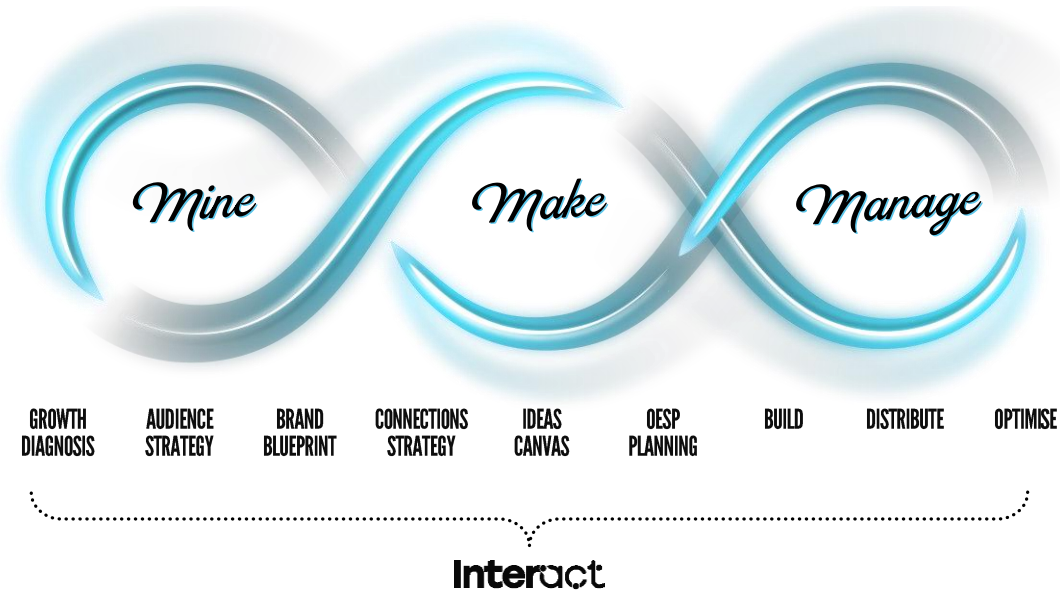


APPENDIX 1: OUR PLANNING PROCESS

Across Initiative, we follow one consistent and intuitive strategic planning process called Mine, Make, Manage. It is underpinned by our single source of truth and marketing operating system, Interact.



GROWTH DIAGNOSIS	Our first step is understanding business challenges and creating a hypothesis of how marketing can solve them. Identifying Demand Spaces and Sources of Growth (market penetration/product development/market development/diversification) that can be supported with media investment. This is where we set or quantify goals, assess budget levels and where appropriate set budgets and goals by market.
AUDIENCE STRATEGY	Our growth diagnosis is closely linked to audience strategy, identifying the right audiences to deliver upon that growth and how to target them. Our consistent approach to identifying audiences, sees audiences across three spaces; Growth, Demand and In-Market audiences for the long, mid and immediate terms.
BRAND BLUEPRINT	Structural Equation Modelling identifies how a brand scores against our 8 diagnostic metrics (Familiarity, Favorability, Feeling, Fervor, Findability, Facilitation, Fascination and Following). We then identify where media will have most impact based on campaign objectives.
CONNECTIONS STRATEGY	In our connections strategy phase, we consolidate thinking to date and provide direction for subsequent planning by outlining a common platform, communications tasks, priority audiences, candidate channels and KPIs.
IDEAS CANVAS	Here, we work closely with clients and agency partners to create a Big Idea that provides a focal point for creativity and innovation, closely linked to our connections strategy.
OESP PLANNING	Identification of priority touchpoints spanning Owned, Earned, Shared and Paid is crucial. Budget is then allocated to those that fall within agency scope either via our Design Console within Interact and/or client MMM. This is where we plan the right partners, flighting, weighting, frequency etc.
BUILD	In order to activate, we project manage the campaign activity in the run up to launch. Campaigns booked onto systems adhering to our Quality Assurance process: dates, budget, KPIs, targeting, tag allocation and landing pages.
DISTRIBUTE	Go live ensuring that correct formats and messaging are matched to audience. Dynamic Creative Optimisation (DCO) is used to leverage the power of data, technology, and creativity to deliver personalised and highly relevant ad experiences.
OPTIMISE	Once campaigns are live, our teams perform daily checks, report as per client requirements and optimise 1) in-publisher / platform 2) in-channel and 3) cross-channel media.