BLACKDOG

IDEAS UNLEASHED®

Expertise Best Advertising Agencies in Miami 2018

Expertise Best Advertising Agencies in Miami 2019

Expertise Best Advertising Agencies in Miami 2020

Prepared for:

BURGERFI

JUNE 11, 2021

WELCOME TO BLACKDOG4BURGERFI!

Like warm, fresh-cut fries paired with a juicy all-natural burger, we believe BlackDog and BurgerFi were made 4 each other. While you've been hard at work redefining the way the world eats burgers, we've been just as busy redefining the way marketing is done. Put our two game-changing brands together and you'll have the most deliciously dynamic, unstoppable force in the game. Oh, and did we mention we're certified OG BurgerFi fans!? That's right, we've built up plenty of "Frequent Fi-er" miles with our weekly office lunches.

We see the passion and greatness in your operations, but we also see the great potential with your marketing. That's why we think we'd be the perfect addition to your dream team, the final ingredient needed to take BurgerFi to the next level.

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SECTION 1

CORPORATE OVERVIEW

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AGENCY NAME

BlackDog Advertising

SENIOR LEADERSHIP CONTACT, TITLE, DIRECT PHONE

John Penney, Founder + CEO/Creative Director, 305-253-8388 x201
Kathy Penney, President /COO, 305-253-8388 x202
Luis Busquets, SVP, Marketing, Creative & Client Engagement, 305-253-8388 x232

ADDRESS OF RESPONDING OFFICE

8771 SW 129th Terrace, Miami, Florida 33176

MAIN PHONE NUMBER

305-253-8388

IT ALL BEGAN…. AGENCY HISTORY [FOUNDING DATE]: WHEN WAS YOUR OFFICE OPENED?

Our founder, John Penney, began his career in the late ‘80s in the design department at CPB Advertising. While many agencies were still using t-squares and pasting up type, John saw the potential for leveraging the emerging technologies of the day to facilitate his creative ideas. It was that core belief that inspired John to create BlackDog Advertising. Founded in 1989, BlackDog is an independently owned full-service marketing and advertising agency dedicated to helping companies increase revenue by maximizing their marketing with data-driven strategies, award-winning creative & innovative technology solutions.

The agency has built a reputation for developing outstanding marketing within the realm of the new digital world. In fact, as one of the longest-running digital advertising agencies in South Florida, BlackDog is a digital pioneer. Leveraging new innovations and always staying at the cutting-edge of technology, it’s the organization’s commitment to excellence in every level of their operation that has established BlackDog as one of the premier agencies for high-end, results-driven marketing.

The agency takes great pride in creating honest and meaningful relationships with its diverse range of clients. From Taco Bell to Northern Trust Bank, BlackDog has had the pleasure of creating unforgettable work for brands in all types of industries including Tourism, Hospitality, Food & Beverage, Financial, Educational, Real Estate, and more. Fostering deep relationships with each and every client built on trust, and always striving for greatness, is simply the standard at BlackDog. In fact, the agency has had several clients for more than 20 years and currently averages a client retention rate of 10 years.

About Our Name

The original black dog, Dinky, was a 110 pound Labrador Retriever who belonged to our founder, John Penney. Born in 1987, Dinky attended many college classes with John, and was his lovingly loyal companion and family pet for over 16 years. Today, we honor our favorite black dog through our agency’s name and icon, created in his silhouette.

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THE BIG BOSS(ES) [CURRENT OWNERSHIP]:

John Penney, Founder + CEO/Creative Director, 305-253-8388 x201
Kathy Penney, President /COO, 305-253-8388 x202

SMALL AND SCRAPPY AND HAPPY OR MIDSIZE WITH BIG DREAMS [AGENCY SIZE]:

Our goal is to continue to grow alongside a diverse range of partners that share the same core values as we do. We want partners that are as committed as we are to integrity, premium products, and quality services.

Total Billings:

BlackDog's total annual billings generally range from $6-7 million.

Number of Employees:

BlackDog currently has 26 full time employees and 10 part time employees.

Number of accounts currently being handled directly by your office:

BlackDog currently services over 30 different client accounts of varying size and scope.

The revenue breakdown by percentage for our top five clients is as follows:

#1 - 22%
#2 - 16%
#3 - 10%
#4 - 6%
#5 - 4.5%

Office Locations:

BlackDog is headquartered in Miami, Florida with operations in Nashville, Tennessee; Los Angeles, California; and Naples, Florida.

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YOUR BIG KAHUNAS [KEY EXECUTIVES]:

JOHN W. PENNEY FOUNDER + CEO/CREATIVE DIRECTOR

31 YEARS AT BDA

Throughout his 32-year career in Advertising, John has managed brands for a diverse group of clients within industries ranging from travel, tourism and hospitality to healthcare, finance, technology, and food services.

His forward-thinking, creative insight and vision have given him the capability to provide clients with results-driven, innovative marketing solutions. The creative teams he leads have garnered hundreds of industry awards including International Communicator, DAVEY, W3, Web, Mobile Web and Telly Awards, Flagler Award and many more including a Best of Show Gold in last year's Addys.

John is an opinion contributor to Adweek, as well as a public speaker on marketing and technology topics. John serves as a marketing consultant on CNBC's The Profit, working with entrepreneur Marcus Lemonis to advise and assist multiple brands, most recently leading the rebranding and launch for Ana Quincoces' Skinny Latina products.

John has served on various boards in our community and is currently very committed to the South Miami-Dade chapter of the YMCA. While serving on the Executive Board at the Y, he has led a successful membership drive for the last several years. John also serves as a football and basketball coach, and youth mentor at the local chapter.

John has developed marketing campaigns and helped build brand awareness for a diverse group of clients including:

- **ADT Security**
- **AutoNation**
- **Baileys**
- **Baptist Health System**
- **Big Brothers Big Sisters**
- **Burger King**
- **Crystal Springs**
- **Del Monte Fruit**
- **Diageo**
- **Fury Water Adventures**
- **Hilton**
- **Historic Tours of America**
- **Marriott**
- **MetLife**
- **Pillsbury**
- **Prudential**
- **Publix Sabor**
- **Smirnoff**
- **Taco Bell**
- **The Statue of Liberty**
- **University of Miami**
- **Westin Hotels and Resorts**
- **YMCA**

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YOUR BIG KAHUNAS [KEY EXECUTIVES]:

KATHY PENNEY PRESIDENT + COO

24 YEARS AT BDA

Both a creative and analytical thinker, Kathy has a hand in all aspects of agency life from marketing to operations. She has led teams in multiple disciplines including design, production and strategy. In her current role as President & COO, Kathy oversees internal operations while still maintaining close contact with client account management and planning.

Kathy has won numerous industry awards, including ADDYs and Tellys, for her contributions in the areas of copywriting, photography/videography and brand development.

Over the years, Kathy has been involved in multiple community service initiatives for organizations such as the South Dade YMCA, Paws4You Rescue and the American Cancer Society Relay for Life. She has held several community board positions including serving on the Mayor's Education Advisory Council for the Village of Pinecrest.

During her 24 years at BlackDog, Kathy has spearheaded successful marketing campaigns for numerous clients including Taco Bell, Fury Water Adventures, Burger King, Old Town Trolley Tours, The Simple Greek and AutoNation.

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YOUR BIG KAHUNAS [KEY EXECUTIVES]:

LUIS BUSQUETS SVP OF MARKETING, CREATIVE + CLIENT ENGAGEMENT

6 YEARS AT BDA

Luis is an award-winning, multicultural Marketing and Creative Director with an extensive, 24-year background in art direction, strategic planning, and design. Luis brings a diverse array of experiences and a unique point of view to his role as Senior Vice President. With an innovative design aesthetic and a deep knowledge of branding and marketing, he is able to provide an enriching experience for our clients by continually exceeding their expectations with results-driven strategy and cutting edge design.

His experiences in the US, European and Latin American markets enable Luis to gather valuable insights from each which translates to pitch-perfect campaigns. His strong background in graphic design and experiential marketing across traditional and digital environments informs everything he does for our clients.

Luis has won numerous industry awards for both his online and offline advertising including the ADDYs and the Charlie Awards in categories such as direct marketing, online media and package design for the following brands: Ford Motors, Disney, Coca-Cola, Nikon Europe, and Castrol Oils, Americas and USA.

When he’s not crushing it for our clients, Luis is busy trying to break the land speed record on the streets of Miami.

JESSICA TOMLIN VP OF CREATIVE + CLIENT ENGAGEMENT, MARKETING DIRECTOR

14 YEARS AT BDA

Jessica is an award-winning, 14+ year advertising and marketing professional whose wide-ranging proficiencies in both creative and technological areas of concentration make her an invaluable member of the BlackDog team.

In addition to managing digital designers, developers, copywriters, internet marketing gurus & social media strategists, Jessica also has the ability to strategize with C-level partners to launch cross-platform, multimedia campaigns that are results-driven, trackable & produce results. Jessica's technology initiatives helped develop a content management system that keeps the online presence of our clients fresh and new and allows the back-end of operations to be up to the minute and fully maintained. Over 50 websites are reliant on this system to function optimally 24/7.

Due to her unique way of formulating a strategic marketing plan via a design vision, Jessica has been instrumental to the success of many digital and traditional campaigns for our clients over the years acquiring many accolades and awards along the way including: The Addys, International Communicator Awards, Webby Awards, DAVEY Awards, W3 Awards, Mobile Web Awards and The Telly Awards. All of these accomplishments represent national brands with multi-billions in assets from diversified sectors such as Travel/Tourism, Hospitality, Finance, Education, Health Care, Real Estate, and Government.

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YOUR BIG KAHUNAS [KEY EXECUTIVES]:

MITCHELL MEYERS DIRECTOR OF DIGITAL MARKETING, BRAND STRATEGY

9 YEARS AT BDA

Since 2012, Mitch has directed the entire portfolio of digital advertising services for BlackDog including strategy, placement, optimization and reporting. From organic SEO and content marketing strategy to paid search and programmatic digital campaigns, Mitch has ensured that BlackDog's clients maintain a successful mix of digital advertising products that drive real business results and create positive lift in overall business goals.

During his time at BlackDog, Mitch has managed more than $25MM in digital advertising media spend, placed 500MM digital ad impressions, and delivered 30MM targeted visits to client websites.

JASON CARBONELL DIRECTOR OF TECHNOLOGY

11 YEARS AT BDA

As our Director of Development, Jason analyzes and assesses clients' needs to come up with the right solution for their projects. He understands and grasps the nuances of several different programming languages and is well-informed on web standards and compliances. Even better, Jason is exceptional at breaking it all down for clients and coworkers alike to clearly communicate complex algorithms and processes. Additionally, he's active in the developer community and networks with fellow developers. His keen eye for design makes him a valuable dual-threat developer.

Jason has won numerous industry awards including the ADDYs, International Communicator Awards, Webby Awards, DAVEY Awards, W3 Awards, Web Awards, Mobile Web Awards and Telly Awards.

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OUR DAY-TO-DAY DREAM TEAM [ACCOUNT TEAM]:

BRIANA KLEIN SENIOR DIGITAL MARKETING MANAGER + BRAND STRATEGY

75% OF TIME FOCUSED ON THE BUSINESS

As BlackDog's Senior Marketing Manager and Brand Strategist, Briana accurately mines data in real-time to provide recommendations on increasing ROI within our clients' marketing budgets across all channels. She turns these reports and data into actionable strategies and executes the implementation across all online customer communication channels (website, email, social media, digital advertising campaigns) with the marketing team.

MIGUEL LEON SENIOR CREATIVE PROJECT MANAGER

50% OF TIME FOCUSED ON THE BUSINESS

Miguel is an experienced creative with a demonstrated history of working in the marketing and advertising industry. With over 20 years of experience working for agencies like Crispin Porter Bogusky, Droga5, The Martin Agency, and Zimmerman, he holds a long-standing record of initiative and innovation. Throughout the course of his career, Miguel has proved to be an astute problem-solver capable of prioritizing and managing complex projects with proficiency.

With his ability to evolve conceptual campaigns and design projects, combined with his experience in team management and collaboration, Miguel excels in providing outstanding creative services and direction. His background lies in driving the design and execution of forward-thinking and creative campaigns for a variety of top-level clients such as Burger King, Boston Market, Captain D's Seafood, Coke Zero, Miller High Life, Party City, Slim Jim, Sprite, White Castle, and Volkswagen.

ALEX MUSIBAY COPYWRITER

25% OF TIME FOCUSED ON THE BUSINESS

With a strong passion for creative writing since childhood, Alex has been honing his skill set long before breaking into the advertising industry. Growing up in Miami, he was surrounded by the arts and found a love for developing meaningful connections through captivating creative pieces, whether it be through music, acting or the written word.

Alex has worked with brands such as Homestead-Miami Speedway, Chapman Partnership, Headquarter Toyota, Adrienne Arsht Center, and more. Over his career, he's had the opportunity to work with various travel and tourism brands, such as Carnival Cruise Lines, discovering a joy for tapping into the wanderlust sensation within us all. At BlackDog, he continues to sharpen his craft and find inspiration from his like-minded and talented coworkers.

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OUR DAY-TO-DAY DREAM TEAM [ACCOUNT TEAM]:

VICTORIA UNREIN SOCIAL MEDIA COORDINATOR

15% OF TIME FOCUSED ON THE BUSINESS

Victoria is a Kansas native whose background in social media management combined with her passion for travel and pop culture make her a perfect fit as BlackDog's Social Media Coordinator.

After graduating from Kansas State University with a Bachelor's degree in Marketing, Victoria worked for an event venue in Atlanta, Georgia handling social media for multiple in-house brands. There, she helped develop their online community and oversaw their digital rebrand.

At BlackDog, Victoria develops and executes our clients' social media strategies. Keeping up with the ever-changing world of social media, Victoria seamlessly guides our clients through platform updates and algorithm changes.

Victoria is always keeping up to date with the latest industry news, certifications, and best practices. She is certified and proficient in, Facebook Blueprint Certified Digital Marketing, Google Ads, and Sprout Social

HUMBERTO ABEJA DESIGN DIRECTOR

35% OF TIME FOCUSED ON THE BUSINESS

In his 8 years at BlackDog, Humberto utilizes his strong creative background in advertising, art direction and design to create innovative, results-driven work for our clients. His experience and award-winning work include design, branding, digital design and online campaigns for brands both in the general and US Hispanic markets.

Prior to joining the BlackDog team, Humberto created successful integrated campaigns for Ford, Lincoln-Mercury, SC Johnson, Aflac, American Airlines, the Miami Heat, Humana, Steve Madden and the Miami Marlins.

Humberto is no stranger to Food and Beverage clients for he has also worked on Sushi Maki, Lime Fresh Mexican Grill, Yard Bird, Benihana & Doraku Sushi, Fireman Derek's, Sir Pizza Restaurants, Friendly's, Boater's Grill, and Lighthouse Cafe - to name a few.

Humberto has received numerous industry awards and recognitions for both his online and offline efforts including the ADDY Awards, New York Festival Awards, Webby Awards, W3 Awards, Web Awards, Mobile Web Awards, Telly Awards and is featured on the Google for Work blog.

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OUR DAY-TO-DAY DREAM TEAM [ACCOUNT TEAM]:

PETER AMADOR SENIOR DESIGNER + EDITOR

25% OF TIME FOCUSED ON THE BUSINESS

Peter is an experienced designer and video editor with over 25 years of experience in the advertising industry. During his 21 years at BlackDog, Peter has had the opportunity to serve in many key roles. Starting his career as a graphic artist, Peter's expertise in video editing and his strong ability to craft smart storytelling have been influenced by his deep understanding of design. Peter has been recognized with several industry awards for his work not only in graphic design, branding and typography but for his video editing skills as well.

As our Senior Video Editor, Peter brings brand stories to life. Using the latest editing software he is able to assemble raw materials into "short movies" that encapsulate our clients' brands and clearly communicate their messages to the intended target audiences.

ERIKA JACOBY SENIOR DESIGNER

25% OF TIME FOCUSED ON THE BUSINESS

Early in her career, Erika spent much of her time designing advertising and marketing materials including POP displays, direct mail, posters, brochures and ads. Although print has been her passion in the past, she now enjoys using her artistic abilities & marketing sense to create effective web-based campaigns including eNewsletters, email blasts and more.

During her 23 years at BlackDog, Erika has won numerous industry awards for both her online and offline advertising.

Your Day to Day Dream Team will also consist of:
John W. Penney, Luis Busquets, Mitch Meyers & Jason Carbonell (see bios above)
Each of these Key Executives will be hands-on and directly involved in your account on a daily basis.

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WHERE YOU FLEX YOUR MUSCLE [AGENCY STRENGTHS AND SPECIAL EXPERIENCE]:

Our greatest strength comes from building our clients' brands and putting their businesses first. Just like Hanz and Franz, we just want to...pump you up! But we do that by being different in a few important ways.

Our clients tell us we're different because of the level of responsiveness and care we put into their business. We do what we say we're going to do and apparently that's uncommon. They tell us we listen to what they have to say and take the time to understand their business. That we're more than just a creative agency, we're creatives with business sense. They're impressed with our understanding of the latest technology and our ability to simplify it for them. And because we stand shoulder to shoulder with our clients every day, we often end up friends.

Our agency structure is different. Your Client Engagement Managers (CEMs) are also Creative Directors. We search for leaders that have the very rare gift of being creative while also having the ability to understand complex business problems as well as project management. Our clients work directly with their CEM who in turn directly manages the project. Removing communication inefficiencies results in fewer interpretation issues as well as an extremely efficient, budget-friendly workflow.

Our employees (BlackDoggers) tell us we're different because our work environment is uplifting, allowing them to produce meaningful work and continue to grow. The result is our turnover is lower than most, with many BlackDoggers working here 10 years or more.
Our vendors tell us we're different because we treat them the way we'd like to be treated and we pay them on time.

Our tracking is different because we have a vested interest in helping each of our clients grow their bottom line and track advertising campaigns to the metrics that matter most for each business. BlackDog does not use one-size-fits-all reporting templates for any of our clients. We customize KPIs, attribution models, and reporting metrics for each business. BDA analyzes the purchasing journey your potential guest will travel through various advertising touchpoints and measures effectiveness based on specific goals that matter most to you.

So you see, we're not your typical agency. But we think our differences are the things that have made both BlackDog and our clients stronger over the years. We would love to be the Hanz to your Franz and help BurgerFi be bigger than Arnie.

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YOUR SWEET SPOT [KEY STRENGTHS]:
DESCRIBE THE KINDS OF ACCOUNTS OR CATEGORIES IN WHICH YOU BELIEVE YOU HAVE UNIQUE INSIGHTS AND/OR COMPETITIVE STRENGTHS.

In our 30 years, we've serviced clients in industries ranging from Food & Beverage to Finance to Travel & Tourism. We are experts in B2C and understand each unique audience and how to market to that audience. Our ecosystem of knowledge begins with research and ends with reporting results. In fact we are so transparent that we report on it in real time to our clients.

We have a unique knowledge base and understanding of the complexities of localizing our marketing efforts. This helps us consistently position our strategy to reach our target demographic of new and returning customers, while building brand awareness and engagement.

YOUR SECRET SAUCE:
IS THERE ANYTHING SPECIAL ABOUT YOUR AGENCY EXPERIENCE, EXPERTISE, OR METHOD OF OPERATION THAT A NEW BUSINESS PROSPECT SHOULD KNOW ABOUT?

Our secret sauce starts with a heaping tablespoon of business savvy, a cup of innovation, and a whole lot of grit and passion. That formula has resulted in what we believe makes BlackDog Advertising remarkably unique.

Like all good organizations, it starts at the top with ownership. BlackDog has been owned and operated by John Penney for more than 30 years. His consistent forward-thinking, creative insights, and detailed vision have trickled down throughout the organization.

Our robust team of artists and designers are all aligned with the same goal of delivering out of this world creative assets, backed by thorough research and data collected through our signature Retriever program. BlackDog's turnkey Retriever marketing solution connects our award-winning creative with real-time data reporting, allowing us to unleash game-changing results for your business. Our team's wide range of creative services, coupled with our meticulous data collection, allows BlackDog the ability to be a highly specialized, all in-house shop for our clients.

That same consistency found within our organization can be found in our partners. Building honest and meaningful relationships with our clients is the backbone of our business. It's this mindset that has led us to maintain a client retention rate average of 10 years. We take great pride in anticipating and fulfilling our clients needs and providing high-end marketing and creative services.

CONFLICT OF INTEREST:

BlackDog does not foresee any conflicts of interest in regards to our other clients.

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SECTION 2

SCOPE & NATURE OF AGENCY SERVICES

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AGENCY SERVICES:

LIST THE SERVICES OFFERED BY YOUR AGENCY AND THE NUMBER OF FULL-TIME EMPLOYEES DEDICATED TO EACH DEPARTMENT (E.G., ACCOUNT MANAGEMENT, DIGITAL, CREATIVE, MEDIA, RESEARCH AND/OR ACCOUNT PLANNING, BROADCAST PRODUCTION, PRINT PRODUCTION, ETC.)

Client/Account/Project Management: 8
Strategy: 6
Creative: 6
Media Buying/Planning: 2
Digital Marketing: 6
Social Media: 2
Development: 3
Copywriters: 3

OUR SERVICES INCLUDE:

Business Consulting & Strategic Planning

/ Marketing & Sales Strategy
/ Account Supervision & Servicing

Creative Development (Digital & Print)

/ Digital Design, Web Development, Email Marketing
/ Out-of-Home, Print, Packaging
/ Brand Strategy, Guidelines & Development

Digital, Mobile & Social Media Marketing

/ Internet Marketing/Digital Media & CPC Advertising
/ Social Media Planning, Management & Reporting
/ Digital Marketing Analytics & Reporting
/ Search Engine Planning & Optimization
/ Email Marketing/eCRM Management
/ Geo-Fencing & Conquesting Campaigns
/ App Download Campaigns

CRM & Marketing Integrations

/ Salesforce CRM Integration
/ Call Center Setup & Software Integration
/ Chat Setup & Integration
/ Review & Listening Tool Setup & Integration
/ Loyalty Programs Setup & Integration

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AGENCY SERVICES

Website Development

/ Custom CMS Theme Development (WordPress, Joomla, Drupal, etc.)
/ Custom LMS Development (Learning Management System)
/ eCommerce Solutions (Shopify, BigCommerce, WooCommerce, etc.)
/ ADA Compliance & Maintenance
/ SEO Optimization & Maintenance
/ Web Content Updates
/ Responsive Technology
/ Back-End Support & Updates
/ CMS Maintenance (Uptime monitoring, Security Scans Daily, Hourly Website Backups)

Direct Response and Branding B2C Marketing

/ App Download, Lead Generation, Website Traffic, Store Visits/Foot Traffic, & Online Sales

B2B Marketing

/ Conventions, Destination Weddings, Charters & Group Travel, Concierge & Partner Programs, Co-op ads

Photography & Video/Film

/ Photography & Digital Film
/ TV, Radio, YouTube, Social Media - Pre & Post Production / Video Editing
/ Animated Infographic Videos

Media Research, Planning & Procurement

/ Traditional Placements
/ Digital Placements

Copywriting & Content Strategy

Point of Purchase Merchandising

Hispanic & Multi-Cultural Marketing

Custom Interior and Storefront Design

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AGENCY SERVICES

TECHNICAL SKILLS

Here is a list of software we use on a daily basis to produce award-winning work and great results for our clients:

Design & Production:

- Adobe Photoshop
- Adobe Illustrator
- Affinity Designer
- Affinity Photo
- Adobe InDesign
- Adobe Audition
- Adobe Lightroom
- Adobe Bridge
- Adobe Acrobat
- Cinemagraph Pro

Video Production:

- Adobe Premiere
- Adobe After Effects
- iMovie
- ScreenFlow
- Animoto
- Quicktime Movie
- Skysoft Video

UI, UX, Web Design:

- Sketch
- InVision
- Google Web Designer
- (XD) Xperience Design
- Adobe Fireworks
- Adobe Dreamweaver
- Adobe Animate (Flash)
- Principle

APIs:

- Twitter API/Bootstrap
- Facebook API
- Google Maps API
- Instagram API
- YouTube Embed

eCommerce Frameworks:

- YouTube API
- Shopify
- WooCommerce
- BigCommerce

Programming:

- HTML5
- CSS3
- PHP
- jQuery Library
- JavaScript
- MySQL
- XML
- ASP.Net
- Bootstrap
- AJAX
- JSON
- Angular

CMS Platforms:

- WordPress
- eCommerce
- Druple
- Joomla

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AGENCY SERVICES

TECHNICAL SKILLS CONT'D

Business:

- G Suite by Google
- Apple iWork
- Microsoft Office
- Zoom
- GoToMeeting
- Skype
- ZiFlow
- SmartPlus
- Strata
- Workamajig

Email Managers:

- Campaign Monitor
- Litmus
- iContact
- Constant Contact
- MailChimp
- ActOn
- Navis
- myEmma
- Klaviyo

Social Media:

- SproutSocial
- HeyOrca
- Facebook
- Twitter
- Instagram
- YouTube
- Pinterest
- Vimeo
- LinkedIn
- Google Maps
- Google Places
- HootSuite
- TweetDeck
- Bing
- Yelp
- TripAdvisor
- Snapchat

SEO:

- Google Search Console
- AWR
- Supermetrics
- SEO Power Suite

Certifications:

- Second Wind
- Google Ads
- Google Analytics
- Bing Ads
- Facebook Ads
- Sprout Social

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OTHER SPECIALIZED SERVICES:
LIST ANY OTHER SPECIALIZED SERVICES YOUR AGENCY OFFERS TO YOUR CLIENTS, EITHER DIRECTLY OR INDIRECTLY THROUGH PARENT OR SISTER COMPANIES, SUBSIDIARIES, OR NETWORK AFFILIATIONS.

N/A

IN OR OUT OR DEPENDS? [OUTSIDE RESOURCES]:
PLEASE INDICATE HOW YOU USE OUTSIDE RESOURCES FOR ANY OF YOUR SERVICES, THE NAME OF THE RESOURCE AND THE NATURE OF THE RELATIONSHIP.

BlackDog is a full service agency with in-house capabilities ranging from creative and production to strategy and media planning/buying. However, BlackDog does not perform PR services such as event planning and crisis management. We partner with the renowned PR firm, rbb Communications, to fulfill these services when needed. BlackDog will manage and communicate with rbb on BurgerFi's behalf unless your team would prefer to work directly with the PR partners.

WHY SHOULD WE BUCKLE UP TOGETHER AND GO ON A WILD RIDE TOGETHER?
PROVIDE AN EXPLANATION OF WHY YOUR AGENCY IS A GOOD FIT FOR BURGERFI.

Close your eyes and imagine that new car smell, fresh leather, and an open road. We are buckled up and ready for the wild ride... I mean, we've already gone through the test drive together.

It was evident during that time, how well our two organizational philosophies align. We're steadfast partners who take great pride in delivering the highest quality products and services, and we saw firsthand that you are too. A company comprised of honest, trusting, and driven individuals determined to revolutionize the industry? Yeah, we know all about that too. There's more than just juicy all-natural ingredients being cooked up in your company kitchen. We see the overwhelming potential in your marketing possibilities, just waiting to be showcased by our masterful digital marketing expertise. We already whetted our appetites with three smooth rides and relished the SWAGtastic results.

The gas tank is full of grit and passion, the keys are in the ignition ready to go, we're just waiting for the race flag!

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SECTION 3

RELEVANT EXPERIENCE

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NOT YOUR FIRST RODEO, BEEN THERE DONE THAT…. [RELEVANT EXPERIENCE]:
WHAT RELEVANT EXPERIENCE DOES THE AGENCY AND/OR CURRENT STAFF HAVE THAT WOULD INFORM YOUR INTEREST IN OUR BUSINESS?

PRESENT UP TO THREE BRAND-BUILDING CASE HISTORIES AS FOLLOWS:

- NAME OF CLIENT AND PRODUCT OR SERVICE
- KEY PROBLEM THE ADVERTISING HAD TO OVERCOME
- CREATIVE STRATEGY (CONVINCE TARGET AUDIENCE THAT…)
- EXECUTIONAL ELEMENTS
- MARKET RESULTS
- KEY STRATEGIC INSIGHT OR BRIEF RATIONALE AS TO WHAT MADE THIS CASE HISTORY SO SUCCESSFUL/REMARKABLE THAT YOU HAVE ELECTED TO SHARE IT WITH US.

From the ocean views surrounding the Pat Croce Restaurant Group in Key West, to the royal crown over at Burger King, our agency and team members have plenty of experience. Here are some of the past orders: McDonald's National, McDonald's Regional (Co-Op), Burger King, White Castle, Sushi Maki, Lime Fresh Mexican Grill, Captain D's Seafood, Boston Market, Yard Bird, Benihana & Doraku Sushi, Fireman Derek's, Sir Pizza Restaurants, Friendly's, Boater's Grill, The Simple Greek and Lighthouse Cafe.

Our crew's favorite dishes to serve include Creative, Account Management, Strategy, TV/OLV, Radio/OLA, Digital, Social Media (Paid/Organic), OOH, FSI's (Direct Mail), Media Planning/Buying, Rebranding, Merchandise/POP, Interior design, Menu, Photography/Videography.

And now for a few of our signature dishes. Please feel free to save room for dessert, but it may not be needed. Bon Appetit!

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SECTION 4

SHOUT OUTS

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ASSOCIATIONS:

LIST ANY MEMBERSHIPS IN INDUSTRY ORGANIZATIONS SUCH AS THE AMERICAN ASSOCIATION OF ADVERTISING AGENCIES (AAAA) OR AMERICAN ADVERTISING FEDERATION (AAF), LENGTH OF TIME AS A MEMBER, INVOLVEMENT BY ANY STAFF IN SUCH ORGANIZATIONS, AND ANY OTHER PERTINENT INFORMATION

Memberships:

- Florida Attractions Association: 7 years
- American Advertising Federation of Miami: 11 years
- Visit Florida: 5 years
- Key West Attraction Association: 20 years
- Second Wind: 10 years

Partnerships & Presentations:

- Google Presentation in 2016
- Featured in Google for Work Blog
- 2017 - 2020 FAA Presentations

Certifications:

BlackDog serves as an on-going consultant for the Critics Choice Awards-nominated television series “The Profit” featuring entrepreneur and philanthropist Marcus Lemonis, on CNBC.

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AWARDS:
LIST ANY AWARDS WITHIN INDUSTRY ORGANIZATIONS IN THE PAST TWO YEARS

51

AGENCY AWARDS

SINCE 2019

Our awards,
Your success.

- **American Advertising Awards**
- **Mobile Web Awards**
- **Flagler Award**
- **W3 Awards**
- **Telly Awards**

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SECTION 5

ESTIMATED BUDGET & RESOURCES

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YOU DO IT FOR THE LOVE OF THE WORK BUT…. NEED TO PUT BREAD ON THE TABLE

ALL AGENCIES MUST PROVIDE A BREAKDOWN OF COSTS RELATED TO THE SERVICES PROVIDED. COSTS INCLUDE, BUT ARE NOT LIMITED TO, FIXED PRICING & DELIVERABLES, BILLABLE HOURS (TIME & MATERIALS-BASED PRICING), TRAVEL EXPENSES,ETC. AGENCIES MUST AGREE TO KEEP THE QUOTED PRICING IN THEIR PROPOSALS FOR A MINIMUM OF 90 DAYS AFTER PROPOSAL SUBMISSION.

FINALLY, ALL PROPOSALS MUST INCLUDE A PROJECT SCHEDULE & WORK BREAKDOWN STRUCTURE, WHICH IDENTIFIES TIMELINES,KEY MILESTONES, PROJECT PHASES, OR OTHER PROJECT PLAN INFORMATION.

The Fixed Pricing and Deliverables:

The scope of work and pricing for these services proposed is broken out on pages 28 & 29.

Billable Hours:

Clients will be billed for additional external products and/or services that are not covered under your allocated budget, at the current agency rate. External products and/or services may include, but are not limited to printing, websites and delivery fees, etc. We will provide a detailed estimate for approval prior to starting on any out of scope product and/or service.

General Services: Blended rate of $150/hour

Travel Expenses Policy:

Travel Expenses are generally reimbursable at cost for lodging, fuel and minimal per diem for meals. An estimate can be provided for client's approval, if required.

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REQUIRED SERVICES SCOPE OF WORK

Service Set	Scope of Work Included	Annual Hours	Annual Retail Rate	Discount	Final Annual Pricing	Average Monthly Spend
Paid Digital Campaign Management Fees	• Media Budget Buying, Planning & Management • Internet Marketing Management & Reporting • Data Mining & Reporting • Campaign Tracking Setup & Review • Digital Campaign Setup • Digital Campaign Optimization • Paid Social Media Campaign Setup • Paid Social Media Campaign Optimization	1320	$198,000	($33,000)	$165,000	$13,750
Paid Co-Op Campaign Management Fees	• Media Budget Buying, Planning & Management • Internet Marketing Management & Reporting • Data Mining & Reporting • Campaign Tracking Setup & Review • Digital Campaign Setup • Digital Campaign Optimization • Paid Social Media Campaign Setup • Paid Social Media Campaign Optimization	1344	$201,600	($33,600)	$168,000	$14,000
Photo/Video Production	• Pre-production • On-site video production & photo shoot • 4 Shoots/year	336	$50,400	($8,400)	$42,000	$3,500
Creative Production	• Agency Management and Account Services • Art Direction, Graphic & Digital Design • Social Media Ads • Video & Photo Editing • Digital Video & Banner Ads • Printed Materials Design • Print Ads, OOH Placements, Event Materials & Ads, Branded Promotional Materials, POP • Copywriting • Website Copy, TV/Radio Copy, Social Media Copy, Sponsored Article Copy, Print Materials Copy	2400	$360,000	($60,000)	$300,000	$25,000
Organic Social Media	• Manage BurgerFi's Organic Social Media Channels • Facebook, Instagram, Twitter • Customer Relationship Building • Scheduling Content • Content Creation • Engagement • UGC/CRM • Influencer Research, Coordination & Management	960	$144,000	($24,000)	$120,000	$10,000
BlackDog Software Solutions: Retriever Program	• Advanced App Tracking Software • Geo-Fencing & Conquesting Software • Social Media Management Platform		$18,000	($4,500)	$15,000	$1,250
	Total Recommended Budget:		**$972,000**	**($162,000)**	**$810,000**	**$67,500**

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FINALLY, ALL PROPOSALS MUST INCLUDE A PROJECT SCHEDULE & WORK BREAKDOWN STRUCTURE, WHICH IDENTIFIES TIMELINES,KEY MILESTONES, PROJECT PHASES, OR OTHER PROJECT PLAN INFORMATION.

ADDITIONAL SERVICES SCOPE OF WORK

Service Set	Scope of Work Included	Annual Hours	Annual Retail Rate	Discount	Final Annual Pricing	Average Monthly Spend
Website Maintenance	• CMS Maintenance for BurgerFi's WordPress Website • General Website Updates • Images, copy, bug fixes • Organic SEO Website Maintenance	240	$36,000	($6,000)	$30,000	$2,500
Website ADA Maintenance	• Quarterly ADA Scans & Updates (billed monthly)	60	$9,000	($2,500)	$7,500	$625
Email Marketing Management & Creative Production	• Email Marketing Strategy, Research, Planning & Reporting • Email Calendar Creation, Scheduling & Deployments • Email Marketing List Management • Email Marketing Creative Production • Email Auto-Response Template Design & Development • Dedicated Promotional Email Template Design & Development • Monthly Email Creative Production • Email Copywriting • Email Testing	180	$27,000	($4,500)	$22,500	$1,875
PR Services	• Press Releases • Write and pitch topics to National, Regional, local and trade media • Crisis Management • Local New Restaurant Opening PR Strategy and execution	960	$144,000	($24,000)	$120,000	$10,000
	Total Additional Recommended Budget:		**$216,000**	**($36,000)**	**$180,000**	**$15,000**

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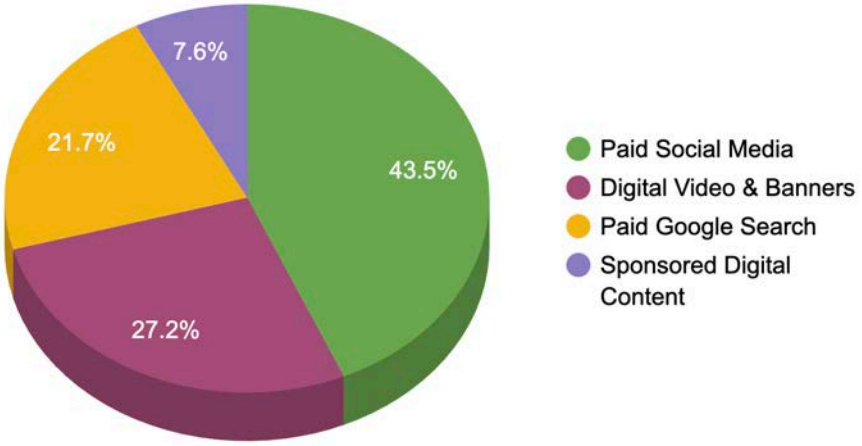
OPTIMAL MEDIA SPEND BREAKDOWN

BlackDog has a unique knowledge base and understanding of regional and localized marketing efforts. Our turnkey Retriever program identifies highly targeted audiences, maximizes reach and frequency, and delivers real-time trackable results that dramatically improve the bottom-line.

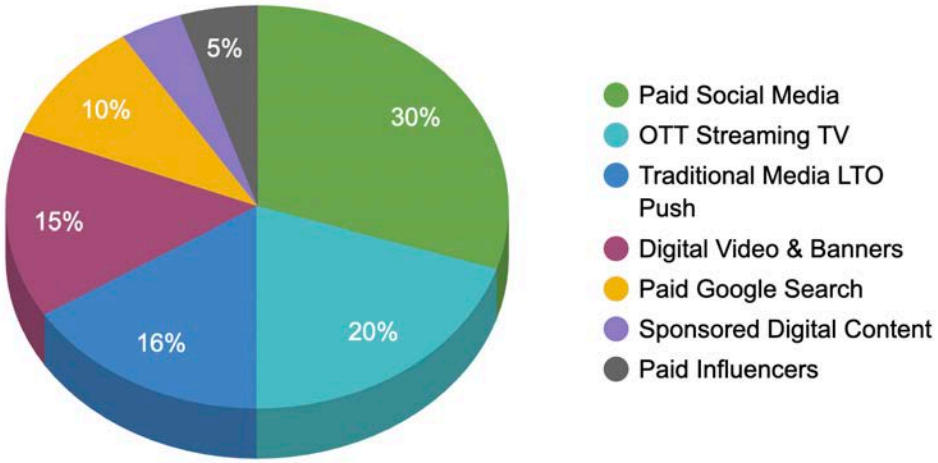
The following proposed media budget will allow BurgerFi to showcase brand creative that breaks through existing markets, highlights your unique selling propositions, and builds awareness in new markets using proprietary geo-fencing and competitor conquesting technology.

Below are charts outlining the recommended media budget for National Digital and SFLA Co-Op. The media budget represents a template to use across 6 LTO Promotions. Monthly estimates will change subject to the approved promotional calendar.

NATIONAL DIGITAL MEDIA BY CHANNEL (OPTIMAL BUDGET $1.1MM)



SFLA CO-OP MEDIA BY CHANNEL (OPTIMAL BUDGET $1.2MM)



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RECOMMENDED MEDIA SPEND BREAKDOWN

Optimal Media Budget
*Budget Breakdown Is A Template To Use Across 6 LTO Promotions. Monthly Estimates Will Change Subject To Approved Promotional Calendar.

86 National Digital Media Locations	% of the Media By Channel	Totals	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022	July 2022	Monthly Reach	Monthly Freq	Monthly IMP
Paid Social Media	43%	$480,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	1,111,111	6	6,666,667
Digital Video & Banners (YouTube, Popular Websites)	27%	$300,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	833,333	6	5,000,000
Paid Google Search	22%	$240,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	-	-	100,000
Sponsored Content (Eater, Timeout, Digital Pubs)	8%	$84,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	-	-	-
Paid Influencers	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	-	-	-
Paid Digital Listings (Yelp Ads, Meta Search)	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	-	-	-
Streaming Audio (Spotify, Pandora)	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0			
OTT Streaming TV	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0			
Total National Digital	**100%**	**$1,104,000**	**$92,000**	**$92,000**	**$92,000**	**$92,000**	**$92,000**	**$92,000**	**$92,000**	**$92,000**	**$92,000**	**$92,000**	**$92,000**	**$92,000**	**1,944,444**	**6**	**11,766,667**

29 SFLA Co-Op Total Media Locations	% of the Media By Channel	Totals	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022	July 2022	Monthly Reach	Monthly Freq	Monthly IMP
Paid Social Media	30%	$360,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	833,333	6	5,000,000
OTT Streaming TV	20%	$240,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	83,333	3	250,000
Digital Video & Banners (YouTube, Popular Websites)	15%	$180,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	500,000	6	3,000,000
Paid Google Search	10%	$120,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	-	-	50,000
Paid Influencers	5%	$60,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	-	-	-
Sponsored Content (Eater, Timeout, Digital Pubs)	4%	$48,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	-	-	-
Streaming Audio (Spotify, Pandora)	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	-	-	-
Paid Digital Listings (Yelp Ads, Waze, Meta Search)	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	-	-	-
Traditional																	
Traditional Media LTO Push (High Avg Check)	16%	$192,000	$0	$0	$32,000	$32,000	$32,000	$0	$0	$0	$0	$32,000	$32,000	$32,000	-	-	-
OOH	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	-	-	-
Direct Mail	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	-	-	-
Traditional TV	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	-	-	-
Radio	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	-	-	-
Total Co-Op Media	**100.0%**	**$1,200,000**	**$84,000**	**$84,000**	**$116,000**	**$116,000**	**$116,000**	**$84,000**	**$84,000**	**$84,000**	**$84,000**	**$116,000**	**$116,000**	**$116,000**	**1,416,667**	**5**	**8,300,000**

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Project Schedule/Workflow Structure Guide

Task Checklist	Action Items	OWNER	TIMING	
			Time Allotted (Days)	Total Days
Workflow Stage				
Strategy/Research				
	Activate Strategy (Initial Meeting w/ Strategy Department)	CEM	-	8 Days
	Brief Development & Review	Strategy	5	
	Brief presentation to Client	CEM/Client	3	
	Client Approval/Feedback on Brief	CEM/Client		
Concepting/Presenting				
	Creative Brief Kickoff	CEM/Creative	5	8 Days
	Internal Review (schedule a meeting for review)	Creative		
	Internal Revisions (if necessary, push an issue) and approval	Creative		
	Client Concept Presentation	CEM/Client	3	
	Client Approval/Feedback on Concept	CEM/Client		
Development Production Timeline (By Medium)				
Digital/Social Production				
	Creative Development Workflow	Creative	2-4 days	5-12 Days
	Internal Approval on 1st size	CEM/Creative	0-1 day	
	Build Remaining sizes	Creative	1 day	
	Animate Remaining Sizes	Creative	1-2 days	
	Final Internal Approval (Push asset release with digital naming traffic grid for this)	Creative	0-1 day	
	Final Client Approval and/or Revisions	CEM/Client	1-2 days	
	QA & Packaging	Creative	0-1 day	
	Traffic	CEM/Traffic	5-10 days prior to live date	
Digital Menu/POP Production				
	Activate Production job (if necessary)	CEM	0-1 day	3-7 Days
	Creative Development Workflow - Build out all sizes	Creative	1-2 days	
	Internal Review and Approval (push final asset release issue)	CEM/Creative	1 day	
	Final Client Approval and/or Revisions	CEM/Client	1-2 days	
	QA & Packaging	Creative	0- 1 day	
	Traffic/Vendor	CEM/Client/Vendor	*Pending vendor timeline	
Email Production				
	Creative Development Workflow	Creative	1 day	3-5 Days
	Internal Review and Approval (push final asset release issue)	CEM/Creative	1-2 day	
	Final Client Approval and/or Revisions	CEM/Client	1-2 days	
	Test Email & Traffic	CEM/Traffic	5-10 days prior to send date	
Landing Page Production				
	Creative Development Workflow	Creative	1-2 days	8-14 Days
	Internal Review and Approval (push final asset release issue)	CEM/Creative	1-2 day	
	Client landing page Review & Approval	CEM/Client	1-2 days	
	Internal Revisions (if necessary) and approval	Creative	0-2 day	
	Page programming & backend SEO, tracking set up	Creative/SEO	3 days	
	Final Client Approval and/or Revisions	CEM/Client	1-2 days	
	Testing & Debugging	Creative	1 day	
	Push landing page live	CEM/Traffic	5-10 days prior to launch date	
OOH Production				
	Board/Material Order (Depending on OOH asset)	CEM	*Pending vendor timeline	7-12 Days
	Activate Production job (if necessary)	CEM	0-1 day	
	Creative Development Workflow	Creative	2-3 days	
	Internal Review and Approval (push final asset release issue)	CEM/Creative	1-2 days	
	Final Client Approval and/or Revisions	CEM/Client	3 days	
	Versioning/ Resizing	Creative	1-2 days	
	QA & Packaging	Creative	0-1 day	
	Traffic/Vendor	CEM/Vendor	*Pending vendor timeline	
FSI (Direct Mail) Production				
	Paper Order	CEM	*Pending vendor timeline	8-12 Days
	Activate Production job (if necessary)	CEM	0-1 day	
	Creative Development Workflow	Creative	2-3 days	
	Internal Review and Approval (push final asset release issue)	CEM/Creative	1-2 days	
	Client Review	CEM/Client	1-2 days	
	Client and Legal Revisions (if necessary) and approval	CEM/Client	2 days	
	Final Client Approval and/or Revisions	CEM/Client	1 day	
	QA & Packaging	Creative	1 day	
	Traffic/Vendor	CEM/Vendor	*Pending vendor timeline	
TV/OLV (:30 & :15) Production				
	Activate Production job (if necessary)	CEM	0-1 day	10-16 Days
	Creative Development Workflow	Creative	3-6 days	
	Internal Review and Approval (push final asset release issue)	CEM/Creative	2-3 days	
	Client Review	CEM/Client	1-2 days	
	Client and Legal Revisions (if necessary) and approval	CEM/Client	2 days	
	Final Client Approval and/or Revisions	CEM/Client	1 day	
	QA & Packaging	Creative	1 day	
	Traffic/Vendor	CEM/Vendor	*Pending vendor timeline	
Radio/OLA Production				
	Activate Production job (if necessary)	CEM	0-1 day	8-12 Days
	Creative Development Workflow - Script	Creative	2-3 days	
	Internal Review and Approval (push final asset release issue)	CEM/Creative	1-2 days	
	Client Review	CEM/Client	1-2 days	
	Client and Legal Revisions (if necessary) and approval	CEM/Client	2 days	
	Final Client Approval and/or Revisions	CEM/Client	1 day	
	QA & Packaging	Creative	1 day	
	Traffic/Vendor	CEM/Vendor	*Pending vendor timeline	

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BLACKDOG

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