



Maroon's focus is on our clients. Maroon provides consulting and advisory services to the digital media industry. The Maroon team's approach is unique. Our partnership engagements are based on long-term relationships and a shared commitment to delivering tangible revenue and market growth for our clients.

Established in 2006

Headquartered in Crested Butte, CO, with offices in New York, Seattle, and Denver

### **Credentials**

The Maroon team's resume includes the successful start-up and spin-off of two standalone technology service businesses: Maroon Alchemy and Tru Measure.

- Maroon Alchemy analyzes sentiment and thematic extraction of the public Internet and social media.
- Tru Measure captures post-click consumer engagement resulting from interaction with digital and mobile advertising.

Through our long-term client relationships, Maroon has aided media companies in the following types of professional services engagements:

- C-level leadership, acting as interim executive within our clients' newly acquired product companies
- Successful introduction of European and Indian digital media product to the US market
- New market expansion in mobile, performance advertising, social media and reputation management
- Technology due diligence on behalf of our Publisher clients looking to acquire digital media products/services
- Technical project management, including management of international software development teams using Agile development methodology
- Corporate program management, providing the structure and discipline required to execute on corporate strategies
- Capital advisory, playing matchmaker between our digital media clients and funding partners with whom Maroon has long-standing relationships



## Our Experience

### C-Level Thought Leadership

#### *Find n Save™ Joint Venture*

Managed the acquisition, integration and public launch of the Find n Save™ joint venture that included a consortium of eight leading media and publishing companies – Advance Digital, A. H. Belo Corporation, Cox Media Group, Gannett Co., Inc., Hearst Corporation, MediaNews Group, The McClatchy Company, and The Washington Post Co. This new venture includes assets from its acquisition of Travidia, an online shopping solutions, including Find n Save™, a full-service shopping platform for local media affiliates. Christopher Tippie, serves as acting CEO of the new joint venture.

#### *Yahoo! Newspaper Consortium*

The Newspaper Consortium retained the services of Maroon Partner, Christopher Tippie, to act as Executive Director for the first 18-months of its existence. The Newspaper Consortium comprises of 35 newspaper companies that account for over 55% of daily US newspaper circulation. Maroon managed the negotiation of a comprehensive set of partnership agreements between Yahoo! and the Consortium that allows for the cross selling of advertising products. Additionally, Maroon managed the Consortium-wide rollout of Yahoo! products and services including:

- HotJobs recruitment products
- Yahoo! display ad inventory
- Cross platform content distribution
- Yahoo! Search Marketing
- Yahoo!'s new ad platform: APT

Acting as Executive Director, Maroon also presided over the formation of a formal Newspaper Consortium operating agreement, briefed the CEO's of all Consortium members, assisted in the hiring of a permanent Executive Director and managed the Consortium's finances.



### **Go-to-Market Planning and Execution**

#### ***ZEDO (Ad Management Platform)***

ZEDO, the makers of a leading ad management platform, retained Maroon to assist in the development and marketing a new service offering to publishers – outsourcing of ad operations. Maroon helped tailor the business model, service model, pricing, agreement and value proposition to the needs of the newspaper publishers. For most publishers, the ZEDO ad operations offering represents a 50% expense reduction over using in house resources for this role.

Maroon successfully assisted in bringing this service offering to market. ZEDO landed its first newspaper client within 45 days of market entry and is actively pursuing a substantial funnel of business.

#### ***Metrix4Media (Search Engine Marketing)***

Maroon was hired to represent Hearst interest in the newly acquired Metrix4Media (M4M). M4M is a paid search bid management and campaign optimization platform. Hearst retained Maroon to build a Reseller sales and support program for M4M.

Maroon, working side-by-side with M4M executive management, built a program targeted at local publishers. Specifically, newspaper publishers. Maroon constructed the Reseller service agreements, managed business development efforts, and helped negotiate business terms. Maroon designed wholesale pricing, and retail packages. Define fulfillment process & procedures. Developed service levels and metrics to help govern these new relationships. Additionally, Maroon wrote and delivered sales training, advertiser seminars and participated in four-legged sales calls with M4M's newspaper partners.

Over the course of the 6-month engagement, Maroon successfully on-boarded seven newspaper holding companies, including Cox, Belo, Scripps, and Lee. Additionally, Maroon rolled out the M4M product offering to all Hearst newspapers including the Houston Chronicle and San Francisco Chronicle. These companies in total represented over 70% of M4M's revenue growth the first year after Hearst's acquisition. M4M is now known as Local Edge.



### **New Market Identification**

#### ***Paddock Publications (Mobile, Daily Deals and Online Coupons)***

Like most newspaper companies, Paddock Publications was wrestling with choosing the appropriate strategic direction to embrace the mobile and daily deals (e.g. Groupon) market trends. Paddock retained the services of Maroon to assist in charting the overall strategic direction, making partner decisions and creating realistic sizing assumptions for these emerging markets. Maroon analyzed three distinct market segments: mobile shopping, daily deals and online coupons. Each segment is in its early stages of growth and is crowded by a myriad of competing technology vendors and business models.

The primary deliverable was a comprehensive analysis of each segment, its market potential and likely companies with whom Paddock could partner. Maroon compiled a short list of recommended partner opportunities as well as sets of criteria to be used in selecting future partners in each segment. Armed with this analysis, Paddock has pursued a partner in each of the three segments and adopted Maroon's overall recommendation of actively pursuing a Paddock brand associated with bringing the latest shopping tools to its reader base.

#### ***Active International (Barter)***

Active International is a leading corporate trade company with over 25 years of operation conducting over \$1.4 billion on barter exchanges between some of the largest corporations in the world. One of Active's strategic initiatives was to penetrate the interactive advertising market. Active retained Maroon to assist with the sizing, product, business model and go to market strategy for bringing a barter exchange to market that allows publishers to acquire advertising inventory on other sites by bartering their unsold inventory. Once acquired, this additional inventory could be sold to advertising clients to expand the reach of traditional campaigns. The project was a success and a beta version of the barter exchange launched in Q3 of 2010.

### **Product Development & Management**

#### ***P4P (Pay4Performance)***

The Berry Company's Pay4Performance program had been in effect for nearly a year before Maroon was engaged to fix fundamental issues with the call tracking vendor, billing reconciliation and a higher than anticipated cancellation rate. Maroon initiated the project by documenting end-to-end the process for selling, fulfilling and on-going advertiser communication required of the P4P program. Maroon completed an evaluation of the call tracking vendor, defining product and service-level requirements.



Maroon's final recommendations to Berry include replacing their current vendor, specific billing system enhancements to enable reconciliation and a staffing plan to address the backlog of customer services complaints.

### ***Search Engine Marketing***

The Partners and Associates of Maroon have a deep interactive product knowledge, with direct experience at building digital products for the local channel. Specific to paid search or search engine marketing, both Chris Tippie and Charity Huff held roles within Dex One and WebVisible – where SEM represents the majority of the companies' online revenues. At Dex One, Charity managed a cross-functional team responsible for vetting SEM technology companies and integrating the technology into the Dex One core platform. This team defined the pricing, packaging and sales approach for Dex One. That SEM product was publicly stated as one of the major reasons for RH Donnelley's acquisition of Dex Media in 2005, generating over \$50M in top-line revenue that year.

Chris and Charity both held senior positions at WebVisible, an SEM platform technology company. In their collective roles, Chris and Charity were responsible for developing and delivering a set of SEM packages aimed at the local publisher market. During their tenure, WebVisible doubled its local partnership revenues.

### **Project/Program Management**

#### ***Acting Program Director, The Berry Company***

The Berry Company initiated a sales strategy shift to re-train their sales team to provide a more consultative digital media sale, targeting existing Berry customers based on their business need and digital marketing sophistication. The strategy required a complete re-look at the products being sold as well as how the client was serviced pre and post sale. Due to the size and nature of this project, Berry retained Bain and Maroon to facilitate the design and implementation. Specifically, Maroon's role was to build and manage, for a period of time, a Program Management Office that encompassed 9 individual projects necessary to implement this new strategy. The initiative, known as Be Client Centric, required \$12M in expense and was valued at \$240M in multi-year incremental digital revenue.

Tactically, as part of our acting Program Director role, Maroon developed a Project Management Boot Camp training and mentoring program that allowed Berry to identify and train internal resources to take over management of the Program Office. This



## MAROON CAPABILITIES OVERVIEW

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enabled Berry to grow its internal capacity to manage projects of this scale while leveraging Maroon's expertise for a period of time.

### ***Yahoo! APT Migrations***

Maroon managed and provided the guidance for over 50 implementations of Yahoo's APT platform across 4 major media companies, including the first site to launch on APT. Maroon worked with the ad operations and development staff at MediaNews Group and the Columbus Dispatch on project plans, communications plans, daily tasks and issue resolution. Maroon also acted as primary point of contact with Yahoo and created a repeatable process for the implementations that both companies could follow independently. All sites managed by Maroon launched on schedule. In addition, Maroon worked with Paddock Communications and the Times Shamrock newspapers with guidance and advice as they implemented APT without third party help.

### ***Pluck (Social Media Plug-in)***

In a quick sprint, aggressively managed project, Maroon was responsible for the implementation of Pluck social media tools on behalf of MediaNews Group. The aggressive timeline was driven by the need to review multiple social media tools and solidify the overall corporate social media strategy prior to the end of the fiscal year. Maroon aided in the selection of Pluck and managed the implementation, allowing MediaNews Group resource to remain focused on other initiatives.

## **Capital/Advisory Solutions**

### ***Heeii/Crowdynews (Social Media)***

Heeii.com, a Dutch social media company, retained the services of Maroon to assist in the US market launch of its new product, Crowdynews. Additionally, Heeii.com leveraged Maroon to seek a US-based investor to become an equity shareholder in the new US based venture. Maroon tapped its extensive network including investment banks, private equity firms and strategic investors to help close the round of funding.

## **Acquisition Due Diligence**

### ***Hearst Acquisition of Metrix4Media***

In 2007 Hearst Newspapers was contemplating the acquisition of Metrix4Media (M4M), a Search Engine Marketing company based in Frisco, Texas. Hearst Newspapers retained



## MAROON CAPABILITIES OVERVIEW

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the services of Maroon to perform extensive Due Diligence on the acquisition target. Maroon analyzed the following aspects of M4M:

- M4M Technology
- Market Risks
- M4M Personnel
- M4M Sales and Campaign Fulfillment Process
- Product Roadmap
- Product positioning in the market place
- Company processes and procedures

Based on Maroon's analysis, Hearst Newspapers was able to complete the acquisition with a complete and accurate assessment of Metrix4Media.

### ***Media News Group & Hearst Acquisition of Kaango Classified***

Retained by Hearst to conduct business and financial due diligence on Kaango, a classified platform used by newspaper and magazine publishers. Hearst and Media News Group lead the investment of Kaango, acquiring 80% of the company for \$20M in 2007.

Maroon's analysis included: 1)review of revenue projections, validating and disputing business model assumptions 2) growth assumptions 3)expenses forecasts 4)resource and infrastructure requirements needed to support projected growth. Hearst and Media News Group acquired and grew Kaango client list to over 200 publishers in less than 2 years. In Dec 2009, they sold majority ownership Kangoo to Atex.

## **Our Team**

### **Christopher Tippie, Managing Partner**

*Experience:* Previously held executive positions with MediaNews Group Interactive, WebVisible and the Indigio Group.

*Profile:* technology, legal and business operations expertise; a mad scientist at heart

*Education:* BA, Marietta College; JD/MBA, Southern Methodist University

### **Charity Huff, Partner**

*Experience:* Previously held senior positions with Dex One, MediaNews Group Interactive and WebVisible.



## MAROON CAPABILITIES OVERVIEW

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*Profile:* sales channel execution and training, product development, new market execution, technology and project management expertise and deep SEM knowledge; moves any idea from concept to reality in the shortest time known to man

*Education:* BA, Washington State University; MBA, Regis University

### **Julie Brahler, Managing Director, Digital Ad Platform Products**

*Experience:* MediaNews Group, Dex One and Yahoo!'s Ad Serving Platform (APT)

*Profile:* structured approach to resolving troubled projects, technology and project management expertise and experience; roll-up your sleeves and get-it-done approach to projects

*Education:* BS University of Colorado – Boulder

### **Henry Chung, Managing Director, Capital Sourcing**

*Experience:* Hearst Newspapers, Phase2Media, Disney/Cap Cities/ABC and Viacom

*Profile:* strategy, finance and business development; ability to spot new market opportunities and match them with the right investor or organization

*Education:* BS Carnegie-Mellon University; MBA New York University

### **Sarah Garrison, Senior Consultant**

*Experience:* MediaNews Group, Zillow, and The Berry Company, Metrix4Media

*Profile:* process oriented, development and technology team management using Agile; unique combination of technology and business sense, that results in motivated development teams that deliver what the market needs

*Education:* BS Washington State University