will be fierce. To help Amazon win in this landscape, we will:

24 **1) Fight for every dollar and leave no growth opportunities on the table**: To refine our DDA messaging and targeting strategy, we
25 analyzed eComm transactional data, identifying high growth categories in Q4. For example, in the US, we found that Walmart
26 experienced disproportionate revenue growth during the holiday season in Appliances (+70%) and Home & Kitchen (+12%). While Home
27 categories make up a sizeable share of Amazon revenue (21% during the holiday) we recommend targeting this category to ensure we
28 don’t lose share to the competition. We also see opportunities where apparel retail brands are outpacing category growth – for example,
29 in CA, Lululemon (14%) and Aritzia (30%) are out-pacing the category. Amazon apparel sales are expected to increase approximately 12%,
30 so there is upside to win more purchases in this category (especially with Temu and Shein ramping up NA efforts). **What this means for**
31 **Amazon**: our DDA strategy will include category optimizations aimed at stealing growth and blunting competitive momentum.

32 **2) Encourage cross-shopping and discovery across categories and “aisles”**: Traditional retailers like Target, Walmart, Canadian Tire and
33 Costco have the benefit of a physical store to encourage consumers to shop across different aisles and increase their basket sizes. For
34 example, Costco places their \$4.99 rotisserie chicken loss-leader at the back of the store and encourages customers to purchase high-
35 margin items to increase sales and profitability. While brick-and-mortar continues to dominate total share, traditional retailers are
36 improving their omnichannel strategies to compete for a greater piece of the digital wallet. For example, in Canada, Costco’s eComm
37 sales grew +16% and Canadian Tire +22%; in the US, Walmart’s eComm sales grew +11.5%, and Target bounced back from two years of
38 eComm decline, posting growth of +4.7%. **So what does this mean for Amazon?** We’ll use media to create an omnichannel approach that
39 broadens the Amazon shopping experience, demonstrates range, and increases basket size.

40 **3) Position Amazon as part of the holiday zeitgeist**: Amazon dominates gift giving with 82% of people citing they plan to shop on Amazon
41 for gifts this season, meaning the role of DDA is to ensure we are delivering the right product and category messages, in the right
42 shopping moments. But to truly drive BDA we looked at the Love Languages that resonate with shoppers and found that 52% state they
43 want quality time vs. 17% who love receiving gifts. In addition, a proprietary OMG Signal study on the topic found that 82% of people say
44 human connection brings them Joy. Lastly, ‘Modern Family’ experiences (Q, 123i) are important, with 40% of Gen Z and Millennials
45 celebrating ‘Friendsgiving’. **This means that** to increase brand love, we need to go beyond shopping transactions, and use Amazon and
46 our media plan to facilitate **connection and quality time**.

47 **Overall**, our goal is to maintain and grow Amazon’s powerhouse position by striking the right balance and role for BDA and DDA, which
48 will directly inform media investment, flighting and targeting across the season.

49 Audience Approach

50 We took the audience profiles in your brief and modelled them in Omni for sizing, segmentation, and insights generation in US and CA.
51 Using Omni Audience Explorer, which is built on addressable IDs and behavioral audience data (including demographic, lifestyle,
52 purchase, web browsing, location, content consumption), we: 1) identified high, medium and low Amazon spenders; 2) profiled the
53 segments to understand their holiday motivations; and 3) prioritized our strategy based on the role of comms and media.

54 **PRIORITY 1: Protect and grow the base, made up of two core segments:**

55 **Holiday Hosts** represent 54.7M Amazon Prime Shoppers in the US, and 5.6M in CA. They are the highest spenders on Amazon and have
56 established habits throughout the holiday season that they repeat annually. They are predominantly aged 35-54, with children and pets
57 in the household. Holiday Hosts maintain holiday traditions despite busy lifestyles by throwing themselves into preparation ahead of
58 time. Culture Q shows that Holiday Hosts power their holiday planning with 'Super Apps' (122i) and 'Hack Life' content (120i). They'll get
59 caught up in the last-minute holiday rush, so targeting shopping and inspiration tools like Pinterest will help win more and earlier share
60 for Amazon.

61 **Experience Seekers** are made up of 63.4M Prime Shoppers in the US, and 5.5M in CA. They are moderate Amazon spenders who also
62 skew to ages 35-54 but tend to be Western/Coastal with a slightly higher income and a suburban skew. While their absolute spend is
63 lower with Amazon than Holiday Hosts' spend, there is a Q4 surge of spend (207i) that is comparable to Costco (211i US) and Target
64 (200i). They tend to **value experiences** and spend time and money at a wide range of specialist retailers, like Trader Joes (131i), Whole
65 Foods (141i), REI (153i) and IKEA (135i US). They also over-index for airline travel, golf, fitness, and exploring new restaurants. A tactical
66 upweight post-December 25th will help us capture a greater portion of their fitness and new year resolution focus (2.2x avg. sporting
67 goods spend).

68 **What this means for Amazon:** 1) Holiday Hosts and Experience Seekers must be protected, and "mass" channels will be designed against
69 these audiences; 2) Broad BDA creative will be designed against this audience to ensure they feel good (and joyful) about their decision to
70 buy from Amazon; 3) For DDA we will lean in early on categories where we need to win: Home, Kitchen and Entertaining (see line 26) and
71 Specialty Apparel (line 29); and 4) Flighting is critical, and we will protect the last week of holiday from brick-and-mortar.

72 **PRIORITY 2: Attract and grow low and new users:**

73 While currently lower in value and volume, given our goal to leave no growth opportunities on the table, we wanted to identify people
74 who are Low Spending Amazon Prime Users (US 42.9M, CA 6.3M) and people who are likely to shop elsewhere (US Walmart/Target, non-
75 Amazon 13.9M, CA eComm non-Amazon 7.3M). Interestingly, this group skews multi-cultural – Hispanic in the US (119i), and in Canada
76 amongst South Asians (104i penetration), and in Quebec (105i penetration). When thinking about how we can attract and grow these
77 consumers, we used our data science capabilities to analyze new-to-brand purchases in Q4 and determined that CPG and Home
78 Furnishing/Hardware are the two largest categories that attract new customers to Amazon (over 2x greater than Electronics).

79 **What this means for Amazon:** 1) The holidays are a key opportunity to win net-new customers but they should not be the focus of mass
80 channels; 2) A BDA platform that broadens the appeal to alternative holidays is likely to be beneficial at extending Amazon's appeal; 3)
81 Key DDA categories identified for our core targets (Home, Kitchen) have potential to resonate with this group, and CPG/food is a good
82 entry point; and 4) Experimentation with initiatives for multi-cultural represent good tactical complements to the core plan.

83 **Big Rock Holiday Strategy**

84 The desire for Quality Time transcends all other motivators during the holiday season. This is an **ownable** territory for Amazon because
85 the range, convenience, improved delivery logistics and value for money you offer make holiday decisions fast and easy. By delivering
86 flawlessly on these holiday basics, Amazon creates time and opportunities to create memories with loved ones, reinforcing the trust that
87 customers have for your Brand.

88 Our Comms Strategy to help Amazon win this season is to **Get:** Holiday Shoppers, **Who:** are seeking Quality Time and Meaningful
89 Connections **To:** see Amazon as an enabler of holiday Joy **By:** creating experiences that give **The Gift of Time**. To deliver **The Gift of Time**
90 through media, our two core jobs to be done are:

91 **1) DDA:** We'll make it easy for customers to discover products and cross-shop categories that they (their friends and family) will enjoy
92 over the holidays. **Using media as our aisle**, we'll deliver time-saving tactics through unique shoppable ad formats, dynamically created
93 content serving precise products to the right audiences, and deal-based heavy-ups so customers don't have to hunt for what they need.

94 **2) BDA:** **Using media as an enabler of joy**, we'll create partnerships, high impact media moments and experiences to enhance time spent
95 hosting, gathering, and connecting. Through key sporting events, tentpole media occasions like the RED ONE premiere, and influencer-
96 driven acts of giving, we'll deliver postcard Amazon moments during times of connection, flighted to maximize impact over the holidays.

97 **Learning Agenda**

98 Organizing around **The Gift of Time** gives us the opportunity to identify and test new ideas in a cohesive learning agenda. The learning
99 agenda will be structured in five pillars: 1) **Value of Strategic Audience and Data**; 2) **Flighting**; 3) **Creative, Personalization, and Variation**
100 **Impact**; 4) **Brand Impacts, Halo Impacts, and LTV**; and 5) **Data Signals and Strategy**, with proposed questions layered under each pillar.
101 These questions will include tests, observational studies, and brand lifts.

102 In the media plan we have proposed new flighting of BDA, starting earlier in the quarter than last year. In the learning agenda, we have
103 included this question as a test under **pillar 2**, “what’s the implication starting BDA earlier in driving brand love?”, with the hypothesis
104 that starting BDA earlier will help increase brand love. We propose to measure the flighting strategy against Brand Love and Sales using a
105 suite of Omni capabilities: 1) Geo-Lift to measure in-flight sales of BDA in the early weeks of the campaign and validate the BDA holiday
106 lead-in strategy; 2) Post campaign Brand Lift study to measure lift in Brand Love from media, inclusive of creative results and overlap
107 impact of customers who saw BDA and DDA messaging; and 3) Agile MMM to measure which channels drive Brand Love and how Brand
108 Love drives sales, which connects back into Omni to inform future campaign planning.

109 For DDA media, we propose leveraging Omni data signals, inclusive of credit card purchase data for the biggest competitors during that
110 day, site domains where audiences and/or competitors over index, and weather, to test a mix of personalized messaging strategies such
111 as a cross-aisle messaging, to maximize customer obsession as a test under **pillar 5**. These data signals, protected from signal loss due to
112 Omni’s future proofed methodology (reference **Audience Management submission lines 242-247**). The proposed signals will also be
113 customized for each audience – for example, for the **Priority 2 Audiences**, we will prioritize a competitive sales dataset based on where
114 that audience recently shopped. We propose to monitor these optimizations within daily performance reporting dashboards to measure
115 lifts in media KPIs, with a post campaign summary of which signals drove the highest lift in sales.

116 These are sample questions and measurement solutions we will develop and prioritize with internal partners. Please see **Appendix B:**
117 **Learning Agenda Pillars** for a full list of questions proposed.

118 **Media Architecture & Plan Development**

119 This section outlines the Media Plan Development that occurred in the Omni Workflow to deliver on the needs of BDA and DDA through
120 budget setting, flighting, channel optimization and tactical implementation.

121 **The recommended Q4 holiday budget in the US is \$234,644,924.** At this budget level we forecast average revenue ROI of \$40.65 based
122 on the proprietary Omnicom Retail ROI curve from Omni Investment Planner. Budgets were determined by estimating the budget that
123 will return a profit MROI of \$1 assuming a 14% profit margin.

124 **The recommended Q4 holiday budget for Canada is \$18,634,215.** Using the same methodology as above, based on this budget we
125 predict a \$7.04 ROI. This would consist of \$11.8 MM invested in DDA to maximize in-year profit return. The remaining \$6.4 MM would be
126 focused on BDA, with a primary focus of building multi-year momentum. In Canada we recommend an assertive budget to help propel
127 rapid eCommerce adoption overall. Our projects of multi-year effects forecast sufficient incremental profit effects in 2026 and 2027 to
128 justify investing beyond optimal in-year profit returns.

129 **We recommend channel optimization with ROI as the KPI** instead of reach to ensure budgets are set based on what will drive the most
130 business value for Amazon with each additional dollar allocated where the marginal ROI is forecasted to be highest based on the
131 response curves. North American channel mixes inclusive of the Social activated by MODE were developed using Omni Channel Planner’s
132 Retail Curve and recommend leveraging Amazon’s MMM data or MMM indices to drive channel decisions for future campaigns.

133 **Bringing the Gift of Time to Life**

134 **The primary driver of North American phasing is Amazon Sales** leveraging Omni Commerce to ensure total ad spend is in line with
135 customer buying behavior. Amazon Sales Index based on Q4 sales volume informed the recommended BDA and DDA split since MMM is
136 not available to inform the balance, which is the recommended path forward. When Amazon sales are greater, DDA messaging receives
137 more weight to help stimulate cross-category consideration while consumers are shopping for gifts. Audience Reach analysis via Omni
138 Flighting adjusted weekly allocation for BDA to maximize reach based on All Amazon Shopper channel consumption, while DDA remained
139 indexed to sales to prime audiences for conversion. The strategic phases based on sales volume are: 1) Early Deals; 2) Household Prep; 3)
140 Peak Lead-in; 4) Must Win Days; 5) December Deals; and 6) Holiday Enjoyment. We’ve recommended budget for each phase and will
141 optimize in flight, per the approach on lines 273-287.

142 **1) Early Deals (9/30-10/13)** supports the October sales event (lines 18-19 from the Amazon brief) with 100% DDA messaging. **Prioritize**
143 **SOV in Social** on deal days with a Meta Moment Maker targeted to Holiday Host and Experience Seekers and TikTok TopView to reach
144 our younger growth audiences. Post TopView, we’ll target hashtag bundles to capture searches made around the early deals and
145 products. **Promote shopping discovery** across all audiences with dynamic creative that provides audience-specific variants of product
146 categories, powered by real-time in-platform optimizations designed to drive media KPIs that will be validated in daily performance
147 reporting (**Appendix C: Omni ArtBot**). **Build reach in sports** which accounted for 29 of the top 30 viewed programs in Q4’23 (**Appendix D:**
148 **Programming Ranker – Top 30 Q4’23 Programs**). Sports programming includes NFL, College Football, MLB Playoffs, NWSL on Amazon
149 Prime, WNBA, and NASCAR in the US and NHL Hockey in Canada. **Launch with a product discovery moment** in sports that establishes

150 Amazon as the place for frictionless shopping that enables the gift of time for customers. With In-Stadium Tunnels as the modern fashion
151 runway, we will partner with teams, athletes, and media partners to highlight athlete's style prompting fans to 'Get the Look' from
152 Amazon for themselves or loved ones via a branded on-air segment and through social (**Appendix E: Direction for Tunnel Idea**).

153 **US:** \$32.4MM | 100% DDA | Avg Weekly Result: 83.8% @ 9.7x | Mix: 46% TV, 24% Digital Video, 11% Digital Display, 19% Social Media
154 **CA:** \$0.88MM | 100% DDA | Avg Weekly Result: 68.9% @ 3.2x | Mix: 22% TV, 18% Audio, 36% Digital Video, 21% Social, 4% OOH

155 **2) Household Prep (10/14-11/10)** is key for the Holiday Hosts as they prepare their homes for connecting with friends and family
156 throughout the season, which coincides with strong competitive spend from home brands (**Appendix F: Video SOV**). **We'll evaluate the**
157 **DDA/BDA mix** in test markets across all social and digital tactics through Omni Geo-Lift, which provides the incrementality of BDA / DDA
158 and enables opportunities for cross-channel optimization (**Appendix G: Omni Geo-Lift Planner**). **Continue building reach in sports** by
159 capitalizing on the Chiefs and 49ers game on FOX, a re-match of the most-watched Super Bowl ever. We'll reach the Hispanic audience in
160 the Real Madrid and Barcelona "El Clasico" matchup on ESPN Deportes. **Create a digital shopping aisle** with lifestyle/cooking publishers
161 (Conde Nast, New York Times) and influencers by replacing 'What's in My Bag' curated shopping lists with 'What's in My Package' content
162 that shows how celebrities and influencers are ordering products that provide the gift of time and help them host the perfect gathering
163 for football, Halloween, and Thanksgiving in the US and for Diwali and Singles Day in Canada. **Put customers at the center of influencer**
164 **selection** by matching the custom Amazon audiences from Omni with influencers' followers to create an alignment index against our
165 audiences. Growth audiences are a priority for influencer distribution of 'What's in My Package,' and creators matched for Hispanic Prime
166 Shoppers and Walmart/Target Buyers have strong A18-24 audiences, between 30-50% of followers (**Appendix H: Creo Influencers**).

167 **US:** \$42.3MM | 50% DDA; 50% BDA | Avg Weekly Result: 83.7% @ 6.7x | Mix: 38% TV, 24% Digital Video, 12% Digital Display, 18% Social
168 Media, 1% OOH, 1% Cinema, 6% Audio
169 **CA:** \$3.65MM | 69% DDA; 31% BDA | Avg Weekly Result: 84.2% @ 5.4x | Mix: 20% TV, 14% Audio, 26% Digital Video, 13% Social, 20%
170 OOH; 7% Cinema

171 **3) Peak Lead-In (11/11-11/19)** is the week before the must-win days of Black Friday and Cyber Monday. In the US the primary driver of
172 competitive spend is Walmart, who deployed 16.6% of their video spend during this week in 2023. **We'll redirect Walmart shoppers to**
173 **Amazon** through Omni Inventory AI solutions, such as Custom Bidding Algorithms, to identify and message Walmart shoppers based on
174 clickstream and purchase signals (**Appendix I: Omni Inventory AI**). **Leverage RED ONE momentum** by extending the 'What's in my
175 Package' content to showcase what the characters are gifting and purchasable Naughty & Nice home viewing packages. **Grab attention**
176 **before the must win days** with a '24 Hours of Giving' event with Kai Cenat live streamed on Amazon Prime, Twitch and Complex. Cenat
177 has a diverse following made up of 81% multicultural and 95% under 34. We'll create a live glass studio shaped like an Amazon package in
178 Grand Central Station where Cenat hosts the event with segments surrounding giving back to the fans and people that helped him reach
179 his success. The gifts will be purchasable through the video and viewers can donate to global charities recommended by Cenat and
180 approved by Amazon. To bring the live event to life beyond Grand Central, we will partner with Snapchat to build an augmented reality
181 experience that will bring the glass box to life in consumers' homes. (**Appendix J: Amazon Package Studio Direction**)

182 **US:** \$28.9MM | 48% DDA; 52% BDA | Avg Weekly Result: 86.9% @ 12.6x | Mix: 43% TV, 21% Digital Video, 10% Digital Display, 15% Social
183 Media, 3% OOH, 3% Cinema, 5% Audio
184 **CA:** \$1.5MM | 65% DDA; 35% BDA | Avg Weekly Result: 90.4% @ 7.5x | Mix: 20% TV, 12% Audio, 29% Digital Video, 21% Social, 19% OOH

185 **4) Must Win Days (11/20-12/2)** are Black Friday and Cyber Monday and DDA is the hero message to ensure customers consider the value
186 of multiple Amazon products as they shop for gifts. In the US, we will spend 23.3% of the total budget during this phase and expect a 21%
187 Video SOV. In Canada, this is 24% of the total budget (12.2% expected Video SOV). **Own the family gathering moments** throughout the
188 weekend with high profile sports matchups. On Thanksgiving Day, we will have a presence in each NFL game across CBS, FOX, and NBC.
189 On Black Friday, we will have a presence in Amazon's *Black Friday Football* game as well as across marquee College Football games.
190 During the weekend, we will be in the OSU vs. Michigan College Football Game and in NFL games on Sunday and Cyber Monday night.
191 Canada will have presence in NHL Games with Canadian teams: the Canucks, Oilers, and Flames. **Prioritize high SOV in Digital and Social**
192 with high-reach units like YouTube Masthead, Meta Moments, and Pinterest's Premiere Spotlight on Black Friday and Cyber Monday.

193 **US:** \$54.6MM | 56% DDA, 44% BDA | Avg Weekly Result: 90.6% @ 15.8x | Mix: 43% TV, 21% Digital Video, 10% Digital Display, 15% Social
194 Media, 3% OOH, 3% Cinema, 5% Audio
195 **CA:** \$4.5MM | 66% DDA; 34% BDA | Avg Weekly Result: 94.3% @ 12.7x | Mix: 27% TV, 8% Audio, 17% Digital Video, 12% Social, 30%
196 OOH, 6% Cinema

197 **5) December Deals (12/3-12/22)** continues the critical sales window with over 25% of Amazon's Q4 sales in both the US and Canada, with
198 DDA as the priority messaging to continue enabling product discovery. **Continue using sports for reach** with College Football (including
199 Playoff Games) and NFL (including Saturday games on Fox and NBC the weekend of 12/21 and 12/22) as well as NHL in Canada. **Send**
200 **weather-impacted shoppers to Amazon** instead of brick-and-mortar with DDA messaging heavy ups for multi-day cold fronts. We'll
201 target shoppers on Weather.com (and The Weather Network in Canada), Digital OOH, and execute a geo-lift test on Meta, with results

202 measured using Omni Geo-Lift. **Optimize video media** to evaluate reach of Omni audiences across video publishers, enable MODE to re-
203 message viewers within Amazon and evaluate effectiveness of BDA and DDA in driving conversion in AMC.

204 **US:** \$64.8MM | 59% DDA, 41% BDA | Avg Weekly Result: 89.5% @ 12.8x | Mix: 41% TV, 23% Digital Video, 11% Digital Display, 16% Social
205 Media, 2% OOH, 2% Cinema, 5% Audio

206 **CA:** \$6.1MM | 62% DDA, 38% BDA | Avg Weekly Result: 92.5% @ 10.6x | Mix: 21% TV, 8% Audio, 16% Digital Video, 8% Social, 26% OOH,
207 20% Cinema

208 **6) Holiday Enjoyment (12/23-12/31)** is the post-peak portion of the season with ~6% of holiday sales occurring the last week of 2023 in
209 the US and Canada. For the US, due to the smaller sales volume, BDA becomes the lead message during this timeframe. In Canada this
210 includes an opportunity for Boxing Day and New Years Eve events like Bye Bye in Quebec. We still require a strong DDA presence, as
211 12/24 was the 11th highest grossing day for Amazon in 2023. **We'll emphasize tactics that actively gift time** and bring joy, like ad-free
212 listening from Amazon within Audio. **Emphasize preparation for New Years Resolutions** during this window by aligning with Health and
213 Fitness content (190 category spend index for Week 50-52 vs. full year) on partners like BuzzFeed, Yahoo, and NY Times.

214 **US:** \$11.6MM | 48% DDA, 52% BDA | Avg Weekly Result: 83.8% @ 6.1x | Mix: 33% TV, 25% Digital Video, 12% Digital Display, 23% Social
215 Media, 7% Audio

216 **CA:** \$6.5MM | 54% DDA 46% BDA | Avg Weekly Result: 87.4% @ 6.8x | Mix: 17% TV, 9% Audio, 26% Digital Video, 13% Social, 14% OOH,
217 22% Cinema

218 **US BDA Full Plan Delivery:** \$93.1MM | Full Plan Result: 95.1 @ 50.6x | Mix: 35% TV, 21% Digital Video, 10% Digital Display, 14% Social
219 Media, 4% OOH, 4% Cinema, 12% Audio

220 **CA BDA Full Plan Delivery:** \$8.15MM | Full Plan Result: 99% @ 27.0x | Mix: 28% TV, 22% Digital Video, 9% Social, 25% OOH, 17% Cinema
221 (**Appendix K: BDA Channel Planner Screenshots**)

222 **US DDA Full Plan Delivery:** \$141.6MM | Full Plan Result: 88.8 @ 80.8x | Mix: 46% TV, 24% Digital Video, 11% Digital Display, 19% Social
223 Media

224 **CA DDA Full Plan Delivery:** \$12.1MM | Full Plan Result: 98.6% @ 55.4x | Mix: 19% TV, 20% Digital Video, 14% Social, 23% OOH, 9%
225 Cinema, 16% Audio (**Appendix L: DDA Channel Planner Screenshots**)

226 Budgets by phase and campaign are available in **Appendix M: Strategic Phases**, **Appendix N: US Flighting**, and **Appendix O: Canada**
227 **Flighting**.

228 **Sub-Channel Allocations and Optimizations**

229 **Our full detailed proposal down to the partner level across all channels** is available in **Appendix P: Tactical Plan**. Sub-channel
230 recommendations were driven by three factors: 1) Audience-Based Video Optimization; 2) Sub-Channel Platform & Format Optimization;
231 and 3) Media Creativity Allocation.

232 **1) Audience-Based Video Optimization** via Omni Video Content maximizes reach of the linear buy to the Amazon-specific audiences
233 created in Omni. Based on Q4 2023, we've identified \$25,291,186 in over-frequency against All Amazon Shoppers to optimize (see
234 **Appendix Q: Video Content Optimization**). The primary drivers of that over frequency are CBS (\$6.3MM), NBC (\$4.3MM), Fox (\$3.1MM)
235 and Home & Garden (\$2.0MM). Omnicom's video recommendation reduces linear investment on these properties and incorporates
236 holding company level deal structures which include flexibility and fluidity terms, enabling optimizations across Linear and Digital to
237 maximize reach across the addressable audience.

238 **2) Sub-Channel Platform & Format Optimization** was utilized to avoid low attention media and maximize audience reach within channels
239 at the partner and format level. The attentive reach optimization is powered by Omni attentive reach curves. For our holiday campaign
240 we optimized the YouTube buy based on 10s+ active attention reach for BDA (>:15s assets) and 5s active attention reach for DDA (<:15s
241 assets) and recommend a split of 40% non-skippable and 60% skippable. For audience reach optimization the US Social buy was
242 optimized to All Amazon Shoppers as a datapoint to provide to MODE as part of their planning cycle. To maximize reach within Social to
243 All Amazon Buyers, Omnicom recommends 36% Meta, 21% TikTok, 18% Pinterest, 13% Influencer (Creo) and 13% Snapchat.

244 **3) Media Creativity Allocation**, creative media tactics are funded from within the ROI-optimized channel-level budgets based on where
245 the ideas are distributed. For example, sports broadcast activations are sourced from TV and OLV dollars, inclusive of added value due to
246 Amazon's scale while influencer activation is funded by social. Those custom activations will follow the same measurement standard as
247 brand messaging with performance broken out by taxonomy.

248 **Plan Tradeoffs**

249 In developing the media plan the key tradeoffs include: **1) Recommending ROI Channel Curves** instead of Audience Reach or Attentive
250 Reach curves. Channels are optimized to ROI to maximize the business impact of our media, while audience and attention optimizations
251 drove sub-channel recommendations. For example, in the US, compared to the current mix the ROI optimization returns 0.5% smaller
252 Total Combined Reach (94.71% vs. Historical Mix of 95.17%) but yields a 12.1% greater Campaign RROI (\$3.81 RROI vs. Historical Mix of

253 \$3.40). Social dollars are removed for this calculation as they are not present within the historical mix (both budgets based on
254 \$194,644,924); **2) Reach Optimization** for sub-channel recommendations through Omni Video Content and Omni Channel Planner (vs.
255 frequency optimization). To increase Brand Love, we recommend maximizing multi-channel reach which occurs by optimizing to unique
256 reach within each individual channel and pushing a singular audience from Omni Audience Explorer to multiple channels for messaging;
257 **3) Programmatic Guaranteed and Private Marketplace Deals** within OLV incur an estimated 3%-6% fee and don't include all custom
258 formats (i.e. pause ads). In return, we'll be able to monitor and control frequency holistically across partners to maximize audience reach.
259 The resulting savings from reduction of over-frequency waste are likely to make up for the cost of increased fees; **4) For maximum brand**
260 **impact**, creative messages should have 4+ brand assets attributable to Amazon in each ad (Ipsos). The brand assets that are likely to
261 appear in messages in the top tercile of brand attention are: Sonic Brand Cues (8.53x), Branded Characters (6.01x), Consistent Celebrities
262 (2.84x), Package Shape (2.09x), Creative Visual Style (1.67x), Color (1.44x), One-off Celebrities (1.43x), Font (1.41x), Logo with Slogan
263 (1.41x), Music (1.2x), Slogan (1.19x), Logo (1.17x). Branded Characters, which are the 2nd highest driver, must be attributed to the brand
264 which may take longer than one holiday season to accomplish – either across both campaigns or within one.

265 **Measurement & Optimization**

266 The measurement plan for XCM NA is part of a globally consistent framework, designed as a mechanism to hold media accountable. We
267 have prioritized KPIs for BDA and DDA and have proposed a daily / weekly / monthly / post campaign measurement and optimization
268 framework (see **Appendix R: Holiday KPI and Optimization Setup**). This framework currently leverages data and optimization metrics
269 currently available within Omnicom. This framework can be evolved if additional datasets become available by partnering with Amazon
270 (see **Appendix S: Measurement & Optimization Evolution Framework**).

271 **Prioritized KPIs:** BDA – Business KPI: Brand Love, Tactical KPI: Attentive Reach, Viewability. DDA – Business KPI: Consideration, Purchase
272 Intent, Tactical: Completions, Engagement Rate. Please see **Appendix T: Measurement Data Sources** for data sources by country.

273 **Daily**, we monitor performance of real-time media and creative optimizations and deliver performance reporting dashboards to ensure
274 data quality and accuracy. We identify and track media metrics and grains that are predictive of Brand Love, Consideration, Purchase
275 Intent, and Sales to inform within channel optimizations along with breakouts such as audiences (holiday hosts, experience seekers,
276 multi-cultural) and creative message (BDA, DDA, Product Category). Please see **Appendix U** for examples of performance dashboards.
277 **Weekly**, we will use the Omni Clean Room library, specifically leveraging ADH and AMC, to optimize on target reach / frequency to reduce
278 waste and refine cross audience and portfolio investment strategy. MTA models will also be deployed and modeled against sales to
279 complement performance reporting to inform weekly optimizations. **Monthly**, we will track Brand Love and Consideration metrics to
280 predict demand and in-turn refine flighting, adjust channel mix, and track success of overall campaign performance. **Post Campaign/
281 Quarterly**, we will leverage Brand Lift Studies, Geo-Lift reports, Attention Studies, and Agile MMM to validate overall performance and
282 answer strategic questions within the learning agenda to inform future investment strategy and campaign setup. Lift and Attention
283 studies will be essential for measuring incrementality and proving our learning agenda initiatives. Omni Agile MMM and Amazon Internal
284 MMM (if available), will be used to measure success of BDA and DDA by understanding full funnel impact across Brand Love,
285 Consideration, Purchase Intent, and Sales. Outputs from Omni Agile MMM and Amazon Internal MMM will provide tactic and channel
286 level response curves that will be integrated into Omni Channel Planner to inform full funnel optimization and investment planning. Refer
287 to the **Appendices G and V** for an overview of Omni Geo-Lift and Omni Agile MMM.

288 The above measurement and optimization framework is adaptable to incorporate big integrations. For example, to measure sports
289 integrations, Omni offers comprehensive measurement and analysis of sports sponsorship. Daily, cross-platform brand exposures are
290 integrated into performance reporting to evaluate market-calibrated return and gauge the consumer impact of brand marketing outside
291 the commercial pod. To measure our content integrations like those listed in lines 176, we will partner with publishers such as Vogue and
292 Twitch to develop Brand Lift studies as well as leverage Omni Agile MMM to measure the impact of sponsorship impressions to sales. The
293 combination of Brand Lift studies and Agile MMM will help evaluate overall performance in generating lifts in Brand Love and Sales.

294 All KPI measurement is powered as a robust taxonomy adherence framework, consisting of unified taxonomy builder to create naming
295 conventions to capture the necessary details for reporting, budgeting, media tracking, and measurement (**Appendix W: Omni Taxonomy
296 Builder**), Omni governance to ensure teams correctly enter line-item taxonomies into media platforms (**Appendix X: Omni Governance**),
297 Omni compliance dashboards to automatically ingest and detect all issues (**Appendix Y: Omni Compliance Dashboards**), sending alerts to
298 relevant parties to deliver 99%+ compliance, and Process Flow RACI for alignment on client and agency teams on roles and
299 responsibilities (**Appendix Z: Process RACI Framework**). This framework ensures data quality and data accuracy across the full
300 measurement suite.

301 **Next Steps**

302 We look forward to discussing this assignment at the Audience & Media Planning Session in Seattle (and via Chime) on July 16th.

303 **Q&A Guide: Where to find responses to the questions in your brief**

304 **Target Audience Planning** 1. Can you take an audience profile provided by Amazon and convert this into a well-defined target that is
 305 actionable in the marketplace? (Lines 50-82) 2. How have you leveraged syndicated sources, industry research, and digital platform data
 306 to create a relevant, meaningful target audience for media planning? (Lines 50-53 and in media plan eg 143) 3. What proprietary
 307 resources does your agency have to support this process? (Lines 50-53,) 4. What 2nd and 3rd party data sources would you recommend
 308 for enriching plans? (Appendix A) 5. How well can you do this in data-poor countries vs data-rich countries? (US and CA are more data
 309 rich than other countries, demo tools in appendix) 6. Can you define and size this target audience across multiple countries within a single
 310 region? (Our approach is NA, informed by US and CA) 7. Can you produce meaningful insights that inform marketing creativity overall as
 311 well as creative media opportunities in particular? (Lines 68-71, 79-82)

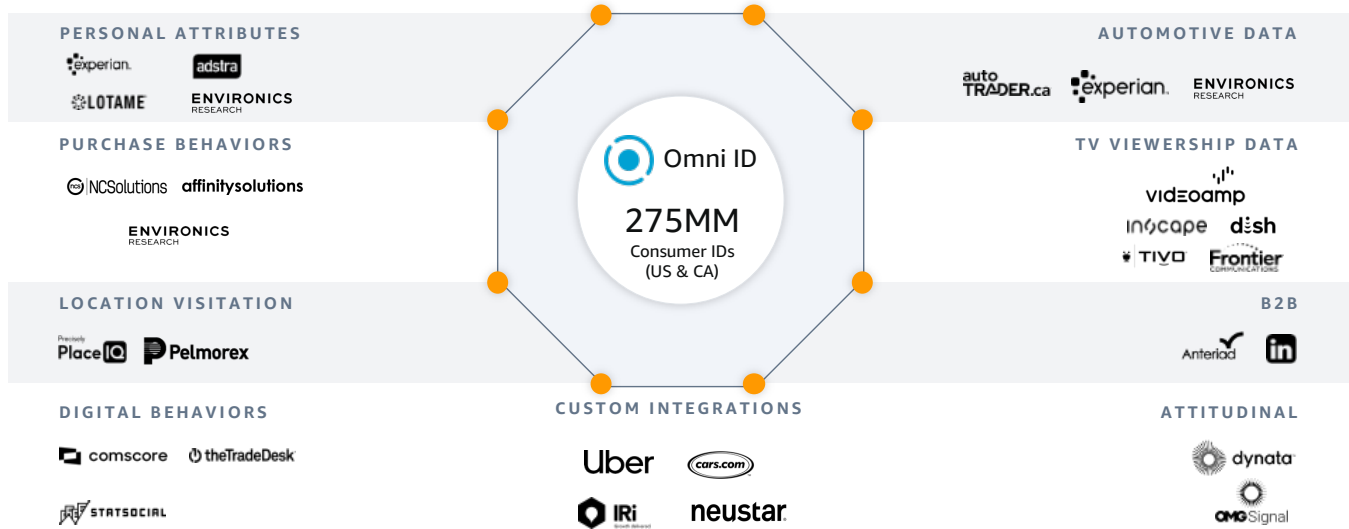
312 **Channel Planning** 1. How have target audience insights been used to inform a recommended media channel mix? (Lines 68-71, 79-82) 2.
 313 What insights were applied cross-channel? (Most macro insights, specific channel insights were applied at the plan detail level) 3. How do
 314 you see prioritization of these channels? (Lines 218-225) 4. How will you account for media executed by Amazon? (BDA/DDA planned
 315 holistically) 5. What trade-offs were considered and (whether syndicated, industry, or proprietary) informed your recommendations?
 316 (Lines 249-264) 7. Have you made any sub-channel recommendations? (Lines 229-247) 8. What resources and tools do you use to
 317 establish cross-media & total campaign reach and frequency? (Appendix K, L) 9. How have you set reach and frequency goals for the
 318 campaign? What trade-offs were considered in balancing both? (Lines 249-256)

319 **Flighting** 1. How have you allocated spending over time? (Lines 134-217, Appendix N and O) 2. What data informs these flighting
 320 recommendations? (Lines 134-141, Appendix N and O) 3. How will flighting be optimized to mitigate potential wastage? (Lines 134-141)

321 **Creative Use of Media** 1. Based on information and context provided in the brief, what creative use of media do you propose are
 322 included? (Lines 150-152, 164-166, 174-181) 2. To what extent are these unique to your agency? (e.g. unique partnerships / media firsts)
 323 (eg Appendix H proprietary tool) 3. Do these suggestions come at an opportunity cost to other media weight? How did you evaluate the
 324 trade-off? (Plan is holistic and impact comes across channels. Tradeoffs covered lines 249-264) 4. How do you propose to measure the
 325 value and projected ROAS of these ideas? (Line 288-293) 5. What insights and ideas did you uncover and develop which might apply for
 326 the overall marketing campaign, beyond media? (Audience and campaign insights are very focused on holiday, however we would like to
 327 test if the re-balance of BDA and DDA aides in long-term results)

328 **Additional Areas of Evaluation** 1. What parts of the plan recommendation for this specific campaign are scalable and have implications
 329 for larger or annual opportunities? (Overall BDA and DDA planning and flighting approach is scalable, and learnings from Appendix B
 330 would be applied to other Big Rocks) 2. How will you drive the multiplicative effect through all elements of the plan being executed and
 331 optimized together? (Appendix K, L and Learning Agenda Appendix B) 3. Can you demonstrate thought-leadership (the ability to see
 332 around corners) with elements of these recommended plans? (Eg: Line 58, Culture Q)

333 **Appendix A: Omni Audience Data Assets**



334

335 **Appendix B: Learning Agenda Pillars**

STRATEGIC OBJECTIVES IDENTIFIED ACROSS FUNCTIONS & CHANNELS

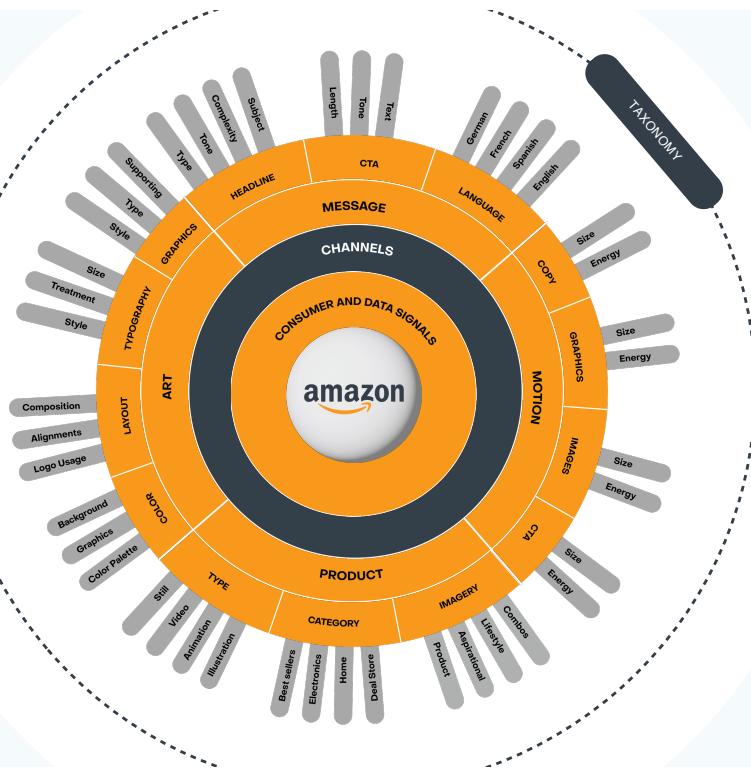
Value of Strategic Audiences & Data	Flighting	Creative, Personalization & Variation Impact	Brand Equity / Halo Effects / LTV	Data Signals and Strategy
Which audiences drove the biggest lift in Brand Health Metrics?	Does the BDA flying strategy drive incremental brand love?	How did the BDA creative drive incremental Brand Love?	How did BDA media increase Brand Love?	What is the impact of a cross-aisle strategy (tested via Artbot)?
Which audience drove the most growth?	What is the optimal lead in strategy?	What is the impact of driving cultural moments on Brand Love?	How did DDA media increase consideration?	What data signals are most predictive of KPIs for in-flight optimizations?
What was the incremental growth from Multicultural audiences?	What is the incremental impact of a multi-channel strategy?		What was the overlap of customers who saw BDA and DDA, where trackable?	
			What was the overlap of customers of XCM buyers and Prime Video Tune In?	

336

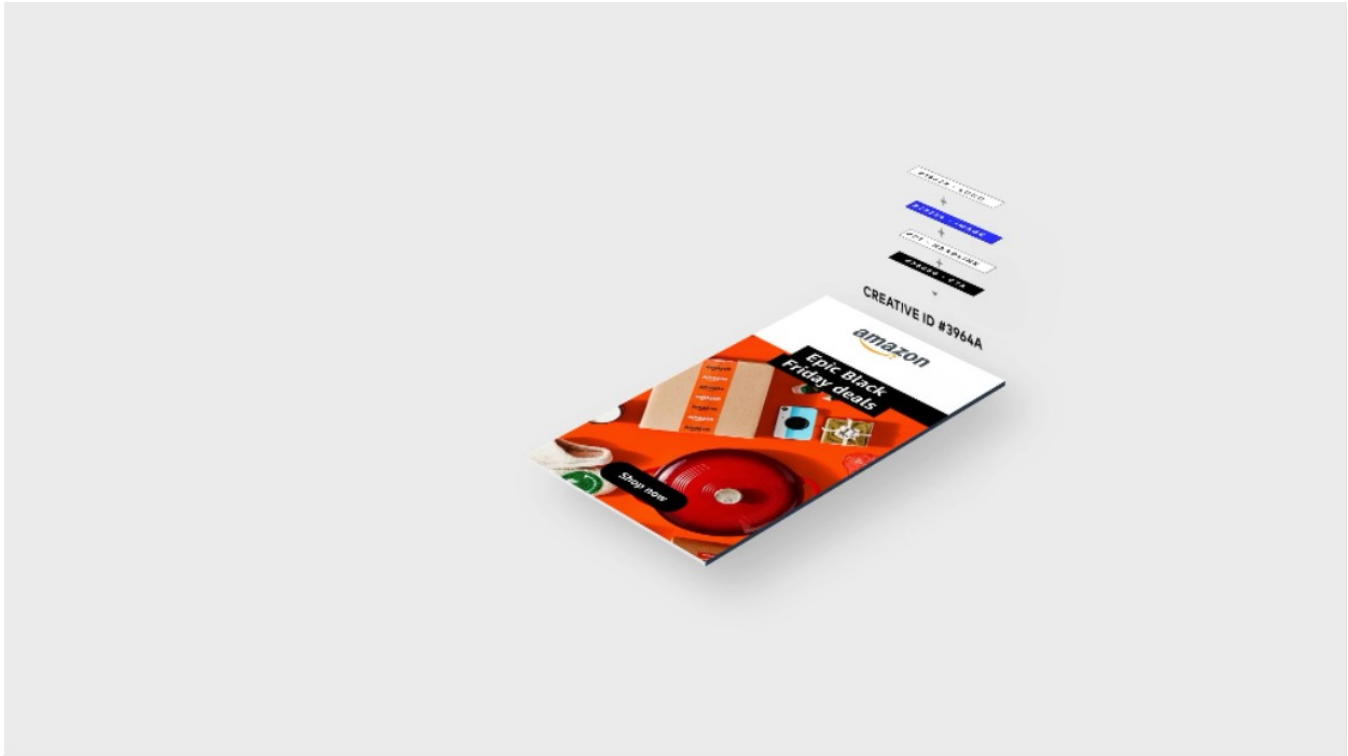
337 **Appendix C: ArtBot**

Atomic design, with intelligence

The Creative Wheel



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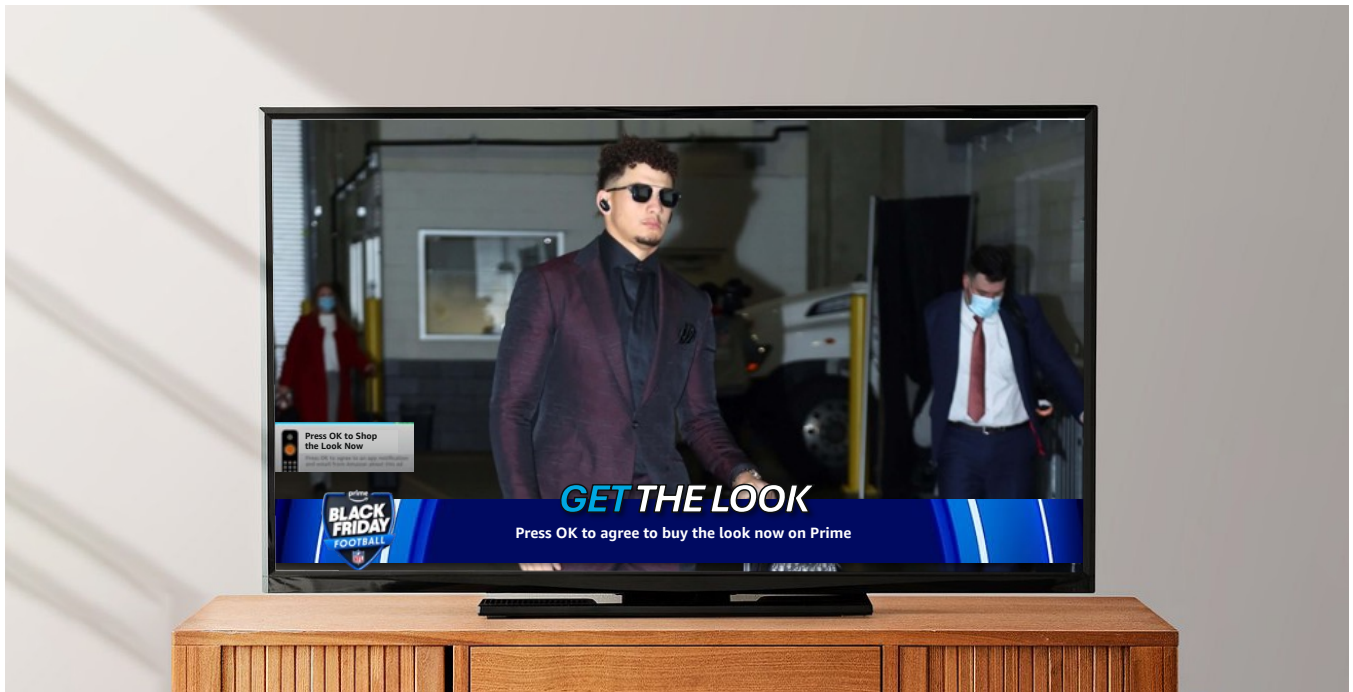
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340 **Appendix D: Programming Ranker – Top 30 Q4'23 Programs**

Network	Program Name	Game	Date	P2+ Viewership
CBS	CBS NFL Single - THU	Washington at Dallas	11/23/2023	41,762.0
FOX	FOX NFL-THU	Green Bay at Detroit	11/23/2023	33,699.0
FOX	FOX NFL Sunday-National	Various Teams and Times	12/24/2023	31,519.0
CBS	CBS NFL National	Various Teams and Times	11/26/2023	30,903.0
CBS	CBS NFL Christmas Day Roll Up w/ Nickelodeon	Las Vegas at Kansas City	12/25/2023	29,475.0
FOX	FOX NFL XMAS	Ny Giants at Philadelphia	12/25/2023	29,022.0
ESPN	ESPN NFL Regular Season Roll Up w/ ABC, ESPN2	Philadelphia/Kansas City	11/20/2023	28,958.0
FOX	FOX NFL Sunday-National	Various Teams and Times	12/3/2023	27,699.0
ABC	MNF Christmas Day	Baltimore Ravensatsan Francisco 49er Es+	12/25/2023	27,614.0
FOX	FOX NFL-THU Post Game	Green Bay at Detroit	11/23/2023	27,154.0
FOX	FOX NFL Sunday-National	Various Teams and Times	11/5/2023	27,138.0
FOX	FOX NFL Sunday-National	Various Teams and Times	12/17/2023	26,341.0
CBS	CBS NFL National	Various Teams and Times	12/31/2023	26,167.0
FOX	FOX NFL Sunday-National	Various Teams and Times	10/15/2023	26,088.0
CBS	CBS NFL National	Various Teams and Times	10/29/2023	26,059.0
ESPN	ESPN NFL Regular Season Roll Up w/ ABC, ESPN2	Detroit/Dallas	12/30/2023	26,059.0
CBS	CBS NFL National	Various Teams and Times	12/10/2023	26,047.0
CBS	CBS NFL-THU Post Game	N/A	11/23/2023	25,032.0
NBC	NBC SUNDAY Night Football	Kansas City at NY Jets	10/1/2023	24,834.0
NBC	NBC NFL TH Special	San Francisco at Seattle	11/23/2023	24,780.0
CBS	CBS NFL National	Various Teams and Times	10/22/2023	24,379.0
NBC	NBC Sunday Night Football	Dallas at San Francisco	10/8/2023	24,288.0
NBC	NBC Sunday Night Football	Philadelphia at Dallas	12/10/2023	24,176.0
NBC	NBC Sunday Night Football	Kansas City at Green Bay	12/3/2023	23,570.0
FOX	FOX NFL Sunday-National	Various Teams and Times	10/1/2023	23,376.0
CBS	CBS NFL National	Various Teams and Times	10/8/2023	23,134.0
NBC	MACYS Thanksgiving Parade	97th Annual Macys Thanksgiving	11/23/2023	22,045.0
FOX	FOX NFL Sunday-National	Various Teams and Times	11/12/2023	21,735.0
CBS	CBS NFL National	Various Teams and Times	11/19/2023	20,988.0
CBS	CBS NFL Today-THU	Ram Trucks	11/23/2023	20,892.0

341

342 **Appendix E: Direction for Tunnel Idea**



343

344 **Appendix F: Video SOV**

Phase	Dates	United States		Canada	
		Video Spend	Est SOV	Video Spend	Est TV SOV
Early Deals	9/30-10/13	\$22.6MM	37%	\$0.5 MM	3.8%
Household Prep	10/14-11/10	\$26.4MM	12%	\$1.8 MM	6.4%
Peak Lead-In	11/11-11/19	\$18.6MM	16%	\$0.7 MM	10.7%
Must Win Days	11/20-12/2	\$36.2MM	21%	\$2.3 MM	12.2%
December Deals	12/3-12/22	\$40MM	20%	\$3.3 MM	20.1%
Holiday Enjoyment	12/23-12/31	\$6.7MM	9%	\$1.5 MM	14.4%

US Competitors: Best Buy, Costco, Ebay, Gap, Home Depot, Kohls, Lowes, Macys, Menard, Sam's Club, Target, Temu, Walmart, Wayfair

Canada Competitors: Best Buy, Canadian Tire, Home Hardware, Homesense, Ikea, Old Navy, Pet Smart, Walmart, Wayfair

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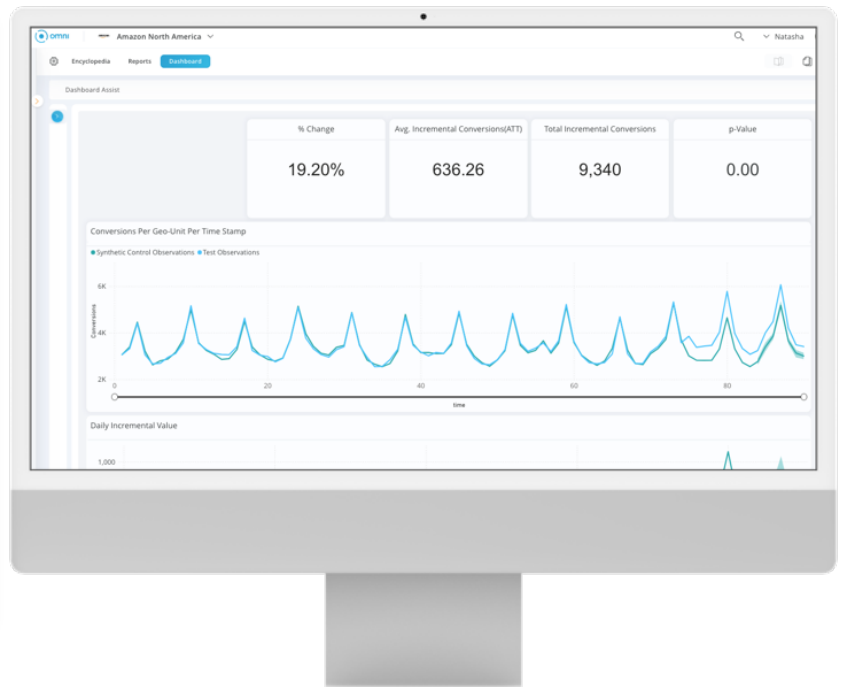
346 **Appendix G: Omni Geo-Lift Planner**

Geo-lift Planner

Id-less Incrementality Testing

Test Design & Validation

Synthetic Control Creation



347

348 **Appendix H: Creo Influencers**

CREO amazon		Growth: Hispanic Amazon Prime Shoppers			Search creator...		CSV	Filters
<input type="checkbox"/>	Creator Name	Followers	Social channels	Age	Location	Added	Status	
<input type="checkbox"/>	Stephanie Padilla	2,571,780	1.4m 1.2m 36.8k	36	Dallas, Texas, United States	Jun 28, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/>	Yasmin Maya (Beauty Bird)	3,242,658	1.2m 525.6k 114.9k	32	California, United States	Jun 28, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/>	Laura Reynoso	1,329,155	815.2k 500.9k 12.3k 825	43	United States	Jun 28, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>	

349

CREO **amazon** **Growth: Walmart / Target Shoppers**

<input type="checkbox"/>	Creator Name	Followers	Social channels	Age	Location	Added	Status
<input type="checkbox"/>	Lauren	290,992	275.6k 15.4k	28	Dallas, United States	Jul 1, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Charisma Stevens	736,895	719.4k 13.1k 4.4k	-	North Carolina, United States	Jul 1, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Yolanda Diaz	2,240,966	2.1m 141k	27	Indiana, United States	Jul 1, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Da'ana Williamson	2,368,106	2m 373k 326	40	United States	Jul 1, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>

350

CREO **amazon** **Holiday Hosts**

<input type="checkbox"/>	Creator Name	% Match	Followers	Social channels	Age	Location	Added	Status
<input type="checkbox"/>	Terrell & Jarius Joseph	92.5%	2,718,588	2.1m 410.6k 208k	31	Atlanta, Georgia, United States	Jun 28, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Vidya Gopalan	89.2%	3,546,491	3.3m 246.5k	38	Charlotte, North Carolina, United States	Jun 28, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Kayla Kosuga	69.9%	4,317,254	2m 1.6m 755.4k 1.9k	23	Jacksonville, Florida, United States	Jun 28, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>	Lindsey Simon Gurk	99%	5,444,255	3.9m 1.5m	36	Las Vegas, Pennsylvania, United States	Jun 28, 2024	<input checked="" type="checkbox"/> <input type="checkbox"/>

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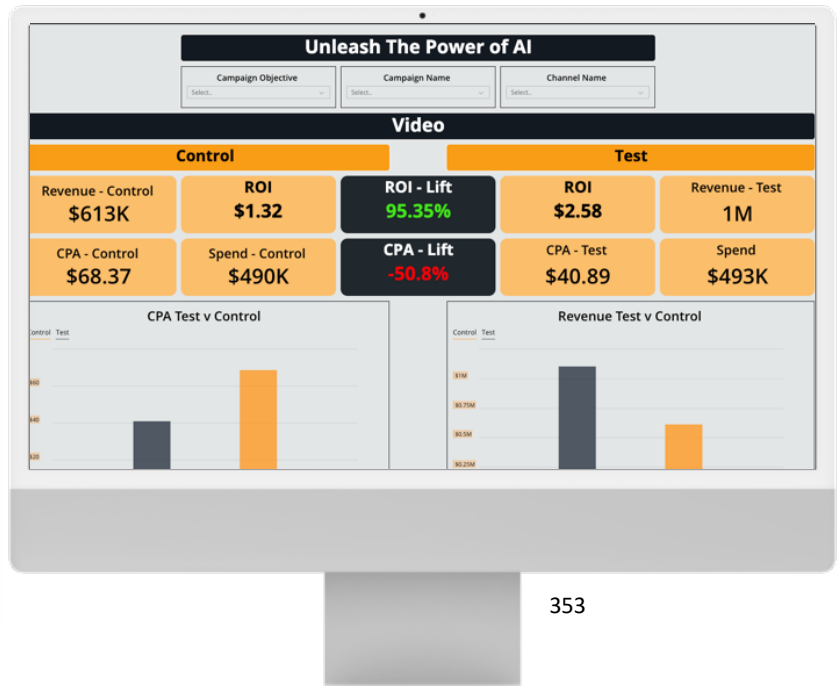
352 **Appendix I: Omni Inventory AI**

Inventory AI

Real-time AI/ML Integrated into DSPs

Optimize Bids for Maximum Efficiencies

Optimize Models To Business KPIs



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356

357 **Appendix J: Amazon Package Studio Direction**

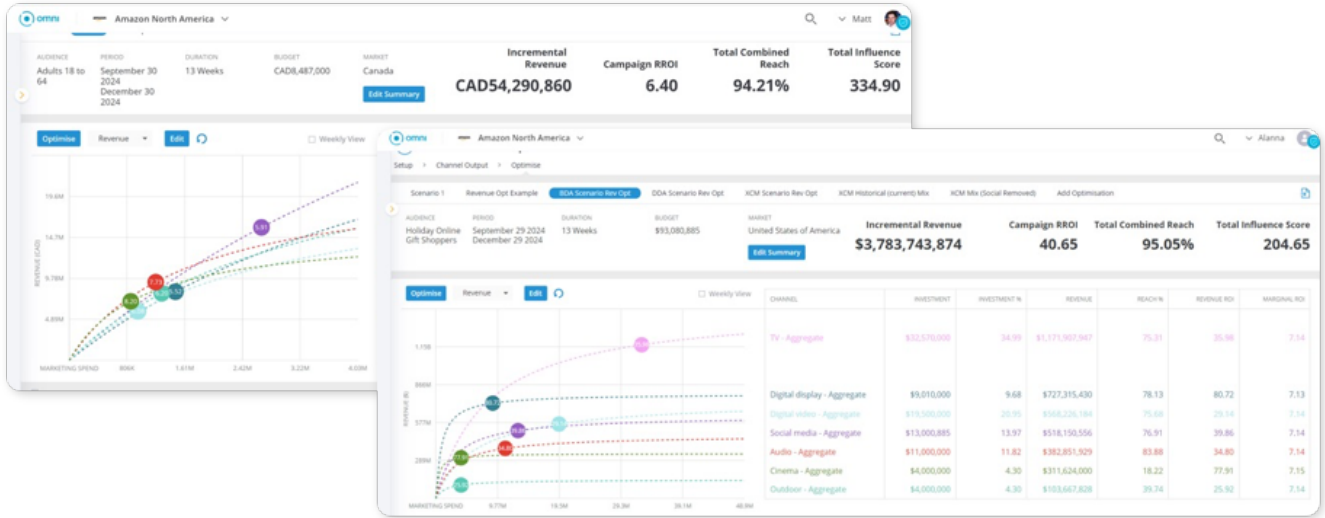


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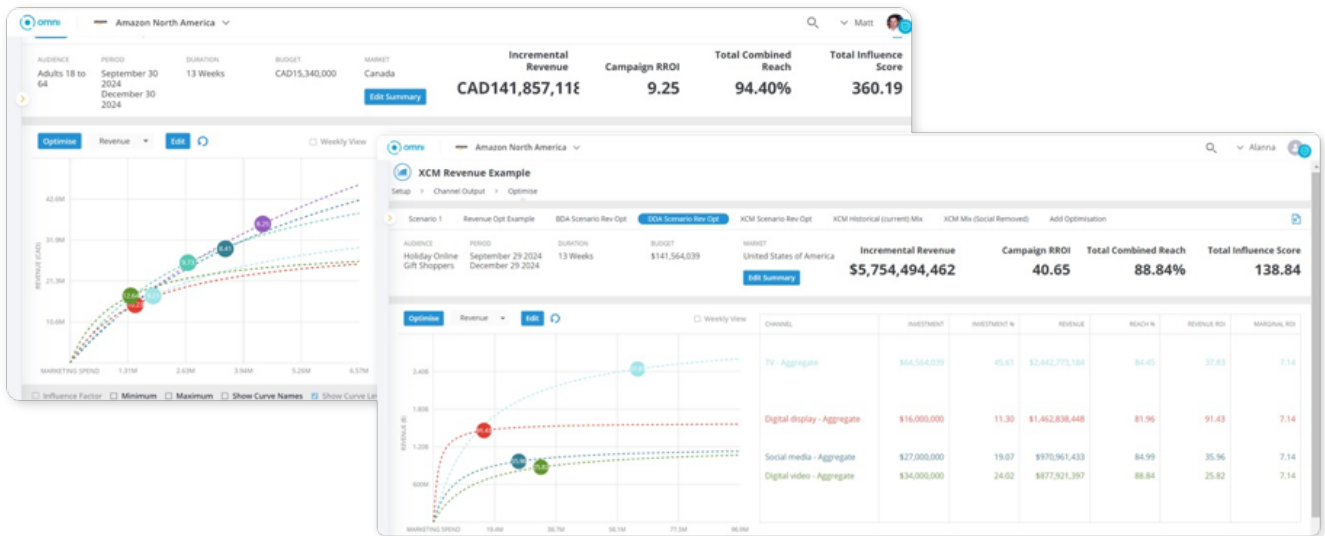
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360 **Appendix K: BDA Channel Planner Screenshots**



361

362 **Appendix L: DDA Channel Planner Screenshots**



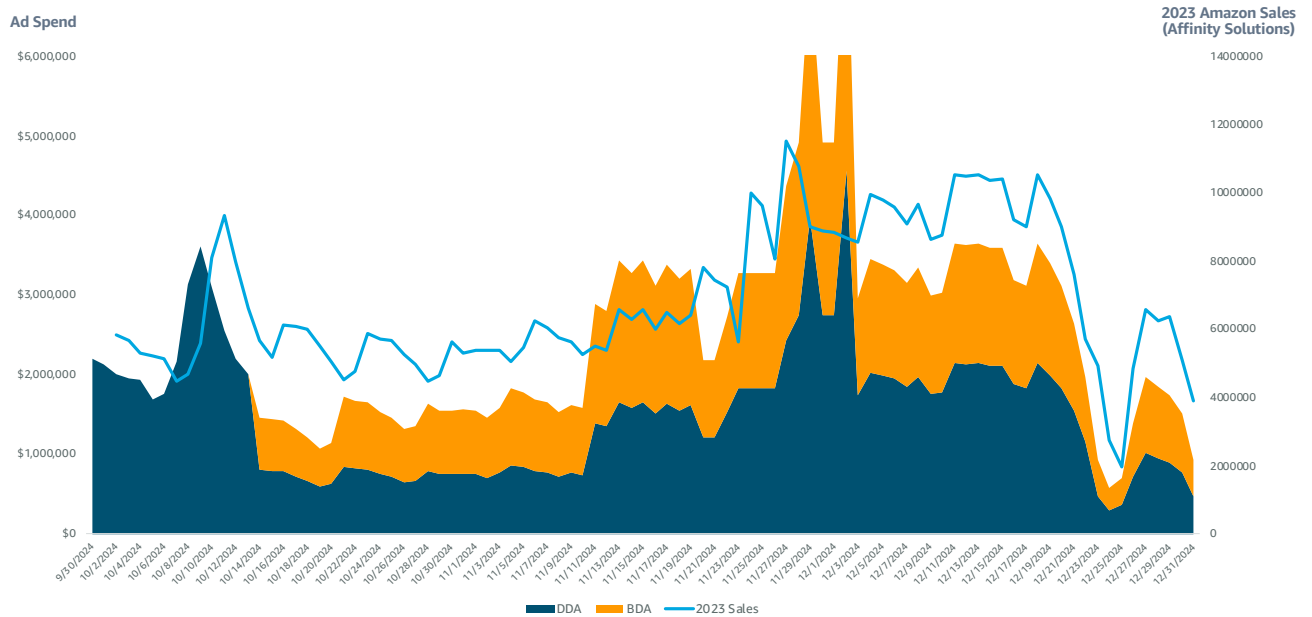
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364 **Appendix M: Strategic Phases**

Phase	Dates	United States			Canada		
		Spend	Avg Weekly RF	BDA/DDA Split	Spend	Avg Weekly RF	BDA/DDA Split
Early Deals	9/30-10/13	\$32.4MM	83.8%, 9.7x	0%/100%	\$0.85 MM	68.9%, 3.2x	0%/100%
Household Prep	10/14-11/10	\$42.3MM	83.7%, 6.7x	50%/50%	\$3.5 MM	84.2%, 5.4x	32%/68%
Peak Lead-In	11/11-11/19	\$28.9MM	86.9%, 12.6x	52%/48%	\$1.3 MM	90.4%, 7.5x	40%/60%
Must Win Days	11/20-12/2	\$54.6MM	90.6%, 15.8x	33%/67%	\$4.3 MM	94.3%, 12.7x	35%/65%
December Deals	12/3-12/22	\$64.8MM	89.5%, 12.8x	41%/59%	\$5.9 MM	92.5%, 10.6x	39%/61%
Holiday Enjoyment	12/23-12/31	\$11.6MM	83.8%, 6.1x	52%/48%	\$2.2 MM	87.4%, 6.8x	47%/53%

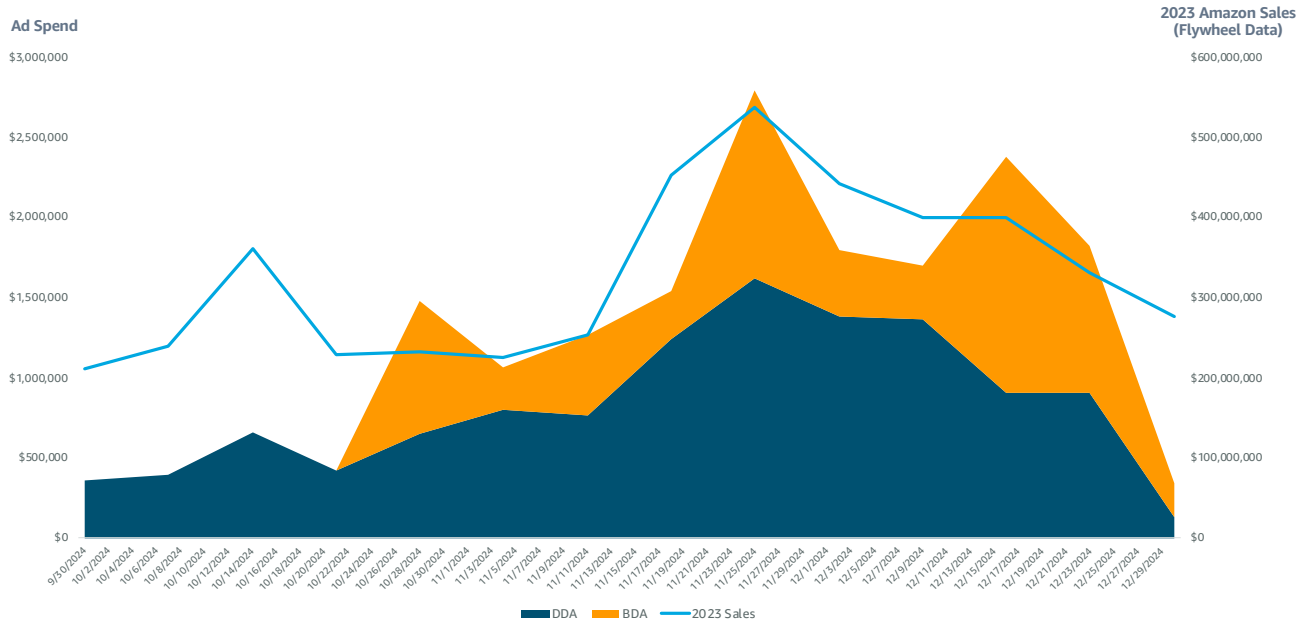
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366 **Appendix N: US Flighting**



367

368 **Appendix O: Canada Flying**



369

370 **Appendix P: Tactical Plan**

371 US:

	January			February			October			November			December			Totals			
	1	8	15	22	29	30	7	14	21	28	4	11	18	25	2	9	16	23	Net Media
																			\$234,644,925
																			\$8,874,000
Audio Quarterly Broadcast Net Media																			\$8,874,000
Adswizz													\$2,974,000						\$2,974,000
Audacy													\$250,000						\$250,000
Pandora													\$2,400,000						\$2,400,000
Spotify													\$2,500,000						\$2,500,000
Triton													\$500,000						\$500,000
iHeartMedia													\$250,000						\$250,000
Cinema Quarterly Broadcast Net Media																			\$4,000,000
NCM / Screen Vision										\$4,000,000									\$4,000,000
Display Quarterly Broadcast Net Media																			\$25,000,000
Buzzfeed													\$2,500,000						\$2,500,000
Conde Nast													\$2,500,000						\$2,500,000
New York Times													\$2,500,000						\$2,500,000
The Trade Desk													\$12,500,000						\$12,500,000
The Weather Channel													\$2,500,000			\$2,500,000			
Yahoo													\$2,500,000						\$2,500,000
OOH Quarterly Broadcast Net Media																			\$4,000,001
Various: Lamar, Interestion, JCD										\$4,000,001									\$4,000,001
Paid Social Quarterly Broadcast Net Media																			\$40,000,000
Meta													\$17,000,000						\$17,000,000
Pinterest													\$7,000,000						\$7,000,000
SnapChat													\$5,000,000						\$5,000,000
TikTok													\$11,000,000						\$11,000,000
Radio Quarterly Broadcast Net Media																			\$2,126,000
iHeart, Audacy, Westwood One Cumulus, Skyview, Urban One, AURN													\$2,126,000						\$2,126,000
TV Quarterly Broadcast Net Media																			\$97,144,924
Sport 65%, Cable 18%, B. Prime 7%, USH 5%, Synd 2%, B. Daytime 2%, B. Late Night 1%, B. EM 1%													\$97,144,924						\$97,144,924
Video Quarterly Broadcast Net Media																			\$53,500,000
Content Production Fee													\$2,500,000						\$2,500,000
The Trade Desk													\$27,500,000						\$27,500,000
YouTube													\$23,500,000						\$23,500,000
																			\$234,644,925
Quarterly Broadcast Net Media	\$0																		\$234,644,925
Quarterly Broadcast Impressions	0																		38,721,673,689
Annually Broadcast Net Media																			\$234,644,925
Annually Broadcast Impressions																			38,721,673,689

372

July 2024 – Omnicom Media Group – Audience & Media Planning Narrative – XCM US & Canada

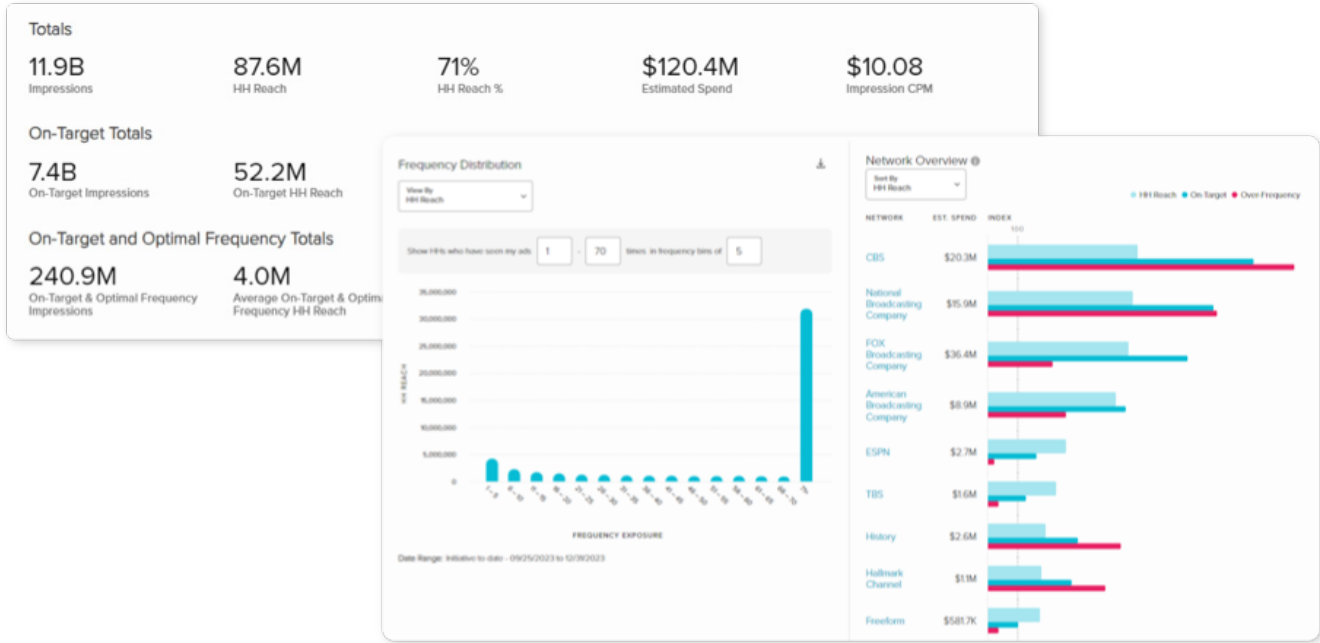
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Canada:

	September				October				November				December				Totals		
	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	Net Media USD	
Q4 Holiday Season																		\$18,672,001	
Audio																		\$1,859,420	
Audio Quarterly Broadcast Net Media																		\$2,390,000	
30s spot ROC Various (Spotify; iHeart)																		\$1,230,000	\$956,940
Host read ad QC Ca s'explique!, Question d'intérêt, Décrypteur, Daily, Podcast McSween, L'État du jeu	Various (OhDio, Gem)																	\$1,160,000	\$902,480
Cinema																		\$2,319,218	
Cinema Quarterly Broadcast Net Media																		\$2,981,000	
Cinema 30s spot showtime + in-foyer ads QC	Cineplex & UB Media											\$400,000				\$311,200			
Cinema 30s spot showtime + in-foyer ads ROC	Cineplex											\$1,200,000				\$933,600			
Cinema 30s spot Showtime QC - brand love	Cineplex															\$345,250.00	\$268,605		
Cinema 30s spot Showtime GTA - brand love	Cineplex															\$345,250	\$690,500.00	\$805,814	
OOH																		\$4,240,104	
OOH Quarterly Broadcast Net Media																		\$5,450,005	
Outdoor - National & Specific - QC & ROC Consideration	Various (Outfront, Pattison, Bell, Quebecor, Eait it Up, Air Canada, Pattison, Neo, UB media)																	\$2,684,104	
Outdoor - Takeover & Guerrilla - QC & ROC - Brand Love	Various (Younger Dundas Square, Eat it up, Branded Cities, Affichage Suavage, Grassroots)											\$1,000,000		\$1,000,000		\$1,556,000			
Social																		\$1,664,916	
Paid Social Quarterly Broadcast Net Media																		\$2,139,995	
Meta - Video and Static in-Feed, Stories, Reels	Meta																	\$982,995	\$764,770
Pinterest - Carousel & Search Page Takeover	Pinterest																	\$286,000	\$222,508
SnapChat - Stories	SnapChat																	\$305,000	\$237,290
TikTok - Shoppable ads, Top Feed	TikTok																	\$220,000	\$171,160
Influencers	Influencers																	\$346,000	\$269,188
Radio																			
Radio Quarterly Broadcast Net Media																			
Not Used																			
TV																		\$4,311,747	
TV Quarterly Broadcast Net Media																		\$5,542,091	
Conventional - Spot 30 secondes QC	SRC, Bell Media, Québec, Télé-Québec																	\$100,000	\$77,800
Conventional - Spot 15 secondes QC	SRC, Bell Media, Québec, Télé-Québec																	\$256,000	\$199,168
Specialty - Spot 15 secondes QC	RDS, TVA Sports, Casa - *Insetion during MTL Canadiens Games on November 27th vs Blue Jackets & on December 1st vs Rangers																	\$240,000	\$186,720
Conventional - Spot 30 secondes ROC	CBC, Bell Media, Corus, Rogers																	\$368,000	\$286,304
Conventional - Spot 15 secondes ROC	CBC, Bell Media, Corus, Rogers																	\$1,050,000	\$816,900
Specialty - Spot 15 secondes ROC	TSN, HGTV, Food Network, Cook																	\$916,000	\$712,648
Conventional - Spot 60 secondes QC	SRC, Bell Media, Québec, Télé-Québec																	\$230,910	\$179,648
Conventional - Spot 30 secondes QC	SRC, Bell Media, Québec, Télé-Québec																	\$141,390	\$110,001
Conventional - Spot 60 secondes ROC	CBC, Bell Media, Corus, Rogers																	\$721,091	\$561,009
Conventional - Spot 30 secondes ROC	CBC, Bell Media, Corus, Rogers																	\$1,243,700	\$967,599
Conventional & Specialty - Partnership (Special events)	Bye-Bye show, Adisq award show,				\$75,000								\$75,000				\$116,700		
Conventional & Specialty - Partnership (Broadcast top shows QC)	Quebecor, SRC/CBC, Bell Media, Télé-Québec																	\$125,000	\$97,250
Video																		\$4,276,596	
Video Quarterly Broadcast Net Media																		\$5,496,910	
15s OLV QC	LaPresse/Tou.TV																	\$344,000	\$267,632
30s OLV & CTV QC	SRC/Bell/Quebecor																	\$751,000	\$584,278
15s OLV ROC	CBC/Rogers/Globe&Mail																	\$1,072,000	\$834,016
30s OLV & CTV ROC	CBC/Rogers/Corus/Bell Media																	\$2,379,910	\$1,851,570
15s Video for Action QC	YouTube																	\$62,500	\$48,625
15s Video for Action ROC	YouTube																	\$187,500	\$145,875
15s Social Video QC	SRC, Quebecor, Bell Media, La Presse,Urbania,Cogeco																	\$175,000	\$136,150
15s Social Video ROC	SRC, Quebecor, Bell Media, La Presse,Urbania,Cogeco																	\$525,000	\$408,450
TOTAL USD																		\$0	\$18,600,001

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375 **Appendix Q: Video Content Optimization**



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377 **Appendix R: Holiday KPI & Optimization Setup**

XCM KPIs				Brand Strength (Preference, Purchase Intent), Business Growth (sales, AOV, LTV, category share)		
	Cadence	Proxy Metrics		Optimization Capability		
Business Proxy KPI	Quarterly / Post Campaign	Total Sales (Omni CC Panel) Brand Health Lifts New Prime Subscribers (Omni CC Panel)		Amazon Internal MMM* Omni Agile MMM		
Strategic Leading Indicators	Monthly	Brand Love & Consideration: Total and Category (OMG Signal, Omni: CC, Clickstream, BERA)		BERA OMG Signal Omni Demand Forecasting		
Tactical Leading Indicators	Weekly	Omni Audience Reach & Frequency, On-Target % High Value Action: Site Engagement (Omni Clickstream)		Omni Clean Room Analysis (Library)		
	Daily	Impressions, Completed Views CPMs, CTR, Viewability		Performance Reporting In-platform		

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*Omni CC Panel is credit card sales data available within Omni that can feed into Agile MMM, MTA, and Geo-Lift

379 **Appendix S: Measurement & Optimization Evolution Framework**

		Good (No Information from Amazon)	Better (Good + Limited Information from Amazon)	Best (Better + Ideal Data Sharing from Amazon)
	MMM and Agile MMM	Agile MMM developed independent of MMM using Proxy KPIs and Purchase Data (varies based on LOB)	Indexed ROI or media attributed contribution from MMM for upper/mid funnel media to inform Agile MMM via priors	Amazon shares indexed attributed media contribution across all media touchpoints to control for as much media as possible with Agile MMM
	Cleanrooms (MTA, TV Content, Library)	Leveraging AMC, ADH, and AA with natively available data plus data signals from Omni such as purchase data, and streaming / linear video (pending fee approval)	Enabling Amazon performance media data in AMC to enable a more holistic view of the consumer journey to improve attribution against mid/upper funnel touchpoints	Enabling Amazon 1P data within AMC for each LOB (sales, subscriptions, viewership, brand survey if applicable at an ID level)
	Performance Reporting	Performance reporting leveraging OMG purchased media with alignment on requirements (use cases and dashboard views)	Sharing of Amazon campaign performance data (prioritize upper/mid funnel) to support full-funnel optimization and cross channel insights	Sharing of Amazon Brand and Sales Lift studies and integrating full funnel test and learn strategies. Sharing lower funnel performance data to analyze how upper funnel impacts lower funnel conversion
	Real-time Optimization	OMG optimizes OMG managed media via custom bidding, supply path, and workflow	Amazon provisions access to Amazon owned seats to enable OMG to implement optimization algorithms across social and programmatic	Amazon to partner on incrementality testing via Brand Lift, Sales Lift

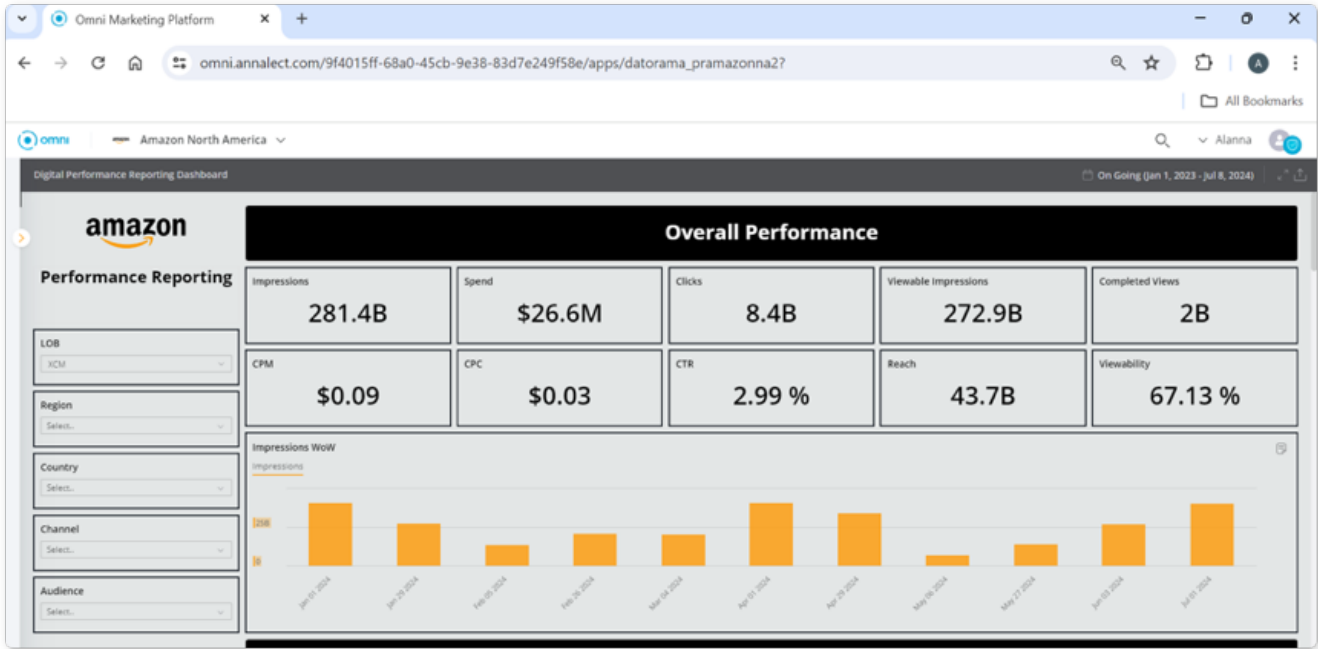
380

381 **Appendix T: Measurement Data Sources**

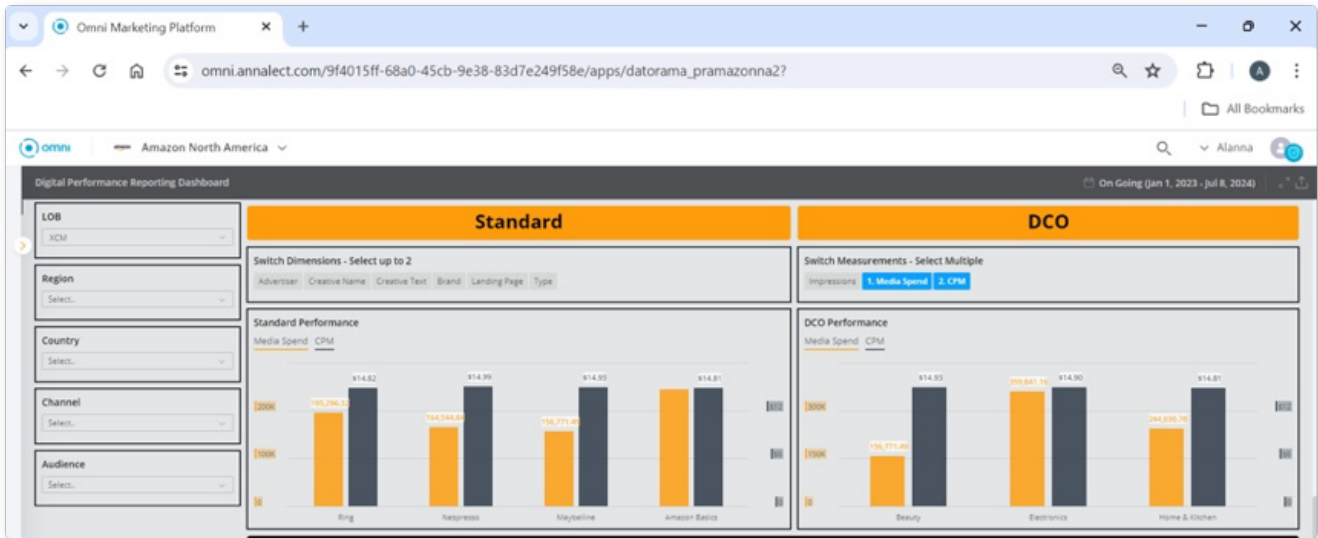
Data	US Source	Canada Source
Brand Love	BERA	YouGov
Consideration	BERA, YouGov	YouGov
Purchase Intent	BERA, YouGov	YouGov
Sales	Credit Card: Affinity Online Sales: Flywheel	Amazon Sales: Flywheel
Clickstream	Comscore	Comscore
Attention	Lumen, Amplified Intelligence	Lumen, Amplified Intelligence

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383 **Appendix U: Performance Reporting Dashboard Examples**



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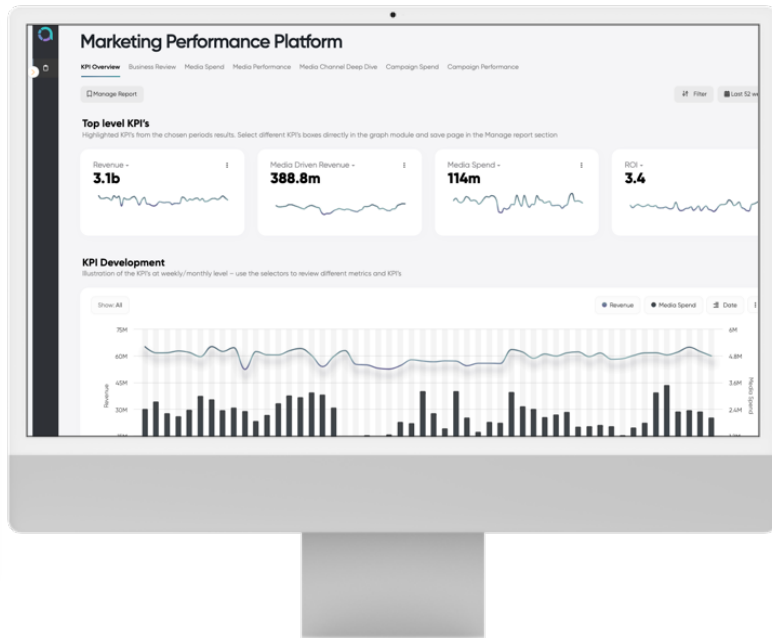
386 **Appendix V: Agile MMM**

Agile MMM

Monthly Calibration of MMM

Granular Views for Actionable Insights

Enhanced Top-down & Bottom-up Planning



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388 **Appendix W: Omni Taxonomy Builder**

DATA PROVISIONING

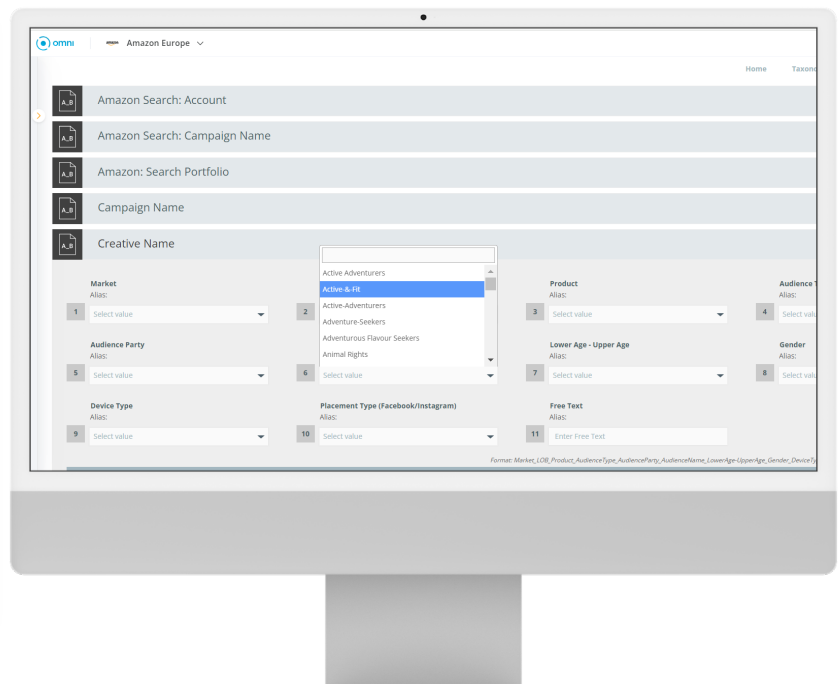
Taxonomy Builder

Deploy standardized naming conventions by LOB or cross-Amazon for every campaign and media placement.

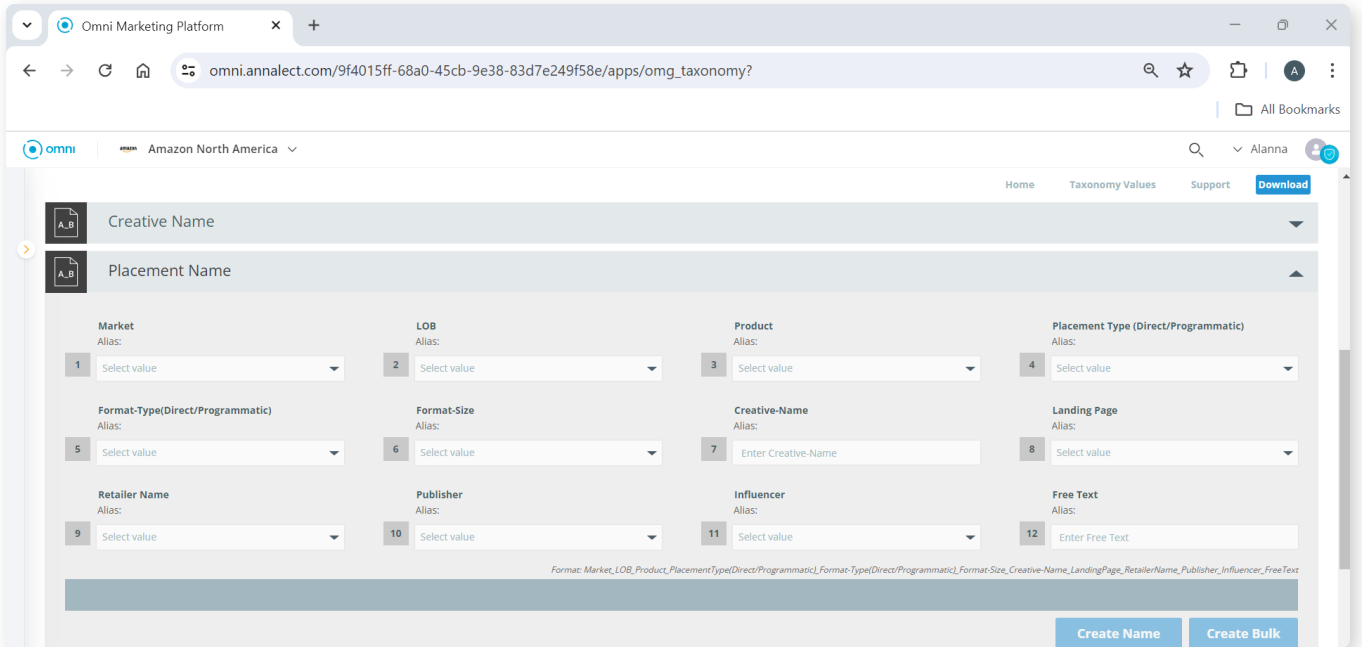
Data Connectivity Across Platforms

Cleaner Data for Quicker Insights

Easily Scale Existing Naming Conventions



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391 **Appendix X: Omni Governance**

DATA PROVISIONING

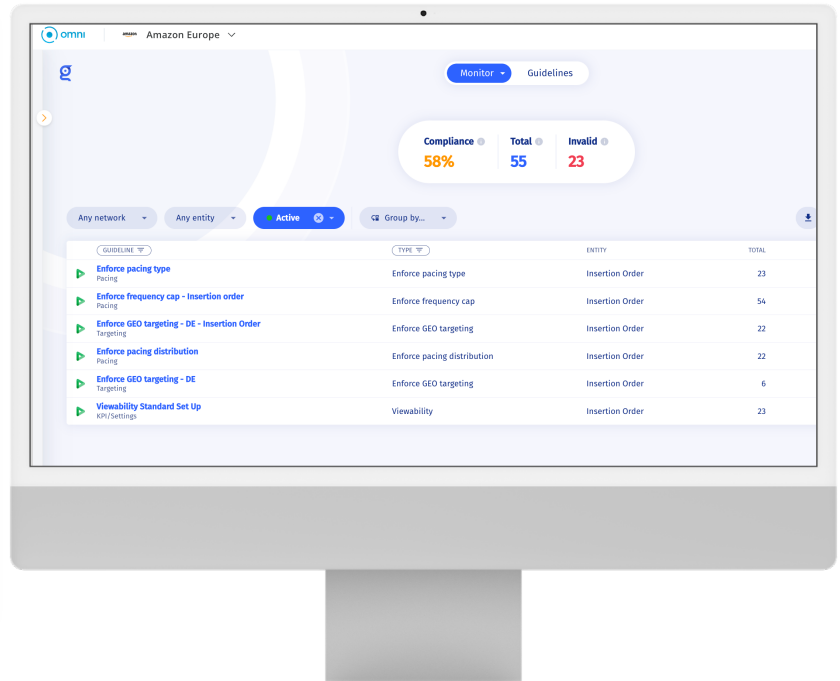
Omni Governance (Grasp)

Omni Governance uses automation to eliminate costly errors, guaranteeing accurate data entry without delaying campaign launch.

In-flight Monitoring of Compliance

Identify Errors in Real-time

Automated QA at Most Granular Level



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393 **Appendix Y: Omni Compliance Dashboards**

DATA PROVISIONING

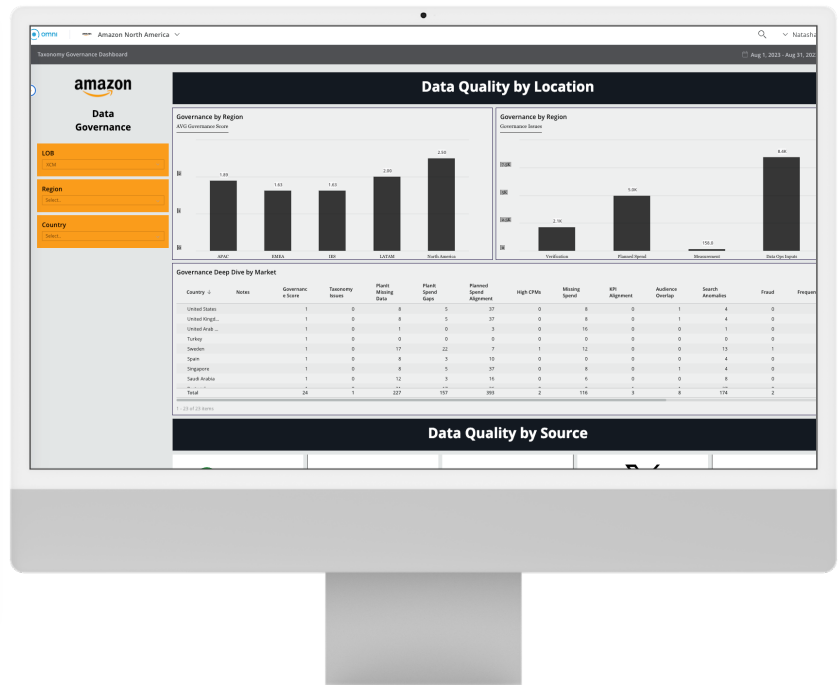
Data QA (Compliance Dashboards)

Achieve highest degree of data quality by monitoring taxonomy compliance and tracking governance rules on delivered media data

Technology-driven Checks

Track Anomalies in Real-time

Enterprise-level + Amazon-specific



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395 **Appendix Z: Process RACI Framework**

Task Name	Responsible	Accountable	Consulted	Informed
Placement and Line Item taxonomy generation	Investment	Investment Planning	Data Ops MarSci	AI Offshore Accountability Finance Ops
Confirmed PO/MK received from client	Planning	Accountability Planning	Finance Ops Investment Planning	Accountability BPM Finance Ops Investment Planning
Approved Campaign channels added into Launch tracker	Planning	Accountability Planning	Investment Project Management	Project Management
Populate Estimate Request form	Planning	Accountability Planning	AI Offshore Investment	AI Offshore
Estimates Built in DDS	AI Offshore	Accountability Planning	Investment Planning	Data Ops Investment Planning
Check CPE and PO Number in DDS to ensure it matches with Planit - Next step - Consider steps to be added to ensure Est tracker and DDS match and how to best set up this checkpoint	Accountability Finance Ops Investment Planning	Investment	Data Ops	Planning Project Management
Planning reviews report and finds the discrepancies from Plan It or DDS	Investment Planning	Finance Ops		
Placement Taxonomy Setup	Investment		Data Ops	
Review measurement strategy and tagging within placement setup	Accountability MarSci	Investment	Client Data Ops	Planning Project Management
Updates/corrections coming out of the Measurement strategy/tagging call	Investment	MarSci	Accountability MarSci	
Plan imported into Prisma	Investment	Accountability	Planning	
IO sent to partners (Order Letters outline pricing, flight dates, specs, media type, etc)	Investment	Accountability	Planning	

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