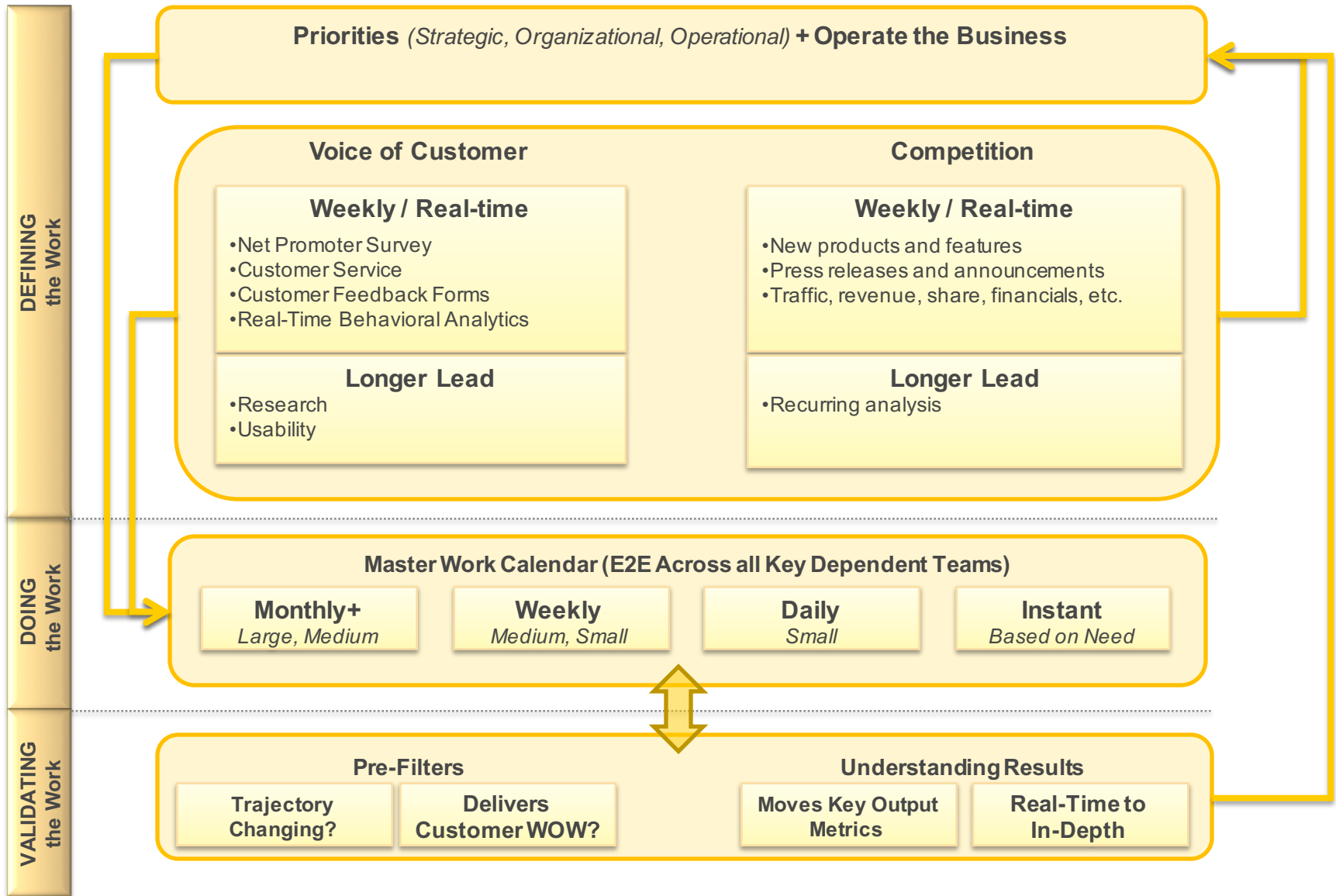


Customer and Data Driven Operating Engine



Customer and Data Driven Operating Engine: Details

We have a going in starting **strategy and plan for how we are going to win in our key product lines.**

- Complete, E2E business plan that includes how marketing \$ will be spent.

We are continually monitoring and **analyzing the external and competitive environment** to understand what is happening around us:

- Macro environment
- Competitive actions (new products, etc.)
- Competitive marketing activities (promotions, etc.)
- Competitive experiences (where is their traffic coming from, how are they converting, etc.?)

We are continually monitoring and **analyzing customer activity and feedback** to understand how customers are experiencing the service/products we are delivering:

- Customer usage across all key experiences (sign-up, sharing, uploading, purchase, etc.)
- Direct customer feedback (Voice of Customer channels).

We are continually monitoring and **analyzing actual performance of our marketing strategies** to understand their effectiveness in terms of product lines and channels:

- Overall marketing ROI and effectiveness at the product level (sharing, books, card, prints).
- Overall marketing ROI and effectiveness at the channel level.

We are consolidating these three inputs into an **iterative product and marketing engine** that identifies “What should we do/change moving forward and when” given those inputs.

- Changes to our product experience.
- Changes to our marketing approach.
- Ensuring these two areas are synchronized.
- Ensuring we are shifting our resources and \$ across products and channels in a way that drives the businesses the hardest.

Our engine is **putting customer-facing changes into market rapidly**

- More external customer-facing changes (75% of resources) less internal discussion (25% of resources).
- Changes happening on a daily/weekly/monthly pulse (new mindset).
- Authority is pushed down the lowest level.

Our product and marketing engine is successfully **identifying trajectory changing opportunities.**

Operating Mechanisms

	Weekly	Bi-Weekly	Monthly	Quarterly	Annually
Strategy and priorities					<ul style="list-style-type: none"> ■ 3 year strategy ■ 1 year plan
Organization	<ul style="list-style-type: none"> ■ 1:1 meetings with senior staff members new to role for first 3 months 	<ul style="list-style-type: none"> ■ 1:1 meetings with senior staff or as needed 	<ul style="list-style-type: none"> ■ Rotating sub-team skip levels ■ CEO chats ■ Organizational capabilities update in eStaff. ■ All-hands meetings. 	<ul style="list-style-type: none"> ■ Goals and objective refresh ■ Voice of employee pulse survey ■ Future leader development ■ Quarterly Big Boss Deep-Dives 	<ul style="list-style-type: none"> ■ Goal and objective setting ■ Performance and talent reviews ■ Talent calibration
Operations	<ul style="list-style-type: none"> ■ Senior leadership staff (eStaff) 	<ul style="list-style-type: none"> ■ Bi-Weekly Business Operations Review including priority updates. 	<ul style="list-style-type: none"> ■ Monthly operating review (MOR) ■ Finance and budget flash ■ International MOR. ■ Ad Hoc Deep Dives. 	<ul style="list-style-type: none"> ■ Deep-dive finance review and re-forecasts 	<ul style="list-style-type: none"> ■ 3 year budgets
VCHO Personal Mechanisms			<ul style="list-style-type: none"> ■ 1:1 with manager 	<ul style="list-style-type: none"> ■ 1:1 with personal coach 	