Marketing Playbook

Module 5 – Marketing Execution

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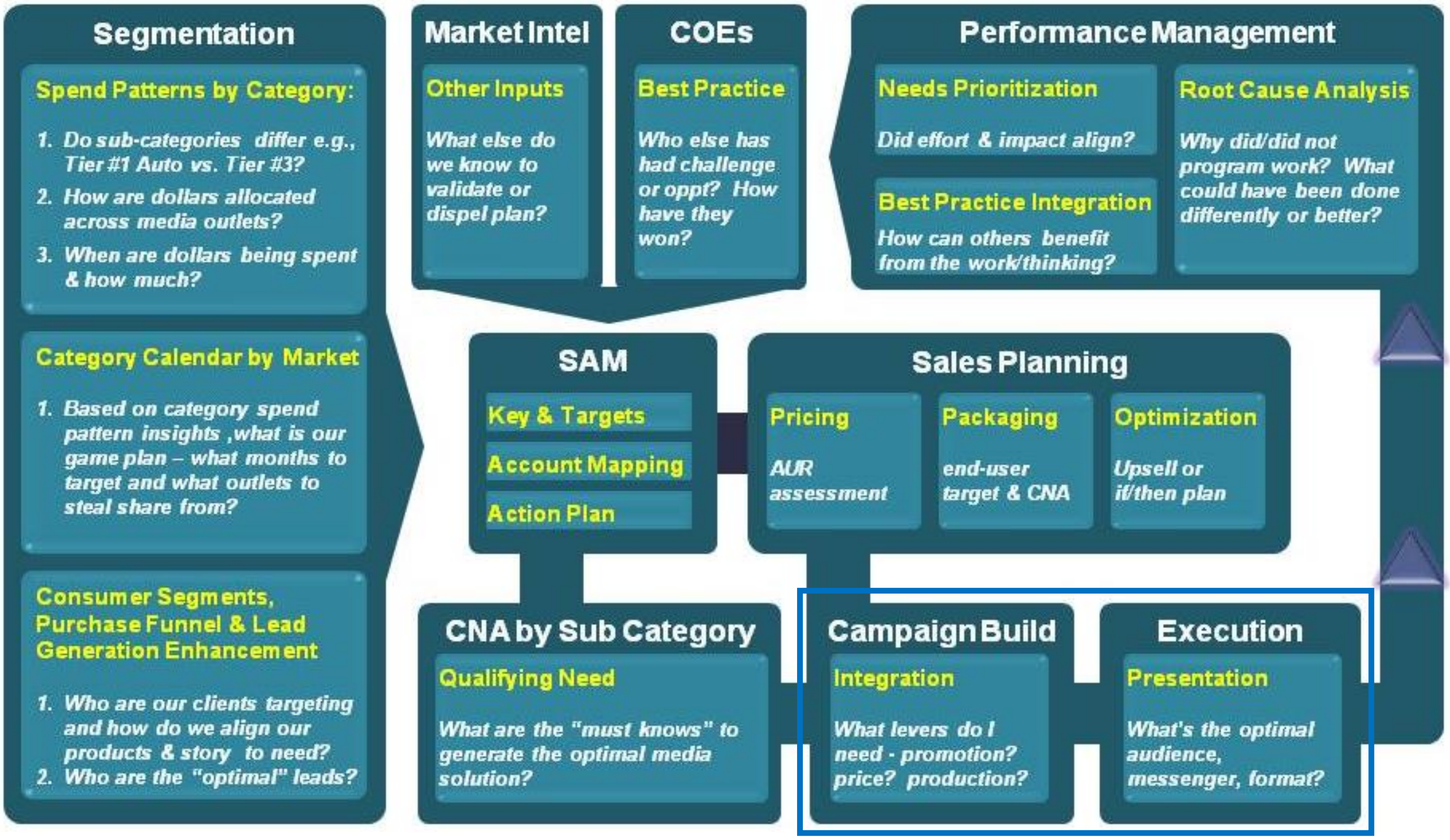
OVERVIEW

As we continue to reference the TWCMS Marketing Framework in the Marketing Playbook modules, we are now at the critical stage of building the campaign and executing "flawlessly" against client need and agreed to KPI measures.

Based on a mastery of modules #1 - #4, we are now in position to pull the pieces together.

TWCMS Marketing Framework



Critical areas of importance Module #5 covers include:

1. How do we ensure our value propositions (points of difference) are properly integrated across sales lifecycle collateral and messaging?
2. How do we integrate Intelligence and Insights from work associated with previous modules to build the optimal client campaign (media solution) including promotional and levers?
3. How do we engage the client during the campaign to ensure positive customer experience?

Marketing Execution	
5A	TWCMS Vision & Value Proposition

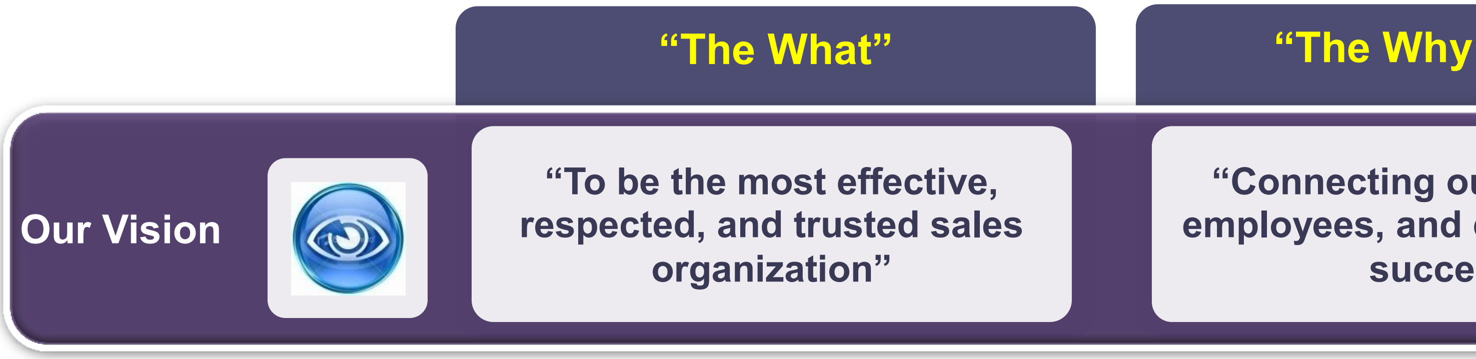
Having a unified company vision and series of value propositions (differentiators) that sets a company apart from its competition is a critical component for continued TWCMS growth. However, the true measure of success is consistency and application across our internal communication and external client messaging – *at all touch points.*

In order to better compete in a rapidly changing marketplace, we must truly “live” our brand and our associated value propositions. In an effort to keep our brand fresh and to reflect our vision of being the ‘most trusted and respected sales organization,’ our objective is to further strengthen our competitive positioning:

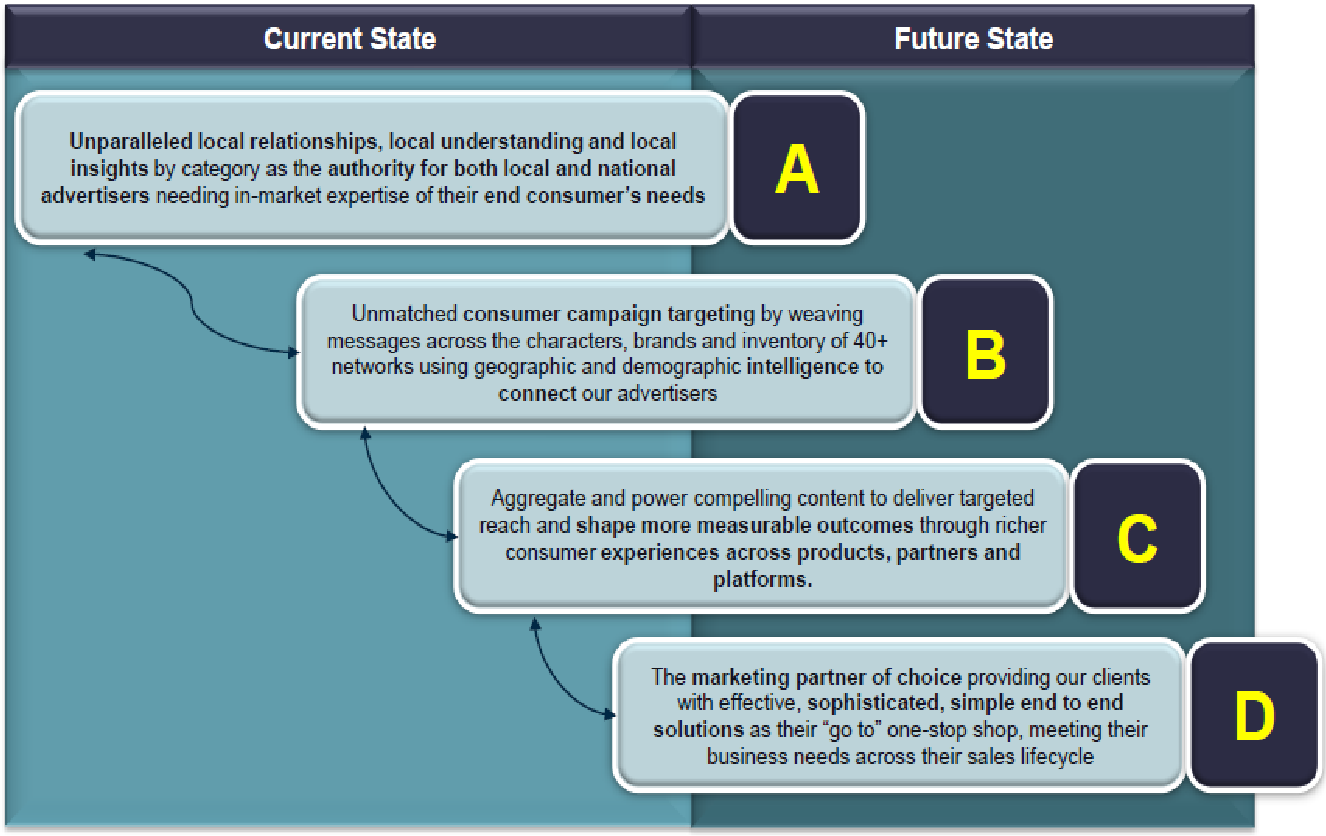
Keys to success include:

1. Embodying a defined personality that is consistent in look and feel
2. Ensuring we reinforce the attributes our clients expressed as key areas of importance and differentiation
3. Providing a consultative approach in the way we service our clients and associated stakeholders

As a marketing organization, it is our role and “responsibility” to implement consistent look, feel and messaging across the sales lifecycle from CNA to campaign analysis.   Based on inputs from across our organization, our vision is clear and “achievable”



This core vision has helped shape 4 major TWCMS “differentiators” that all functional areas within Marketing should be utilizing to inform our messaging internally and externally.

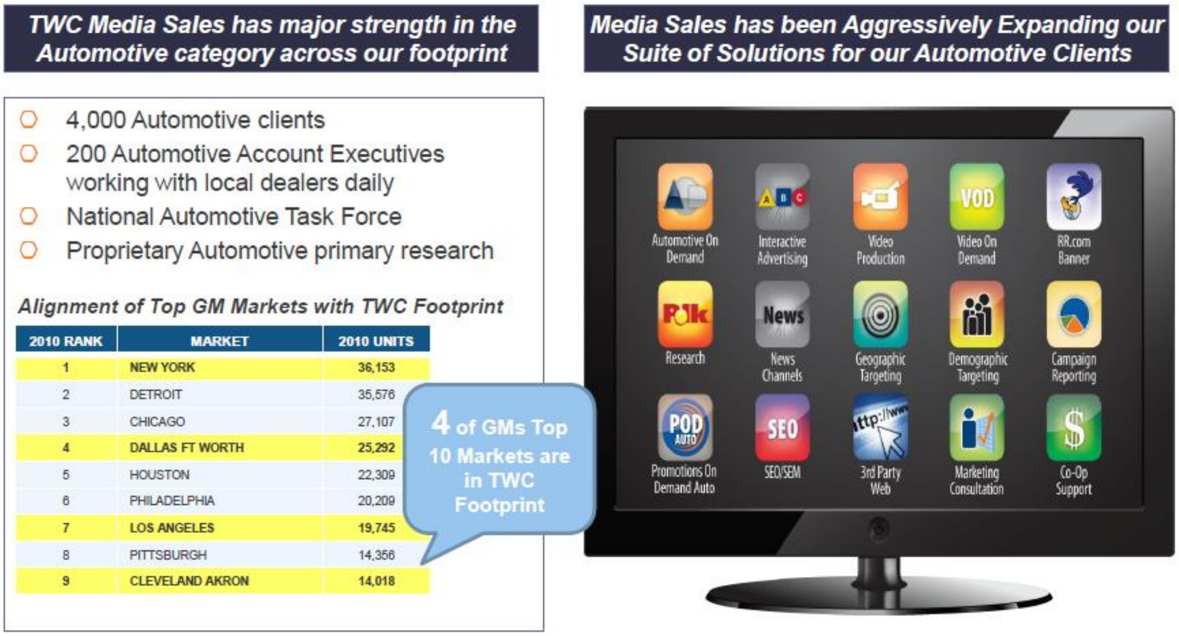


Sales and Marketing leadership has come together to use these Value Propositions as a platform to craft a simpe and uniform message that brings further depth and "real world" talking points to our communications strategy.

The Marketing organization must continue to reinforce this message (or Mantra) in all internal and extrenal messaging – from sales meetings, one-on-ones, training, media proposals, sales collateral and more.

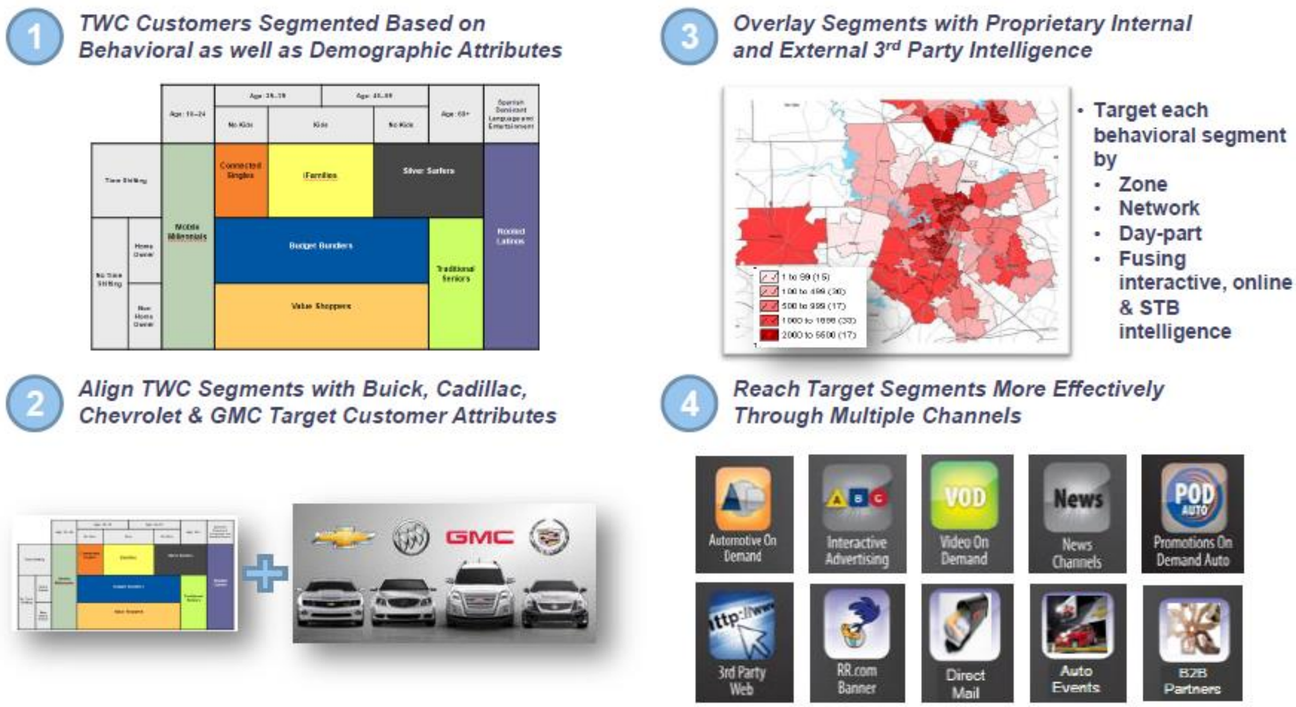
Listed below are subtle examples of how our Value Propositions have been (and can be) woven into sales presentations.

Value Proposition A: *Unparalleled local relationships, local understanding and local insights by category as the authority for both local and national advertisers needing in-market expertise of their end consumer's needs.*

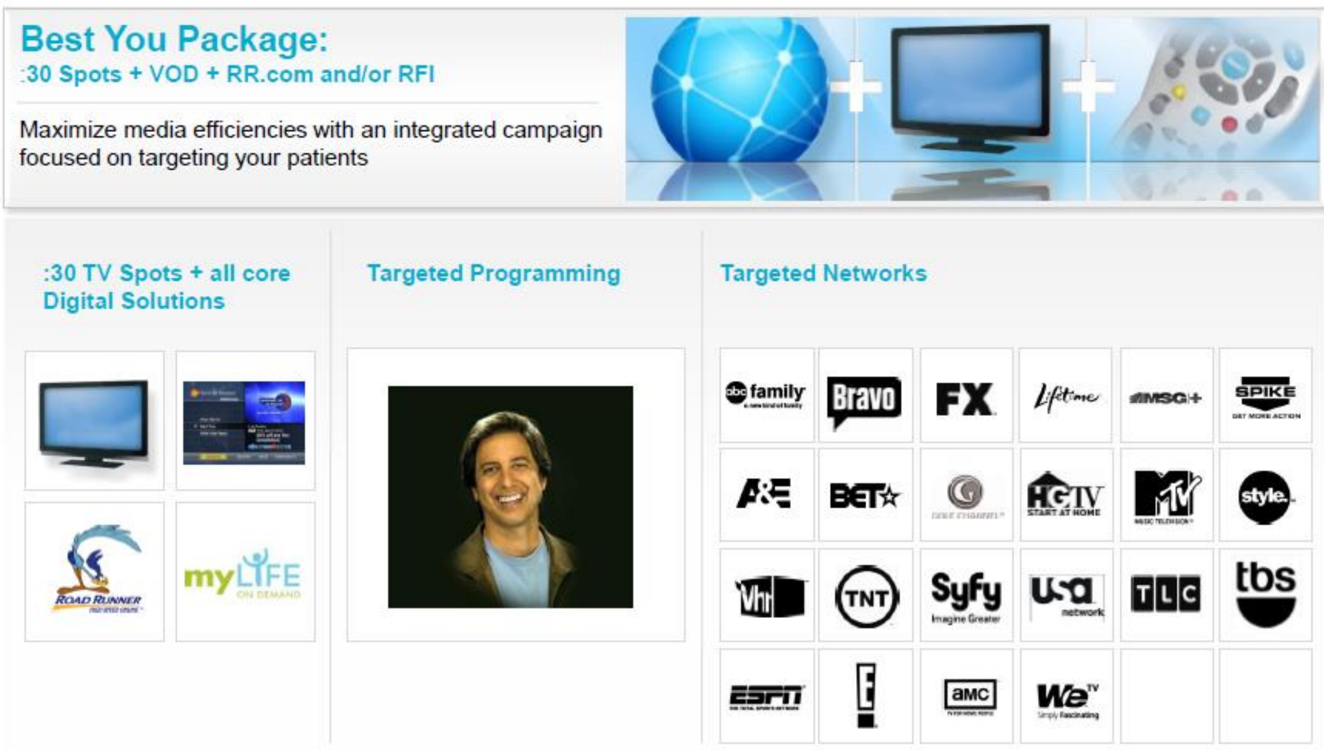


Source: R.L. Polk & Co. - Registration data – Registration Type Description:(02) RETAIL (INCLUDES 3-10)- CYTD – Jan-July 10/CYE - 1 year Ago: Jan09-Dec09/CYE – 2 years Ago: Jan 08-Dec08 New vehicles – All DMAs. Makes: Buick, Cadillac, Chevrolet, GMC. Data extrapolated Polk Insight.

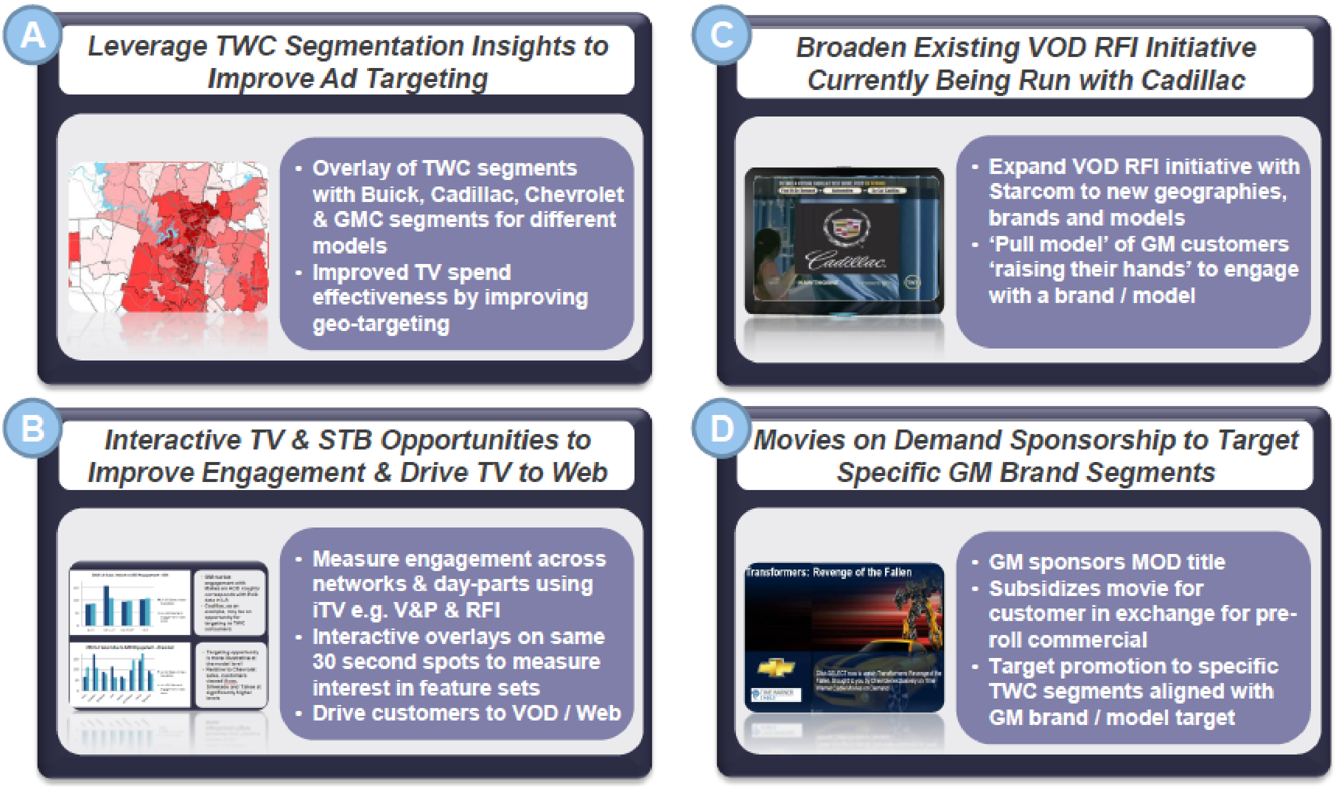
Value Proposition B: *Unmatched consumer campaign targeting by weaving messages across the characters, brands and inventory of 40+ networks using geographic and demographic intelligence to connect our advertisers*



Value Proposition C: *Aggregate and power compelling content to deliver targeted reach and shape more measurable outcomes through richer consumer experiences across products, partners and platforms*.



Value Proposition D: *The marketing partner of choice providing our clients with effective, sophisticated, simple end to end solutions as their "go to" one-stop shop, meeting their business needs across their sales lifecycle*



Marketing Execution	
5B	**Promotions Management and ROI optimization by client tier**

Promotions

Definition

Promotions are defined by the type of promotion as well as the results the promotion is designed to produce. Promotions can be more than one kind of promotion simultaneously. *Example:* A screening event of a network premiere where a client receives on-site exposure, the proceeds of the admission tickets benefit a charity and a VIP area is created for client hospitality. Each of the promotional elements below is a "lever" that can generate incremental revenue. The key, however, is aligning the tools with SAM client tier and client need.

Type

1. **Branding** – :30 spots that allow for a :05 - :15 client tag OR on-air graphics with advertiser message – TWCMS, partner, network (event or premiere)
2. **Sponsorship** – opportunity for client to sponsor and receive sponsorship recognition for locally produced segments (new channels, sports channels), events, PSA programs, etc
3. **Consumer Sweepstakes** – a contest based on registration with a winner drawn at random. Any form of consideration makes this an illegal lottery
4. **Contest** - Contest where the winner is determined by means other than chance (voting, judging, game of skill)
5. **Onsite Event** – Either an event on at a client's location or at a third party location where client has branding, display space, signage, etc
6. **Client Hospitality** – incentives for current or prospective clients for internal use, hosting of clients at events e.g. dinners, event tickets, client trips, private talent meet and greets
7. **Sales Support** – programs developed to support the client's internal sales force or objectives includes sales contests, group trainings, group outings, etc
8. **Pro-Social Programs** – programs developed in conjunction with a non-profit or in support of a cause also known as cause related marketing

While not traditionally considered promotions, TWCMS offers clients value in other areas that is tracked on our Promotions ROI (return on investment) form. Again, these price and production levers must be used wisely to ensure TWCMS mains profitability on each client.

1. **Rate Card Discount** – a discount given to the client on the media schedule based on the rate card
2. **Production Credit** – free or discounted production for the client's own commercial
3. **Spot Bank** – set number of commercials a client receives at no charge
4. **Autofill** – inclusion of the client's commercial in the batch of commercials placed in unsold inventory

TWCMS also strives to satisfy client need by "desired outcome" – consistent with our value propositions. Examples include:

1. **Traffic Driving** – a promotion designed to drive traffic directly to a specific business or location e.g., TWCMS coordinated experience at a dealership
2. **Lead Generating** – a promotion designed to generate lead lists for the client to use in future marketing efforts e.g., enter to win sweepstakes with "interactive" poll or vote overlay and consumer opt-in
3. **Awareness** – a promotion designed to increase awareness for the business, a particular aspect of the business or a cause the business supports e.g., sponsored VOD long-form segment with a "watch and win" component
4. **Branding** – a promotion designed to brand the business in a specific way or co-brand the business with another brand e.g., ESPN taggables with a Monday Night Football sweepstakes tie-in.

Promotional Support Levels

The scale of a promotion is related to several different conditions.

SAM Client tier & Promotion ROI

All promotions are assessed based on client spending, other value elements the client is receiving, and the value & cost of the promotion itself (relative to client spend). These components are factored together to determine the Promotions ROI %.

Promotional ROI is the value Time Warner Cable Media Sales is receiving from a client compared to the value we are giving the client. This is represented as a percentage amount. As a general rule of thumb promotions should have at least an 80% ROI (relative to client spending). This can differ by market size, SAM client tier and category.

Category

1. Promotions are often required for the entertainment category, clients including traveling shows, theme parks, entertainment venues, etc. While these clients may not be a key or target account, there may be benefits to engaging in a promotion based on the barter value of tickets. That said, promotions must be signoff off by LSM and Promotions Director to ensure SAM is adhered to.

Market Size

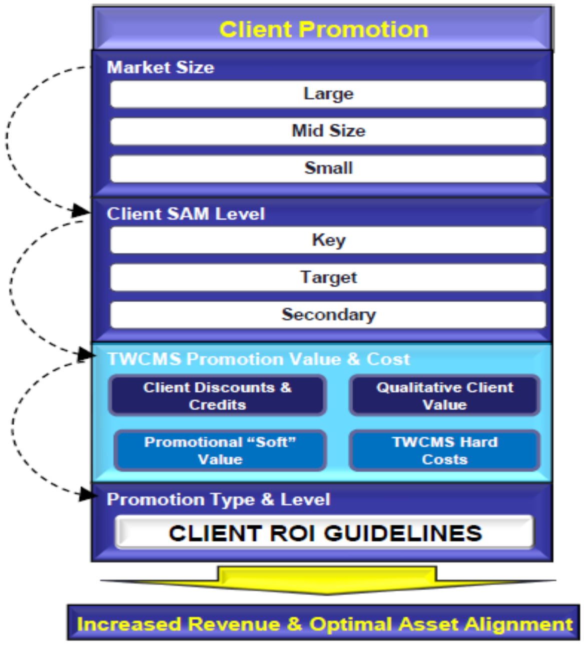
1. The size of the market will also determine the level of promotions that are available. Top 20 markets receive more opportunities from networks and other third parties.
2. Smaller markets without in-market promotions personnel will be supported with more grab and go, off-the-shelf promotions rather than custom promotions or events.

Promotional ROI

Importance

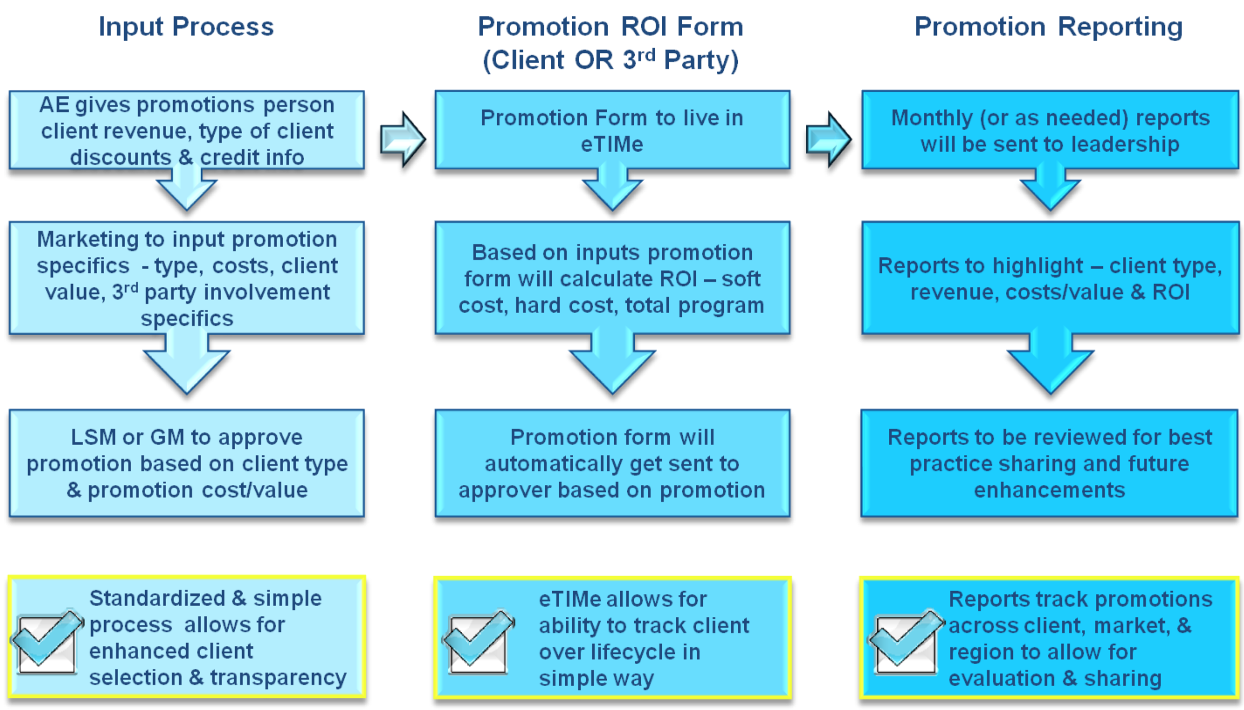
To make sure we are creating promotions that are in line with the value the client is already receiving vs. TWCMS revenue generated on the account, we have standardized our promotional ROI on eTime to provide us a systematic and mathematical way to evaluate, share, track and compare values across markets, clients and categories.

Listed below is a snapshot of the promotion ROI approach referenced above – spending and promotional value must align for ROI and SAM strategy to balance



Procedure

The promotion process has evolved to ensure consistency, best practice sharing, and transparency. The process for requesting, evaluating and developing promotional programs must be strictly adhered to.



Promotion ROI Forms

There are two promotions forms in which Marketing (or AEs) can access through their promotions specialist – a *client form* and a *third party form.*

1. **The Client Form** is used for standard promotions when a client is makes a media buy and a promotion is required (or requested) OR a promotion is purchased independently.
2. **The Third Party Form** is used for network partners, promotional agencies, or other 3rd parties. In this situation the 3rd party has either
   - Purchased a media schedule and is providing TWCMS goods or services as part of the buy. Example: the circus buys a media schedule than provides us tickets for clients and tickets to use to create a promotion for another client (for which we would run incremental media).
   - Has NOT purchased a media schedule and is proposing to provide TWCMS goods or services in lieu of dollars. Example: TNT offers to provide a market with a fully paid trip for 4 to attend an event and a series of other high value prizes in exchange for a certain number of spots (media value).

eTime Overview for processing Promotion ROI Forms

Both Promotional ROI forms and reports are housed in eTime. eTime allows for evaluation, tracking and comparison of our promotional efforts. In addition, eTime allows for a simple interface to input client financial history.

Creating/Updating a New Promotional ROI Form

1. Open the client promotions form from the advertiser file for the client
2. Fill in all information on all tabs
3. Submit to manager for approval
4. Edit form as information changes or the status changes

The form is intuitive in design and simple to input on. Key inputs were noted earlier in this section and range from client spend, category, hard and soft cost, market and more. These inputs allow for the transparency and evaluation for members of the marketing team to make better decisions.

Legal

Promotions often require legal documents like rules, disclaimers, letters of ideminfication and waivers. It is imperative that all legal requirements are met before a promotion can begin.

Guidelines

1. Anything that is a contest of skill or sweepstakes requires rules. All rules must be approved by legal.
2. All sweepstakes and contests that include a partner require four legal elements from legal.

   a. **Rules** –governs the contest or sweepstakes and must be posted where contest registration/sweepstakes entry takes place.
   b. **Disclosure Language** – provides disclaimer wording (e.g., eligibility requirement) for print pieces and TV spots related to the contest or sweepstakes.
   c. **Letter of Indemnification (LOI)** – agreement for each party in the promotion that outlines responsibilities, grants rights for logo and name usage, etc.
   d. **Liability Release** – document for the for the contest winner to sign. This document releases promotional partners from liability resulting from the use of the prize, acceptance of tax burden for the prize and gives TWCMS rights to use name and likeness in relation to the promotion
3. A trademark scan must be run on most sweepstakes and contest names. To request a scan, please contact Gary Wengrofsky (gary.wengrofsky@twcable.com). The trademark scan can take up to a week. Please plan accordingly.

Guidelines cont'd

For Sweepstakes:

1. Always start with the approved template from legal when creating your rules for sweepstakes. Even if the sweepstakes is similar to one you already have approved rules for, do not edit from another set of rules – start with a new template.
2. Be sure to include the approved legal disclosure about the sweepstakes on all print materials and TV spots promoting the sweepstakes. The disclosure information is sent to you along with the rules from legal.
3. You must have all related LOIs signed by the promotional partners before starting any aspect of the promotion.

   Tip – remember, although you may be able to "buy" an item it does not mean you have the right to give it away in a commercial way. Many sports leagues and other events have disclaimers on the tickets that they can't be used in a sweepstakes without permission from the league or event promoter.

For contests:

1. If you are running a contest of skill (e.g. talent search, photo contest, coloring contest, etc) make sure to coordinate with the legal team during the planning stage to ensure your contest is coordinated properly. Do not use the sweepstakes rule template for creating contest rules. Legal will create specialized rules.
2. In order to prepare the rules, legal requires a detailed description of how entries are judged, how winners are selected, what the submission consists of and any submission criteria (50 word essay, video no longer than two minutes, etc.). The more details provided up front, the quicker the turnaround time.

Process

1. Submit the rules template with your edits and the promotional detail form to your regional contact. Allow two weeks to complete the legal process and have clearance to start your promotion.
2. After receiving the edited rules and LOI(s) from your contact or legal, be sure to review all documents to make sure that they fit with your understanding of the promotion and how it works.
3. Reformat the rules and the LOI to remove the edit notations before posting, printing or submitting to a third party. Make sure to fill in all blanks that might still be in the documents you received. Change areas are usually marked by legal in yellow. Do not delete any sections or further alter any language other than the yellow highlighted areas without re-sending to Legal for approval.
4. Before sending an LOI to a client make sure they are completely filled out including the client name and address and are on letterhead.
5. Ensure the LOI is signed by authorized client representative.
   a. *Tip: Position the LOI as a promotional agreement similar to the general Terms and Conditions agreement that all advertisers sign. This one is just specific to this promotion.*
6. Check signature level needed for TWCMS counter signature and route the signed LOI to the appropriate person internally. If the president needs to sign, route to Monty Ross at corporate (fax: 212- 364-8362). He will secure the signature and send on to legal. Send the complete document, not just the signature page.
7. Inform regional contact that the promotion is ready to go from a legal standpoint.
   a. Keep a copy of all documents in your records.
8. If the client has an edit for the LOI, send the edit request to your regional contact. Include the nature of the client's concern and any background information on why they want the change. Be as specific as possible. The more legal knows about the nature of the concern, the easier and faster it is to address.

Legal Sign-Offs

Legal needs vary by promotion. Below is a general guideline for the sign-off based on partner type, promotion and prizing.

Proposed Process and Framework

	Rules/ Disclaimers	LOI TYPE	LOI Signature for TWCMS	Winner Liability Waiver
Sweepstakes – prize under $600	Yes	Simplified	GM/LSM	Yes
Sweepstakes for Event/Concert Tickets	Yes	Simplified	GM/LSM	No
Sweepstakes with a trip as prizing	Yes	Standard	SVP or RVP	Yes
Sweepstakes with minor winners	Yes	Standard	SVP or RVP	Yes
Ongoing/repeat sweepstakes with same partner	Yes	Umbrella	SVP	Varies by prize
Promotion with network	*varies*	Umbrella	President	Varies by prize
Customized contest	Yes	Standard	*Varies*	Varies by prize
Events	No	Standard	RVP or GM	Varies by prize
Gift with Purchase	Yes	Streamlined	GM/LSM	Varies by prize

Taggables Policy

Taggables (generally :20/:10 TV spots) are another promotional lever than can be used to drive business – upsell or New Business. However, like all promotions they must adhere to SAM guidelines and Promotion ROI guidelines.

The taggable process will be the responsibility of Promotions Directors and all taggables must be coordinated through the promotions team.

Determining Network Participation

1. In LPM Markets, tune-in cannot be used within one week of premiere date for series or HPE programming unless network has a tune-in buy placed for the program or they have approval from SVP or VP of Marketing
2. Non-LPM, metered markets may not run premiere specific taggables during Feb/May/Nov sweeps periods unless a buy has been placed or they have approval from SVP or VP of Marketing
3. Markets DMA size 60 and below can run taggables with approval from regional promotions lead

Schedule Guidelines

1. All spots to run ROS between 12AM – 6AM unless approved by GM/promotions director
2. Promo spots do NOT run on Tier 1 networks without GM approval
3. Branding campaigns run at lower of 2 promotional priority codes
4. Avails checked prior to input
5. Make goods for network partners must be approved by regional promotions lead

Approval Process

1. All taggables must be approved by promotions lead for the region
2. Any schedule with more than 300 spots must be approved by regional marketing head
3. LSM – approve up to 10% of client schedule spend
4. GM – up to 20% of client schedule spend
5. RVP/SVP – more than 20% of client schedule spend

Working with Networks

Our networks are partners that bring valuable assets to the markets. They are also vendors that are in regular negotiations with the cable division regarding a variety of issues including “carriage”. It is vital that policies and procedures with the network partners are followed.

1. All network promotions and network requests must be cleared through the regional promotions lead prior to going to the network. This includes premium items and trainings.
2. Regional promotions leads and corporate will coordinate annual network promotion asks and negotiations including commitment levels, prizing and tune-in related restrictions on taggables.
3. Markets will clear promotions with regional leads prior to committing to a network.
4. Network sponsored in-market events must be cleared with the regional lead prior to local market participation.
5. When running network tune-in spots, markets will follow the applicable taggable policy.
6. All promotions requiring legal paperwork between the network partner and TWCMS will be vetted and approved by regional leads and/or corporate.
7. Markets may not participate in national sweepstakes from networks without prior approval from corporate.

Process and Approach

Field vs. Corporate

1. Corporate in conjunction with regional leads will handle all annual negotiations
2. Field may work directly with networks on promotions in specific markets after approval from regional lead
3. Corporate will regularly update the field through the regional leads on preferred network partners and alert the field to any network sensitivities

Asks and Approvals

1. All network asks must be cleared with the regional promotions lead prior to going to the network
2. Any network support above $10,000 in value will be cleared with corporate before acceptance by the market
3. All network support and promotions will be inputted into the 3rd Party Promotions form for cross-regional lead evaluation. The form has several required fields including total number of spots running in support of any network initiative

Working with Promotional Partners

A promotional partner is a party Time Warner Cable Media Sales partners with to create a promotion with the exception of a network partner. This includes clients that bring additional promotional value to the table, non-profits, promotional agencies, etc.

To assess the value a promotional partner is offering Time Warner Cable Media Sales, promotions staff will complete a 3rd party partner form in eTime.

Non-profit Partnership Policy

1. It is important that we track support we give non-profits through Media Sales promotions.
2. All non-profit promotions should be tracked using the 3rd party partner form in eTime.
3. Non-profits should be set-up in the eTime system as “clients” to appropriately track total value for each group.
4. The division has strong non-profit ties and carefully created cause related marketing campaigns.
5. Media Sales should inform local public affairs groups of all promotions working with non-profits.
6. Any promotions created under a pre-existing Time Warner Cable cause related marketing campaign banner must be cleared with the appropriate internal departments prior to pitch.
7. All non-profit promotions should be vetted through the regional promotions leads for possible problems, legal issues, conflicts, etc.

Promotion Communication

Promotions Request From Sales to Marketing

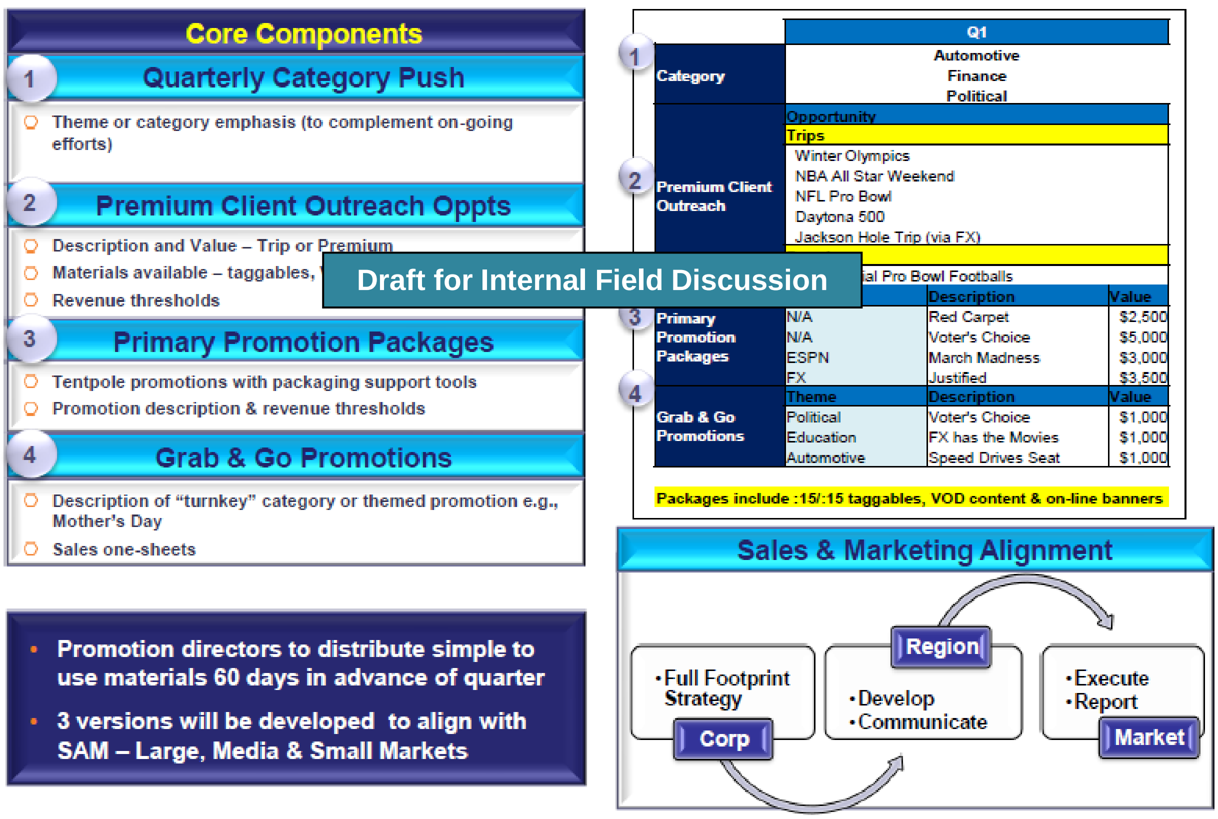
To create promotions that are successful for clients and generate revenue for TWCMS, the promotions department asks that sales personnel do the following:

1. Supply the promotions team a completed CNA. with all the relevant information regarding the clients objectives, targets and spending levels to ensure best possible promotion (see Module #2)
2. Understand that promotions are scaled to the client based on the client's SAM Tier level, the revenue related to the promotion and total additional value the client is receiving
3. Supply the complete information needed for promotional ROI forms

Promotions Information and Planning Materials from Marketing to Sales

To maximize revenue & ensure consistent and timely information, marketing will develop quarterly promotion plans prior to the start of a quarter. Listed below is a framework on approach. As this process evolves the Marketing Playbook will be revised accordingly.

Quarterly Promotion Framework



Reporting/Tracking

As noted above sharing best practices (successful promotions based on client need, tier, and category), balanced ROI based on SAM and overall profitability are critical for the Marketing team.

Therefore a suite of simple (yet informative) reports will be tailored to the audience and the need for increased transparency and improved analysis. Listed below are the promotional reports in development and the associated elements by stakeholder need.

Weekly Promotional Activity Report	Monthly Promotional Activity Report	Network Report	Client History Report
•**Who:** Regional Promotions Managers and Leads and Market Leaders •**What:** Activity focused report •**How:** top line summary of each promotion and weekly totals •**Why:** Gives market and promotional managers overview of activity and sales with general information	•**Who:** Regional Promotions Managers and Sales & Market Leaders •**What:** Analysis focused report •**How:** Overview of total promotions sold, pitched with breakdowns by category, revenue type, promotion type. Includes analysis of monthly and YTD average of ROI ratios and revenue totals •**Why A:** Allows analysis of how promotions are being used, revenue generated, hard/soft costs and ROIs by market and team •**Why B:** Allows for comparisons & best practices across our footprint	•**Who:** Sales & Marketing Leadership – Regional Heads, Promo Directors and GM/SVP •**What:** Activity focused report •**How:** Overview of promotions sold, revenue generated, and to which clients by network •**Why A:** Tracks activity and partnerships with networks across markets and shows which clients and categories are buying specific promotions or networks •**Why B:** Allows for comparisons & best practices across our footprint	•**Who:** Regional Marketing Heads, GM/LSM and RVP's •**What:** Activity and analysis based •**How:** Topl ine summary of all promotions for a client and total spending from the client within the date range •**Why:** Gives AEs, LSMs, GMs and promotions team an overview of the client's promotional activity and directly compare to total spend. Reinforces SAM based promotion allocation

Marketing Execution	
5C	**Campaign Management – Customer Experience**

Managing Customer Experience Performance and analyizing the Root Causes of success or failure (see Module #6 for more detail on Root Cause Analysis) is a critical element within the Marketing Execution phase of the Sales Lifecycle. While this may seem intuitive, understanding a client's experience and satisfaction "during" a campaign is vital if optimization or other issues need to be addressed.

Furthering the client needs assessment with diagnostic/time out calls will also open up doors for upsell and optimal performance management approach. Further, having a good client relationship can reduce churn by allowing the AE (or Marketing contact) to fill in any gaps or outstanding client needs and ensure other functional areas are looped into the process (when necessary).

When it comes to key and target accounts (in particular), Marketing should look for opportunities to develop client relationships – directly or with relevant stakeholders to get their perspective on the campaign. One way to foster collaborative dialog across and between functional areas is through "Diagnostic Calls" aka *Time Out Calls*.

Diagnostic Call – Timeout Call

A diagnostic call is a means to check in during a campaign and further update your client and category intelligence. This is a critically step because the gap between "sale" and "execution" can be lengthy: several weeks to 1-2 months. The primary purpose of the call is to understand the client's perception of the campaign and process to date, understand what's new/changed and "why" and ultimately provide a probing opportunity for client need (stated or unstated).

Please note – don't ask what you know (or should know) UNLESS you want to validate that you are up-to-speed

Listed below are common diagnostic call questions

Their Satisfaction/Perception of the current campaign

1. Have the seen the campaign (on-air, on-line, on VOD etc)? Have their stakeholder's seen?
2. What is the client's perception of the effort – deliverables met? If no, why?
3. Has there been an advancement of the original client objectives e.g., increase in sales, traffic etc
4. What type of performance report would be most beneficial e.g., spot delivery, # of website hits?
5. Is there any insight you would be willing to share after the campaign (what did/did not work) to build a case study or testimonial?

Their Business

1. Has their business changed since our last conversation – new product, service, competitor, distribution channel e.g., web? What's moving or stagnant?
2. Are any new products or services planned to launch (or get refreshed) over the next 6 – 12 months?
3. In light of (introduce a relevant concept) has this changed the client's objectives or expectations?
4. What part of the client's business now generates the most revenue? Profit? (Is this different that was discussed previously? Why?)

Their Customer

1. Has their core or target customer changed? If yes, then ask who and why?
2. How effective is their current marketing plan at reaching both these groups? How so?
3. What is your percentage of new customers (%) vs. repeat customers (%)? Has this changed?

Their Competition

1. How has their competition changed? If yes, has this changed their "point of difference"
2. How are they responding or planning to respond?

Their Geography

1. Do they have any plans for expansion in the next year - additional rooftops or renovation?

Their Marketing & Advertising

1. Have their key marketing objectives evolved?
2. Has their media mix changed? If so, how and why? What is/is not working – why?
3. In the next 12 months where does the client plan to spend more/ less and why – probe on all areas of marketing vs. solely advertising?

Their Co-op Funding

1. Does client now have available co-op funds? How much (be subtle here)?
    a. If no, what are the names of the vendors from whom you buy the largest amounts of merchandise?
    b. If yes, categories and brands?