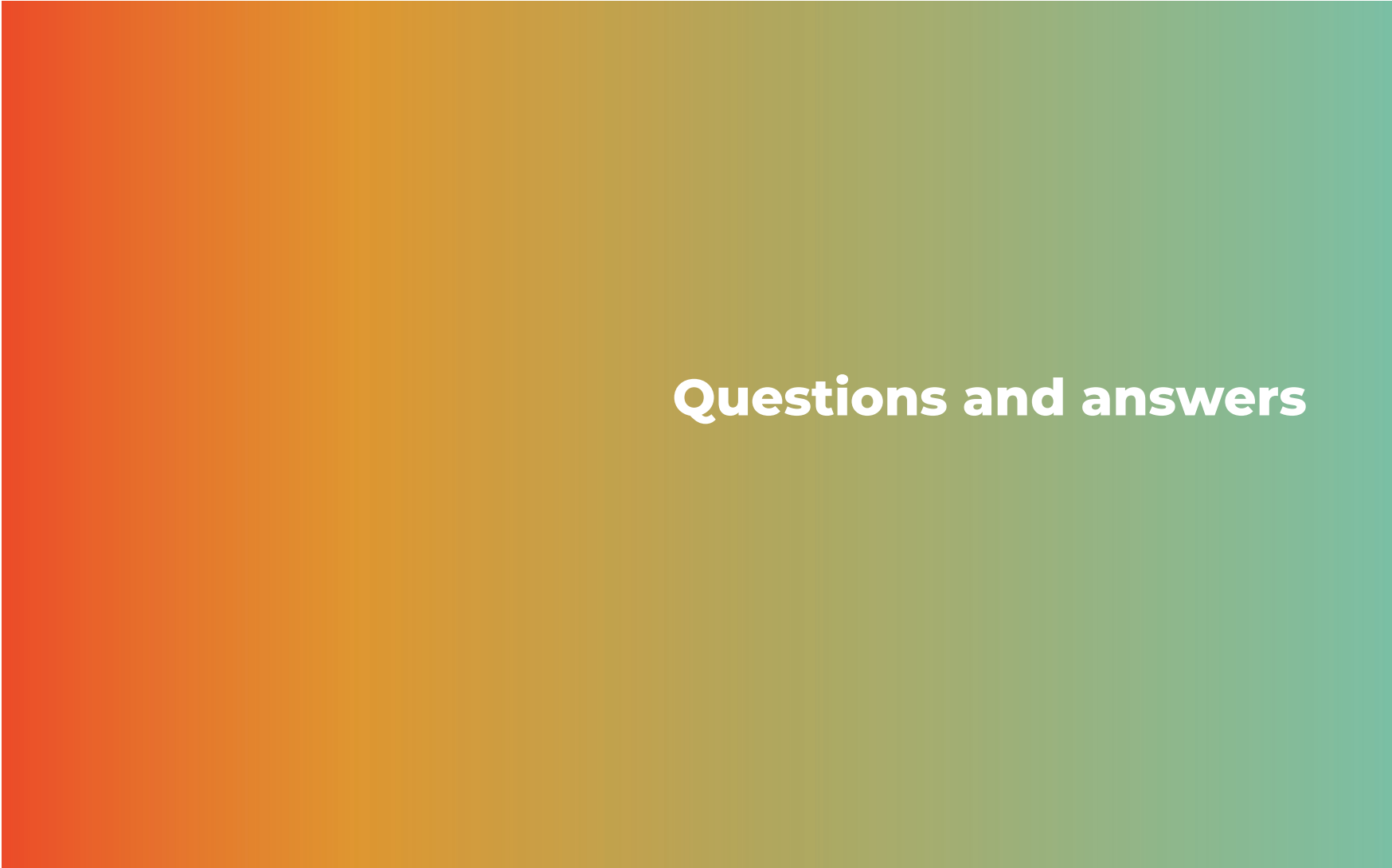




Questions and answers

1. What is the ultimate objective of UMM?

The heart of the problem we are solving for with UMM is a lack of a single unified, standardized measurement system across anything touching the consumer, enabling us to compare across all brands and markets. UMM addresses a clear opportunity to gain edge by creating our own measurement system to give visibility and value to all touchpoints we invest in as an enterprise. It does so, not by changing specific optimization measures for each touchpoint, but rather UMM creating a common lens & language allowing all touchpoints to report under a single, consistent, transparent currency. In

doing so, we bring together siloed experience, expertise and investment across the enterprise in a structured way to make data-driven investment decisions to drive marketing effectiveness & efficiency. The objective is not to deliver a perfect system from “Day 1”, but one that is designed as a ‘brain’ that can learn and iterate over time by linking to other data sources (e.g. Weekly+) and also provide a currency that can feed into other systems. In summary, below explains what UMM is / is not:

IS...

	Measures and places value on anything touching the consumer
	Measures every interaction with a common lens and language across the enterprise
	A tool to give visibility to past investment & inform future investment decisions
	Iterates & learns by linking to other data, but also can accept untested touchpoints
	Provides a currency that can feed into other systems of measurement



IS NOT...

	A measurement of paid media only
	Measuring detailed performance metrics for optimizations within a touchpoint
	A report card
	A competitor to MMM / MVA or other tool can only rely on the past
	A measure that lives in isolation

2. Why is UMM so critical?

Currently we are bound by increasingly de-standardized industry/internal metrics on effectiveness & efficiency, becoming more granular with digital disruption. Since we tend to focus on managing what can be measured, we continue to focus on optimizing paid media while our ambition is to move to end-to-end human-centric experiences. To transform, we must break this cycle and zoom out to view all interactions with consumers at an enterprise level.

Moving to a unified measurement system is also key if we over time wish to identify causal relationships between investments in all touchpoints and other data (e.g. Weekly+) to further optimize the model with machine-learning/AI.

3. What is the marketing industry focused on regarding measurement?

The key problem we are solving for in UMM is not being answered by the industry at large which is primarily focused on paid digital, adding more granularity and complexity to measurement.



- Technical solutions for Cross-media measurement.
- Multi-Touchpoint Attribution (MTA).

Focus on Paid Media cross-media (digital & TV)



- Cross-media Reach & Frequency, Attention.
- Re-focusing on sales incrementality via:
 - » Market Mix Modeling-adding granularity of digital execution types/creative metrics.
 - » Media experiments.

Navigating digital fragmentation by adding granularity and complexity

4. What questions does UMM answer?

- **How does each touchpoint COMPARE** in terms of quality to impact/influence consumers?
- **Which touchpoint to PRIORITIZE** first as we build/invest in experiences?
- **What is the potential ROLE** of each touchpoint in our experiences?
- **What is the VALUE** of each touchpoint?
- **Are we fully realizing the POTENTIAL** of each touchpoint now?
- **What is the number of CURRENT QUALITY** impacts (interactions) consumers receive on a weekly basis?
- **Which touchpoints CONTRIBUTE** the most to this?
- **How is this CHANGING over time vis-a-vis our investments?**
- **Can we ACTIVATE DIFFERENTLY** or connect touchpoints to drive further value?
- **Can we INVEST DIFFERENTLY** across markets based on no. of quality impacts achieved vs investment vis-à-vis business potential?

5. How and when should UMM v2.0 be leveraged in planning?

UMM will be leveraged in 2 main ways for planning:

- **ABP planning cycle:** the UMM tool acts a repository of all our past invest-

ments and can act as a starting point to how to keep or change our investment strategy for the future

- **Experience Planning**, specifically in following parts of the Experience Loop for us to assess and allocate resources across touchpoints based on media quality best suited for the task.

EXPLORE phase: UMM, along with other tools, will be used to inform starting points for the Experience Brief and Experience Architecture.

SHAPE phase: UMM, along with other tools, to be used for optimizing investment allocation at market level.

LEARN phase: UMM will be where impacts of all media in the experience will be collected.

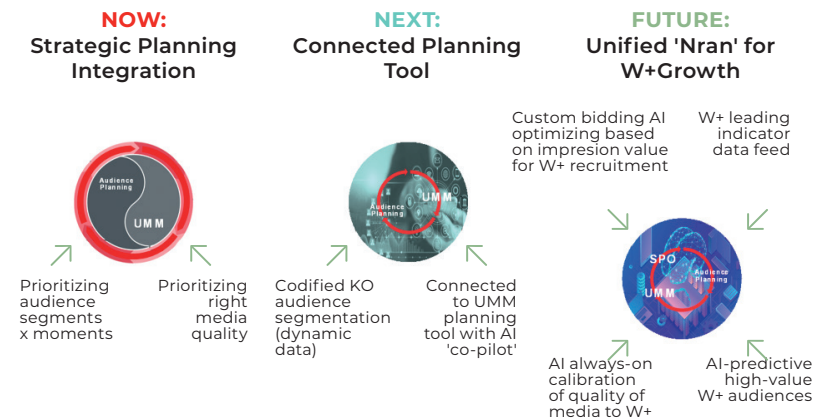
6. How do we expect UMM to transform the way we build experiences?

We expect UMM will transform the way we approach, build and evaluate experiences as below:

FROM (CURRENT)	TO (WITH UMM)
Starting off with myopic focus on paid and paid optimization first	⇒ Starting point from enterprise lens, beyond paid
Individual and more perception -based decisions to where we invest	⇒ More objective discussions and data -driven decisions
Inability to look holistically across all touchpoints in after -action review of charter	⇒ Review with a single unified standard Impact of all touchpoints in charter
Minor changes to limited touchpoint mix even as we move to experiences	⇒ Refresh/reset touchpoint selection & prioritization for experiences
Building experiences with campaign thinking	⇒ All parts of the enterprise holistically fueling persistent platforms

7. How does UMM work fit with our shift to Audience Planning?

Both integrate in strategic planning now, ensuring that we choose the right media quality for the right audiences and experience task. Our future vision is that UMM combines with Audience Planning, and Supply Path Optimization as another key Media Transformation initiative, to driving consumer-centricity & effectiveness through better measurement & predictivity via AI.



8. What brands and markets have been included in the initial pilot?

The pilot was on CCTM in 6 OUs/8 markets: US, UK, Germany, Brazil, Peru, China, Japan, Turkey, accounting for around 50% of CCTM NSR/GP in 2022.

UMM has since been expanded to all 9 OUs with 100 country/brand combinations.

10. Does UMM measure quality of message/content?

For UMM v2.0, we currently exclude Quality of Message (or Content) from the equation to focus first on standardizing all touchpoints into a single measurement system, given a lack of a unified system for content evaluation across so many different touchpoints.

9. What is the key equation of UMM?

The simplest possible system of measurement calls for:

- Understanding the impacts generated by each media
- Assigning a “quality” measure to those impacts
- Understanding their cost per thousand.

This ‘equation’ is represented more simply as the opposite.

We currently exclude Quality of Message so the equation simplifies further as below, allowing a re-weighting of impacts across all touchpoints based on Quality of Media to calculate Total Quality Media Impacts for a given brand, market, time period.

With this information, we can make data-driven investment decisions to deliver a higher number of impacts at better quality and lower cost.

Unfolding UMM as System Competitive Advantage - How

Quality of Message

- Real life on-spot cost-effective pre-testing of all mkt materials
- Self learning mechanism
- Agency remuneration based on outcome

Quality of Media

- Fully developed OWNED media channels
- State of the art EARNED media
- TCCC as media players (Media valuation)

Number of Impacts

- Fully automatic data ingestion across all TP
- Real time campaign reading. Real time adjustment

$$CE = f \frac{(Qme \times Ni \times Qmd)}{(CPT - IPT)}$$

Communication Effectiveness

- Fact based casual relationship to W+ user base growth
- Cross elasticities knowledge as competitive advantage

Cost per Thousand

- Competitive advantage

Income per Thousand

- Marketing as a business
- Self sustainable marketing model
- Bottler integration

11. How do we deal with different target groups in the UMM equation?

Quality of Media is identical across target groups. However, the media choices that we have to reach a specific target group in the most effective and efficient way, changes given a different number of impacts for different consumers. Hence, the average Quality of a given media plan would change by target group and also the CPM to reach that target group.

12. What are the key pillars of the UMM system?

There are 3 key pillars in UMM. Beyond Quality of Media and Media Impacts, Consumer Research is the 3rd pillar of UMM - a new addition in UMM v2 to add a consumer POV and audience-lens to UMM. All 3 pillars are captured in our UMM online tool.

13. How many touchpoints have been co-

vered in UMM? Will new touch points be added?

UMM currently covers 73+ touchpoints as of June 2023. New touchpoints will be added as they emerge, and/or where further granularity is desired (e.g. we are already looking to incorporate differences in packaging - e.g. secondary packaging, or iconic glass bottle vs can)

One of the strengths of UMM is that new touchpoints can be readily added once scoring has been completed by the panel (or a representative part of the panel) to give confidence to the future without having to rely on having utilized the touchpoint in the past. Over time, with machine-learning on the different qualities of the media as they relate to quality score, it is entirely possible that AI will be able to propose a quality score for a new touchpoint.

14. What is Quality of Media? Has any other industry that has tried this kind of approach?

Quality of Media can be best understood as the intrinsic qualities of the medium/format - this is why the Quality of Media score can apply uniformly on a global scale for the same medium/ format. e.g: a YouTube pre-roll ad has same size & duration, same ability to click through for more information, to like or share regardless of market and who is viewing the ad.

Quality of Media is a universal 'currency' defined via 8 different quality dimensions, creating a common lens and language interface that allows all media to report under the same standard. The concept of "Quality

of Media” is similar to the financial industry's methodology to measure investment “risk”. Risk is measured via a combination of qualitative and quantitative factors. Overtime, the weighted average of the quantitative factors has been increasing.

15. What are the dimensions of Quality of Media and what is the weighting between these?

There are 8 dimensions to Quality of Media that mirror what we know about consumers of today.

The dimensions are specifically defined as below. Currently an equal weighting is applied to all 8 dimensions to calculate the Quality of Media score for each media. Over time, as we link with other data sources (e.g. W+), weighting may be calibrated via machine-learning.

QUALITY DIMENSION	DEFINITION
EXPANSE	The size of the unit both on its own and in the context of typical field of attention (e.g. focused attention on mobile vs driving past an OOH billboard)
ENVIRONMENT EXCLUSIVITY	The degree of ‘clutter’ present within the environment where the “unit” resides in and exclusivity of the unit for the brand
ENQUIRED	How the “unit” (impression) originated / was delivered to the individual
EXPOSURE	The degree of time that the “unit” typically will be viewed for/heard (not just according to the ad length)
SENSORIALITY	The degree of sensory stimulation and immersive of the “unit” (more senses involved and the higher the immersiveness, the better)
ENGAGE	The degree of interactivity with the “unit” afforded by the medium and the directness & nature of the interactivity with the brand (higher the possibility of interactivity, the better)
SHAREABILITY	The degree of share-ability of the “unit” based on sharing mechanism afforded by the medium and likelihood to share (higher the ease of sharing and likely virality of the media, the better)
TRANSACTABILITY	The degree of directness of the “unit” to the point of transaction (closer, easier and immediacy of the transaction and product in hand is better)

16. How is the Quality of Media score currently obtained? What is the expert panel?

Quality of Media is scored for every touchpoint on 1 (low) to 5 (high) scale for each Quality of Media dimension. The final score is aggregated across all the scorers.

The scoring is being done via an online tool by an ever-growing panel of internal & external experts across the company and stakeholders working

with us closely in marketing across functions (IMX, Categories, Marketing Capabilities, Human Insights/Marketing Performance, Frontline Marketing, Customer & Commercial, Finance, Agencies, etc). Over time the panel will evolve to add greater diversity - e.g. we are already starting to have quality scoring from students that gives us a GenZ consumer POV.

We have clear preselected criteria that will help to guide scoring, but all persons are expected to score intuitively with their own final judgment. This is no different from what Investment Rating agencies do to evaluate the risks of a particular investment in the finance world.

UMM QUALITY	EXPANSE	ENVIRONMENT EXCLUSIVITY	ENQUIRED	EXPOSURE	EXPERIENCE	ENGAGE	ENDORSE	EXCHANGE
Very Low (1)	<i>Tiny/Peripheral in view</i> (Ex: Small banner on mobile/tablet/laptop, Small poster in-store)	<i>Highly cluttered: Touchpoint any brand can buy</i> (Ex: Paid social)	<i>Highly / Constantly Interruptive</i> (Ex: Pop-up ad or interstitial ad that generates after clicking anywhere/anytime on a screen)	<i>3s or less</i> (Ex: typical paid social, OOH Billboard)	<i>Passively Immersive: Visually Static Imagery or Audio-only</i> (Ex: Magazines, Static banner ads, Radio/Podcast ads. Unlikely to utilize other senses)	<i>Not possible to interact</i> (Ex: TV ad, Radio ad)	<i>Not possible to share + low propensity for talkability</i> (Ex: TV ad, Retail gondola end, Digital display)	<i>Completely Indirect</i> (Ex: TV ad, Radio ad)
Low (2)	<i>Half Field of View</i> (Ex: Large banner ad on mobile/tablet/laptop, Large OOH Billboard/LED typically viewed from far/road distance, TV ad)	<i>Premium position: Touchpoint any brand can buy</i> (Ex: Last in break TV ad)	<i>Randomly Interruptive</i> (Ex: Mid-roll ads within online video, even if skippable)	<i>3-15s</i> (Ex: Online pre-roll ad)	<i>Low Immersion: Videos typically without sound</i> (Ex: Paid Social, OOH LED ad, In-store video without sound. Potentially utilizes other senses very subtly)	<i>Low interaction/Low CTR/engagement digital</i> (Ex: QR code on OOH, Online video)	<i>Not possible to share, potential for talkability</i> (Ex: Advertising in World Cup final game broadcast)	<i>Indirect, go outside same environment</i> (Ex: Clicking a digital ad that transfers user to owned platform/store to buy)
Medium (3)	<i>Majority Field of View - Personal/Household device size</i> (Ex: Full Screen ad on mobile/tablet/laptop or Large-Screen TV > 60 inch)	<i>Exclusive/iconic position: Touchpoint any brand can buy</i> (Ex: Burj Khalifah projection)	<i>Predictably Interruptive</i> (Ex: Skippable pre-roll ads for video content/podcasts, TV ad breaks, Cinema ads)	<i>15s - 1 min</i> (Ex: TV ad)	<i>Average Immersion: Audio-Video</i> (Ex: TV ad, Cinema ad. Potentially incorporating subtle use of other senses recognizable for the brand)	<i>High interaction to brand owned channels</i> (Ex: TikTok Ad to Tiktok Channel/Store)	<i>Directly Shareable</i> (Ex: Social or YouTube ad)	<i>3 steps [Message - Product Area - Transaction]</i> (Ex: Amazon ad directed to product section before purchasing)
High (4)	<i>Majority Field of View - Mega size</i> (Ex: Cinema, Special in-store mega display, Mega LED viewable from close-up)	<i>Iconic & exclusively brand-owned</i> (Ex: TCCC Times Square Billboard)	<i>Non-Interruptive/Native</i> (Ex: Branded content, Coke apo, Restaurant menu board)	<i>>1 min - 15 mins</i> (Ex: Owned video game)	<i>High Immersion: Audio-Video with integration of sensation from other strong senses</i> (Ex: 4D cinema)	<i>High interaction, in platform for 2-way interaction with brand</i> (Ex: Whatsapp ad to Messenger with brand)	<i>Directly shareable and high propensity to share</i> (Ex: Social Influencer post)	<i>2 steps [Message - Transaction]</i> (Ex: FSA promotion with customer, In-store touchpoints, Menu board)
Excellent (5)	<i>Fully Surrounding Field of View</i> (Ex: Virtual reality experience, Themed immersive experience, Pop-up event)	<i>Special/staged only for the brand (temporary or only exclusive to a few people)</i> (Ex: Coke Studio Concert)	<i>Actively Enquired</i> (Ex: Factory tour or themed experience like FIFA Trophy Tour)	<i>15 mins+</i> (Ex: Branded Content like Amazon Xmas video)	<i>Completely Immersive: Audio-Video that surrounds with touch/texture for strong body sensations and an intense taste/smell</i> (Ex: Coke World)	<i>High Interaction with highly immersive engagement with the brand</i> (Ex: Celebrity Meet & Greet)	<i>Directly shareable and high propensity for virality</i> (Ex: Major Celebrity Event)	<i>Direct</i> (Ex: Vending machine)

17. How will Quality of Media scores be generated in future?

Once we have enough consistent/robust data to run regression analysis against other data sources we link to (e.g. Weekly+, or any tracked media metrics for a media – e.g. clicks or scans) we can begin to leverage machine learning to adjust quality scores for each media. This might take 18-24 months of data collection. Uniform data collection/taxonomy, continuous expansion of the panel for robustness and diversity in quality scoring with discipline in methodology is key.

18. Does Quality of Media score change by country / target audience / industry or category?

It shouldn't. The fact that a particular media type has more affinity with a given group of people in a certain market, changes the number of impacts that media can generate among target groups (e.g. TikTok amongst teens), and the influence of that media amongst a certain target group for a certain category may also vary. This is what we understand via consumer research. However, the intrinsic qualities of the media are the same and hence the media quality score should not change (TikTok media quality is the same for teens and adults).

When planning to reach a particular group, what it does change is the me-

dia assortment required to generate the desired impacts based on the brand brief. Similarly, the media assortment that a particular category/brand should vary according to needs to reach their audience more efficiently and effectively. For instance, when a category targets more sophisticated consumers (e.g. luxury items) it likely requires more exclusive, less cluttered media than a mass category.

19. Can two completely different media have the same quality score?

Yes, it is perfectly possible that different touch points have the same quality score. This is not a problem as it enables us to identify the total quality impacts for our brands that consumers are exposed to. However, noting differences in the 'shape' of quality for each touchpoint can help identify the right media for the brand objective (given investment level).

20. Will more people be added to the expert panel and will quality scores change over time?

Yes. Quality scores could change as part of:

a) More people being added to the panel adding to the robustness of scoring. As of end June 2023, we have more than 150 persons scoring and have already achieved 95% confidence level on 85% of all the touchpoints scoring. We expect to require 350-400 persons to have a broader 95% confidence level.

b) Constant learning process with more/better data.

Changes, once approved, would be implemented worldwide as “standard” quality scores.

21. How will Quality of Media scores be generated in future?

Once we have enough consistent/robust data to run regression analysis against other data sources we link to (e.g. Weekly+, or any tracked media metrics for a media – e.g. clicks or scans) we can begin to leverage machine learning to adjust quality scores for each media.

This might take 18-24 months of data collection. Uniform data collection/taxonomy, continuous expansion of the panel for robustness and diversity in quality scoring with discipline is key.

22. Why is quality score NOT directly related to consumer response or ROI now?

Quality of Media will over time directly link to consumer response - once we have enough consistent/robust data to run regression analysis against other data sources we link to (e.g. Weekly+, or any tracked metric). For this we will leverage machine learning to adjust quality scores for each media. It may take 18-24 months of data collection.

However, the first and most important step is to have a consistent measurement across media. Once measure is set, the causal relationship of media investment and consumer response can be established in a far more powerful way than today.

23. What are Media Impacts? Do we incorporate reach and frequency?

A single media impact is a single exposure of the touchpoint to a consumer, regardless of it being the same person (i.e. frequency) or different person (i.e. reach).

UMM does not currently incorporate reach & frequency (R&F). In the future it may be considered, but this is a conscious choice for now as R&F is only available for certain media / target groups with today's systems, and estimating R&F for all media cannot be done cost effectively now.

24. How do we calculate Total Quality Media Impacts? What does this represent?

Total Quality Media Impacts is the Media Impacts for a touchpoint multiplied by the Quality of Media score for the same touchpoint, summed up across all touchpoints. It represents Message Effectiveness from a media perspective (excluding creative) for a given brand, market, time period. We can also calculate Quality Cost per Impact and by media for investment decisions.

25. How has Media Impacts been calculated for each touchpoint (given data limitations)?

Detail on touchpoint calculations is below:

As mentioned earlier, we are not aiming for perfection on 'Day 1' and via the use of proxies that have been developed in partnership with relevant parts of the system (e.g. customer and commercial leadership for Retail/AFH touchpoints) and validation by OUs, we believe we have a strong picture of quality impacts consumers see from our brands.

26. How often will data be updated?

Data will be updated on a quarterly basis as a minimum, where data is available at a more granular level by monthly and can be automated (e.g. for paid media), this will be done.

Priority will be given to data sets most often used or where changes are frequent (i.e. paid, social).

Media	Type	Media	Source	Notes on Impacts calculations/ conventions
PAID	Media	Media	Lumina (2022), Local data files from agency	- TV: GRPs converted to impressions based on market provided TV audience size per campaign (GRP/TRP % x Audience size = media impacts) - Cinema, Print, OOH, Radio: only spends known; average CPM assigned to each media to calculate impressions - Digital = impressions
		Influencers	Local market data	Only spends known for 2022. Each influencer classified into H/M/L tiers with an average CPM assigned to each tier by the market to calculate impressions
SHARED	Retail/AFH	Retail Special Display, Posters, Signage, Menu boards, Branded tables/drinks mats, etc	3 rd party data on footfall (Kantar, Nielsen, Intage) C&CL provided assumptions	- Impacts for each touchpoint = Footfall per Retail / AFH outlet type x Distribution of High/Medium/Low execution level x Number of individual touchpoints (e.g. Coolers, special display, etc within each outlet) x Visibility of individual touchpoints within each outlet type - Shelf / unbranded coolers not included in current iteration given overlap with packaging
	Retail/AFH	Branded Cups	Global NSR data cube	- Based on unit case volume through Bag in Box, Drum, Tank. - Divide unit case volume by average Medium cup size in each market (based on McDonald's cup volume) to identify number of fountain cups - Apply % total fountain cups that are branded
	Assets	Assets in-person or broadcast	EPICS team (global & local)	Impacts from each touchpoint = Asset exposure (1. in-person attendance; 2. via broadcast media - TV, streaming; 3. via social media) x Activation levels (High/Medium/Low) for the Asset x Number of individual touchpoints applicable to different type of exposure x Visibility of individual touchpoints

27. You are asking for 24 months of data backwards... Isn't UMM a forward-looking tool?

Yes. UMM is a forward-looking planning tool. We are requesting historical data as:

- a) we want to make sure we have a base of comparison for the future. Crucially, this provides us with understanding of where we have 'invested' in the past, the impacts achieved with that investment, and the Costs per impact (CPT) as a key benchmark for any scenario planning.
- b) ultimately we want to understand relationship of different media quality impacts to other measures such as Weekly+, and having the historical data will make this happen quicker

Finally, by collecting past data we have better understood the different data schema that exist for different media in each part of the world, with the aim to drive uniformity moving forward.

28. How do we aim to make future data collection more efficient?

Currently data requires collecting data that today is/has been disseminated across different silos, with different stakeholders and reporting that is not

uniform. We will establish automation of data collection via direct access to existing/to-be-built data lakes where possible - e.g. Paid Media Data Lake, Global NSR datacube.

For other touchpoints, we have established uniform data standards & taxonomy for the future which will enable standardization of templates to be filled out manually.

29. Have we collected costs for all touchpoints? If so, how?

We have only collected costs for paid media so far. All other costs are currently set to zero, but with ability to update these costs once conventions are defined for all other touchpoints. This is a focus as we continue to iterate on UMM and we expect to work with 1 or 2 OUs initially to develop these conventions on behalf of the enterprise.

30. What is consumer research for? How should we be using this vs Media Quality?

Consumer research is the 3rd pillar of UMM, adding a human lens on touchpoint influence by audience for each market (vs Quality of Media which is same across audiences/ markets/brands).

Key objectives of the research

1. Sense-check/ corroborate Quality of Media score in UMM across selection of touchpoints.
2. Understand touchpoint habits and difference in influence of touchpoints by experience task, market, audience - including W+ & intenders/neutrals.
3. Hence act as a secondary reference point in UMM planing tool for planning experiences.

QUALITY OF MEDIA SCORING

- Intrinsic quality of media.
- Universal - doesn't vary by market, audience, by brand.
- Informed by panel of internal & external experts, overtime via AI.
- 73+touchpoints, adding new touchpoints as they emerge.

CONSUMER TOUCHPOINT INFLUENCE

- Human focus.
- Varies by market, audience, category.
- Asking consumers on influence, using neuroscience (system 1 response).
- 50 selected touchpoints per market.



BOTH WORK TOGETHER TO INFORM HOW WE PLAN THE BEST EXPERIENCE FOR A GIVEN AUDIENCE, MARKET & EXPERIENCE TASK



Both Quality of Media and Consumer Touchpoint influence help inform how we plan the best experience for a given market/audience & experience task, and both data are available in the UMM tool to aid decision-making for experience planning.

The consumer research was conducted with our Marketing Network Partner, OpenX.

31. How did we measure touchpoint influence? How did we minimize memory effects?

We quantified influence across 50+ touchpoints on consumers on 3 key dimensions related to experience tasks of EXCITE – EXPAND – EXCHANGE as per consumer engagement model:

- Influence on NOTICEABILITY of brand(s) in SSD
[related to EXCITE]
- Influence on RELEVANCE of brand(s) in SSD
[related to EXPAND]
- Influence on MAKES YOU WANT TO DRINK MORE of brand(s) in SSD
[related to EXCHANGE]

To avoid impact of years of communications in SSD, Neuroscience techniques were used to overcome 'muscle memory', validated by TCCC Human Insights and Global Marketing Performance teams, as below:

No questions asked on recall of brands communications / brands in touchpoints

Intentionally different to tracker studies

Influence attributes asked at SSD level rather than with any specific brand in mind

Removing any past brand purchase journey recall

Simple Yes/ No with neuroscience technique (timed response, IRT) to elicit spontaneous, system 1 responses

Quicker 'Yes' stronger response than slower 'Yes'

Fully randomized approach across all touchpoints & influence attributes
Ensure no bias in response

Randomized touchpoints executed well across 4,200+ samples

32. Who did we talk to in the research? How was the survey done?

We talked to 30,000+ SSD drinkers across 7 markets, providing a wealth of data we can cut by demographics, Weekly+ vs intenders/neutrals vs rejectors, drinking occasions and passion points.

- Sample: 16-49 year old consumers of any sparkling soft drink in the past year. Interlocked age and gender quotas were applied within 16-29s, 30-39s, 40-49s
- 15 min quantitative online survey, using TCCC regular online research panels
- Fieldwork Dec 2022 – Jan 2023, except China Jan – Feb 2023 due to prior · COVID wave
- Achieved samples, post data-cleaning:

Sample achieved	UK	USA	Brazil	Germany	Japan	Turkey	China
16-19 yrs	745	773	826	788	707	739	809
20-29 yrs	2065	2066	2032	2176	2054	2001	2001
30-39 yrs	759	758	776	796	782	850	857
40-49 yrs	715	716	797	721	726	789	772
Total	4284	4313	4431	4481	4269	4379	4439

33. What else did we cover in the consumer research survey?

In addition to influence of touchpoints, we asked questions on:

- Media consumption/habits, including detailed questions on platform and device usage
- Food & beverage shopping habits – both offline and online, at the outlet type level
- Eating out habits, at the outlet type level, as well as online food delivery services
- Drinking occasions
- Passion points
- Attitudes
- Demographics
- Brand Consumption for key SSD brands, including claimed W+, intenders & neutral, rejector: CCTM, Sprite, Fanta.

These questions act as context for the influence data, but also to define audience sub-groups.

34. Can the consumer research data be accessed outside of the UMM tool for more detailed analysis?

Yes, the consumer research data is available via an online interface enabling easier interrogation of data by many different sub-groups. Please contact the Global UMM team for login access.

35. Can the consumer research be expanded to other markets and/or categories?

Yes, but this should be discussed with the Global Human Insights team as it is important to recognize that we do not need to research every market (other existing researched markets may act as a good representation of a cluster of markets). Finally, learning from the existing research, we may consider smaller sample sizes to reduce the investment required in research.

The research was designed with scalability in mind from the outset, with standardization in the questionnaire, analytics & reporting via the online data interface, with minor localizations.

36. Why is the consumer research data not being integrated into the UMM equation?

Consumer Touchpoint Influence is not integrated into the UMM equation given our need for:

- a) Uniformity and hence scalability of UMM to all parts of the enterprise
- b) Creating a system, a 'brain', that can be calibrated against Weekly+ with always-on machine learning and can connect to other measurement systems.

Consumer research in this sense can be viewed as an intermediate step till we can calibrate Quality of Media against Weekly+ as actual consumer behaviour and begin to build our algorithm that will constantly calibrate scoring/weighting of quality dimensions to different brand objectives & experience tasks for different audiences.

37. If we have consumer research, why do we need Quality of Media scores?

Whilst having the consumer research is important as a 3rd pillar to help inform experience planning, there are several good reasons why Quality of Media score is ultimately more important for us to develop as a currency for the enterprise:

- a) Quality of Media score is instantly scalable to any brand / market / category, and enables new touchpoints to be instantly added. Consumer research in all markets/categories, or whenever a new touchpoint emerged, would be costly.
- b) Quality score does not discriminate touchpoints from unfamiliar touchpoints, whilst consumers are unlikely to state strong influence of something they are not familiar with. We may lose the potential edge of identifying touchpoints that may build influence over time before all brands use the same.
- c) Quality of Media score isolates the media quality (and hence the potential of any media), separate from the creative/content. Consumers inevitably cannot separate media and creativity in research, so touchpoint influence scores still have potential to be affected by what consumers have seen from the category in any touchpoint. This can be seen as a potential opportunity to build advantage if we can crack the code for such a touchpoint.
- d) Consumers may inevitably have a gap between what they say and do. We have aimed to minimize this as much as possible by utilizing neuroscience techniques but we cannot 100% exclude it. At the same time there is

potential bias in our quality scoring and this will be minimized over time by machine-learning calibration with Weekly+

e) Inevitably we pay, or have some choice in the vehicle / format, for any media - even if owned or shared. It makes sense to have a currency that matches to this and enables those decisions at format level.

To illustrate, if we learn the value of "Exposure" as a dimension in Quality of Media, we will be able to over time identify how much more is it worth to pay more for a 15s YouTube ad or a 5s YouTube ad. Or if we learn the value of "Engagement", we can value the potential return on adding a QR code vs not doing so on certain media.

Finally, Quality of Media is proprietary and will give us a phenomenal competitive edge over time as we build the algorithm, whilst consumer research is ultimately more easy to duplicate.

38. What is inside the UMM Tool and what is its purpose?

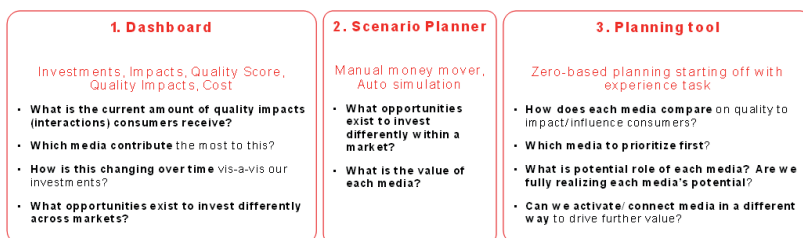
The tool captures the 3 key pillars of UMM: Quality of Media, Media Impacts and Costs collected, and Consumer Research Touchpoint Influence data.

Bringing this together in a single repository enables us to have a holistic view of all touchpoints and the quality of our media vs our investments over a given time-period, brand and country. It provides comparability on key measures (aggregated across all media, with filters available by type of media or individual media):

- Total investment

- Number of Impacts
- Cost per Impact
- Total number of Quality Impacts (aggregated and by touch point)
 - Average Quality % across all impacts
 - Quality Cost Per Impact

There are 3 parts to the tool as below, that cover the key questions that UMM answers:



39. What is the difference between the Scenario Planner and the Planning Tool?

Scenario Planner is more for ABP / budget optimization - a set of "what if" tools where the starting point is current investments/ plans, and resultant existing media quality and cost per impact, and the question is about what a more optimal investment allocation could be.

There are two types of tool:

- a) 'Money Mover' - where the user selectively chooses media to invest in or take money out of. This is more manual.
- b) 'Auto Optimizer' that allocates money automatically to optimize total Quality Impacts in the given budget, with the user able to apply minimum/maximum investment constraints by media and include/exclude specific media.

Planning tool is designed for experience planning, with a new brief on a zero-based budget basis. Quality of Media and Consumer Research is related to experience task, with prior costs inputted or available to input.

40. Is the tool in TCCC Azure cloud? How can I access and get further instructions?

Yes, the UMM tool is running in TCCC's Azure cloud. Access is restricted to specific stakeholders involved in UMM. Please contact the UMM Global team in case of doubt.

Data observable in the tool will be dependent on the user (market-level, OU-level or Global-level) with specified brand access according to role.

There are several resources that can help instruct on the tool, all accessible via the tool:

1. UMM Manual
2. UMM Playbook

41. What would the “dependent variable” be for the causality analysis?

This is to be discussed and to be decided. We recommend Favorite Brand (FB). It might be the first and second FB (we would decide this at a later stage). Based on previous data, we believe FB is a key variable to media. And we also know FB has a strong causal relationship to volume, share and user base expansion.

42. How to deal with different target groups? Can we target non-Weekly+?

This is a good question. Quality of impact is identical across target groups. However, the media choices that we make to reach a specific target group in the most effective and efficient way, is determined by the number of impacts and therefore the Cost per Impact. Hence, the average Quality of a given media plan would change by target group and so the Cost per Impact (although individual quality scores of different media vehicles do not change)

43. How important is “quality accuracy”?

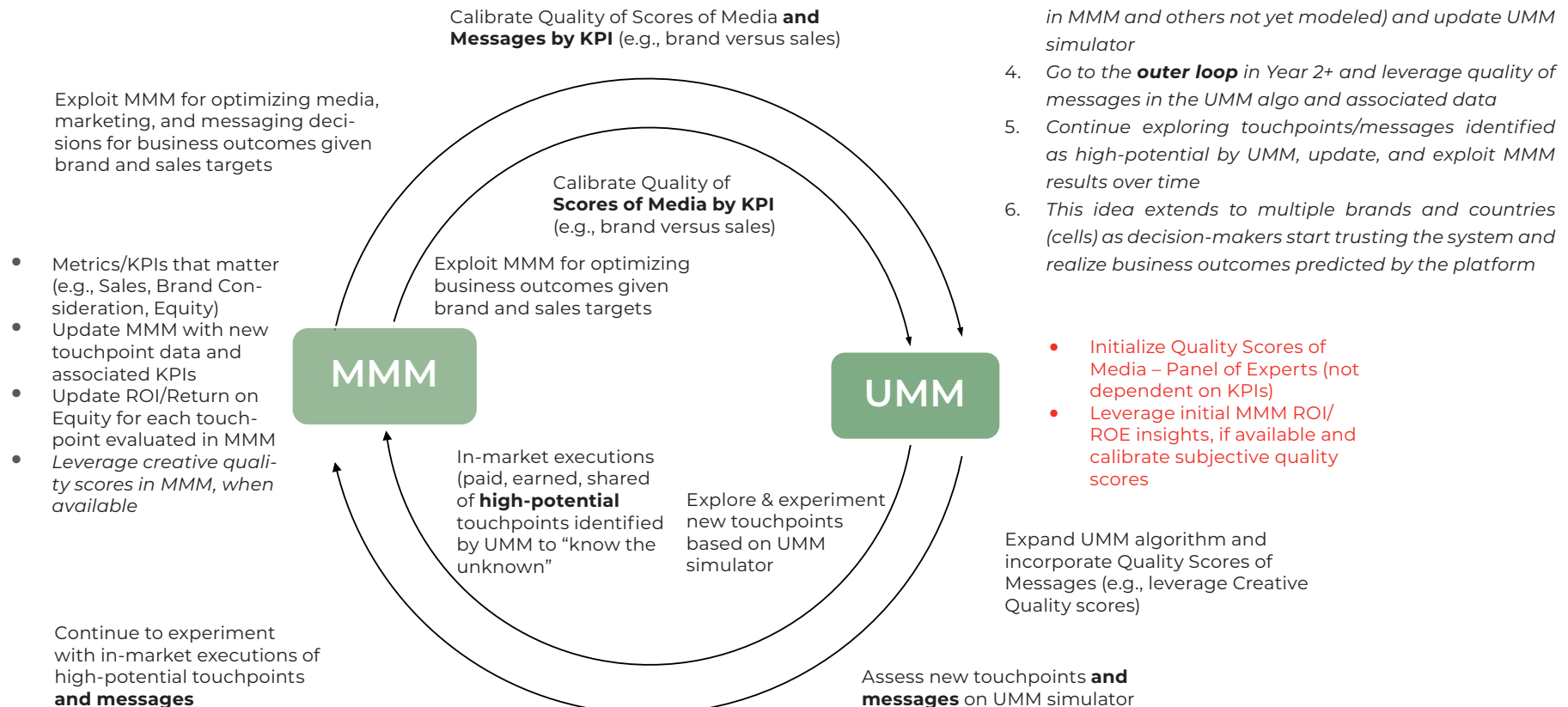
Accuracy is important, but it is not essential. Consistency on data measurement, continuous improvement on accuracy and a robust methodology is more important. Accuracy on Quality is a convention to measure plan effectiveness, efficiency and cost optimization. However, we need to make sure Quality accuracy improves overtime.

44. Why is quality index NOT related to consumer response or ROI?

It will be. However, the first and most important step is to have a consistent measurement across media. Once the measure is set, the causal relationship of media investment and consumer response can be established in a far more powerful way than today.

45. How is UMM and MMM linked?

Synergies of MMM and UMM



MMM TO UMM METHODOLOGY

STEP 1

Find number of impacts and points of diminishing returns by touch point resulting from MMM and the resulting total paid media budget (yearly)



STEP 2

Get the equivalence of those Impacts into Quality Impacts depending on Brand Strategy (Awareness, Engagement, Transaction)



STEP 3

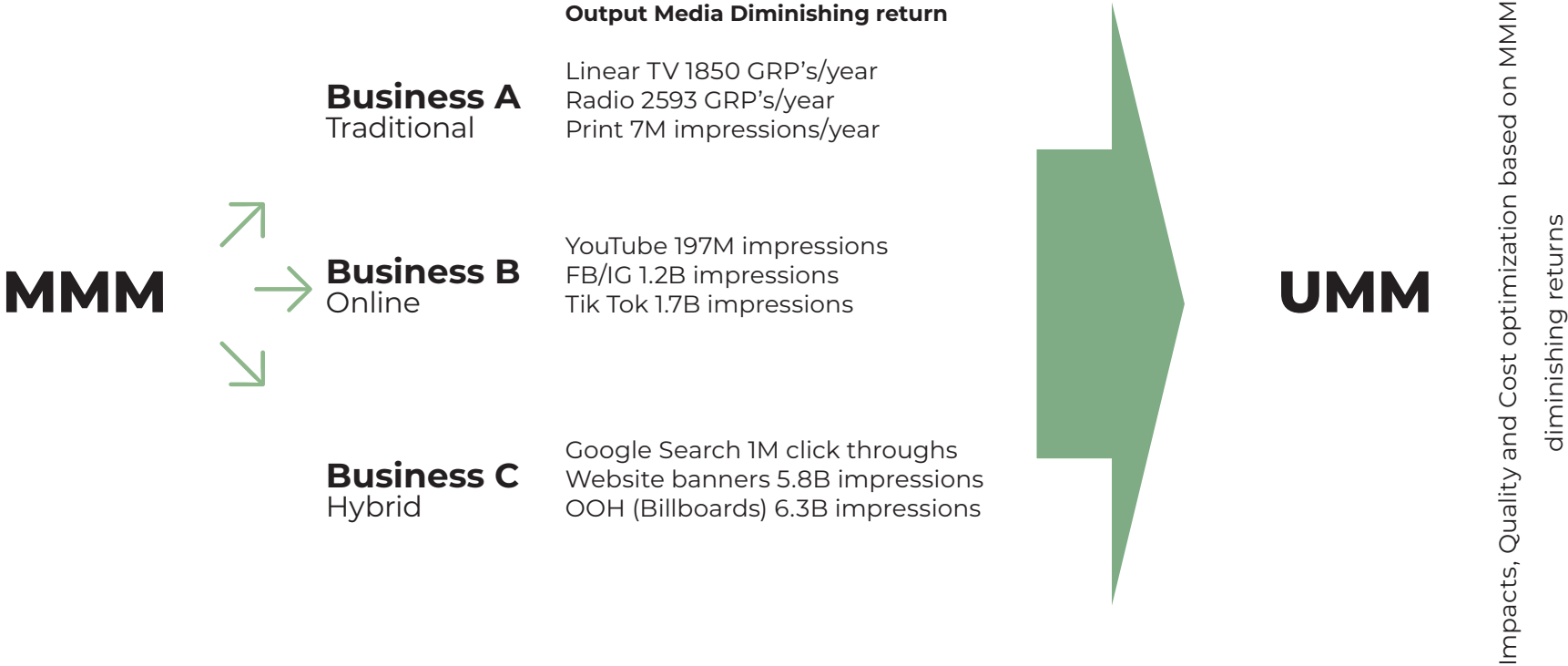
Identify the most cost-effective Quality Impacts and generate a Touch Point prioritization list based on Brand Strategy



STEP 4

Develop a Media Plan delivering a similar number of Quality Impacts for a lower budget. Quantify Savings

USA based business
(FY 2023 data)



Based USA FY 2023 data

Business A *Traditional (equalized by Budget)*

UMM

Impacts, Quality and Cost optimization based on MMM
diminishing returns

Linear TV 1850 GRP's/year
Radio 2593 GRP's/year
Print 7M impressions/year



Total number of impacts	3.3B
Total number of quality impacts	0.12B
Average Quality	3.7%
Total Cost	\$77M
QCPT	\$634

UMM Recommendation (only paid media)

Touchpoint selection		Quality	Total number of impacts2.7B Total number of quality impacts0.21B Average Quality8.1% Total Cost\$77M QCPT\$352
Cinema Pre-Screen Ad		20%	
Online Video/Streaming Video Ad		8%	
Large LED Outdoor Ad		6%	
Linear TV		4%	

UMM Recommendation (non-paid media)

Touchpoint selection		Quality	Total number of impacts1.2B Total number of quality impacts0.26B Average Quality21.1%
Special Edition Packaging		35%	
Vending Machines		24%	
Drinks Fountains		22%	
Coolers		21%	
Retail instore Special Displays		20%	

Based USA FY 2023 data

Business A *Traditional (equalized by Quality Impacts)*

UMM

Impacts, Quality and Cost optimization based on MMM
diminishing returns

Linear TV 1850 GRP's/year
Radio 2593 GRP's/year
Print 7M impressions/year

Total number of impacts **3.3B**
Total number of quality impacts **0.12B**
Average Quality **3.7%**
Total Cost **\$77M**
QCPT **\$634**

UMM Recommendation (only paid media)

Touchpoint selection	Quality
Cinema Pre-Screen Ad	20%
Online Video/Streaming Video Ad	8%
Linear TV	4%

Total number of impacts **1.5B**
Total number of quality impacts **0.12B**
Average Quality **7.8%**
Total Cost **\$45M**
QCPT **\$376**

Cost Savings – \$32M

UMM Recommendation (non-paid media)

Touchpoint selection	Quality
Special Edition Packaging	35%
Vending Machines	24%
Drinks Fountains	22%
Coolers	21%
Retail instore Special Displays	20%

Total number of impacts **1.2B**
Total number of quality impacts **0.26B**
Average Quality **21.1%**

Based USA FY 2023 data

Business B *Online (equalized by Budget)*

UMM

Impacts, Quality and Cost optimization based on MMM
diminishing returns

YouTube 197M impressions
FB/IG 1.2B impressions
Tik Tok 1.7B impressions

Total number of impacts **3.1B**
Total number of quality impacts **0.23B**
Average Quality **7.6%**
Total Cost **\$19M**
QCPT **\$83**

UMM Recommendation (only paid media)

Touchpoint selection		Quality	
Influencer/Creator live-stream		31%	Total number of impacts 3.0B
Influencer/Creator Social Endorsement		19%	Total number of quality impacts 0.26B
Ad on 3rd Party E-Commerce		10%	Average Quality 8.7%
Social Feed Ad		7%	Total Cost \$19M
			QCPT \$73

UMM Recommendation (non-paid media)

Touchpoint selection		Quality	
Official Website		26%	Total number of impacts 19.9M
Official App		23%	Total number of quality impacts 3.6M
Brand Official Social Page		18%	Average Quality 18.1%

Based USA FY 2023 data

Business B *Online (equalized by Quality Impacts)*

UMM

Impacts, Quality and Cost optimization based on MMM
diminishing returns

YouTube 197M impressions
FB/IG 1.2B impressions
Tik Tok 1.7B impressions

Total number of impacts **3.1B**
Total number of quality impacts **0.23B**
Average Quality **7.6%**
Total Cost **\$19M**
QCPT **\$83**

UMM Recommendation (only paid media)

Touchpoint selection		Quality		
Influencer/Creator live-stream		31%	Total number of impacts	2.7B
Influencer/Creator Social Endorsement		19%	Total number of quality impacts	0.23B
Ad on 3rd Party E-Commerce		10%	Average Quality	8.6%
Social Feed Ad		7%	Total Cost	\$17M
			QCPT	\$72

Cost Savings – \$2M

UMM Recommendation (non-paid media)

Touchpoint selection		Quality		
Official Website		26%	Total number of impacts	19.9M
Official App		23%	Total number of quality impacts	3.6M
Brand Official Social Page		18%	Average Quality	18.1%

Based USA FY 2023 data

Business C *Hybrid (equalized by Budget)*

UMM

Impacts, Quality and Cost optimization based on MMM
diminishing returns

Google Search 1M click throughs
Website banners 6.3B impressions
OOH (Billboards) 5.8B impressions

Total number of impacts **12.1B**
Total number of quality impacts **0.16B**
Average Quality **1.3%**
Total Cost **\$109M**
QCPT **\$684**

UMM Recommendation (only paid media)

Touchpoint selection	Quality
Giant Innovative LED Outdoor Ad	19%
Ad on 3rd Party E-Commerce	10%
Short Form Video Ad	8%
Online Video/Streaming Video Ad	8%
Food Delivery App Ad	7%
Linear TV Ad	4%

Total number of impacts **6.8B**
Total number of quality impacts **0.73B**
Average Quality **10.7%**
Total Cost **\$109M**
QCPT **\$150**

UMM Recommendation (non-paid media)

Touchpoint selection	Quality
Brand Pop-Up Store/Experience	91%
Official Website	23%
Cooler	21%
Retail In-store Special Display	20%
Brand Official Social Page	18%
Menu/menu board	14%

Total number of impacts **1.2B**
Total number of quality impacts **0.24B**
Average Quality **20.7%**

Based USA FY 2023 data

Business C *Hybrid (equalized by Quality Impacts)*

UMM

Impacts, Quality and Cost optimization based on MMM
diminishing returns

Google Search 1M click throughs
Website banners 6.3B impressions
OOH (Billboards) 5.8B impressions

Total number of impacts **12.1B**
Total number of quality impacts **0.16B**
Average Quality **1.3%**
Total Cost **\$109M**
QCPT **\$684**

UMM Recommendation (only paid media)

Touchpoint selection	Quality
Giant Innovative LED Outdoor Ad	19%
Short Form Video Ad	8%
Online Video/Streaming Video Ad	8%
Linear TV Ad	4%

Total number of impacts **1.5B**
Total number of quality impacts **0.16B**
Average Quality **10.3%**
Total Cost **\$30M**
QCPT **\$186**

Cost Savings – \$79M

UMM Recommendation (non-paid media)

Touchpoint selection	Quality
Brand Pop-Up Store/Experience	91%
Official Website	23%
Cooler	21%
Retail In-store Special Display	20%
Brand Official Social Page	18%
Menu/menu board	14%

Total number of impacts **1.2B**
Total number of quality impacts **0.24B**
Average Quality **20.7%**