UNIVISION +

(Including Entravision) (Including Clear Channel)

Los Angeles

2 TV Stations

8 Radio Stations

Galavision Network

Entravision's Billboards

Univision.com

Netmio.com

Univision Music Group

CFA Concerts

Clear Channel
- 12 Stations
- Outdoor
- Venues

UNIVISION +

(Including Entravision) (Including Clear Channel)

New York

3 TV Stations

2 Radio Stations

Galavision Network

Entravision's Billboards

Univision.com

Netmío.com

Univision Music Group

CFA Concerts

El Diario Newspaper

Clear Channel
- 5 Stations
- Outdoor
- Venues

UNIVISION +

(Including Entravision) (Including Clear Channel)

CLEARCHANNEL OUTDOOR

CLEARCHANNEL ENTERTAINMENT

NewsRadio 610

WQBA

107.5 FM

UNIVISION.COM

cfa

NETMIO.COM

Fonovisa

Mega 103.5 FM

FOX

ZETA

Miami

2 TV Stations

5 Radio Stations

Galavision Network

Univision.com

Netmio.com

Univision Music Group

CFA Concerts

Clear Channel
- 7 Stations
- Outdoor
- Venues

UNIVISION +

(Including Entravision) (Including Clear Channel)

Houston

2 TV Stations

9 Radio Stations

Galavision Network

Univision.com

Netmio.com

Univision Music Group

CFA Concerts

Clear Channel
- 8 Stations
- Outdoor
- Venues

UNIVISION+

Univision Cross-Platform Selling

"This deal is about revenues" – Andy Hobson

Typical ad placement negotiation – Alka-Seltzer agency vs. Univision

Univision Deterrent #1	"Why buy another TV network when Univision has 80% market share?"
Alka-Seltzer agency Alternative #1	"I'll Buy Telemundo!"
Univision Deterrent #2	"We'll package Univision TV (80%) with Telefutura TV"
Alka-Seltzer agency Alternative #2	"I'll combine Telemundo TV with SBS Radio!"
Univision Deterrent #3	"We'll package Univision TV, Telefutura TV and HBC Radio and give you 5X the coverage!"
Alka-Seltzer agency Alternative #3	"I'll risk audience delivery and fill in with promotions, billboards, online, ANYTHING!"

UNIVISION+

Univision Cross-Platform Selling

Univision Deterrent #5	"We'll give you Univision Network, Telefutura Network, Galavision, Billboards, Univision.com, Netmio.com 3 full page ads in El Diario, etc., etc."
Alka-Seltzer Agency Alternative #5	"How much will this cost me?"
Final Univision Deterrent	"and...we'll throw in product placement at 3 major Marc Anthony concert dates as a freebie and...you only have to deal with one source"
Univision Punchline #1	"and...you can't have any of it if you don't take all of it"
Univision Punchline #2	"and...you'll pay **our** price"