



# FOR: ESSILOR FROM: TRUTH

PAID MEDIA PROPOSAL  
RFP RESPONSE  
MAY 16, 2019

Date: June 19, 2019  
To: Daniella Oropeza  
From: TRUth  
Subject: RFP Response



Dear Essilor Team,

As CEO and president of TRUth, I am honored to submit the enclosed proposal for your review and consideration. Our core expertise as an agency is to develop communications plans that deliver better ways for our clients to be closer to their current and prospective customers and connect in meaningful ways. Our goal is to change hearts and minds while inciting action.

We do this by delving deeper into our consumers' passion points and behaviors as well as strategically choosing media channels that help drive connections and changes in behavior.

TRUth is one of the largest Dallas-based independent media agencies with the nimbleness of a small shop and the acumen of a big partner. Media and strategy are at the core of what we do.

We would truly be honored to partner with you to help elevate Essilor and Transitions to the next level. We feel confident we would be a solid choice as your next strategy and media partner.

If you have any additional questions or would like more context, we would be happy to provide more details and have the opportunity to discuss in person.

Kind Regards,

***Yousef Kattan***  
CEO & President





# STRATEGIC AND EXECUTION ABILITY



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**1. Please describe your approach to media planning and optimization. How do you balance the roles of data, machine learning, and your team's experience and knowledge? What key factors do you take into consideration as you are building a plan for a new client? Please provide an example(s) of when your agency did this in the past.**

Across the board, and from small to big accounts, we consider ourselves marketing experts as well as business partners that facilitate meaningful connections between our clients' brands and both their current and prospective consumers. Media and strategy are at the core of what we do.

At TRUth, we believe that media planning is a strategic and creative process. No matter how advanced the tools or how flawless the formulas and algorithms, innovative solutions are rarely found on a spreadsheet so we dive deeper, we look harder for better options and come up with effective solutions that allow our brands to connect with their consumers. We believe media is both science and art, where objectivity through data and information, is just as important as experience, gut, and logic. We have a business-first approach and consequently create solutions for our clients' specific needs and objectives with the goal of delivering better ways for said clients to be closer to their customers.

When developing a plan for a new client we evaluate all external and internal factors that will impact the success of a campaign such as (but not limited to) the following:

- Business objectives and marketing goals
- Category dynamics and market conditions
- Target audience analysis
- Factors impacting a brand such as seasonality and geography
- Competitive pressure
- Brand challenges and dynamics
- Media channel evaluation and recommendation
- Format, cost efficiency, flighting, and vendor selection

Before developing any media plan, we go through an extensive planning process developed at TRUth called BumerangTM. The BUMERANG™ PLANNING APPROACH is our proprietary planning process that allows us to deliver an integrated communications plan by considering all factors and drivers impacting a brand's communication planning across four key dimensions: category, brand health, consumer segmentation, and media analysis. This is done for every TRUth client as part of our planning.

We recently implemented this process for Maricopa Integrated Health Systems (MIHS), the largest hospital group in Phoenix, to understand the criteria patients go through in order to select this hospital. We started by evaluating the health category in Phoenix, including competitive hospitals and clinics. Then, we took a deep dive into patients' decision process, barriers to health access, considerations for hospital selection,



perceptions about MIHS and overall lifestyle and media consumption habits. With this data, we then developed a media plan with the goal of improving perception of MIHS (via high awareness/ engagement channels), and driving an increase in patient admittance (via more localized efforts with specific call-to-actions).

At TRUth, the flowchart and media plan are the result of a careful investigation and evaluation of all the factors that impact a brand and it's potential to connect with consumers. Our job is to uncover and understand those factors so that our media recommendation can be specifically tailored to the individual needs of each account.

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**2. Please describe your day-to-day approach to managing your clients' paid media. What key factors do you consider on an ongoing basis? How do you measure the success of your media plans? How often do you revisit the media strategy for your clients? Please provide an example(s) of when your agency did this in the past.**

Simply put, we are a "hands-on-deck" agency. This means that after developing a plan and go-to-market strategy, we stay close to the media execution, implementation, optimization, and reporting. We do not turn on a switch and then walk away. Instead, we stay close to our media partners, clients, partner agencies and key stakeholders to ensure our media campaigns are delivering on all objectives and meeting or exceeding expectations.

Our measurement process is extensive and not limited to one specific measurement. In varying instances we evaluate and measure different proxies to conversion, for example - sales, traffic, form fill-outs, store visitation via device ID tracking, requests for more information, etc. If the budget allows, we plan for a Brand Lift Study that helps determine pre vs. post brand awareness and intent lifts. This is the best way to gauge overall impact of media plans.

Specifically for digital, we consistently and surgically monitor and optimize digital metrics based on pre-established KPIs (key performance indicators) that allow us to see how a campaign is performing. Based on this data we increase, decrease, or move around support, to optimize spend and allocate where we are seeing the highest return for ad spend.

Typically once a strategy is developed and agreed on, it becomes our guiding light and the tenet that informs our media choices and recommendations. However, our media planning remains a fluid process and we do not limit our client's ability to guide media plans and/or change strategies if needed.

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**3. How will your agency onboard and get engaged in Essilor's business in order to begin effectively executing media on October 28, 2019? What amount of support will your agency need to get this done?**

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To kick things off, we would request a face-to-face onboarding meeting with Essilor and key stakeholders from various departments for a “share-out” session. During this time, we come as listeners to learn more about your business: how it is set up, what each department is responsible for, what you need to deliver on, how you’ve had success in the past, what you have learned from previous campaigns or activations, what challenges or pain points you are facing, what market dynamics impact your business, how you measure results and so on.

We will also request that you fill out an agency brief so we can all be aligned on objectives, seasonality, geography, budgets, target audience, creative availability, and a few other considerations.

We will then go through our Bumerang™ planning process to gain an understanding of current category and market conditions, competitive pressure, target audience insights and media recommendation. This can be done via first and third party data. In order to meet a 10/29/19 launch date, we will develop a work back schedule to make sure we are meeting all deadlines and staffing up as necessary to meet Essilor’s needs.

Lastly, we always find it helpful to get into the shoes of our client’s customers. We do this via a “secret shopper” approach where we complete a full customer journey to understand the process from beginning to end. We can then apply these learnings and insights into our strategy.

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**4. The brands represented in this RFP operate in a B:B:C model with little control over the point of sale. Historically, our primary conversion point has been a consumer search for an eye care professional (ECP) on one of our owned web properties. How would your agency operate within this unique B:B:C space? Has your agency ever managed paid media for a client with a B:B:C model like this? How did you succeed in these cases? Please provide an example of when your agency did this in the past.**

TRUth has worked on Clients with B:B:C models before, one specific example is 7-11 and their franchisee initiatives. We were tasked with helping the brand acquire new franchisees across the US.

We needed to setup campaigns that would target specific qualified audiences with very specific requirements. In this specific case 7-11 asked us to target high indexing targets - Women, Hispanics, African Americans and Asians that had household incomes of \$75k+ and held MBA’s.

TRUth leveraged first and third party data to help identify audiences across a multitude of adtech and social networking partnerships helping pinpoint where our targets were consuming content, but most importantly where the brand could shine in contextually relevant environments.



We then built a very aggressive search initiative ensuring we were capturing those candidates that were leaning-in for information on how to become a franchisee for 7-11 or just in-market to learn about any franchise opportunities.

In order to create an ideal lead experience we helped build and manage multiple landing pages that featured key content nuances by segment to create connections that ultimately would incite action.

Agency and client agreed to proxies of conversion - Form fill outs, request for more information, webinar sign ups, attendance and direct calls from campaign to help create specific KPI's that we could use to benchmark the business as it relates to actual in market media tactics. We then used these proxies and benchmarked KPI's to learn, optimize and grow leads and new franchisee applications.

The franchisee program grew by over 940% in less than 3 months under our care and continued to outperform historical efforts.

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**5. The Essilor experts program essentially functions as a retail franchise partner, wherein EOA is committed to using paid media to drive traffic and sales to individual EE practices and locations. Demonstrate your agencies experience in driving traffic and sales in a franchise-like model. How did you approach building the strategy and media plans in that situation? Which key factors did you take into account? What were the biggest challenges you faced? How did you overcome these challenges? What KPI's did you use to measure success? What worked and what did not?**

TRUth has cut its teeth over the last 10 years building our agency's services specifically around retail based Clients, and their need to drive traffic and sales across individual locations at a national level.

We work with nationally recognized big box retailers like Pier 1 Imports and Total Wine and others, as well as franchisee based models like Bostons Pizza, Pizza Patron, Circle K and Jefferson Dental Clinics. Each of these brands have very unique needs that call for thoughtful thinking.

Our approach is surgical, smart and not unnecessarily complicated.  
At a high level our strategic approach looks like this:

1. We believe that everything starts with business realities. We dive in deep to understand what those realities are and how we can responsibly affect positive change.
2. We become consumer obsessed. Who are we talking to? Why? Are there additional demographic verticals we should consider and why?



3. We then slice down at a market and location level. Looking at each individual location and starting to create clusters helping us identify similarities and differences.

4. We believe that every potential EE practice should be examined to understand nuance, consumer base by radius and customization opportunities to own white space when possible.

Barriers are realities to every business and navigating those waters requires experience, strong strategic leadership and grit. We approach every barrier or “unideal” situation with excitement, because we know what we are solving for is of utmost importance, as it will ultimately impact multiple areas of our strategic and tactical approach, including our overall outlook on the business and the consumers we are reaching.

We highlight throughout the RFP response specific KPI's we have leveraged historically for our clients. There is not one sole KPI we would hang our hats on, as every single client is different.

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**6. Currently, EOA's media strategy is optimized around minimizing the cost to drive customers to ECP landing pages (CPLP). Please identify at least 3 unique performance based KPI's that your agency has managed for other clients. How did the need to focus on a unique KPI influence the way you approached the strategy for each account? Please provide examples of what your agency did in each of these cases.**

The TRUth digital team has worked on a wide variety of KPI tactics. Whether the campaign objective calls for awareness, engagement, or specific conversions, we tailor the media and targeting strategy to deliver the most cost-efficient KPIs.

Examples of past campaigns, including strategy execution, are outlined below:

#### 1. Online Conversion to Grow E-commerce

- ◆ Select tactics and vendors that historically deliver the most cost-efficient conversion metrics

- i. Examples: Paid Social, Display, SEM

- ii. Preferred display partners may vary based on product category and consumer journey. We have relationships with vendors that specialize in lookalike modeling, search retargeting, soon-to-market prospecting, etc.





- ◆ Target audiences include lookalike segments from CRM or pixel data, conquensing, custom audiences based on primary target profile, and site retargeting.
- ◆ Track both conversion and revenue to report weekly ROAS numbers. Optimizations may include not just cost-per-order, but investing more in tactics that drive higher order value and revenue.

## 2. Store Traffic

- ◆ Vendors/Tactics that can report on in-store attribution are prioritized
  - i. Examples: Display, Digital Audio
  - ii. If a tactic does not automatically track in-store traffic, we look to have 3rd party attribution studies built into the buys
- ◆ Target segments include conquensing, custom audiences based on proximity and/or primary target profile. We also like to use an in-store shopper CRM list, if available.
- ◆ We have also executed campaigns with coupon offerings to help us track in-store attribution and revenue.

## 3. Dual KPIs - Online Conversion and Store Traffic

- ◆ If a client wants to prioritize two KPIs under one campaign and budget, our channel and partner strategy is the same under each objective, while being mindful of how much spend is being allocated for each KPI. For channels that overlap under both tactics, we do prefer to set up a unique targeting approach. For example, if we have Paid Social running under both an online conversion and a store visit objective, we would create an online lookalike segment from pixel and/or CRM data and an in-store lookalike segment from CRM data consisting of shoppers who have never shopped online. We would monitor audience overlap to be sure the two objectives do not cannibalize each other.

## 4. Site Engagement

- ◆ Select tactics that lend themselves to high engagement metrics
  - i. Examples: Paid Social, Rich Media Display
- ◆ Consider negotiating buys under a CPC or CPE rate base, particularly for any Display units.



- ◆ We like to have access to or reporting on-site analytics, so we can optimize based on engagement both with the ads and within the site (i.e. ensure we are bringing you high quality visitors).
- ◆ Targeting would include custom audiences based on primary target profile and lookalike models based on past site visitors.

## 5. Reach/Awareness

- ◆ Channel strategy would involve higher impact tactics combined with cost-efficient broad reach placements.

### i. Examples: Video, Digital Audio, Display

- ◆ Would ideally incorporate sequential messaging to either tell a story within the same channel, or reinforce messaging from a video spot with a follow-up display banner.
- ◆ Target segments would be broader than campaigns with lower-funnel KPIs, but we would still incorporate some custom audiences and conquensing. We would also retarget users who viewed or engaged with a video or audio ad.

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## **7. Transparency across all facets of our media investment is critical. Please share how you are transparent with your clients with costs, performance, brand strategy, audience/data.**

Transparency is a core principle of TRUth. We took a leap of faith early on by investing in ad technologists from outside of the agency space. The foundation of our digital team is comprised of a holistic knowledge base of advertising technology. We operate in the ranks of publisher relations specialists, data business developers, platform developers, reporting specialists, optimization experts and product marketers. This rare insight into the underbelly of the ad tech space has equipped us with the boldness to ask the pressing and stumbling questions. We pry open the ad tech black boxes to truly monitor our investments. Because we are confident in our ability to serve our clients with excellence, we disclose as much as the client requires.

Our clients have grown to trust us with the details and prefer to focus on top level reporting. TRUth understands that the ad tech space is ever changing and new platforms are born everyday. We prefer to spend our time knowing the players, building relationships and being experts in the field versus building bulky software that will be outdated or unusable in five years.



Because we work with multiple vendors some might not offer the same levels of transparency yet have better performance. We sometimes sacrifice transparency for performance based on the end goal. In these cases we take the proper measures to increase the level of third party verification on our campaigns.

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**8. Integration with Essilor's other marketing agencies is a critical component of a successful partnership. Please share how you have historically integrated with other agency partners to best serve a client?**

With all humility we tend to rise up to become the agency of agencies because our clients have grown to trust our approach. On most of our campaigns we work hand in hand with creative, research, experiential and even competing media agencies. We work together to form synergistic solutions and present to our clients as one voice. We have won and managed several accounts this way.

TRUth is excellent at establishing and maintaining relationships with other agencies and media vendors.



# AGENCY CAPABILITIES





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**1. Please share in detail your programmatic capabilities for Display, Video, Programmatic TV, does your programmatic team currently operate with a Multi-Channel platform that would support media channels beyond the aforementioned? Which DSPs do you partner with?**

The majority of our digital ads are managed through programmatic platforms. We have chosen to remain platform agnostic for the open web.

We run all Google, Facebook, Twitter, Pinterest and LinkedIn campaigns through their self service platforms and have acquired expertise in managing these campaigns.

Across the open web, we manage all digital video, audio and display ads through managed services. We chose the programmatic vendors based on past performance, data offering, ad tech capabilities and quality of human services.

We have partnered with many DSPs in the past including but not limited to Quantcast, Zeta, Ground Truth, PlacelQ, Viant, etc.

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**2. What proprietary partnerships or proprietary access to data do you have in place which differentiates your agency and offers unique opportunities for Essilor? How often do you evaluate, renegotiate and renew said data partnerships?**

Getting data from different systems and creating dashboards in real-time used to take us days and now takes us significantly less time. Anticipating the need for a better system, we built a data warehouse and put systems in place to extract reporting data from our media platforms in real-time. These same systems can be applied to just about any data source. Clients have seen the value in our flexibility to ingest data and create actionable based reports. Everything from store traffic to sales - we provide the ability, through our data warehouse, to match media performance, KPIs in real time, and provide turnkey media recommendations.

Unlike most agencies, our digital leadership came from a data solutions background. We have close relationships with vendors that provide custom audience insights from a variety of public and private data sources including Quantcast, Viant and MIQ. We also subscribe to Spotright, a cloud based software that matches social media data, email data and third party data to provide a holistic view of a target audience. We can onboard email lists and extract audience insights, build personas and push the data to most digital media vendors for targeting.



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### **3. Do you have preferred solutions for campaign management, analytics, digital tools? Are these solutions proprietary?**

TRUth has built a proprietary data warehouse that ingests data from multiple sources, then normalizes and unifies this information to provide real-time custom dashboards for our clients. The dashboards are built using business intelligence tools for easy reporting to help facilitate the nimbleness you should expect from your partner and the transparency and access you might potentially need in the fast moving retail environments.

For open web campaign management we use DCM (DoubleClick Campaign Manager). For Facebook, Google and other closed platforms, we manage the campaigns directly within their self-service tools. Our team is highly trained in maximizing performance on all these platforms.

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### **4. Do you have an internally owned DMP? If so, please share details on high-level capabilities. Do you partner with external DMPs as well?**

Philosophically we do not believe in the need to own or build a DMP as an agency. We are familiar with major data providers and platforms and have the ability to partner with them all.

The TRUth Director of Ad Tech and Innovations was heavily involved with the development of a DMP and has worked closely with the majority of data providers as a former member of the Yahoo data solutions team.

Our experience tells us that creating a DMP potentially limits the “lean-out” responsibility that agencies should have when analyzing and auditing data sources and their data builds. Not all data is good for all brands, we know this and do not want to pigeonhole any brand by data.

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### **5. Describe any other preferred partnerships that have had with outside vendors or knowledge providers. (DH)**

We have preferred partnerships with Pandora, Katz Radio and Spotify where we access inventory at considerably lower rates than our competition. We have found a few key players in the advertising technology space that share our philosophy and have partnered with them to access their offerings. MIQ for example has built a team of data optimization specialists, data scientists and analytics professionals to focus on making campaigns perform better and making sense of big data. We are working with MIQ to



enhance our data sciences and analytics capabilities. MIQ is able to access raw data and make sense of it to boost performance on media and gain a holistic view of the business. A few of our preferred partnerships include, but are not limited to:

- Audio partners like Pandora, Katz, and Spotify
- OTT partners such as NCC
- Broadcast partners like NBC/Telemundo, Univision, CBS, CW, and the ABC Family of networks and brands
- All major podcast distributors as well as publishers like revolver, wondery, etc.
- Terrestrial audio partnerships with iHeart, Entercom, Katz, Univision, SBS, etc.

Outside of these, we work with several publishers, DSPs and partners across both traditional and digital media. Additionally, due to our cumulative buying power, we are able to negotiate lower and better deals on behalf of our clients. We would welcome the opportunity to be put to the test!

As an independent we might not have the reported billings as a conglomerate holding group, but what we do have is direct relationships that have been built over time where open fair and honest conversations have happened. What this has led to is real clout and rapport that our clients benefit from.



# TEAM RECRUITMENT, RETENTION & CAPABILITIESABILITY





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**1. Please give a detailed background to your recommended client relationship leader and their experience. What percentage of time could we expect to have for an account? How many other clients will our client relationship leader work on in addition to Essilor?**

Your client relationship manager would be the founder of the agency, Yousef Kattan who believes in spending time on all clients' businesses at a strategic level. To ensure we deliver on all agency promises, Yousef works closely with all our internal teams so that clients have the attention, time and brains of the agency.

Our founder keeps constant communication with the client leads and participates in important strategy, business and planning meetings.

You should expect Yousef to dedicate at minimum 15% of his time to the Essilor relationship and business.

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**2. How will your staff the team(s) assigned to Essilor and Transitions? What are the key roles and levels that you have identified? Will there be a full or part-time allocation? Have you identified the people who will fill these roles? Are they currently employed by your agency? If so, please describe their backgrounds.**

When it comes to staffing up our teams, we take into account several factors. There is no one-size-fits all approach but rather one that is tailored to individual clients' needs and businesses. Some of the factors that will help determine how we staff for Essilor would be:

- Number of Essilor client leads / points of contact
- Number of campaigns / activation windows
- Variety of channels and tactics needed to deliver a successful media campaign
- SOW jointly determined with Essilor

Based on the current media budget, we anticipate needing a combination of FTEs and PTEs for the following departments:

- Planning
- Buying
- Digital Planning & Execution
- AdOps / Adtech / CRM
- SEO / SEM
- Experiential / localized efforts
- Research / Analytics
- Billing



Below are short biographies of six of our key executives and their current roles.

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### **Yousef Kattan**

President/CEO

Yousef founded TRUth Media in 2008 and is currently acting president and CEO. In his previous positions as senior brand manager of multicultural marketing at JCPenney and as associate media director at Dieste, Yousef was responsible for implementing both brand and sales strategies across the Hispanic, Asian, and African-American targets for highly visible brands like Hershey's, JCPenney, Nationwide Insurance, and Western Union.

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### **Alice Ovadia**

VP Media Planning and Insights

Alice has more than 17 years of experience in media planning and strategy across various industries and consumers segments, including multicultural audiences. She oversees new business, research and strategy at TRUth Media and has led media planning efforts and insights development for Pier 1 Imports, MetroPCS, LALA, CDC and Total Wine among others. Prior to joining TRUth Media, Alice was a Planning Director at Dieste handling consumer planning and strategy for Hershey's, TXU and REI. Before that she was an Associate Director at SMG and Mediavest in New York, two of the leading media agencies working on accounts such as P&G, Kraft, Walmart and Mars.

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### **Daniel Hoyos**

Director Ad Tech and Innovation

Daniel leads the Digital Department at TRUth Media focusing on adtech/mar-tech and operations. He has 12 years of experience in marketing and advertising communications, sales solutions, product development, product marketing and business development. Prior to joining TRUth Media, Daniel worked at Collective where he helped build an internal DMP and a first-of-its-kind TV audience targeting technology.

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**Gina Sancho**

Director of Digital Strategy

Gina has over 13 years of experience in Hispanic Marketing, with her last 9 years focused on digital. Gina began her career in advertising at Univision, but eventually decided to make the switch to agency life and began working at Dieste in 2007. During her 8 years at Dieste, Gina worked on print and outdoor plans for Western Union and Nationwide; however, most of her focus was on the Nissan account, overseeing all digital initiatives.

**Angelica Alaniz**

Group Director Planning

Angelica began her career in advertising working on a diverse portfolio of brands including Pepsi, Pizza Hut, Domino's and Wyeth Consumer Healthcare. During her 14 years as a media professional, Angelica was responsible for crafting and executing successful media programs on behalf of her clients.

Before joining TRUth Media, Angelica spent over 7 years as a Strategic Planner and Director overseeing research and strategy for McDonald's, Visionworks and Frito-Lay brands. In this role, Angelica leveraged her passion for consumer insights to provide strategic direction in the development of effective marketing and communication plans.

**Jhojana Valbuena**

Director of Experiential

Jhojana has more than 15 years of experience in experiential marketing, strategic planning, and brand advocacy programs. She leads the experiential department at TRUth Media focusing on innovative and immersive brand experiences. She delivers creative live events, interactive installations and experiential brand activations platforms. Prior to Joining TRUth Media, Jhojana was the founder of 33 Degrees where she developed and executed business strategy on accounts like Citgo, Barcel USA, Pernod Ricard and Bacardi.



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### **3. Please share how you marry media strategy and planning with buying an execution, especially with programmatic. Elaborate on how these teams partner together day-to-day.**

Our approach to media is holistic in nature, we ensure from the onset that all agency resources are aligned and working towards the same goals and objectives.

We believe that media strategy, planning and buying have become highly creative activities and should be developed as such. By leveraging our expertise in media research and media negotiation throughout the process, we are able to more effectively develop strategies and plans that will lead to uniquely creative and successful advertising campaigns.

Our strategists, planners and buyers are in constant communication; sharing ideas and insights on a consistent and ongoing basis. Specifically, our planners must work directly with our buyers to gather, sort and analyze pertinent data that will have an impact on our recommendations as well as how we track and measure media effectiveness.

Media research plays a critical role in the overall process and its importance has become even greater due to the increased fragmentation of traditional media and growth of new media. Since research can originate from multiple sources, it is essential that all parties are continually collaborating and sharing new learnings.

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### **4. What level of access will we have to your executive leadership, post agency review?**

We take pride in the access we demand our executive team to have with all clients. The agency's founder comes from the client side and understands the need to have access to agency decision makers at the press of a button.

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### **5. Please elaborate on the skillset, level, and tenure of your programmatic team members - are they audience segmentation experts, data engineers?**

We have access to the best programmatic teams by remaining DSP agnostic. We have skillfully vetted vendors that specialize in diverse aspects of programmatic from Connected TV, Performance Display, Location Based targeting, Offline Attribution, Dynamic Creative Optimization, Cost Transparency, Viewability, Value Exchange Ads, Etc.

Our in-house programmatic team specializes on mastering the walled gardens such as Google Ads, Facebook, Pinterest and Twitter. Our walled garden programmatic experts have completed the IAB Digital 101 and Digital Planning and Buying courses. They have





completed the Facebook Blueprints courses and our Google experts are Google certified.

Each of our programmatic experts has at least 4 years of experience serving ads through the respective platforms. Our programmatic team has been trained to segment audience data across platforms.

Our director of Ad Tech and Innovations, who is responsible for equipping the team, is an ad tech veteran who was the data solutions manager at Yahoo. During his time at Yahoo, he was responsible for training the audience managers on data targeting and audience segmentation.

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## **6. Personnel continuity on the Essilor accounts of critical importance to us. How will you minimize turnover? How will the agency ensure that knowledge transfer and continuity? (Yousef)**

Our agency boasts one of the strongest retention rates in the business. We have retained over 92% of our team over the life of the agency. We not only recruit the best of the best, but most importantly keep them.

Our greatest strength is our people, our culture and philosophical approach to a static, archaic and at times stagnant industry.

Our team is YOUR team.

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## **7. What is your talent acquisition process? How do you attract top talent and encourage long tenure at your agency? (Angelica)**

Finding and keeping the right talent are some of the qualities that set us apart. We implement a hybrid strategy to locate candidates that are not only highly skilled professionals but that are also well-matched for our agency and clients.

Our approach to acquiring talent begins with leveraging various social media platforms as well as online employment sites. Additionally, we utilize specialized staffing agencies to ensure that our employment opportunities are reaching the right people with the qualifications we are seeking for a specific position.

However, our most successful tactic in finding candidates has been through own connections and contacts within the industry. Years of being in the business has led to strong relationships and close associations with professionals across the country.



Once a candidate has made the decision to join the Tru Team, they are met with an agency environment that is hard to leave. In fact, over the last 10 years TRUth has had only two employees leave the agency and the average employee tenure is nearly 6 years. We attribute this to our strong leadership, excellent culture and great clients.



# COMMERCIAL TERMS AND OTHER QUESTIONS

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**1. Assume the various business lines represented in this RDP have a combined paid media budget of ~ \$43MM annually. How would your agency charges fees for this work? We understand there are a few variables here but feel free to ask questions during the Q&A period. The fees stated below will be used to make a decision and we would like to know the options.**

We are completely open to varying models of compensation.

We have worked on:

1. Retainer basis
2. Commission on percentages of media investment
3. Retainers plus commissions
4. Retainer plus performance based bonuses

We have the ability to be incredibly flexible leveraging the advantage of being independent. Our agency goals are not based on financial incentives, P&L needs, or holding group commissions.

We have no limitations as it relates to how we structure our business and overall relationships with our clients.

We empower our clients with options that fit the brands needs.

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**2. What pricing models do you offer that Essilor may customize in partnership with your agency to best fit our needs? % of fees on media? Flat fee? Pay per performance? Be overly descriptive.**

Tru prefers to work with a retainer base. This allows for the agency to structure a team appropriately and manage brand level needs.

This base would be a competitive blended hourly rate that we would use across disciplines.

We would then recommend structuring the agency compensation with a percent guaranteed fee (monthly retainer) and percent performance based.

As an example we currently have a 90/10 structure with Pier 1 Imports. 90% of our yearly costs are guaranteed, with 10% of the base paid out at the end of the year if an agreed upon KPI is achieved. In this case, we would entertain bookings as our incentive goal.

We are open to a base plus commission, but feel the client shouldn't be punished if they





decide to invest more into their advertising efforts. The majority of times a client invests more dollars it comes with a direct correlation to positive media impact in market. We philosophically do not believe our clients should have to pay a premium for success, and in all transparency, what the agency was hired to do. That being said, we tend to steer clear of commission-based models.

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**3. Provide examples of how your agency has managed pay for performance contracts with other clients. What was the percentage of these bonuses/penalties? Would you be open to an agency or team performance goals and bonus structure? Why or why not?**

As described above we have and would be very open to a performance-based model. We would work closely with clients to determine the best approach that's fair and transparent.

We feel it would be irresponsible for us to share our POV on what this structure would look like without having a better understanding of where the business is at today and what KPI's outside of booking appointments we would want to analyze.

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**4. We are rapidly working to give all children access to eye exams in the US through our Essilor Vision Foundation. How will you support our foundation and what type of non-profit approach and pricing structure would our non-profit partner receive?**

Our agency works closely with St. Jude Children's Hospital, our Founder Yousef Kattan, sits on the national advisory council and has consulted the organization on all things marketing strategy and media over his tenure.

We would be honored to help bring access to eye exams to children across the United States. We have worked for the last five years in helping end childhood cancer, and have taken a very serious role in helping children achieve their full earthly potential.

With all this being said - We would need to understand the entirety of the scope and need, but our goal would be for Tru to not charge one cent to the Essilor Foundation in our commitment to the business and organization to create better futures for all children.

Our experience tells us that we would be able to leverage the team in place to help support the Essilor Vision Foundation.

We are sincerely flattered to be a part of the brand discussion, but even more so to leverage our agency's resources to help children in communities that potentially do not have access to one of the greatest gifts we tend to overlook - vision!

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# OTHER AGENCY QUESTIONS



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**1. If your company or the parent company is publicly traded, please provide your stock symbol or stock exchange.**

We are not. We are fully independent.

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**2. Please describe your overall company structure including parent companies and partner agencies. Please include key information, including total annual revenue and revenue per employee. Describe your agency's key areas of competency and specialization.**

We are fully independent with no structural or hand-shake ties to any other groups.

We work with a number of other agency groups, both independent and holding group firms helping fulfill their strategic media planning and buying needs.

We are experts in media, connections and people. We stay in our lane and focus on quality strategic, effective and insightful work in the media environment. This focus has provided us the opportunity to work with multiple creative, media and research agencies in helping our clients reach heightened levels of collaboration.

We do not structure our business around revenue per employee. We look at profitability as a whole, and as an agency, we try to stay between 15% - 20% profitability across the business.

As stated above, we do not make decisions based on profit/loss. We do what is right for the business regardless of the P&L implications. We do need to be profitable, but we are not greedy.

You will never hear TRU complain or push back on hours, fees, etc...

We are a true partner in every sense of the word.

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**3. Please describe your agencies culture.**

Our agency's core values are integrity, respect and collaboration - we aim to achieve excellence for our clients through a service-oriented mindset. Our team has fun, works hard and knows how to win. Internally we foster a family culture and keep each other accountable, while challenging each other to be our best selves. Both our traditional and digital teams work as a unit to deliver world class services for the brands we represent.



We are competitive by design, because aside from diving deep into the latest media tech, we understand there is nothing that can surpass true talent. To put it simply, finding this perfect balance is why we produce the best results.

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**4. Please list your agency's location both in the U.S. and globally. Please list in which office the team responsible for Essilor's account will sit. Please identify the office's key competencies and specialization.**

Essilor's account would sit fully in Dallas. Our office address is:

TRUth  
5800 Democracy Dr. Suite 200  
Plano, TX 75024

Additionally, we have smaller operations out of Mexico City and Bogota, Colombia

*(We are in your backyard! On the worst of days we are 25 min away)*

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**5. Please list the 5 largest clients and the size of the media budgets that you manage for them.**

Total Wine and More  
Pier 1 Imports  
CircleK  
Boston's Pizza  
Wrangler Jeans

We do not disclose client budgets or investments.

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**6. Please list the top five clients associated with the office that we would be working with and the size of the media budgets that you manage for them.**

Our full roster of clients are associated with our Dallas office. Out of respect to our clients, and existing NDAs, we do not share individual media investments.

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**7. Is your agency currently working with, or have you worked with in the past, any companies in the eye care industry, retail eye care locations or managed eye care companies? If yes, please provide the name, type of service provided/work performed, and length of the business relationship in years.**

TRUth does not currently nor has in the past worked on any companies in the eye care industry; including eye care retailers or managed eye care companies. However, we do have team members on-board that have past experience working within this category.

Specifically, these team members have directly contributed to the development of overall brand strategy, research and insights, creative briefs, and media plan execution for Visionworks.

Additionally, TRUth has expertise in both the retail and health & wellness categories.

For retail: Pier1 Imports, Total Wine & More, FAMSA, El Rio Grande, MetroPCS, 7-11  
For health: CDC, SaludMovil, Maricopa Integrated Health Systems, St. Jude Research Hospital, Jefferson Dental Clinics

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**8. Please provide the names and contact information of three (3) client references that can be contracted by Essilor. Client references should have similar scope or work to Essilor's request.**

Reference #1: Total Wine & More  
Contact Person: Guarang Maniar  
Title: Director of Marketing  
Contact Email: gmaniar@totalwine.com  
Contact Phone Number: 301-634-1573

Reference #2 Organization Name: Wrangler Jeans  
Contact Person: Lorena Hidalgo  
Title: Director of Hispanic Marketing  
Contact Email: Lorena\_Hidalgo@vfc.com  
Contact Phone Number: 214-529-0911

Reference #3 Organization Name: T-Mobile  
Contact Person: Kirstin Hall  
Title: Director, Media  
Contact Person Email: Kirstin.Hall58@T-Mobile.com  
Contact Phone Number:



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## 9. What is your agency's value proposition and how would it directly impact/benefit Essilor's business goals?

TRUth Media is one of the largest Dallas-based independent media agencies with the nimbleness of a small shop and the acumen of a big partner. Media and strategy are at the core of what we do.

Across the board, from small to big accounts, we consider ourselves marketing experts and business partners that facilitate meaningful connections between our brands and their current, as well as prospective consumers.

We love objectivity through data and information, but also listen to our gut and logic. We have a business-first approach and as such create solutions for our clients' specific needs and objectives.

We do not develop cookie cutter or one-size-fits-all plans but instead strive to meet a client's needs and ensure that their budgets are working as effectively and responsibly as they possibly can. If you decide to work with us, you will find more than a media agency. We become an extension of your team and a trusted business partner that works with you in ways that go well beyond the media and focus on the overall business to help drive a brand forward.

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## 10. What changes have you recently made to your business model, and how are you remaining a relevant and competitive agency among your largest competitors?

Below are the key things that differentiate TRUth from other media agencies and the areas that help make us a trusted partner for our accounts and clients:

- Our level of involvement with our accounts and clients (from top to bottom)
  - ◆ Long-standing client relationships since the agency's inception 10 years ago
  - ◆ The customization of our plans which balance trusted and effective tactics with innovative programs that deliver results.
  - ◆ If it doesn't exist, we'll make it happen
- The top-notch staff that we hire and retain and their level of happiness at the agency
  - ◆ Limited to non-existent turn-over with over 92% retention rates



- The media partner relationships we have established over the years and the advantageous deals we are able to negotiate on behalf of our clients
  - ◆ Strong buying power that leverages the cumulative budgets of our clients
- The importance we place on meeting your deadlines and helping clients meet their challenges
  - ◆ We've been in your shoes and understand the challenges you face. We think like a client and act like a partner, not just a vendor or provider
- Our ability to balance research and data with intuition and gut to deliver best-in-class results and plans that can adapt and change quickly.
  - ◆ Data is everywhere, it's what you do with it that counts! We are big on making educated decisions but place as much importance on common sense and logic.





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