

Nokia with Windows Phone Activation Campaign RFP

Razorfish Response | October 19, 2011

razorfish[™]

Hello.

It was great to meet you last month and we are thrilled to continue the conversation. Nokia has a big challenge ahead with this launch—the type of challenge that Razorfish was built to solve. We are excited to get together tomorrow and share our ideas on how to drive sales for the new Nokia with Windows Phone.

But first things first. On the following pages we have provided responses to your additional RFP questions. We look forward to the opportunity to discuss these questions in more detail so we can begin a true partnership.

Regards,

razorfish.

2.1 Agency Details

Razorfish
2001 The Embarcadero
San Francisco, CA 94133

Contact:

Brooks Day
Director, Business Development
brooks.day@razorfish.com
415-369-6521

2.2 Agency Financial Health

2.21 Please provide a copy of the financial (profit and loss) statement of your company for the last two years.

Razorfish LLC is a wholly owned subsidiary of the Publicis Groupe, the third-largest communication group in the world, with approximately \$7.69 billion in revenue for 2010 (\$6.42B in 2009 and \$6.67B in 2008) and 43,000 full-time employees worldwide. You can find our financial statements at <http://www.publicisgroupe.com/documents/instant-report-2010-en.pdf>.

2.22 If an independent financial rating of your company is available, please provide details.

Our D&B number is: 06-518-8161. As a successful and profitable business within one of the world's leading communications networks, Razorfish is well funded. We are happy to arrange a conference call with our CFO to further discuss Razorfish's financial ratings if you are interested. Please follow up with Brooks Day to arrange for a call.

2.3 Detailed Resourcing & Integration

2.31 Please provide your proposed team structure, and explain any assumptions behind the resource model you are proposing.

On the West Coast of the U.S., we are organized as one operating unit with offices in Seattle, Portland, and San Francisco. This allows us to combine best-of-class talent to suit any client need.

Our size and scale means that we are able to conduct the vast majority of our work in-house. But we have also developed a deep bench of knowledgeable resources that are available to help us scale quickly; this includes trusted vendors for specialty work such as photography and videography, freelancers, and third-party development partners—both onshore and off.

We are organized around the following departments.

- Account Management (execution/implementation of online advertising)
- Account Planning
- Business Intelligence
- Client Engagement
- Creative (concepting and design)
- Customer Insights Group
- Delivery Management (project management/quality assurance)
- Emerging Experiences
- Experience Design (UX)
- Finance/Operations
- Media Planning
- Search
- Social Media
- Strategy
- Technology (development/engineering)

For the Nokia campaign concepts and execution, Razorfish would bring to bear a team structure successfully used many times before—we lead with creative, provide care via dedicated client partners, and execute through tight project management.

The exact quantity of each role would be determined by the size and nature of the campaign direction agreed upon. However a typical team structure would be:

- Client Partner to work closely with Nokia's project sponsor, hone the strategy, be in all reviews, and act as a point of escalation
- Account Planner/Strategist to bring consumer and business insights to our solutions
- Creative team of Creative and Art Directors, Designers, Producers, Motion Graphic Designers, Art Buyers, and Copywriters
- Project Manager and Producer (video) to establish schedules and budgets, monitor them, and report out
- Technologists to be added as necessary for any coding efforts associated with digital executions

Under the leadership of the individuals on the following pages, a focused staff would be built to suit the nature of the work awarded.

GARRICK SCHMITT—MANAGING DIRECTOR, EXPERIENCES & PLATFORMS

Garrick leads our Experience & Platforms Group—a large multi-disciplinary group that consists of creatives, interaction designers, technologists, program managers, and client service. Since joining Razorfish in 1999, he has helped clients such as CBS, Williams-Sonoma, Intel, PayPal, Yahoo!, Mattel, and ESPN adapt to a changing consumer and technology landscape. He has also led an in-house innovation team (Razorfish Idea Lab) focused on next-generation consumer applications and technologies—including social media, mobile applications, interactive advertising, and IPTV. Garrick is a recognized thought leader in the industry. He writes a monthly column for AdAge's DigitalNEXT series and he publishes FEED, Razorfish's annual digital brand experience report that charts the evolution of consumer behavior and technology. He also speaks at conferences such as SXSW, Ad:tech, Web 2.0 Expo, IAB MIXX, Microsoft's MIX, iMedia, and the IA Summit.

MALIA SUPE—SVP CLIENT ENGAGEMENT

Malia manages client relationships and helps her clients develop the appropriate strategy, marketing, and execution plan for a compelling digital experience. Malia has more than 15 years of advertising and strategic planning experience working for clients such as Intel, Diageo, Ford Motor Company, Symantec, Cisco Systems, Microsoft, and more. Prior to joining Razorfish, Malia worked in Strategy and Client Services at JWT in San Francisco for ten years where she led strategic engagements with B2B and B2C clients around the world. Malia holds a BA from Mount St. Mary's College in Los Angeles and an MBA from Dominican University.

JIM GIBSON—EXECUTIVE CREATIVE DIRECTOR

Jim has worked in the visual side of marketing for more than 20 years and has spent the last 12 or so years focused in the digital world. His background includes traditional graphic design and branding work as well as in store, packaging and exhibit design. On the digital side, he has led the creative efforts for large-scale web sites and online marketing campaigns for IBM, Coors, Hewlett-Packard, Best Buy, adidas, Visa, Nike, Microsoft and other consumer brands. For Razorfish, he manages a creative team of 50 across our offices in Seattle, Portland, and San Francisco to deliver innovative work for these clients.

ROB PALMER—EXECUTIVE CREATIVE DIRECTOR

Last year Razorfish managed to lure Rob over as Creative Director to lead branding work for clients such as Microsoft and Intel. Rob previously spent two years running his own shop, Mitchell + Palmer. Before that, Rob served as Creative Director at Goodby, where he created the "Power of all of us" campaign for eBay. Prior to GS&P, Palmer was ECD at Chemistri in Michigan where he oversaw all of the national and regional work for Cadillac. And before the Motor City, he was a CD at W+K on accounts such as Miller, Nike, and ESPN Sportscenter. Rob also did a stint at Chiat, helping launch iMac Colors as the CD on Apple. A highly respected art director and creative strategist, Rob has been honored many times over by the creative industry, including an MTV Video of the Year, an Emmy, four Gold Effies, and a cabinet full of trophies from the One Show, Cannes Lions, Clios, Addys, Art Directors Club and more.

HOLLY KASUN—DIRECTOR, ACCOUNT PLANNING

Holly integrates qualitative insights into the media, strategic, and creative product of Razorfish. With more than 13 years of experience on the agency and client side, she has a proven track record in developing and managing teams that generate results-driven advertising initiatives. Prior to joining Razorfish, Holly was Head of Accounts for Riot, in Amsterdam. While there, she drove the planning strategy for brands such as adidas and Stella McCartney, and built out a team of 50 employees. Before that, she was Brand Director at 72andSunny in El Segundo, California, where she planned strategic campaign architecture to help shape the execution of campaigns for Nike, Discovery Channel, Quiksilver, Callaway Golf, and more. Holly has also worked on the client side of the business, including two years at Nike. She was promoted from the Niketown.com U.S. division to be Digital Commerce Marketing Manager for EMEA Nikstore.com in the Netherlands. There, she led marketing initiatives that drove more than 45% of online traffic and generated 50% of site revenue. She also initiated social media content generation, and managed three outside agencies. Holly has a M.A. in Advertising and a B.A. in Political Science from the University of Wisconsin.

MIKE SELMAN, VP STRATEGY

Mike leads the strategy consulting practice for our West Coast clients. In this role, he is responsible for working with our clients, client teams, and discipline leads across the agency to identify and size business-building opportunities and deliver solutions that drive measurable and impactful results. Mike joined Razorfish in 2008 and has helped drive performance improvements for clients including Best Buy, Levi's, MillerCoors, Weight Watchers, and Holland America Line. Mike is a seasoned marketing strategist who started his career at Walt Disney, where he worked on the launches of Cinderella, Pocahontas, Aladdin, and Toy

Story as a part of the Buena Vista Home Entertainment group. After Disney, he spent the next 15 years leading a range of marketing efforts at both venture-funded startups and large organizations. Mike came to Razorfish from T-Mobile, where he was responsible for the \$2.2Bn data services category. Mike holds a Bachelors of Science from Eastern Illinois University and an MBA from Loyola University of Chicago.

JEFF MICH, VICE PRESIDENT OF DELIVERY MANAGEMENT

Jeff sets the standards for execution and leads a team of project managers, business analysts, and quality assurance leads that methodically execute hundreds of individual web-based marketing projects each year. Jeff has been a professional Program/Project Manager his whole career which started in the U.S. Air Force. After transitioning to the commercial sector, Jeff has worked in client services leading technology and web-based efforts for clients such as Intel, Toyota Motor Credit, Harrah's Casinos, Samsung USA, Bank of America, and Visa. He has been certified by the Project Management Institute as a Project Management Professional (PMP) and has a BS in Aerospace Engineering as well as a MBA.

CHRISTOPHER STETSON—GROUP VP TECHNOLOGY

Chris leads the technology practice for Razorfish West. In this role he directs technology strategy and perspective across all West Coast business relationships to ensure we develop technical solutions that work for both the short and long term. In the process, he harnesses Razorfish's global technology resources to the benefit of our clients. In his 24 years in the tech industry, Chris has done everything from write code, to run a software development company, to consult Fortune 100 clients. He has helped clients such as Microsoft, Intel, and Visa design and develop robust applications that have transformed and

modernized their online presence. Chris also managed the development on one of the first Web 2.0 sites for the launch of Sirius Satellite Radio that incorporated XML, Rich Internet Applications, social networking, and streaming media.

HEATHER MAHONEY—EXECUTIVE PRODUCER

Heather and her production team help leading brands engage and connect with consumers through video, web film, and interactive solutions. Heather has 15+ years experience in broadcast, online and interactive production. She has worked on a variety of consumer and B2B brands, including Intel, Microsoft, and Coors Light. Before joining Razorfish, Heather was a senior producer at Nike for their Global Commerce Group where she rolled out a cutting-edge sports customization experience across all of their regions. Before that, she was an interactive producer at JDK where she managed a team of designers and developers on projects for Virgin Mobile, Xbox, Seventh Generation, and Burton. Heather's formative years were spent on the Joan Rivers Day time talk show, Geraldo Rivera show, and the Jonathan Brandmeier Late Night show as a line producer managing operational budgets.

2.32 What is the proposed way of working between your team and Nokia's existing agency partners to deliver on your overall integrated campaign proposal? Please provide a plan on how your agency will function in a lead role to ensure success? Where might it make sense to use our existing agency partners?

Razorfish has a long history of partnering seamlessly with other companies to provide complete, integrated solutions for our clients. We've had great success in doing so by implementing predictable processes for client and agency communication, project execution, deliverables, and reporting. This ensures all parties are clear on their roles and responsibilities, and how they fit into the broader engagement.

In many of our client relationships, Razorfish is the lead digital agency, with other client agency partners managing services such as offline advertising or PR. For example, Razorfish led Intel's recent Visibly Smart campaign, driving the strategy, concept development, and production for both online and offline, while overseeing coordination of media and global transcreation, which was handled by OMD and TAG.

Here are some recent examples of successful partnerships.

<i>Client</i>	<i>Partner Agency</i>	<i>Results of Engagement</i>
Nike	Wieden+Kennedy	2011 Cannes Gold Integrated Lion for collaborative Write The Future campaign
Best Buy	Crispin Porter +Bogusky	Ad operations and personalization led to strong 2010 holiday results
Intel	Venables Bell & Partners	Building on "Sponsors of Tomorrow" campaign to drive laptop sales
MillerCoors	Draftfcb	15 straight quarters of sales gains with digital tied closely to brand

Partnership Approach

Upon provision of Nokia's existing agency list, Razorfish can recommend which agencies should be involved and how they can best be integrated into this engagement.

When Razorfish is the lead agency, our project approach includes three key elements—role definition, communication process, and implementation of collaboration tools. These key pieces work in concert for the success of the engagement. Here is how we would engage on your business.

ROLE DEFINITION

Razorfish will work with Nokia on the creation of a RACI document that will clearly define the role and responsibilities of client stakeholders and agencies. This will ensure everyone is clear on their specific role and tasks, and how they fit into the broader assignment.

COMMUNICATION PROCESS

Razorfish will establish two key recurring meetings—the weekly client status and the bi-weekly all-agency status meeting. The weekly client status is designed for core teams from Nokia and Razorfish to review overall project status, risks, and any issues that occurred during the week. The bi-weekly all-agency meeting gives each agency an opportunity to provide a high-level update on their workstreams, share work, highlight risks, and discuss dependencies.

Additionally, Razorfish will establish an escalation path to ensure client stakeholders and agencies can receive timely resolution of issues and conflicts that may impact the budget, quality, and timing of their deliverables.

COLLABORATION TOOLS

Razorfish will also implement a project wiki to allow for easy collaboration, document exchange, project status, and governing access to materials. An issue tracker will also be set up to manage tasks and issues for the project and ensure tracking and timely follow up.

While flexible in the types of project management, productivity, and collaboration tools that we use, we generally recommend using the secure third-party extranet tool called Jira/Confluence from a company called Atlassian. This software-as-a-service has built-in security features that meet security standards of most (if not all) of our clients.

2.33 Based on your experience ramping up with other clients, what challenges do you anticipate in implementation and integrating with Nokia? What is required to overcome these challenges and ensure a successful partnership through the launch and beyond? Please provide a ramp and integration plan, and what is required of Nokia to enable a smooth ramp.

Even with the best onboarding process, every project has challenges. This assignment will be no exception, and while we have identified potential challenges below, we don't anticipate there will be anything that we have not faced and resolved in past engagements for other large, global clients.

<i>Risk</i>	<i>Impact</i>	<i>Mitigation tactic</i>
Limited access to key stakeholders for brand, consumer, and product briefings	High	If live briefings are not possible, Razorfish can review existing research and briefing documents and work with the Nokia core project team to answer any outstanding questions.
Limited access to key, senior stakeholders for creative reviews	High	Collaborate with Nokia core project team to determine appropriate new ways to engage these stakeholders to ensure success. This may mean sharing deliverables in different ways (WebEx, VTC, etc.) and/or agreeing on which core campaign elements and executions require stakeholder approval, as not to impede overall campaign development and rollout.
Lack of clarity for agency roles and responsibilities	High	Razorfish to work with Nokia core project team to clarify any ambiguities within the RACI and communicate back out updated assignments to ensure all client stakeholders and agencies are clear.
Limited access to product details, photography and other required graphic elements	Medium	If necessary, Razorfish can work with FPO images and product details. Access to final product photography and details will eventually be necessary in final design to ensure the timely delivery of the final deliverables is impacted.
Too many stakeholders requesting concept approval	Medium	Razorfish will work with the Nokia core project team to define required stakeholders/ approvers and integrate reviews for them in overall project plan. Multiple stakeholders in a single review may be necessary, with the Nokia core team providing consolidated feedback for implementation.
Nokia stakeholders disagree on campaign design directions	High	Razorfish will use past experience to create consensus among competing stakeholders by isolating subjective, aesthetic decisions and objective, data-driven decisions.
Budgets severely cut at critical stages	Medium	Razorfish will collaborate with Client and media agency to assess any creative execution reductions and if necessary, refocusing on key markets where Nokia is likely to get the most impact for their investment.

Immersion Approach

To ensure a successful engagement and to mitigate the risks above, Razorfish follows a focused and planned immersion approach as detailed below.

GETTING TO KNOW YOU

Razorfish will set up a series of working debriefs at Nokia and Razorfish offices, or utilize virtual workplace systems (WebEx, Video conferencing, conference calls). These meetings will give the Nokia and Razorfish teams a chance to get to know each other, have some fun, bond, and put names and personalities together. These meetings would take place over the first 2-3 weeks of the engagement, and may include:

- Razorfish agency credentials, creative design and development philosophy and delivery workflow
- Nokia updates and briefings
- Identification of Nokia key stakeholders
- Introduction of other Nokia agencies, key contacts and roles
- Creation of a RACI diagram to ground all parties (Nokia, Razorfish, other agencies) in their specific roles and responsibilities for the engagement

IMMERSION

During this period, the core objective is for Razorfish to develop an in-depth understanding of the Nokia brand, culture and products. Some example materials helpful at this stage include:

- Existing research on brand and consumer
- Consumer personas
- Product roadmap
- In-depth brief on individual products

DEVELOPMENT

By now, all the teams will have a solid working knowledge of the Nokia brand and products. From a management perspective, the focus now moves to developing and implementing processes for client and agency collaboration, while the delivery teams (including strategy, creative, development, etc.) focus on planning for the campaign effort.

2.4 Commercial Proposal

2.41 Rate card- \$/Hour by position. What is your discount on rate card costs if retained? What is the average targeted profit margin/cost basis for these rates?

Razorfish would be willing to discuss a 5-10% discount on the rate card, provided that resources that are 100% dedicated to Nokia work for a period of no less than six months.

Razorfish is unable to provide the requested margin or cost information due to financial reporting restrictions. We are willing to discuss alternative pricing approaches to a standard rate card, but until the relationship and scope is better defined we are unable to comment on the particular options.

The Razorfish standard rate card follows.

<i>Executive</i>	
VP, Discipline	\$ 320.00
<i>Client Engagement</i>	
Account Director	\$ 210.00
Account Director Sr.	\$ 270.00
Account Supervisor	\$ 200.00
Client Partner	\$ 300.00
VP, Client Partner	\$ 380.00
<i>Creative</i>	
Art Director	\$ 200.00
Art Director Sr.	\$ 215.00
Copywriter	\$ 160.00
Copywriter Sr.	\$ 180.00
Creative Director	\$ 280.00
Creative Director Assoc.	\$ 260.00
Creative Director Sr.	\$ 320.00
Designer	\$ 140.00
Designer Motion	\$ 200.00
Designer Presentation	\$ 200.00
Designer Production	\$ 220.00
Designer Sr.	\$ 240.00
Flash Designer	\$ 140.00
Flash Developer	\$ 220.00
Illustrator	\$ 140.00
Motion Director	\$ 220.00
Producer	\$ 180.00
Producer Exec.	\$ 210.00
Proofreader	\$ 110.00
Video Editor	\$ 220.00
<i>Delivery Management</i>	
Business Analyst	\$ 180.00
Business Analyst Sr.	\$ 240.00

Functional Analyst	\$ 200.00
Functional Analyst Sr.	\$ 230.00
Functional Lead	\$ 280.00
Program Director	\$ 280.00
Program Manager	\$ 240.00
Project Lead	\$ 170.00
Project Manager	\$ 200.00
Project Manager Sr.	\$ 220.00
QA Analyst	\$ 190.00
QA Lead	\$ 220.00
<i>Strategy</i>	
Account Planner	\$ 170.00
Account Planner Sr.	\$ 270.00
Account Planning Director	\$ 320.00
Strategist	\$ 200.00
Strategist Sr.	\$ 240.00
Strategy Director	\$ 320.00
Strategy Manager	\$ 300.00
<i>Technology</i>	
Database Engineer	\$ 265.00
Developer	\$ 185.00
Developer Sr.	\$ 210.00
Presentation Layer Architect	\$ 220.00
Presentation Layer Architect Sr.	\$ 270.00
Presentation Layer Developer	\$ 160.00
Presentation Layer Developer Sr.	\$ 180.00
Technical Architect	\$ 260.00
Technical Architect Sr.	\$ 280.00
Technology Director	\$ 300.00

<i>User Experience</i>	
Content Strategist	\$ 160.00
Content Strategist Sr.	\$ 200.00
Content Strategy Lead	\$ 250.00
Experience Director	\$ 300.00
Experience Lead	\$ 250.00
Information Architect	\$ 180.00
Information Architect Sr.	\$ 240.00
User Researcher	\$ 220.00
<i>Media</i>	
Account Coordinator	\$ 100.00
Account Manager	\$ 140.00
Account Manager Sr.	\$ 165.00
Ad Services Director	\$ 240.00
Client Service Engineer	\$ 150.00
Client Service Manager	\$ 180.00
Media Director	\$ 260.00
Media Director Associate	\$ 170.00
Media Planner	\$ 155.00
Media Planner Sr.	\$ 180.00
Media Supervisor	\$ 200.00
Social Media Account Manager, Sr.	\$ 190.00
Social Media Coordinator	\$ 125.00
Social Media Director	\$ 300.00
Social Media Director Associate	\$ 230.00
Social Media Manager	\$ 170.00
Trafficker	\$ 120.00

2.42 Cost proposal, providing full transparency into all projected expense line items and assumptions (ex. production, materials, print, 3rd party pass-through & markup, hosting costs, media, etc.)

Based on the stated campaign budget of \$30-\$50 million, a projected budget follows with these assumptions:

- Allocation of 12% to the creative
- Razorfish passes through expense items with no markup
- Nokia will be using its existing media buying agency, therefore Razorfish has no scope

Creative Budget Range

Based on \$30 million budget Based on \$50 million budget

Agency Fees

Campaign premier spot	\$ 750,000	\$ 1,500,000
Campaign content/assets	\$ 350,000	\$ 600,000
Online ad creative	\$ 300,000	\$ 500,000
Print / out-of-home	\$ 300,000	\$ 500,000
Online experience	\$ 400,000	\$ 600,000
<i>Subtotal</i>	<i>\$2,100,000</i>	<i>\$3,700,000</i>

Pass-Through Costs

Production Expenses	\$ 1,400,000	\$ 2,200,000
Miscellaneous Expenses	\$ 100,000	\$ 100,000
<i>Subtotal</i>	<i>\$ 1,500,000</i>	<i>\$ 2,300,000</i>

2.5 Success Metrics

Please provide a list of projected success targets/metrics associated with your campaign proposal. What measurable goals & objectives is your campaign proposal targeting to achieve?

Maximizing the ROI for any marketing effort requires clear goals, KPIs, and continuous optimization. Razorfish believes in establishing a measurement framework early on to ensure that everyone involved has a clear and common understanding of what we are setting out to accomplish and how we'll measure success.

We start with a collaborative measurement planning process designed to uncover key client goals, define related key performance indicators, and identify a host of optimization measures that we will track over time. Typical goals include awareness, consideration, intent and sales. KPIs related to these goals can vary widely based on the individual client and their specific marketing needs.

Understanding we are not yet to the point of defining this measurement plan with you, we worked on some estimates for what we thought would be meaningful and impactful goals for this Activation Plan. We fully expect these estimates to change once engaged with you, however, we used this to drive our campaign strategy and feel it serves as a good example of how we would measure success if given the opportunity to work with you on this initiative.

SALES TARGETS

Beginning with the end in mind, we started by estimating the unit sales that we should be targeting with this Activation Plan. We started by estimating an annual 2012 sales number, which is in the table that follows.

Nokia Smart Phone Sales Estimate – 2012	
Forecasted U.S. smart phone device sales ¹	128,250,000
Market share of two assumed carriers (AT&T, TMO) ²	42%
Addressable market (devices)	53,865,000
% of consumers with PI other than Android, Apple, or RIM ³	26%
Primary market opportunity size	14,004,900
Nokia assumed share of primary market ⁴	20%
Sales target, 2012	2,800,980

1. 95M smartphones sold in US in 2011, Findings: Smartphones Top U.S. Consumers' Intended Purchases for 2011, Gartner, Feb 2011. 35% growth in WW smartphone market in 2012, Forecast: Mobile Communications Devices by Open Operating System, Worldwide, 2008-2015, Gartner, April 2011

2. Chetan Charma Consulting, Q2 2011 US Wireless Data Market Update, August 2011

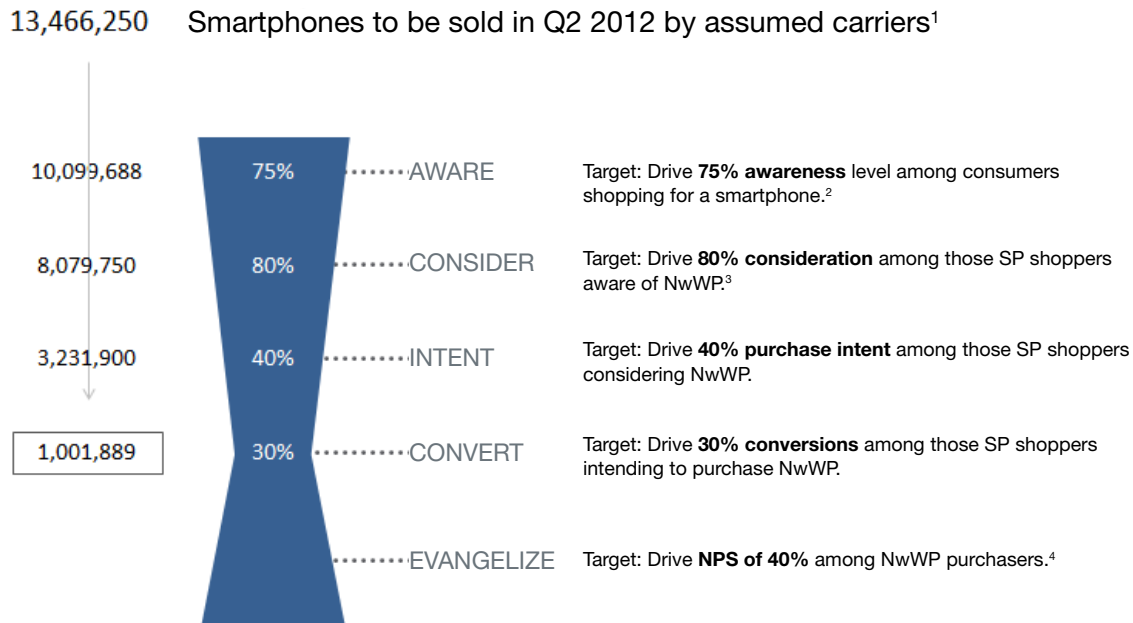
3. Nielsen, Mobile Insights, July 2011

4. Estimate

Given how critical the launch is to a new mobile device, an industry metric that has become popular in the past few years is Days to One Million. It started with the original iPhone in 2007, which hit this milestone just 74 days after launch. Since that time, Motorola's Droid did it in 70 days, and Samsung Galaxy S did it in 45. While our Nokia U.S. forecast would have us reaching this milestone in just over 120 days if evenly distributed throughout the year, we believe we need to sell a good portion of those units within the initial launch window, so we would propose a target of *one million Nokia WP7 phones sold in the first 90 days*.

TOP-LEVEL KEY PERFORMANCE INDICATORS

In order to reach one million units in the first 90 days, we have modelled out the necessary targets across the funnel, from awareness, consideration, purchase intent, and finally conversion rates. We also identified a KPI for post-purchase satisfaction, expressed in Net Promoter Score, to indicate loyalty and evangelization. These are based on the best industry benchmarks we could find, so when the time comes, Razorfish would look forward to working with you to refine these targets as appropriate.



1. 53.9M estimate from above x 25%

2. Benchmark: WP awareness among smartphone shoppers: 55% (source: NPD, Sept 2011)

3. Benchmark: WP consideration among smartphone shoppers: 80% of those aware (source: NPD, Sept 2011)

4. Benchmark: iPhone = 73, Android = 40, Windows Mobile = 10 (source: Zokem's Global Smartphone Study 2010 report from the US, Jan 2011)

ADDITIONAL PERFORMANCE METRICS

Beyond these top-level KPIs, we would also plan to establish a deeper view into the efficiencies and effectiveness of our media and marketing tactics. These additional metrics would be identified within the measurement-planning process mentioned above, and typically include such metrics as:

- Spend (e.g., cost-per-reach, cost-per-click)
- Reach (e.g., impressions, frequency, placements)
- Engagement (e.g., time spent, CTR, depth of interaction)
- Conversion (e.g., clicks, purchases)
- Sales (e.g. revenue, AOV)
- Conversation monitoring (e.g., buzz, sentiment)

Once the goals and KPIs are established, we determine tracking standards for the defined goals and KPIs, map the KPIs to their data sources, and ensure the necessary tools, systems, processes and platforms are in place to effectively track, measure, and report them. Depending on the level of complexity and the client need, the measurement plan is then implemented or road-mapped out over time.

2.6 Contract Terms and Conditions

Please review and accept Nokia's contract terms & conditions and security requirements (attached below). If you have specific concerns, please respond with requested changes (redline) for review. Note: Due to our desire to quickly engage with an agency on services, the ability to accept our terms with minimal changes and legal reviews will be a consideration in final agency selection.

Per an email conversation with Jared Montblanc on October 13, Razorfish is reviewing an updated contract frame agreement and will respond under separate cover.