STRATEGIC MEDIA GUIDANCE FOR AGENCY PARTNERS
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PURPOSE
PURPOSE OF THE GUIDELINES

To provide clear direction on Massage Envy target, national, regional and local media channel strategy and buying guidelines to achieve maximum results.
NATIONAL, REGIONAL & LOCAL MEDIA STRATEGY (MARKETING PRIORITIES)
NATIONAL+ REGIONAL+ LOCAL = ONE HOLISTIC PLAN MORE EFFECTIVELY DRIVES MEMBERSHIPS

National

Build the Brand (Awareness & Consideration)

Close the Sale (Conversion)

Regional/Local

National Vs. Regional/Local Media Roles

• National
  • Drive top of mind awareness with high reaching media vehicles
  • Tell the brand's story and educate consumers
  • Provide deep levels of engagement to drive consideration
  • Pinpoint key seasonal and contextual moments to capitalize on conversion

• Regional/Local
  • Fill gaps in national coverage
  • Increase recency to sustain market presence and convert
  • Drive conversion during key promotional periods
Priorities

National
- Cable
- Display
- Mobile
- Video
- Internet radio
- Paid Search
- Paid Social
- SEO
- Email

Regional
- Broadcast
- Radio
- Display
- Mobile
- Video
- Internet radio
- Paid Search
- Paid Social
- Microsite updates

Clinic
- Display
- Mobile
- Paid Social
- Email
- Direct Mail
CHANNEL CHOICES

SOURCE: CCS Planner; Effect of Exposure (Segment 1 and 25-54)
TARGET
OVERVIEW
MASSAGE ENVY TARGET AUDIENCE

• The general target audience for Massage Envy media planning and buying is **Adults 25-54**

• This target definition encompasses key target segments identified via Massage Envy’s 2014 Segmentation Research Study
<table>
<thead>
<tr>
<th>Wellness Lifestyle</th>
<th>Pamper &amp; Stress</th>
<th>Special Occasions</th>
<th>Aches &amp; Ailments</th>
<th>Unsure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Spend: $890</td>
<td>Annual Spend: $401</td>
<td>Annual Spend: $168</td>
<td>Annual Spend: $335</td>
<td>Annual Spend: $300</td>
</tr>
</tbody>
</table>

**Wellness Lifestyle**

Massages are an important part of health/wellness management. **Quality** more important than price. **Facials to slow aging process.** Like to try different types of spa services.

**Pamper & Stress**

Massages/facials are a way to pamper self/relieve stress. Relatively **more sensitive to price**, but still believe the benefits of massage are worth spending the money.

**Special Occasions**

Tend to receive massages/facials only for special occasions like birthdays or anniversaries. Feel guilty spending the money/taking the time to do so more regularly.

**Aches & Ailments**

Less likely to have had a massage/facial, but interested in receiving massages to relieve tension headaches or back pain. Uncertain on cost/benefit.

**Unsure**

Somewhat open to having a massage (over half have had one in the past), they feel a bit uncomfortable with massage experience; aren’t sure it’s worth the time and money.
DEFINING THE BEST GUESTS FOR GROWTH

• Massage Envy has identified that Wellness Lifestyle consumers are the best prospects for future growth.

• On average, Wellness Lifestyle consumers are spending $796/year on massage services.

• Spend is highest for Wellness Lifestyle consumers particularly among younger consumers ages 21 – 39.

• Males are also spending on average 41% more on massage services annually.

Wellness Lifestyle Overview
Massages are an important part of health/wellness management. Biggest spenders – feel quality is more important than price. If they need a massage/facial, they won’t hesitate to go get one (though they typically have them scheduled in advance). Like to try different types of spa services.

Spend by Age Across Segments

<table>
<thead>
<tr>
<th>Age Groups</th>
<th>Wellness Lifestyle</th>
<th>Pamper &amp; Stress</th>
<th>Special Occasions</th>
<th>Aches &amp; Ailments</th>
<th>Unsure</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 – 39</td>
<td>$990</td>
<td>$342</td>
<td>$159</td>
<td>$443</td>
<td>$374</td>
</tr>
<tr>
<td>40 – 50</td>
<td>$733</td>
<td>$490</td>
<td>$167</td>
<td>$134</td>
<td>$225</td>
</tr>
<tr>
<td>51 – 65</td>
<td>$637</td>
<td>$218</td>
<td>$84</td>
<td>$203</td>
<td>$133</td>
</tr>
<tr>
<td>Average</td>
<td>$796</td>
<td>$360</td>
<td>$145</td>
<td>$251</td>
<td>$257</td>
</tr>
</tbody>
</table>

Source: Massage Envy Segmentation Report
REGIONAL/LOCAL MEDIA GUIDELINES & SCHEDULING
LOCAL SPOT TV BUYING PARAMETERS

Local Broadcast TV
• Prioritize broadcast over cable

Local Cable TV
• Leverage Cable when networks counter program originals vs. broadcast networks to deliver higher ratings
  • Before purchasing as a part of the co-op media plan, ensure that local cable interconnect will cover significant majority of the stores in the co-op, and explore supplemental targeted media for stores that are not covered
  • Suggested cable networks* include networks below:

*subject to change
Source: CCS 2014 Benchmark/NIELSEN TV Refresh 2013-2014 Fusion, Segment 1 A25-54
LOCAL SPOT TV BUYING PARAMETERS

Local Cable TV (cont)

- Spot Cable should be avoided as the sole vehicle when utilizing Local TV for the following reasons:
  - High rated programming comes at a premium when priced locally
  - Less desirable commercial placement when purchased locally
  - Severe rating fragmentation
  - A television consumer does not define their viewing habits by “cable” or “broadcast stations” alone
  - TV consumers are consuming video content whether it is on cable or broadcast TV
- The DMA purchasing the local Cable buy should alert the adjacent DMAs if their buy is going to spill into their market, depending on the size of the footprint
### TV DAYPART MIX

<table>
<thead>
<tr>
<th>Daypart</th>
<th>ET/PT</th>
<th>CT/MT</th>
<th>Recommended Local Daypart Mix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Morning</td>
<td>M-F 6a-9a</td>
<td>M-F 6a-9a</td>
<td>10%</td>
</tr>
<tr>
<td>Daytime</td>
<td>M-F 9a-4p</td>
<td>M-F 9a-3p</td>
<td>0%</td>
</tr>
<tr>
<td>Early Fringe</td>
<td>M-Su 4-7p</td>
<td>M-Su 3-6p</td>
<td>10%</td>
</tr>
<tr>
<td>Early News #</td>
<td>M-Su 4-7p</td>
<td>M-Su 4-6p</td>
<td>15%</td>
</tr>
<tr>
<td>Prime Access</td>
<td>M-Sa 7-8p</td>
<td>M-Sa 6-7p</td>
<td>15%</td>
</tr>
<tr>
<td>Prime</td>
<td>M-Sa 8-11p</td>
<td>M-Sa 7-10p</td>
<td>40%</td>
</tr>
<tr>
<td>Late News #</td>
<td>M-Su 11p-11:30p</td>
<td>M-Su 10p-10:30p</td>
<td>10%</td>
</tr>
<tr>
<td>Late Fringe</td>
<td>M-Su 11:30-1a</td>
<td>M-Su 10:30-12a</td>
<td>0%</td>
</tr>
<tr>
<td>Overnight</td>
<td>M-Su 1a-6a</td>
<td>M-Su 12a-5a</td>
<td>0%</td>
</tr>
</tbody>
</table>

Above is the recommended Regional/Local Daypart Mix. The recommendation has been determined based off Target TV viewership and is subject to change depending on seasonal costs and available inventory.
Promotional Campaigns:

- Window Length: weekly point levels be managed so that wasted demand extends as little past the window as possible

- Point levels should be front-loaded such that 40-50% of TRPs for the window occur in the first week to generate maximum up-front reach against the effective frequency

- Later weeks should step down each week

- Maximum weekly point levels may vary by market based on available rating points purchasable

- **Sample flighting strategy:**

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>85</td>
<td>55</td>
<td>50</td>
</tr>
</tbody>
</table>
2015 TV TRP FLIGHTING CONSIDERATIONS

Branding Campaign

- Window Length: the goal is to stay in the market longer and provide a continuous message.

- Weekly point levels should be evenly dispersed, but over a longer period of time for a more consistent presence.

- **Sample flighting strategy:**

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
<th>Week 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>
• :15s are best utilized for promotions, especially if during a National :30 brand campaign

• :15s are more effective when there is a higher likelihood that consumers have already been exposed to the :30 version of the same message
• Book-ended :15s can be an effective way to promote two topics for the cost of one :30.
  • Recommend including :30s in early weeks, especially for new products or offers.
  • Bookending the same :15 message is not recommended unless rapid frequency is necessary and promotion time is small (e.g., one day promotion to promote a weekend deal).

<table>
<thead>
<tr>
<th>Commercial Type/Position</th>
<th>TRP Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>:15 Stand-alone</td>
<td>Full Value</td>
</tr>
<tr>
<td>:15 Bookend with separate ME :15 topic message</td>
<td>Full Value</td>
</tr>
<tr>
<td>:15 Bookend with same ME :15 topic message</td>
<td>Half value (drives frequency, not reach)</td>
</tr>
</tbody>
</table>
TARGET, SEPARATION, ROTATION

Target Audience
• The buying target is A25-54

Competitive Research
• Request minimum 15-minute separation from competitive (Massage Envy) messaging
• No competitor ads may appear within the same commercial pod
• Massage Envy units should maintain half hour separation to ensure schedule is delivering maximum reach and avoiding excessive frequency
• Separation may be adjusted for topics that required rapid frequency generation in a short period of time (example: Early Week Specials)

Rotations
• When rotations are secured, a “fair” and equitable” distribution should be negotiated
  • In Television, no more than 15% of spots should run within the lead-in break
  • Make-goods or Bonus spots should be obtained for poor rotations (see make-good section for scheduling priority) this will ensure delivery of spot
Television Ratings Under-delivery

- The minimum post performance goal is:
  - 90% - Non-Metered Markets
  - 95% - Metered
  - 100% - Local People Metered Markets

  of purchase on a market and station level by quarter

  - Individual stations that consistently (three consecutive quarters) under-perform this minimum goal should be removed from the buy for (at minimum) one quarter

- Any station posting below the acceptable variance and owing at least 1 TRP will need to provide no-charge weight on a negotiated compensatory schedule

- Compensatory weight must air concurrently with a paid schedule

  - All compensatory weight will be monitored and posted on separate estimates

Added-Value

- Request added-value elements from both television and radio stations to extend Massage Envy’s visibility among customers

  - Added-value elements can include program sponsorships (billboards, etc), in-program placement, community event involvement, etc.

- The expectation is that no-cost added-value is negotiated for all broadcast schedules, especially for radio

  - See promotion/added-value guidelines for further information
TV RATING/ADDED VALUE/BONUS

Make-goods
• Make-goods are required for any spot that does not air within approved dayparts, is missed or preempted, or for improper rotations
• All make-goods must be of equal or greater TRP value in approved dayparts
• Code make-goods separately from bonus spots and UD weight
• Make-goods should be pursued in the following priority
  • Within the week the original spot was to air
  • Within the same flight without exceeding 5% of original planned levels during the last week
  • Within the same quarter without exceeding 10% of original planned levels during any week
  • Any spot that cannot be made-good based on the above criteria should be credited.

Bonus Spots
• Ratings for bonus spots can contribute to total buy delivery, if the spots are scheduled within approved dayparts
  • Clearly delineate between bonus, under-delivery and make-good spots
PROGRAM CONTENT GUIDELINES

• Program selection should reinforce the Massage Envy brand position, skew to the target demographic and not be deemed outside broad community standards

• Programs will be avoided that do not tastefully deal with these subjects:
  1. Make gratuitous, overly graphic or exploitative use of sex, violence or substance abuse or similar topics such as:
     • Child Abuse, Violence Against Women or Minorities, Mistreatment of Aged, Drug and Alcohol Consumption, Incest, Rape
  2. Overtly take sides on divisive social issues such as:
     • Teenage Sexuality/Pregnancy, Homosexuality, Euthanasia, Abortion, Political Position
  3. Disparage individuals because of their race, religion, national origin, creed, color, gender, weight, sexual orientation or age
  4. Regularly present facts inaccurately or distort them to a distinctly partisan advantage
  5. Excessively use profanity, or vulgar “bathroom humor”

• In applying these guidelines, you can permit a broad interpretation so as not to exclude programming distinctly recognized as legitimate news or as having special merit from a historical, artistic, social or cultural nature
  • A program’s time of day also should be taken into consideration, as programs airing after 10pm are likely to attract an older audience
  • These are guidelines, and they should be interpreted in a manner consistent with the brand’s positioning
### TELEVISION MEDIA REQUIREMENTS

<table>
<thead>
<tr>
<th>Medium</th>
<th>Message</th>
<th>Weekly TRPs</th>
<th>Campaign Duration</th>
<th>4-Week Average Reach</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV</td>
<td>Promotional</td>
<td>50 (min.) / 100 (max.)</td>
<td>2-weeks (min.) / 3-weeks (max.)</td>
<td>47% (min.) / 56% (max.)</td>
</tr>
<tr>
<td>TV</td>
<td>Branding</td>
<td>50 (min.) / 100 (max.)</td>
<td>4-weeks (min.) / 52-weeks (max.)</td>
<td>47% (min.) / 56% (max.)</td>
</tr>
</tbody>
</table>

- If a region and or franchisee is running both television and radio together, the weekly TRPs by medium should be at least the minimum weekly levels.
RADIO
Local Spot Radio

- Radio works incrementally on top of high levels of TV, but it is not a substitute for TV
  - Priority should be given to achieving appropriate levels in television
- Radio works best when promoting sales/promotional message vs brand message
- Consider radio tactics beyond spot---incorporate message in-program to fight channel changers, utilize station talent for endorsements
  - Radio is a strong medium to leverage local market customization
  - Stations are very willing to have their local personalities make on-air mentions and perform customized broadcasts
- Spot Lengths:
  - Recommend :15 and :30 spot lengths
  - Do not recommend :60s
  - :15s/:30s units, add frequency to the buy to drive conversion
  - Consider Traffic Radio as an option (:10s and :15s)
    - Customize live read either :10s or :15s to help build frequency
- Consider streaming radio over terrestrial depending on target’s media usage within the market
Radio Daypart Mix

- Daypart mix selection will depend on topic occasion and absolute TRP levels
- Spots should not air after 10p or during overnight time periods
- Ad units airing outside the preferred time periods should not count towards achieving the TRP goal
- The recommended daypart mix is based on typically scheduled TRP levels and emphasis on messaging:

<table>
<thead>
<tr>
<th>Daypart</th>
<th>Code</th>
<th>Time</th>
<th>Target Index against Daypart*</th>
<th>Recommended Percent TRPs @</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>75/wk</td>
</tr>
<tr>
<td>AM Drive</td>
<td>AMD</td>
<td>M-F 6a-10a</td>
<td>110</td>
<td>25%</td>
</tr>
<tr>
<td>Midday</td>
<td>MID</td>
<td>M-F 10a-3p</td>
<td>109</td>
<td>25%</td>
</tr>
<tr>
<td>PM Drive</td>
<td>PMD</td>
<td>M-F 3p-7p</td>
<td>110</td>
<td>35%</td>
</tr>
<tr>
<td>Night</td>
<td>EVE</td>
<td>M-F 7p-10p</td>
<td>123</td>
<td>5%</td>
</tr>
<tr>
<td>Weekend</td>
<td>WKND</td>
<td>SS 10a-7p</td>
<td>117</td>
<td>10%</td>
</tr>
</tbody>
</table>

Source: CCS 2013 Benchmark USA Study; Segment 1 A25-54
ONLINE RADIO BUYING PARAMETERS

• Target audience A25-54

• CPM perspectives and impressions
  • Terrestrial radio is an audio approach – separate media buy than online radio
  • Online radio is a digital approach - based on online media usage

• Optimize media buy toward engagement metrics
  • Align with digital KPI goals and objectives

• Purchase by Age, Gender and zip code (buying efficiencies when purchasing as a regional buy)

• Different audience than terrestrial radio (consider online radio and terrestrial radio as separate radio buys so requirements are separate; don’t convert to TRPs or impressions)

• Keep messaging consistent with regional and national online radio buys
# RADIO MEDIA REQUIREMENTS

<table>
<thead>
<tr>
<th>Medium</th>
<th>Message</th>
<th>Weekly TRPs</th>
<th>Duration</th>
<th>Weekly Reach *</th>
<th>Weekly Frequency*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terrestrial Radio</td>
<td>Promotional</td>
<td>75-150</td>
<td>2-weeks (min.)/3-weeks (max.)</td>
<td>30-35%</td>
<td>2x-4x</td>
</tr>
<tr>
<td>Terrestrial Radio</td>
<td>Branding</td>
<td>100</td>
<td>4-Weeks (min.)/52-weeks (max.)</td>
<td>~30%</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Medium</th>
<th>Message</th>
<th>Weekly Coverage</th>
<th>Duration</th>
<th>Weekly Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Radio</td>
<td>Promotional</td>
<td>7% - 12% SOV</td>
<td>2-weeks (min.)/3-weeks (max.)</td>
<td>3</td>
</tr>
<tr>
<td>Online Radio</td>
<td>Branding</td>
<td>7% - 12% SOV</td>
<td>4-Weeks (min.)/52-weeks (max.)</td>
<td>3</td>
</tr>
</tbody>
</table>

* Note: All R/F deliveries are approximations due to the fact that deliveries by market will vary by local nuances

- If a region and/or local clinic is running both radio and television together, the weekly TRPs by medium should be at least the minimum weekly levels
- Promotional campaigns – stagger media weight levels – similar to television
- Branding campaigns – media weight levels evenly dispersed for consistent brand presence
ONLINE / SOCIAL MEDIA
HOLISTIC APPROACH

- Consider the full scope of the business and make strategic recommendations in relation to the allotted budget
<table>
<thead>
<tr>
<th>We’ve seen</th>
<th>We want to see</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer automation</td>
<td>Real-time, real people</td>
</tr>
<tr>
<td>Automated targeting strategies</td>
<td>Holistic, human strategies</td>
</tr>
<tr>
<td>Predictable targeting</td>
<td>Audience opportunity analysis</td>
</tr>
<tr>
<td>Media delivery focus</td>
<td>Conversion focus</td>
</tr>
<tr>
<td>Non-specific creative allocation</td>
<td>Contextual creative strategy</td>
</tr>
<tr>
<td>Linear wheel re-creation</td>
<td>Iterative learning based strategy</td>
</tr>
</tbody>
</table>
# ONLINE/SOCIAL MEDIA CONSIDERATIONS

<table>
<thead>
<tr>
<th>MEDIA</th>
<th>CPM RANGES</th>
<th>CONSIDERATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Display</td>
<td>$2-$8</td>
<td>Programmatic approach recommended</td>
</tr>
<tr>
<td>Mobile</td>
<td>$5-$15</td>
<td>Utilize localized mobile opportunities</td>
</tr>
<tr>
<td>Video (excluding YouTube)</td>
<td>$10-$20</td>
<td>Use as a branding vehicle</td>
</tr>
<tr>
<td>YouTube</td>
<td>Tru-view</td>
<td>Use as a branding vehicle</td>
</tr>
<tr>
<td>Online Radio</td>
<td>$10-$20</td>
<td>Use audio &amp; display opportunities to support national buy</td>
</tr>
<tr>
<td>Facebook</td>
<td>CPC</td>
<td>Focus on promotional creative</td>
</tr>
<tr>
<td>Twitter</td>
<td>CPC</td>
<td>Focus on promotional creative</td>
</tr>
<tr>
<td>Paid Search</td>
<td>CPC</td>
<td>Focus on supporting national campaign – see additional insights on Paid Search slide</td>
</tr>
</tbody>
</table>
# PAID SEARCH GUIDELINES

## National

### National targeting

- Focus on brand terms “Massage Envy” with Exact Match and Broad Match Modifiers, no generic terms like “Massage”

## Regional

### DMA or other co-op region

- Use brand terms + geographic qualifiers on Exact Match “Massage Envy Phoenix”
- Use generic terms + geographic qualifiers on Exact Match “Massage in Phoenix”
- Use brand and generic terms on Exact Match “Massage Envy/massage”

## Clinic

### ~5-10mi radius around clinic

- Not recommended
POST BUY GUIDELINES
TV POST BUY GUIDELINES

• The Post Buy Analysis provides a comparison of the planned TRPs reflected on the Local Media flowchart versus:
  1.) Estimated purchased TRPs
  2.) Actual TRPs

• Post buys are the industry standard mechanism for protecting media investments, ensuring the advertiser receives the full value of their media schedule.

• Massage Envy's agencies are expected to perform a Post Buy Analysis Summary for each quarterly television schedule to compare affidavit TRPs and spending versus goal and purchased.

• Massage Envy's post buy criteria follow industry standards.
• Acceptable delivery ranges are established for the post:
  1.) Overall
  2.) By daypart
  3.) By message
  4.) By station
• Achieving a full 100 delivery index versus purchased is obviously preferred, and should be the target goal for all agencies, regardless of metered or non-metered status.
TV POST BUY GUIDELINES

• Each local station must be held accountable to provide restitution for under-delivery versus the defined guarantee

• Under-delivery weight owed should be calculated against final buy estimates
  • Non-Metered Markets: Acceptable delivery range = 90-110%
  • Metered Markets: Acceptable delivery range = 95-110%
  • Local People Meter Markets: Acceptable delivery range = 100% - 110%

• Quarterly television media activity should be post evaluated to ensure ratings performance

• Television post evaluation guidelines include:
  • Support final buy with station affidavits
  • Measure in-sweep activity against actual NSI ratings
  • Measure out of sweep activity against four-week average
  • Spots are posted off exact times, this takes into account two minutes before each and two minutes after each quarter hour
  • Post analysis should report by daypart by station by quarter
TV POST BUY GUIDELINES

- Television NSI post books by quarter include:
  - Q1- February (and January and March where available), Q2- May, Q3- August, Q4- November (October books where available should be used to post the second half of September)
  - July should be used for the first half of September, last two weeks of September are posted off the November book
- Television posts are due to regional co-ops and Director of Field Marketing (DFMs) no later than 120 days after each quarter ends
RADIO POST BUY GUIDELINES

• Radio Post:
  • PPM markets are posted to 90% off of the average three books rating of the quarter in which the spots aired
  • Non-PPM markets will be held to 90% on a rotation audit based on the books used to purchase the buy
  • Stations held under the same ownership group that fall in the same market will be posted together
  • If any group does not meet the posting parameters each station will be held to a 90% post
  • Compensatory weight will be negotiated for any short falls
  • Stations must deliver Comp Weight to 100%
STANDARDIZATION PROCESS
PROCESS

Annual Flowchart
  • New standard template

Media Buy Summary
  • Submitted with every asset request

Invoicing
  • Submitted with signed Media Buy approval form and back up
  • Commission invoices submitted with vendor invoices
• Invoicing
  • Submitted with signed Media Buy approval form and back up
  • Commission invoices submitted with vendor invoices
ONLINE REPORTING
ONLINE MEDIA REPORTING

We’ve seen

- Data overload & redundancy
- Lack of context/insight
- Focus on vendor accountability
- Siloed, vendor specific recommendations

We want to see

- Clear, meaningful data points
- Performance insights with action points
- Agency performance accountability
- Holistic performance recommendations
ONLINE SCORECARD

- Once a quarter
- Submission by the middle of the month after the quarter ends