



# EIGEN ADVERTISING

## Marketing Plan

By: Mike Alexander 104046207  
Simon Wong 103647618  
Raeheem Nelson 104090509

**Statement of Confidentiality &  
Non-Disclosure**

This document contains proprietary and confidential information. All data submitted to the recipient is provided in reliance upon its consent not to use or disclose any information contained herein except in the context of its business dealings with Eigen Advertisement.

The recipient of this document agrees to inform its present and future employees and partners who view or have access to the document's content of its confidential nature.

The recipient agrees to instruct each employee that they must not disclose any information concerning this document to others except to the extent those matters are generally known to, and are available for use by, the public. The recipient also agrees not to duplicate or distribute or permit others to duplicate or distribute any material contained herein without Eigen Advertisement's express written consent.

Eigen Advertisement retains all title, ownership, and intellectual property rights to the material and trademarks contained herein, including all supporting documentation, files, marketing material, and multimedia.

**BY ACCEPTANCE OF THIS DOCUMENT, THE RECIPIENT AGREES TO BE BOUND BY THE AFOREMENTIONED STATEMENT.**

**Table of Contents:**

Executive summary:	Page 3
Company Description:	Page 4
Strategic Focus:	Page 4
Product Market Focus:	Page 12
Marketing Program:	Page 14
Implementation Plan:	Page 17
Evaluation and Control	Page 18

## **Executive Summary**

New organizations can differentiate themselves and begin to create a sustainable place within the industry as leaders. Allowing them to build to set standards for the rest of the competition. This marketing plan entails to outline what Eigen Advertisement can prepare to help build their brand awareness and begin to gain valuable clients and drivers as a part of their organization. As this organization is seeking to enter new markets across Canada to build their brand.

Eigen Advertisement, is looking to begin to differentiate themselves from the rest of their key competition. This along with the challenge of gain drivers(resources) for their advertising services along with their business partnerships and clients. The goal for Eigen Ads is to raise brand awareness, gain new drivers within cities they seek to operate in and gain cliental for advertising services. Within this plan, we had provided a solution through a breakdown of the industry & market, key competitors, a marketing strategy and means to implement and evaluate the success of their marketing plan.

**Marketing Strategy Recommendation:** Distribution of flyers & “How’s my driving” magnets, Online presence (through website, application, and social media), Utilization of driver base for Eigen’s own advertising purposes, social media campaign and branding as Canadian company.

**Implementation Plan:** We have developed a systematic process for operating within new cities and gaining awareness within the area by using Eigen Advertisement’s own resources.

Measures to evaluate and control Eigen Ad’s marketing plan will include:

- |   |                         |
|---|-------------------------|
| - Measuring traffic on all software platforms | - Financial evaluations |
| - Controlling the cost                        | - Benchmarking          |
| - Keeping a track record                      | - Customer Base         |

**Company Description:** Eigen Advertisements is a company that connects advertisers (businesses) with people who are willing to place ads on their car for a fee. They not only match the drivers with the businesses, but provide the businesses with feedback on the driving habits and monitors whether the drivers are driving in the areas that the advertiser wants to target. They also have a comprehensive analytics model that provides statistics to the advertiser in real time.

**Strategic Focus and Plan:**

Eigen's mission statement is as follows: Take all the benefits of digital advertising and bring them into the physical world while providing everyday drivers with an additional source of revenue.

This is to say that Eigen's analytics model is very similar to the ones used by online advertisers in the sense that they provide all kinds of feedback on their advertisements which regular outdoor advertising does not.

Goals: Short term goals

- Expand into the Calgary Market (Develop plan to find drivers and advertisers)
- Take on larger contracts with large companies
- Fine tune their matching system to behave more like an online dating service that matches advertisers with drivers.
- Develop a rating system for drivers so that businesses will be more confident when choosing them.

Core competencies and sustainable competitive advantage:

- Eigen ads is the only physical advertising currently available that provides online feedback on your advertisements. Some advertising exists on transportation systems like taxis and public transport but they only provide you with the advertisement for a monthly charge. Eigen charges their customers based on how many kilometers are driven in the advertisers target area which cuts down costs and ensures the target area is reached.
- Their only direct competitor in Windsor is the transit system and currently their advertisements are roughly 50 times more expensive than one Eigen car.
- Their service is the only mobile advertiser service that is customizable to target certain geographical areas, busses are limited to their bus routes and taxis are determined by their fares while Eigen's are determined by the client.
- Since the clients are only charged when their ads are shown in certain regions, all the other driving is free advertising.
- Word of mouth advertising comes free with this advertising platform, everyone that driver gives a ride to, all their friends and family will likely ask them about the ads on their car.
- Car advertisements on vehicles that are not public transportation are relatively new to Canada and will break through the ad clutter and grab the attention of consumers easier than traditional media such as billboards.
- Using the GIS System, Eigen can find their clients target market and suggest them areas to focus their drivers to get the most exposure for their ad.

## **Situation Analysis:**

### **Strengths:**

- Ads break through the ad clutter because car advertising isn't a saturated market.
- This ad platform is relatively cheap.
- The digital feedback model would be very hard for a competitor to copy.
- Other car advertising companies have not expanded into Canada yet.
- The customer gets digital feedback like that of an online ad but their ad is physical.
- The customer gets free advertising when the driver is not in their specified zone.
- 50 times cheaper than transit bus advertisements.

### **Weaknesses:**

- Possibly liability of drivers.
- Drivers are considered strangers by our potential clients.
- Accuracy of the analytics model as of right now.
- Low brand awareness.

### **Opportunities:**

- Calgary market.
- Car rental services, Uber, Gov't.
- Statistics can be sold.
- Selling through Marketing agencies.
- Drivers can be used to promote our own brand.
- Educate the drivers on brand/give drivers coupons.

### **Threats:**

- Wrapify.

- Carvertise.
- Ads on cars have been outlawed in some cities.
- Other OOH (out of home) ad platforms.

### **Industry Analysis:**

The advertising industry is very large and all other advertising platforms can be considered competitors of Eigen Advertising. The estimated total advertising expenditure for 2017 in Canada is 15.3 Billion (CAD)<sup>1</sup>. Since there are many major players in this industry Eigen will have to focus on the clients they leave behind due to the relatively high cost of advertising, or convince their clients to brand switch. The current trends in this market are advertisers switching to online and mobile ads due to their low cost and high impression rates this is a huge advantage over traditional physical advertising and Eigen is seeking to bridge the gap between the two. Since internet advertising has become the largest advertising platform in terms of expenditure at 34% just above television advertisements tailing at 30.2% Eigen is in a good position to piggyback on the growth of this industry. It is predicted that “The next five years will continue to be driven by emerging digital formats”<sup>2</sup> and Eigen is a part of that emerging digital format.

Since Eigen can initiate their service completely online and without physically meeting the clients, their online sales to advertisers would be classified as electronic commerce, an industry that has been steadily growing since its inception<sup>3</sup>. This means that people are opening up to spending money on the internet and as it becomes more commonplace for consumers to purchase

---

<sup>1</sup> IBISWorld Inc. September 2016, p. 32. IBISWorld Industry Report 54181CA Advertising Agencies in Canada retrieved from <http://clients1.ibisworld.com.ledproxy2.uwindsor.ca/reports/ca/industry/ataglance.aspx?indid=1433>

<sup>2</sup> IBISWorld Inc. September 2016, p. 5. IBISWorld Industry Report 54181CA Advertising Agencies in Canada retrieved from <http://clients1.ibisworld.com.ledproxy2.uwindsor.ca/reports/ca/industry/ataglance.aspx?indid=1433>

<sup>3</sup> IBISWorld Inc. September 2016, IBISWorld Industry Report 54181CA Advertising Agencies in Canada retrieved from <http://clients1.ibisworld.com.ledproxy2.uwindsor.ca/reports/ca/industry/ataglance.aspx?indid=1433>



things on the internet it has also become more commonplace for advertisers pay for their advertising mediums online. Currently it is normal for businesses advertising on Facebook to set a minimum or maximum of spending per day on Facebook advertising. This can range anywhere upwards of \$1 per day. Eigen has implemented a similar function on its cars where drivers pre-purchase kilometers and they are used up as the month goes on, and if they are not all used they carry over to the next month and advertisers can track how many kilometers are used each day.

### **Competitor Analysis:**

#### Carvertise:

Carvertise has an almost identical advertising format as compared to Eigen when it comes to their vehicles, except they fully wrap most cars where Eigen will cover the car in a variety of smaller wraps. Carvertise charges their clients on a CPM (cost per thousand impressions) basis which ranges from \$2.50 and \$5.00 per thousand impressions which comes out to around \$250 to \$500 per month. Carvertise calculates the impressions based on traffic data received from a third-party research firm. They encourage their clients to provide them with promotional material for the drivers to give out to consumers who are curious about the car. There currently is no public data on the net worth of this company or their annual sales, but from their statement that they made 108 million impressions (See Figure 1), we can estimate that at the median rate they made \$405,000 ( $3.75 \times 108,000$ ) in sales thus far.

#### Wrapify:

Wrapify is also using an almost identical platform to Carvertise and Eigen and they have an analytics model for calculating impressions. Wrapify charges their customers based on the amount of the car that is covered in advertisements and the number of weeks the advertiser will

be hiring the vehicle (See Figure 2). They also have a unique feature that allows advertisers to “swarm” a specific area with their vehicles creating impressions at high traffic areas such as sporting events or other places their target demographic is likely to be this service is added at a \$200 charge per car per “swarm”. Wrapify seems to be targeting larger brand names, or possibly using them as bait to lure in smaller advertisers by featuring them in most of their media. No reliable sources have published anything that could help determine their sales figures.

#### OUTFRONT Media:

A New York city based company they are very large and have a branch in Calgary, the market Eigen is looking to target next. OUTFRONT Media specializes in out of home advertising such as billboards, park benches, bus stops, and other street fixtures, they also use mobile advertising (Cell Phone apps). As a major player in the Calgary market that primarily deals with outdoor advertising they are a direct competitor for Eigen. OUTFRONT Media is a publicly traded corporation and earned over 1.5 billion dollars last year (See Figure 3) enabling them to initiate much more expensive campaigns than Eigen. Obviously that is spread out amongst all their branches but regardless they have much more leeway when it comes to budgeting and spending.

#### **Company Analysis:**

Currently Eigen is operating out of the Epicenters on the University of Windsor campus, they are in the business of putting vinyl advertisements on consumer’s cars in exchange for a fee per kilometer. They are essentially the middleman between the consumer and the advertiser, matching them based on their wants and needs. For instance, they would match a driver who drives 1000km per month in a specific area with an advertiser that wants to advertise in that area

and is also willing to pay for 1000km per month. They also allow drivers to decide whether they want to accept an offer from an advertiser, for instance a vegan could reject an offer from a butcher shop to advertise on their car. To date they have accumulated \$1500 in sales and base their pricing on a “per effective kilometer” basis where an effective kilometer is considered a kilometer driven during daylight hours, within the advertisers target area, and within the speed limit. These limiting factors ensure that the advertiser will be getting free advertising from ineffective kilometers driven at night, and in other areas this is a value-added proposition to customers who feel like they are getting more than what they pay for.

**Customer Analysis:**

Advertisers: Primarily mid-size business owners looking to purchase cheap out of home advertising that they can track and see working in real time. All businesses looking to advertise can be targeted and if they are large enough the marketing department or head of advertising will be targeted. These people are typically aged 30-50 and own businesses, hold a large share in a business, or oversee advertising at their place of employment (essentially graduated marketing students). Different approaches must be used for different size businesses for example in Toronto large scale businesses would be targeted with the benefits of hiring a fleet of Eigen cars, whereas Windsor businesses are sold on the benefits of maybe only one or two cars due to their smaller scale.

**Porters 5 Forces:**

Bargaining power of the suppliers:

- Currently Eigen is not large enough to get discounts based on economies of scale since they are usually ordering one or two wraps at a time.

- The suppliers currently set their pricing and it is not disputable.
- Switching costs from vinyl companies is low.
- Distribution channel is long, wraps are shipped to Windsor from Toronto.

Threat of new entrants:

- Entry barriers are high and growing due to the costs associated with digitalizing advertisements<sup>4</sup>.
- Customer loyalty to well-known platforms is a big threat to emerging businesses like Eigen
- Access to distribution is very large and new companies do not have to look far to find someone willing to advertise for them.

Threat of substitutes:

- There are a lot of advertisers to compete with.
- There are a variety of advertising platforms to compete with as well i.e. Television, radio, print, billboard, bus, online, phone apps, product placement, sponsored posts from trusted public figures etcetera.
- Prices can be very cheap for some advertising platforms.
- Possibility of direct competitors moving into Eigen's territory (Canada).

Bargaining Power of Customers:

---

<sup>4</sup> IBISWorld Inc. April 2016, p. 23. IBISWorld Industry Report 54185CA Billboard & Outdoor Advertising in Canada retrieved from <http://clients1.ibisworld.com/ledproxy2.uwindsor.ca/reports/ca/industry/ataglance.aspx?entid=1437>

- Customers switching costs are mid to high range once they start using Eigen ads since they already paid for the vehicle wrap.
- It is possible for businesses to approach drivers privately but they would not have the analytics model Eigen provides.

#### Industry Rivalry:

- Advertising is a very competitive business and many other advertising companies may try to undercut their pricing.
- Sustainable competitive advantage (See Above).
- Rivalry between digital and physical advertising.

#### Product-Market Focus

##### Marketing and Product Objectives:

Eigen is planning to take-over the Canadian market as the leading car-advertising company in the next three years. Given that there is an expected increase of ~2.3% in traditional advertising in Canada next year, the industry will experience growth and be an attractive industry for new entrants. Eigen has an opportunity to expand and be recognized as Canada's leading car-advertising company, but they will have to seize this opportunity as soon as possible, since competitors from the U.S. may consider expanding to Canada.

The main issue they are having, like any other start-up company is getting sales. They are planning to market their brand using several media channels to increase brand awareness to solve this issue. These channels will consist of:

- Website and mobile application, available on IOS and Android

- Direct marketing using promotional letters, brochures
- Trade shows exhibitions
- Advertise on other vehicles

Their product has two different objectives which ultimately helps meet their company goals.

Their primary objective is to provide a platform for businesses to advertise their brands, and their secondary objective is to provide drivers with an extra source of income. This results in increased brand awareness from word-of-mouth, both from business owners and drivers.

### Target Markets

In terms of businesses, Eigen targets small and medium-sized business owners and third-party agencies. The reason for this is because it's easier to gain interest from smaller businesses who don't have sufficient revenue to advertise on pricey mediums. Car-advertising is a strong alternative since it is cheaper and can have more exposure, depending on where and when the car is driven. It is also easier to reach the decision makers of the firm without going through a corporate structure. The medium targets consist of advertising executives and marketing agencies who hire Eigen to promote their brands and as a third-party for companies who are responsible for finding advertising outlets for their customers.

For prospective drivers, they are looking for individuals who meet several criteria's:

- Be 20-55 in age and have a clean driving and criminal record
- Have insurance
- Own a car that is under 10 years old
- Have a desire to earn ~\$200 per month
- Willing to and enjoy driving daily

Given that drivers are a big liability to the firm, they have to develop specific measures so they can hire the best possible people to represent their brand.

### Points of Difference

In the United States, there are two key competitors who offers a similar value proposition with Eigen. These are Wrapify and Carvertise. Instead of focusing on price and quality of vinyl used, which is difficult to differentiate, they will be focusing on differences in market targeted and offer a competitive advantage through their online app. These two companies primarily focus on getting business from larger companies who have big budgets, while Eigen focuses on small and medium-sized businesses, as explained earlier. The second difference is implemented from their online app. The app allows clients- business owners to see the vehicle in “real-time”. They have the capability to see what their advertisements look like at any current time, when and where it is being advertised, and choose which drivers they want to represent their brand.

### Positioning

Eigen will be positioned as a mid to high level company that is a strong alternative to more expensive advertising mediums by offering a viable service that is difficult to emulate. Their positioning strategy is to offer the same service in different sizes based on customer budget, so they can purchase a product that fits their needs. For example, customers have the choice of either placing their ads on the back, side or on the entire car and if they want to advertise on a fleet of vehicles or only a single vehicle.

### **Marketing Program:**

Their product strategy will maintain the same as it was in Windsor in terms of the product they are selling, the only small modifications we are recommending are:

- “How’s my driving stickers” to hold drivers accountable for bad driving and to make customers feel more confident that their brand will not be hurt by out drivers.
- Giving drivers promotional material to give out to curious consumers and potential clients who ask about their car.

Promotion strategy will consist of the following:

Since they have applied for a grant of \$5000 we will use that as a budget since even if they do not acquire this amount, they could easily obtain this amount of money through a small business loan.

To encourage get drivers on board it will be key to distribute flyer for drivers in areas with many vehicles. They would target drivers who are looking for an extra means for cash. This could be through university/college parking lots, mall parking lots and so forth where they will find the large vehicle base to try and retain drivers within these areas. Once drivers are on board they would then proceed to place magnets on their vehicles to utilize Eigen’s driver base as their own personal advertising platform to initially gain awareness.

Magnets for their cars will go on the back, and both sides which will cost \$50 for each car. They will initially purchase an inventory of 30 magnets which will use up \$1695 of their budget assuming a %13 tax. These magnets will be put onto cars that do not yet have ads for Eigen’s customers and drivers will be incentivized to do this because if they do, they will be in higher priority when selecting cars for advertisement placement in the future and this should be communicated to them when they sign up.

The second part of the promotion strategy will involve Facebook boosted posts which cost approximately \$8 per thousand impressions. These will be used to build an inventory of drivers



through which to attach these newly acquired magnets. One month before moving out to Calgary they should start using these boosted posts to reach 110,000 Calgarians costing \$994.4 including taxes. This equates to roughly 9 percent of Calgary's population<sup>5</sup> and should be further targeted to their driver demographics using face book's advertising system. This should ensure they have at least 30 drivers to start moving their magnets around town once they get out west. Another idea we encourage is to have a social media campaign running as these cars are released with the magnets where anyone who takes a picture with one of the cars and posts it on social media would be entered to win a prize from Eigen. This would complement their Facebook ad campaign and create an online buzz about the company in their new market. These boosted posts could continue once they reach the target market in the same increment as before (\$994.4) as needed.

The third part of our promotion strategy includes flyer distribution which will cost \$253 for all 30 initial drivers (\$8.467<sup>6</sup> for 50 quarter page flyers including tax), these will be used to give to drivers which will hand them out as previously mentioned. These will be geared towards advertisers mainly but clients will also be encouraged to provide promotional materials if they so choose.

Next, we encourage personal selling with government agencies and public awareness campaigns like Mothers against Drunk Driving since their cars could target high risk areas and bring awareness where it is needed most, this is a key selling point to these organizations. It

---

<sup>5</sup> Statistics Canada, 2017-02-06, Population and Dwelling Count Highlight Tables, 2016 Census, retrieved from <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hltfst/pd-pl/Table.cfm?Lang=Eng&T=205&S=3&RPP=100>

<sup>6</sup> Vistaprint, March 2017, Marketing Materials, Flyers, retrieved from [http://www.vistaprint.ca/custom-flyers.aspx?txi=14951&xnid=UseCasePage\\_Flyers+\(linked+item\)\\_Marketing+Materials\\_All+Products&xnav=TsrImage](http://www.vistaprint.ca/custom-flyers.aspx?txi=14951&xnid=UseCasePage_Flyers+(linked+item)_Marketing+Materials_All+Products&xnav=TsrImage)

would also be wise to target competitor's clients in Canada since they cannot provide this service to them yet and are clearly okay with the idea of advertising on cars. It could also be beneficial to them to brand themselves as a Canadian company before their competitors enter the Canadian market so that brands influenced by nationalism will be prompted to choose them over the competitors.

This leaves them \$2057 left over to spend on rent for the first month or so of moving to Calgary, or it could be allocated to entry to marketing trade shows coming up in the area. This money could also be used for additional advertising if they need it.

### **Implementation Plan**

To help increase sales, they should first increase brand awareness. The company offers a desirable product, but not a lot of people are aware of this new form of traditional marketing. Some actions they can pursue but are not limited to include:

- Advertising on flyers
- Advertising on Social media- Facebook, Instagram, Twitter
- Direct selling to organizations
- Government institutions
- Partnerships with marketing agency's
- Advertise themselves as a Canadian company

To limit advertising expense, distributing flyers, knocking on neighborhood doors/businesses, and using social media are cheaper alternatives to getting people aware of the brand. It offers the opportunity to introduce the brand as a new start-up Canadian company and what it is that the company does. Some people are more likely to support domestic businesses as opposed to

foreign businesses. Furthermore, they can pursue clients who offer a loyal relationship. This consists of government institutions and marketing agencies. Both parties have an expanding customer base and require long-term advertising. For example, government institutions need promotion for recycling, free tuition changes, job programs and any changes in laws/regulations.

### Implementation Process

Step 1: Begin marketing efforts aimed towards increasing drivers base.

Step 2: Second impression of organization be through online platforms (Reinforce Brand through Website, Social Media, Application etc.)

Step 3: Use new drivers collaborating up with organization to effectively advertise Eigen Ads on their own vehicles as part of beta testing to spread the word about this new car advertising company within the area. (Provide incentive to drivers)

Step 4: Once a driver base has begun to form, begin developing client base and advertising their branding on drivers' vehicles. Could be through direct selling to businesses throughout the area you are hoping to compete in.

Step 5: Evaluate drivers based on quality of services and get feedback from organizations to better improve marketing efforts.

\*Refer to Figure 4 for a chart on the distribution of the roles and activities.

### **Evaluation and Control**

To ensure that this marketing plan be integrated smoothly and efficiently, Eigen Advertising will need to ensure they continue to evaluate all progress of this plan along with how effective the results have been for the organization.

### Measure traffic changes on all software (Website, Application, Social Media)

Eigen Advertising is both a physical and digitally advanced advertising company, traffic drawn into their platforms allows a recognition of increased awareness for the organization. Marketing efforts emphasized using technology can be measured. Measurements should have goals as to traffic the organization how much is looking to see a certain interval throughout the year. Along with incremental increases by weeks, months, years and so forth.

### Look at cost of living/disposable income in different cities

To integrate this marketing plan into other cities to grow the business, disposable income is crucial for organizations as these are areas in which many consumers are willing to increase their purchasing power. Organizations within the area that are looking to market their entities using various means will find this beneficial as they will be able to advertise their products/services to clients finding high use for these services.

### Short and Long term evaluations on financials

Evaluating the financials would be based on Eigen's financial statements once operations within new cities arise, whether it be based on monthly or yearly evaluations on current operations. This plan would need to see an increase in the organization revenues, assets, and so forth to have the capability of entering other cities and expanding their business.

### Controlling Cost

For the organization to run effectively and modestly, control the cost of the physical operations is going to be a key concern until revenue is substantial to begin outsourcing some of the core components of the organization. Self-installation of the vinyl print will be key entering

the new market of Calgary. Entering new markets, Eigen Ads will need to develop key partnership with 3M/Vinyl Organizations that can install the vinyl of the brands within their portfolio. Unlike Eigen Ads, Other car advertising agency have the physical resources to offer this specialty at reduced price and costs to the business. However, the technological aspect allows Eigen to differentiate itself from those company's but they lack the resources and capabilities for the physical aspect of advertising.

### Benchmarking

Set benchmarks for the organizations driver base and commercial businesses that are using Eigen's services. Evaluate based on previous operations within other cities and develop a standard for the organization. This could be a standard rate to charge drivers based on average amount driven within the company and paying accordingly. This could also be through a comparison between Eigen's top competitors currently operating within the US.

### Keep a Track Record with Customers

Track how organizations have heard about the Eigen Advertising's services. Through which conclude which parts of the marketing strategy is effectively communicating to the target market Eigen's message and those who are not. Decide whether to up certain measures or reduce others. Certain measures may be having a better an effect on getting the target market to turn to Eigen for their services. With that utilizing, more of these specific measures and reducing others may help to increase the overall efforts.

### Customer Base

Keep a record of the client base. Determine how customers are feeling about the services Eigen should offer. Continue to ask for feedback on services to help improve the quality of the services. This could be used for both drivers and organization that have collaborated with Eigen.

- For Drivers: Track whether drivers are happy about what they must do to be an Eigen driver such as putting vinyl on their vehicles, compensation, routes that must be driven, restrictions based on vehicles etc.,
- For Organizations: Track the quality of the service given to these entities, number of drivers required, revenue gained from organizations, and any concerns they may have about the business.

## Appendices:

Figure 1 Taken from Carvertise Media Kit

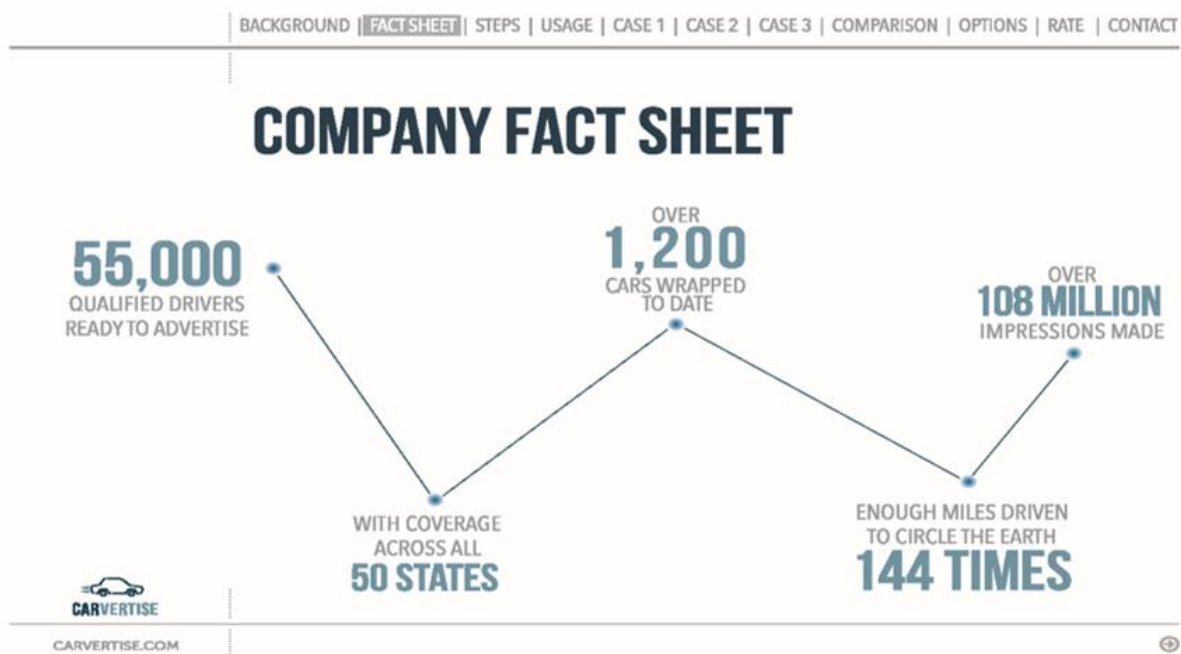


Figure 2 Taken from Wrapify Media Kit





<div style="text-align: center;">   <b>2016 Rate Card</b> </div>		
FULL WRAP	PARTIAL WRAP	PANEL WRAP
		
4 weeks: \$3,600 8 weeks: \$2,200 12 weeks: \$1,700 24 weeks: \$1,200 36 weeks: \$1,000 52 weeks: \$950	4 weeks: \$2,200 8 weeks: \$1,600 12 weeks: \$1,200 24 weeks: \$1,000 36 weeks: \$900 52 weeks: \$800	4 weeks: \$800 8 weeks: \$600 12 weeks: \$500 24 weeks: \$400 36 weeks: \$350 52 weeks: \$300
<b>SWARM: \$200 / hour / car</b>		
<small>*Prices quoted are per car, per period. All rates are Net and include all Production, Installation &amp; Wrap Removal.            SWARM subject to driver availability; contact your account executive for more information.</small>		

Figure 3 Taken From Outfront Media's website



## OUTFRONT MEDIA REPORTS FOURTH QUARTER AND FULL YEAR 2016 RESULTS

**Revenues of \$397.4 million**

**Operating Income of \$58.2 million; Net income of \$26.6 million, \$0.19 per diluted share**

**Adjusted OIBDA of \$117.2 million**

**AFFO of \$77.6 million, or \$0.56 per diluted share**

**Quarterly dividend of \$0.36 per share, payable March 31, 2017**

NEW YORK, February 22, 2017 – OUTFRONT Media Inc. (NYSE: OUT) today reported results for the quarter and full year ended December 31, 2016.

"Improved billboard performance in the fourth quarter contributed to a 2.8% organic revenue lift and, for the year, our solid revenue growth drove a 9.8% AFFO expansion - at the high end of our guidance," said Jeremy Male, Chairman and Chief Executive Officer of OUTFRONT Media. "While we are seeing a slower start to the year than expected, the growth we anticipate in AFFO during 2017 supports our board of directors' decision to increase the quarterly dividend by 6% to \$0.36 per share."

	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2016	2015	2016	2015
<i>\$ in Millions, except per share amounts</i>				
<b>Revenues</b>	\$397.4	\$398.5	\$1,513.9	\$1,513.8
<b>Organic revenues</b>	394.0	383.1	1,492.0	1,446.7
<b>Operating Income (loss)</b>	58.2	(47.5)	204.9	86.4
<b>Adjusted OIBDA</b>	117.2	117.6	449.0	437.6
<b>Net Income (loss)</b>	26.6	(73.9)	90.9	(29.4)
<b>Earnings per share<sup>1</sup></b>	\$0.19	\$(0.54)	\$0.66	\$(0.21)
<b>Funds From Operations (FFO)</b>	70.8	79.6	280.4	272.2
<b>Adjusted FFO (AFFO)</b>	77.6	75.8	294.5	268.1
<b>AFFO per share<sup>1</sup></b>	\$0.56	\$0.55	\$2.13	\$1.95

Note: Reflects disposition of Latin America business on April 1, 2016. See exhibits for reconciliations of non-GAAP financial measures; 1) Per share for diluted earnings per share.



Figure 4: Distribution of Roles and Activities

Person Responsible	Activities to be done
Co-founder (Stan- sales focus)	<ul style="list-style-type: none"> <li>• Contact businesses in U.S who are using car-advertising and persuade them to expand to Canada</li> <li>• Continue to expand by asking friends to be clients</li> <li>• Design the strategy for their “swarm” feature</li> <li>• Look for possible distributor in Calgary, more efficient if they decide to move there</li> <li>• Find outsourcing companies that are willing to install their vinyl for a reasonable price- Installation facilities</li> <li>• Analyze Calgary market to find ideal office and location to operate in</li> </ul>
Co-founder (Connor-marketing focus)	<ul style="list-style-type: none"> <li>• Find viable sources for direct-marketing that offers cheap prices and value</li> <li>• Contact Windsor publications to be featured as a local company</li> <li>• Focus on leveraging app., this is the main competitive advantage</li> <li>• Print brochures/flyers as first type of direct-marketing to be used</li> <li>• Analyze advertising rates and demographics to see if Calgary is the ideal market to expand to</li> </ul>
Developer for IOS/Android/Website	<ul style="list-style-type: none"> <li>• Focus on enhancing website for better user interface and develop a FAQ section</li> <li>• Start development for “swarm” feature</li> <li>• Offer a feedback section for customers so changes can be made</li> <li>• Fix any bugs or glitches</li> <li>• Improve user interface and efficiency</li> <li>• Make sure both versions are consistent with each other</li> </ul>

Note: The “swarm” idea is a feature designed to locate events that have heavy traffic, and have vehicles advertising at that specific time and location to increase exposure

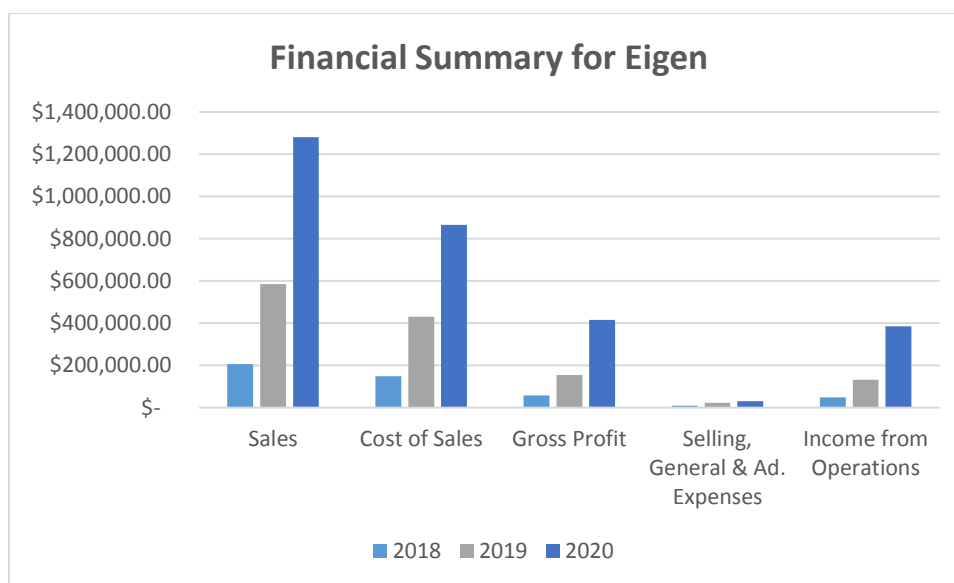
**Projected Financial Summary**

	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Sales</b>	\$ 206,385.00	\$ 585,168.00	\$ 1,280,184.00
<b>Cost of Sales</b>	\$ 149,078.00	\$ 430,446.00	\$ 864,992.00
<b>Gross Profit</b>	\$ 57,307.00	\$ 154,722.00	\$ 415,192.00
<b>Selling, General &amp; Ad. Expenses</b>	\$ 9,212.00	\$ 22,400.00	\$ 29,825.00
<b>Income from Operations</b>	<b>\$ 48,095.00</b>	<b>\$ 132,321.00</b>	<b>\$ 385,367.00</b>

**Given back to community**

\$ 60,000	\$ 180,000	\$ 420,000
--------------	---------------	---------------

*Note: This refers to value given to drivers and local businesses*



**Bibliography:**

IBISWorld Inc. September 2016, p. 32. IBISWorld Industry Report 54181CA Advertising Agencies in Canada retrieved from <http://clients1.ibisworld.com.ledproxy2.uwindsor.ca/reports/ca/industry/ataglance.aspx?indid=1433>

IBISWorld Inc. September 2016, p. 5. IBISWorld Industry Report 54181CA Advertising Agencies in Canada retrieved from <http://clients1.ibisworld.com.ledproxy2.uwindsor.ca/reports/ca/industry/ataglance.aspx?indid=1433>

IBISWorld Inc. September 2016, IBISWorld Industry Report 54181CA Advertising Agencies in Canada retrieved from <http://clients1.ibisworld.com.ledproxy2.uwindsor.ca/reports/ca/industry/ataglance.aspx?indid=1433>

IBISWorld Inc. April 2016, p. 23. IBISWorld Industry Report 54185CA Billboard & Outdoor Advertising in Canada retrieved from <http://clients1.ibisworld.com.ledproxy2.uwindsor.ca/reports/ca/industry/ataglance.aspx?entid=1437>

Statistics Canada, 2017-02-06, Population and Dwelling Count Highlight Tables, 2016 Census, retrieved from <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hltfst/pd-pl/Table.cfm?Lang=Eng&T=205&S=3&RPP=100>

Vistaprint, March 2017, Marketing Materials, Flyers, retrieved from [http://www.vistaprint.ca/custom-flyers.aspx?txi=14951&xnid=UseCasePage\\_Flyers+\(linked+item\)\\_Marketing+Materials\\_All+Products&xnav=TsrImage](http://www.vistaprint.ca/custom-flyers.aspx?txi=14951&xnid=UseCasePage_Flyers+(linked+item)_Marketing+Materials_All+Products&xnav=TsrImage)