



ACCOUNT GUIDE  
2016

*Prepared by:*  
Alex Jokanovic  
VP, Management Director



## **FCB ACCOUNT GUIDE**

This document contains information to be used as reference and general guidance for FCB's management of the Cox Business account in 2016.

- I. Agency Personnel
- II. Client Responsibilities
- III. Team Principles and Expectations
- IV. Account Practice and Policy
- V. 2016 SOW
- VI. 2016 State of the Business



## I. AGENCY PERSONNEL

### FCB: LEAD GEN ACQUISITION AND CUSTOMER RETENTION AGENCY OF RECORD

**Executive:** Group Account Lead (Principal and Advisor)  
*EVP, Group Management Director: Cary Pierce*

**Account:** Business leaders (Client, Agency and Advertising)  
*VP, Management Director: Alex Jkanovic*  
*Account Director: Alex Fraser (Acquisition)*  
*Account Supervisor: Sarah Lapalomento (Retention)*  
*Assistant Account Executive: Angelica Heng (Acquisition)*  
*Assistant Account Executive: Alex Fowler (Retention)*

**Planning:** Advertising strategy (Who to, What to communicate & Why)  
*VP, Planning Director: Chris Fedorczak*

**Analytics:** Information (Data to inform strategy and response)  
*SVP, Director of Strategic Analytics: Tinesha Craig*

**Creative:** Create  
*SVP, Group Creative Director: Sue Vering*  
*Creative Director: Grey Ingram*  
*Art Director: Kate Wojan*  
*Art Director: Emily Walton*  
*Copywriter: Lisa Plachy*

**Production:** Produce creative  
*Print Producer: Kathy Jaworski*  
*Digital Producer: Luke Shaw*  
*Broadcast Producers: Ivo Knezevic and Paul Ripa*  
*Broadcast Business Manager: Karen Laurich*  
*Broadcast Talent Manager: Trish Gregor*  
*Traffic Manager: Lara Mullins*  
*Art Buyer: Kathleen Candel*

**Finance:** Control costs  
*Analyst/Costs: Linda Bachmann*  
*Analyst/Hours: Grahame Harlowe*

### MEDIA: LEAD GEN & SEARCH

**ID Media (IPG Agency): LEAD GEN**  
*SVP, Group Director: Angie Given-Cook*  
*VP, Director of Strategy: Adam Gilbert*  
*Assoc. Director of Strategy: Leah Grzyb*  
*Strategy Director: Samantha Popper*

**LEAPFROG: SEARCH**  
*VP, Account Lead: Alesha Romatier*  
*VP, Account Manager: Maren Wesley*  
*Associate Account Director: Sharika Sheaffer*  
*Account Manager: Kimberly Kuhn*

### BOUTIQUE AGENCY: MISC. CAMPAIGNS + CREATIVE ASSIGNMENTS

**New Honor Society (IPG)**  
*VP, Management Director: Margaret Faintich*



## II. CLIENT RESPONSIBILITIES

### CMO, Cox Communications: Mark Greatrex

Mark Greatrex is the Chief Marketing Officer of Cox Communications, overseeing the Sales and Marketing functions for both Residential and Business brands. He reports into Jill Campbell, COO of Cox Communications.

**Primary Contact:** EVP, Group Management Director, Cary Pierce  
**Secondary Contact:** VP, Management Director, Alex Jokanovic

*Communication Overview:*

Twice a year (typically mid-year and end-of-year) we are scheduled to provide Mark Greatrex and Steve Rowley with an executive update on progress against strategic road maps for SMB, MM and VE.

- Cary Pierce meets with him individually, as necessary, throughout the year to discuss agency business relations.

### SVP, Sales and Marketing, Cox Business: Steve Rowley

Steve Rowley is the de facto "President" of Cox Business, serving as the senior-most executive in leading the commercial business for Cox. He reports into Mark Greatrex.

**Primary Contact:** EVP, Group Management Director, Cary Pierce  
**Secondary Contact:** VP, Management Director, Alex Jokanovic

*Communication Overview:*

Twice a year (typically mid-year and end-of-year) we are scheduled to provide Mark Greatrex and Steve Rowley with an executive update on progress against strategic road maps for SMB, MM and VE.

- Cary Pierce meets with him individually, as necessary, throughout the year to discuss agency business relations.

### VP, Marketing, Cox Business: Ken Kraft

Ken Kraft is the lead marketing executive of Cox Business and the final decision maker of marketing strategy for all segments. He officially reports into Mark Greatrex, though Steve Rowley is the more natural hierarchical lead.

**Primary Contact:** EVP, Group Management Director, Cary Pierce  
**Secondary Contact:** VP, Management Director, Alex Jokanovic

*Communication Overview:*

Ken is our final approver of all strategic road maps, National Campaign creative, TV and select high profile assignment. His reviews are incorporated in all appropriate timelines and work is complete and approved by the full team, including Murray, when presented to Ken (except TV; he is involved in the entire process).

- Cary Pierce has a standing monthly 1:1 with Ken to discuss the state of the business.



### **Executive Director of SMB/MM Segment Marketing, Cox Business: Murray Goldstein**

Murray Goldstein is the Segment Marketing Strategy lead for both Small and Medium Sized Business segments. He reports into Ken Kraft.

**Primary Contact:** VP, Management Director, Alex Jokanovic  
**Secondary Contact:** Account Director, Alex Fraser

*Communication Overview:*

Murray is the primary approver of all work, including creative and contact strategy for SMB and MM segments. All work that is reviewed by Murray should be considered final (at the appropriate stage in development) and be approved by Charla/Jenn and Heather/Kay prior to his review. Murray should not be shown anything that is work-in-progress or “un-proofed”.

- Alex Jokanovic has a monthly touch with Murray to discuss agency delivery.
- Chris Fedorczak calls Murray every 6-8 weeks to discuss business strategy.

### **Director of Vertical and Enterprise Segment Marketing, Cox Business: Lisa Majdi**

Lisa Majdi is the Segment Marketing Strategy lead for Vertical and Enterprise segments. She reports into Ken Kraft.

**Primary Contact:** VP, Management Director, Alex Jokanovic  
**Secondary Contact:** Account Director, Alex Fraser

*Communication Overview:*

Lisa is the primary approver of all work, including creative and contact strategy for Vertical and Enterprise segments. All work that is reviewed by Murray should be considered final (at the appropriate stage in development) and be approved by Charla/Jenn and Heather/Kay. Murray should not be shown anything that is work-in-progress or “un-proofed”.

- Alex Jokanovic has a monthly touch with Lisa to discuss agency delivery.
- Chris Fedorczak calls Lisa every 6-8 weeks to discuss business strategy.

### **Acquisition Manager, SMB/MM Segment Marketing, Cox Business: Heather Hall**

Heather Hall is the strategic marketing manager of SMB and MM acquisition/lead gen work. She reports into Murray Goldstein.

**Primary Contact:** Account Director, Alex Fraser  
**Secondary Contact:** Assistant Account Executive, Angelica Heng and Alex Fowler

*Communication Overview:*

Heather is the pre-Murray level approver and after Jenn/Charla. Work to Heather should be treated with the same degree of finish and polish as with Murray, and “work-in-progress” is only acceptable in a time of need/emergency.

- The account team has a weekly “key initiatives” status with Heather.
- Alex Fraser has a monthly touch with heather to discuss agency delivery and expectations.



### **Customer Retention Manager, SMB/MM Segment Marketing, Cox Business: Kay Carter**

Kay Carter is the strategic marketing manager of SMB and MM customer retention work. She reports into Murray Goldstein.

**Primary Contact:** Account Supervisor Sarah Lapalomento  
**Secondary Contact:** Assistant Account Executive, Angelica Heng and Alex Fowler

*Communication Overview:*

Kay is the pre-Murray level approver and after Jenn/Charla. Work to Kay should be treated with the same degree of finish and polish as with Murray, and “work-in-progress” is only acceptable in a time of need/emergency.

- The account team has a weekly “key initiatives” status with Kay.
- Sarah Lapolomento has monthly touch with Kay to discuss agency delivery and expectations.

### **Manager, Vertical and Enterprise, Cox Business: Alea Riley**

Alea Riley is the strategic marketing manager of all Vertical and Enterprise segment work. She reports into Lisa Majdi.

**Primary Contact:** Account Director, Alex Fraser  
**Secondary Contact:** Assistant Account Executive, Angelica Heng and Alex Fowler

*Communication Overview:*

Alea is the pre-Lisa level approver and after Jenn/Charla. Work to Alea should be treated with the same degree of finish and polish as with Lisa, and “work-in-progress” is only acceptable in a time of need/emergency.

- The account team has a bi-weekly “key initiatives” status with Alea.
- Alex Fraser has a monthly touch with heather to discuss agency delivery and expectations.

### **Digital Marketing Manager, Cox Business: Grant Yandell**

Grant Yandell is the digital lead on Cox Business, covering all segments, tasked with managing Cox.com and Digital connectivity for all segments. He reports into Murray Goldstein.

**Primary Contact:** Account Director, Alex Fraser  
**Secondary Contact:** Assistant Account Executive, Alex Fowler

*Communication Overview:*

Grant should be included in all meetings at the Heather/Kay/Alea phase in the process, and in any conversation related to digital marketing/lead gen/Cox.com.

- FCB (Account/Planning /Analytics) has an integrated agency (IDM, Leapfrog) meeting with Cox Business, led by Grant, to discuss Cox.com/Lead Gen/Customer Quarterly



### **Campaign Manager, Cox Business: Denise Anderson**

Denise Anderson is the campaign manager for Cox Business across all segments managing the database for all programs, list pulls, reporting and other data related activity. She reports into Murray Goldstein.

**Primary Contact:** SVP, Strategic Analytics, Tinesha Craig  
**Secondary Contact:** Account Supervisor, Sarah Lapalomanto

*Communication Overview:*

Denise should be involved in any testing, campaign contact strategy discussion. All test plans and data related items must be approved by Denise BEFORE Murray/Lisa reviews.

- Strategic Analytics has a weekly call with Denise to discuss data matters.
- Denise will be included in Weekly Key Initiative meetings as necessary
- Sarah Lapalomanto will have a monthly touch with Denise to ensure all expectations are met.

### **Director, Creative Services and Brand Development, Cox Business: Charla Murrah**

Charla Murrah is the PRIMARY agency contact and liaison between the agency and Cox Business marketing. She reports into Ken Kraft.

**Primary Contact:** VP, Management Director, Alex Jokanovic  
**Secondary Contact:** Account Director, Alex Fraser

*Communication Overview:*

Charla is included in all creative and strategy discussion where Heather/Kay/Alea, or Murray/Ken are present, unless she opts-out and asks that Jenn cover. Either her or Jenn are mandatory for all discussion with CB marketing. All work must be approved and previewed with Charla/Jenn at least 48 hours prior to Heather/Kay/Alea review. In many cases, Charla will be involved in rough, work in progress discussion throughout planning and creative development. All work in progress can be shown to Charla/Jenn within reason. Charla should be considered a direct extension to the FCB team; everything starts and ends with Charla and Jenn.

- Weekly Team status with Charla/Jenn
- Alex Jokanovic has a weekly 1:1 with Charla to discuss agency matters and expectations.



### **Manager, Creative Services and Brand Development, Cox Business: Jennifer White**

Jenn White is our also a PRIMARY contact, serving as a liaison between agency and CB marketing. She reports into Charla Murrah.

**Primary Contact:** Account Supervisor, Sarah Lapalomento

**Secondary Contacts:** Assistant Account Executive, Angelica Heng & Alex Fowler

*Communication Overview:*

Jenn is included in all creative and strategy discussion where Heather/Kay/Alea, or Murray/Ken are present, unless she opts-out and Charla covers. Either her or Charla are mandatory for all discussion with CB marketing. All work must be approved and previewed with Charla/Jenn at least 48 hours prior to Heather/Kay/Alea review. In many cases, Jenn will be involved in rough, work in progress discussion throughout planning and creative development. Jenn should be considered a direct extension to the FCB team;

- Weekly Team status with Charla/Jenn
- Sarah Lapalomento has a weekly 1:1 with Jenn to discuss agency matters and expectations.

### **Manager, Social Media Marketing, Cox Business: Martin Jones**

Martin Jones is responsible for all Social Media platform strategy for Cox Business and Cox Blue across all segments. Martin reports into Charla.

**Primary Contact:** Account Director, Alex Fraser

**Secondary Contact:** Account Supervisor, Sarah Lapalomento

*Communication Overview:*

Martin should be included in all lead acquisition and customer campaigns that leverage or compliment social contact strategies. We do not produce work for Martin though our work compliments and integrates with his. For example, if we need content written, we simply ask Martin and his team will produce the article, info graphic or item needed.

- Included in Weekly Team status with Charla/Jenn
- Alex Fraser has a monthly touch with Martin to catch up on progress against plans

### **Director, Business-to-Business Insights, Cox Business: Cindy Easterling**

Cindy Easterling is the research lead for Cox Business, tasked with uncovering insights for marketing purposes through qualitative and quantitative research. She reports into Brian Stifel.

**Primary Contact:** VP, Planning Director, Chris Fedorczak

**Secondary Contact:** VP, Management Director, Alex Jokanovic

*Communication Overview:*

Cindy is included in all research discussions and rarely involved in work though is an important part of the team and should be communicated to regularly.

- Chris Fedorczak has a monthly touch with Cindy to get a pulse for research activity.





### III. TEAM PRINCIPLES AND EXPECTATIONS

- 1) Do good work
- 2) Do the right thing
- 3) Work with the welfare of others in mind
- 4) Never satisfied, always curious
- 5) All focus and effort is on improving our communities:
  - a. Our Account Team
  - b. Our Cox Business Team
  - c. Our Cox Communications Team
  - d. Our Agency CRM and B2B Practice
  - e. Our Agency
  - f. Our Network
  - g. Our Client's Team
  - h. Our Client's Brand/Business
  - i. Our Client's Company
  - j. Our Client's Industry and the Communities they serve

#### We are...

- **Business leaders**, not project managers. We understand the industry dynamics, competitive set, how products work, and if we don't know the answer to a business question, we know who to ask to get it. We know our clients business and the agency business, in side and out, and drive both our agency and client business.
- **Problem solvers**. We make things easy for everyone – teammates, clients, vendor and agency partners, and most importantly ourselves. If we are confused, so is everyone else, and it is our responsibility to use resources and skills to get everyone back on track.
- **Architects of rhythm**. It is our responsibility as leaders to ensure that everyone on the team, client included is providing their maximum output at the right frequency and cadence to deliver the best work.
- **Craftsman (and women) of the agency image, our point of view and the brand**

#### Carter Murray (Global CEO of FCB) on Account Management

"You find a way to connect on a human level with everyone on the client side at every level. It does not matter if its the receptionist or the CEO, they will all have something about themselves as people and as business people that you can learn from and be better off from understanding

You see clients starting to reuse your thinking (and dare I say it yes powerpoint slides). When clients start feeding back that you are not someone that they love to work with (NOT like) but that they TRUST. Just as in a personal relationship, you should try and be yourself, avoid corporate jargon and bullshit, and be genuine in your business and marketing advice (knowing of course when to keep your mouth closed too IF you know it will not help at that moment in time and then find the right time and the right person to give the input to)

You are helping our clients' feel that it is not about you but about the TEAM on the agency side who are all 24/7 passionate, talented and focused on them.

You creative and planning partner on the agency come to you for advice and support to sell in the right strategy and work for the client

You are the one people turn to in a crises or opportunity...both client and agency side  
Clients see the passion that you have for every part of the creative work – not just the "sexy" tv spots, but also price and product promotion, packaging projects...every aspect of the marketing mix.

Clients feel that no task is to important or small not to give to you and you can then work with the team and crack it FAST.

Most importantly, all the above comes together and you see the marketing that you clients are doing is turning into real business results...."



## **Rahul Roy (former FCB EVP, Group Management Director) on Account Management**

MANAGEMENT DIRECTOR:  
*Account Builder with Vision*

Account people with staying power keep building on their strengths and working to eliminate their weaknesses. Think of an MD as an AD, only stronger and with more finesse. The great ones balance operations, client relationships and brand planning effortlessly. An MD has started honing his or her intangible skills and strengths to build teams, provide guidance and lead clients through sensitive problems. And they always, always, think ahead. "Vision" is a loaded word, but it's where the good MDs start taking us. They think of their challenges on three fronts: Where are we taking the brand? How do I match client goals with agency ideas? And how can I provide the strongest push to build the business?

ACCOUNT DIRECTOR:  
*Strategic Manager of Operations*

There's a world of difference between "supervising" and "directing." Ever notice how some people tell you what they want you to do, but others guide you to an end goal? That's a great AD. Operationally, the best ADs are the ones people turn to in a crisis. When things are smooth, no one asks them for anything – they've made sure the system works. When something erupts, they're the ones with a solution. They teach people how to get things done, and let them do it. Secondly, they've earned the trust of their clients. Clients turn to them for everything – to help write plans, to sell ideas upwards, to manage every problem and to just be there. Most importantly, these AD's have begun developing a strategic laser in their heads how to get to the essence of a problem, how to focus a team's efforts around the right issues or opportunities, and how to marshal agency resources to get the best work done.

ACCOUNT SUPERVISOR:  
*Implementation with Style*

You wake up one day and find that people expect you to do more than "get stuff done." And it's not that difficult anymore. The operational stuff doesn't go away; it just becomes more routine. This is when you ask yourself – am I helping the system be more efficient? Who could use my help? I know more about this new product than anyone else, so what do I think about the brief? What did consumers say? How can I make that strategy sound better? Is the competitive review just information, or is there a point of view behind it? Am I educating people, or just providing them with facts? Is there an easier way to getting billing through the system? What do I control and how can I make it better, simpler, easier, more smooth? You're a thinker, not just a doer anymore.

ACCOUNT EXECUTIVE:  
*The Great Implementer*

Everyone knows it. When a job gets done well, it's largely because there was a great AE who pushed it through the system. Whatever else you do, you have to be the one that feels, lives, breathes and completely immerses yourself in making it happen. And you are the one who should feel the burden of making the system hum. Every legal detail, every meeting prop, every :10 tag version, every pre-pro book, every schedule, every problem waiting to happen – they're all yours to own and solve. Interestingly, on every new business pitch, a great AE blossoms – he or she is the one who comes earlier, stays later, takes the best notes, follows up on every request, has the best idea to bring a board to life, makes sure the room is perfect, sees that every sign is perfect, and on and on. Take personal responsibility for executional perfection and you'll see the whole agency rally around you. Importantly, have an opinion, and learn to voice it appropriately. You're the one who manages the implementation of the process and you should tell people when it is, or isn't, working.

ASSISTANT ACCOUNT EXECUTIVE:  
*Fuel The Fire and Build The Foundation*

Be an information gatherer, a hound for detail, an aggressive provider of support for everyone. The account can't function without knowing, in real time, what's going on in the world that will affect our brand. Competitive knowledge, client business status, category activity, consumer dynamics, agency changes, new campaigns, promotions, materials and more – they're all you. Do the Creatives turn to you to hear the latest? Do the Planners ask you for help because you know what's going on? Are you providing regular updates of the business data? Is every estimate correct? Budget on track? Are you shadowing and supporting the AEs you're assigned to? Do you know every product detail, price point, ingredient story, on-package message, web site detail, everything? If you're not fueling the fire, the house won't get warm.

## IV. TEAM PRACTICE AND POLICY

### Communication

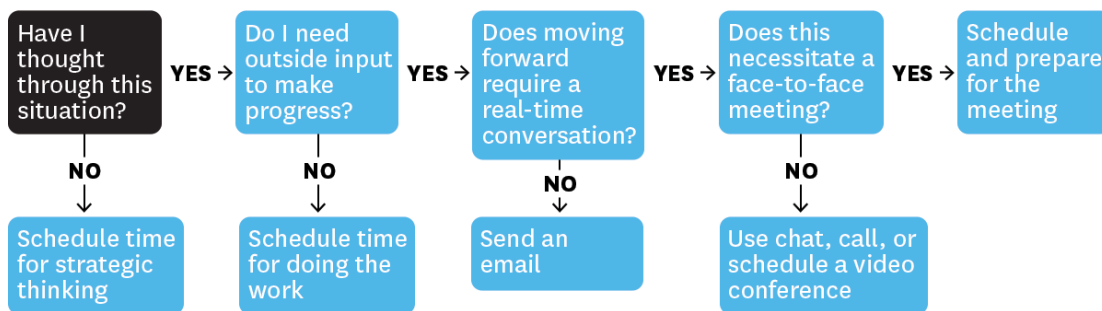
Always use the most efficient form of communication, **DO NOT RELY ON EMAIL**, especially long ones, and avoid “assembly line” workflow. Drive a point of view, solution or recommendation as efficiently as possible.

### Meetings

Only hold meetings that are absolutely necessary. If necessary, plan for the least amount of time needed (Ask yourself: Do meetings need to be 60 minutes, can they be 45, 30 or even 15?).

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#### SHOULD I HOLD A MEETING?



SOURCE REAL LIFE E TIME COACHING & TRAINING

HBR.ORG

Invite only those who have a role in the meeting and if you yourself don't, notify your manager and exclude yourself. **THE LESS PEOPLE, THE BETTER.**

The JR most account person in every meeting/project is responsible for all meeting prep and finish:

- Separate meeting invitations for clients and agency teams
- Internal invite should say Client Presentation, first, and then project name so everyone knows that its a client call
- Please include a list of all clients joining the call in the internal invite (whenever possible)
- Always include the full call in number with both owner and participant codes on both the client and agency invites. People will always look there first so if its only in the email w/the deck, people will miss it
- The codes are long and can be difficult to read, so please separate numbers so its easy to read (e.g. 511.98.047)
- Have the room and internal team booked 15 minutes prior to start of meeting so we can all be prepared, technology worked out, dialed in, etc.
- Send the deck to clients ~15 minutes prior to the call so they have time to download
- As a general rule, conference report/call notes for all calls need to be distributed to the internal team same day, and to clients within 24 hours of the meeting. This may vary by type of meeting so we can talk about what makes sense on a one-off basis. If we have captured creative feedback to act upon, the feedback needs to get to the internal team immediately.
- Ensure that all technology is ready and there are enough seats for all attendees (for internal and external; work with Jenn White for external)



#### *Currently Scheduled Recurring meetings*

##### Internal

- Daily Stand: Daily 9:45am (Account, Creative, Print Production)
- Weekly Digital Production Status: Mondays 2pm (Account, Digital Production)
- Finance: Monthly (Account, Production, Finance)
- Weekly Cox All Account Team Stand: Thursdays 9:45am (Resi and CB Account)

##### Client

- Weekly Key Initiatives Status: Mondays 3-3:30 pm (Account, Charla, Jenn, Kay. Planning/CI/Creative/Denise/America when needed)
- Weekly Client Status: Tuesdays 11:30am-12:30pm (Account, Charla, Jenn, Martin, Ashley)
- TSW Weekly Status: Tuesdays 1-2pm (CB & Resi Account, Client's TSW team)
- Weekly Data meeting: Tuesdays (CI, Client)

##### Partner

- FCB/IDM Weekly Regroup: Thursdays 10:30am-11am (Account, IDM)

##### Client & Partner

- FCB/IDM/CB Bi-weekly Regroup: every other Monday 11:30am-12pm (Account, IDM, Charla, Jenn, Nancy Thurman, Laura Anderson)

**SOMEONE FROM THE ACCOUNT TEAM MUST BE IN THE MEETING ROOM 3-5 MINUTES PRIOR TO MEETING START.**

**WE MUST SET UP EVERY MEETING AND EXPLAIN WHY WE ARE MEETING AND CLOS EVERY MEETING BY SUMMARIZING NEXT STEPS, ROLES AND RESPONSIBILITIES, THEN MOST IMPORTANTLY, FOLLOW THROUGH.**

#### **Planning**

The planning team should be included in all discussion of strategy and the work, throughout creative development and be sent a copy of finished work after production. When writing presentations, points of view or thinking through a problem, Planning should review everything before client review.

#### **Creative**

We are all, including the creative department, in service of the brand our ideas. We need to continually find ways to improve workflows to support our creative team.

#### **Production**

We need to drive timing and work with production to find out how we can meet deadlines, and as much as we can avoid letting production drive creative timing.

#### **Teamwork**

Account Supervisors and Account Directors or, both Assistant Account Executives, should rarely be in meetings together unless an initiative calls for it.

#### **Presentations**

Use the following filter for all work presented to client:

- Understand the Business?
- Is there a Need?
- How does our solution ADD VALUE and fill the need

#### **Travel**

##### **Client**

We are free to travel and visit clients, and should see them every 4 weeks, for important meetings and work sessions. All Ken, Murray large presentations (Briefings, National Campaigns, TV, Segment Strategy are preferable in person if schedules allow).

#### **Conferences**

We are also encouraged to attend conferences that either build our skill sets or client business. Find them and go.

#### **Vacation/PTO**

We are free to take off ANY day we need, as long as it is within company travel policy, though we must have our work covered by someone else from our team. No workflow should be disrupted, or meetings moved to accommodate PTO, we will cover as a team.

Only in rare cases, which require Management Director approval or above should:

- Account Director and Account Supervisor be on PTO at the same time
- Both Assistant Account Executives be out of office at the same time



## **V. 2016 SOW**

**FCB is scoped to deliver the following in 2016. Any additional assignments should be presented to account leadership (Alex Jokanovic or Cary Pierce for review and assessment):**

### **GENERAL MANAGEMENT (LEADER; FRASER; JOB # 1086187):**

Provide day-to-day business management of CB marketing initiatives in collaboration with Cox Business, agency partner and vendor teams.

- Management of master and individual initiative timelines, meeting coordination and resource management.
- Facilitation of key information to all appropriate stakeholders and working teams.
- Management of all financial and legal matters including but not limited to, production budget management, reporting, estimating, invoicing, reconciliation, IPG data and creative legal clearance.
- Ensure efficient development, execution and delivery of advertising strategies and creative products as outlined in the agreed upon statement of work.
- Review of SOW and Production Budgets - performed quarterly.
- Weekly review of all timelines for all CB marketing initiatives, including key input and delivery dates from agency and vendor partners.
- Documentation of progress against agreed-upon milestones for each initiative.

### **STRATEGIC LEADERSHIP (LEADER: JOKANOVIC; JOB #1086188):**

Development of marketing and advertising strategies that align with Cox Business Acquisition and Retention plans.

- Understanding, assessment and application of category, customer, competitive and cultural trends and insights.
- Coordination, development and assistance with research studies and recommendations based on findings.
- Assessment and application of insights presented in Brand Health, Path to Purchase, Product Value Proposition, SAPA and other related studies commissioned by Cox Business.
- Understanding, assessment and application of technology and tools acquired, owned or licensed by Cox Business (e.g., Adobe Market Suite on Cox.com).
- Annual work session with CB marketing and agency partner teams to determine acquisition and retention strategies for upcoming year to meet/exceed business goals.
- In-person Quarterly Strategy Review presentation to review progress against plans and opportunities for optimization.
- Bi-annual Leadership Updates meeting with Mark Greatrex and Steve Rowley to review progress and performance against plans.
- Identification of opportunities for direct marketing testing and learning, along with plans to fill strategic knowledge gaps, including research recommendations for B2B insights during the strategic development process.
- Agency recommendations on strategic business matters to further drive marketing performance (i.e POVs) to be delivered at least 6 per year.



## **REPORTING/COMMAND CENTER (LEADER: SARAH LAPALOMENTO; JOB #: 1086189)**

Operation, management, analysis and reporting of business and campaign performance centralized through the FCB Command Center.

- Data consolidation, clean up and refresh of the Command Center
- Review of performance insights and trends with Cox Business and field marketing teams.
- Custom performance reports for field and other stakeholders.
- Analysis and reporting of all initiatives.

## **GENERAL/ALL SEGMENT**

- Look Book (2015) [Job #1086190]
- Sizzle Video (2016) [Job # 1086191]
- Testimonials [Job # 1086192]
- Why Cox Updates [Job # 1086193]
- Capability Films [Job # 1086194]

## **SMB:**

### **Lead Gen/Acquisition (Leader: Fraser)**

- Trimester 2, 2016 [Leader: Laplomento; Job #1086228]
- Trimester 3, 2016 [Leader: Fraser; Job# 1086229]
- Trimester 1, 2017 [Leader: Fraser; Job # 1086230]
- TV/Radio, 2H, 2016 [Leader: Jokanovic; Job # 1096231]
- TV/Radio 1H, 2017 [Leader: Fraser; Job # 1090869]
- Start Ups [Leader: Fraser; Job # 1086235]
- Security [Leader: Fraser; Job # 1086238]

### **Customer Retention (Leader: Laplomento)**

- On-Boarding [Leader: Laplomento; Job #1086240]
- Mid-Life [Leader: Laplomento; Job # 1086241]
- Renewal [Leader: Laplomento; Job # 1086244]

### **Customer Win Back (Leader: Laplomento)**

- Win Back [Leader: Laplomento; Job #1086237]

## **MID-MARKET:**

### **Lead Gen/Acquisition (Leader: Fraser)**

- IPC [Leader: Fraser; Job #1086246]
- Managed Services [Leader: Fraser; Job #1086246]
- CFI/COI [Leader: Fraser; Job #1086247]

### **Customer Retention (Leader: Laplomento)**

- Retention [Leader: Laplomento; Job # 1086249]

## **ENTERPRISE/VERTICAL:**

### **Lead Gen/Acquisition (Leader: Fraser)**

- Vertical Campaigns (5) [Leader: Fraser; Job #1086251]



## VI. State of the Business (2016)

### Cox Enterprises (CEI)

Revenue: \$18 Billion  
Employees: 55,000

\$2B Growth over the next 5 years (\$20B in 2020)

### Cox Communications (CCI) *Celebrated 50<sup>th</sup> Anniversary in 2012*

Revenue: \$10.5 Billion  
Residential (Brand: Cox): \$8.279 B  
Business (Brand: Cox Business): \$1.8 B  
Media (Brand: Cox Media): \$340 M  
Employees: 18,000

### Cox Business:

\$2B Goal in 2016 (*Took 12 years to hit \$1 B, 6yrs to hit \$2B*)

#### 2015 Incredible Year:

5<sup>th</sup> yr in a row hitting revenue #s \$1.9B  
4<sup>th</sup> yr in a row hitting CIS targets  
3<sup>rd</sup> yr in a row hitting operating cash flow \$1.2B

#### Sales:

58k in new customers  
Rep participation up 10%  
9/11 markets over \$100M, 4/9 over \$200M

#### Product:

CBI ARPU +2% YOY (All Time High)  
63% of new Internet customers at 25mb or higher (+26% YOY)  
11 % Growth Rate on IPC  
VM ARPU up 10% YOY  
65% of new connects had multiple products

#### Operations:

- Completed EasyTel
  - o Inherited 3,350 customers with no contracts, kept 3,311!
- Launched CB.com
- Implementation of Customer Experience Strategy
- Go All Digital
- ATLAS

#### Big Wins:

- Vegas Arena
- Tulane
- Sentara
- AT&T and T-Mobile (Carrier)

### 2016 FOCUS ON \$2 Billion

6 years in the making to \$2Billion

*12 years to \$1B  
6 years to \$2B  
? to \$3B*

\$146M in revenue growth in 2016 projected to come from:

SMB Penetration: \$66M  
Rate: \$8M  
Carrier: \$20M  
IPC: \$15M  
Enterprise: \$25M



**MAKE IT  
EASY**

**SOLVE  
PROBLEMS**