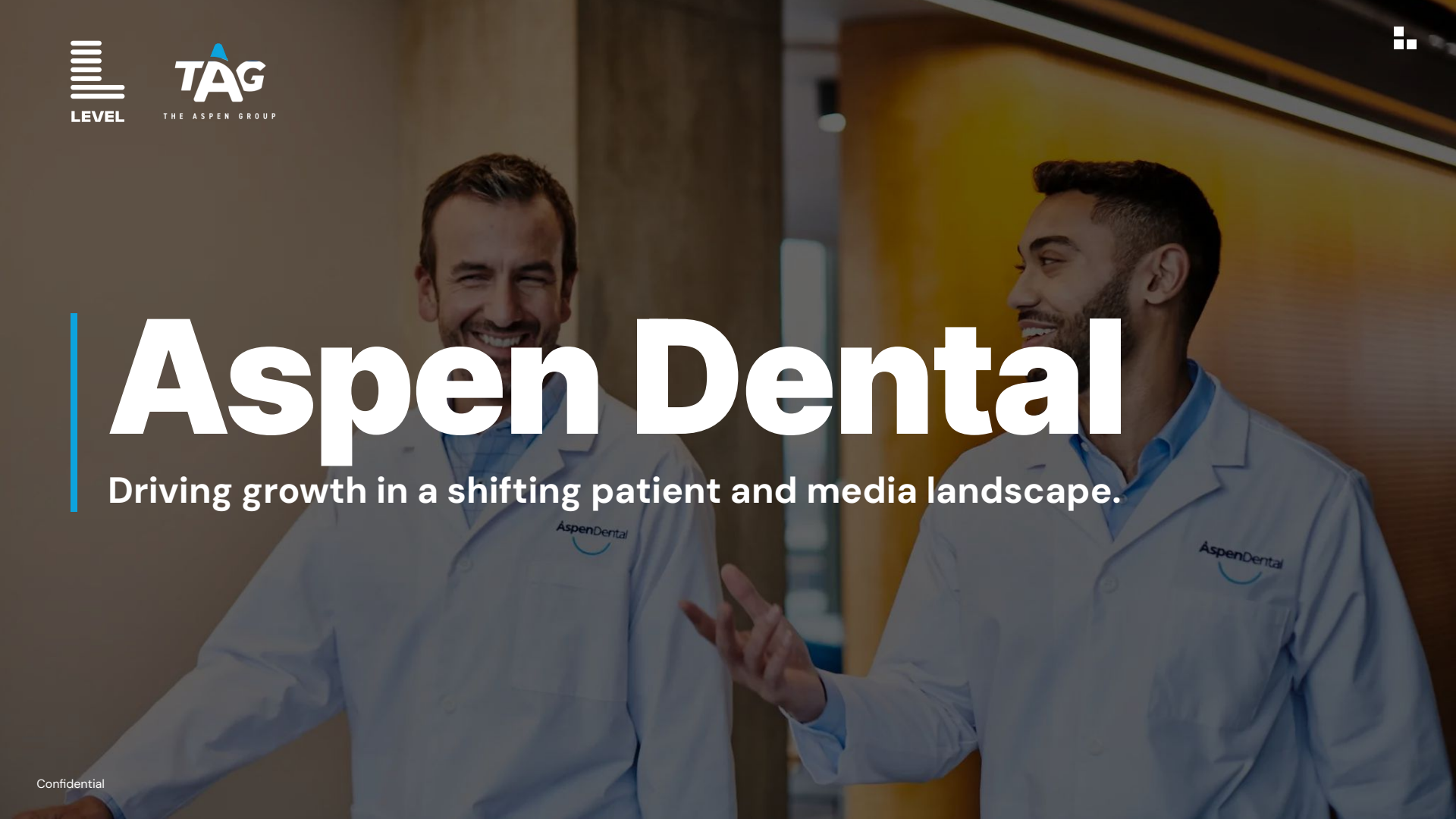


Confidential

Our team today:

Howard Diamond
Chief Revenue Officer



Lisa Hurst
Chief Client Officer



Matt Miller
SVP, Martech & Analytics



Adam Muscott
VP, Strategy



Tim Fitzgerald
AVP, Media Services



Doug Durkalski
SVP, Client Services



What we heard:

Our growth engine is getting more expensive, more fragmented, and harder to measure .

1

Patient acquisition relies almost entirely on high-cost performance marketing. Percent of revenue spent on paid is rising at an unsustainable rate in turn.

2

Current campaign efforts and strategic approaches struggle to balance national brand-building with the hyper-local reality of individual offices.

3

Budget shifts outside of search cause performance disruption. Lacking the acute ability to measure performance cross-channel with incrementality and causal measurement.

Built to grow complex, high-consideration brands.

Enterprise-grade capabilities pared with speed, agility and innovation.

Scale + Agility

250+ talented employees across strategy, media, creative experience and data.

The Right Experience

Built for complex, considered-purchase categories: healthcare, education, finance and home services.

Innovation

Proprietary tech suite including Level Signal, Pulse, AI Knowledge hub and more.

Top Tier Partnerships

Leads Google's data-strength and AI Max benchmarks; one of six in Google's data-infrastructure program. Pubmatic first to market with agentic buying. Early partner and adopter of High Touch, Profound, and more.

Agency Clients

Ameriprise Financial, pepsico, durex, Mead Johnson Nutrition, COUNTRY Financial, cisco, New York Life, TaxAct, 3M, cspire, amazon, covista, reckitt, ANCORA, EMPIRE TODAY 800.588.2300

Team Experience

AFFORDABLE CARE, ULTA BEAUTY, KAISER PERMANENTE, DrivenBrands, wellnow, STELLANTIS

Unmatched sophistication and partnership.

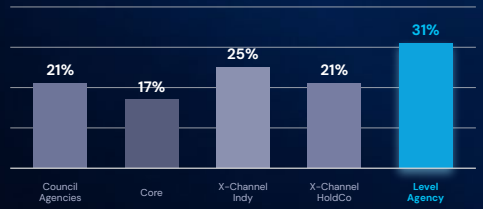
"Level is one of the most exciting independent agencies in our marketing ecosystem"

- Alicia Carey Managing Director, Agency, Platforms & Partnerships

PROVEN MORE SOPHISTICATED THAN THE FIELD

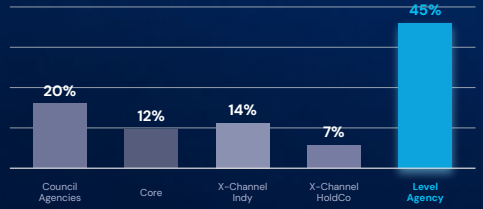
GOOGLE BENCHMARK

AI Max Depth



GOOGLE BENCHMARK

Data Strength Depth



ON GOOGLE'S BIGGEST STAGES





GOOGLE'S MOST ADVANCED TOOLS, BEFORE THE MARKET

EARLY TO MARKET

Causmos

Google's open-source causal inference package, operationalized early for true incrementality.

BUILT WITH GOOGLE

Level.Signal

Proprietary lead-scoring model built with Google Ads and Cloud, tuned to leads that convert.

DEEPLY INTEGRATED

Meridian

Google's open-source media mix model, wired into our platform for one source of truth on spend.

Market Challenges:

A changing patient journey is raising the cost of acquisition, and the stakes of retention.

95%

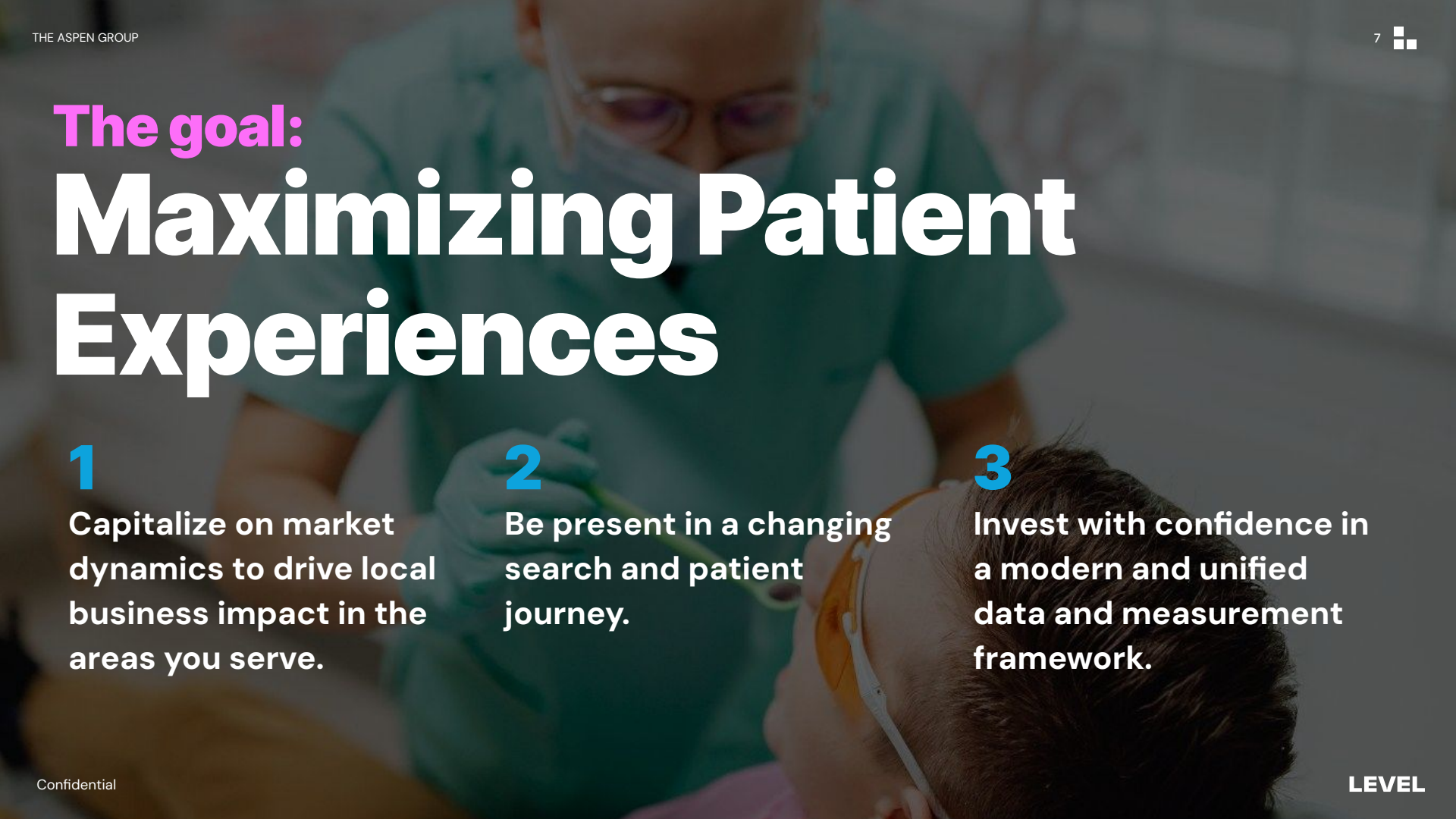
Of users trust AI as much as they do search.

68%

Of all searches end without a click (up from 60% the previous year).

15%

Increase in CPC year over year in dental queries.



The goal:
Maximizing Patient Experiences

1

Capitalize on market dynamics to drive local business impact in the areas you serve.

2

Be present in a changing search and patient journey.

3

Invest with confidence in a modern and unified data and measurement framework.

Capitalize on market dynamics to drive local business impact at scale.

Leveraging Market Dynamics

MARKET

Categorization



IMPACT

Pooled learnings across like markets & higher statistical significance.

CENTER

Capacity & opportunity



IMPACT

Decisions made against real need, in near real-time.

AUDIENCE

Needs & experience



IMPACT

Personalized ads & landing pages increase patient acquisition & inform nurturing messaging.

Market Level Dynamics

We score every office across five signals to place it on two axes — market conditions and campaign performance — which together point to one of four media plans.

EVALUATION CRITERIA

- **COMPETITIVE INTENSITY**
- **BRAND AWARENESS**
- **PROVIDER AFFINITY**
- **CAMPAIGN PERFORMANCE & REVENUE POTENTIAL**
- **ADDRESSABLE PATIENT POPULATION**





Market Level Dynamics

We score every office across five signals to place it on two axes — market conditions and campaign performance — which together point to one of four media plans.

EVALUATION CRITERIA

- **COMPETITIVE INTENSITY**
- **EXISTING SYSTEM BRAND AWARENESS**
- **EXISTING PROVIDER AFFINITY**
- **CAMPAIGN PERFORMANCE & REVENUE POTENTIAL**
- **ADDRESSABLE PATIENT POPULATION**

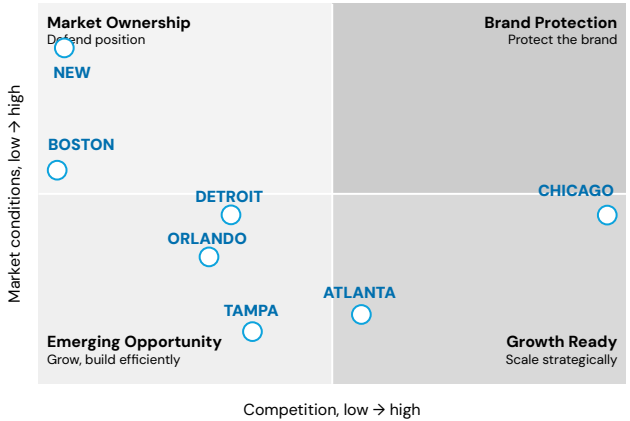
AspenDental — 8 DMAs

Market Conditions = 40% own density + 30% opportunity index + 30% avg rating (all normalized 0–100 across these 8 DMAs). Competition = competitor density, same normalization.

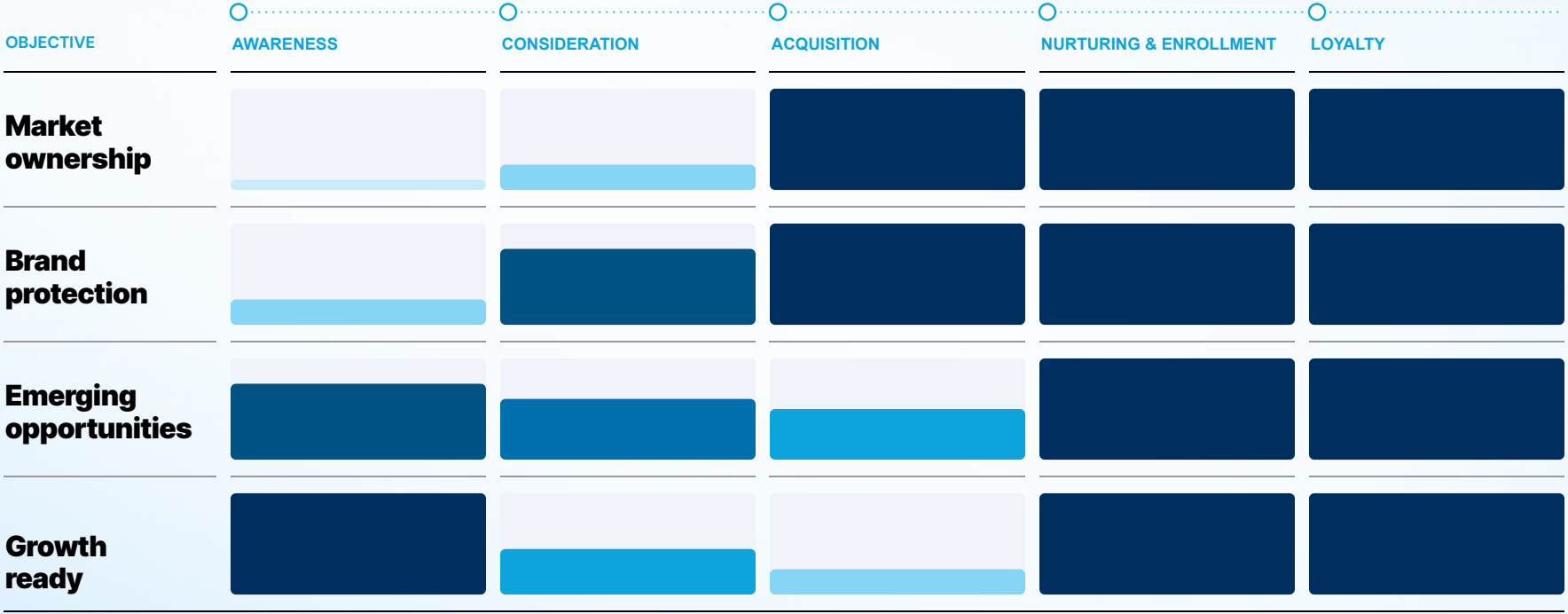


ClearChoice — 7 DMAs

Same formula as Aspen Dental. Portland-Auburn excluded — ClearChoice has no location there, so it can't be scored on an "existing footprint" framework.



Media distribution as a result of market dynamics



Predicting who will show up, not just sign-up

Behavioral Signals

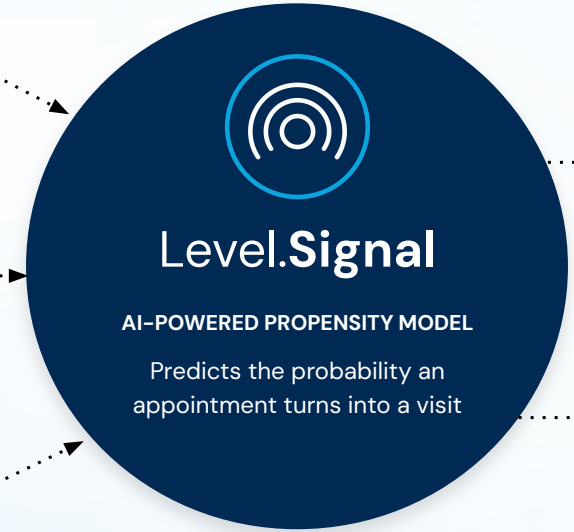
On-site actions that reveal true intent

Lead Data

CRM records, enriched and matched

Media Interactions

Engagement across every channel



Media Activation

Scores power platform AI targeting algorithms

Google Ads · theTradeDesk

Nurture & Sales

High-intent leads move to the front

Predictive buying with capacity and value signals

READ FROM ALL 1,000+ LOCATIONS

Office capacity
Open chairs mean room to grow

Chair Value
Services, estimated revenue

Market conditions
Competition, demand, seasonality

Cost per result vs. goal
Are we buying at target today?

Impression share headroom
How much demand is still unbought

Dynamic feed

Budgets, Bids, Promos, etc.

Daily

OUTPUT: OPTIMIZED BUDGET FILE

LOCATION	PREVIOUS	NEW BUDGET
Chicago (Fulton Market), IL	$4,200	**$5,600**
Tarentum, PA	$6,800	**$6,800**
Abilene, TX	$5,400	**$3,900**
Lakewood, CO	$3,100	**$4,450**

SAMPLE

Results and fresh capacity data flow back into the feed every day

Experiences built for patient needs



SEGMENT 01

Lapsed Care Seekers

KEY TRAITS

Pain-triggered entry · Cost-opacity avoiders · Mobile-first · Free streaming TV viewers

CORE BELIEF

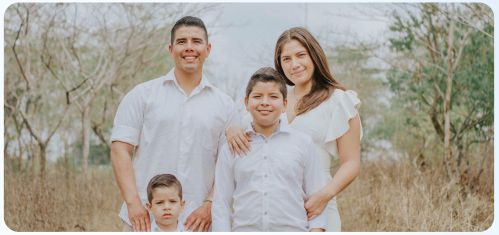
"Dental care is for people with good jobs and insurance, not me."

EXPERIENCE MUST-HAVE

Online booking under 90 seconds, no insurance info required upfront.

PRIMARY MESSAGE

"$0 to walk in. Clear pricing before we touch a tooth."



SEGMENT 02

Family Care Coordinators

KEY TRAITS

Household decision-maker · Multi-member booking · Insurance-dependent · Word of mouth amplifier

CORE BELIEF

"My family's health is my responsibility. I need partners who make this easier."

EXPERIENCE MUST-HAVE

Multi-member scheduling: 3 family members in 2 extra steps or fewer.

PRIMARY MESSAGE

"Everyone in. One visit, one location, done."



SEGMENT 03

Appearance-Motivated Upgraders

KEY TRAITS

Elective intent · Long consideration cycle · Life-event triggered · Before/after responsive

CORE BELIEF

"My smile is worth investing in. I just don't want to be sold to."

EXPERIENCE MUST-HAVE

Cosmetic visit distinct from standard cleaning: private room, dedicated coordinator, itemized pricing.

PRIMARY MESSAGE

"The smile you've been meaning to fix. Now easier, clearer, more affordable than you think."

Dynamic feed to create personalized experiences for patients

One feed, one template, 1,000+ versions.

ONE FEED ROW

Highlighted fields are dynamic

LOCATION	NEIGHBORHOOD	PERSONA	OFFER	CAPACITY SIGNAL
Office 0412	Burbank	Family Care Coordinator	New patient exam	Open chairs

NEW PATIENT · SEARCH

Ad · aspendental.com/burbank

Now Open in Burbank

New patient exam,
same-week openings.

A/B

MATURE · SEARCH

Ad · aspendental.com/burbank

Your Burbank Family Dentist

Evening appointments for
busy families.

A/B

HIGH COMPETITION · DISPLAY



AWARENESS · CTV



The same feed renders every format — search, display, social, video and CTV — localized by ad customizers and tested by persona, continuously.

Adapting search & answer engine strategies for users who know what they need. And users who don’t.

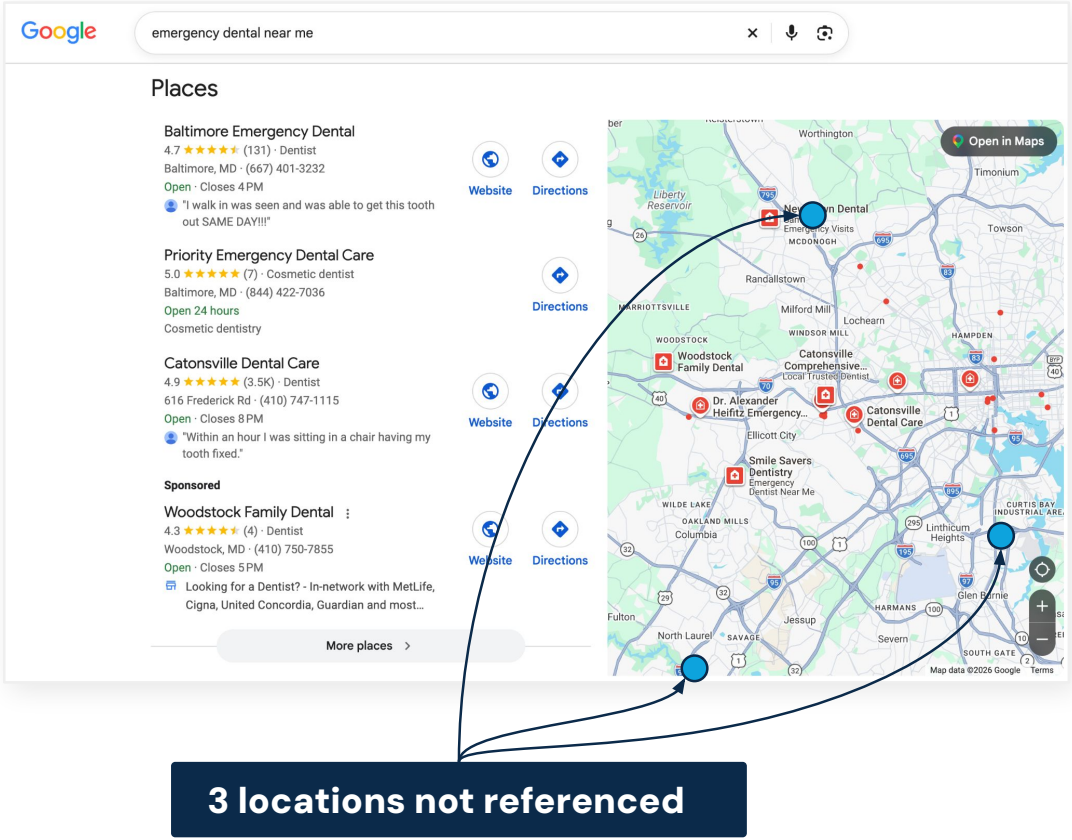
Aspen Dental isn't "Near Me" when needed

+25–110%

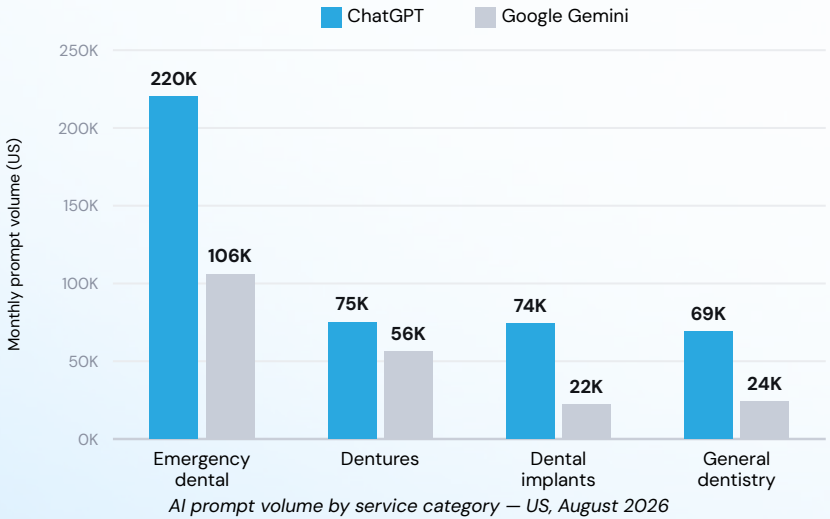
YoY growth on non-brand "near me" dental searches (Ahrefs, 12-mo avg vs prior 12)

0 of 36

Aspen Dental appeared in zero out of 36 checked local packs across 8 metros incl. Chicago and Syracuse.



Users seek emergency advice most in places Aspen Dental *lacks visibility*



AI prompt volume by service category — US, August 2026

Aspen Dental vs. category median, by platform

Platform	Aspen visibility	Aspen share of voice
Google AI Overviews	49.8%	13.7%
Google AI Mode	48.8%	14.5%
Google Gemini	41.4%	11.8%
ChatGPT	36.7%	11.5%
Perplexity	20.6%	7.4%

The path to become the recommendation

1. **Live Logistics** – Meeting patient needs (GBP/Maps)
2. **First-party site data** – Validating LLM (Content + Schema)
3. **Reputation** – Volume over rating (Reviews, Reddit/Nextdoor threads)
4. **Credentialing** – Weed out spam (Healthgrades, Vitals, State boards)

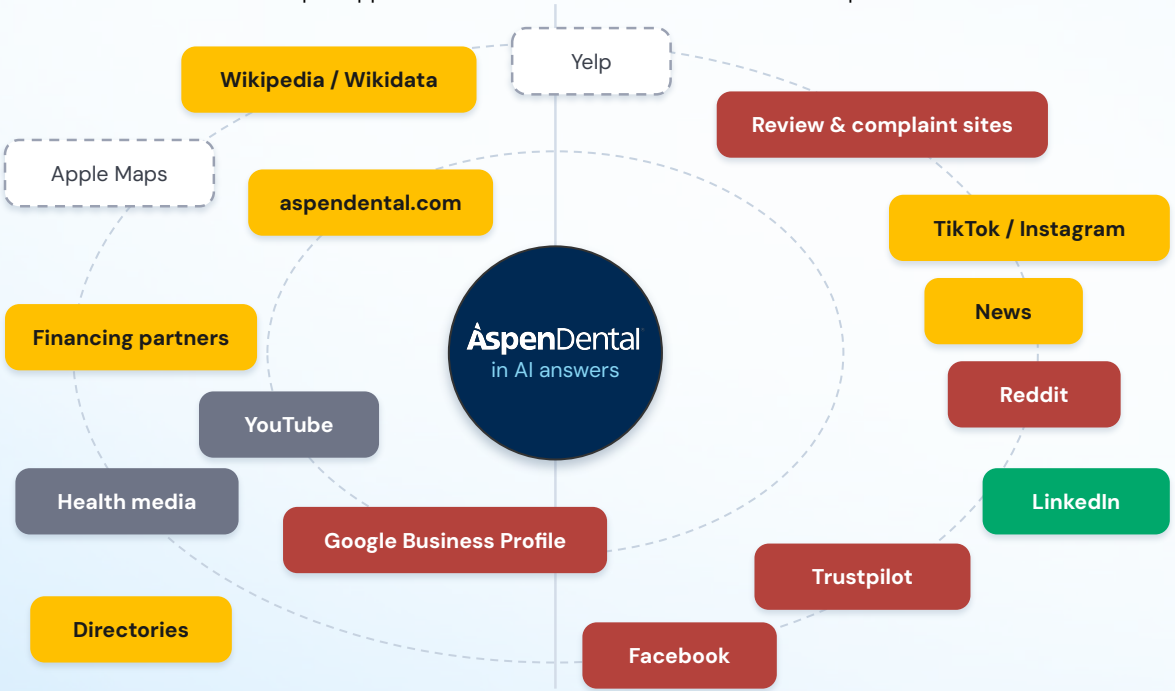
AI needs a more positive story

"Which office?"

Decides whether Aspen appears.

"Can I trust them?"

Decides whether a patient believes it.



Preliminary analysis

- **Positive**: present and performing (1)
- **Neutral**: present but unmanaged or under-built (6)
- **Absent**: not there at all (2)
- **Negative**: there, and it hurts (5)
- **Unknown**: couldn't verify (2)

Importance from Profound citations on 70 dental prompts (Aug 17–Sep 15), Ahrefs and DataForSEO (Sep 16). Standing collected Sep 17 by direct fetch or Google snippet. Platform weights: Semrush 230K-prompt study.

You cannot run a modern marketing program without an Interconnected Ecosystem Built on First Party Data & Incrementality

Organized data strategy for modern activation

1st-party data, measurement, nurturing and analytics integrated in one motion

1

Data Strength

First-party data connected & governed.

2

Acquisition & Retention

Identify the next likely patients, while turning the ones you've already won into repeat visits and referrals.

3

Incrementality

Prove what actually drives net-new visits, then scale that proof across every brand and local market through one shared learning agenda.

3 levers to control data privacy

3 CONTROLS TO ENSURE PHI NEVER LEAVES TAG.

1

Server-Side Tagging

Web and offline signals both route through TAG's own infrastructure before anything reaches Google or Meta. Consented PII, not PHI, is what leaves.

2

Score in Place

Level.Signal scores through a data clean room built on that infrastructure. No raw match, no merge; only the score leaves.

3

Ad Platform Integration, with Consent

Whether a web event, a propensity score or a completed appointment, nothing reaches Google or Meta without consent, captured and documented, never assumed.

Predicting who will show up, not just sign-up

Behavioral Signals

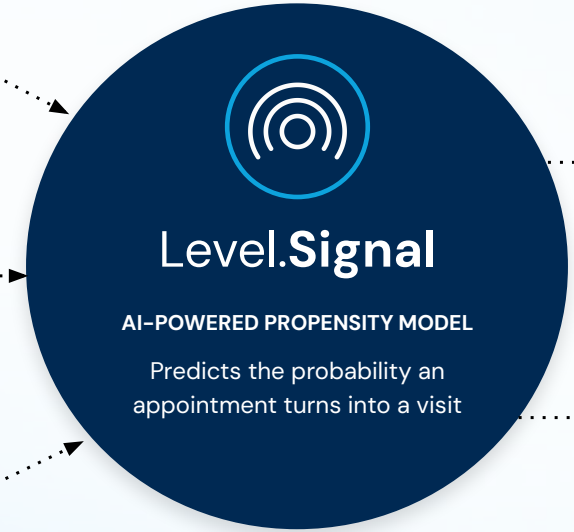
On-site actions that reveal true intent

Lead Data

CRM records, enriched and matched

Media Interactions

Engagement across every channel



Media Activation

Scores power platform AI targeting algorithms

Google Ads · theTradeDesk

Nurture & Sales

High-intent leads move to the front

First-party data fuels targeting & chair value

1PD acquired from any source, continuously does 2 things: improves media's understanding of the ideal patient, and enhances the chair value of acquired patients via strategic nurturing.

FOCUS

- **Retain**
- **Reactivate**
- **Cross-sell**
- **Refer & reward**

→

First-party data

Owned. Growing. Targetable.

→

Sharper media targeting

Better, higher-quality leads at a lower cost to acquire.

Higher lifetime value

Retention and loyalty deepen every patient relationship.

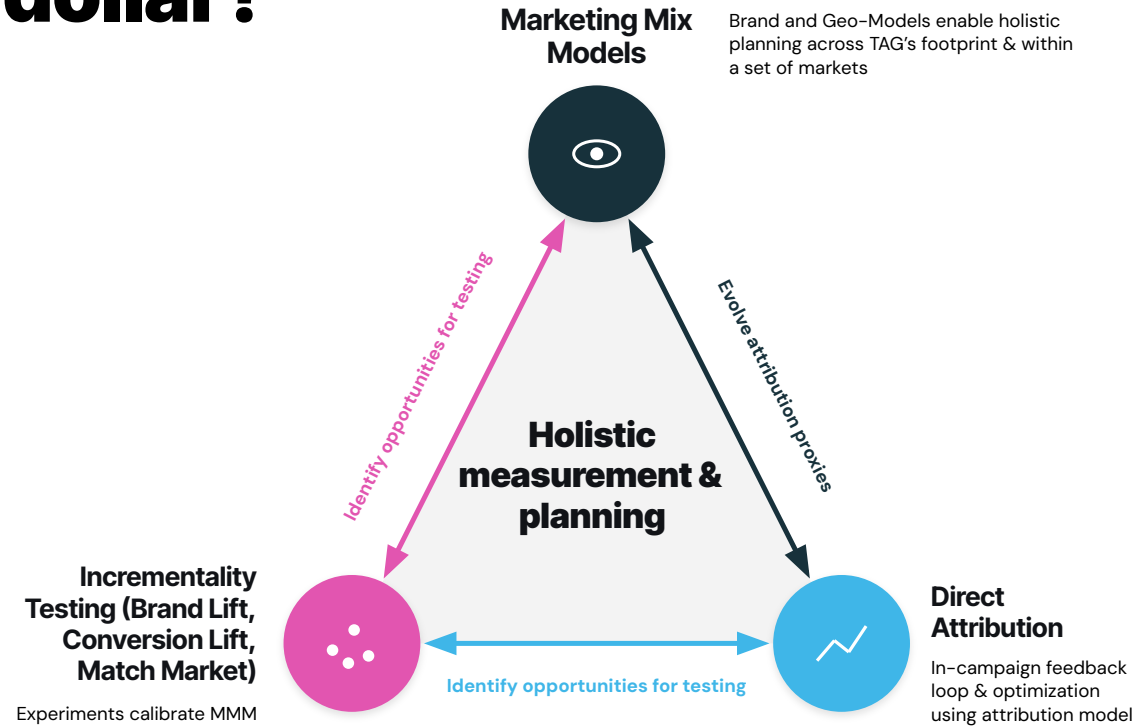
The referral flywheel

A happy patient refers a friend › friend gets a coupon through email › accepting the coupon means providing 1PD › **TAG gains their first-party data at $0** › a new, targetable CRM journey begins › redeems on the first visit.

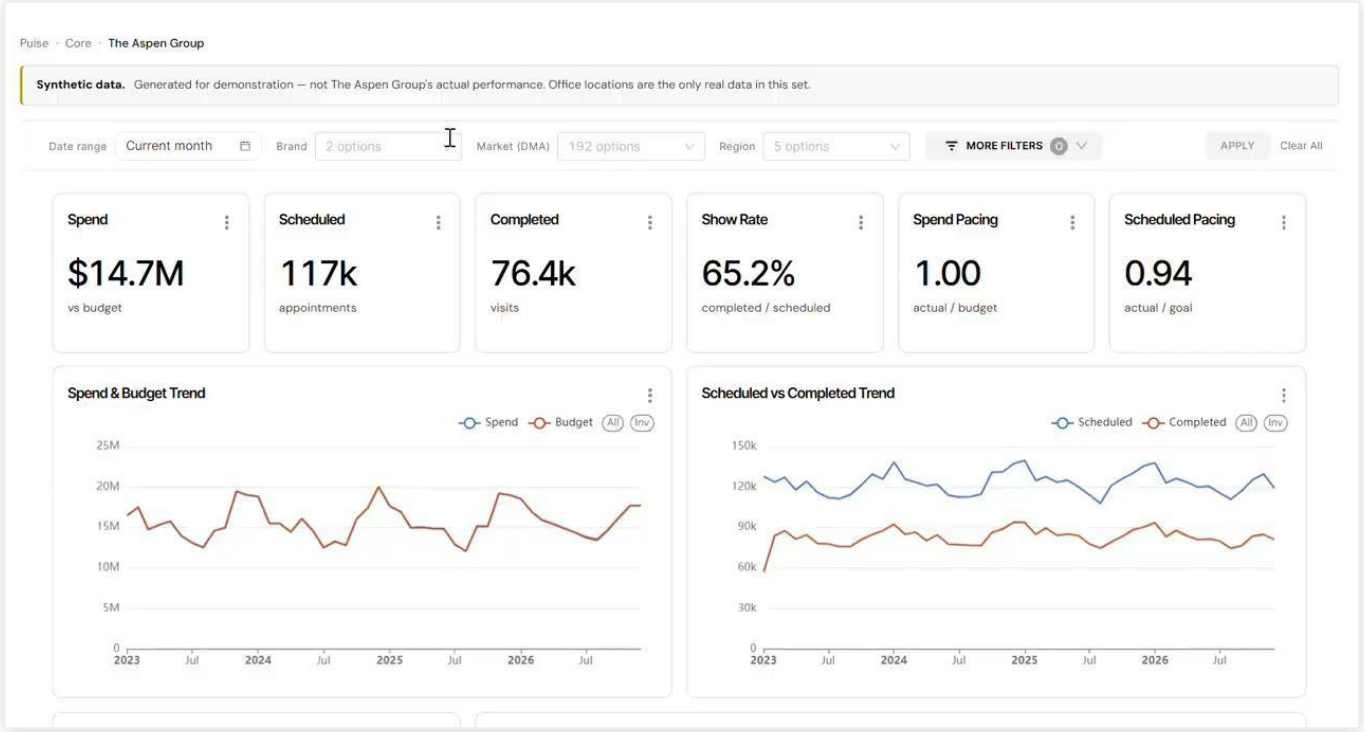
New personas to target, a lower cost to acquire, and every loop feeds the core again.

Answering: "Where does TAG invest the next incremental dollar?"

- **A privacy-centric, first-party foundation** makes advanced measurement possible in a regulated category.
- **Holistic measurement with MMM**, incrementality testing and attribution, calibrated by brand and by market.
- **One portfolio view** that still resolves down to Aspen Dental, ClearChoice, Motto, and 1,100 individual markets.
- **Built around business outcomes,** not booked appointments
- **A shared learning agenda** drives enterprise and brand growth



Pulse Core & Casual: One central hub for enterprise, brand and market insights



Working as an extension of your team

Great work comes from true partnership.

WE PROMISE TO

- Inspire you, and sometimes challenge you
- Move at the speed your market does
- Bring the idea before you ask for it
- Create value you can defend to your CEO
- Make it happen

WE DO OUR BEST WORK WITH PARTNERS THAT

- Collaborate as one team
- Communicate candidly
- Stay open-minded
- Champion great work



Team structure, designed for depth and scale

Escalation: channel lead → brand lead → senior strategy sponsor → executive sponsor, measured in days, not quarters.

EXECUTIVE SPONSOR
Senior visibility and a direct line for escalation

SENIOR STRATEGY SPONSOR · SVP, CLIENT SERVICES
Sits across the full portfolio so strategy carries through as staffing evolves

STRATEGY
Working across brand leaders

BRAND LEADERSHIP
Dedicated daily lead for each dental brand



DELIVERY EXPERTS
Paid search, paid social, programmatic and CTV, SEO, AIO & content, creative, and web development, shared across every brand

ANALYTICS, DATA SCIENCE & ENGINEERING
One team working across the full portfolio, so every brand is measured against the same framework

MEASUREMENT & INTEGRATED DATA SYSTEM
One shared data layer ties every brand's performance back to a single source of truth, so leadership and brand teams are always looking at the same numbers

PROJECT MANAGEMENT
Project managers across every brand, running day-to-day coordination and deliverables in each market

AI Fiduciary

Out of the box, a model has no context, no procedures and no expectations. The Level Enterprise Brain gives it all three, so every person and every agent working on TAG communicates with the full picture.

SIGNALS IN

Client meetings
Decisions, asks and sentiment from every call

Email
Approvals, briefs and follow-ups

Your Slack channels with us
Day-to-day requests and feedback

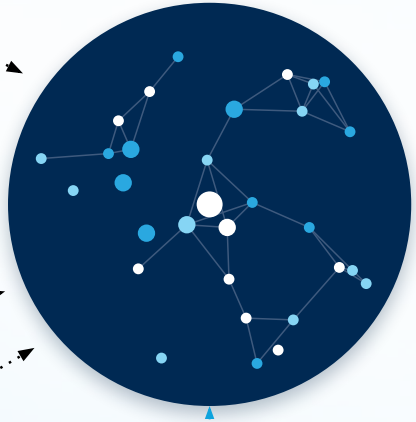
Our internal team channels
How our team is thinking about your account

Paid media analytics
Spend, performance and pacing across platforms

LIVING CONTEXT LAYER

Level Enterprise Brain

A living graph of everything about TAG, and how it all connects.



WHAT YOU GET

Every response, fully informed
Answers, recommendations and reports that reflect your whole history with us, not a single thread.

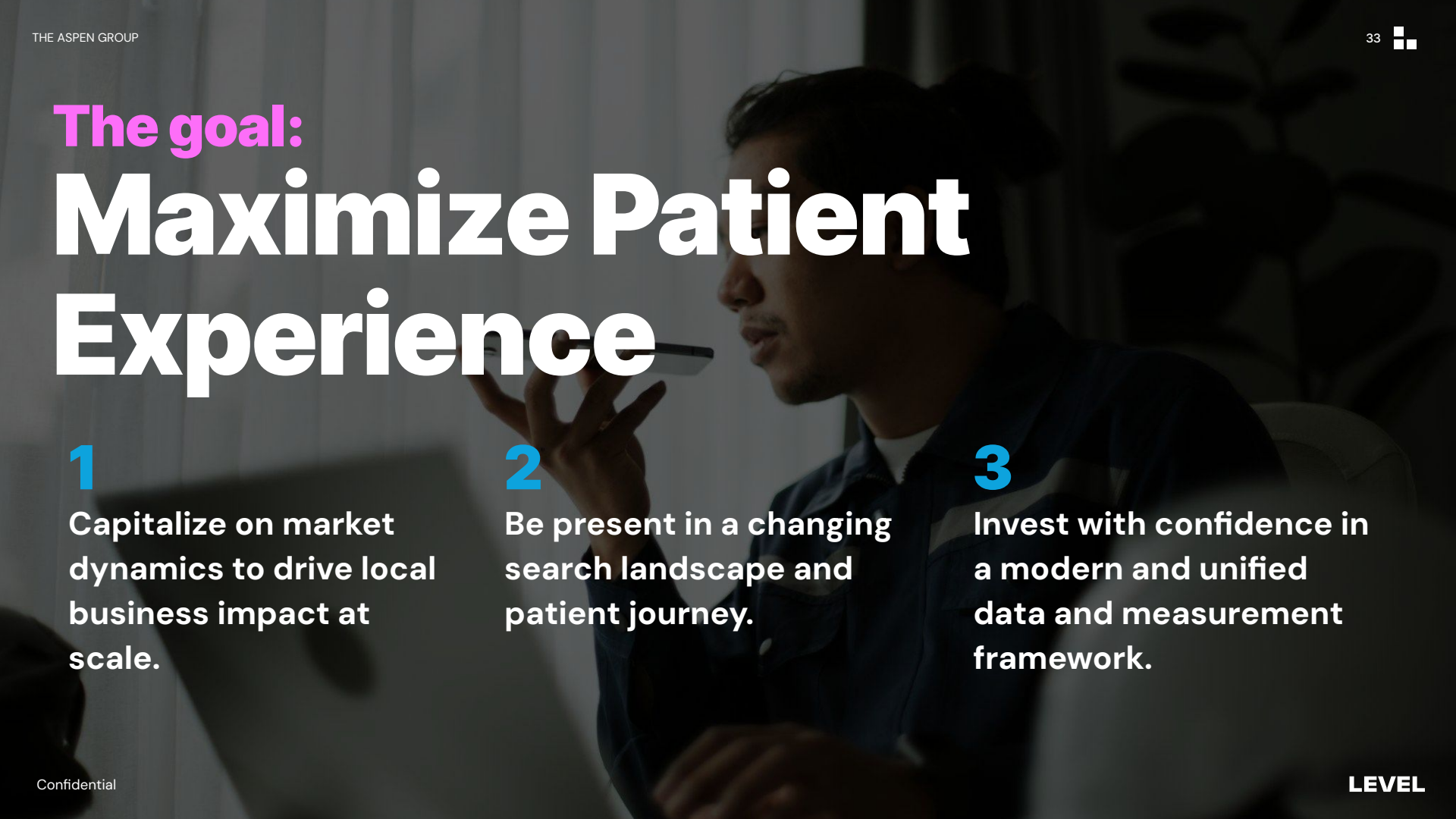
Agents that follow the playbook
Our agentic systems act on the same context, procedures and expectations, then write what they learn back.

A stronger TAG and Level relationship
Communication is the relationship. The brain keeps it high between your team, our team and the agents that work for both.

Agents write back what they learn. The brain gets stronger every day.

WHAT THIS GIVES A MODEL ON DAY ONE

Context	Procedures	Expectations
who, what, when, why	how we work together	what good looks like



The goal:
Maximize Patient Experience

1
Capitalize on market dynamics to drive local business impact at scale.

2
Be present in a changing search landscape and patient journey.

3
Invest with confidence in a modern and unified data and measurement framework.



LEVEL

TAG
THE ASPEN GROUP

Thank you!

Appendix

The best patient to win is the one you already have.

Supporting healthy outcomes and improving LTV for existing patients is more efficient than filling a leaky bucket

~25%

Average annual patient attrition. Roughly one in four lost every year.

5-25x

Cheaper to keep or reactivate a patient than to acquire a new one.

Build the recurring relationship

Turn a one-time visit into a predictable care cadence.

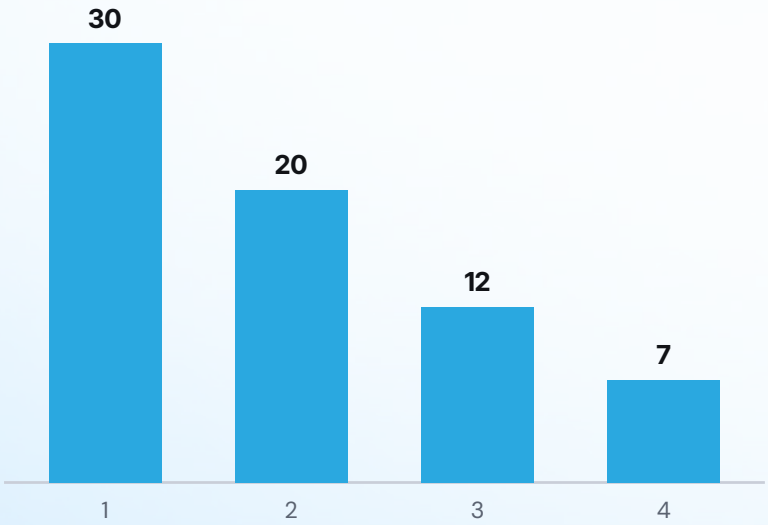


Sequence the treatment journey. For higher-consideration care, trigger the next step at each stage: exam › plan acceptance › completion › maintenance › next modality. Aspen serves both, so the program should too.

Win them back before the window closes.

Lapsed patients do not stay winnable. Reactivation decays sharply with time, so speed and cadence decide the return.

Reactivation rate by months dormant



+81%

Lift from 4-5 touches across channels.

95%+

Of lost-to-follow-up patients, three-channel reach.

Prioritize the recently lapsed.

The 6-12 month cohort reactivates at multiples of the 24-month-plus cohort. This is the moment for highly personalized offers, tuned to each patient's value and history: number and type of past visits, and predicted LTV. **A recommendation coupon can turn even a patient who will not return soon into a new patient at zero acquisition cost.**

Creative is diverse, but missing proven UGC formats

Diversity
There is a wide variety of creative within TAG's portfolio

Performance UGC
Despite the variety, core UGC variants are largely missing from the mix.

Recommendation
Test a higher volume of proven UGC themes across social.



Market Category Media Planning

Strong Market Conditions (+)
Market Competition (-)

Objective:
Market Ownership

Channel Activations:
• Brand search + Local Services Ads to protect direct bookings,
• CRM reactivation,
• Light CTV/OTT for retention,
• Provider GBP and review

Strong Market Conditions (+)
Market Competition (+)

Objective:
Brand Protection

Channel Activations:
• Non-brand and competitor-conquest search,
• LSAs, paid social with direct-comparison creative,
• Programmatic retargeting within the trade area,
• Provider-name search defense.

Weaker Market Conditions (-)
Market Competition (-)

Objective:
Emerging Opportunity

Channel Activations:
• CTV/OTT,
• Demand Gen/video,
• Broad paid social,
• PMax/AI Max for efficient reach,
• Foundational SEO and GBP build-out.

Weaker Market Conditions (-)
Market Competition (+)

Objective:
Growth Ready

Channel Activations:
• Aggressive non-brand + LSAs,
• Conquest programmatic/CTV,
• Provider-introduction social creative,
• DSO-transition audience targeting.

A meeting cadence built for TAG's structure

Three layers, from daily market pacing to enterprise portfolio review, with every meeting carrying a documented objective and a written summary within 24 hours.

MARKET

Daily pacing & market review

Daily

Senior strategy sponsor, with every discipline in the room.

OUTPUT

- Which markets need same-day attention
- Capacity or timing issues to route around
- Decisions made same day, not the following Monday

BRAND

Weekly brand review

Weekly

Brand lead, with TAG's brand counterparts.

OUTPUT

- Progress against plan
- Next opportunities by brand
- Key decisions for TAG's brand team

ENTERPRISE

Monthly portfolio review

Monthly

Senior strategy sponsor and analytics, across the full portfolio.

OUTPUT

- Learning Agenda status across every brand
- Budget reallocation across brands
- Next month's cross-brand priorities

Quarterly: Strategic business review

Executive sponsor reviews the outcome metric with TAG leadership. Testing results and Learning Agenda outcomes. Budget plan for the next quarter.

Annual: Planning

Direction and budget for the year ahead. Growth priorities and capital allocation across brands. The outcome metric each brand is held to.

Top 10 learning agenda, narrowed to five priority tests

Test	Hypothesis	Test Design	Primary KPI	Success Criteria	Next Action
Cross-Brand Referral Hand-off (Geo/Net-Worth Targeted)	A referral from Aspen to ClearChoice or Motto converts more efficiently when targeted to higher net-worth geos, given the higher-consideration cost of the receiving brand's procedures.	Layer household net-worth data onto referral targeting. Surface the cross-brand offer in higher net-worth geos versus a matched control without net-worth targeting.	Referral-to-redemption rate. Cost per referred acquisition. Average procedure value.	Targeted geos show higher redemption and/or higher procedure value than control.	Build net-worth targeting into standard cross-brand referral logic across all brand pairs.
Value-Based Bidding via Level.Signal (Aspen and ClearChoice)	Bidding to Level.Signal's value score improves efficiency, but because patient value differs by brand, the model and bid strategy must be brand-specific, not shared.	Run value-based bidding independently on Aspen and ClearChoice. Compare each brand's results against its own booking-only control rather than assuming one model transfers.	Cost per completed visit or funded procedure. Score distribution and model lift, by brand.	Value-based bidding outperforms booking-only bidding independently within each brand.	Deploy brand-specific Level.Signal bidding models across all brands.
Reactivation Cadence (Aspen)	A four to five touch, three-channel cadence targeted at the 6 to 12 month lapsed cohort outperforms Aspen's current single-channel reactivation.	Deploy multi-channel (email, SMS, paid social) reactivation to the 6 to 12 month lapsed cohort in select Aspen markets. Hold control markets on the existing approach.	Reactivation rate. Cost per reactivated patient.	Reactivation rate improves materially over control at an acceptable cost.	Standardize the cadence across all Aspen markets, then evaluate for other brands.
Capacity-Based Bid Scheduling (Aspen, Specific Markets)	Dynamically shifting budget to Aspen locations with open chair capacity fills more appointment slots per dollar than static, capacity-blind budgets.	Deploy the dynamic capacity-based budget feed in a defined set of Aspen markets spanning a range of capacity situations. Hold a matched set on static budgeting as control.	Booked appointments per dollar. Chair utilization rate. Cost per booked appointment.	Test markets show higher utilization and lower cost per booked appointment than control.	Expand to all Aspen markets, then pilot on other brands.
Meta Mid-Funnel Incremental Lift (Strong Markets First)	Meta's mid-funnel tactics get credited for bookings in last-click reporting, but true incremental contribution to completed visits may differ meaningfully from that credit.	Geo-holdout on mid-funnel Meta spend, starting in TAG's strongest-performing markets first. Some markets keep spend, matched control markets have it removed. Measure lift in completed visits.	Incremental completed visits. Incremental cost per completed visit versus last-click credit.	Measured lift differs meaningfully from last-click credit.	Extend the geo-holdout methodology to additional market tiers based on strong-market results.