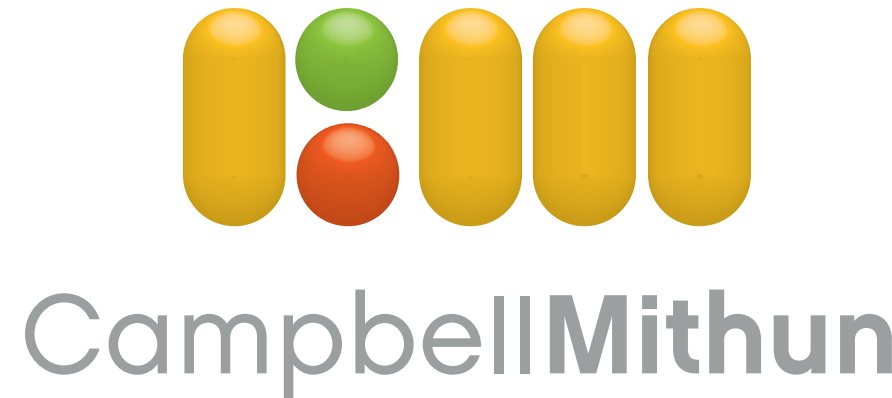


EMPATHETIC BRAND Scorecard



PERSONAL (not personalized) experiences

| SCORE | 0 | 1 | 2 | 3 | 4 | 5 |
|-------------------|------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------|
| IDENTITY | No integration with identity providers. | Users sign-in via an identity provider. | Users sign-in and opt-in via an identity provider. | Integration of multiple identity providers for sign-in and CRM.* | Reliance on indentity providers for sign-in, CRM and additional features. | Reliance on identity providers drives digital brand experience. |
| CONTENT | No content distribution strategy. | Content optimized for search. | Content optimized for mobile. | Content optimized for cross-channel consumption. | Content utilizes semantic formatting. | Content published in multiple semantic formats and consumable via APIs. |
| RELEVANCE | A singular default, top-down experience. | Some basic personalization. | Multiple touchpoints (mobile, tablet) optimized by device with social hooks. | Augmented channel functionality based on identity provider. | Content “bubbles up” to user based on context. | Entire experience changes based on user context. |
| EXPERIENCE | Impersonal and generic. Oblique. | Useful. Findable. | Distributed and engaging. | Intelligent and conversational. | Tailored and personal. | SERENDIPITOUS. PREDICTIVE. |

EMPATHY

* CRM = customer relationship management.