

DESK REFERENCE MATERIAL NORTH STAR MISSION

OCTOBER 2019



OUR NORTH STAR MISSION

We will become the world's **smartest audience delivery** company.





































We will relentlessly focus on **innovation** and the **simplest customer experience.**













































Our **marketing solutions** will deliver **unparalleled results** for our clients and partners.









































We will...

- Create a universal view of audiences and content
- Aggregate ad inventory supply across all platforms, globally
- Build a unified, tech-driven experience, optimizing for results
- Serve any demand channel
- Retain, attract and grow the right talent
- Ensure profitable growth through market evaluation

SMARTEST AUDIENCE DELIVERY

INITIATIVE	OUTCOME	KEY BENEFITS LEGEND				KEY BENEFITS	LOB / TEAMS	TIMING NOW (Q3-4 '19) SOON (Q1-2 '20)
What is it?	Why does this matter?	 BIG TIME-SAVER	 COMPETITIVE EDGE	 BENEFITS CLIENTS	 BENEFITS NCC/AFFILIATES	To us, our clients, and our partners	Who benefits the most?	Is it NEW or an UPDATE ?
AI Local	<ul style="list-style-type: none">Builds more effective schedules to reach in-market audiencesSets foundation for impression-based sellingSaves AE’s time, reduces Campaign Management workloadImproves inventory yield						<ul style="list-style-type: none">LocalCampaign Mgt	Now & Soon
								New
AI for Reg/Nat	<ul style="list-style-type: none">Offers data-driven campaigns to regional / national clients in all marketsLowers Spotlight's qualified client spend threshold to expand to more eligible clientsInternal reporting using STB ad exposure data improves turnaround times and allows monthly reportingAd exposure data reduces campaign setup workload for Campaign Mgt						<ul style="list-style-type: none">RegionalNationalResearchCM	Now
								New
Addressable Full Avail by Spot	<ul style="list-style-type: none">Sets the foundation for selling linear impression addressable campaignsLets advertisers deliver multiple creatives to specific household audience segments, then see how well the campaign reached those audiencesIntroduction of co-op billing support in Q1 will open up Tier 2 Auto sales						<ul style="list-style-type: none">RegionalNational	Now
								New
Audience Targeted PDTV	<ul style="list-style-type: none">Gives DMA level clients another way to buy audiences in OTT/TVE contentGives sellers competitive parity with key digital playersTests our bandwidth on how we can scale audience targeting in OTT to smaller geos (zone, zip)						<ul style="list-style-type: none">RegionalNational	Now
								New
Enhanced PDV	<ul style="list-style-type: none">Gives advertisers a layer of addressability with 1st party IP dataGives advertisers cross-platform audience campaign matching 1 audience segment across PDV / AI LocalDifferentiates our product in a competitive marketplace						<ul style="list-style-type: none">LocalRegionalNational	Now
								New
BYO Data	<ul style="list-style-type: none">Enables clients to use their own data for planning / reporting to start, assessing effectiveness later.Puts us on par with competitors who are offering BYODShows another way that our data can be used to drive revenue						<ul style="list-style-type: none">RegionalNational	Now & Soon
								New
Campaign Optimization to Outcome	<ul style="list-style-type: none">Develop expertise on optimizing campaigns to more than impression deliveryProactively prepare for when clients need to manage to outcomes and not just a fulfilled impression goal						<ul style="list-style-type: none">All AE'sTraffic / CMYield	Soon
								New
Unified Audience Planning	<ul style="list-style-type: none">AE’s can sell a complete multi-platform audience campaign in one step, combining TV and digitalReplaces Audience Intelligence Local / LIFT						<ul style="list-style-type: none">LocalRegional	Soon
								New

SIMPLEST CUSTOMER EXPERIENCE		KEY BENEFITS LEGEND				KEY BENEFITS	LOB / TEAMS	TIMING NOW (Q3-4 '19) SOON (Q1-2 '20) Is it NEW or an UPDATE ?
INITIATIVE	OUTCOME	 BIG TIME-SAVER	 COMPETITIVE EDGE	 BENEFITS CLIENTS	 BENEFITS NCC/AFFILIATES			
What is it?	Why does this matter?					To us, our clients, and our partners	Who benefits the most?	
MS365 CRM Deployment	<ul style="list-style-type: none"> Upgrade current CRM platform and enhanced UI Introduces mobile access, standard workflows and data quality for pipeline management Foundation to build single hub for all client interactions, including client lifecycle and health 						<ul style="list-style-type: none"> AEs/Leaders Marketing 	Soon ----- Update
Impressions Invoicing	<ul style="list-style-type: none"> Introduces ability to invoice our clients on digital impressions delivery 						<ul style="list-style-type: none"> Enterprise 	Soon ----- New
Modernize tech to support Agency Partners	<ul style="list-style-type: none"> Enable a simplified way for agencies to find & buy our digital products via FWA StoreFront Save time & reduce errors in NCC digital order execution via automation in Operative Connect Scale order & revision automation via OneConnect to save time & reduce errors w/ agency partners 						<ul style="list-style-type: none"> AEs/Clients Yield / Traffic Campaign Mgt Business Ops 	Now & Soon ----- New
Automate Media and content processes and tools (Ad Copy Portal, Ad Copy Wizard)	<ul style="list-style-type: none"> Adds incremental automation of digital content delivery to execution platforms Automates delivery of digital copy instructions to traffic platforms Automates delivery of copy instructions from affiliate & NCC partners Introduces a single Ad Copy ID (across linear & digital) 						<ul style="list-style-type: none"> AE's QCC Campaign Mgt Traffic 	Now & Soon ----- New
Provide democratized data sets via Cloud solutions	<ul style="list-style-type: none"> Re-platform enterprise datasets on the cloud for easy access, performance, governance, consistency Big data requires the latest technology to churn through data quickly and make data actionable for our BI teams and our customers. AWS replaces legacy database and analytics tools that no longer fit our needs 						<ul style="list-style-type: none"> BI teams – full org. analytics Yield 	Soon ----- New
Deploy enterprise technology solutions (OneTIM, xGL)	<ul style="list-style-type: none"> Increase order accuracy and speed by reducing the number of tools & systems across enterprise Deploy enterprise technology to improve execution speed of existing business. Standard tech standards will allow us to incorporate innovation and new enhancements at scale 						<ul style="list-style-type: none"> AE's Campaign Mgt Traffic 	Now & Soon ----- Update
Automate Finance and Business Operations processes and tools	<ul style="list-style-type: none"> Consolidate Commissions, AR system, and Finance Alerts to support enterprise scale Consolidate lockboxes to improve payment process Enable public access and automate document upload to Political Advertising Archive 						<ul style="list-style-type: none"> Business Ops Accounting Human Capital 	Now & Soon ----- Update
TV Ad Planner	<ul style="list-style-type: none"> SMBs can plan and buy their own media and creative via self-service Delivers qualified leads to AE's Grows our account base with a new stream of clients 						<ul style="list-style-type: none"> Clients AE's Demand Gen 	Now & Soon ----- New
Deploy Demand Driven Rate Cards	<ul style="list-style-type: none"> Data-driven rates for all marketers buying linear inventory via all buying channels Continuously enhance digital pricing to align with industry needs 						<ul style="list-style-type: none"> AEs/Sales Leaders Yield 	Now & Soon ----- New
Inventory Optimization	<ul style="list-style-type: none"> Establish cadence on reviewing how our client's schedules perform versus expectations Allocate inventory between zone and IC based on needs from clients 						<ul style="list-style-type: none"> AEs/Leaders Yield CM & Traffic 	Now & Soon ----- New/Update

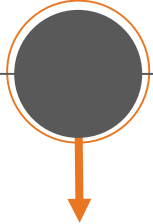
SOLUTIONS AND RESULTS		KEY BENEFITS LEGEND				KEY BENEFITS	LOB / TEAMS	NOW (Q3-4 '19) SOON (Q1-2 '20)	
INITIATIVE	OUTCOME	 BIG TIME-SAVER	 COMPETITIVE EDGE	 BENEFITS CLIENTS	 BENEFITS NCC/AFFILIATES			Is it NEW or an UPDATE ?	
New TV + Viewership Report	<ul style="list-style-type: none"> Builds foundation for Audience-First / IMPACT story Establishes us as an industry leader Gives sellers a story to share with clients/agencies 						• Enterprise	Now	New
CrossReach Solutions	<ul style="list-style-type: none"> Sets a simple framework for all products to live Simplifies how AE's talk about our capabilities to clients Avoids confusion for clients on all of our product names 						<ul style="list-style-type: none"> All Sales Marketing / CD APS / Research 	Now	New
Nielsen Custom Reports	<ul style="list-style-type: none"> Provides clients more accurate Nielsen demo impression delivery Allows clients to transact on accurate data Moves Spotlight forward as an industry leader 						• All Sales	Now	New
Ad Exposure	<ul style="list-style-type: none"> Improves upon previous system of watermarking Minimizes errors and saves time for CMs Foundation for multiple product launches and enhancements in Report, Prove across many LOBs 						<ul style="list-style-type: none"> All Sales Research Campaign Mgt Architecture 	Now	New
Instant IMPACT	<ul style="list-style-type: none"> Proves offline advertising drives online action Ties Audience to IMPACT Gives clients the dashboard they want Gives sellers an opportunity to upsell advertisers 						<ul style="list-style-type: none"> Local Regional Auto Research 	Now	New
IMPACT Auto Sales	<ul style="list-style-type: none"> Uses ad exposure data to show auto dealers the impact of their campaign on sales conversions 						<ul style="list-style-type: none"> Auto Research 	Soon	New
IMPACT Tune-In	<ul style="list-style-type: none"> Automates conversion reports for Tune In clients Increases the volume of reports we can deliver 						<ul style="list-style-type: none"> M&E Research 	Soon	New
Unified Reporting	<ul style="list-style-type: none"> Gives advertisers unduplicated reach and frequency across TV and digital campaigns in 1 report Reinforces the value of multi-platform campaigns 						<ul style="list-style-type: none"> All Sales Research 	Soon	New
Attribution Portal	<ul style="list-style-type: none"> Gives clients one place to see all IMPACT metrics Reinforces our Audience-IMPACT story 						<ul style="list-style-type: none"> All Sales Research 	Soon	New

NORTH STAR – ACCOMPLISHMENTS

Color Codes:

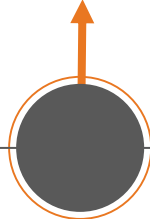
- Smartest Audience Delivery
- Simplest Customer Experience
- Marketing Solutions / Unparalleled Results

Q4
2018



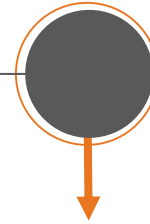
- North Star established
- Spotlight Live Broadcast held
- Enhanced PDV scaled
- Customer Care & Services Team established
- Tech Ops and Architecture Teams aligned
- eNPS launched
- NCC restructured
- New Go To Market Strategy launched
- Sales Excellence established
- Sales Strategy established

Q1
2019



- Audience Intelligence Local scaled
- First Wave of New Skills hired*
- The New TV released
- Instant IMPACT scaled
- Comcast Custom Nielsen Reports released

Q2
2019



- PDTV with Demo Targeting (DMA) piloted (25 markets)
- Audience Intelligence using STB data Piloted
- TV Ad Planner Self-Service Portal launched
- New Auto and National Structures established
- New Campaign Management Structure established
- Customer NPS launched
- Data-driven pricing (Prophet) for Zone established
- IMPACT Auto Sales piloted
- CrossReach Solutions released

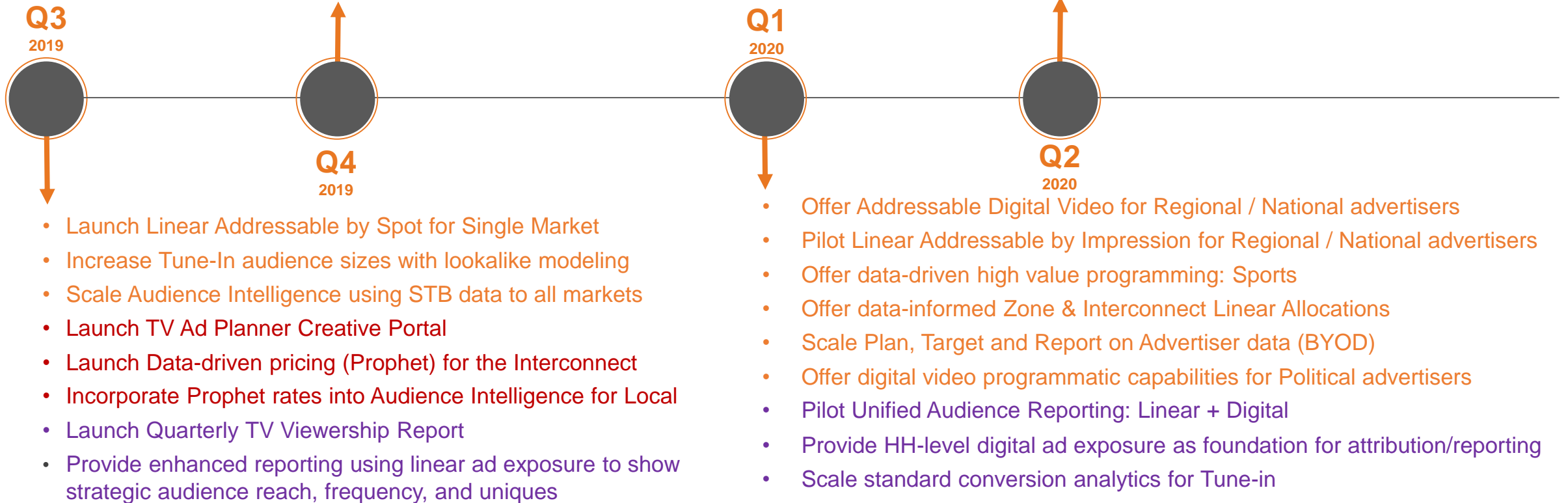
NORTH STAR

Color Codes:

- Smartest Audience Delivery
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- Enhance PDTV/PDV Targeting and Reporting
- Offer unified planning capabilities for Political advertisers
- Include Digital IO in LIFT for Audience Intelligence Local
- Pilot Plan, Target and Report on Advertiser data (BYOD)
- Scale TV Ad Planner to all zones and more verticals
- Offer data-driven Political rates
- Refresh VIP Client & Priority Codes for 2020
- Scale IMPACT Auto Sales
- Prove Spotlight inventory drives Tune In for SVOD partners
- Provide M&E custom analytics for deeper insights

- Scale Linear Addressable by Impression for Regional and National advertisers
- Optimize existing campaigns w/ BYOD data
- Scale Unified Audience Planning: Linear + Digital
- Offer data-driven high value programming: Series
- Addressable Digital Video for zone clients
- Scale attribution portal
- Scale location, transaction, and brand lift attribution
- Make attribution optimization segments available



SYSTEM UPDATES – ACCOMPLISHMENTS

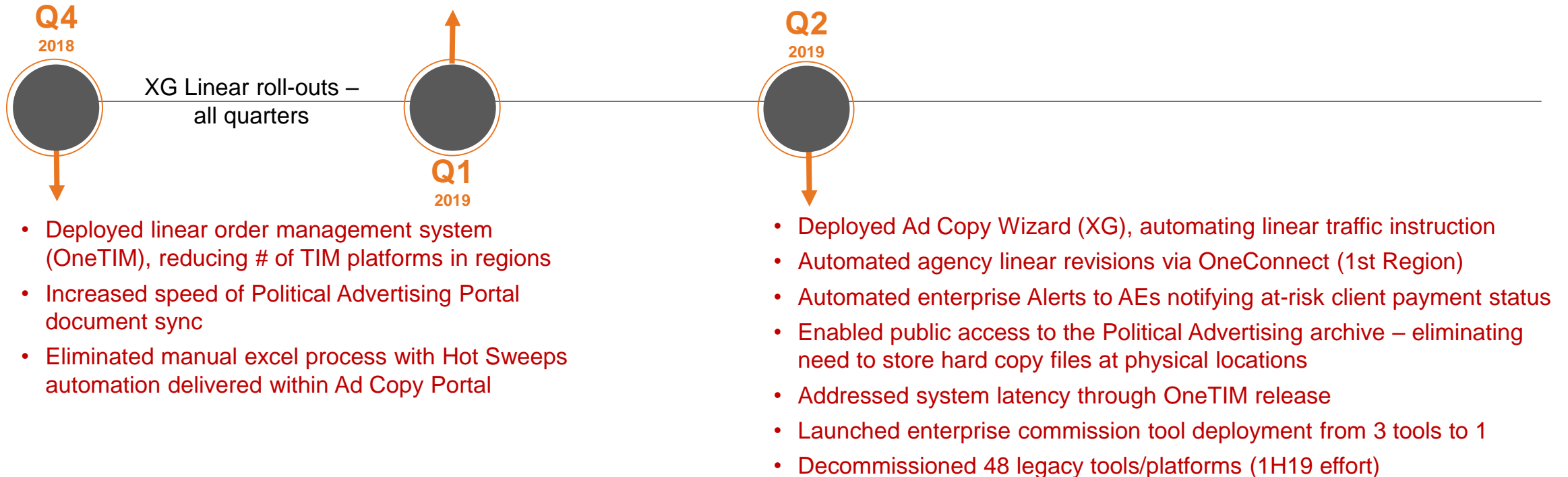
Color Codes:

- Smartest Audience Delivery
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eNPS System & Tool Themes:

- Too many systems
- Too much manual work
- Too many swivel chair processes
- Need more system integration
- OneTIM latency
- XG capabilities
- CRT/ACP challenges/latency
- Need a true CRM platform
- Need for Impressions invoicing

- Eliminated excel IO and email process by automating NCC digital order execution via Connect (enterprise orders)
- Consolidated payment lockboxes from 4 to 1
- Eliminated swivel chairs by consolidating Accounts Receivable platform from 4 division solutions to 1 enterprise solution
- Enabled ACH payments within the Client Account Portal
- Eliminated bottlenecks in CRT and Support by standardizing digital processes with Ad Copy Portal instream capability

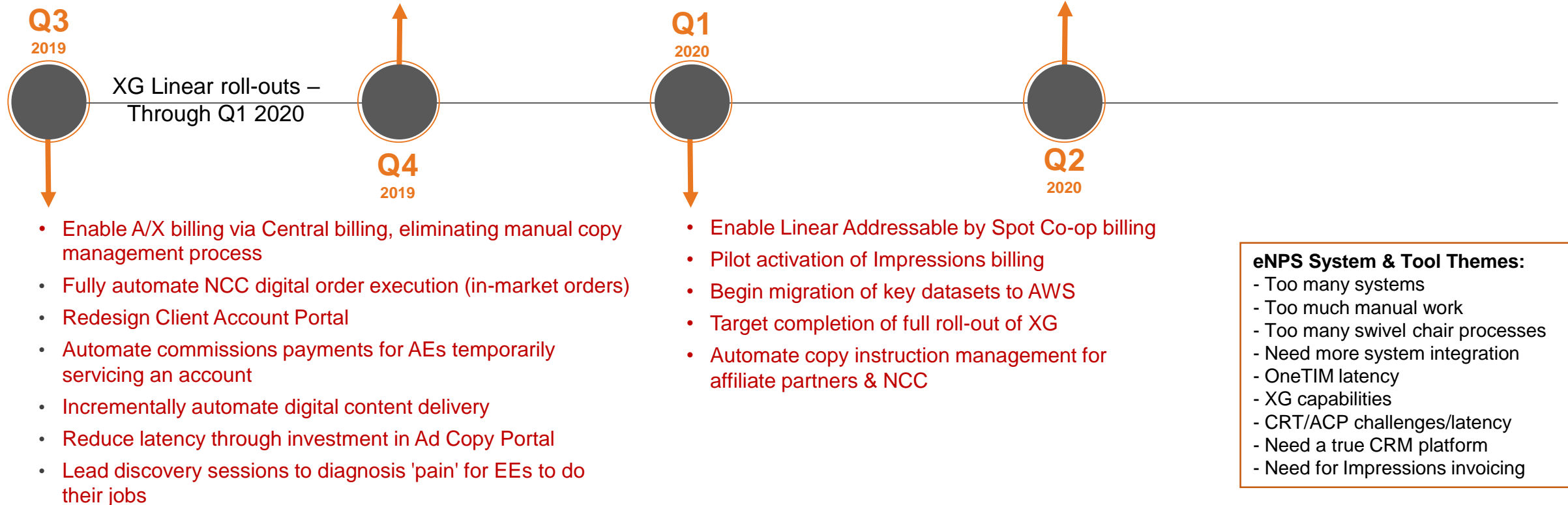


SYSTEM UPDATES

Color Codes:

- Smartest Audience Delivery
- Simplest Customer Experience
- Marketing Solutions / Unparalleled Results

- Develop 2020 investment roadmap in automation, tool reduction & tech stack simplification
- Begin Phase 1 of CRM with enhanced UI / Workflow and mobile capabilities
- Pilot digital campaign execution through FreeWheel Advertisers for Strata agencies
- Automate agency linear revisions at scale via OneConnect
- Deliver traffic workflow tool
- Increase automation of digital copy instructions
- Automate document upload to Political Advertising Archive
- Expand impressions billing
- Phase 2 CRM - support standard business workflows, robust data capture, provide pipeline visibility and create a hub for a holistic view of customer journey
- Expand workflow optimization through autonomous self-healing traffic and quality assurance automation
- Scale digital agency modernization with automation/integration
- Deploy BI tool solutions against cloud datasets
- Introduce single Ad Copy ID spanning linear & digital – improved customer experience


eNPS System & Tool Themes:

- Too many systems
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- Need more system integration
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