



RFP

Volvo Cars USA

Thank you for the opportunity to participate in the RFP process for Volvo Cars USA (VCUSA).

In this response, we have carefully considered your stated goals, brand situational analysis, and the recent evolutions in traditional and digital marketing. We bring a fresh and new way to think about the alignment of data and messaging synergies between brand, customer, and channel. With a true future goal of a seamless communication strategy that incorporates all messaging Tiers and potential communication paths, Theo brings forth Clarity as the foundational solution needed to coalesce your disparate goals.

This document will demonstrate not only our expertise in brand compliance/co-op but also the needed alliance with all digital advertising efforts, to foster a more transparent, tierless, customer experience, for the Volvo customer. Clarity will be the fulcrum on which your future advertising inflects – whether deployed by VCUSA, partner agencies, RTAP, or the retailers.

We look forward to the opportunity to present our integrated Clarity solution to you, in late October, and to discuss the opportunities to improve your overall customer experience.

Again, thank you for the opportunity to participate in the RFP process for VCUSA.

Chris McTague
EVP, Business Development
Theo Automotive



The Need for Clarity

For Theo, this is more than just an RFP response. It's an opportunity to revolutionize how the automotive industry communicates with their customers. It's an opportunity to improve beyond the outdated 'checkbox' solutions and bring new thinking to our industry. Over the past five years, everything in marketing has changed in the automotive space except the Tier III co-op/compliance programs. Every aspect of digital advertising, customer targeting, personalization, media buying and channel deployment has been fundamentally flipped on its head – but we still expect a manual monitoring of a retailer's Facebook page to be the best way to maintain our brand. It is not. Maintaining our brand cannot be a rinse and repeat of a program from 2015...which was a rinse and repeat from a program in 2005. The same technology we are using to target our customers with sophisticated marketing campaigns must be used to manage our brand as well.

For the past ten years, the 'Old Co-op/Compliance Agency's' promise to maintain brand compliance by 'monitoring retailer digital advertising' has been on shaky ground. Laws like GDPR and CCPA, technology companies adding additional new privacy settings and opt-outs, and the fine-tuning of digital media audience selection have made it virtually impossible to 'find and monitor' a retailer's advertising campaign. In fact, the more precise Volvo, your agencies, and your retailer's agencies get on audience identification means the more improbable the arbitrary/luck monitoring will occur. Monitoring digital media today is a smoke and mirrors game – and we all know it.

Clarity

For decades, Tier III has been a black box, into which tens of millions of dollars is dropped, with very little transparency, even fewer efficiency metrics, and with net zero understanding of impact, positively or negatively.

Clarity was developed because we knew there was a better way to proactively improve Tier III digital marketing using the co-op/compliance program. And as marketers, we have pledged to bring the best and most transparent solution to Volvo.

Tier III Co-op programs are the inflection point between media strategy and brand execution. They are the powerful staging area of almost all retailer-branded messaging—yet exist as an accounting impediment rather than the most important marketing tool available to the OEM. Clarity brings forward actionable, data-rich, and integrated solutions that measure the effectiveness of the many paths our customers may take in communicating with the

brand's numerous touchpoints. Clarity ends the clouded decades of 'spray and pray' allocations of tens of millions of retailer media budgets without any ability, by the OEM, to identify, track, or measure the efficacy of the media spend.

Clarity provides campaign-level transparency for the 30,000+ digital media campaigns your retailers are deploying each year without adding any significant process change by the retailer, or their agency(ies), to recent Tier III oversight programs. Clarity will provide the key platform of continuous and measurable improvement for both brand compliance and overall media efficacy.

Looking Ahead

Despite funding, the OEM has always been the last to know. For decades, the OEM's vision of Tier III activity has been on campaigns 60 or 90 days in the past. OEM need to see what is happening in Real-Time AND they need an easy way to see and participate in what retailers are planning for their future media plans.

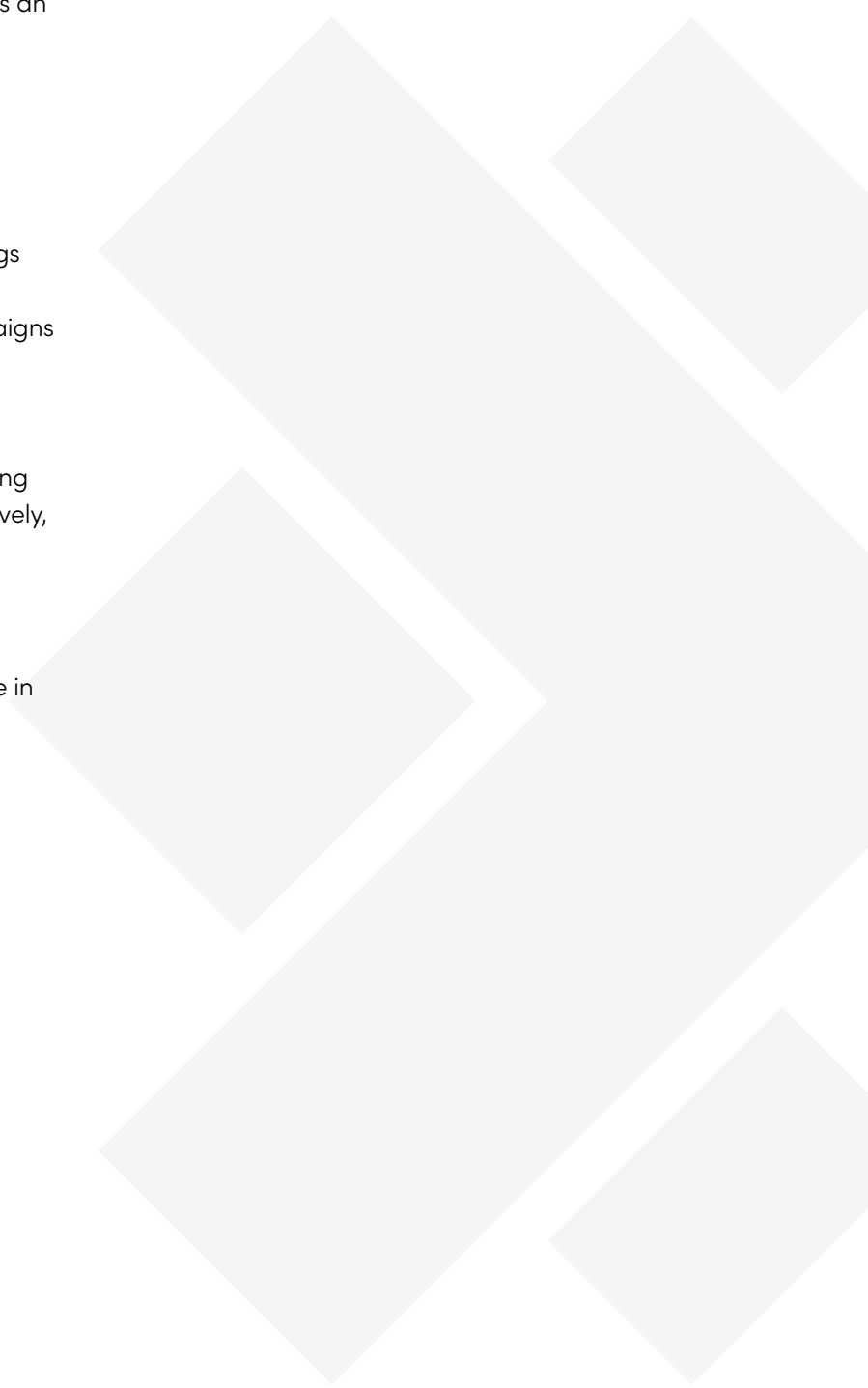
To solve this massive hole and promote synergies between Tier I and III, Clarity uses the co-op program to provide a forward-looking media calendar for every retailer. Using the Pre-Approval process, Clarity builds a customized media calendar for every retailer as planned campaigns are approved. This media calendar is made available to the retailer, market managers, and the OEM in real-time and presents an approximate six-week future window.

Continuous Improvement

Knowing when campaigns will run is important – but to improve the quality of the retailers’ digital advertising we need to track efficacy. Clarity brings the most comprehensive insights into how your retailer’s customers are responding to their campaigns and media spend. Clarity shows, in Real-Time, how effective each campaign is, which creative is most appealing, which offers customers are most responsive to, which channel provides the best bang for the buck, etc. And Clarity will show how effectively, or ineffectively, every Tier III media dollar is being spent.

Clarity will give VCUSA the most profound understanding of the Tier III automotive landscape in the history of automotive advertising.

This is what Clarity will bring for Volvo.





Projects

Project 1. Marketing Development Fund Management & Accounting for 2.5 Retailer Tactical Advertising Program “RTAP” Dollars Collections and Dispersions

Clarity is an automotive co-op/compliance solution made to integrate with our modern marketing world.

The Clarity platform will provide the robust capabilities needed to deliver all aspects of the RTAP program. Clarity includes a campaign pre-approval review, claims processing, fund tracking, monthly accruals, and monthly bill files provided to VCUSA based on the published fund rules. If needed, a payment process can be initiated to pay invoices submitted by partner agencies or dealers.

Clarity is a multi-use platform that was developed to provide Retailers, OEMs, and regional marketing teams more transparency into Tier III marketing efforts. Clarity delivers a core co-op solution that manages all aspects of trade promotion management, from campaign pre-approval through auditing, reporting, and claims management of Tier III funding accounts. While the RFP does not detail many co-op processes that may be needed, Clarity provides a full suite of services that can be activated based on the specifics of the final program.

Based on the program outlined for RTAP, Theo would recommend Clarity's core co-op functionality. This functionality will be discussed below.

Requirements

Required:

Vendor will gather the requirements, analyze, design, develop, the process according to the guidelines stated in the SOW. Provide a detailed list of deliverables, processes involved, end products, review, and approval process etc. Example process:

- Vendor will receive \$250 per eligible new vehicle wholesale on a monthly basis from VCUSA at a Retailer Level
 - » Tier 2.5 151x Retailers accounts starting 1/1/24
 - » 131x Retailers accounts starting 4/1/24
- Vendor will be responsible for paying all bills received by our AOR in regards to Tier 2.5

Theo Response:

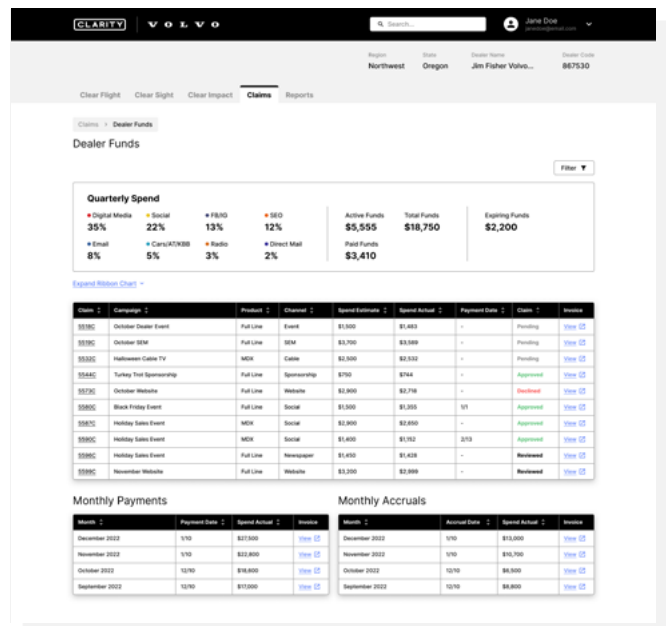
Fund Allocation will be based on the wholesale sales of eligible vehicles to the retailer. Monies will be attributed to the retailer on a monthly basis and held in a retailer specific account budget. Based on the accrual rules of RTAP, these RTAP co-op funds will be eligible for certain advertising activity through a preferred vendor.

The RTAP Process

1. Retailers will accrue \$250 per eligible vehicle wholesale.
2. Funds will be made available to retailers based on RTAP rules and balances will be maintained on the Clarity portal, which will connect via single-sign-on (SSO) link from the Volvo retailer platform.
3. Campaign brief details and creative for each campaign may be submitted by the AOR through the Clarity Portal using the Pre-Flight Process.
4. Using the Clarity Portal, the Pre-Flight team will review and approve/reject each campaign based on brand guidelines and RTAP rules. If the campaign is rejected for any reason, a communication will be sent to the submitting agency for their review and resubmittal.
5. If any aspect of the campaign requires retailer approval, the Clarity portal can provide an email communication approval process between the retailer and the AOR.
6. Once approved, a Clear Tag can be provided to the AOR and performance metrics tracked within the Clarity platform (clicks, views, CTR, ROAS), or some other tracking will be initiated with the AOR.
7. As the campaign runs, individual campaign-level performance tracking will be provided in real-time on the Clarity portal.
8. When the campaign is complete, the AOR, or retailer, should submit a claim through Clarity's Claim Processing Center, including an invoice, creative, and proof of performance from the campaign (PoP is not necessary if the campaign has been tagged via Clarity).
9. Upon receipt of all required components for the claim, the Clarity team will audit the campaign and media spend to determine if the invoice is to be paid based on Volvo program rules.
10. If the campaign/media spend is approved, a payment, bill file, or alert to VCUSA will be made to trigger the reimbursement for the retailer.

Theo recommends a bill file is generated and the reimbursement is made by VCUSA via the parts account. If this is not possible, Theo can manage a direct reimbursement to the retailer via ACH or check.

11. Approved RTAP funds will be managed within the Clarity platform, including accrual, pending, available, and expired funds.
12. Live reporting, as well as monthly/quarterly reports will be generated based on final program details.



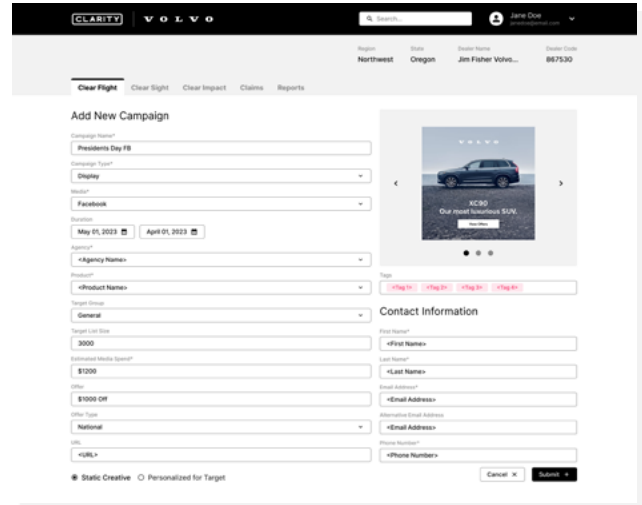
This is the core claims dashboard for Clarity. Here the retailer sees all co-opable activity including fund balances, claim status, and all documentation.

Co-Op Funds Tracking & Billing

RTAP accrual will be provided on a monthly, or quarterly, basis by Volvo to Theo via an accrual file containing existing RTAP budget, wholesale accruals, and vehicle details by retailer. The Clarity platform will manage any debits and credits, invoices paid, and any other reimbursements by retailer and provide/compare funding budgets with VCUSA on a periodic basis.

Pre-Approval / Clear Flight

Campaigns will be submitted by the AOR for pre-approval using the Clear Flight campaign upload on the Clarity platform. We recommend that the AOR be required to provide creative as well as campaign details including product, offer, targeted audience, channel, run dates, and estimated media spend. Once received, a Clarity team member will review the campaign based on RTAP brand and business rules. All pre-approvals will be reviewed a second time through a quality assurance process to ensure accuracy. Any non-compliant campaigns will be returned to the AOR for corrections and re-review.



This 'Add New Campaign' screen shows the data captured during the Pre-Approval process. The retailer submits campaign details which allows more consistent understanding and tracking of the media activity.

Tracking / Clear Impact

When a campaign is approved, the Clarity team member will provide a Clear Tag to the AOR for placement when the campaign runs. As the Clear Tag fires, the campaign-level performance metrics will be captured on the Clear Insight Dashboard within Clarity. Clear Impact will show the impressions, clicks, views, CTR, etc. of each individually tracked campaign, and will be sortable by region, dealer, product, channel, etc. Taken as an aggregate, the Clear Impact dashboard will provide all of the performance metrics for the RTAP program, provided in Real-Time.

Using the Clarity platform, RTAP campaigns will be reviewed for brand compliance through the Clear Flight brand pre-approval process, tagged using the Clear Tag, mapped to the media calendar within Clear Sight, with performance metrics available through the Clear Impact reporting analytics. Data captured during the pre-approval process will enable VCUSA to have a full understanding of the efficacy of the media spend and overall performance of creative, offer, and messaging.

Claims Processing

When AOR campaigns are completed, the vendor will provide a copy of the creative, invoice, and proof of performance (if not already tagged using the Clear Tag). The Clarity team will compare the provided documentation against the brand standards and make a reimbursement decision based on program rules. All claims will be reviewed a second time through a quality assurance process to ensure accuracy. Claims will be processed and completed within seven business days unless additional direction or approvals are needed from the VCUSA.

On a periodic basis (usually bi-weekly or monthly), a bill file containing campaign reimbursement, by retailer, will be created and sent to VCUSA for payment approval. Once approved, payment will be made to the retailer/AOR. Clarity RTAP funds will be updated upon approval and payment. Additional payment processes can be examined, however, Theo does recommend using a bill file and parts account process for retailer reimbursement.

Fund Tracking

Individual retailer funds are tracked with Clarity along several potentially different adjustment periods, based on program rules, including accrual, held for payment, and released through bill file. Each AOR claim will progress through these statuses based on their activity, budget, and claim requests. The Clarity platform will manage each budget as well as the deltas made against each budget, providing retailer, market, region, and national roll-ups.

Buy/Sells will be adjusted based on VCUSA rules on budget ownership.

Monthly Accrual Uploads

Monthly accruals will be provided by VCUSA to the Clarity Team in a secure data transmission environment and will be applied to each dealers' account. A quality control process will confirm retailer account changes using VCUSA protocols.

Monthly Bill File for Retailer Reimbursement

Monthly bill files that include all processed claims, any previous month adjustments, buy/sells, and bonus allocations will be updated per the VCUSA program rules.

Project 2. Brand Compliance & Minimum Advertised Price Programs (MAPP) Auditing

To ensure the highest brand standards, minimum advertised price, and efficient and effective Tier III advertising, Volvo needs the multi-functional platform of Clarity.

Compliance

com • pli • ance / kəm'plai.əns /

1. :conformity in fulfilling official requirements

The Merriam-Webster dictionary describes compliance as conformity to a standard. The VCUSA standards are well defined and exist within the brand guidelines, digital standards, and minimum pricing documentation. And while brand guidelines and MAPP requirements are generally black and white, digital standards expand to include user experience, functionality, and perhaps the most important, efficacy. Efficacy means that we want something that works, is efficient, and has a responsible cost. We at Theo believe that your Brand Compliance & Minimum Advertised Price Program needs to consider not only your brand and pricing guidelines but also how effective your retailer advertising is. Efficacy has been missing from the co-op conversation for decades—but it may be the most important aspect of Tier III marketing. If we cannot measure how effective a program is, why are we spending tens of millions on it?

Clarity is the most complete Tier III, co-op/compliance, and digital campaign tracking platform that has been developed precisely to meet, and exceed, the needs described under Project 2 in this RFP. In fact, we believe that there is a massive opportunity to improve overall Tier III advertising and identify and correct at least \$10 million currently being spent on thousands of underperforming Tier III digital campaigns.

For the first time in the automotive industry, a single platform will provide a lens into all of the Tier III digital activity of your 282 retailers, their 30,000+ digital campaigns each year, and the \$50+ million dollars that are being spent promoting the Volvo brand and their dealership locally. But more importantly, Clarity will identify, track, and measure the efficacy of the retailer campaigns in Real-Time – providing immediate OEM access to the 1-2,000 active campaigns and \$1.5-2.5M in media spend, your dealers have deployed on any given day.

Using Clarity, Volvo can have it all – complete a co-op management system, brand compliance, consistent MAAP, improve overall digital performance, and save millions in underperforming and often detrimental retailer ads.

This is Clarity's promise.

Requirements

Brand Compliance & Minimums Advertised Price Program (MAPP) Auditing

Required:

Vendor will audit ads non-compliant against Volvo Visual Brand Standards, Compliance Guidelines, Minimum Advertised Price Program. Please provide monthly, quarterly, bi-annual, annual rates for each of the services below.

Theo Response:

The Clarity team will be an experienced group of brand-specialized, digital media marketing professionals, with a deep understanding of the VCUSA strategic brand, visual, and media guidelines. The team will deliver a 9-8pm EST work structure to support all Volvo retailers in the US. Working with provided resources from Volvo, the Clarity Team will deliver a professional and knowledgeable brand experience for the entire Volvo organization.

Required:

1. Brand Compliance Ad pre-approval submission, not price pre-approval, with a 48-hour response rate.

Theo Response:

Using the Clarity platform, Retailers, Agencies, or Volvo staff can submit retailer campaigns to the Pre-Flight process 24/7. Each campaign will receive a unique campaign number and be queued for review. The campaign will be routed to the next available Clarity Team member for a manual review. Using an internal process within the Clarity system, each campaign will be audited based on brand, process, and media requirements set by Volvo. Once completed, a second team member will perform a secondary audit of the ad.

Once completed, the pre-approval results will be communicated to the contact provided. If approved, a Clear Tag will be provided, for tracking purposes during deployment.

Required:

2. Retailer Website audit in accordance with Digital Standards
 - a. Menu bar navigation
 - b. Random SRP & VDPs
 - c. CTA buttons
 - d. Vehicle listings imagery and custom overlays on listings
 - e. Third party website app integration

Theo Response:

Every Clarity Team member will be trained to audit retailer advertising and websites per the VCUSA brand and digital standards. Depending on final requirements, scraping AI can be used to focus on specific aspects of the website, the website experience, and pricing. After confirmed with the VCUSA, frequency and breadth of pages reviewed, a number of different approaches and technologies could be utilized.

We believe that all website changes made by the retailer should be passed through the Pre-Flight (pre-approval) process. With this in mind, we believe that a website auditing should be conducted monthly.

If price monitoring is required to the VIN level, Clarity and the Theo team can also manage this additional step. Using a nightly download of VINs, or access to a VIN database, from VCUSA, Clarity would accept this as a repository of current retailer vehicles. As ads are being reviewed in pre-approval or during media monitoring, VINs existing within reviewed ads would be compared against the VIN repository.

Since the VIN repository also provides trim and pricing schemes, the Clarity team would utilize the VIN download information to promptly complete the pre-approval or the media monitoring with the appropriate information. If non-compliant, the Clarity system will allow for proper action to be taken within the platform to mark the website for the infractions.

Required:

- 3. Whistleblowing Reviews sent by Retailer, VCUSA, and Marketing Development Fund Management agency

Theo Response:

Clarity will conform the Retailer ‘Whistleblowing’ process based on Volvo’s requirements. In most instances, cases of whistleblowing will be marked as a retailer-on-retailer submission and adjudicated privately through the Clarity platform. The review will be available for approval by either the regional market manager or the OEM.

Required:

- 4. Predatory website & ad copy (traditional & digital)

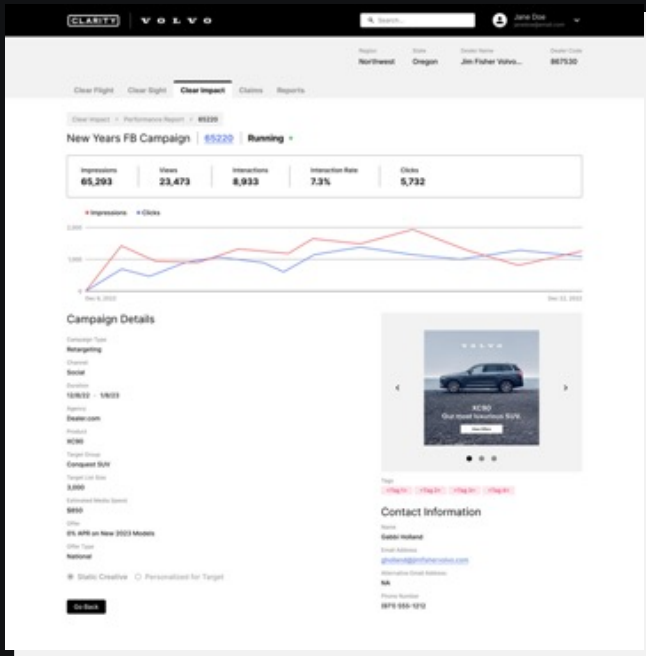
Theo Response:

Theo does not recommend auditing digital and print/outdoor content because the process is costly and ineffective. As stated earlier in our response, modern digital advertising is increasingly targeted at select audiences and is not viewable by the general public. This targeting technology eliminates the possibility of effectively monitoring any ad hoc digital asset (ie. ad copy, landing page, digital/social ad). Without being part of each specified audience, current monitoring agencies will resort to one-off monitoring audits of public-facing websites and posts...which are not usually even considered advertising. The strategy and technology for digital monitoring is antiquated and requires a new approach.

Given the inadequacies of digital media monitoring, Clarity offers the proactive approach of tracking and measuring the retailer’s digital media campaigns in real-time, called Clear Impact. Clear Impact was built to identify, track, and measure the most important performance metrics of each digital campaign, including:

Pre-Approved Creative Offer	Product(s) Channel	Targeted Audience Deploying Agency	Run Dates
Media Spend	Clicks/Views/CTR		
ROAS/ROI			

These insights are provided in Real-Time for each digital ad that Clarity tags and tracks. The findings can be grouped by market or region. Clear Impact will act as a digital performance reporting platform that contains every tagged Tier III digital ad in the country, no matter which agency is deploying the campaign.



This is a Campaign Review screenshot from Clarity. This view into the actual performance of this campaign, in real-time. Using the Clear Tag, Clarity can show when this campaign is active and the number of clicks/impressions/views and other performance metrics. Clarity also captures the targeted audience and budget for the campaign, as well as other key success indicators. We believe that Clarity gives VCUSA a more significant understanding of retailer digital advertising than any other off-line, days/weeks old, monitoring program that is clipping publicly available 'ads.'

Clarity's Clear Impact also brings a completely new set of measurement capabilities including efficacy and Return on Ad Spend (ROAS). At its core, Clarity is a co-op/compliance solution and this means that the platform captures and adjudicates media spend. With full transparency of media spend as well as campaign-level performance metrics, Clarity is the first enterprise-level tool within automotive to report on the efficacy of Volvo's entire Tier III co-op program. Clarity will report:

Performance by Retailer

Agency Performance Ranking

Poor Campaign Performance

Retailer Media Mix

Top Performance Campaigns

Campaign Performance Ranking

Top Performing Offer/Creative

Required:

5. Minimum Advertised Price Program

Theo Response:

Clarity will design the Minimum Advertised Price Program based on requirements provided by Volvo. MAPP monitoring can be completed by verifying price based on the monthly Sales Program Guide, access to a VIN database with incentives, or API access to the wholesale inventory pricing data. In any case, pricing on some, or all, vehicles will be reviewed based on requirements. If non-compliant pricing is found, appropriate infractions will be placed on the ad, and proper escalation will be followed.

Required:

6. Compile non-compliant ads, write a strike letter, confirm with VCUSA, and send letter to Retailer
 - a. Follow up with Retailer based on Compliance Guidelines timeline standards
 - b. Work with VCUSA field team for 1:1 retailer meetings if any larger discrepancies

Theo Response:

When a website is found to be non-compliant, the Clarity team will escalate the infractions within the VCUSA staff structure for approval. Once confirmed with VCUSA, a strike letter and visual mockup will be sent to the retailer/regional marketing manager. The strike police will be maintained on the Clarity platform and will indicate potential consequences if a retailer is found to be non-compliant.

Required:

7. Eligible Media for auditing:
 - a. Third-party (Auto Endemic) website reviews, including display ads and inventory listings.
 - i. Each monthly monitoring cadence will include one of the following: KBB, Autotrader, Cars.com, Hearst Autos, Edmunds, Cargurus.
 - b. Paid Social channels including Facebook, Instagram, YouTube, X (fka Twitter), and TikTok
 - c. Google & Microsoft Bing Paid Search Engine Management
 - d. Radio/digital audio, and print include monitoring of twenty-five markets.
 - e. Programmatic Digital Display banners
 - f. CRM Email campaigns
 - g. Video
 - i. Cable/Satellite – Linear, STB COV, FEPs
 - ii. Broadcast TV
 - iii. OTT – VMVPD, AVOD ie: Sling, YouTube TV, Hulu, Paramount +
 - iv. Connected TV: Samsung Smart TV, Roku, Apple TV, Amazon Fire TV

Theo Response:

We recommend against auditing retailer digital media -- primarily because the monitoring practice is so ineffective against today's personalized media buying strategies. Most automotive compliance agencies will therefore resort to 'over monitoring' non-advertising media like dealer websites and social media posts (not ads with media spend). Additionally, the 'industry standard' of 1 audit/month is unnecessarily arbitrary and not representative of the advertising that the retailer is conducting during normal activity.

More than 80% of Volvo retailer media spend is in digital advertising. The only true way to verify brand compliance and spend is to actively identify, track, and measure the retailers' digital advertising in real-time. VCUSA should therefore consider using Clarity to actively tag and track all Tier III digital ads using Clarity's core Clear Impact capabilities. We believe that Clarity is the only approach to provide a fair representation of Tier III advertising for both the OEM and retailer. We know that Clarity's approach in tracking and measuring the Real-Time performance metrics of each retailer's digital campaign is the best indicator of brand activity, engagement, and authenticity.

Clarity can tag and measure all available trackable digital media including:

- Display
- Social
- SEM
- Website/Landing pages
- Programmatic Broadcast, Cable, Video, Radio, and Digital Display, and Connected TV

**Hover over image to show
Campaign Performance report.**

Campaign Overview dashboard. This dashboard shows the performance detail of every pending, active, and complete campaign. The dashboard offers deep filtering so the user can see specific dealer, channel, product, and performance metrics in just a few clicks.



The Clarity Experience

The Clarity Experience

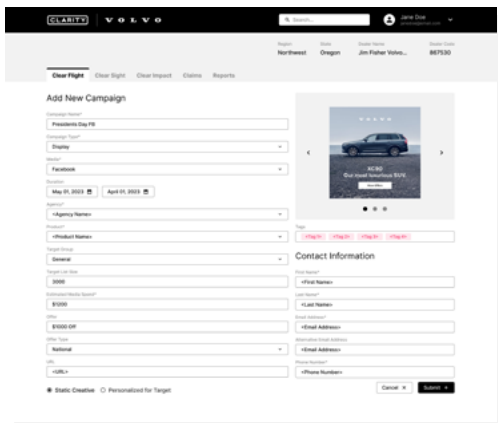
Clear Flight, Clear Sight, Clear Impact

The RTAP, Brand Compliance, and MAPP programs will all function directly from the Clarity Platform. With OEM, Regional, AOR and Retailer (includes Agency) access, the Clarity experience will be permission-based and focused on retailer privacy. Access to the Clarity platform will be granted through Volvo Dealer Portal, URL, and URLAgency access.



Clear Flight, The Most Impactful Pre-Approval Process Ever Developed

Retailers will be recommended to pass all marketing campaigns (approx. 100/retailer per year) through Clear Flight, an enhanced pre-approval process, that will capture detailed and relevant information about each campaign submitted. The retailer/agency will be responsible for uploading creative and providing key information from the creative brief including Campaign Name, Product, Offer, Estimated Media Spend, Run Dates, Agency Deploying, Channel, and contact information. This entire pre-approval process should take the retailer/agency less than 5 minutes.



Pre-Flight Add New Campaign screen

Once submitted for Clear Flight, the Clarity team will review the campaign against brand standards and annotate the ad. Annotated ads will be returned to the retailer/agency to fix need infractions. Retailers will resubmit their non-compliant ads until the ad is approved. Once the creative (or any additional particulars dictated from the OEM) has been approved, the Clarity team will provide a Clear Tag to the retailer. This Clear Tag will be placed by the agency when the campaign is deployed. While the RFP references a 48hr turnaround for ad review, Clear Flight will be completed within 8 business hours.

By using the Clear Tag as part of the pre-approval process, Clarity's Clear Sight digital performance reporting is able to track all retailer digital campaigns, giving Clarity a transparent view into the world of Tier III marketing. The Clear Tag enables Clarity to see the performance, the impressions, clicks, CTR, lead forms, etc. of each campaign. Theo also recommends that we add a script to each retailer's website so we can better track the engagement efficacy being generated by each digital campaign. As the Clear Tag fires, the Clear Sight reporting dashboard is capturing the performance and can provide ROI/ROAS based on the estimated media spend and sales attributed to that retailer.

Clear Sight, A Forward-Looking Media Calendar for Every Retailer

As retailers engage through the pre-approval process of Clear Flight, pre-campaign data is captured that provides a view of upcoming campaigns. Campaign information such as run dates, promoted products/offers, media spend, channels, and deploying agency can then be plotted on a marketing calendar showing the retailer's media plans for the upcoming weeks. This means that VCUSA and each regional marketing manager can have a one-click view to see every retailer's upcoming marketing calendar.



Clear Sight Calendar View



Clear Sight Map View

In your RFP Question response document, you indicated that the Marketing Plan Approval process through the Marketing Managers would be removed from the 2024 program, Clear Sight can easily replace and enhance the function of the Marketing Plan Approval process. Clarity provides Clear Sight at no additional cost, or time spent by the Marketing Managers. Clear Sight will give Marketing Managers/OEM access to all planned marketing programs without any of the headache involved with asking for, receiving, preparing, and reformatting the documentation sent by retailers. And, Clear Sight is updated in Real-Time as a normal process of the Brand Compliance Program.

In addition to seeing each individual retailer's marketing plans for the upcoming weeks, the data within Clear Sight can be aggregated at a marketing or regional level as well. Using this data, home office can easily review how well product, messaging, and channel are represented in the overall Tier III marketing plan and provide support to the retailers as needed.

Clear Impact, Tracking the Performance of Every Tier III Digital Campaign

The average Volvo retailer Tier III budget is \$175,000 per year on Tier III marketing with much of that budget being subsidized by VCUSA. Some \$50 million is being spent at Tier III on behalf of the Volvo brand – but VCUSA has almost no ability to measure if any of that money is actually impacting the bottom line.

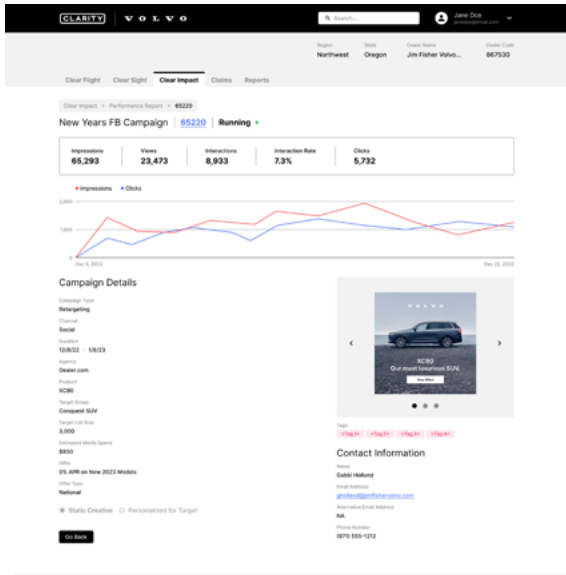
As each campaign is approved and tagged through the Clear Sight (pre-approval) process – the tracking tag is entered into Clarity's campaign performance tool. This process allows Clarity to track each digital campaign and essentially re-creates the retailer's agency's performance tracking dashboard. Clear Impact, Clarity's core performance reporting tool, will reveal the performance metrics as the digital campaign runs. Clear Impact will see when the tag begins to fire, and the campaign starts, as well as every measurable click, view, action, or engagement available. Clear Impact allows VCUSA, and your regional teams, to see the Real-Time performance characteristics of any digital campaign that your dealers are deploying.

**Hover over image to show
Campaign Performance report.**

Campaign Overview dashboard. This dashboard shows the performance detail of every pending, active, and complete campaign. The dashboard offers deep filtering so the user can see specific dealer, channel, product, and performance metrics in just a few clicks.

Clear Impact Campaign View

Aggregated at the market, regional, or national level, Clear Impact provides the first view into all dealer Tier III activity. Using the Clear Impact's national dashboard, VCUSA can easily see every campaign that is in-market, filtered by region, market, retailer...and by product, offer, channel, and overall performance score. Clear Impact provides Real-Time metrics so VCUSA or the region can quickly see which campaigns are working, and which campaigns are not. Home office and the region can also see which campaigns should be replicated across the country and which campaigns should never see the light of day again. These insights allow for campaign improvement in real-time where poorly performing campaigns can be adjusted and redeployed with more effective messaging.



Campaign Performance Screen

For decades there has been a fundamental disconnect between the Tier III marketing budget and the performance of the Tier III campaigns. In 2024, we cannot expect to spend tens of millions of dollars and 'assume' that the money is being spent efficiently. We must have the transparency to identify what works, and what does not.

Clear Impact is your new Tier III digital performance solution – and it will be built into your RTAP and compliance program to measure Tier III media efficacy.

For future consideration, Clarity can be used as the jumping off point for CRM/multi-tier customer tracking technologies in which a prospect or customer can be visualized across the Volvo experience using a tierless CDP to aggregate digital engagement. Clarity's core platform can be expanded to include CRM/email as an integrated customer communication tracking tool if VCUSA plans to move in a more consolidated CX direction.

Clarity's Unique Reporting

Every co-op/compliance program provides standard reports that include monthly/quarterly/annual media mix, # of pre-approvals, # of claims, % of budget spent, infractions by media type, etc. Clarity will also provide these standard co-op related reports as well. The problem with these kinds of reports is that they do nothing to improve the quality of retailer marketing, media efficacy, or customer engagement and are a legacy of an ineffective solution.

REPORT
TOP PERFORMING CAMPAIGNS
Performance Score is derived from the aggregate performance of all campaigns, for all dealers.

Region: Central | Run Dates: Dec. 5 - Dec. 12 | Product: All

Overall | Social | SEM | Display | Retargeting | Website | Video | Radio

Image	Channel	Product	Run Dates	Performance Score
	Social	Coupes	Dec. 2 - Dec. 7	94.4%
	Display	MX Spyder	Dec. 1 - Dec. 8	93.3%
	Retargeting	Coupes	Dec. 2 - Dec. 9	92.6%
	Social	GX Falcon	Dec. 1 - Dec. 7	91.1%
	Display	Coupes	Dec. 2 - Dec. 7	90.2%

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Top Performing Campaigns screen

REPORT
AGENCY PERFORMANCE SCORE - SOCIAL
Performance Score is derived from the aggregate performance of all campaigns, for all dealers.

Rank	Agency	Performance Score
1.	Dealer.com	94.4%
2.	Dealer Inspire	92.7%
3.	UnityWorks	90.5%
4.	Dealer ofProcess	88.4%
5.	L2tmedia	86.9%
6.	DealerOn	84.3%
7.	PureCars	82.6%
8.	Appearance	80.4%
9.	DealerFire	78.5%
10.	Hatch Agency	76.9%
11.	Stream Companies	74.3%
12.	Constellation	72.1%
13.	Force Marketing	70.6%
14.	Sincero	64.2%
15.	vAuto	61.3%

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Agency Performance Score - Social screen

Theo understands that your RTAP and co-op/compliance program exists for a reason. The reason is that VCUSA wants to help manage the quality of Tier III/2.5 marketing. Know the number of infractions by type does not help your marketing in any way. What helps improve your marketing, what helps your retailers spend more effectively, and what helps your customer engagement, requires a solution that measures those key factors.

Although Clarity will provide VCUSA with the percentage of co-op budget spent on social media, by a particular retailer, in Q3... Clarity was built to capture much more actionable information. We want the retailers to know, we want the Marketing Managers to know, and we want the OEM to know, that a specific social media campaign, using a specific offer and image, is performing 6 times better than another specific social media campaign, using a different offer and image. We want your retailers to know that using the black XC90 with the ocean background as a retargeting ad is generating significantly higher engagement than using the white XC90 with a street view. We want to alert the VCUSA team when only 15% of retailers are supporting the national offer during the Summer Sales Event.

Improving Tier III/2.5 marketing requires tracking and measurement...as well as the functional aspects of a co-op/compliance program. Clarity was developed to answer this call and take VCUSA and your retailers to the next level of marketing efficacy.

Estimated Pricing

In 2024, Volvo Cars USA needs to show the world that it is a single brand, delivered through an exclusive group of like-minded retail partners, who are mindful stewards of their financial investments, yet still delivering a robust, omnichannel, customer experience. Your new RTAP and Brand Compliance/MAPP should welcome these core brand tenants and help your retailers' deliver the most efficient and effective Tier III marketing program in the automotive industry. Focused on the future, your program needs to embrace a shared, omni-channel, customer experience, establish meaningful synergies across North America, and design for downstream data capture.

The only program in the industry that can walk parallel with you on this journey is Clarity.

To arrive as your partner, we needed to re-imagine your RFP requirements – creating a symbiotic co-op, compliance, and RTAP program that provided obvious benefits for all involved.

Given our experience with VCUSA's past programs, and based on the question and answers, both written responses and video session, Theo believes that the following number of activities accurately reflect the effort needed to deliver both programs effectively. While these numbers could change based on a future discovery session, your new 282-store, annual, RTAP/Co-op/Compliance/MAPP program will require approximately:

- 20,000 -- Pre-Approvals (About 70 PAs per retailer)
- Zero Digital Media Monitors (0 Digital monitors per retailer)
- 3,384 Website Reviews (Monthly website reviews, 12 per retailer)
- 12,000 Activity Claims

These metrics were selected based on known retailer activity, decades-long experience building and managing similar solutions, and delivering the newest technology to accomplish the most modern Tier III program.

2024 Program Setup – \$80,000

2024 Yearly Program – \$725,000

Why Theo Automotive?

We obviously believe that Theo Automotive is the right partner for VCUSA and your retailers. This conclusion isn't based on our hope or desire to work with such a prestigious brand with a long and rich history of excellence. It's based primarily on our belief that our solutions represent the right path forward for the Volvo brand.

We think that Volvo Cars USA deserves something better than the status quo from 2015. We believe that your values and commitment to the brand and retailers should be equally yoked with partners that seek to raise the bar and move the category forward. We believe that Theo Automotive and Clarity can make a difference in your business.

We know the current automotive space and we are a major part of delivering OEM and retailer solutions that improve customer data, co-op/compliance marketing, and dealer digital Go-To-Market efforts.

Theo and our team have decades of experience helping OEMs and dealers solve their core problems. With active and recent relationships with Ford, Nissan, INFINITI, Mercedes-Benz, BMW, Jaguar Land Rover, Stellantis, Maserati, Honda, Acura, GM, and Volvo – you are getting the best of the new thinking in the industry.

We have a passion for strategy and flawless execution and we realize that your opportunity today is to leapfrog your competition in product, value, and operations. Allow Theo to be your Tier III operational superpower.

About Theo Automotive

We're a media **customer acquisition and retention agency** helping brands accelerate growth.

What Makes Us Unique

- The expertise of Media Buying Power, Deep Tech + Analytics/Data Science, paired with Conversion Focused Optimization and Performance Media Creative.
- We plan, measure and optimize against downstream metrics and revenue focused KPIs which means your media is optimized to drive bottom line revenue growth and help improve margin.
- Testing expertise across all funnel stages, not just website or media.
- Theo's average client tenure is longer than Theo has been an agency (7+ years). How does this happen? The Theo leadership team all worked together at a prior agency and when Theo was started, many clients come over to Theo, creating a tenure where Theo has had clients longer than our existence and for many accounts, our team is the tenured experience and knowledge bank for our clients.
- Theo has helped many of our clients become unicorns. We have helped drive periods of growth, even in economic downturns, as we are always focused on transparency and improving revenue and profit. We do good work and make our clients look good. It's our version of delivering on the MoPOP mission to offer experiences that inspire and connect our communities.