# Kimberly-Clark X OMG
## RFP Written Response

2024

# Contents

# Omnicom Media Group: Powering Kimberly-Clark's Marketing Transformation

You have an ambitious plan for growth and have set out on a journey to deliver it.

As your current partners across much of this RFP's scope and as a leading marketing organization supporting large global clients on a similar journey – such as Diageo, SC Johnson and Beiersdorf - we have a unique grasp of the specific challenges you are likely to face.

Our commitment to you is rooted in this understanding: we will help you provide *Better Care for a Better World* by building an agency operating model that is Consumer-Driven, Brilliantly Local and Operationally Efficient.

Consumer-Driven to match the rapidly shifting needs, behaviours and purchase habits of your audiences; Brilliantly Local to ensure that our teams – wherever they are - build campaigns rooted in the local insights that spark magic; Operationally Efficient to guarantee that your media investment drives the measurable returns your business deserves.

We will deliver this transformation consistently and at scale by empowering a diverse global team with our leading capabilities in commerce, data, technology and media, connected and delivered through our Omni platform. This platform will help enforce consistent ways of working as well as provide your global business units with the means to monitor and govern activity in market.

As you know, many of these solutions are already live and informing the work we deliver for your business across EMEA and LATAM. We are ready to build on these areas of excellence and drive rapid transformation, accelerating future opportunities like AI-generated creative, a fully owned and operated data and technology eco-system and the maximization of lifetime customer value.

In our engagement thus far, we have demonstrated our superior solutions for data-driven marketing, reporting, technology and strategic thinking. In this RFP process and submission, we will now articulate our identity, vision and experience, and show how OMG provides a perfect fit to your ambition for successful and sustainable marketing in the years to come.

We look forward to continuing this conversation with you and writing this next chapter in our relationship.

Florian Adamski

CEO Omnicom Media Group

# Building on a Solid Foundation

## Kimberly Clark & Omnicom Media Group

OMG has been cultivating a global relationship with Kimberly Clark over the past few years. Our partnership began in Latin America in 2021 and followed a year later with the consolidation of the business across EMEA. Last year we added Taiwan to the relationship and have explored further consolidation in APAC markets. Our partnership with K-C has been enjoyable as we have learned about your brands, your organisation and ambitions.

### The Work

Together we have delivered great work and results. We have advanced K-C's desire to drive **PESO media planning**, partnering to create new processes that are driving the work. We have also been connecting K-C data with our **Omni platform** to power smarter decisions, better insights and Personalisation 2.0. Our Artbot platform is helping to deliver more dynamic and relevant messaging that is improving the performance of K-C media.

Via Omni, we've automated much of the taxonomy process, improving compliance significantly and driving cleaner reporting delivered within the Omni platform.

We've brought Flywheel and OMG together to accelerate E-commerce efforts for K-C across LATAM & EMEA and recently took on K-C's commerce business in Brazil.

We've also built new operating models across LATAM and EMEA, instilling strong central relationships and leveraging planning and activation hubs to drive a more efficient and agile way of working for K-C.

**PESO:** Reconnecting Colombian Consumers with Huggies



**+21.3%**
Incremental Sales On Rappi

### The Opportunity



### What We've Learned

We have learned that there is a huge appetite for change across the organisation - but market differences, limited budgets, fragmentation and a lack of alignment across K-C have challenged the opportunity to transform at scale. We've also learned that things at K-C can change fast and that our models need to be able to adapt to these changes. We believe our Agency-as-a-Platform approach aligns perfectly with delivering an optimal model for K-C – and that our current relationship is already based on this model and thinking.

We have built a solid foundation together in a relatively short period of time. There is tremendous opportunity through consolidation to elevate our relationship and better connect the business geographically to drive a new model and accelerate change. By installing a global leadership team and better connecting BU and Market leadership, OMG and K-C can rapidly scale the tools and approaches being used today to deliver more brilliantly for the markets and the brands. By fully leveraging Omni more consistently across the markets we can further accelerate K-C's PESO planning and execution, and better leverage data to deliver more consumer-centric plans and activations

In the following pages, we will explain our network philosophy and capabilities, how we're bringing it to life for clients today and how we believe we can expand on our current relationship to elevate our collective impact on the business.

# 01 Network Philosophy

# Network Philosophy

**?** *How do you manage your networked brands and offices to enable the stewardship of global clients and brands to achieve effective and connected teams and output?*
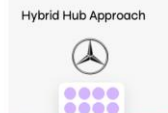
## Delivering for Global Clients

At Omnicom Media Group, we transform experiences to deliver better outcomes for our clients, their audiences and our talent.  Consisting of three global media networks – OMD, PHD and Hearts & Science – Omnicom Media Group has more than 26,000 people across 100+ countries enabling us to deliver at scale for our clients.

We have deep experience in building modern operating models for a diverse set of global and multi-national clients.  These models span the spectrum from highly *Centralised* relationships such as Apple, to *Unified* models, which provide more of a hybrid approach in balancing what happens centrally vs locally, to *Connected* models like McDonald's which are highly localised but still have central oversight.



They never get complacent and stay in a state of restlessness, which is the mark of a great agency.
They challenge us, we challenge them, and out of that tension comes better marketing.

**Tor Myhren**
VP of Marketing Communications for Apple

Each of these client relationships are built around the client's own operating model but they all have to deliver on three key things to be successful:

1.  First and foremost, the model has to deliver a **consumer-centric approach** to building brand experiences across the full funnel.  It requires the tools and capabilities to deliver at both the <u>brand</u> and <u>retail</u> level.

2.  It has to have the **leadership and capabilities** at the global and regional level **to drive consistency, governance and transformation,** but it also has to ensure we're delivering brilliantly at the local level to address market nuances and drive growth for the business.

3.  It has to be **operationally efficient** by centralising where we can from either a strategic or efficiency perspective.

## Our Network Philosophy

We believe that the model for any client needs to be built around the client's aspirations and ways of working – not how we work.  Our philosophy in delivering the most effective model for clients is what we call **Agency-as-a-Platform (AaaP).** This is how we bring the best of Omnicom talent and capabilities together around a client's specific business needs in an adaptive, agile and modular way that both works for now and the future.
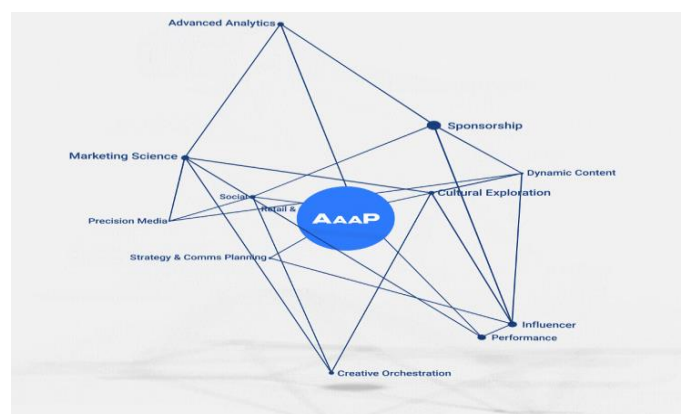
# Network Philosophy

**?** *How do you manage your networked brands and offices to enable the stewardship of global clients and brands to achieve effective and connected teams and output?*

**?** *Please share with us a summary of how you see your network's unique benefits for Kimberly-Clark's brands and needs; can touch on any aspect of the business that you would like to highlight.*

**?** *Platform and technology partnerships as a differentiator vs competition*

## Global Business Leadership (GBL)

A key component of all our global relationships is the Global Business Lead.  The GBL is a critical component of any operating model designed to drive transformative partnerships with our global clients.  They have overall ownership of the partnership. They provide the strategic leadership to set the vision for the relationship, connect the markets ensuring we have the talent and capabilities in place to deliver against that vision and make sure we're identifying and scaling best practice. Importantly, they are directly connected to all other GBLs at OMG, ensuring learnings from across the network are applied to K-C.

The GBL is in place to help navigate the complexity of today's media landscape and simplify the engagement between client and agency. They will be K-C's most senior point of contact outside of the executive sponsor.

## Industry Leading Capabilities

Our solutions for global client like K-C are powered by Omnicom's industry leading capabilities built to deliver in areas that are critical to transforming our client's global marketing efforts today and for the future.  These capabilities have been developed to deliver against four critical clients needs, which K-C share:

• Accelerating digital transformation to better capture the opportunities to leverage data and improve marketing effectiveness

• To better connect marketing efforts across the funnel and deliver a connected commerce approach

• To simplify and automate how we work with creators and deliver content

• Innovating our go-to-market strategy to improve performance and provide seamless, efficient global operations
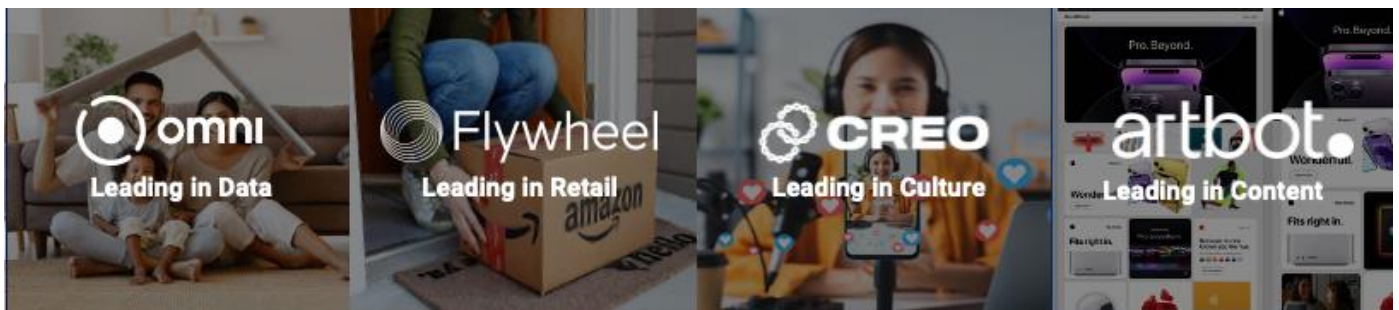
Omnicom's Agency-as-a-Platform approach is about bringing these capabilities together in a way that delivers deep specialisation together in an integrated way that works for K-C and will accelerate growth.

# Leading in Data



**Omni, Omnicom's AI-powered marketing orchestration platform** is an accelerator for creativity and strategy, a workflow platform that connects people and process, and provides signal intelligence that improves precision and personalisation.  It is central to everything we do.  Unlike our competitors, we're not a data broker – we're data agnostic.  Omni is also operational across every geography, not just a chosen few. Omni has been developed to be fully interoperable with our client's technology and in-housing capabilities vs trying to compete with it.
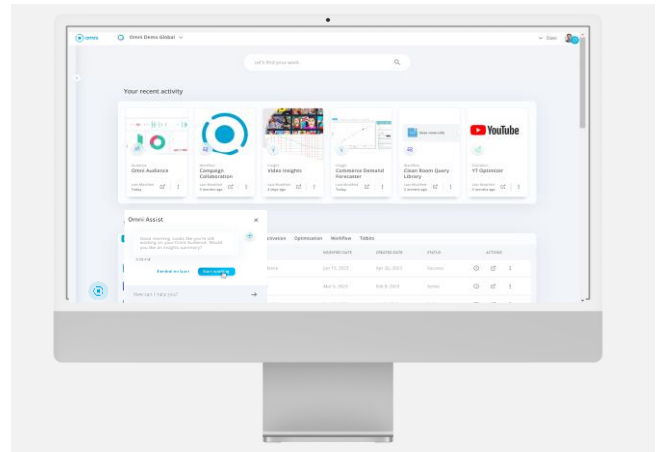
> **OMG's strength lies in initiatives to innovate its Omni portal, such as customised client workflow integrations; marketing automation partnerships with Google; and efforts to reunite media, e-commerce, and shopper tactics.**
>
> Forrester

**Omni** is an **end-to-end platform** to enable growth through a connected, full-funnel approach.  The Platform consists of three layers:  A privacy secure data environment, a collection of planning and activation apps and a workflow orchestration layer.   These elements are all pulled together in a client specific instance that are leveraged by our client teams around the world.

Omni is underpinned by our data orchestration approach to deliver unparalleled data and intelligence. Omni Audiences are connected through the Omni ID which is enriched by over 50 global data partnerships providing purchase behavior, location data, TV viewership and attitudinal data.

Unique clean room integrations are critical for the future of activation and measurement in the evolving channels of CTV and commerce and further differentiating our offering.



Omnicom has developed **Omni Assist** to fully leverage the power of AI to drive faster insights and application in Omni.  It brings the best of Human and Machine together to provide advanced AI assistance engineered to accelerate audience research and predicting cultural trends to drive consumer insights faster. OMG has developed deep partnerships with likes of Microsoft, Google and Amazon are co-engineering projects together. We were the second company in the world behind Disney to receive secure access to Open AI within Azure, and we are now working across all the major platforms to better connect and leverage data and accelerate workflow via artificial intelligence.

# Leading in Commerce & Content

flywheel

Omnicom made its largest acquisition to date in 2024, buying **Flywheel – Amazon's largest marketing partner - and is now driving an industry-leading Connected Commerce capability.** The unique combination of Omni with Flywheel's Commerce Cloud powers a truly full-funnel approach to planning and activating brand and retail activities.

Flywheel's best-in-class service combines tailored expertise with cutting-edge software solutions to drive incremental sales, share and profitability for clients' commerce activities.

With 2,100 employees globally, Flywheel works with more than half of the 100 largest CPG clients and manage more than more than 10% of all retail media spend today.  They have partnerships with more than 400 global retailer platforms and marketplaces globally and have deep relationships with their product and engineering teams to influence partner roadmaps and co-engineer solutions that are unique to Omnicom.

amazon          Sainsbury's          TESCO          Waitrose          Lazada          mercado libre

Flywheel Commerce Cloud serves as a single source of truth for product, search and sales data to tie insights to execution.  The integration of Omni with Flywheel puts OMG in the unique position of being able to deliver end-to-end commerce experiences at scale.

**OMC's net new business win record last year was strong and the closing of the Flywheel ecommerce marketing acquisition places OMC at the centre of this fast-growing industry.**

◯ MACQUARIE

Flywheel is a fully integrated part of the CPG delivery models we've recently developed for clients like Beiersdorf, SC Johnson and The Clorox Company, and currently works with K-C in EMEA. Leveraging Flywheel's expertise will take K-C's commerce to the next level.

# artbot.

**Artbot, OMC's next-gen content delivery solution** combines the art of creative engineering, intelligent automation and technology expertise to deliver a highly scaled operational model.  Artbot's performance-centric services - powered by Artbot's content intelligence – are crafted to enable media strategy and marketing precision of your paid campaigns and owned channel inventory.

Artbot is **fully integrated into Omni** allowing teams to use the same data for workflows, insights, audiences, planning, trafficking and optimisation and delivers several benefits:

**Automated Content:**  Generate scaled creatives within our suite of templates and AI enhanced design systems optimised for paid and owned channel activations

**Addressable Content:**  Transform your creative assets into immersive expressions with Artbot's 3D integration.  Simply upload your 3D assets and Artbot's generative canvas will enable prompt-ready personalisation

**Performance Content:**  Creatives rendered to outperform.  Artbot's AI and algorithms learn from your creative data to bring tailored strategy & personalisation results

**Generative Intelligence:**  Let Artbot's AI understand your highest performance indicators and generate creative recommendations tailored audiences enabling full automation according to anticipated conversion

# Leading in Content & Culture

## artbot.



| SPEED | EFFICIENCY | ADOPTION | CONTENT REUSE | PERFORMANCE |
|---|---|---|---|---|
| **7X** | **30-40%** | **100%** | **40%** | **30%** |
| Speed to market | Sustainable reduction in costs | Market and brand engagement | Increase in content reuse | Minimum creative optimization uplift on media performance |

Artbot has been proven to deliver significant improvements in speed and performance, improve creative adoption and use and improve efficiency for many global clients including PepsiCo, Nissan, Mars, Diageo, Apple. Artbot is being used in the UK for K-C, driving significant campaign performance improvements such as an **+83% increase in CTR on personalised creative** for DryNites. Leveraging this tech in other markets, particularly the long tail, can drive creative efficiencies while increasing effectiveness.

## ⚙ CREO

**Creo, our influencer marketing offering,** gives advertisers unparalleled access to the creator community designed to move at the speed of culture. Creo is built to leverage Omni's data while ensuring influencer is integrated as a true media channel and is seamlessly integrated into strategy, planning & measurement. Influencer marketing is now expected to connect to culture and also translate spend effectiveness to commerce impact. To do so, Creo has built a number of proprietary capabilities with Amazon, Instacart and other retail media partners to show actual sales attribution to influencers, moving past legacy social buzz or add-to-cart metrics.



Strategy and Insights    Talent Negotiation & Management    Creative & Production    Creator Partnership    Measurement & Analytics
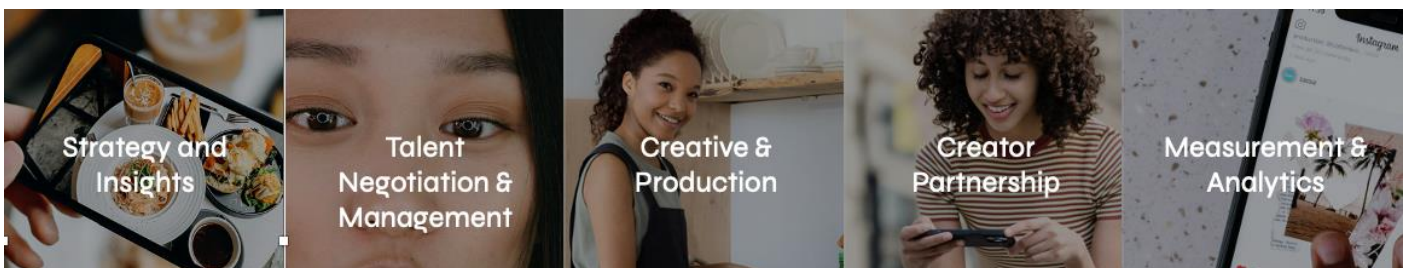
**Powered by Omni**, Creo is integrated at the Influencer Discovery stage to add rigor and remove subjective assessment of the creators that our team curates, to meet the needs of a given campaign. We do this by comparing Omni Audience Explorer data to our influencer's actual audience in a clean room environment with the social platforms, which allows quantifiable match rates against our narrower Omni target audience designed to broaden inventory and fight inflationary prices.

Creo's expertise is trusted across the Omnicom portfolio and possesses the ability to leverage over a decade of influencer experience in legal and contractual documents, as well as activation experience and creative ideology, ensuring a collective approach.

K-C leverage OMG's influencer offering in EMEA, just completing a campaign in Italy. Building out the approach using Creo's tools to other regions and markets will ensure K-C makes commercially and culturally effective influencer choices.

# Driving Efficient & Effective Operations

## Omnicom Global Services

The Platform is also powered by **Omnicom Global Services (OGS),** our nearshore/offshore function. This capability has been built from the bottom up over the past decade to work exclusively with Omnicom agencies to deliver highly repeatable services in a lower cost model.  Omnicom Global Services currently consists of more than 3,000 FTEs supporting over 100 markets globally with centralised, lower cost media and data services.  Teams are located across six markets in India.  We also have an offshore biddable hub in Colombia.  Together OGS can effectively provide services across multiple time zones and in many languages.

These resources typically deliver the following as part of the overall global operation:

- Ad operations:  trafficking, tagging, taxonomy

- Buying operations:  Campaign set up, QA

- Biddable media:  Campaign management & optimisation

- Data operations:  Infrastructure for dashboards and reporting (i.e. PlanIt)

- Compliance tracking: i.e. taxonomy governance



### A core component of OMG's global delivery solution

Nearly every one of OMG's global clients leverages Omnicom Global Services in some capacity.   On average, 15-25% of the total resource on a global client now sits offshore. These resources operate in a  fully integrated fashion and serve as a virtual part of the team.

The benefits of OGS are as follows:

- Focused team of specialists to deliver highly repeatable tasks with consistency and efficiency in output

- Frees onshore resource to focus on more strategic work

- Standardised processes and centralised oversight to ensure compliance with global requirements

- Scalable resource for seasonal variation

- 24/7 coverage

We have included OGS resources as part of our proposed operating model, in addition to selecting onshore locations for key functions in cost-efficient locations.

# Network Philosophy

**?** *What do you believe are the three most important KPI's to delivering successful global full service operating model? Why are they the most important?*

## Most Important KPIs

It's the combination of our **Agency-as-a-Platform** approach and our industry leading capabilities that allow Omnicom Media Group to deliver against the three most important KPI's that validate our global delivery:

**Client satisfaction:** Maintaining high levels of client satisfaction validates that our global model is working as it should to deliver consistently across the business.  We place tremendous importance on tracking client satisfaction and leverage a third party to perform client satisfaction surveys across all of our global relationships three times a year. This gives us invaluable feedback against which we build action plans, ensuring no client feedback goes unaddressed.

**Commercial delivery:** We're entrusted to steward our client's global media investment to the maximum benefit.  Failure to deliver not only hurts the relationship, but it could also challenge your business.  Our global commercial team ensures we are delivering against our commitments through ongoing tracking and reporting.

**Business and brand performance:** Our goal is to not only be your global media partner, but your global business partner.  Our work has to contribute to building both your business and your brand.

### A proven approach that continues to evolve

In the past two years our Agency-as-a-Platform approach has helped OMG retain and expand our global relationships with Bacardi, Beiersdorf, Clorox, HSBC, HP, and Volkswagen Group, while building new global partnerships with Grupo Bimbo, Uber, Under Armour, Jaguar Land Rover (JLR), and most recently Amazon. With each of these new models we build a wealth of knowledge about what works and what doesn't – knowledge that continues to inform future models and which will benefit K-C.

# 02 Bringing this to Life – K-C Operating Model

# Building a Global Model for K-C

> **?** *Please provide your recommended approach considering our evolved structure described above and desire for global media consistency that scales, balanced with cultural nuances and the need to also ensure local relevancy?*

> **?** *Please demonstrate how you will establish the optimal media agency operating model and approach that can flex to meet Kimberly-Clark's differing requirements for IPC, EM, IFP and Canada?*

## Building the Next Gen Operating Model for K-C

We want to create a global operating model for K-C that elevates the work to be consistently consumer-driven, brilliantly local, and operationally efficient. This model will allow each Business Unit to operate in a manner that best aligns to its business and market footprint, yet can deliver consistency, transformation and benefits at scale across K-C. We centralise work where it makes sense strategically or from an efficiency perspective but maintain enough local presence to identify and maximise local nuances. The model is also connected across markets and BUs to drive a coordinated approach to learning and scaling best practice.

## Model Constructs

### Global leadership

We recommend a model that starts with a virtual leadership team at the global level that is "connected but dedicated."

- **Paola Careglio** will lead Enterprise Markets out of Colombia, **Casey Fitzsimmons** will lead International Family Care out of London and **Adamson Alagon** will lead International Personal care out of Singapore.

- Recognising the importance of Canada to all three categories, **Erika Kokiw** (with significant prior K-C experience) will be a part of the K-C leadership team, with **Marissa Robinson** as the Client Business Lead

- **Casey Fitzsimmons** will lead the business holistically, with **Bob Habeck** as the Executive Sponsor

This team will be responsible for collectively managing the overall K-C relationship, developing the transformation roadmap for the relationship, driving a coordinated test and learn program, commercial delivery, driving visibility of market activities (campaigns, budgets, spend, etc.), media upskilling (including retail) and global operations (taxonomy, reporting).

### Business unit leadership

Paola, Casey and Adamson will each also lead their respective BUs and own the overall relationships within that BU. They will work directly with lead markets regardless of region to ensure tight connectivity with activities in those markets and then work directly with the regional leads to manage activities in non-lead markets. Marissa will manage the Canadian team and brands, focusing on developing locally relevant approaches, and contributing to NA BU initiatives as required.

### Regions & markets

The regional hubs in CO, UK and SG will oversee all activities within their respective regions, across BUs. Lead markets will have dedicated teams, while non-lead markets for IFP and EM will be planned from regional hubs chosen to balance local relevancy, talent availability, and cost:

- Peru and Colombia in LATAM

- Poland (WEU and CEE), Kazakhstan (CIS) and South Africa, Nigeria, Turkey & Israel managed locally

- Singapore in APAC, with direct local support

IPC will have local teams in place across all seven markets (China, South Korea, Hong Kong, Indonesia, Taiwan, Australia, New Zealand, and Brazil).

Canada will be managed as a fully local team, staffed to support the BCC, FC, and AFC brands.

# Building the Global Model for K-C

**?** *Please provide your recommended approach considering our evolved structure described above and desire for global media consistency that scales, balanced with cultural nuances and the need to also ensure local relevancy?*

**?** *Please demonstrate how you will establish the optimal media agency operating model and approach that can flex to meet Kimberly-Clark's differing requirements for IPC, EM, IFP and Canada.*

## Global Model, Continued…

### Media buying and delivery centres:

Offline media will be planned and activated locally.

Biddable media and other repeatable work (i.e. ad ops, taxonomy) will be handled from Delivery Centres using Omnicom Global Services located in Colombia and India. Markets with specific regulatory or taxation considerations will have local digital activation and media ops (currently China, South Korea, Kazakhstan, South Africa, Turkey, Israel, Ukraine). More detail is provided on Delivery Centres later in the response.

### Retail media & commerce:

All lead markets will have dedicated commerce investment and planning resources within the core team operating under a single point of contact. The biddable platforms that can be hubbed (such as Amazon) will be co-located with the regional teams. As retail is inherently local and requires alignment with local sales/trading teams– we find this approach of 1) Integrated Commerce Planning 2) Hubbed Biddable Retail Media, and 3) Local Commerce activation allows for the optimal balance of efficacy & local->local nuance.

### Reporting and data infrastructure:

We will provide global planned and delivered data access via Omni Planit and detailed digital performance data via an Omni performance media dashboard. Omni Planit is currently in place for EMEA; the dashboard is live for 16 markets in EMEA.  Our proposed team includes the staff with the expertise to continue and expand delivery of this reporting.

### Investment:

Paid media represents a significant outlay of funds for any global company. Our local teams will be supported by our experienced investment team, who will report on savings and align with auditing requirements.

## Meeting Many Needs

Our proposed model takes each region and BU into account, prioritising local market resource where we believe it's of paramount importance. All teams have access to local data, planning tools and cultural insight via Omni, even if they're based in one of the hubs.

Our remuneration model also flexes, using an FTE model where there are ongoing media campaigns and requirements and a desire for dedicated and consistent resource, combined with the flexibility of commissions to support buying teams and more intermittent market requirements.

# Building the Global Model for K-C

**?** *Please provide your recommended approach considering our evolved structure described above and desire for global media consistency that scales, balanced with cultural nuances and the need to also ensure local relevancy?*

**?** *Please demonstrate how you will establish the optimal media agency operating model and approach that can flex to meet Kimberly-Clark's differing requirements for IPC, EM, IFP and Canada.*

## How it all comes together

The below diagram captures how we envision the model, mapped to responsibilities in the appendix:
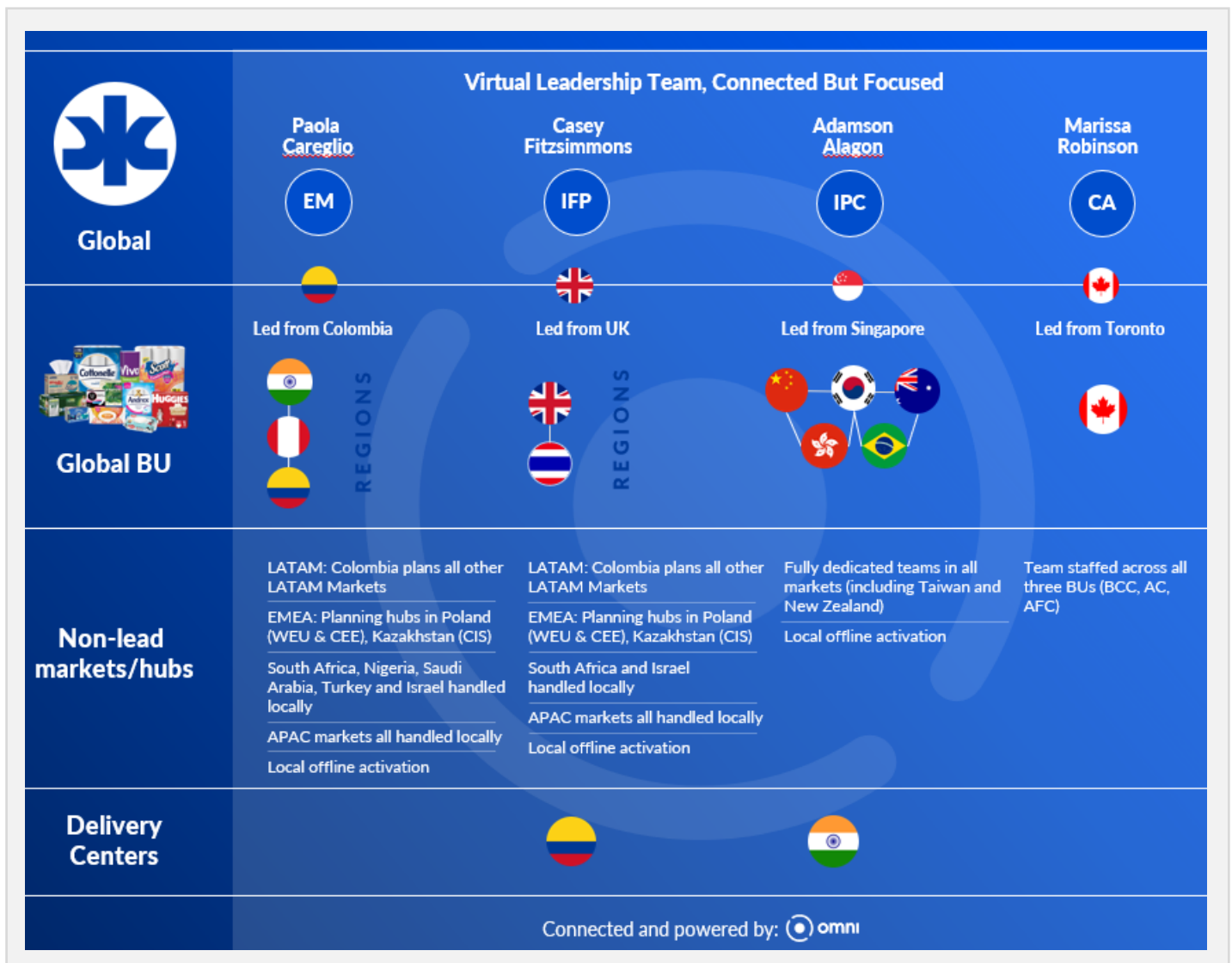
# Evidence & Case Studies

| ? | *Please provide an existing case study that you consider to be best in class for a global Media AOR for a comparable global client to K-C (ideally CPG), demonstrating how your network has partnered to create a solution for other clients.* |
|---|---|
| ? | *Please provide CPG client references where you have built a bespoke media operating model, we are particularly keen to speak to clients who experienced challenges in that transition.* |
| ? | *Describe a concrete example of where you successfully operate media hubs and please provide references to help substantiate those claims.* |
| ? | *What does K-C need to know beforehand and what is often missed and what you do need from K-C to make such a change successful. Use real examples as proof points, consider how it evolved over time, how you solved challenges and what you would have done differently.* |

## Case Studies

OMG has implemented several new operating models for comparable CPG clients in the past 24 months with key learnings and best practice taken into consideration for K-C.

*Case studies shared in this RFP*

| **Beiersdorf** | **scJohnson** | **DIAGEO** | **SANOFI** |
|---|---|---|---|
| New model 2024 | New model 2023 | New model 2023 | New model 2024 |
| **PHILIPS** | The Clorox Company | **BACARDÍ.** | VOLKSWAGEN AKTIENGESELLSCHAFT |
| New model 2024 | New model 2023 | New model 2024 | New model 2025 |

# Evidence & Case Studies

**?** *Please provide an existing case study that you consider to be best in class for a global Media AOR for a comparable global client to K-C (ideally CPG), demonstrating how your network has partnered to create a solution for other clients*

## Beiersdorf

## Meeting the Unique Needs of EUNA While Delivering Portfolio Advantages for All

In 2023, Beiersdorf set off on a corporate re-organisation across their European and North American operating units consolidating them into one EUNA organisation. A fragmented agency ecosystem was in place and Beiersdorf was looking to consolidate into a more strategic and efficient operating model.

Our solution was to create a model – called EUNA One – that could deliver the following for Beiersdorf:

| Consistent & cohesive strategy across markets | Scaled innovation & best practice | Accelerated precision marketing & commerce specialism | Greater flexibility to adapt to local context & culture | Increased speed, agility and accuracy |
| --- | --- | --- | --- | --- |
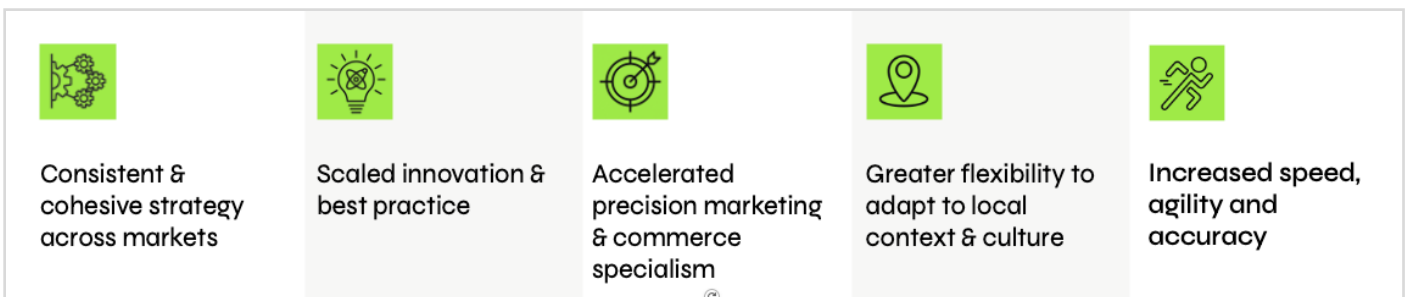
### The EUNA ONE Model

The model we designed for Beiersdorf drew on the best of OMG's global operating models and capabilities to deliver a model that was a perfect match for their ambition. The model had to be in service of the markets to enable planning and activation to adapt to local business challenges and needs, while driving a consistent, strategic, and efficient approach to planning and activation.
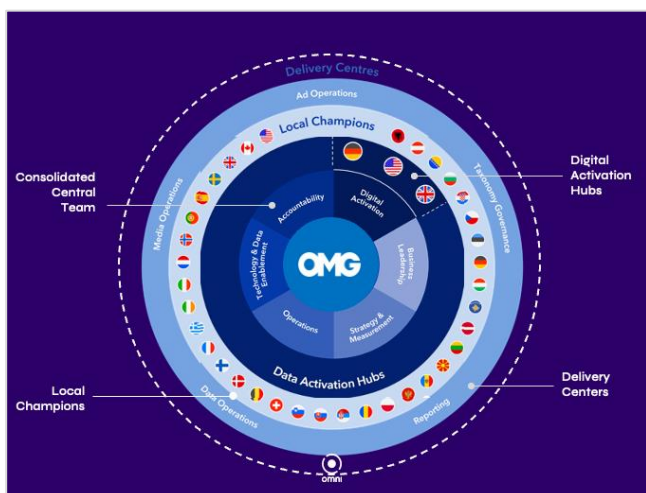


Omni sits at the centre of the EUNA One operating model. It is the central operating system that drives One EUNA Way of Working across the region

Strategy, Retail Media & Operations are centralised to drive strategic & operational excellence at pace

Digital activation is managed via three delivery centres – two in Europe and the other in the America's

Flywheel is fully integrated into the model

Global delivery centres deliver media/data/ad operations, taxonomy governance and reporting to drive speed, efficiency & governance

### Fully operational in six months

In the first six months of our new partnership, we fully deployed a centralised, efficient operating model across EUNA's 38 markets, and transformed all operational tools and processes within one custom platform (Omni) and fully deployed a harmonised tool set to the markets.

# Evidence & Case Studies: Media Hubs

**?** *Describe a concrete example of where you successfully operate media hubs and please provide references to help substantiate those claims.*

**SCJohnson**

## Different Models for Different Businesses

OMG has partnered with SC Johnson globally for nearly 15 years. Over time we have evolved our global operating model several times to adapt to changes in their business and their evolving marketing needs. SC Johnson recently went through a corporate re-org that split the company into two global operating units – North American Consumer Brands (NACB) and International Consumer Brands (ICB) – each evolving in their own distinct ways to be able to best address local market challenges and drive growth.

OMG services SC Johnson's International Consumer Business across four regions and more than 45 markets. Like many CPG/FMCG clients, SCJ operates across many markets globally but a handful of 8-10 matter the most. So, we have built a global model that flexes to the different operating structures across regions, concentrates resources in the markets that matter most and operates as efficiently as possible across the system. The structure is very similar to what we are proposing for K-C:

- **Lean global team** focused on leading and transforming from the centre, consisting of account leadership, strategic planning and operations resource, and provides global category leadership, thought leadership and manages market delivery

- **Regional leadership teams** based in hubs in London, Singapore and Miami, which lead regional strategy, governance and coordination, working closely with the markets. SCJ operates differently in each region, so our model has flexed to align with their operating model

- **Europe** is highly centralised with clients based in Switzerland. Our regional team is based in London and works directly with four lead markets – UK, Italy, Germany and France. This team also leads planning for the long tail of markets across Europe.

- **Africa and the Middle East** are managed via Dubai and South Africa.

- SCJ splits the **LATAM** region into three sub regions led out of Mexico, Argentina and Brazil. Our regional team is based in Miami. Mexico, Brazil, Argentina, Chile and Colombia are lead markets with fully dedicated teams while the rest of markets are managed by the central team.

- **APAC** is lead regionally from Singapore. China, Philippines, Indonesia, Thailand, Malaysia and Australia are lead markets, with the rest of the markets being led from the hub in Singapore.

- **Digital activation hubs** are in place across each region. In Europe and LATAM, the hubs activate all programmatic, search and social. And in LATAM and APAC, e-Commerce planning and activation is centralised.

- **Local markets** are responsible for tactical plans and non-biddable activation.

This structure has enabled us to connect the markets globally to transform at scale yet conform to the unique way each region operates.

# Evidence & Case Studies: Media Hubs

> **?** *Describe a concrete example of where you successfully operate media hubs and please provide references to help substantiate those claims.*

## DIAGEO

### Centralising Digital Media

OMG began working with Diageo globally in 2020, being awarded the business just as the first lockdowns were taking place globally due to the COVID-19 Pandemic. Within this, Diageo were shifting to a new operating structure within EMEA, which is their most complex operating region, this required us to evaluate our approach to drive operational efficiency but increased effectiveness in what was a challenging economic environment.

We have operated a centralised activation approach for Diageo since that time and successfully over the past 4 years, adapting the model to the changing needs of their business. Diageo Europe is split into 4 operating "clusters" – UK, Ireland, Northern Europe and Southern Europe which all have varying brand portfolios and individual market requirements.

We service and work with Diageo across the entirety of Europe, as well as across all global markets however the majority of our digital media centralisation has taken place within Europe. This services all clusters and all brands and consists of 3 primary functional components:

- **Central planning & optimisation hub** – A consolidated team of activation experts, who deliver campaign excellence across all digital channels incl. Search, Social, Programmatic and e-Commerce. These teams provide tactical planning, in-flight optimisation and digital reporting aligned to overall regional digital strategy.

- **Operational support – offshore** – A team of operational experts based in India who support our activation and account teams on valuable operational tasks including Campaign Setup, Quality Assurance, Finance Reconciliation and Data Operations (Compliance). These teams work fully within the workflows and structures for Diageo across the globe.

- **Media operations – governance & compliance** – Specialist expertise to define and govern standards and excellence across the delivery of media within the region. They define the channel and operational best practice to ensure we deliver as required for Diageo across areas such as Privacy, Reputation (Brand Safety) and Data Compliance.

This model has allowed us to deliver significant efficiencies from an investment and operational effectiveness perspective. Our ability to identify opportunities across market has allowed us to deliver £22M in media savings, within a single channel. These efficiencies have continued to scale as we have developed our approach with Diageo – driving incremental value through our operational approach and consolidated investment strategy.

Reference:

*James Taylor – Diageo Procurement*

*james.taylor@Diageo.com*

# Key Learnings

**?** *Share examples of challenges in getting to the desired state and watchouts we need to be aware of. What are the most critical structural requirements and/or processes for both agency and client to deliver a global full service operating model and the journey to get there.*

While each of these transformations have been successful against their goals, there have been some key learnings that would benefit K-C as you look to develop your own model.

## 1. Make sure the full organisation is aligned with transformation goals & the new operating model

The biggest challenge in successfully transforming a global operating model is making sure there is alignment across Global, Business Units, Markets, Procurement and any other part of the organisation that might be impacted by the transformation.  There are often disconnects between these groups that create barriers to change. It's critical to engage all key stakeholders early in and throughout the process. Failure to do so can lead to a resistance, or worse, active opposition. In large organisations, particularly those with decentralised budget control, a purely top-down mandate is insufficient.

We encountered this challenge when first consolidating K-C across Europe. There was some market resistance to moving planning to a hub level. There was also resistance by some markets to move digital activation to a lower cost hub. These lead to dissatisfaction at the market level and a loss of efficiency that had been built into the system.

## 2.  Balance consolidated services with budget responsibility

Centralising services can seem like an obvious move to reduce local market fragmentation and save on resource costs.  However, if budget ownership remains local, all that has been accomplished is moving the same work from local markets into a hub and efficiency gains are not maximised.  This results in misalignment on campaign objectives and layers of approval.  Global Masterbrand strategies can be developed to drive consistency and ensure global assets are maximised.  These strategies can be directly executed in smaller budget markets (either locally or in mixed clusters) and adapted for use in larger markets with more complex needs.

An effective approach regardless of budget ownership is to centralise repeatable, geographically consistent, work (such as trafficking, digital activation, reporting, data provision, etc).  For those clients that want to maximise resource efficiency and cross-market budget optimisation, centralising media budgets in market clusters is a good choice.  Local markets provide input, but agency management and final decisions are made by the central team.  This approach is efficient and effective.

Again, we have experienced this challenge firsthand on K-C. As central teams have historically lacked control, central teams need to go market-to-market to get buy in. As a result, change has been slow.

## 3. Offshoring is not an all-or-nothing proposition for biddable media

The world is more connected than ever. However, it's critical to balance the efficiency of deploying resource in more cost-effective locations with the skillsets and experience of the available talent pool. Teams must take a precise approach to offshore only those tasks within digital activation that are repeatable and manage the resource from an onshore location closely linked into other client services. Offshore resources allow us to effectively address the operational complexity that comes with operating digital campaigns.  This in turn focuses onshore resources onto the tasks that matter – which is improving and delivering against your media outcomes.  By ensuring there is a clear balance between how functional teams are leveraged, you can ensure that delivery is consistent but still provides the nuance and context required from markets to deliver effective advertising.
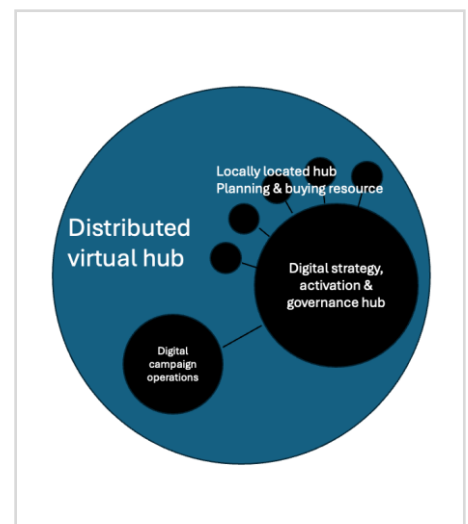
# Evidence & Case Studies: Structural & Process

> **?** *What are the most critical structural requirements and/or processes for both agency and client to deliver a global full service operating model and the journey to get there?*

It's important to acknowledge that change can be uncomfortable, and individuals will approach it with varying degrees of openness and commitment. However, OMG is fully committed to partnering with K-C to ensure a successful transformation within the media space, ultimately fostering the business growth K-C seeks.

### There are three critical structural requirements that K-C and OMG need to consider:

**Accountability**: Accountability is the backbone of any successful transformation. It's crucial to define the primary stakeholders at the global level, both on the K-C and OMG sides. Each business unit (BU) and brand must also have a designated global and local stakeholder from both the OMG and K-C side, including procurement. These individuals will be empowered to challenge existing norms and facilitate necessary changes to how things have historically been done. Regular and honest check-ins must be scheduled to maintain transparency and address any challenges as they arise. This will be underpinned by progress against mutually agreed KPIs, integrated into any K-C bonus structures and agency PRF renumeration.

**Operational alignment across global, regional, and local stakeholders:** It's critical that K-C have organisational agreement on how to set goals, allocate investment, and measure results. There needs to be a strong set of media guidelines that define this for the organisation, and that all marketers are held accountable to. Having alignment here streamlines media decision making, whether it's done at the local or global level. It also simplifies budget ownership conversations – local markets can still own the budget, as long as they are staying within the guidelines that ensure they are investing effectively. Using tools like Omni Planit, which provides media plan transparency to all stakeholders, can be used to flag instances where the agreed guidelines are not followed.

**Way of working governance:** Restructure and change are accompanied by changed ways of working that may be uncomfortable, take more time initially, or seem unnecessary. However, it is critical we hold all parties accountable to following the new ways of working or the change will not happen. Opportunities for feedback should be proactively set up, so all participants know they can influence the process moving forward.

# Case Study:
# Opella (Sanofi) Marketing Transformation

> **?** *What are the most critical structural requirements and/or processes for both agency and client to deliver a global full service operating model and the journey to get there?*

# Opella.

Last year, Opella underwent a major "fit for growth" global transformation (including rebranding consumer health from Sanofi to Opella), from being category-led to being brand-led with tighter regional oversight. Previously, each market had its own P&L and marketing budgets, products were organised around categories. Regional category leads had influence but no control over budgets.

Sanofi recognised brands were their true assets and reorganised around them to become a more consumer-centric, brand-led organisation. One of the key changes was that marketing budget control was given to regional brand teams for global brands, enabling the agency and brands to make the best decisions for the brand and business, not for the individual market.

As their only global and regional agency of record, OMG worked closely with Sanofi as business partners to help with this transformation across the marketing ecosystem. Our solution was four-fold:

1. **Agency operations model redesign:** A fundamental restructure to organise ourselves around brands. We now have brand integrators who act as end-to-end orchestrators across the region. Instead of being based in one place, each brand lead is based in the most significant market for their respective zone. This allows for central governance while ensuring proximity to key markets, which still have in-market teams.

2. **Regional budget control (client + agency):** Allows for data-backed investment planning, better media value, creation of a central innovation fund and agility to shift monies as brand/business priorities evolve through the year. We use Omni Investment Planner to lead media budget decisions across brands and markets.

3. **Super-charged media planning:** A bespoke planning process co-created with Sanofi (called Experience Planning) that brings multiple disciplines across multiple agencies together in the service of these brands during annual planning. The process is amplified with a unique workflow housed in Omni, with Omni Channel Planner used to build connected, tailored implementational media plans.

4. **Best-in-class digital activation and media ops:** Continued to deploy centralised biddable buying, as well as global media plan and delivered media dashboards housed in Omni. With the new regional responsibilities, the importance of media plan and reporting transparency and accessibility across all markets and globally grew. Centralised media operations ensured we were able to better control data quality and therefore the accuracy of the dashboards to driver higher-value decision making.

## Results:

1. 5-15% improvement in brand favourability KPIs across top 10 brands (APAC).

2. 3X first-of-its-kind IP partnerships with increased focus on brands (Q2 2024 launches, results pending).

3. > 20% operational efficiency, largely driven by centralised budget decision making.

4. More strategic investment management, resulting in >10% incremental savings.

5. Improved client satisfaction, with a 12% improvement in client feedback scores (APAC).

## Client reference:

Mahesh Easwaran, ASEA Zone Integrated consumer engagement lead, Mahesh.Easwaran@sanofi.com

# 03 Operating Model Powering Integrated Strategy & Planning

# Media Planning and Workflow

*?* *Lead market + multi-market ABU cluster model for centralised planning, fast scaling and efficient media management in IFP and EM ABU's mentioned above – not yet confirmed this is the way of working.*

Centralised planning will take on new importance in K-C's new structure but to build campaigns that are locally brilliant there needs to be a high degree of connectivity between both Global and local.   Centralised planning has two primary requirements to function properly 1. a global planning and strategy workflow, and 2. a clear delineation of roles between the central and local teams.

## 1. Connected Platform: How Omni Workflow works in practice

Omni Workflow is how we consistently connect our markets around the world to collaborate on campaign development.  It creates consistency across markets and allows for centralised governance over all plans. Workflow takes K-C teams through a consistent process from initial briefing through to media plan development and activation and takes the following flow.

**Discover:**

Brief: Input of the brief, plus any supporting materials

Exploration: Allows for desktop research to uncover insights and observations, enhanced with Omni Assist, our AI co-pilot to uncover insights faster. Leads to a Core Issue / Core Opportunity

**Devise:**

Audience: Through integration of Telmar/Kantar/MRI, we construct broad audiences, and augment them with custom audiences from Omni audience Explorer based on 1st, 2nd or 3rd Party data

Role for Comms: Determines the appropriate outcomes from our media and influences channel choice, asset requirements and KPIs

**Design:**

Thought leader: Identifies the overarching strategic direction for media based on need states and distinctive assets

Campaign Idea: Creation of a campaign idea, and the integration of the creative idea into media executions and development

**Develop:**

Channels: Allows channel selection across Paid, Owned and Earned channels based on cost-efficiency to reach the target audience, suitability of the channel to the Role for Comms, and the opportunity to bring the creative idea to life

**Deploy:**

Optimiser: Allocates investment across the channel selection to optimise towards reach, attentive-reach, brand metrics or revenue return

Flighter: Constructs a flighting plan to generate incremental return based on effective flighting strategies, optimising towards Weekly Resonance (GRPs + Adstock over the number of weeks)

**Omni Assist**, our AI function, is built in at every stage to introduce time-saving efficiencies as well as effective creative and innovative recommendations.

# Media Planning and Workflow

## 2. Central and local delineation of roles

For Kimberly-Clark, we recommend a lean global team for each BU which will primarily be tasked with strategic leadership, ensuring tight connectivity across the markets operating within the BU, driving consistency in the work, establishing and leading clear ways of working that deliver efficiency and outstanding work, and providing governance.

We will adopt a lead-market approach, where the central team identifies market clusters for each brand/campaign and works with the lead market in each cluster to provide media strategy, audience definitions, and media guidelines for the other markets in the cluster. The central team will include a Market Engagement function to ensure adoption of the playbook by other markets and share best-practice and knowledge across borders.

Local markets or hub teams (in the case of IFP and EM) will receive the strategy and guidelines playbook and create their own media plans based on the guidance in accordance with their local market nuance and local media partners.

As part of our Agency-as-a-Platform approach, the central team will also have on-demand services to aid with thought leadership, budget setting across geographies and brands, and training on specialist skills.

The central team will also lead the IAT (Integrated Agency Team) to liaise and co-ordinate with other agencies across the PESO structure, such as Creative and PR agencies. This has worked well in LATAM for K-C with OMG.

The below diagram highlights how this will work:
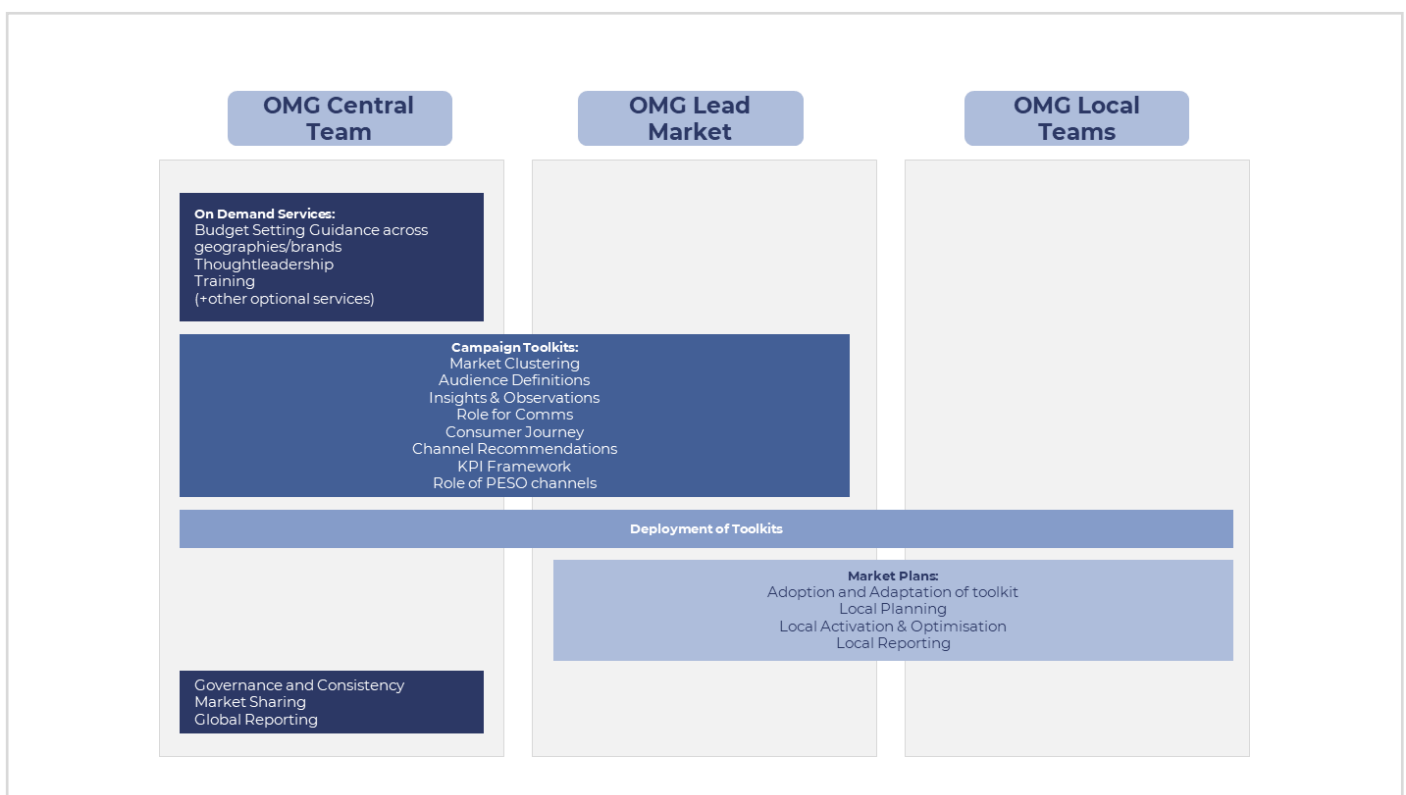
# Driving Integrated Planning

**?** *Integrated Paid, Earned, Shared, Owned ("PESO") Media planning and execution, with the agency acting as a channel agnostic lead to provide 'best for' K-C solutions considering attention metrics and delivering agile, insight driven optimisation across PAID Media channels (while considering the interplay with "ESO" channels, i.e. website conversions, email sign-ups, etc.).*

**?** *Please provide a schematic and examples of media strategy, planning, execution and measurement/optimisation in action. Include details of any proprietary data-technology relationships or capabilities and the role of Retail Media (where appropriate based on market development)*

In order to achieve a fully integrated PESO response to Kimberly-Clark's brands, the OMG Central team in each region for non-lead markets will lead the IAT (Inter Agency Team) process. This ensures a fully-integrated response to campaign briefs across all consumer touchpoints and has worked successfully in LATAM. Lead markets and/or markets with local teams in place will rely on centrally defined best practice but lead the process locally.

OMG will deliver on the 'P' and integrate the 'ESO' where it is directly concerned with media, such as data-driven journey planning across touchpoints, the distribution of owned content through media placements, and the amplification of earned/shared materials.

The OMG central team will also lead the IAT partner agencies and liaise with the group as plans develop to ensure all parties are constructing an integrated response as opposed to separate isolated iterations.

## How the IAT PESO Process works:



Omni tools mapped to the planning and activation process can be found [in the appendix here](#).

## Integrated planning in action:

In the following pages, we've highlighted a few case studies where PESO / integrated planning has been delivered to excellent results, both for K-C brands and for other clients.

# Case Study: Using Consumer Insight to Develop An Integrated Marketing Plan in Colombia for Huggies

## Background / context:

Huggies faced the challenge of regaining market share in Colombia, where it holds the second position with an 11.2% SOM (value), far behind the leader, Winny, which dominates with a 57% market share. This situation is due to several factors:

- Consumers do not clearly perceive the differentiation across Huggies' diaper tiers and benefits, leading to a poor cost-benefit perception.
- Colombian consumers have become more conscious and careful in their purchasing decisions, adapting to economic pressures.
- There is a negative perception of Huggies' diaper performance, particularly regarding absorption. In this context, Huggies launched a new diaper technology, aiming to demonstrate its superiority in one of the most crucial attributes for parents: absorption.

## Insight:

We were dealing with increasingly cautious and discerning consumers. These audiences seek brands that connect with them emotionally and provide real experiences that confirm the product's value promises.

## Solution / strategy:

To reconnect parents with the Huggies brand and recruit new consumers, we needed to create an omni-channel strategy that generated visibility, sparked conversations, and went viral. The key focus was on delivering tangible experiences that allowed families to feel and test the product's superiority in real time. Our strategy leveraged key touchpoints, relevant consumer territories, and a powerful combination of paid, earned, and owned media, integrated into a 360-degree model. This allowed us to showcase the benefits of the product while inviting families to participate in an immersive experience at the Huggies LAB.

## Execution:

We built a robust plan centred around the family's experience with the brand, with the following key pillars:

Huggies LAB: A memorable physical space located in Bogotá's Zona T, where parents could experience firsthand Huggies' new absorption technology. This event gave them the opportunity to express their concerns and needs while discovering how Huggies could be their best ally. The experience was amplified through branded content, traditional media, and digital platforms.

From TikTok to traditional media, our content focused on highlighting the diaper's differentiating qualities and generating excitement leading up to the event. At the same time, we created viral pieces that mimicked user-generated content, sparking organic conversations on social media.

We invested in a paid media campaign across social platforms and fake out-of-home (FOOH) to maximise brand visibility before, during, and after the event. This ensured strong reach and engagement metrics.

TikTok for Rappi: We used TikTok not only as a branding platform but also for direct conversion through a partnership with Rappi, driving direct sales of Huggies products through the platform and closing the loop on our 360 strategy.

# Case Study: Using Consumer Insight to Develop An Integrated Marketing Plan in Colombia for Huggies

**Results:** The campaign is still ongoing (August – November 2024), but the initial results have been strong:

**FOOH:**

Pre-launch: +765K profiles reached with viral content that generated various reactions.

Launch: +544K profiles reached within 48 hours, with 11.9K likes and a 23% engagement rate on organic media, and 93% on paid media, with TikTok being the largest contributor.

**Huggies LAB:** +5,160 attendees in 3 weeks, exceeding our KPI of 3,000 by 172%.

Coverage of the Huggies LAB experience on digital media reached 1.5M impressions and 1.3M views.

**TikTok for Rappi Sales:** 21.3% incremental sales compared to the previous month.

ROAS: 1.71.4M complete views, 2.5M impressions.

**Umbrella Campaign (as of September 15):** Reach+2: 45.68% (85% of target achieved).

Impressions: +32M (97% of target achieved).
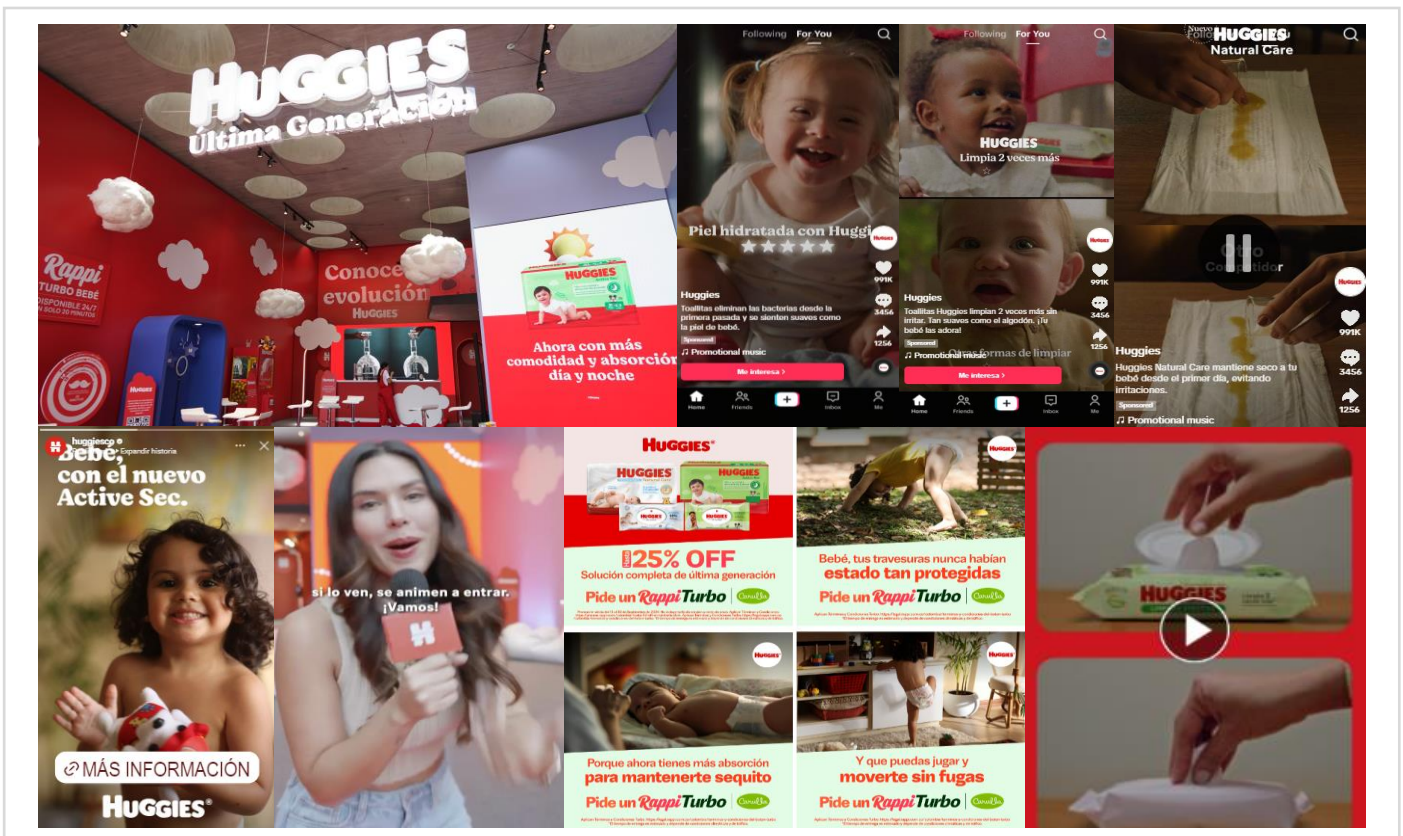
# Case Study: Integrated campaign approach to help Brits Get Comfortable

## Background / Context:

Andrex is the leading toilet tissue brand in the UK, however their HH penetration has been in decline for several years as, in inflationary times, consumers have increasingly bought on promotion or with own label. This has made it challenging for a brand like Andrex to justify its price premium to shoppers who need to make every £ count. As a business, Andrex needed to arrest the decline in HH penetration, targeting 9.3m HHs and a 32.7% market share by the end of 2024. Media was targeted with delivering an annual RVI score of >1424 in the Andrex econometric model.

## Insight:

With K-C, we dove deep into consumer research, determining half of Brits admit that being shy about their bowels stops them from pooping at work, one third of us are too uncomfortable to poo at our in-laws and 23 million are too afraid to use a public bathroom! Armed with these rich audience insights, Andrex embarked on a mission to provoke people to confront their own intimate wellness and adopt healthier toileting habits – specifically for this campaign, to 'Get Comfortable' going when they need to go!

## Solution / Strategy:

We developed a PESO launch strategy to raise awareness of the new brand platform and celebrate the ridiculous confidence you feel when you choose to Get Comfortable – after all confidence starts from the bottom up! We needed scale and impact to be unavoidable at launch, alongside contextual and cultural cut-through for our messaging to land.

We also needed to ensure that we were building associations between Andrex and Healthy Toileting and communicating product benefits to drive purchase.

Our strategy consisted of 3 comms tasks, each with a behavioural mission and role for PESO (see below). We then identified the channels we would use for each comms tasks and the consumer journey for each channel.



Confidential - Not for Public Consumption or Distribution

# Case Study: Integrated campaign approach to help Brits Get Comfortable (continued...)

## Execution:

PHD executed the paid media element of the campaign. Our diversified AV strategy ensured Andrex Get Comfortable was unmissable at launch, reaching 66% of ABC1 Ads. The core Linear TV and VoD activity was supplemented by our Community TV plan to consciously reach South Asian and Black communities and close the awareness and consideration gap that exists vs. White British consumers (something we had identified via research that OMG's multicultural specialist agency Unite had conducted pre-campaign).

We launched the campaign with 60 second spots on TV to showcase the provocative new creative from FCB in all its glory, before dropping down to 30s for the remainder of the campaign to efficiently maximise our reach and weeks on air. In addition to impactful spot airtime, Unite were able to negotiate title sponsorship of the Badi Picture (meaning Big Picture) movie segment on Utsav Gold for 2 months as added value to enhance our inclusive approach. Underpinning all our AV activity was a layer of Social video activity, running via Meta and TikTok, to drive incremental reach for our video assets and ensure our campaign was truly unavoidable.

Video formed the backbone of our launch plan, but it was OOH that really grabbed people's attention through bold, high impact placements in city centres, including the UK's biggest screen, Piccadilly Lights, and a Waterloo Takeover (images below). Digital ad vans also provided us with a playful, tactical opportunity to use context to increase our messaging relevancy, i.e. 'To poo or not to poo' outside Shakespeare's Globe, or Let it go' by Theatre Royal. Some of the ideas transferred to Print too, i.e. 'Paid to Poo' in the business section of The Times (also below).

## Results:

- HH penetration grew for 3 consecutive months from 9.3m in Mar-24 (pre) to 9.5m in Jun-24 (post) stopping a long-term decline/stagnation that had lasted for 16 months! Market share also grew from 33.0% to 33.6%.

- TOMA (+13PP), consideration (+9PP) and purchase intent (+8pp) scores were all up among non-customers

- 'Wants everyone to feel more comfortable about going to the toilet' (+8PP) and Trust (+7PP) were also up

- We consciously reached South Asian and Black communities via community-specific TV stations with Awareness increasing c. 20 percentage points amongst these communities during the campaign period

- Media's contribution to total sales reached a record high of 15% according to KC's Q2 MMM analysis, with ROI@GP (gross profit return) reaching £2.03, the highest since at least 2020 (PHD lack visibility prior to 2021)
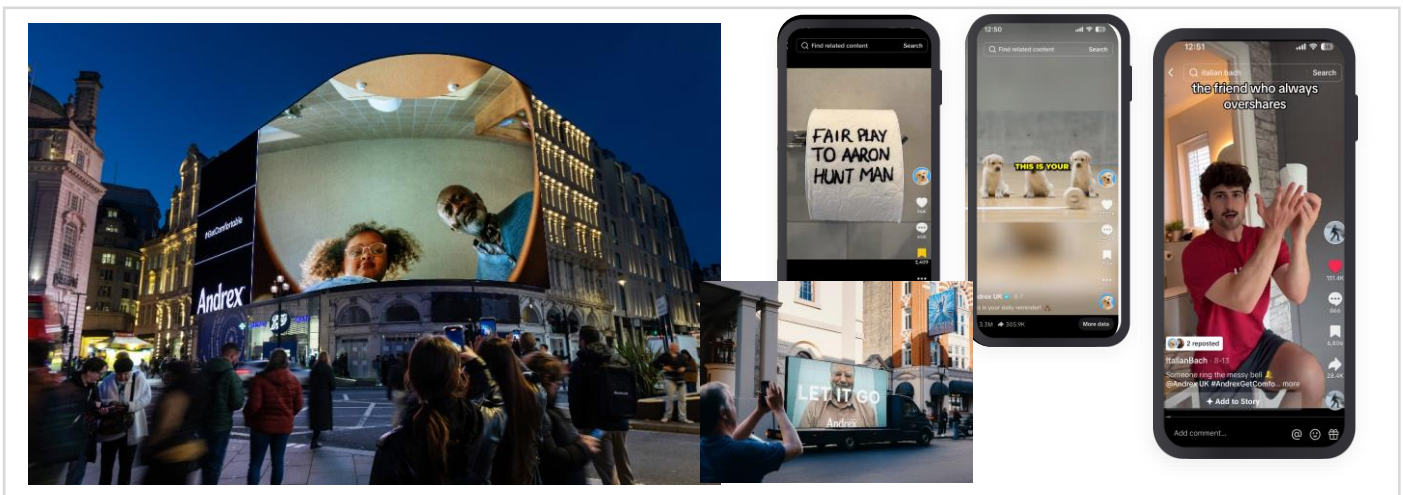
04 Expanding on the Operating Model

# Global Operating Model: More Detail

OMG has extensive experience in developing best-in-class operating models for global clients.  Regardless of the specific construct of any given model, there are four things the model consistently needs to deliver:

1. Leverage central teams to connect the markets to share and scale great work, best practices and latest innovations across the system as quickly as possible
2. Establishing Delivery Centres to activate campaigns in a consistent and efficient way
3. Providing the governance to ensure a high degree of consistency and compliance in how a brand operates
4. Embedding the right talent on the business to deliver

We wanted to touch on those four aspects of the operating model in more detail.

# 1. Connected Teams & Output

**?** *Also please share how consolidation of media will accelerate sharing and implementation of best practices via your media network.*

**?** *How do you manage your networked brands and offices to enable the stewardship of global clients and brands to achieve effective and connected teams and output?*

Having a globally dispersed team is common these days, but connecting it effectively, and not only delivering consistent work but also scaling what works, can be challenging.

The first step is being clear on who is accountable for brand stewardship and achieving connected teams. For K-C, it is the OMG BU Global Leads. They will lead the development of a clear vision and KPIs for K-C media delivery alongside K-C business leads, against which all teams will be held accountable. The vision and KPIs will be underpinned by mutually agreed media guidelines, which share core principles across BUs but have customisations based on business challenges.

We will also build new ways of working. Our K-C hub model in LATAM for K-C was built by partnering with regional K-C leadership and local markets to build a consistent way of working to:

- Deliver on PESO across all markets

- Produce consistent but locally specific media plans

- Enable repeatable innovation

We will take learnings from these clients and from working with K-C in EMEA and LATAM, and work with you to build a **bespoke way of working** for K-C that accounts for regional and BU nuances.

We would also put in place quarterly Test and Learn Tell-Alls (TLTA) with K-C teams globally, where we demonstrate progress against the test and learn program, share results and learnings, and highlight the best strategic work.

Our work will be connected and supported by our common use of the Omni platform – particularly Omni Workflow, where K-C's specific planning process will be built so all markets follow the same process every time; it also provides an opportunity for people around the world to contribute to any local plan.

This will be enhanced by the use of other tools, such as Jira (a ticketing platform), which connects our globally distributed workforce in the Delivery Centres to our onshore teams. This ensures clarity of briefing and delivery accountability.

Finally, while process, technology and formal structures are critical to accelerate sharing and inspiration, it's equally important to establish an agency client community where all team members feel welcome, and that their ideas and good work will be embraced. This can be established with a purpose-driven monthly call where leadership shares updates, best practices are presented, case studies are presented and key global vendors communicate product updates and betas, etc.

# 2. Delivery Centres

| ? | *Centralised low-cost solution for EM (and potentially IFP), K-C preference is for a single biddable media buying hub in a low-cost location such as India (also our largest EM market).* |

| ? | *Specifically demonstrate how you address challenges with native language expertise, remaining culturally relevant, and understanding nuances of local routes to market when operating in consolidated hubs.* |

| ? | *Create operational centres of excellence that become learning organisations for executional functions such as biddable media, ad-operations etc. Demonstrate specific actions and initiatives you would put in place to make this happen alongside a specific timeline for delivery and examples of barriers or challenges to implementing such a model and how you overcame them.* |

As described [earlier in this response](#), OMG work with many clients to consolidate services like digital buying and ad operations. Our current biddable buying and ad operations approach varies across regions; but it's all geographically aligned with the other media services provided.  For K-C, we operate mini-hubs in LATAM, market clusters in WEU and WEUCE, and fully local service in the UK and Taiwan. Taxonomy is governed from the regional centres. This approach prioritises local relevance, insight, and proximity to the rest of the team working with K-C but leaves room for additional control and resource efficiency.

To ensure we are consumer-centric and insight-led, but also efficient, we propose moving biddable activation and ad operations to a **consolidated Delivery Centre model.** This maximises control and consistency and delivers resource efficiency as we integrate offshore resources. Based on learnings from other consolidations, the Delivery Centres operate best when they are a combination of on- and offshore resources. More complex and high impact tasks remain onshore while highly repeatable tasks are moved offshore.

OMG have put the technology and tools in place to enable our teams to collaborate and work collectively in a consistent workflow more easily than ever before. The K-C Delivery Centres will utilise the best of this technology and talent to deliver effective digital campaign outputs for all BUs and markets.

We will leverage expert onshore resource to provide key services for biddable activation which are focused on delivery of performance outcomes.  This will take advantage of our significant digital expertise in market for all biddable channels.   Depending on region and time-zone, these onshore teams will work with the offshore teams in either India or Colombia.  We will use the two locations to maximise local language capabilities, talent availability and time-zones.   This construct allows our onshore teams to focus on high-value tasks that directly impact campaign performance, while the offshore teams will service and deliver operational tasks.  The split of responsibilities is highlighted below:

## onshore Resource

**Tactical Planning:**

- Creation of media plans for biddable digital channels aligned with campaign objectives and integrating local requirements
- Alignment with local planning teams to ensure fully integrated media outcomes
- Coordinate PPC planning with local markets (incl translation)

**Quality Assurance:**

- Ensure all campaign deliverables meet biddable standards of excellence as defined for K-C

**Optimisation & Performance Management:**

- In-flight media optimisation and budget management across biddable channels

## Of-Shore Resource

**Campaign Set-up and QA**

- In-platform campaign set up across all biddable platforms aligned to OMG and K-C platform guidelines

**Ad Trafficking and  Verification**

- Trafficking of all creative assets into required ad-server environments
- Ad verification implementation

**Finance & Reconciliation**

- Management of billing requirements across local markets including actualisation and reconciliation

These will be the foundational approaches underpinning each regional team, however the setup of these teams will flex to best align to the given needs of a region.  Through the use of integrated on- and offshore resource, K-C will get the best of both worlds – high quality, local relevance, better performance and cost efficiency.

# Case Study: Centralising Digital Planning and Operations for SAP



Like K-C, SAP is highly digital in its media spend with similar levels of activity across the regions. In 2023, they tasked us with producing a more efficient approach to digital planning and activation.  Our approach to ensuring consistency in digital ad operations for SAP has been meticulously designed to balance global strategies with local nuances. Centralised management has enhanced both campaign effectiveness and operational efficiency.

## Detailed process:

**1) Centralisation and local adaptations:** We transitioned from a de-centralised model to a centralised framework for activation, campaign management, and reporting, while maintaining strategic local touchpoints in regions like China, Latin America, and Japan. This dual approach allowed us to better control campaign quality across all regions and effectively localise global strategies to meet specific needs and manage language barriers. We applied our best practice digital planning and buying principles across the markets, with a focus in EMEA, ensuring consistency of structure, audience and ad formats. This meant we quickly scale successes whilst allowing for local nuance in specific markets.

**2) Operational tools and direct communication:** Implementing project management tools such as Wrike enhanced our operational agility and management capabilities. Establishing direct, one-to-one communication channels with key client contacts at SAP (e.g. regional Biddable Channel Leads) ensured clarity and streamlined workflows, preventing potential miscommunications and operational delays. Across our teams, we are constantly connected through Teams, allowing us to align on plans and processes seamlessly, as well as share testing successes and issue resolution.

**3) Adherence to best practices:** We manage and collaborate intensively with regional teams to uphold global best practices, including brand safety and taxonomy governance, and introduced new testing frameworks. These practices are key in ensuring consistency and rigor throughout our advertising operations. We enforce this through Omni Governance, preventing any activity launching which is not aligned to taxonomies. As there are regular tech and platform changes in the industry, we collectively review the overall OMG perspective and agree any nuance and specifics for SAP. This allows us to ensure we are updating our best practice requirements in line with industry needs and changes and will all be aligned directly with the client.

## Results:

Our strategic shift to centralised management resulted in a 40% increase in digital campaign performance and a 22% boost in operational efficiency. This change underscores our capability to deliver effective, responsive advertising solutions that align with global best practices and enhance client satisfaction for SAP.

# 3. Governance

**?** *Recommend a structure for oversight, accountability, and subject matter experts to ensure best practices are implemented to a consistently high standard globally without being overly "top heavy", how is this going to be put in place; please add an implementational plan for which you would be happy to be held accountable.*

**?** *What are the golden rules you would recommend we put in place to ensure every dollar we spend is planned and bought wisely, e.g. consolidating lower spend markets and channels considering budget sufficiency, setting investment guardrails, and preventing fragmentation of media budgets.*

Governance of global media strategy, planning and buying can be complex. We have had success in EMEA with specific initiatives like Taxonomy compliance (currently at 93%, very strong), but believe there is an opportunity to align behind media principles to help K-C local marketers make more effective choices with media budgets, particularly in the long tail of markets.

To govern, we first must set and agree on the media guidelines and best practices for K-C. We can start with the basics – ensuring a uniform approach to digital (viewability, brand safety, platform essentials), setting campaign essentials like number of channels and platforms by budget tiers (the first step to avoiding fragmentation), and incorporating attention into channel choice. These should be supplemented by the establishment of golden rules of investment to ensure sufficiency, based on K-C MMM curves, OMG's databank of econometrics data, K-C business goals, and OMG media data and expertise.

We will also set Service Level Agreements (SLAs) by campaign tier which are aligned to the media guidelines, so all stakeholders have clear expectations. This will be accompanied by a deep dive into K-C's current digital platform set-ups to understand what changes we need to make to deliver on the guidelines, as well as a thorough process audit and refinement. All of these activities set the standard against which the work can be governed.

## Key Outputs And Timings For Establishing The Baseline:

- Media Guidelines development (3-6 months)
- Media Sufficiency analysis (TBC)
- SLAs by campaign tier (first version in the 3-month transition)
- Media process audits (kick-off during transition, 2 months)

- Global eComm guardrails based on market maturity (first 4 months of contract)
- Digital platform audit and structural recommendations (3 months during transition)
- Digital taxonomy refinement (3 months during transition)

In parallel, we will set up Omni Planit, to give all stakeholders visibility on media plans and their adherence to the media guidelines. We will also set up essential digital best practice rules in our automated Omni Governance suite of tools to ensure there are clear guardrails. These will be adapted as the media guidelines are developed and modified for each BU. Taxonomy compliance tracking will be expanded to include new markets. We'll also incorporate K-C into our global tri-annual client survey to measure client satisfaction. This quickly establishes the most important governance tasks.

## Key Outputs And Timings For Governance Essentials:

- Omni Governance suite global launch (Q1 of contract)
- Taxonomy compliance dashboard expansion (3 months during transition)
- Digital performance dashboard expansion (first 6 months of contract)

- Omni Planit expansion (first 6 months of contract)
- Client Survey (first quarter of contract)
- Process/workflow definition with K-C based on audit outcomes (3 months, kicking off during transition)

In addition to these elements, we would sit down with K-C's BU leads and key media team members to understand other pain points or opportunities where governance may be required. For example, we could set Environmental, Social, and Governance (ESG) media guidelines to align to K-C's environmental targets, or build Masterbrand strategy and planning adherence into Omni planning tools.

Media standards and governance processes will be run by a combination of the Global digital lead, the global commerce consultant, the media ops team, and the digital activation teams. It's critical we have empowered counterparts regionally and globally at K-C to support governance development, marketing team education, and subsequent enforcement. Together, we can hold all of K-C to a higher and more effective media standard.

# 4. Talent Plan to Power The K-C Ops Model

**?** *How will you identify, recruit and retain the most suitable talent with strong business acumen who comfortable challenging the status quo to be able to deliver change of this scale and type. How can K-C be assured that the best people inside or outside of your organisation will be deployed on this project in a timely fashion for the duration of the relationship not just the transition?*

**?** *How do you manage your networked brands to ensure the strongest, talent forward approach for our business and goals vs. silos and competition?*

Growth by empowerment shapes OMG's talent and culture for Team K-C, driving all initiatives and success measures. We commit to providing our best talent, ensuring agility, mobility, and interoperability, as part of our Agency-as-a-Platform delivery.

We believe in the strength of our human capital, boasting some of the industry's brightest minds. Over the past several years, our deep understanding of your business has enabled us to partner with you in an agile and effective way. We will continue to provide highly trained, motivated talent to deliver exceptional work.

We prioritise internal promotions to develop careers and use digital systems for talent identification and development. To ensure our clients and team members get the best opportunities, our People Team leads in market are OMG employees, not specific to agency brands.

**Transition talent:** OMG will be transparent about the role of everyone K-C meet during this process; some of these individuals will be in place only for the transition period. Having won a significant amount of new business in the last few years (most recently: OMG was the top holding company for new business / retained business in H1 2024 according to COMvergence), we're experts at running smooth transitions. Key to that is our appointment of transition-specific support globally, regionally, and locally so there is clear accountability for driving change quickly. These roles are even more critical when we're retaining business but looking to fundamentally change how we work together.

**Talent Acquisition Strategy:** As K-C's incumbent agency in EMEA, LATAM, and Taiwan, with eCommerce consulting in Brazil and China, we have dozens of experts with K-C-specific knowledge. One of the key roles of the OMG transition leads alongside the BU leads is to ensure K-C have the right talent in place at OMG, both in incumbent markets and in new locations. We will evaluate every team member for fit in light of K-C's new ambitions, using a co-developed K-C talent profile that succinctly describes the key values and behaviours expected across all roles. We'll also develop global job description templates for key shared roles, and appoint regional talent leads to focus on talent acquisition during the transition.

**Creating a haven for diverse candidates:** Our commitment to diversity, equity, and inclusion (DE&I) attracts and retains dynamic talent. We challenge traditional recruiting notions and embrace non-traditional resumes, fostering a respectful and inspiring workplace. Inclusive cultures are proven to be more innovative and achieve better business outcomes.

We have DE&I recruitment methods and regular reviews to improve our approach. For example, the UK holds bi-weekly Inclusive Hiring training, and we partner with organisations like the Google Skills Ignition Program in APAC. Our internship programs in Singapore and New Zealand are open to all, even those without a University degree.

OMG's DE&I commitment is led by our Global Chief Equity Officer, Emily K. Graham, and supported by local DE&I leads, such as Nicki Hare in the UK and Shynelle Dookhie in Canada. Annual DE&I training is mandatory globally, with supplemental live webinars for managers.

Finally, demonstrating our commitment to DE&I goes all the way to the top, Omnicom Group was ranked No. 23 in the 2023 Diversity First Top 50, an annual ranking of Fortune 500 companies based on the racial and gender diversity of their board members and executive leaders.

" **They managed the transition very seamlessly. We didn't have any hiccups. Very impressive.** "

Uber stakeholder feedback, August 2024

05 Omni as a Platform

# Introduction to Omni

**?** *Agency operating system used routinely in daily work and consistently in scope and capability globally, how you would roll this out, the timeline to do so and any requirements for K-C . Provide an example of a country or region where there has been resistance to aligning to such systems, how you diagnosed the root cause and mitigated the impacts.*

Everything we do is underpinned by Omni, which is OMG's global marketing orchestration platform, unifying our global and local teams with a consistent user interface, consistent apps, and a consistent process

Omnicom supports end-to-end marketing for over 1,500 clients globally. Global advertisers such as L'Oréal, Nissan, Mars, Diageo, Beiersdorf, Grupo Bimbo, and Volkswagen Group partner with Omnicom because of our scaled solutions in audience insights and segmentation, activation, and optimisation enabled through easy-to-use tools in Omni. Omni's insight, planning and activation capabilities have been developed over 10 years and is available in 102 countries.

This global infrastructure has enabled and empowered local markets to develop and create their own planning and activation capabilities within a framework, bottom-up, underpinned by locally sourced data sets, which provide nuance and customisation at the local level.

With a suite of proprietary applications integrating easily with clients' first-party data and technology, Omni delivers an unprecedented level of marketing orchestration across all key workflow stages to deliver better consumer experiences, greater efficiency, and higher ROI.

Omni provides clients and their agency teams with an easy-to-use environment that infuses data into every aspect of workflow, insights, planning, creative development, activation, reporting, attribution, and optimisation, while providing streamlined and secure access to the various data sources in a singular location. Omni applications - including our taxonomy and workflow tools - save time, reduce media and data costs, and improve outcomes.

As highlighted in Forrester's 2022 Global Media Management Services assessment of marketing holding companies, Omnicom Media Group stands alone as a market leader in all of the six capability areas assessed.

| | Dentsu Media | GroupM | Havas Media Group | IPG Mediabrands | Omnicom Media Group | Publicis Media |
|---|---|---|---|---|---|---|
| Retail media | 3.00 | 3.00 | 3.00 | 3.00 | 5.00 | 5.00 |
| Commerce media | 5.00 | 3.00 | 1.00 | 3.00 | 5.00 | 3.00 |
| Intelligence and insights | 3.00 | 1.00 | 3.00 | 5.00 | 5.00 | 3.00 |
| Optimization | 3.00 | 5.00 | 3.00 | 3.00 | 5.00 | 3.00 |
| Operations | 3.00 | 3.00 | 1.00 | 3.00 | 5.00 | 5.00 |
| Innovation Roadmap | 3.00 | 3.00 | 1.00 | 1.00 | 5.00 | 5.00 |

" **OMG's strength lies in initiatives to innovate its Omni portal, such as customised client workflow integrations; marketing automation partnerships with Google; and efforts to reunite media, e-commerce, and shopper tactics.**

Forrester "

**For K-C, we are using Omni today for:**

**Insights:** Audience Explorer (Omni), Audience Explorer (Semantic), Professional Audiences, Q Cultural Insights

**Planning:** Investment Planner, Channel Planner, Digital Content

**Activation:** Marketplace Buyer

**Optimisation & Governance:** PlanIt, Performance Reporting, Taxonomy Builder, Taxonomy Compliance, Attribution

# Omni's differentiators

**?** *Agency operating system used routinely in daily work and consistently in scope and capability globally, how you would roll this out, the timeline to do so and any requirements for K-C . Provide an example of a country or region where there has been resistance to aligning to such systems, how you diagnosed the root cause and mitigated the impacts.*

Omni is at the heart of how we enable markets (and hubs) to harness global data, analytics, and insights effectively, empowering your market to drive growth within their specific contexts. As a global system, Omni provides a unified platform that integrates vast amounts of global consumer and media data, but more importantly, it is flexible enough to be localised by individual K-C markets to meet their unique needs.

**Omni differentiates itself from competitors' platforms in three key areas:**

1.   **Omni is Neutral:** Built on a transparent and flexible approach to data and technology, differing significantly from competitors who acquired a singular data broker and as such have a non-transparent approach to data and identity. Omni is uniquely built on the principle of neutrality — an unbiased procurement process that results in the most diverse compilation of datasets and the ability to connect with clients' own data and tech investments.  This has allowed us to leverage with local K-C audience data sets, such as YouGov.

2.   **Omni is Open:** Omni is an end-to-end, open operating system which integrates data, insights, media, strategy, creative and production into ONE platform. It is not simply a data tool, DCO or media tool – rather, it streamlines all parts of the marketing development lifecycle and offers unparalleled insights applications and tools, improving all aspects of our work. To date it has allowed local K-C account teams to share, comment and collaborate across multiple live campaigns across multiple K-C categories across EMEA and LATAM. Omni's suite of audience applications has allowed teams to surface real-time consumer insights across the Personal Care category, using Audience Attributes from Google. These applications and the associated insights are resources for all team members across all agencies and with direct access for clients.

3.   **Omni is Multi-functional:** Omni improves efficiency and effectiveness that are deeper and broader than any other providers.

Omni marries our best-in-class, census-level identity solution with the market's most robust inventory graph. Audiences built in Omni can either be exported to a DMP or activated directly from the Omni platform.

Production costs and time to market are slashed by Omni. Automated production creates thousands of customised content versions for all channels and audiences in seconds. This includes integrated production workflow which drives down the cost of content origination and adaptation.

Machine Learning and Artificial Intelligence techniques are utilised at multiple points throughout the entire process to keep on building on each previously performed optimisation, thus extracting maximum value in the process.

Our approach starts with the foundation that while global data can give us a broad view, true success in local markets relies on the ability to translate that data into actionable insights that fit regional nuances. We ensure that local teams are equipped to do this by offering tools within Omni that are adaptable, allowing them to draw upon global data but refine and optimise it for their market-specific challenges and opportunities.

If K-C have 1PD or 2PD data assets we can onboard this into Omni for both enrichment and activation. We don't require you to use our data, and all data remains K-C's.

# Omni Application Highlights

**?** *How do you use global data, analytics and insights to drive growth for your clients at a local level?*

## Omni Investment Planner: A Local Growth Engine

One of the key tools within Omni that exemplifies this approach is Investment Planner. While it is built on a foundation of global data and modelling, it is used by local markets to guide the allocation of media investments tailored to their unique circumstances. The primary goal of Investment Planner is to provide local teams with the capability to set, test, and optimise budgets at a market, portfolio, and brand level.

By allowing markets to model their media investments against a variety of growth KPIs, Investment Planner helps ensure that local teams can make informed decisions about how to allocate their budgets to drive the best possible outcomes. Markets can adjust their investment strategies based on regional media consumption patterns, economic conditions, and competitive landscapes, all while ensuring alignment with overarching global growth objectives. The tool's ability to simulate different budget scenarios and predict outcomes based on years of global data gives local teams a powerful resource for strategic planning without being confined by a one-size-fits-all global approach.

## Workflow and PESO Integration

Within Omni, Workflow supports teams by providing them with an end-to-end planning framework that covers paid, earned, shared, and owned media. This allows markets to build integrated media plans that bring together their entire ecosystem of media assets into a unified strategy.

While Workflow operates globally, its ability to incorporate local media insights means that local teams can fine-tune their plans based on regional preferences and available media channels. This is particularly important for clients like Kimberly-Clark, where balancing paid media with owned and shared assets is a key part of driving consumer engagement. Workflow's flexibility ensures that local markets can adapt the PESO (paid, earned, shared, owned) model in ways that make the most sense for their environment, while still staying aligned with broader global goals.

## Audience Explorer: Precision at a Local Level

Another critical component of Omni's success in local markets is Audience Explorer. This tool allows local teams to build and refine audience segments based on both global and local data, ensuring that campaigns target the right consumers in the right way. While Audience Explorer is powered by a vast array of global data points, its real strength lies in its ability to be adapted for local market needs.

Local teams use Audience Explorer to create audience profiles that reflect the specific demographics, behaviours, and cultural contexts of their regions. This enables them to tailor messaging and media placements that resonate deeply with their consumers, driving not just reach but meaningful engagement. By focusing on local audience nuances while utilising global data structures, Audience Explorer ensures that our media strategies are both scalable and adaptable to the unique needs of each market.

## Q: Local Cultural Insights for Growth

Q, another important tool in Omni, offers local teams a window into the cultural landscape of their markets. It draws on a wealth of data sources, from social media to consumer behaviour, to provide real-time insights into cultural trends that are shaping consumer preferences. This is a powerful resource for local teams, enabling them to create campaigns that tap into the cultural moments and movements that matter most to their audiences.

By using Q, local markets can ensure that their media strategies are not only data-driven but culturally relevant, which is critical for building deeper connections with consumers. For example, understanding the cultural nuances in Latin America or Asia-Pacific markets through Q allows local teams to position Kimberly-Clark's brands in ways that resonate emotionally with their target audiences, enhancing both brand affinity and market penetration.

# Omni Application Highlights

> **?** *How do you use global data, analytics and insights to drive growth for your clients at a local level?*

## Empowering Local Tools and Expertise

While Omni provides a strong global backbone, we also empower local markets to leverage their own tools and insights to complement the system. A prime example of this is the MSP (Multi Screen Planning) tool used in China, a highly advanced reach-based channel planning tool that is specifically tailored to the complexities of the Chinese media environment. By combining this local expertise with the broader insights offered by Omni, local teams maximise media effectiveness and adapt strategies to fit their particular market's consumer behaviours and media consumption trends.

We also build custom ways of working such as the K-C + OMG DATA ARMY in LATAM.  Faced with the challenge of having abundant yet under-utilised information stored across databases, excel files, dashboards, and Social Listening tools, this team was created as a strategic solution with K-C to better connect and leverage K-C's data in the region.  K-C team members are co-located with the agency in Colombia and are responsible for efficiently transforming diverse data into actionable insights, aimed at providing a clear and concise vision to support business decision-making.

This combination of global infrastructure and local tools exemplifies our belief that while global insights are valuable, local expertise and adaptability are essential for true success in regional markets.

By providing local markets with adaptable, data-driven tools within Omni, we enable them to leverage global insights while making the right decisions for their unique market conditions. Whether through the Investment Planner's budget optimisation capabilities, Workflow's PESO integration, or Audience Explorer's precision targeting, we empower local teams to drive growth with confidence and relevance. At the same time, tools like Q ensure that cultural insights are always at the forefront of our strategies, making each campaign more resonant and effective in the markets we serve.

# Omni Rollout

**?** *Agency operating system used routinely in daily work and consistently in scope and capability globally, how you would roll this out, the timeline to do so and any requirements for K-C . Provide an example of a country or region where there has been resistance to aligning to such systems, how you diagnosed the root cause and mitigated the impacts.*

While Omni is being used extensively across LATAM and EMEA, the opportunity is to refine ways of working and ensure the planning process is more consistent across markets by rolling out the Omni platform globally for KC.

The provides us with a unique opportunity to scale the work, learnings and processes already established on the business. Our  proven experience in deploying K-C activity at scale in EMEA and LATAM means we are well positioned to support KC's evolving needs across all markets.

Omni currently meets or exceeds K-C's requirements, providing:

1. Globally consistent capabilities to meet KC's scale requirements and audience-first strategies for each market and brand

2. Local relevancy through comprehensive data sets for each market and the flexibility to integrate new data as opportunities arise

3. Improved media effectiveness and operational efficiency by connecting audiences across planning, activation and optimisation through Omni across all markets and marketing activity

4. Industry leadership and innovation in privacy-first technologies and partner co-development, e.g. AI Audience Fusion with Google as an example,  to address ongoing fragmentation, privacy regulation and signal loss, in K-C's core regions

There are five main stages to consider as part of a multi-market/region Omni roll out programme (visual on the following page):

## Planning And Discovery: 2-3 Weeks (All K-C Markets)

- **Planning:** This phase involves establishing the level of K-C client team access as well as identifying the core Omni 'Expeditor' (Omni Champion) team

- **Discovery:** K-C and Agency expeditors to plan how Omni will be used including Apps, Workflows (see later) and phased order of K-C market roll out

## Configure And Complete: Min. 5 Weeks – Dependent On Market Phasing

- **Configure:** Layouts, workflows and users to be configured

- **Complete:** Finalise the phased K-C rollout process with market leads and users

## Train/Strategise: Ongoing – Account Lifetime

- Ongoing support and training provided based on roles, e.g. K-C Marketing leads, Account Implementation leads, Data Ops leads, etc.

# Omni Rollout

**?** *Agency operating system used routinely in daily work and consistently in scope and capability globally, how you would roll this out, the timeline to do so and any requirements for K-C . Provide an example of a country or region where there has been resistance to aligning to such systems, how you diagnosed the root cause and mitigated the impacts.*

The full K-C Omni Rollout program is outlined below:
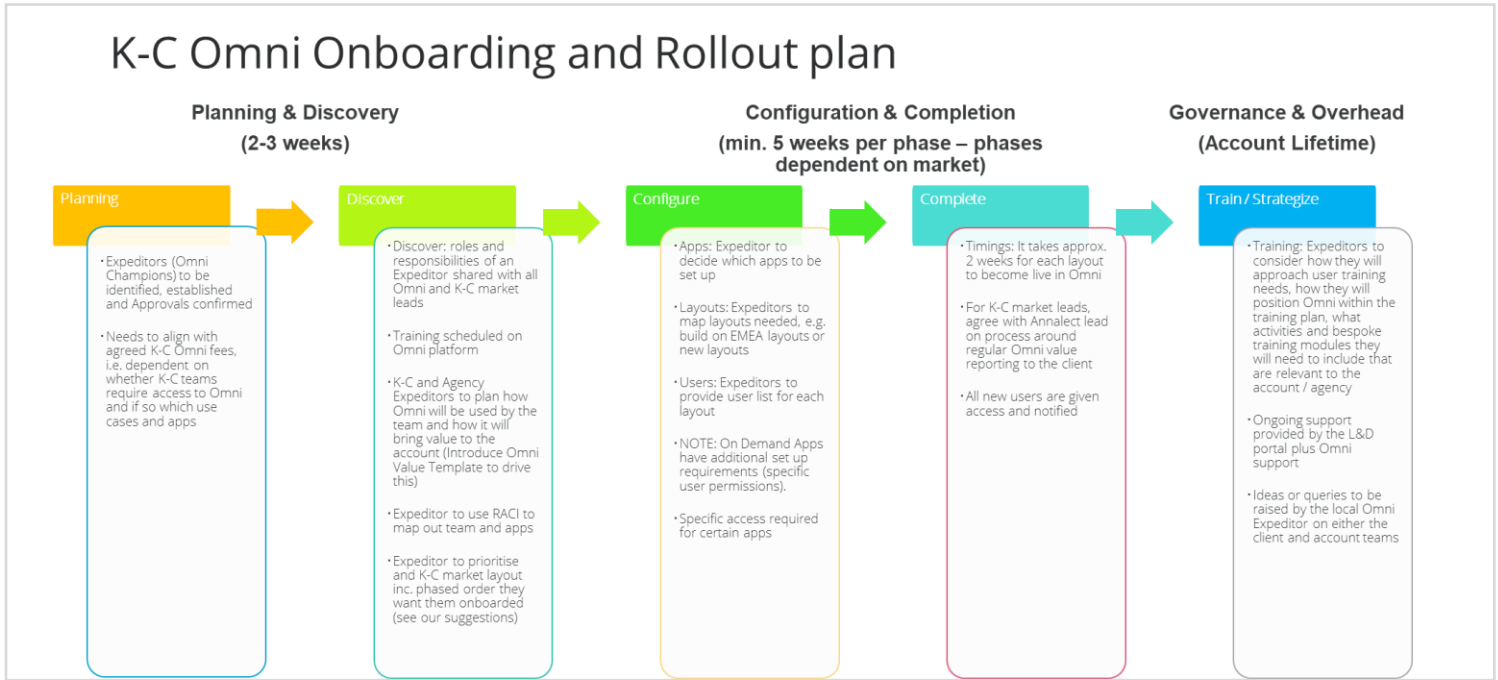


We would recommend phasing this K-C Omni roll-out as per below:

**Phase 1:** Larger K-C APAC markets and Canada

**Phase 2:** K-C African markets + AU and SW

**Phase 3:** Smaller K-C APAC markets

## Introducing Omni Workflow:

Workflow is also central to Omni.  Given the need to manage various services across the marketing spectrum, Omnicom teams need to be able to codify their data-driven processes. Omni Workflow is a process implementation tool that enables fully customisable workflows in Omni.

Workflow offers several benefits:

- Unifies marketing processes, enabling easier governance

- Standardises the way you work

- Customises outputs and media blueprints

- Enables faster deployment and time to market

- Maps a holistic presentation of your work, seamlessly

Omni Workflow would be included as part of our standard platform roll-out process, which takes about 2 weeks for the Omni layouts to become live across markets:

- Design & configuration (5-12 days)

- Provision (2 days)

- Apply & educate (ongoing)

- Support & optimise (ongoing)

# Omni Rollout

**?** *Agency operating system used routinely in daily work and consistently in scope and capability globally, how you would roll this out, the timeline to do so and any requirements for K-C . Provide an example of a country or region where there has been resistance to aligning to such systems, how you diagnosed the root cause and mitigated the impacts.*

**Omni Rollout Learnings:**

All of OMG's global clients use Omni, giving us a wealth of learnings on the most effective way to roll out the system overall, new applications, and new or updated processes related to how to use the tools.

When we put in place the system for another large FMCG client but had slow adoption rates, we uncovered the source of resistance by speaking directly to local client teams and local agency teams, as well as the hub teams. We determined the resistance stemmed from not understanding the value the platform contributed to their own responsibilities, not understanding exactly what they needed to do in the platforms, and not considering the frameworks well enough adapted to the individual brands on which they worked.

We addressed the challenges by better defining processes, updating the system layouts to be aligned to brand frameworks, and taking all stakeholders through local sessions to demonstrate how the tools would help them in their day-to-day jobs and walk them through the clarified processes and expectations. This, along with regular office hours, encouragement from agency and client leadership, and experience using the tools turned resistors into advocates.

Given we already use Omni extensively in LATAM and EMEA, we have great learnings and proven use cases bespoke to K-C that will help make the roll-out process more successful from the start.

# Managing data for activation

**?** *Developing insights and Activating our Data – Over the past few years we have transformed the way we capture First Party Data, and at the same time our retailers are opening up access to their 2nd party data both often more effective in terms of both quality and cost than buying 3rd party data but we have an opportunity to glean better actionable insights to inform audience strategy and media activations. Please demonstrate how you will leverage 0/1/2/3PD in a cost-effective way in our 5-6 largest markets but crucially develop actionable insights and strategies we can then scale in smaller markets that do not have suitable data sources or sufficient budgets.*

**?** *Full-service agency teams in market for IPC countries, UK and Canada that will leverage your data and technology capabilities to activate media using our 0/1PD and 2/3PD.*

**?** *The agency will need to flex IPC media and data strategies according to the budget, sophistication of the market (e.g. availability of targeting data sources). Recommend where this resource is relevant to other BU's.*

Within Omni, we have developed a set of capabilities which enable us to connect our clients' 0P/1P data with the most relevant multi-market and country specific 2P/3P datasets, to drive most efficient and effective audience activation strategies and tactics. Our localized data strategy provides advertisers with access in Omni to robust, high-quality local data sources – over 1 billion consumer IDs and over 50 privacy-first data partners – with strict compliance to local privacy and regulatory requirements.

Governance over data sourcing is managed centrally through Omnicom's Data Privacy team, who oversee a comprehensive data evaluation and procurement when evaluating 2P and 3P data providers. The cornerstone of our data-sourcing approach is our Data Privacy Compliance & Risk Management, which includes Data Privacy Impact Assessments, Omni-specific 400-Point Data Privacy Risk Score, and forward-looking Data Privacy Reputational Analysis.

In addition to thousands of datapoints sourced through multi-market datasets such as Lotame, ComScore, Semasio, and Google Insights Finder, local market datasets include unique integrations with 2P data such as Flybuys in Australia (customer loyalty program equally owned by the Coles Group and Wesfarmers) and 3P data integrations with Environics, Amazon and Walmart in Canada, Tesco's and Sky in the UK, Alibaba and Carrefour in Brazil, Gojek in Indonesian and many more!

Omni offers multiple matching capabilities to facilitate enrichment, profiling, modeling, and activation of KC's 1P Data in combination with Omni 2P/3P datasets and activation platforms. The multi-method approach enables us to deliver data driven strategies across all markets, considering different levels of data maturity/sophistication as well as KC's local 1P data depth and breadth (e.g., type and quality of person-based identifiers such as emails/names/ addresses/MAIDs, audience preferences and behaviors):
- ID-based matching
    - Using a third-party onboarding partner (e.g., LiveRamp, Lotame, Tapad/Experian)
    - Leveraging KC-preferred neutral clean room, Omni has existing integrations with all leading clean room providers (e.g., InfoSum, Snowflake, AWS Clean Rooms)
- ID-less matching where audiences are matched using Gen-AI enabled fusion and algorithm scoring (used with platforms/countries where ID based data is not available or cannot be used to facilitate the match)

Once 1P data/segments are matched to Omni data, we use Omni's Audience Explorer suite of applications to build, profile and activate audience segments. Each audience activation is systematically captured in our Test and Learn / Measurement module of Omni Campaign, and audience performance is tracked using our taxonomy/naming convention. This level of systematic deployment and tracking ensures that we are we are constantly testing and evaluating effectiveness and efficiency of deployed audiences, looking for new sources of growth in the most cost-effective ways.

While not all markets will have 1P data, we can use 2P and 3P data and insights from markets with similar brand challenges to identify new audiences to test. This allows us to leverage learnings for K-C aligned to market revenue potential.

# Case Study: Using Retail Data to Enhance Targeting and Personalise Creative for Kotex in Colombia

**Background / context:** **Embracing digital transformation to win in retail**

In 2024, Kotex faced a major challenge: evolving its sales and distribution channels to fully embrace the digital era. To address this, the brand ventured into Colombia's leading retailer, Rappi. With over 22 million active users and more than 7 million monthly orders, Rappi had become an essential platform for consumer brands. However, Kotex was up against a well-established competitor, Nosotras, which had been building its retail media presence for the past four years.

**Insight:** **Data as a gateway to deeper consumer connections**

Through a thorough analysis of user behavior, we uncovered an opportunity to enhance communication, positioning Kotex products more effectively within Rappi. The key to success was tapping into the digital-first lifestyle of young, connected consumers, particularly those in the 16-22 age range. This audience needed a brand that understood their daily routine—even during menstruation. Kotex became that ally, ensuring women could continue living life to the fullest, no matter the time of the month.

**Solution / strategy:** **Hypothesis Lab by Kotex— blending AI, data, and innovation**

In collaboration with Rappi, we launched the Hypothesis Lab by Kotex, a cutting-edge initiative combining consumption data, experimentation, and AI. Our goal was to identify the most relevant consumption moments for each Kotex product line, connecting with the specific needs and interests of each consumer. By personalising the content according with their lifestyle and shopping behavior, we were able to strengthen purchase intent and loyalty..

**Execution:** **Unlocking precision targeting through data mining**

We began with a deep dive into data mining to fully understand our audience and identify potential users. By integrating transactional data with consumer behavior patterns provided by Rappi, we redefined our approach, developing highly valuable user personas and audience profiles. These insights allowed us to deliver personalised content at every stage of the purchase funnel.

We grouped users into key segments based on age, identifying critical consumption moments for each product line:

- **Health & wellness:** **For liners, where personal care and self-awareness were prioritised.**

- **No feel:** **For tampons, targeting users with a practical, on-the-go lifestyle.**

- **Clean & dry:** **For pads, focusing on reliability and confidence.**

With this segmentation in place, we launched over 34 personalised creative assets, each tailored to different moments of consumption. We didn't stop at young women—our strategy also expanded to target broader demographics, creating new opportunities to attract new Kotex users.

**Results:** **Defying the odds and exceeding expectations**

**Comparing the results from April to June 2024 against the same period in 2023, we achieved:**

- A 58% increase in Kotex product sales on Rappi.

- A 2.0 ROAS improvement, showing greater media efficiency.

- An increase in Share of Market (SOM) by 2 points.14.7% growth in purchases among younger users (ages 16-22).

- 7,500 new users activated during the campaign period.

While the overall category saw a decline during this period, Kotex was the only brand to gain market share, solidifying its leadership in the feminine care space on Rappi.

**Source:** **Rappi Insights**

**Roles and responsibilities:** **A collaborative effort across teams**

- **OMD Colombia:** Led the strategic planning, finding and connecting the necessary data sources and ensuring a seamless execution in collaboration with the client.

- **Rappi:** Provided behavioral analysis and execution suggestions based on learnings from the platform's data model.

- **Buen Tipo (Creative Agency):** Developed creative assets with tailored messaging for each audience segment, aligning with their interests and consumption moments.

06 Specific Questions
on China, Korea
& Sustainability

# China & Korea

**?** *Please share what your network is doing to ensure compliance with anti-corruption standards in China*

OMG has a zero-tolerance policy when it comes to corruption in any market, and we have many mechanisms in place to inform, educate and monitor compliance in China.  We have a strict Code of Business Conduct that all Omnicom employees are required to comply with which can be found in the Employee Handbook (Chapter 5.1 Anti-Bribery Code).  Staff are strictly prohibited from requesting, soliciting or accepting any form of personal benefit (cash, travel, gifts, shares, services, etc) from suppliers, media vendors and brokers in exchange for committing either the Company's funds or client's media investments.  Employees are encouraged to report any suspected violation of Omnicom policy (including violations of accounting or auditing practices) or laws governing our business by Omnicom Employees.  The company has zero-tolerance for any breaches. If any staff breaches this policy, it will result in termination and potential involvement of Government and/or legal authorities.

**Other security measures we have in place include:**

- All new staff are required to complete an online training program during their probation period before they becoming a regular employee.

- We have a clear and transparent vendor management process.  Our operational systems work together to ensure the consistency, efficiency, accuracy and transparency of client's spending and payment

- Corruption risk assessments via audits of control procedures (e.g. accounting, purchasing, etc.) to detect/ prevent corruption and bribery

**?** *Please share with us your depth of experience and local market organisation in Korea (scale, wholly owned vs JV, etc) as well as tenure*

Founded in 2016, OMG has established a strong presence in South Korea as a wholly-owned subsidiary. Our dedicated team is comprised of experienced professionals, averaging seven years of industry expertise. We proudly serve 22 clients, showcasing our capability to meet a diverse set of needs across our globally recognisable portfolio, including Jaguar Land Rover, Sanofi, Beiersdorf, Burberry, Henkel, Expedia, FedEx, and Philips. This wide-ranging clientele highlights our ability to deliver innovative and effective marketing strategies across various sectors, and within global frameworks while adapting it for use in our unique market.

The agency is known for its forward-thinking strategies, our use of cutting-edge technology and data analytics to optimise media planning and execution. This innovative approach enables us to stay ahead of industry trends and deliver impactful campaigns. Our attributes include:

**Local insights, global reach:** With a deep understanding of the South Korean market, OMD Korea combines local insights with global best practices. This dual approach ensures that our strategies are culturally relevant while benefiting from a broader perspective and global support structures.

**Strong partnerships:** We maintain robust relationships with major media platforms and tech companies such as Naver & Line, allowing us to access premium local, regional and global inventory and advanced tools. These partnerships enhance our ability to deliver targeted and effective campaigns for our clients.

**Commitment to excellence:** Our team of experienced professionals is dedicated to achieving excellence in every project. With a blend of local market and regional experience combined with the APAC specialist support, our staff is equipped to tackle complex challenges and drive measurable results.

**Continuous learning and development:** We prioritise the ongoing development of our team through training and education, ensuring that we remain at the forefront of industry innovations and can provide the best service to our clients.

Our commitment to leveraging data-driven insights and industry-specific knowledge allows us to create tailored solutions that drive success and enhance brand presence in competitive markets, through globally consistent tools and processes as a fully integrated market within the APAC region.

# Sustainability

## Sustainable Media

At Omnicom Media Group, we are unwavering in our commitment to sustainability. We do this not only for ourselves, but also for the better care of a better world. Shaping a sustainable future is one of the most urgent tasks of our time, and one that we can only solve together.   Omnicom have set a corporate goal of reducing Scope 1,2 & 3 greenhouse gas emissions by 46.2% by 2030.

Our dedication goes beyond our own organisation and compliance, as we support the change towards sustainability in our industry and among our clients.  We work closely with other advertising industry organisations (e.g., WFA, Ad Net Zero) to promote responsible and sustainable advertising and are working with these organisations to develop industry standards in areas like measurement.  In addition, we have sustainability teams in every Omnicom office with extensive sustainability expertise and a comprehensive understanding of the media industry. We prepare our clients for upcoming challenges by combining sustainability and media, without losing sight of media performance and brand integrity. We embrace a holistic approach that weaves sustainability into every facet of our end-to-end process, seamlessly blending innovation with environmental and social stewardship. Our commitment is reinforced by a powerful suite of cutting-edge tools, technologies, industry best practices, and strategic partnerships that enable us to be at the forefront of sustainable excellence.

### Plastic Kicks the Bucket with McDonald's

For over 45% of people, sustainability is one of the main reasons to trust a brand.  But people are rightly critical and annoyed by insubstantial promises in advertising.  McDonald's Germany needed to communicate their packaging change in a way that was eco-efficient and plastic-free as the packaging is.

We calculated the emissions caused by each ad based on vendor and environmental data e.g. how much $CO_2$ is emitted by a video ad per second (duration of streaming the content), per placement (infrastructure each vendor is using), by reach in our audience, and so on.  The campaign then was optimised with eco-efficiency as target variable under the condition of maintaining media performance.  Additionally, we reduced the plastic footprint of the campaign by 100% through selecting alternative material for the out of home installation.
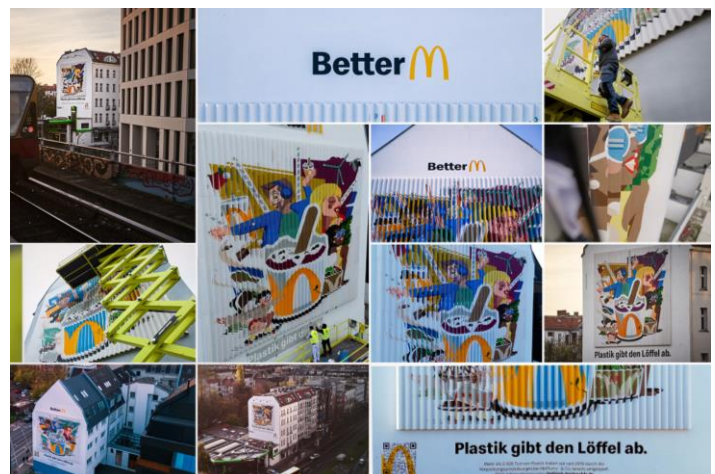
### Impact

**-64,7%** less $CO_2e$ emissions per ad contact compared to a classic image campaign

**+15%** increase in brand trust

**+2.8x increase** in those that say McDonald's acts sustainably

The campaign was also highly awarded:

07 Media Requirements from K-C

# Media Non-Negotiable Requirements

## Transparency of Data

> **?** *Our agency partner will ensure transparent and secure data sharing across agencies, vendor partners, business units, and markets, and provide a data visualisation solution to give a thorough view of media performance and enable real-time decision making. The agency will be required to provide data feeds from K-C and agency owned accounts to our selected 3rd party providers for legitimate business purposes.*

As a current media partner for K-C, we already ensure that we are adhering to these parameters and requests, and therefore will ensure that this continues into any future partnership.

## Transparency of Inventory

> **?** *Inventory media, proprietary media, undisclosed buying models and other non-transparent services must not exceed 5% of overall media billings in a given scope year. They should only be used where there is a value exchange above and beyond the discount offered on non-transparent media, such as in lieu of agency fees, or other quantifiable value. If the Agency believes an inventory media or undisclosed buying model is appropriate a BU opt in agreement must be signed and every associated media plan authorised by the BU media lead and procurement. Failure to do so will result in financial remedies being payable to K-C.*

At OMG, we have a unique approach to how we engage with our clients who wish to utilise OMnet, which operates at the highest standards of transparency, accountability, and governance. No pre-purchased remnant or off-strategy inventory is included, with proprietary inventory considered and deployed only after a media plan has been created and approved. Once approved, our OMnet Team identifies available inventory that matches the exact specification and expectations of the already completed and approved media plan, to establish whether proprietary agreements can offer further discount to the media already selected. This specific process ensures OMG's media plan and partner recommendations remain guided only by client strategic business needs.

Further, OMnet allows you to claim the value benefits of up-front payment without their own capital outlay or risk, establishing partnerships with publishers by making pre-payments, firm commitments, asset or programmed funding, in return for favourable terms. For clarity, OMnet secures discounts, not specific placements or schedules, and assumes all the risk on the capital invested while clients maintain their current flexibility and quality expectations. Discounts are incremental to the lowest negotiated rate (ie OMG or client rate card), offering further value opportunities with a typical additional savings of 5% on related inventory.

Contrary to other offerings we believe are available in the market, OMnet does not provide clients with remnant/unwanted media spots/spaces, instead unlocking savings on 'like for like' inventory. OMnet operates on a model of fully informed consent, with a 2-level approval process - clients opt into the program initially and then again for each piece of activity where OMnet is utilised.

Importantly, OMnet Is 'Zero-Compromise' as we hold our inventory media offerings to the same high standards we would apply to any media, we would recommend for Spotify, ensuring planning neutrality. When we (agency and client) have agreed on a media plan, we review the publishers and programming requirements to identify opportunities. Spotify would review and approve all inventory media activity as part of the broader buy recommendation for each campaign. There is no effect on the overall plan apart from reducing costs and freeing up money for additional weight, or offset against other costs (production, fees etc.).

Transparency is a core tenet of our proprietary media offerings and all quality and media metric elements of a placement (e.g., prime time, positioning, viewability, placement, daypart, campaign delivery), are transparent and auditable. Performance, down to spots and dots and URLs are provided, the only exclusion being the price OMnet paid the relevant vendor.

# Media Non-Negotiable Requirements

## Transparency of Data

**?** *Kimberly-Clark interactions with the agency should be conducted in a transparent manner. Time spent on the account by agency teams and may periodically request timesheet reconciliation, talent audits or vacancy reporting.*

**?** *All tech and data fees should be fully disclosed in media plans and platforms should not have any hidden platform fees.*

**?** *All rebates, discounts and incentives should be passed back to K-C such that the only source of agency revenue shall be from fees paid directly by K-C.*

As a current partner of K-C, we are accustomed to your requirements and already work with you ensuring transparency and disclosing all information related to teams, tech and data fees and pass back any and all rebates, discounts and incentives. We will continue to adhere to and adopt these policies in any future partnership.

## Right of Audit of All Elements of the Contract

**?** *Kimberly-Clark reserves the right to audit adherence to any area of the contract, including access to platforms where relevant, using a 3rd party Auditors of its choosing or in the case of performance of services K-C internal teams or externally appointed auditors as appropriate. The Agency will allow the auditor access documents, contracts and invoices for Media Placements including information to verify Principal or Inventory Mark-Ups and only redact the individual names of other advertisers but not commercial terms. K-C does not employ auditors on a contingency basis.*

OMG is committed to full transparency on an ongoing basis. We will share all documentation regarding any negotiation on any part of your advertising spend and we welcome your active participation in these negotiations. In the contract we will be explicit about this as well as welcoming any internal or external audit (whether media, financial or contractual) as requested by you in order to demonstrate contract compliance.

You will of course have full audit rights in relation to trading agreements as per the provisions laid out in the MSA.

# Media Non-Negotiable Requirements

## Right of Audit of All Elements of the Contract  Continued

### OMG Transparency Charter

- Kimberly-Clark media budgets are only used for media payment and related third-party party costs.

- All documentation with suppliers regarding use of media budgets are retained.

- All rebates returned, both relating to your spend and pro-rata from combining the spend of all our clients.

- No undisclosed income, our only source of income will be our agreed fees.

- No variable commission rates by channel, so no undue prejudicing of channel selection.

- 100% client first and open approach to media trading with direct client involvement in all Kimberly Clark deals.

- Fully disclosed operating models across all areas of our solution.

- Robust performance-related fee options which reward the right behaviours and outcomes.

- No OMG tech or data ownership, providing unrestricted choice and impartiality in the solutions we offer.

- Pass through of all third-party tech and data costs with full audit trail.

- One simple rate-card applicable across all in-scope and out-of-scope services across OMG.

> " **Barclays set out to find a progressive partnership based on openness and trust. Omnicom embraced the process from day one. Seven years in and they have fully delivered on the transparency principles that underpin our partnership which has been validated through rigorous third-party contract compliance auditing** "
>
> Tom Corbett Managing Director, Media and Sponsorship, Barclays

## Owning Tech Contracts and Seats

Our ambition is to own, but for the agency to operate, tech contracts and have established direct contracts for DSPs, ad serving, brand safety, ad verification, and DCO. Any owned by the agency and on K-C behalf should be set up with brand seats and not under multi-client seats in a manner that would allow either transition of ownership or data. The Agency agrees to enact its proprietary negotiated rates for inventory, post-bid discounts, proprietary SSP deals, data and measurement providers within the K-C owned platform where needed. When beneficial, K-C may require Agency to utilise our negotiated rates and payment terms with our existing partners. Billing of K-C own tech contracts should be handled by the agency and with standardised payment terms for all media irrespective of the underlying payment term for a particular provider.

As a current media partner for K-C, we already ensure that we are adhering to these parameters and requests, and therefore will ensure that this continues into any future partnership.

# Media Non-Negotiable Requirements

## Budget Volatility

**?** *impact in times of headwind volatility or to scale up in more favorable tailwinds. The nature of our products, in particular our IFP business unit and volatile macroeconomic factors in developing markets means K-C is very exposed to commodity and energy price fluctuations more than most of our CPG peers, many of whom have broader product portfolios in less volatile categories to offset this impact. Whilst we employ commercial levers to smooth the impact of these it sometimes means volatility in media budgets (up or down). We need our future partner to demonstrate flexibility in approach to focus on activity that will have the maximum business*

As a current media partner for K-C, we already ensure that we are adhering to these parameters and requests, and therefore will ensure that this continues into any future partnership.

- We fully understand that flexibility is a fundamental requirement for our clients, which has intensified further as the media environment becomes increasingly dynamic. The ability to be agile is part of the service we provide, and strong relationships with our media partners affords us flexibility to assist our clients in securing or adjusting media inventory based on your needs.

- To optimise trading agility in a holistic buying approach, it is key to build negotiation structures that can:

- Access holistic value, benefiting from a one-video approach and a multi-channel approach to reach.

- Build strong relationships with media partners with deals inclusive of pre-agreed enhanced contract parameters to cancel, move, or reduce share.

- Operate a system of contingency budgets, where a strategic budget is built that allows your business to take advantage of short-term opportunities or top-up campaigns where activity is needed.

- Track spend and campaign changes to ensure control and flexibility by orchestrating/harmonising media planning requirements and deal structures annually as well as on an adhoc campaign-by-campaign basis.

This framework will enable the movement and quick re-planning of campaigns when needed, to be highly reactionary to business pressures – without loss of media value or quality to your marketing objectives.

> " **OMG continue to show incredible agility when it comes to reacting to market and business changes on behalf of McDonald's. Whenever we have need to activate, change, or remove activity at short notice, they have always responded quickly, and been able to enact changes with the minimum of fuss and always negotiate any related costs at a significant advantage to market norms Forrester** "
>
> Kathryn Howcroft -  Director Digital & Media, McDonald's

## Approach to Fees

**?** *K-C developing and emerging markets in scope experience significant macroeconomic volatility and other headwinds. We require a hybrid approach to fees where retained teams are subject to annual fees and executional teams are paid by commission that flexes in line with media budgets. Larger mature markets may justify a fully retained team. We operate a performance-based remuneration model with agencies expected to put profit at risk and the potential to earn a bonus. Year 1 KPI's will focus on transition activities such as fully staffed teams, fully stood up operating systems, taxonomy compliance etc. In addition to this RFP document, you will be supplied with media billings by country, brand and channel for each BU, offline media impression level data and our Global Media SOW template. The SOW template describes the tasks K-C requires to be conducted at a global level. We are open to your proposal on where such a task should take place, e.g. at global, BU, or executional level.*

Our accompanying commercial summary has taken these elements into consideration, and we are happy to work with you across this process to refine and develop according to your requirements.

# Commercial Requirements

**?** *K-C wishes to engage agency for a 3-year term Master Services Agreement (MSA) and will be using a contract based on the 2023 ANA Master Media Buying Services Agreement and other K-C specific requirements including those set forth in Section 4 below . Should K-C have a pre-existing contract(s) that is (are) not based on this template, the intention would be to migrate these into a single global MSA that aligns with the current terms as required to be updated by K-C.. Any local affiliate agreements should not deviate from the global MSA and only cover changes required by law.*

We are familiar with the 2023 ANA Master Buying Services Agreement, and support K-C's intentions to migrate to a uniform global approach.

**?** *Any contract negotiations later in the process should be focused key points of difference where alignment is required. Excessive wordsmithing of the contract where redlines do not fundamentally change the meaning of relevant clauses are not acceptable and will reflect negatively scoring of your RFP submission.*

**Please confirm:** (1) when the template contract will be provided for review, (2) format of response required, (3) deadline for response to contract to be submitted, (4) whether any further discussion will take place prior to K-C's decision on outcome of RFP process.

**?** *We currently operate on deliverable based SOW built up from fully transparent FTE rate card along with commission-based media fees for executional roles. We are open to alternative transparent remuneration models with consideration given to budget volatility.*

We have duly considered this in our proposal and response.

**?** *Free cash flow is the fuel that enables us to increase advertising budgets and enabling us to invest more with agency partners; K-C standard payment terms are 120 days from invoice date billing date end of month; whilst we are open to discussion on payment terms the cost of capital of shorter terms will be considered in evaluating your commercial proposal.*

Payment terms will need to be discussed.

**?** *If successful, K-C expectation is for the agency to cover the transition cost, including but not limited to new account teams, training/onboarding and set up costs. Please confirm you are willing to accept this as part of your proposal.*

We confirm that should OMG be successful in expanding our current relationship across APAC and Canada, the transition would be provided to K-C at-gratis, with no cost to K-C.

# Conflicts of Interest

**?** *Do you work with any of the K-C competitors listed below?*

*Competitor Means: Tissue, Personal Hygiene (diapers, feminine hygiene products, adult incontinence products, personal care wet wipes) reusable undergarments and associated products and brands manufactured by the following companies:*

*3M, Asia Pulp & Paper (incl. Golden Century Co. Ltd.), Ansell, Arquest, Associated Hygienic Products (AHP), Cascades, Cheng Loong Corp., Chicopee, CMPC Tissue, Daio Paper Corporation, Domtar Personal Care U.S./EU (AHP is now part of Domtar in 2013), Dyson, Edgewell, Empresas CMPC, Essity, Fibertech, Fiberweb North America, Inc., Fine Hygiene Group, First Quality, Freudenberg, Georgia-Pacific, Goodwipes; Gojo, Hengen International Group, Honeywell, Hypermarcas, ICD Confab, IPCO Corporation, Irish Breeze Ltd. (WaterWipes), Irving Tissue, Johnson & Johnson, Kang Na Hsiung Enterprise Co. Ltd., Kao Corporation, Kruger, Lucart Group, Mabesa, McNeil-PPC, Inc., Mead Corporation, Metsa, Multibrands, Nampak, Nibong Tebal (NTPM), Ontex, Paul Hartmann, Paragon Trade Brands, Personal Products Corp., Procter & Gamble Company, Productos Familia SA, Renova, Santher, SCA Hygienic Products, Sellars, Seventh Generation Inc., SIMS/Deltec, Sofidel, Tambrands, Inc., The Honest Company, The Kendall Company, TQ Tecnoquimicas, Tyco International, Uni-Charm Corporation (incl. Bobby), Wepa, Weyerhauser, and Yuen Foong Yu Consumer Products Co. Ltd.*

| Market/Hub | Agency Brand | K-C Listed Confflicts in proposed agency brand?* |
|---|---|---|
| **Brazil** | OMG | Manages Retail media for Johnson&Johnson (Kenvue) |
| **China** | OMD | Vinda Brand (OMD SZ), J&J Consumer Health (Kenvue) |
| **Hong Kong** | OMD | J&J Vision Care |
| **Thailand** | OMD | J&J Vision Care |

# Conflicts of Interest

At OMG, we fully appreciate that client confidentiality and information security are sacrosanct. As a given, we treat every client relationship with the utmost discretion, and this is further amplified should clients operate in the same category.

OMG's agencies service several clients that are competitive within the same business sectors (e.g., Spirits – KC and Bacardi, Entertainment – Disney and Warner Bros. Discovery) and are able to protect the confidentiality of each client's information. Accordingly, we have an established set of rigorous protocols which allow businesses from the same sector to be serviced at both an agency and group level with complete confidence.

The following extensive standard protocols have already been utilised and will continue to be leveraged as a tenant of our future partnership:

## Physical separation

We employ dedicated account teams for K-C, who are physically segregated, normally by office location. Where we operate co-location offices, key card security restricts access between our different agency brand's locations.

## Resource separation

No individual's time is ever assigned across competing brands. This is verified with the supply of time-sheet data to K-C.

Where OMG group services are utilised outside of the agency, individual personnel are not permitted to work across competing clients.

With all relevant staff members supporting K-C, we execute client-specific, individual non-disclosure agreements at a contract level.

We provide strict controls and written guidelines around disclosing K-C confidential information, including Global Employee Security Awareness Training.

## IT & data separation

We employ extensive information technology safeguards such as password protection, desktop security, data security, centralised permissions and network security protocols.

We complete formal annual audits of control protocols, the results of which are shared with K-C personnel. Contractual data security audit rights can also be provided for K-C.

**Data protection;** each individual component of our Agile Data Platform is data protection certified (privacy Seal) and operates in conformity with data protection standards.

K-C's data is maintained in its segregated area. We implement physical, technical and administrative controls, supporting logical and physical segregation of K-C data. All permissions are managed through OMG's login platform and have flexible and immediate controls for data access through permissions.

## Media investment separation

Our vendor agreements (including media) contain confidentiality clauses.

## Clear desk policy

OMG, and its agencies, operate a clean desk policy. All desks are cleared when not in use. All laptops and paperwork are cleared from desks, leaving only monitor screens, keyboards and docking stations on desks.

Cleaners and building management support this policy by clearing any obvious rubbish from desks each night.

Additionally, each floor of our building has a secure wastepaper facility for documents which need to be shredded.

## Compliance and audit

We undertake regular reviews of conflict procedures, including the appointment of local market compliance officers to monitor adherence.

We welcome any client to audit our measures in situ. For example, we were recently audited by VWG (an OMG client) on our processes and structures with no material findings.

# Conflicts of Interest

**?**   *How do you balance conflict of interest vs talent when it comes to putting together the staffing plan?*

We have conflict parameters in place across all of our business units and functions, this includes talent. When pitching or reviewing a client's portfolio, talent is one of the priority considerations to ensure that we are able to successfully manage and address each element of the client scope to the best of our ability.

We have a talent sourcing portal "Talent Connect". This initiative is purposely designed to better connect our talent community across OMG, enhancing future career development opportunities and accelerating our speed to innovation, knowledge and expertise locally, regionally and globally. Talent Connect is a global, customised talent platform, exclusive to Omnicom Media Group.

Talent Connect focuses on three areas, including Growth, HR + Talent Acquisition, and OMG Talent. For our clients, Talent Connect provides global connectivity with the ability to: Search and identify talent with specific client, category, product, industry, tool/system knowledge, or campaign experiences.

As we curate operating models and define the roles, locations and centres of excellence for a client, we utilise talent connect as part of our discovery phase. This allows us to ensure where required that we leverage talent that have the expertise and experience either in a category or a discipline to fulfil the requirements we have identified to fulfil a client scope and be part of the agreed operating model.

Beyond discovery, we look at job levels, current remits, possible geo location moves among other key identifiers. Alongside this we ensure that where we have experience, that this is leveraged to enhance and provide skills to the client. If we anticipate any conflict, we will assess and move talent to the teams where required ensuring that there is no overlap and there is an intel and information transfer block.

We build teams however to reflect the client requirements and future ambitions, and this is not always bringing in category or discipline experience. Often, we leverage talent from other categories as well, as this ensure we are bringing fresh thinking, innovation and learnings from other areas of the business to ensure that the services and skills we build are for the development, growth and success of a client.

# Conflicts of Interest

**?** *Are you aware of any client contractual obligations that would prohibit your participation if your agency or holding company is taken forward to RFP stage?*

As a current partner of K-C, we are not aware of any client contractual obligations that would prohibit us from continuing to work with you in the markets we are currently active, or those additional markets that are included as part of this RFP.

# Conflicts of Interest

**?** *Please provide a list of your key global clients as well as a list of recent RFP wins/losses from 2023 to YTD 2024.*

## Key global clients

| 01. | Volkswagen Group (2.7bn) |
|-----|--------------------------|
| 02. | Apple (2.6bn) |
| 03. | Renault-Nissan-Mitsubishi Alliance (2.4bn) |
| 04. | McDonald's (1.5bn) |

## OMG wins/losses from 2023

| | Year | Wins | Wins (M$) | Losses | Losses (M$) |
|--------|------|------|-----------|--------|-------------|
| | 2023 | 318 | 4,195.4 | 132 | 1,413.3 |
| **Global** | 2024 | 156 | 3,101.8 | 63 | 639.7 |
| | 2023 | 318 | 4,195.4 | 132 | 1,413.3 |

# Additional Legal & Compliance Terms

## At a Minimum, All Agreements Must Address the Following:

**Information security / data privacy requirements:** It is paramount that our agencies safeguard K-C's sensitive information and that of our customers and consumers. All Agreements must ensure Agency is compliant with K-C's Data Privacy, Information Security and artificial Intelligence requirements.

**Limitation of liability:** K-C expects its agencies to be responsible for any costs, damages or expenses that we may incur as a result of our Agency or their Affiliates failure to perform under the Agreement.

**Social compliance obligations:** K-C's Supplier Social Compliance Standards outline expectations for agencies to demonstrate a fair, safe and healthy workplace, as well as safeguard business integrity. The Supplier Social Compliance Standards are driven by the belief that good corporate citizenship is essential to our long-term business success and must be reflected in our relationships and actions in our workplaces and the workplaces of those who are authorised to directly supply our business. These standards can be found at: https://www.kimberlyclark.com/en-us/company/supplier-link/standards-and-requirements/social-compliance . Agency will ensure that all third parties performing work associated with any Agreement will equally commit to compliance with K-C's Anti-Corruption policy.

**Anti-corruption compliance:** The foundation of K-C's business relationships are built on trust, transparency, and accountability. We must prohibit bribery in all business dealings, with governments and the private sector, in every country around the world. These standards can be found at: https://www.kimberly-clark.com/en-us/esg/policies/anti-corruption-compliance . Agency will ensure that all third parties performing work associated with any Agreement will equally commit to compliance with K-C's Anti-Corruption policy.

As part of any award K-C will require the Agency to submit (i) written certification of adherence to K-C Social Compliance and Anti- Corruption Polices and (ii) a description of its anti-bribery and anti-corruption program, including copies of the corresponding policies and an overview of its prevention, detection and correction mechanisms.

All of the above elements will be duly considered when reviewing the MSA.

# Thank You!

**\* Kimberly-Clark** | **OMG**

08 Appendix

# OMG's Full integrated planning process & associated apps



With Specialists / Apps Engineered to be Brought in at Each Stage

Legend:
- Client Team Inputs
- Account Team
- Specialists
- Commerce Team

Integrated Planning Workflow

## STRATEGY
- Brief
- Opportunity
- Investment
- Insights
- Context Cultural Q

Apps:
- Investment Planner
- Q Cultural Insights
- Data Science Utilities
- MMM
- Omni Assist

## AUDIENCES
- Audience Segment Definitions
- Audience Framework
- Role for Comms Plan
- Omni Audiences
- Walled Garden Platforms (e.g. Google)

Apps:
- Audience Explorer
- Audience Explorer (Fusion)
- Audience Framework-RFC
- Omni Assist

## PLANNING
- Brand Platform
- Channel Planning
- Channel Allocation
- Implementation Allocation
- eCommerce Insights
- Optimized TV Plans
- Curated Inventory Plans
- Influencer Recommendations

Apps:
- Channel Planner
- Video Content
- Digital Content
- Omni Assist
- Influencer (CREO)
- Flywheel Commerce Cloud

## ACTIVATION
- Taxonomy
- Channel Plan
- Supplier Plan
- Placement Plan
- Client Approval
- Media System Data Entry
- Campaign Governance
- Trafficking/Tagging
- Activation (Campaign Live)
- Activation

Apps:
- Creative Intelligence
- Content Engine
- Omni Governance
- Image Gen
- Planit
- Taxonomy Builder
- Media Ops Hub
- Omni Assist

## OPTIMIZATION
- Media Clean Rooms
- In-Campaign Reporting
- Dashboards
- Attribution
- Effectiveness
- Performance Insights
- Optimization
- Commerce Cloud

Apps:
- MTA
- Agile MMM
- Performance Reporting
- Omni Clean Rooms (inclusive of retailer clean rooms)
- GeoLift
- Taxonomy Compliance
- Omni Assist

* Kimberly-Clark | OMG

# OMG's proposed operating model for K-C

## Virtual Leadership Team, Connected But Focused

| | Paola Caraglio (EM) | Casey Fitzsimmons (IFP) | Adamson Alagon (IPC) | Marissa Robinson (CA) |
|---|---|---|---|---|

### Global
**Global Responsibilities**
- Overall Relationship
- Strategic Roadmap
- Workflow Transformation
- Test, Learn & Scale
- Market Visibility
- Commercial Delivery

### Global BU
**Global BU Role**
- BU Relationship
- BU Strategic Planning
- Cross market Budget Sufficiency & allocation
- BU Market Connectivity
- BU Test, Learn, Scale
- BU/Market Visibility
- BU-level Reporting

**Lead Market Role**
- Contribute to Masterbrand strategy
- Local strategy adaptation, insights, planning, measurement, and analysis
- Offline buying

Led from Colombia

Led from UK

Led from Singapore

Led from Toronto

### Non-lead markets/hubs
**Non-lead Hub/Market Role**
- Regional coordination with each BU
- In-region planning and activation
- Offline buying

LATAM: Colombia plans all other LATAM Markets
EMEA: Planning hubs in Poland (WEU & CEE), Kazakhstan (CIS)
South Africa, Nigeria, Saudi Arabia, Turkey and Israel handled locally
APAC markets all handled locally
Local offline activation

LATAM: Colombia plans all other LATAM Markets
EMEA: Planning hubs in Poland (WEU & CEE), Kazakhstan (CIS)
South Africa and Israel handled locally
APAC markets all handled locally
Local offline activation

Fully dedicated teams in all markets (including Taiwan and New Zealand)
Local offline activation

Team staffed across all three BUs (BCC, AC, AFC)

### Delivery Centers
**Delivery Centre Role**
- Digital activation
- Taxonomy
- Trafficking
- Reporting data

Connected and powered by: omni

REGIONS

* Kimberly-Clark | OMG

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| Agency Model Vision | We are going to instigate a fundamental change to our model which requires a full-service agency solution. We want you to share in detail evidence of your first-hand experience in providing a joined up service and what the challenges will be for K-C in creating significant operational change, which will include the introduction of genuine global accountability which will need to be embedded quickly. Please provide your recommended approach considering our evolved structure described above and desire for global media consistency that scales, balanced with cultural nuances and the need to also ensure local relevancy | Pg. 14-16 |
| Evidence & Case Studies | Please provide an existing case study that you consider to be best in class for a global Media AOR for a comparable global client to K-C (ideally CPG), demonstrating how your network has partnered to create a solution for other clients | Pg. 17 &18 |
| | Describe a concrete example of where you successfully operate media hubs and please provide references to help substantiate those claims | Pg. 17, 19& 20 |
| | Share examples of challenges in getting to the desired state and watchouts we need to be aware of | Pg.21 |
| | What are the most critical structural requirements and/or processes for both agency and client to deliver a global full service operating model and the journey to get there? | Pg.21 - 23 |
| Network Philosophy | How do you manage your networked brands and offices to enable the stewardship of global clients and brands to achieve effective and connected teams and output? | Pg. 6,7 & 34 |
| | What do you believe are the three most important KPI's to delivering successful global full service operating model? Why are they the most important? | Pg.12 |
| | How do you manage your networked brands to ensure the strongest, talent forward approach for our business and goals vs. silos and competition? | Pg. 38 |
| | How do you use global data, analytics and insights to drive growth for your clients at a local level? | Pg. 42 & 43 |
| | While we have many markets to consider, we have two specific requests on individual markets that we would like you to share with us:<br>a. For the China market, please share with us what your network is doing to ensure compliance and anti-corruption standards?<br>b. For the South Korea market, please share with us your depth of experience and local market organisation (scale, wholly owned or JV, etc.), as well as tenure. | Pg. 50-52 |
| Benefits of your Networked Approach | Please share with us a summary of how you see your network's unique benefits for Kimberly-Clark's brands and needs; can touch on any aspect of the business that you would like to highlight. | Pg.7 |
| Media Operating Model | Please demonstrate how you will establish the optimal media agency operating model and approach that can flex to meet Kimberly-Clark's differing requirements for IPC, EM, IFP and Canada. | Pg. 14,15 & 16 |
| | Also please share how consolidation of media will accelerate sharing and implementation of best practices via your media network. | Pg.34 |
| | What does K-C need to know beforehand and what is often missed and what you do need from K-C to make such a change successful. Use real examples as proof points, consider how it evolved over time, how you solved challenges and what you would have done differently. | Pg.17 |
| | Please provide CPG client references where you have built a bespoke media operating model, we are particularly keen to speak to clients who experienced challenges in that transition. | Pg. 17 |

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| **Media Operating Model** | Full-service agency teams in market for IPC countries, UK and Canada that will leverage your data and technology capabilities to activate media using our 0/1PD and 2/3PD. | Pg.47 |
| | Lead market + multi-market ABU cluster model for centralised planning, fast scaling and efficient media management in IFP and EM ABU's mentioned above | Pg.25 |
| | Centralised low-cost solution for EM (and potentially IFP), K-C preference is for a single biddable media buying hub in a low-cost location such as India (also our largest EM market). The agency will need to flex IPC media and data strategies according to the budget, sophistication of the market (e.g. availability of targeting data sources). Recommend where this resource is relevant to other BU's. Specifically demonstrate how you address challenges with native language expertise, remaining culturally relevant, and understanding nuances of local routes to market when operating in consolidated hubs. | Pg.35 |
| | Recommend a structure for oversight, accountability, and subject matter experts to ensure best practices are implemented to a consistently high standard globally without being overly "top heavy", how is this going to be put in place; please add an implementational plan for which you would be happy to be held accountable. | Pg.37 |
| | Create operational centres of excellence that become learning organisations for executional functions such as biddable media, ad-operations etc. Demonstrate specific actions and initiatives you would put in place to make this happen alongside a specific timeline for delivery and examples of barriers or challenges to implementing such a model and how you overcame them. | Pg.35 |
| | Agency operating system used routinely in daily work and consistently in scope and capability globally, how you would roll this out, the timeline to do so and any requirements for K-C . Provide an example of a country or region where there has been resistance to aligning to such systems, how you diagnosed the root cause and mitigated the impacts. | Pg.40, 41, 44, 45, 46 |
| | How will you identify, recruit and retain the most suitable talent with strong business acumen who comfortable challenging the status quo to be able to deliver change of this scale and type. How can K-C be assured that the best people inside or outside of your organisation will be deployed on this project in a timely fashion for the duration of the relationship not just the transition. | Pg.38 |
| | What are the golden rules you would recommend we put in place to ensure every dollar we spend is planned and bought wisely, e.g. consolidating lower spend markets and channels considering budget sufficiency, setting investment guardrails, and preventing fragmentation of media budgets. | Pg.37 |
| | Integrated Paid, Earned, Shared, Owned ("PESO") Media planning and execution, with the agency acting as a channel agnostic lead to provide 'best for' K-C solutions considering attention metrics and delivering agile, insight driven optimisation across PAID Media channels (while considering the interplay with "ESO" channels, i.e. website conversions, email sign-ups, etc.). Please provide a schematic and examples of media strategy, planning, execution and measurement/optimisation in action. Include details of any proprietary data-technology relationships or capabilities and the role of Retail Media (where appropriate based on market development) | Pg.27 |
| | Developing insights and Activating our Data – Over the past few years we have transformed the way we capture First Party Data, and at the same time our retailers are opening up access to their 2nd party data both often more effective in terms of both quality and cost than buying 3rd party data but we have an opportunity to glean better actionable insights to inform audience strategy and media activations. Please demonstrate how you will leverage 0/1/2/3PD in a cost-effective way in our 5-6 largest markets but crucially develop actionable insights and strategies we can then scale in smaller markets that do not have suitable data sources or sufficient budgets. | Pg.47 |
| | Platform and technology partnerships as a differentiator vs competition | Pg.7 |

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| **Media Non-Negotiable Requirements** | **Transparency of Data**<br>Our agency partner will ensure transparent and secure data sharing across agencies, vendor partners, business units, and markets, and provide a data visualisation solution to give a thorough view of media performance and enable real-time decision making. The agency will be required to provide data feeds from K-C and agency owned accounts to our selected 3rd party providers for legitimate business purposes. | Pg.53 |
| | **Transparency of Inventory**<br>Inventory media, proprietary media, undisclosed buying models and other non-transparent services must not exceed 5% of overall media billings in a given scope year. They should only be used where there is a value exchange above and beyond the discount offered on non-transparent media, such as in lieu of agency fees, or other quantifiable value. If the Agency believes an inventory media or undisclosed buying model is appropriate a BU opt in agreement must be signed and every associated media plan authorised by the BU media lead and procurement. Failure to do so will result in financial remedies being payable to K-C. | Pg.53 |
| | **Financial Transparency**<br>Kimberly-Clark interactions with the agency should be conducted in a transparent manner. Time spent on the account by agency teams and may periodically request timesheet reconciliation, talent audits or vacancy reporting.<br>All tech and data fees should be fully disclosed in media plans and platforms should not have any hidden platform fees.<br>All rebates, discounts and incentives should be passed back to K-C such that the only source of agency revenue shall be from fees paid directly by K-C. | Pg.54 |
| | **Right of Audit of All Elements of the Contract**<br>Kimberly-Clark reserves the right to audit adherence to any area of the contract, including access to platforms where relevant, using a 3rd party Auditors of its choosing or in the case of performance of services K-C internal teams or externally appointed auditors as appropriate. The Agency will allow the auditor access documents, contracts and invoices for Media Placements including information to verify Principal or Inventory Mark-Ups and only redact the individual names of other advertisers but not commercial terms. K-C does not employ auditors on a contingency basis. | Pg.54 |
| | **Owning Tech Contracts and Seats**<br>Our ambition is to own, but for the agency to operate, tech contracts and have established direct contracts for DSPs, ad serving, brand safety, ad verification, and DCO. Any owned by the agency and on K-C behalf should be set up with brand seats and not under multi-client seats in a manner that would allow either transition of ownership or data. The Agency agrees to enact its proprietary negotiated rates for inventory, post bid discounts, proprietary SSP deals, data and measurement providers within the K-C owned platform where needed. When beneficial K-C may require Agency to utilise our negotiated rates and payment terms with our existing partners. Billing of K-C own tech contracts should be handled by the agency and with standardised payment terms for all media irrespective of the underlying payment term for a particular provider | Pg.55 |
| | **Budget Volatility**<br>The nature of our products, in particular our IFP business unit and volatile macroeconomic factors in developing markets means K-C is very exposed to commodity and energy price fluctuations more than most of our CPG peers, many of whom have broader product portfolios in less volatile categories to offset this impact. Whilst we employ commercial levers to smooth the impact of these it sometimes means volatility in media budgets (up or down). We need our future partner to demonstrate flexibility in approach to focus on activity that will have the maximum business impact in times of headwind volatility or to scale up in more favorable tailwinds. | Pg.56 |
| | **Approach to Fees**<br>K-C developing and emerging markets in scope experience significant macroeconomic volatility and other headwinds. We require a hybrid approach to fees where retained teams are subject to annual fees and executional teams are paid by commission that flexes in line with media budgets. Larger mature markets may justify a fully retained team. We operate a performance-based remuneration model with agencies expected to put profit at risk and the potential to earn a bonus. Year 1 KPI's will focus on transition activities such as fully staffed teams, fully stood up operating systems, taxonomy compliance etc. In addition to this RFP document, you will be supplied with media billings by country, brand and channel for each BU, offline media impression level data and our Global Media SOW template. The SOW template describes the tasks K-C requires to be conducted at a global level. We are open to your proposal on where such a task should take place, e.g. at global, BU, or executional level | Pg.56 |

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| Commercial Requirements | K-C wishes to engage agency for a 3-year term Master Services Agreement (MSA) and will be using a contract based on the 2023 ANA Master Media Buying Services Agreement and other K-C specific requirements including those set forth in Section 4 below . Should K-C have a pre-existing contract(s) that is (are) not based on this template, the intention would be to migrate these into a single global MSA that aligns with the current terms as required to be updated by K-C.. Any local affiliate agreements should not deviate from the global MSA and only cover changes required by law. | Pg.57 |
| | Any contract negotiations later in the process should be focused key points of difference where alignment is required. Excessive wordsmithing of the contract where redlines do not fundamentally change the meaning of relevant clauses are not acceptable and will reflect negatively scoring of your RFP submission. | |
| | We currently operate on deliverable based SOW built up from fully transparent FTE rate card along with commission-based media fees for executional roles. We are open to alternative transparent remuneration models with consideration given to budget volatility. | |
| | Free cash flow is the fuel that enables us to increase advertising budgets and enabling us to invest more with agency partners; K-C standard payment terms are 120 days from invoice date billing date end of month; whilst we are open to discussion on payment terms the cost of capital of shorter terms will be considered in evaluating your commercial proposal. | |
| | If successful, K-C expectation is for the agency to cover the transition cost, including but not limited to new account teams, training/onboarding and set up costs. Please confirm you are willing to accept this as part of your proposal. | |
| Sustainability | OUR AMBITIONS FOR 2030 Improve people's well-being while safeguarding natural systems We are committed to making lives better through our products and business practices while helping safeguard the world's natural systems and working to avert the worst impacts of climate change. We remain steadfast in our efforts to reach these goals because we believe it is the best way for Kimberly-Clark to deliver care to the people we serve. We require agency collaboration to help us achieve our targets for 2030 ambitions. Please provide your sustainability efforts as part of response to this RFP. | Pg.51 |
| Conflicts of Interest | Do you work with any of the K-C competitors listed below? | Pg.58 |
| | What firewalls do you have in place within the holding company to maintain client confidentiality? | Pg.59 |
| | How do you balance conflict of interest vs talent when it comes to putting together the staffing plan? | Pg.60 |
| | Are you aware of any client contractual obligations that would prohibit your participation if your agency or holding company is taken forward to RFP stage? | Pg.61 |
| | Please provide a list of your key global clients as well as a list of recent RFP wins/losses from 2023 to YTD 2024. | Pg.62 |
| Additional legal & compliance terms | At a minimum, all agreements must address the following:<br>• Information Security / Data Privacy Requirements. It is paramount that our agencies safeguard K-C's sensitive information and that of our customers and consumers. All Agreements must ensure Agency is complaint with K-C's Data Privacy, Information Security and artificial Intelligence requirements.<br>• Limitation of Liability – K-C expects its agencies to be responsible for any costs, damages or expenses that we may incur as a result of our Agency or their Affiliates failure to perform under the Agreement.<br>• Social Compliance Obligations - K-C's Supplier Social Compliance Standards outline expectations for agencies to demonstrate a fair, safe and healthy workplace, as well as safeguard business integrity. The Supplier Social Compliance Standards are driven by the belief that good corporate citizenship is essential to our long-term business success and must be reflected in our relationships and actions in our workplaces and the workplaces of those who are authorised to directly supply our business. These standards can be found at: https://www.kimberlyclark.com/en-us/company/supplier-link/standards-and-requirements/social-compliance . Agency will ensure that all third parties performing work associated with any Agreement will equally commit to compliance with K-C's Anti-Corruption policy.<br>• Anti-Corruption Compliance – The foundation of K-C's business relationships are built on trust, transparency, and accountability. We must prohibit bribery in all business dealings, with governments and the private sector, in every country around the world. These standards can be found at: https://www.kimberly-clark.com/en-us/esg/policies/anti-corruption-compliance . Agency will ensure that all third parties performing work associated with any Agreement will equally commit to compliance with K-C's Anti-Corruption policy.<br>As part of any award K-C will require the Agency to submit (i) written certification of adherence to K-C Social Compliance and Anti- Corruption Polices and (ii) a description of its anti-bribery and anti-corruption program, including copies of the corresponding policies and an overview of its prevention, detection and correction mechanisms. | Pg.63 |