



**Digital Strategy:
Example Deliverable**

Maximizing Growth. Transforming Organizations. Unlocking Digital.

Agenda

Product overview

Case studies

Key recommendations (excerpt)

A go forward strategy project would deliver on three key objectives

- 1** **A synthesized set of key facts and insights** to inform, guide and shape the digital strategy and its key recommendations and proposed actions
- 2** **A set of concrete, actionable deliverables X** can use immediately or in the near-term to maximize X
- 3** **An actionable, long-term digital strategy to meet and exceed X's digital goals over time** via a phased plan across key dimensions

**The effort
would be
guided by
X's vision
and goals**

The strategy effort would provide actionable deliverables and recommendations organized around four key dimensions

Key dimensions

Digital Strategy

Digital Ecosystem

A Products

B Products

High-level overview

- A clear, actionable strategy to maximize X's impact given current and potential resources (e.g., staff, products, brand, partners)
- A digital ecosystem that includes effective, productive connections between X's products and lays out clear, effective connections to deliver X's goals
- A recommended path forward for X's current and potential A products
- A recommended path forward for X's current and potential B products

The effort would provide actionable deliverables and recommendations for the near, medium and long-term time frames

	<i>Near-term</i>	<i>Medium-term</i>	<i>Long-term</i>
Time horizon:	<ul style="list-style-type: none"> ~0-4 months 	<ul style="list-style-type: none"> ~4-18 months 	<ul style="list-style-type: none"> ~18-36 months
Key considerations:	<ul style="list-style-type: none"> Near-term opportunities that can be delivered on using current capabilities and resources 	<ul style="list-style-type: none"> Opportunities that use current capabilities and resources but take more time to deliver 	<ul style="list-style-type: none"> Strategically critical opportunities that take time, investment or new capabilities to deliver
Deliverable type:	<ul style="list-style-type: none"> Concrete action items and/or plans that can be implemented quickly 	<ul style="list-style-type: none"> Implementation-oriented plans or recommendations for the medium-term 	<ul style="list-style-type: none"> Plans to shape and guide strategic efforts over the longer-term
Deliverable (illustrative example):	<ul style="list-style-type: none"> Efficiency and exposure improvements in Product X Product Y refinement 	<ul style="list-style-type: none"> Plan to increase growth in key strategy areas and capture market share 	<ul style="list-style-type: none"> Plan to grow the digital base and increase use of Product X and Product Y

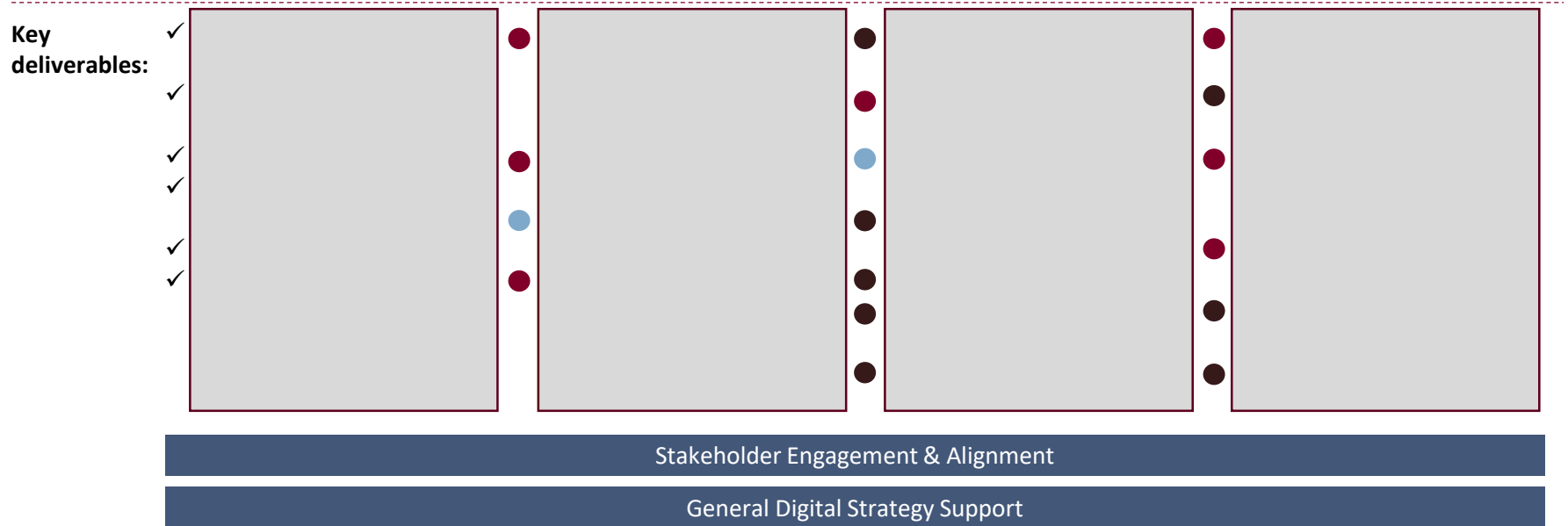
Action items and recommendations would be offered across these three time frames and four key dimensions (e.g., digital strategy, digital ecosystem)

Potential project timeline

● Staff member 1 ● Management Lead 1 ● Support Lead 1

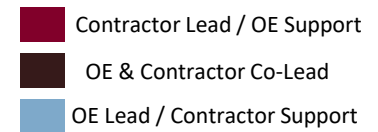


Timeframe ^A :	Weeks 0-3	Weeks 2-8	Weeks 4-14	Weeks 6-18
Overview:	<ul style="list-style-type: none"> Effort focused on collecting important facts and insights, engaging stakeholders and identifying key opportunities 	<ul style="list-style-type: none"> Research focused on learning best practices from outside X and in the X X X market 	<ul style="list-style-type: none"> Synthesis of key internal and external insights and analysis for key recommendations 	<ul style="list-style-type: none"> Concrete, actionable action items and plans for near, medium and long-term



Note: The different phases will overlap in timing

Overview of key deliverables



Key deliverable

Deliverable overview

Case studies: External

Examination of X organizations (e.g., X) and their digital products and ecosystem; insights for X to consider to deliver on its vision and goals

Case studies: Internal

Examination of groups within NASA (e.g., OCTO) that play a similar role or make significant use of digital focused on collecting insights for OE's digital strategy and effort

Interviews with external experts

Interviews with external X and Y experts focused on learning best practices that can be leveraged by X to execute its strategy and vision

Interviews with internal experts

Interviews with internal X and Y experts focused on learning best practices that can be leveraged by X to execute its strategy and vision

X market research

Analysis and synthesis of X market landscape using external reports, sources and interviews to identify key relevant trends in the digital education space

Stakeholder interviews

Conversations, both new and follow-ups, with internal and external stakeholders focused on the go-forward X strategy and set of action items

Synthesized stakeholder insights

Synthesize key themes from stakeholder interviews with a focus on identifying key implications for X to consider for its digital strategy and near-term actions

Digital product assessment

In-depth examination of all X products and actionable recommendations (e.g., maintain, invest/improve, discontinue) for those products moving forward

Digital product recommendation

Targeted recommendations for new X products to build or buy given current portfolio and overall digital vision and goals

Note: The different phases will overlap in timing

Agenda

Product overview

Case studies

Key recommendations (excerpt)

Case study 1

Company overview

- American multinational digital media company
- 800+ million online monthly views (2016)¹
- 8 distinct media brands¹

Key dates to consider

- 2002: Vox Media founded²
- 2011: The Verge launched²
- 2013: Acquired Curbed²
- 2014: Launched vox.com²
- 2015: Acquired Recode²
- 2016: Created Snapchat Studio to make content for brands on Snapchat Discover³

Portfolio of key digital products

- **Eight Media Brands:** The Verge (tech and culture), Vox (general interest news), SB Nation (sports), Polygon (gaming), Eater (food and nightlife), Racked (shopping, beauty and fashion), Curbed (real estate and home), and Recode (technology business)
- **Meridian:** standalone digital content brand focused on travel and fully funded by Chase Sapphire Reserve⁴
- **Vox Storytelling Studio:** team of designers, journalists, and engineers who create story content for Vox⁵
- **Vox Sentences:** www.vox.com's daily email newsletter
- 360 Degree VR interviews: made by The Verge
- **Facebook Live:** across the 8 brands, Vox Media created hundreds of hours of Facebook Live videos in 2016⁶

Product deep-dive: www.vox.com

- Focus: “Explain the news”
- Topics: Policy & Politics, World, Culture, Business & Finance, New Money, Science & Health, Identities, Energy & Environment, Explainers, The Big Idea, Video, First Person, and Podcasts
- Card Stacks: distinctive series of slides that offer key terms, statistics, and facts relevant for a given topic (e.g., Obamacare, police shootings)
- Vox Sentences: daily email newsletter that features concise bullet points for story topics
- Videos: synthesize information from card stacks and multiple news sources to “explain the news”, often from a liberal/ progressive standpoint



Insights to consider

- **Vox increasingly focused on branded content which drives two-thirds of its revenue:** An Oct 2016 Wall Street Journal article⁷ reported that branded content “now accounts for two-thirds of Vox’s revenue” and “that part of the business continues to grow”; to make the most out of this opportunity, Vox has focused on “working to streamline its processes” to efficiently deliver the customized branded campaigns companies expect from high-dollar, premier campaigns
- **Vox focused on large, marquee advertisers secured with cross-platform, unique offers:** Vox has signed large deals with large companies including Stubhub, Campbell’s, Chase, Cadillac, LG, American Express, and NBC; Vox signed a deal with Chase Sapphire Reserve to launch Meridian, a “new travel-focused property, which will feature a website, Meridian.net, and content produced for Facebook and Instagram”; the effort will be fully funded by Chase and created by Vox with Vox tapping into its “data and analytics tools, its publishing software and its network of consumers across top social media platforms” to make the effort successful⁷
- **Vox intends to deliver video at scale for consumers and advertisers:** “This year, the company made video a major priority. And Vox Media is killing it,” Inc. raved in its recent profile⁸; according to Vox’s 2016 Year in Review, Vox Media had 2.5M+ video views, 1.6B Facebook views, 3.5M+ YouTube subscribers and 1.5B+ viewing minutes on YouTube across its 8 brands, and hundreds of hours of Facebook Live videos⁹

Case study 1

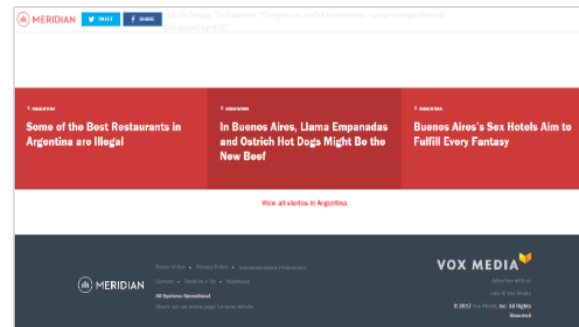
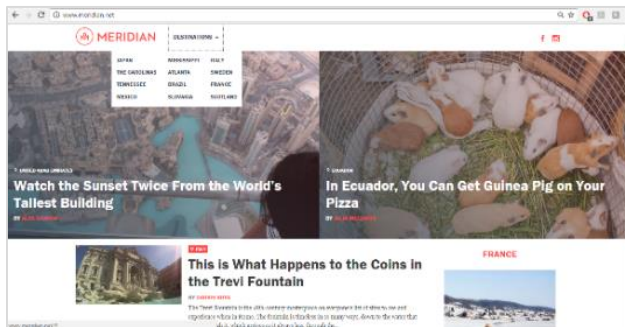
INSIGHT: VOX INCREASINGLY FOCUSED ON BRANDED CONTENT WHICH DRIVES TWO-THIRDS OF ITS REVENUE



According to CEO Jim Bankoff, Vox had two priorities in 2017: “expanding its online video audience and developing more native advertising -- videos and articles for marketers that resemble editorial content”¹

Case study 1

INSIGHT: VOX FOCUSED ON LARGE, MARQUEE ADVERTISERS SECURED WITH CROSS-PLATFORM, UNIQUE OFFERS

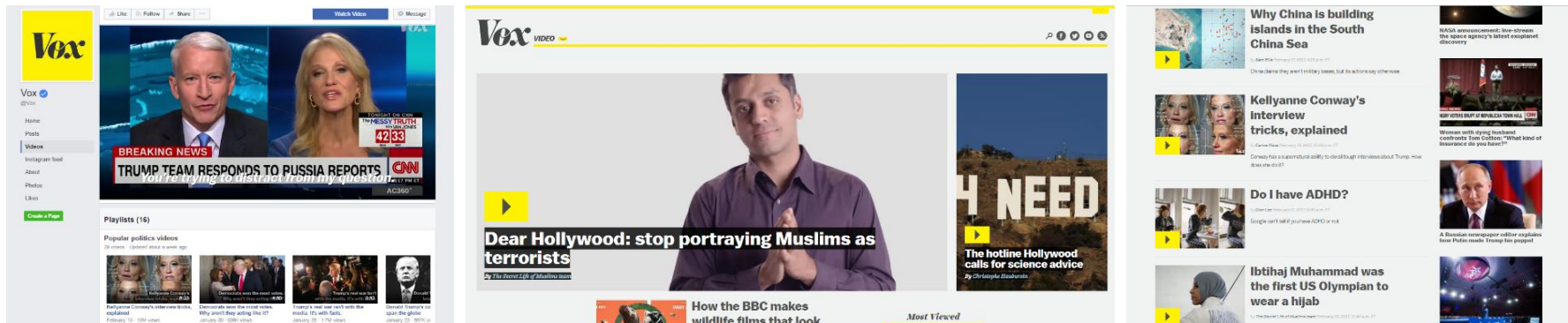


- Recent big companies partnered with Vox include Stubhub, Campbell's, Chase, Cadillac, LG, American Express, OnStar, Applebee's and NBC¹.
- Content like Meridian, a “new travel-focused property, which will feature a website, Meridian.net, and content produced for Facebook and Instagram”, will be fully funded by Chase Sapphire Reserve and created by Vox Media. This branded content is becoming more prominent as a way for media companies to make a large amount of money and avoid advertising that is unwanted by viewers¹.

Source: (1) WSJ, October 2016, “Vox is Launching a Travel Content Site For Chase” (2) Videos from Vox Advertising (3) The Verge SuperBowl Ad on YouTube (4) WSJ, October 2016, “Vox is Launching a Travel Content Site For Chase” (5) Vox Media Storytelling Studio About (6) 2016 Vox Media Year in Review (7) WSJ, October 2016, “Vox is Launching a Travel Content Site For Chase” (8) Digiday, January 2015, “Why Vox Media makes content just for social media”

Case study 1

INSIGHT: VOX FOCUSED ON DELIVERING VIDEO AT SCALE FOR CONSUMERS AND ADVERTISERS



- According to Vox's 2016 Year in Review, Vox Media had 2.5M+ video views, 1.6B Facebook views, and 3.5M+ YouTube subscribers and 1.5B+ YouTube viewing minutes and hundreds of hours of Facebook Live videos across its 8 brands.
- According to CEO Jim Bankoff, Vox had 2 priorities in 2017: “expanding its online video audience and developing more native advertising -- videos and articles for marketers that resemble editorial content”.¹ “More people now watch Vox’s videos than read its articles,” according to Bankoff¹.
- As an example, Vox set up Vox Entertainment in 2015 “to become a programming company as much as an editorial company,”² according to Vox’s creative director, Chad Mumm, and has a few digital series (“Observatory” from Vox.com, SB Nation’s “MMA Hour” and Eater’s “Dining on a Dime”)³

Case Study 2

Company overview

- Canadian-American digital and broadcasting firm at www.vice.com
- Earned \$915 million in revenue in 2015¹
- Includes online content, news, film, a cable channel, and a record label¹

Key dates to consider

- 1996: Original website, Viceland.com, launched²
- 2009: Joined Twitter³
- 2013: Vice joins YouTube⁴
- 2013: 21st Century Fox buys 5% of Vice⁵
- 2014: Launched a mobile app for iOS⁶

Portfolio of key digital products

- **Website:** Main website at www.vice.com with country-specific websites for 28 additional countries
- **Mobile:** Apps include Vice Media (all Vice content), Vice News, and Viceland (Vice TV Channel); slightly different editions exist for each country⁷
- **Video:** The Vice Network, 12 topic-specific video channels with shows and Viceland (Vice TV Channel)
- **Vice Film:** Film production company for videos, documentaries, and advertisements
- **Social Media:** Facebook (2M likes), Twitter (2M followers), Instagram (1M followers), etc., as well as a daily Discover channel on Snapchat
- **Emails:** Daily newsletter of articles and videos

Deep-dive: Vice videos

Product Overview



- Video channels individually cover news, music, electronic music, fashion, sports, women's issues, tech, food, arts, health, and video games
- Channels have their own shows with episodes (e.g. Vice Shorties w/ 4 episodes)
- "OTT" (over the top) Delivery, meaning delivered on mobile, computers, and TV⁸
- Ads for videos designed to be appealing to target millennial audiences⁹

Pricing:

- Videos on website are free
- Viceland part of cable subscription packages

Insights to consider

- **Vice has built a large digital ad network to significantly increase its scale for audience and advertisers:** Vice has significantly increased its audience reach and advertiser scale with its ad network, a "global collection of over 500 publishers who reach more than 200 million unique visitors a month"; the network significantly increases Vice's direct reach and creates margin by arbitraging rates Vice gets from advertisers against the lower rates it pays its network partners
- **Vice focused on getting high-dollar sponsors with cross-platform, branded content campaigns:** Vice has pledged to reduce traditional TV ads with some cable shows running none¹⁰; company focused on cross-platform deals (TV, display, web) built on branded content at premium prices: North Face sponsored full video series called "Far Out" with full series integration and web add-on (display) at a premium price (brands reportedly pay \$1-\$5 million to sponsor 12 episodes of 1 of 70 original series)¹⁰
- **Vice increasingly places and produces ads (web video, TV, display) using internal Vice studios:** Vice increasingly works with advertisers to produce cable, web video and display ads using internal studios – "one thing they are doing is facilitating quick, easy content creation, which is great for advertisers"¹¹; approach drives revenue from both production and distribution and ensures good brand and audience fit (a recent ad for an LG camera featured the product in a well-shot segment about clubbing in NYC)¹¹
- **Vice tailors and targets every aspect of its content (e.g., narration, verticals, topics, ads) to its target audience (often millennials) and platforms:** Vice focuses its content verticals and pieces on its audience's "passion points" (e.g., war, music, drugs, travel) and tailors delivery to each key platform (YouTube, Snap, etc.)

Source: (1) The Hollywood Reporter, May 2015, "Vice Media Revenue on Track to Reach Close to \$1 Billion This Year" (2) Vice, September 2011, "Finally, All Our Crap Is in One Place" (3) Twitter (4) YouTube(5) WSJ, August 2013, "Vice Media Gets 21st Century Fox Cash" (6) Vice, September 2014, "Vice News Launches New Mobile App" (7) App Store, January 2017, Vice Details (8) Vice Video (9) Marketing Week, March 2016, "Vice's Shane Smith on content marketing pitfalls, tech trends and disruption" (10) Business Insider, "How Vice Media Will Make \$500 Million This Year" (11) Ad Age, January 2016, "How Vice Is Trying To Reinvent The TV Ad Model"

Case Study 2

INSIGHT: VICE HAS BUILT A LARGE DIGITAL AD NETWORK TO SIGNIFICANTLY INCREASE ITS SCALE FOR AUDIENCE & ADVERTISERS^{1,2}



500 publishers in the network with 200M uniques

The model has suffered challenges recently with some key partners dropping out, ostensibly due to pricing conflict

VICE DIGITAL NETWORK

The VICE Digital Network is a global collection of over 500 publishers who reach more than 200 million unique visitors a month. We represent some of the most resonant voices in publishing, and deliver targeted messaging through innovative advertising solutions.

ABOUT OUR PARTNERS

Our 500 premium publishers target a youthful influential 18 to 34 year old Millennial audience, from a global to local level. We captivate Gen Y across a broad set of passion points segmented into a number of different channels, which allows us to dive deeply into our audience interests.

PRODUCTS & OFFERINGS

The VICE Digital Network offers a variety of high impact, interactive ad units that can be customized to meet the needs of your campaign. Our advertising product solutions address our audience across all platforms, with rich media capabilities spanning mobile, tablet and desktop.

Network partners share Vice's focus on target audience (18 to 34 millennials) and passion points (e.g., travel, war)

Audience has been productized with “ad units that can be customized to meet the needs of your campaign”

“The VICE Digital Network is a global collection of over 500 publishers who reach more than 200 million unique visitors a month... Our 500 premium publishers target a youthful influential 18 to 34 year old Millennial audience, from a global to local level. We captivate Gen Y across a broad set of passion points segmented into a number of different channels, which allows us to dive deeply into our audience interests.”¹

“We used to believe much more in owned and operated content, we felt we had to own every eyeball, but now it doesn't matter,” he explained to me last month. “As long as you're growing an audience that's branded, and you're making money, then who the fuck cares? It's actually very restricting to keep everything on your own platform.”²

Case Study 2

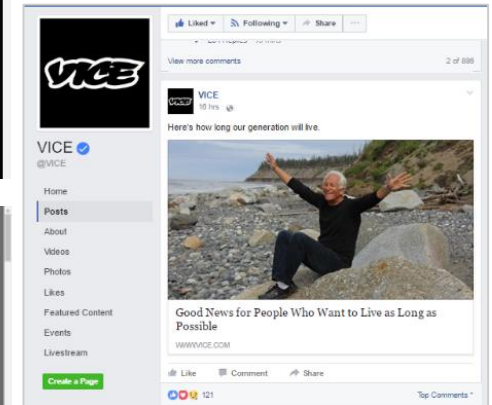
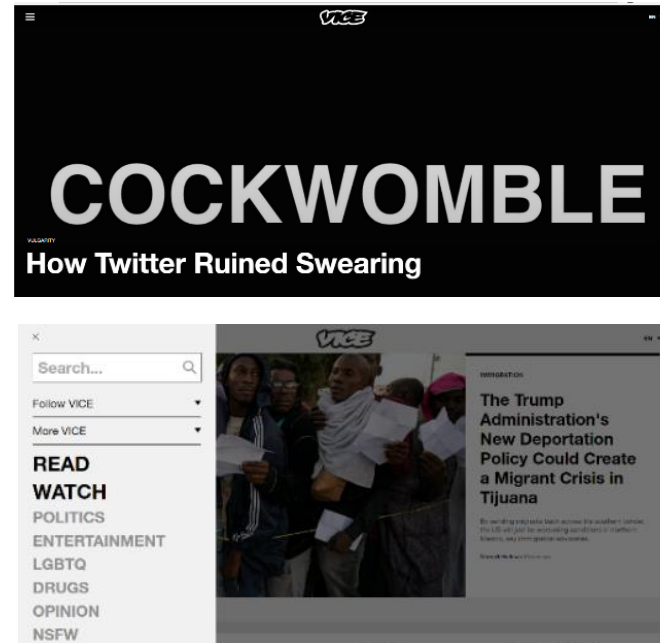
INSIGHT: VICE FOCUSED ON GETTING HIGH-DOLLAR SPONSORS WITH CROSS-PLATFORM, BRANDED CONTENT CAMPAIGNS



Marquee brands companies that have sponsored episodes of shows or individual films on vice include: The Audi 3 Series sponsoring The Challengers, Axe sponsoring films on the Thump channel, The North Face sponsoring Far Out, Ray-Ban sponsoring The Envision Series, and Toyota sponsoring content on The Creator's Project channel

Case Study 2

INSIGHT: VICE TAILORS AND TARGETS EVERY ASPECT OF ITS CONTENT (E.G., NARRATION, VERTICALS, TOPICS, ADS) TO ITS TARGET AUDIENCE (OFTEN MILLENNIALS) AND PLATFORMS



Vice's content focuses on "passion points", or "topics... that young people care deeply about"¹ (e.g. Food & Travel, Lifestyle & Entertainment, Music, News, Technology & Innovation, etc)² presented with an alternative style (i.e., using slang and expletives). "Cockwomble: How Twitter Ruined Swearing" falls into Entertainment and "It's About to Get Much Easier to Buy Medicinal Weed in Australia" falls under Lifestyle.

Agenda

Product overview

Case studies

Key recommendations (excerpt)

Key digital platform recommendations for X

WAIT
 WORK
 DELIVER
 COMPLETED

Platform	Recommendations	Near-term	Medium-term	Long-term
Website		DELIVER	DELIVER	DELIVER
		WAIT	COMPLETED	DELIVER
		WAIT	DELIVER	DELIVER
		WAIT	COMPLETED	DELIVER
Apps		COMPLETED	DELIVER	WORK
		DELIVER	WAIT	WORK
		WORK	WAIT	WORK
		WORK	WAIT	DELIVER
		WORK	WAIT	DELIVER
		WORK	WAIT	DELIVER
Other content		WORK	WAIT	DELIVER
		WORK	WAIT	DELIVER

Source: (1) Vice Digital at digital.vice.com/us (2) Business Insider, "How Vice Will make \$500 Million in 2014" (3) Marketing Week, March 2016, "Vice's Shane Smith on content marketing pitfalls, tech trends and disruption" (4) Ad Age, January 2016, "How Vice Is Trying To Reinvent The TV Ad Model"