

# Cr  atif Playground

*"Where Brands Come to Play"*

Toyota Highlander  
Hybrid 2014

*Adventure from Within*



# Mission Statement

Our mission is to develop unique, effective and enduring advertising for our clients and to grow a great organization that brings exceptional people together to do the most good for both the client and the community.



Creatif Playground

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### History of the Company

In 1926 Sakichi Toyoda founded the Toyoda Automatic Loom Works Company. Eleven years later, Toyoda's son Kiichiro took the company public and officially changed the name to Toyota Motor Corporation. Toyota began rapidly producing popular vehicles including the Toyota Land Cruiser in 1951 (the longest running series in Toyota history), the Toyota Full-sized Crown in 1955, the Toyota Small Corona in 1957 and the Toyota Corolla in 1968 (the best-selling car of all time).

Toyota continued to grow after this period and in 1975 became the leading auto importer in the United States. In 1989 Toyota changed its logo to celebrate their 50th anniversary and to further separate the company from its competitors. The resulting visual hammer represents the hearts of both the consumer and the company two horizontal ovals. The overlapping lines symbolize that both groups benefit from and trust each other in the evolving relationship. The vertical oval creates a letter "T" with the horizontal ovals, which create a steering wheel to represent the quality vehicles of the company produces.



Up to this point Toyota had been entirely family owned, but in 1995 Hiroshi Okuda became the president of the company, making him the first person outside the Toyoda family to assume a leading role in the company. Shortly after Okuda's hiring, in 1997, the first Prius hybrid was introduced into the market.

The Toyota Highlander model followed closely after the Prius in 2000, and in 2005 the hybrid model, named the Toyota Highlander Hybrid, launched. Another significant advancement for Toyota hybrids came in 2010 when the inspirational Prius-inspired blue-glowing logo, which was unveiled at a 2008 auto show, was placed on all hybrid production models.

Toyota has seen slight setbacks, particularly the 2010 PR nightmare caused by the recall of eight million cars and the Great East Japan Earthquake In March, 2011. Each issue was dealt with differently, but ultimately Toyota rebounded from them.

### Industry Trends

Due to the American recession in 2008, vehicle sales in the United States declined by 36.5 percent. There are still negative lingering effects of the recession on the auto industry, but profit margins in the auto industry are expected to increase over the next five years. Growth is also expected in the hybrid and fuel efficient car market as the economy strengthens. As oil prices continue to rise, and fuel efficient vehicles become more appealing to consumers, competition – especially between Ford and Toyota – will increase. Plug in hybrid electric vehicles are expected to gain market share as more consumers adopt the vehicles and the technology needed to operate them becomes more widespread.

## Competitive Analysis

### The Toyota Highlander Hybrid



- Starting price: \$40,170
- Horsepower: 280
- City MPG: 28
- Highway MPG: 28
- Seating: Eight
- Features: Rear-view camera

### The Honda Pilot



- Starting price: \$29,520
- Horsepower: 220
- City MPG: 18
- Highway MPG: 25
- Seating: Eight
- Features: rear-view camera

## Situation Analysis

### The Lexus RX450h



- Starting price: \$47,710
- Horsepower: 295
- City MPG: 24
- Highway MPG: 30
- Seating: Five

### The Audi Q5 Hybrid



- Starting price: \$50,900
- Horsepower: 245
- City MPG: 24
- Highway MPG: 30
- Seating: Five

## Competitive Analysis

The Toyota Highlander Hybrid beats each of these vehicles in either or both the seating or mileage. Compared to the Lexus and Audi models, generally thought of as more luxurious, the Toyota Highlander Hybrid has a bigger capacity than both of them, seating eight instead of five. The Toyota Highlander Hybrid is cheaper than the Lexus and Audi hybrid, but the Honda Pilot is the cheapest of these competitors while still maintain the most seats. However, the Toyota Highlander Hybrid has more horsepower than the Honda Pilot. Overall the Highlander Hybrid sits well amongst its competition because it seats more than most other hybrid vehicles, and it is more fuel efficient than other mid-size sport utility vehicles.

## Consumer Analysis

The Toyota Highlander Hybrid offers an alternative to the traditional “small” hybrid. The Toyota Highlander Hybrid consumer has needs additional space that other hybrids cannot offer. The sport utility vehicle power that the Toyota Highlander Hybrid model has along with the hybrid fuel efficiency creates huge value for consumers, and will fulfill the exploration needs of the target.

After analyzing demographic, psychographic and lifestyle data from Simmons Choices and conducting primary research, the ideal target consumers for the Toyota Highlander Hybrid became people who already own hybrid vehicles. Insights into the characteristics of the target are:

## Situation Analysis

The target is found primarily in the age group of 35-54 and is skewed slightly towards females. These people are married with children and have established themselves in a career. Combined household income for these couples is at least \$100,000. A significant portion of this target lives in the South and the West.



Splitting the focus of the campaign into two targets, by gender will allow the campaign to better reach each audience. Since the female in the relationship is more involved in the decision to purchase this sort of vehicle the campaign will focus more heavily on her. The data show that this segment engages differently with media and spend their time online shopping, emailing and playing games. This female target also still engages with magazines, presenting another medium with which to reach her. The male segment spends more time engaging with media – about nine hours more – and uses the Internet to watch videos, follow sports teams and get financial news. Our primary focus with this segment will be joint television shows and online video content.

## Brand Analysis

The Toyota Highlander hybrid brand is weak. The hybrid model is viewed as an upgrade to the Highlander rather than a separate vehicle.



## Brand Analysis

Due to the lack of a true identity and presence consumers are left to compare the hybrid model to the regular Highlander. In the past, the regular Highlander brand has been confused between adventure and family. At times in fact the brand tried to be both at once. The initial brand was a way to have and “everyday adventure”. Running around and having fun was the emphasis the ads at this time. The focus of the brand then shifted to embody a family car that is cool and hip. The ads changed to show that the regular Highlander has the capability to haul a family around yet is something that the consumer wants to be seen in. This motif is currently the brand that the regular Highlander is portraying. Along with the individual Highlander brand, both the regular and hybrid models benefit from the Toyota brand which has always been about family, trust and mutual benefit to both business and customer.

## Primary Research

Through three separate interviews of Toyota dealerships (two in Madison, Wisconsin and the third in Northbrook, Illinois) more insight was gleaned on our targets. Debra Alvarez and Reggie Price of the Northbrook Toyota/Scion dealership informed us that the price of the Toyota Highlander Hybrid was a deterring factor for consumers looking to buy the vehicle, and its biggest selling

## Situation Analysis

point was less about the mentality of saving the environment and more about its gas mileage. The interviews also showed that consumers usually come in wanting either the Highlander or the Highlander Hybrid, and they rarely switch from one to the other. John Dolan of Smart Motor Toyota in Madison said that consumers looking to buy a hybrid car usually do their research before they come to the dealership. They come into the dealership already knowing what they want before looking at vehicles. Consumers specifically seeking the Toyota Highlander Hybrid generally inquire about how much the vehicle can tow, and how well it can handle. Dolan described the Toyota Highlander Hybrid customers as well-off families who don't want to succumb to the “minivan stigma”. Generally, families come into the dealership together looking for a Toyota Highlander Hybrid, but when someone comes in alone it is then female in the relationship. The hybrid model is also not a priority for the dealership, and is only offered if the customer asks about the model.

## Media Usage Analysis

People now spend an average of 72 hours per week engaged with media. Men spend nine more hours with media than women. In addition, people within the age bracket of 25 to 34 tend to spend

## Media Usage Analysis

The way people engage with media is different throughout age groups and gender.

Simmons provided data regarding trends among women, men, and different age groups regarding viewing TV and reading magazines. The most popular TV shows for women audiences were *Criminal Minds* and *Ellen DeGeneres*. Women had an index of 153 for watching *Criminal Minds* five days a week and 154 for watching *Ellen DeGeneres*. Women have the highest viewing time from 8 to 9 p.m. and 7 to 9 a.m. overall. Women ages 25 to 34 watch TV from 5 to 6 a.m. and 10 to 11 p.m. an above average amount. Women's highest viewed networks are ABC and CBS. Men had an index of 168 for watching *South Park* and 135 for watching *Simpsons*. Men's highest viewed networks is also ABC and CBS. Overall, ABC is the highest viewed network in ages 30 to 44 followed closely by FOX. Furthermore, Simmons provided data about frequency of magazine readership. Magazines popular among women are *Allure*, *Cosmopolitan*, *Glamour*, *Good Housekeeping*, *Instyle*, *Ladies' Home Journal*, and many others. Men's most popular magazines were *Playboy*, *Men's Fitness*, *Guns & Ammo*, *Field & Stream* and many others.

Younger people tend to spend time listening to music, gaming, and watching video outside of the traditional television screen.

## Situation Analysis

Men use the Internet to watch videos, follow sport teams, play video games, and get financial news. Women use the Internet to shop, email, and play games. For people ages 18 to 24, Google and Facebook are their most important websites. For older generations, they mostly enjoy viewing websites like NFL.com and other sites that are associated with specific TV networks such as cbs.com. However, it is important to note that most people under the age of 44 frequent most websites in an average amount.

There is a rise, however, in the usage of Google, Facebook, Youtube, Amazon, Craigslist, and Netflix across genders and age groups. The article stated one in four people used Amazon in the last 30 days and one in five used Craigslist and Ebay in the last 30 days. In the last few years, media trends have moved toward nontraditional marketing tactics.

Advertising on social networks is becoming a main form of online advertisements. It is now common for automakers to launch a new vehicle through social media. This allows the automakers to create initial interest and include the customers in the conversation. By allowing the consumers to "like", share, or tag social media concerning a new car, the consumers become more involved and more likely to purchase a vehicle. This unexpected reveal created a buzz among consumers and other media. These media usage data were taken into account when planning the media buying schedule.



## Creative Analysis

The past decade of television advertising for hybrid cars has seen a shift away from a “Green” message towards themes of practicality and performance. Early commercials for the Toyota Prius, Honda Civic Hybrid and the Chevy Volt all had overtly planet saving messages. Often the vehicles were shown driving through lush, idyllic scenery while emphasizing their mileage. Early Volt commercials were less visually idealistic but had themes of revolution and “moving the planet forward”. Honda’s more recent advertising is largely similar to their earlier offerings. Toyota’s more recent Prius commercials still feature their earlier themes, though more muted, and now also highlight the fun and family attributes of the Prius. Recent Chevy Volt commercials are less about revolution and more about the practicality and versatility of their car. Chevy emphasizes that the Volt, as an extended range electric vehicle, is suitable for the commute or the weekend.

Other manufacturers of hybrid vehicles, particularly sport utility vehicles, emphasize the performance and luxury of their vehicles completely forgoing the green message. Cadillac’s Escalade Hybrid is positioned as a non-sporty, luxurious and technological wonder with eight-passenger seating and 20 miles per gallon in the city- perfect for the urban environment.

## Situation Analysis

Early Lexus commercials emphasized the conscientious performance of their RX sport utility vehicle hybrid. Their more recent ads don’t mention MPG, only the “breakthrough” technology and performance of their hybrid. VW recently introduced their Touareg Hybrid and position it as a luxury, performance sport utility vehicle. They make no appeal to economy or the environment and focus only on performance.

The clear trend from these auto manufacturers is a move away from environmental messages towards themes of practicality and performance. Entry-level hybrid vehicles (Prius, Civic, Volt) emphasize fuel efficiency and their utility. More expensive hybrid vehicles tend to be luxury sport utility vehicles. These vehicles are marketed in ways that highlight their luxury and performance while completely eschewing an environmental message.

Toyota as a company has many other hybrid campaigns such as the very successful Toyota Prius. Toyota has a long history of making cars that people can depend on for safety, style, and modern technology. The Toyota Highlander Hybrid has not been an advertising priority for Toyota, and because of this the vehicle has had to rely on the advertising of the regular Highlander to reach consumers.

## Situation Analysis

Toyota worked with Saatchi and Saatchi in New York on marketing campaigns for the Highlander, and the most recent campaign emphasized the size of the car as being able to “seat one big happy family.”

The past campaigns for the Toyota Highlander have received mixed reviews. The 2011 campaign, featuring a young blond boy in commercials preaching about what it means to be a cool parent, is a perfect example of such campaigns. The campaign, aimed at parents with children, encouraged them not to be “lame parents” but instead buy the car their child wants to be seen in. Some consumers found the boy in the commercial to be annoying and complained to learn nothing about how the car functions.

While this campaign did not connect with consumers, a different, older television spot did. The ad, from 2008, showed a choreographed dance as people loaded up the car so that everyone could “travel in harmony”. Consumers found this amusing and wanted to learn more about the car. The playful music and idea of taking a road trip made the commercial resonate with consumers because they could relate and see themselves in the Highlander.

Toyota has not heavily promoted the Highlander Hybrid through television commercials.

One of the very few TV ads emphasized the quietness of their sport utility vehicle when run in “EV” only mode. Since the Toyota Highlander Hybrid has little market share or mind share, an opportunity exists for us to introduce the vehicle to the public with few preconceptions from a previous campaign. Additionally the Toyota Highlander Hybrid’s price puts the vehicle in the middle of entry level hybrids and luxury sport utility hybrids, creating yet another opportunity. This relative freshness of the car, along with its reasonable price, ample size, and relatively good fuel economy gives Cr atif Playground abundant creative opportunity to strongly leverage these benefits and introduce the Highlander Hybrid to the American consumer.

## Stakeholder Analysis

### Shareholders

As of March 31, 2012, there have been over 3 billion shares issued among 668,186 shareholders. Depending on the volatility of the economy and the progress of Toyota, this group of stakeholders will react differently, causing changes in the stock of Toyota.

### Consumers

This group of stakeholders essentially determines the work of Toyota. The company is dependent on consumers purchasing their car in order to gain some sort of profit. Major changes in the company or to the product are performed based on the demand of the potential customers. When Toyota is not able to make adjustments to the product, the company is committed to marketing what is currently in stock to consumers.

### Competitors

In order to draw the attention of their consumers, Toyota needs to create better awareness of their brand. Not only must Toyota provide a product that customers prefer in terms of quality, but the company must find ways to be innovative in comparison to other brands.

## Situation Analysis

### Employees

Toyota currently has 325,905 employees working in all aspects of the company including manufacturing. In the near future, 4,500 jobs will be added to this number with the opening of the Toyota manufacturing plant in Indiana, USA. All of these employees live a life dependent on their job with Toyota, and the success of the company.

### Dealers and Salesmen

In the United States alone, there are over 1,200 Toyota dealerships. Not only are these staffed by employees dependent on Toyota for a job, but these are the resources in which the company can reach consumers.

### Environmentalists

With the recent development of the Toyota Highlander Hybrid, the company has attracted the attention of environmentalists, group of people normally opposed to the damage caused by automobiles to the environment. With the development of an eco-friendly car Toyota gains the support of these people which is helpful to their brand's image.

### Stakeholder Analysis (con.)

#### United States Government

Unlike some of its competitors, Toyota has not received financial support from the United States government. However, this stakeholder plays an important role in helping to provide safety for American citizens that use Toyota automobiles, and assist Toyota in any recall efforts. Also Toyota's environmental efforts have been recognized by the U.S. Environmental Protection Agency (EPA) numerous times. In March of 2013, The EPA presented Toyota with its ninth consecutive Energy Star Partner of the Year Award, recognizing the company for their continued effort at energy efficient production.

#### External Sponsorship

Aside from selling their products, Toyota is involved in other social activities that give Toyota a positive brand image. One such example is NASCAR, where one of the largest races for the sport is sponsored by Toyota. In order to keep the sport popular, this athletic event must rely on the company to remain in good standing.

### Public Opinion

The Toyota brand is met with generally a positive response. Toyota products are often cited for high-quality and value. In a recent ranking with Consumer Reports, surveying all car bands and vehicles for 2013, Toyota scored well based on product tests and customer surveys. Two Toyota models that performed well were the Toyota Highlander, named the top mid-size sport utility vehicle, and the Toyota Prius hybrid, named the top "green" car.

Two of the most important trends affecting consumers today are the greater importance of being environmentally conscious and the effect of the economy. Consumers are more concerned about how much money they can spend on a car given fluctuations in the unemployment rate. Consumers have also become more concerned with the image their vehicle gives them, and these consumers increasingly want that image to portray them as environmentally friendly. Toyota does well with both of these concerns, as they are the leading car company in hybrid vehicles, and the average price of their hybrid models is around \$31,700.

In 2010, Toyota faced a crisis when over eight million cars were recalled and the company did not respond properly to the issue.

Toyota initially denied consumer claims that their acceleration pedals were malfunctioning, and after Toyota's reputation had already been tarnished, the company finally recognized the issue and apologized. In response to the crisis, the company slowly started to repair their image and made safety an even bigger priority with their products. Many of Toyota's loyal customers say they never "lost confidence" in the company and find their products to be reliable and after a slight drop in sales in 2010, the company resurged because of this customer loyalty.

Adding to this equity, Toyota has received positive and encouraging press about the future of the company. The media has noted innovations made to the Toyota Highlander Hybrid that improve driving in various forms for consumers, and many press outlets have projected an increase in sales for the company.

### Strengths

- The Toyota Company is known for its brand loyalty and status as a family car.
- The Toyota Highlander Hybrid seats eight passengers whereas most other competitor mid-size hybrids only seat five passengers.
- The Toyota Highlander Hybrid is a practical car that can move your family around efficiently due to its size and fuel efficiency.
- Toyota plans to move the manufacturing of the Highlander Hybrid model from Japan to the United States in Indiana.
- Toyota has had a lot of experience in the hybrid industry since 1997 with the launch of the Prius.
- In the class of mid-size sport utility vehicles the Toyota Highlander Hybrid is the most fuel efficiency.
- Toyota has had success with its cars in NASCAR and is gaining popularity in the sport with its various drivers.

### Weaknesses

- The Toyota Highlander Hybrid does not look any different than a regular Highlander so consumers may not be able to tell the difference.
- The recent recession in America has caused vehicle sales to be down.
- As oil prices rise, it is expected that smaller vehicles will become more appealing than sport utility vehicles.
- The Toyota Highlander Hybrid can be a difficult model to market because it does not have the same fuel efficiency as some of the other hybrid models, and it can't tow as well as other sport utility vehicles on the market.



### Opportunities

- Consumers are expected to demand more fuel-efficient vehicles in the future so there will be growth in the hybrid industry which is good for sales of the Highlander Hybrid.
- As the U.S. economy climbs out of the recession profit margins in the auto industry are expected to increase.
- In 2013 Toyota has plans to open up a factory in India to increase production.
- Along with Toyota's success in the American market, there is growing demand for automobiles overseas in Asia; a market that Toyota can expand upon.

### Threats

- Toyota stresses that they are the family car; however the Honda Odyssey also controls the family position, so it may be difficult for Toyota to emphasize this position.
- Due to the recent earthquake in Japan, operations systems were disrupted.
- Toyota's factory also relies on favorable weather conditions for production which can be risky.
- Toyota relies on certain vendors for spare parts and replacement of these suppliers can be difficult.
- If their supply becomes disrupted manufacturing could slow down.
- While expansion in the hybrid industry is good for some Toyota products such as the Highlander Hybrid, it will also be seeing more competition from other car companies releasing their own hybrid models.
- Potential resurgence of backlash from past product recalls.

## Key Issues and Implication

With the expected growth of the hybrid vehicle industry in the future, the Toyota Highlander Hybrid has a great opportunity to sell well. However, the vehicle will have marketing challenges considering the expected growth in competition of other fuel efficient vehicles. The Toyota Highlander Hybrid is a special case because while it is not the most fuel efficient hybrid on the market, it has a larger seating capacity than most other hybrids and is more fuel efficient than comparable sport utility vehicles.

Social media networks such as Facebook and Twitter can be used to market our car because it is growing among younger and older generations. Current advertising for hybrid vehicles has shifted away from the emphasizing the terms “green” and “hybrid” and has turned to adding value to consumers. The Toyota Highlander Hybrid has the opportunity to capitalize in the market because of its advantages in fuel efficiency, seating capabilities and hauling performance.

## Situation Analysis

### Business Objectives & Goals

The goals of the Adventure from Within campaign are both short-term minded and long-term minded. Within the first year of the campaign Toyota Highlander Hybrid brand awareness will increase by 15 percent and boost sales by 150 percent. By the fourth year of the campaign awareness of the Toyota Highlander Hybrid will increase by 60 percent and boost current sales by 619 percent, which will set the record for Toyota Highlander Hybrid units sold in a single year. These goals will be achieved by leveraging the family-centric Toyota brand while rebranding the Highlander Hybrid, making it top of mind in the category.

### Consumer Targets

#### Primary Market, "Vi"

The main target for the Adventure from Within campaign is aptly named Vi. Vi's birth name is Vivienne, which is what she goes back at work, but she prefers that her friends call her Vi because it reflects her rebellious nature. Vi is a married American hybrid owner who makes \$50,000 plus a year, has children and is between the ages of 30 and 44. Vi is well out of college and has established herself in a career. Vi's core desire is to find out who she is by exploring the world. She wants to experience a more fulfilling life. To do this she seeks out new experiences, which are often sport-related and/or outdoor, such as kayaking and long distance running. Vi is constantly searching for that new experience that will make her unique, but because of this she runs the risk of becoming a misfit. Vi, being a nonconformist, confronts the older generation's image in order to construct her own. Vi cares about the environment and fuel efficiency, which is why she already owns a hybrid vehicle. Her current vehicle however, does not allow Vi to capture her longing to break free, which is why the Toyota Highlander Hybrid is the perfect upgrade. Vi is looking for minivan capacity with style.



### Secondary Market, “Andy”

A secondary target for the Toyota Highlander Hybrid is Vi’s husband, Andy. Much like Vi, Andy – short for Andrew – desires the calling of an explorer lifestyle. Andy has also established himself in a career at the age of 30-44 and makes \$50,000 plus a year, which brings the household income above \$100,000. Andy is hybrid minded as well, but drives a sportier vehicle to look good at work. Andy takes more of a passive role in deciding to purchase this vehicle, because it will be primarily used by Vi. Since the Toyota Highlander Hybrid is basically Vi’s vehicle, the messages are directly aimed at her. Vi is the one who inquires most about the vehicle, and by targeting her primarily the Adventure from Within campaign pushes Vi to talk with Andy about purchasing the Toyota Highlander Hybrid specifically. There are also ads that appeal to Andy’s explorer personality, because purchasing a vehicle is usually a joint decision. The ads will be placed in media where both Vi and Andy can see them together, thus creating a dialogue between them about the vehicle that will lead them to the dealership.



## Positioning & Branding

### Current Positioning and Branding

The Toyota Highlander Hybrid is currently viewed as a mere upgrade from the regular Highlander rather than a separate vehicle. As a feature, the Hybrid model gets better gas mileage and is faster, but due to the lack of a true identity and presence, consumers are left to compare the hybrid model to the regular Highlander. This means that the Toyota Highlander Hybrid relies on the positioning of the regular Highlander, which has in the past been split between economical and luxury while maintaining a definitive sporty position. These different positions were at odds with each other, and paired with the feature-based selling of the hybrid model, this inconsistency has meant sluggish sales for the Toyota Highlander Hybrid.

As noted in the situation analysis, the branding for the Toyota Highlander has also been inconsistent. In the past, the regular Toyota Highlander brand has been split between adventure and family. At times in fact the brand tried to be both. The initial brand was a way to have and “everyday adventure”. Running around and having fun was the emphasis in the ads at this time. The focus of the brand then shifted to embody a family vehicle that is cool and hip.

## Campaign Strategy

The ads changed to show that the regular Toyota Highlander has the capability to haul a family around, yet, is something that the consumer wants to be seen driving. This motif is currently the brand that the regular Toyota Highlander is portraying.

Separate from the individual Toyota Highlander brand, both the regular and hybrid models benefit from the Toyota brand which has always been about family, trust and mutual benefit to both business and customer.

### Desired Positioning and Branding

The Toyota Highlander Hybrid should be viewed as a separate vehicle from the regular Toyota Highlander. The vehicle outperforms other hybrids in capacity in terms of hauling cargo and towing, which is why the *Adventure from Within* campaign will position the Toyota Highlander as a sporty economical vehicle. The value, to our target, is not economical in terms of being cheap, but in terms of what the space in the vehicle allows them to do. This space is versatile. The Toyota Highlander Hybrid is equipped to handle Vi and Andy’s adventure gear and/or haul the family around. This space for the family also lets the Toyota Highlander Hybrid to tap into the family-centric brand equity of the Toyota Motor Corporation.

### Positioning the Toyota Highlander Hybrid



The resulting positioning allows the Toyota Highlander Hybrid to leverage its competitive advantage – the joint efficiency and space – and stay top of mind when consumers think about hybrids that fit their active lifestyle.

### Unique Selling Proposition

The Toyota Highlander Hybrid is the only eight passenger hybrid vehicle in its class. With an estimated 28 miles per gallon city and highway, the Toyota Highlander Hybrid has the ability to offer the fuel economy of a hybrid with the speed and capability of a sport utility vehicle. As hybrids are moving through the product lifecycle and the later adopters are buying them, fuel efficiency has replaced the eco-friendly “green” attitude as the driver for sales. The Toyota Highlander Hybrid offers this feature and through economical-sporty positioning and adventure branding, the vehicle can uniquely fill a consumer need.

### Branding Strategy

Our branding strategy revolves around embodying an explorer brand to connect with the explorer targets. The Adventure from Within campaign will emphasize journeying and experiencing new opportunities.



The Toyota Highlander Hybrid, by effectively being an explorer brand will connect with Vi and Andy, the adventurers. Both Vi and Andy are scared of being stuck. They want to go out and undertake new adventures. The Toyota Highlander Hybrid is poised to help them do this because the vehicle has the capacity to accommodate Vi and Andy's baggage, family and/or other adventure friends. These emotions of defining oneself and exploring the world to experience new things will be utilized by the *Adventure from Within* campaign to connect with Vi and Andy on a deep level.

The regions that the campaign will rely on are the South and the West. These areas are the heaviest in hybrid adoption and are prime areas for needing the capacity of the Toyota Highlander Hybrid. The major cities that the campaign focuses on are San Francisco, CA, Seattle, WA, Los Angeles, CA, Denver, CO and Salt Lake City, Utah because they are places where adventure, in its many forms, is prevalent. These cities are also prime locations because they are popular tourist attractions. Opinion leaders from all regions will be getting associated with the brand through national media placements, but adventure opinion leaders who travel will get extra messages when they visit these locations.

The *Adventure from Within* campaign will launch in October 2013, to build anticipation for the all-new 2014 Toyota Highlander Hybrid model, and will utilize media placements on television, in radio, on billboards, during the awards season – the Academy Awards, Emmy Awards, and Grammy Awards – in magazines such as Allure, Cosmopolitan, AARP, Everyday With Rachel Ray, InStyle, and People and online advertising on websites such as Facebook, Hulu, Amazon, and Expedia. The campaign will also take advantage of key partnerships with the Amazing Race television show and the Let's Move program to reach Vi and Andy.

Through events both online and in person the *Adventure from Within* campaign will interact on a more personal level with the target. Vi and Andy realize that adventure starts from within, and once they learn more about the Toyota Highlander Hybrid they will realize that they found the only vehicle that exists as they do; in the constant pursuit of adventure.

## Creative Plan

Research showed that the Toyota Highlander Hybrid has a unique position within the market of hybrid automobiles. The Toyota Highlander Hybrid outperforms other hybrids in capacity in terms of hauling cargo, towing and outperforms the regular Highlander model in speed and power. Also, compared to other vehicles of its size (Escalade Hybrid, Toureg Hybrid), it's much less expensive while also being much more fuel efficient. This sets up the Toyota Highlander Hybrid to be successfully positioned as a sporty economical vehicle.

Given this unique position, the Toyota Highlander Hybrid will be branded as a capable adventure vehicle. The overall theme reinforces that the 2014 Toyota Highlander Hybrid is an efficient eight passenger hybrid vehicle. The challenge was to find a way of branding the Highlander Hybrid as a large, "green", adventure vehicle.

Our primary research demonstrated that middle-aged women tended to be the primary driver of the vehicle. While the decision to purchase the car was most often made jointly by a couple, women would mostly be in the driver's seat. Going further, women often viewed the Highlander Hybrid as a better alternative to the minivan stigma.

This natural aversion to the minivan and the stigma associated with it is branding that the regular Highlander has tried to use in the past.

## Creative Execution - Brady Loomis & Nicholas CS

The most notable attempt was the "Lame Parents" ads featuring Riley Thomas Stewart. This campaign was not received particularly well, and in fact most parents took offense to the videos. Branding the Highlander Hybrid as an adventure vehicle accomplishes this notion of breaking away from the "minivan lifestyle" but can also connect with consumers on a deeper level.

The challenge was finding a way of incorporating our research into a message that targeted our demographic with a compelling adventure theme.

The big idea and name of our campaign is "Adventure from Within". The dual meaning of "within" is meant to invoke a sense of adventure from the driver and also represent that adventure begins within the Toyota Highlander Hybrid itself. The more overt theme throughout the campaign is that the Toyota Highlander Hybrid is the ideal vehicle to use to pursue any adventure. The premium size and fuel efficiency of the vehicle means there is more adventure to be had within the Toyota Highlander Hybrid.

While these two messages work well together, we wanted to reinforce the adventure theme with the audience. We wanted a slogan to resonate with the viewer and become exclusively associated with Toyota Highlander Hybrid itself.

"Tread Lightly" became that slogan, and will be the integrated feature of that ends every ad.

## Creative Execution

Tread Lightly accomplishes a multitude of goals in a succinct, highly-memorable, two-word phrase. The Tread Lightly motto is an environmental message used by off-roaders. As a recreational pursuit, off-roading is an environmentally damaging sport and Tread lightly reminds off-roaders to be responsible with their recreation. By co-opting this motto and turning it into our slogan, the Toyota Highlander Hybrid gains an instant credibility and association with a popular activity. Furthermore, the juxtaposition of the two words, “tread” and “lightly”, yields imagery that is automatically adventurous and yet responsible. Treading is a kinetic, physical word that only comes is an activity done in a certain way. While lightly implies a delicate, responsible approach to this kinetic activity. The two words taken together form a subtle, yet easily accessible environmental message. The Toyota Highlander Hybrid owners can go about their adventures in a personal, definitive way while maintaining their eco-friendly ideas. Moreover, Tread Lightly takes a relative weakness of the Highlander Hybrid, its limited off-road abilities, and turns it into a strength. Tread Lightly takes the limitations of the Highlander Hybrid and repositions them as an environmentally responsible, adventure pursuing edict.

With repeated exposure, Tread Lightly becomes a lifestyle message forever associated with the Toyota Highlander Hybrid that fits into the Toyota Motor Corporation family branding.

Consumers who aspire to Tread Lightly, who seek personal discovery through adventure but also never sacrifice their ideals, will be drawn to the unique offerings of the Toyota Highlander Hybrid. The all-new 2014, eight passenger Toyota Highlander Hybrid will be the ambassador of the Tread Lightly lifestyle.

The opening 30 second commercial introduces the adventure from within theme. The couple with the Toyota Highlander Hybrid is envisioning their possible adventures from within the cavernous interior of the car. The voice over introduces us to the main features of the Highlander Hybrid, its seating capacity and MPG. As the commercial ends we see the couple driving off in the Highlander Hybrid to pursue their adventure. Tread Lightly is the closing message, the constant reminder.

Subsequent television commercials reinforce the pursuit of adventure that starts from within the consumer. Regardless of the adventure or format of the advertisement, the closing message is always, Tread Lightly.





Frame 1: Gridlock traffic on the highway.

VO: "Gridlock is not where adventure comes from "



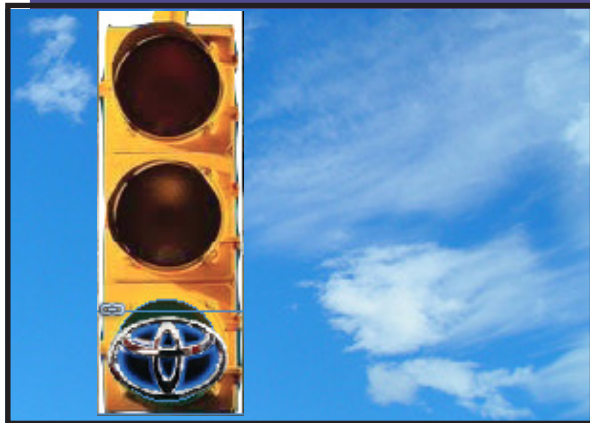
Frame 2: The situation lends itself to not going anywhere and no adventure.

VO: "Red lights do not foster exploration"



Frame 3: The male driver is shown, potentially frustrated by his lack of exploration.

VO: "Discover the inspiration that comes from the active pursuit of the adventure born from within"



Scene 4: The light has turned to Toyota hybrid blue and the adventure can begin.

VO: "Hybrid-Blue is the new green"



Frame 5: All eight of the happy passengers can have their joyous adventure.

VO: "Go – Pursue your adventure"



Frame 6: Toyota Highlander Hybrid drives off screen.

VO: "Introducing the adventure hybrid; the all-new, eight passenger, 28 mile-per-gallon, 2014 Toyota Highlander Hybrid. Tread Lightly"

This commercial shows how the Toyota Highlander Hybrid can take Vi and Andy from the mundane and ordinary to the adventurous and extraordinary. Andy is especially targeted because he is "green lighting" or agreeing to the decision to buy the Toyota Highlander Hybrid. The vehicle is not just a "mom ride" and this ad showcases how Andy can enjoy owning the Toyota Highlander Hybrid as well.





Frame 1: Woman helps male companion up to the top of the mountain.

VO: The inspiration for adventure...



Frame 2: View of the mountain range they climbed from their Toyota Highlander Hybrid.

VO: ...comes from within.



Frame 3: A sunrise appears through the front windshield of the car.

VO: Once discovered....





Frame 4: The couple admires the view from the mountain top, which is revealed as the driver's seat of the Toyota Highlander Hybrid.

VO: that inspiration becomes an active pursuit to do more...



Frame 5: The sun has set and the sunroof reveals the night sky full of stars.

VO: – to go further.



Frame 6: Toyota Highlander drives off screen.

VO: Pursue your adventure in the all new, eight passenger, 28 MPG, 2014 Highlander Hybrid. Tread lightly.

This commercial shows where the Toyota Highlander Hybrid can take Vi and Andy. Vi is especially targeted because she is the leader on these trips. As a strong, athletic woman she can easily maneuver up the mountain helping Andy along the way. As an already active individual, the Toyota Highlander Hybrid will take you to new heights.

# Outdoor Advertisement



Our outdoor advertisements will feature the same concept of experiencing *Adventure of Within* by showing the drivers seat as your seat to whatever adventure is waiting for you; your Toyota Highlander Hybrid can take you there. This ad targets Vi as she leads Andy on their adventure.

# Outdoor Advertisement



To target Andy, a real go-getter who is ready to tackle the next adventure, the stoplight featuring the blue Toyota Hybrid logo encourages him to "go". This ad connects to the rest of our campaign targeting Andy by reinforcing that the Toyota Highlander Hybrid can take you on that next great adventure.

# Radio Advertisement

## Radio Advertisement Targetting Vi

SOT: Rocks crumbling down a mountain (0.5 sec.)

VO: "The inspiration for adventure comes from within" (2 sec.)

SOT: Sound of the 2014 Toyota Highlander Hybrid engine starting up (1 sec.)

VO: "Once discovered, that inspiration becomes an active pursuit to do more..." (3 sec.)

SOT: Sound of the 2014 Toyota Highlander Hybrid engine revving (1 sec.)

VO: "...to go further" (1 sec.)

VO: "Pursue your adventure in the all new, eight passenger, 28 mile-per-gallon, 2014 Toyota Highlander Hybrid" (6 sec.)

VO: "Tread Lightly" (0.5 sec.)

## Radio Advertisement Targetting Andy

SOT: Honking horns and other sounds of gridlock traffic (0.5 sec.)

VO: "Gridlock is not where adventure comes from" (2 sec.)

SOT: Sound of the Toyota Highlander Hybrid engine turning on (1 sec.)

VO: "Red lights do not foster exploration" (3 sec.)

SOT: Sound of the Toyota Highlander Hybrid engine revving (1 sec.)

VO: "Hybrid-Blue is the new green" (1 sec.)

VO: "Go - Pursue your adventure in the all-new, eight passenger, 28 mile-per-gallon, 2014 Toyota Highlander Hybrid" (6 sec.)

VO: "Tread Lightly" (0.5)



## Print Advertisement



Go Pursue Your  
Adventure

***Tread Lightly***

Introducing the eight passenger  
28 MPG Toyota Highlander Hybrid

To see move visit <http://www.toyota.com/hybrid-suvs/> or  
visit your local dealer today.

This print ad will be featuring in magazines such as Allure, Cosmopolitan and InStyle to target Vi. She is a strong woman who can confidently lead in any adventure. Her Toyota Highlander Hybrid can carry anything she wants to take with her to assist on whatever trip she decides to take next.



This ad targets Andy and the idea that sometimes it can feel like your only adventure is navigating through the urban jungle to work. This interactive ad allows readers to use their iPad to show the car pulling up to the stoplight and when the light turns blue they are freed and their adventure can begin.



## Banner Advertisements

**Go - Pursue Your Adventure**



**Pursue Your Adventure**



These Internet banner ads will appear on key sites and search engines such as Hulu, Bloomberg, Amazon and Facebook. The top banner ad featuring the Toyota stoplight is targeting Andy. This banner ad is a video ad. The Toyota Hybrid Highlander drives up to the stoplight and when the blue Toyota logo lights up, the vehicle drives off screen. The second ad targets Vi as she leads the way up the mountain. These ads will be clickable, taking them right to the Toyota Highlander Hybrid website.

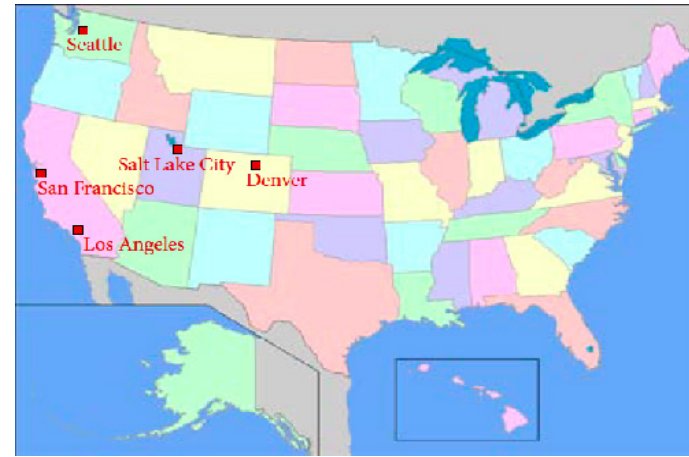
## Demographic Target

The Adventure from Within campaign media plan focuses on the primary target Vi (the 30-44 year old married woman who makes \$50,000 a year) and the secondary target Andy (the 30-44 year old married man who makes \$50,000 a year). Vi is more involved in this purchase and has greater purchasing power than Andy does. Furthermore, the Adventure from Within targets the South and West of the United States. San Francisco, Seattle, Los Angeles, Denver, and Salt Lake City have been chosen as spot markets because they are central locations for our target and for adventure. The creative messages in these places will cater to this region's particular lifestyle and interests. These markets have strong hybrid buying habits and the media will allow the Toyota Highlander Hybrid to reach an audience that will value the product.

## Campaign Timing

The Toyota Highlander Hybrid ads will be presented in a pulsing strategy to ensure the campaign reaches the greatest number of people in target audiences when they are most likely to purchase a vehicle. The initial campaign will start in October 2013 and last a full year. The media will be stressed during three different times of the year: October thru December, February thru April and September thru October. The launch of the campaign will allow the target to become familiar with the car in time

## Media Plan



for the holiday and bonus season. This time of the year, particularly the month of December is when the highest number of consumers are purchasing vehicles. The media will be stressed again starting in February during award season in order for the Toyota Highlander Hybrid to stay top of mind for the upcoming tax season. This frequency will continue until tax returns have been received in order to assure the target is immersed in the Toyota Highlander Hybrid advertising. Then, the campaign will end with a heavy media tactic in September and October to cycle through the same buying patterns.

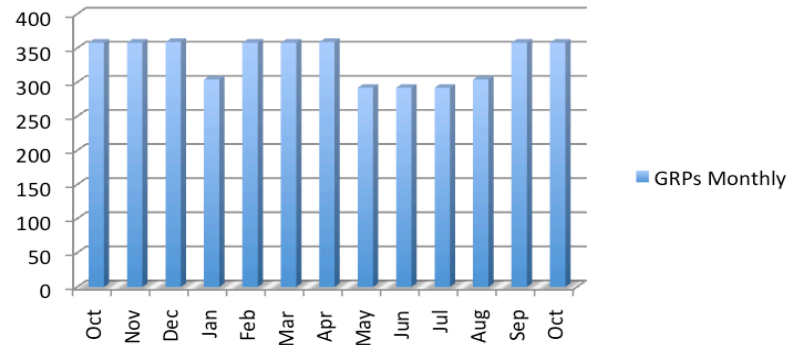
## Gross Rating Points

The Créatif media plan has a large reach in non-impact outlets. This reach includes outlets such as network television primetime, national women's magazines, national radio morning drive, and many others. Furthermore, the reach concentrates some

# Media Plan

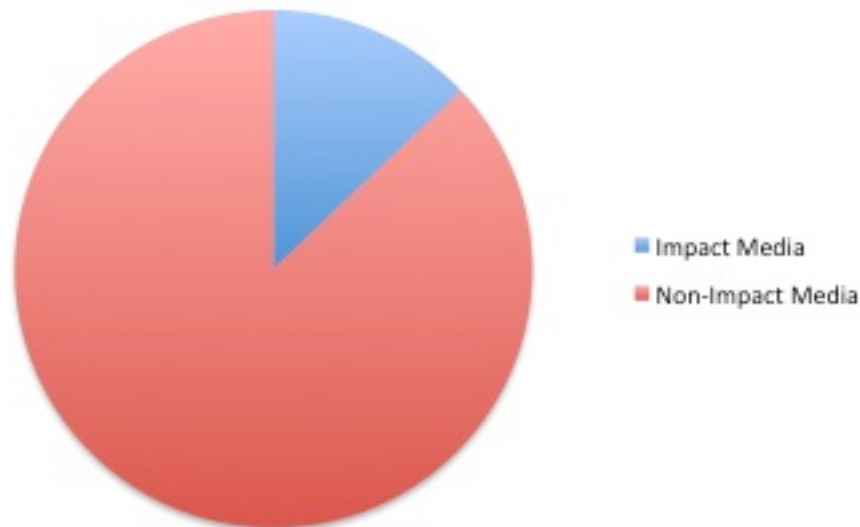
the media outlets in the spot markets mentioned above. The campaign will obtain a total of 4,350 Gross Rating Points (GRPs).

**GRPs Monthly**



## Impact Media

The Impact Media will account for \$10,319,750 or 12.9% of our budget allocation.



## The Award Shows

The Award shows season is a major time to capture both of the target segments ad will be a focus of our Impact Media spending. The Academy Awards, Emmy Awards, and Grammy Awards have been chosen because these shows have been steadily gaining popularity over the past few years. The 2013 Academy Awards had an increase of 3% with a total of 40.3 million viewers. In addition, the audience between the ages of 18 and 34 grew 20 percent. We believe placing one advertisement in each award show will reach our target audience.

- Academy Awards, 1 ad placement, \$990,250, 9.6% of the Impact Media allocation.
- Emmy Awards, 1 ad placement, \$990,250, 9.6% of the Impact Media allocation.
- Grammy Awards, 1 ad placement, \$990,250, 9.6% of the Impact Media allocation.

## Outdoor Advertisements

Outdoor ads will utilize \$1,400,000 or 0.01% of our total budget allocation and 13.6% of our Impact Media allocation. These ads will reinforce the messages displayed in other media as the target drives past them. They break the conventional rules of outdoor advertising which makes them more effective. The outdoor advertisements will be in our five spot markets and run for 8 months during the time when our media plan is stressed.

## Online Advertising

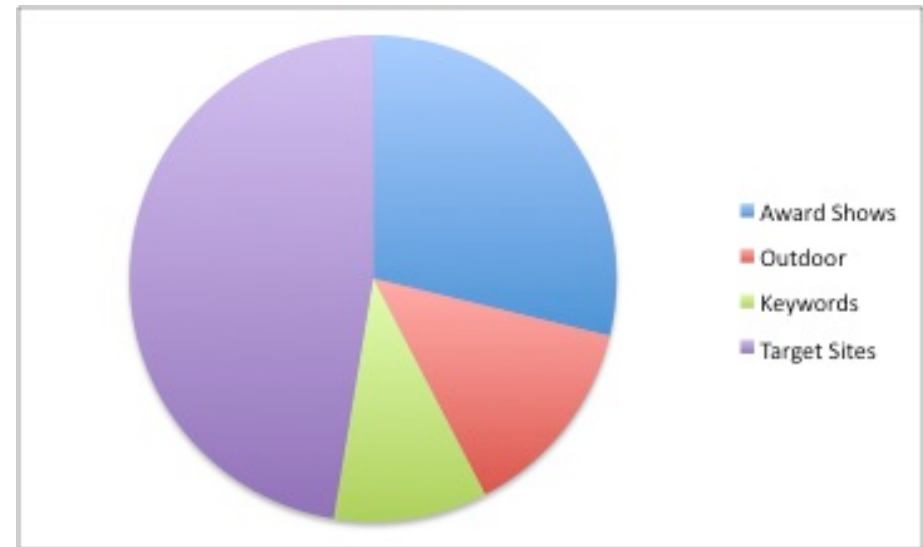
Vi spends time online for Facebook, entertainment, videos, and shopping primarily. Due to this finding we plan on using keywords on three search engines: Google, Bing, and Yahoo. The keywords will last the entire scope of our campaign allowing the Toyota Highlander Hybrid to be accessible to our target online.

Keywords will use \$1,053,000 of our total budget. They will be 10.2% of the Impact Media and 1.3% of the entire budget.

Our campaign will also use four target sites keeping in mind that our target market uses the computer to shop, watch videos, visit Facebook, and be entertained. We plan on using Facebook, Hulu, Amazon, and Espn.com to reach our audiences. Hulu focuses on the video aspect while Amazon focuses on the shopping aspect. Facebook will cover the entertainment aspect of our target and will reach a large amount of people from both targets. The espn.com placement will complement the outdoor ads in being solely directed towards Andy. This will aid in recall when Andy and Vi are together viewing media on television and will foster the discussion about the Toyota Highlander Hybrid.

Target sites will use \$4,896,000 of our total budget. This will be 47.4% of our Impact Media and 6.1% of the entire budget allocation.

## Media Plan



## Television Advertising

Our Non-Impact Media will utilize 87.1% of our budget allocation by using \$69,680,250. The budget will be spread across network television, cable television, national radio, national magazines, spot television and spot radio in order to reach Vi and Andy in an efficient manner.

Vi watches television most during primetime and late night. During primetime 60% of her media usage is devoted to television with very high indexes concentrated on ABC and CBS. We plan on concentrating our media money on these networks.

One of the specific shows that will contain Toyota Highlander Hybrid advertising is the Amazing Race,



## Media Plan

which also overlaps with our PR campaign. Advertising money will be placed during this show while the PR campaign is running.

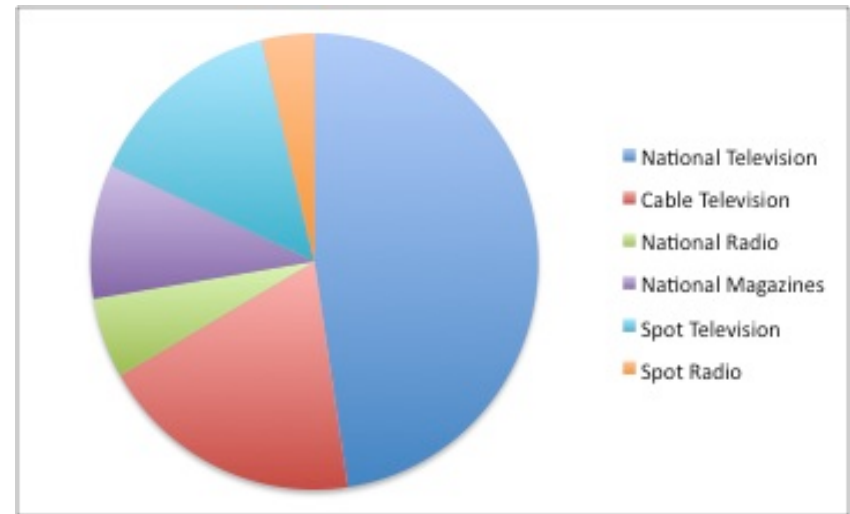
Advertisements will also run during the shows Criminal Minds, Survivor, The Big Bang Theory, How I Met Your Mother, Grey's Anatomy, Dancing With The Stars, Modern Family, Jimmy Kimmel Live and Late Show With David Letterman because they are watched heavily by Vi and sometimes watched jointly by Vi and Andy.

Network Television, both primetime and late night, will account for 30 percent of our non-impact budget allocation at \$20,904,075 with a total reach of 1193 GRPS.

Spot television will accrue \$10,452,038 and 15 percent of our non-impact budget allocation. These advertisements will hit our spot markets with a total reach of 403 GRPS.

The last area in television will be under cable television. Cable will use 15 percent of our impact media spending with a reach of 544 GRPS.

Simmons OneView shows high indexes for our target in ABC Family, E!, HBO, ShowTime, USA Network, and A&E. We plan to place advertisements on these channels.



### Radio Advertising

Both Vi and Andy listen to the radio during their drives to and from work. Ads will be placed during these times in order to reach the largest amount of listeners. In total, radio money will take up 10% of our non-impact media spending between national radio and spot radio.

National Radio – Daytime will use \$2,090,408 of our non-impact media spending with a total of 616 GRPs. National Radio – Evening Drive will also use \$2,090,408 with a reach of 703 GRPS.

Furthermore, we plan to use 4 percent of our non-impact media spending to focus on our spot markets. The total 4 percent will be divided between spot radio – day time and spot radio – evening time with 403 and 237 GRPs respectively.

## Magazine Advertising

The remaining 10 percent of our non-impact media budget will be devoted to national women's magazines. 48% or 30-49 year olds regularly read a magazine. National magazines will take up \$10,452,038 of our budget with a total reach of 326 GRPs.

We plan to place advertisements in magazines such as Allure, Cosmopolitan, AARP, Everyday With Rachel Ray, InStyle, and People due to their large index amount our target market.





### Public Opinion of Toyota

The Toyota brand is met with generally a positive response and their products are often cited for high-quality and value. In a recent ranking with Consumer Reports, surveying all vehicle brands for 2013, Toyota scored well based on product tests and customer surveys. The Toyota Highlander was named the top mid-size SUV, while the Toyota Prius hybrid was called the top "green" vehicle. The "environmental" impact is an important factor to consumers who prefer the opportunity to drive a vehicle that causes less damage to the environment. The current, poor state of the economy is also an important consideration for consumers, who prefer to find ways to save money and spend less with the vehicle purchases. A final concern for consumers is safety. This has become an increasingly important factor to consumers, and in 2010 when there were concerns that Toyota vehicles were partially unsafe, the brand underwent scrutiny.

The company handled the situation poorly when over eight million vehicles were recalled. Toyota failed to compile a proper response to the issue. The company tried to insist the floor mats were causing an issue, rather than looking deeper into the crisis, and taking the consumer complaints seriously. The public relations department had a delayed response to the complaints of the customers, and the CEO did not even begin to address the issue until a month

after the initial news of the crisis broke. Many important stakeholders were frustrated that the company seemed to be withholding information. In response to the crisis, the company slowly started to repair their image, and made safety an even bigger priority with their products. After a slight drop in sales in 2010, the company made a recovery, most especially due to customer loyalty. According to a Gallup poll following the crisis, many previous Toyota customers say they never "lost confidence" in the company, and still find their products to be reliable.

Toyota has received positive and encouraging press about the future of the company. The media has noted innovations made to the Toyota Highlander Hybrid that improve driving in various forms for consumers. Many press outlets have also projected an increase in sales for the company. Currently, the public opinion of Toyota is favorable and enthusiastic. Even in times of crisis, the company is able to rebuild its image through customer loyalty. Based on predictions with several media outlets, it looks like this public opinion will unlikely change.



### Toyota in the News

Over the course of the last year, Toyota has appeared across the media several times, many of which were the result of the company needing to recall large amounts of vehicles for malfunctioning issues. In realizing the media's tendency to report on these issues, Toyota's public relations campaign plans to address these recalls as they arise in the media, so as to address any concerns of future potential consumers. Here are some major examples of Toyota recalls previously in the news:

#### April 11, 2013

Reuters reported that four Japanese automakers including Toyota Motor Corporation, Nissan Motor Co Ltd and Honda Motor Co Ltd are recalling a total of about 3.4 million vehicles worldwide as a result of an airbag problem. Japanese auto parts maker Takata Corp supplied the airbags related to the recalls. Toyota is recalling about 1.73 million vehicles globally, including 580,000 vehicles in North America and 490,000 vehicles in Europe because some passenger-side airbags may not inflate when deployed. No injuries or deaths have yet been reported.

#### January 13, 2013

Reuters reported that Toyota Motor Corporation will recall 1.1 million vehicles globally for defects, including 752,000 Corolla and Corolla Matrix vehicles in the United States to fix airbags that could

be deployed inadvertently. The airbag problems caused minor injuries such as abrasions in 18 cases, Toyota spokesman Naoto Fuse said. Two accidents have been reported by customers outside Japan, although Toyota has not been able to confirm them, he said. Toyota will add an electrical signal filter to the airbag control module to the recalled vehicles. The spokesman declined to disclose the costs involved. Separately, Toyota will also recall 385,000 Lexus IS and its series, including 270,000 Lexus IS vehicles in the United States over wiper problems, Fuse said. The wiper arm nut of the front wiper in these vehicles may not be tight enough and the wiper may not work under certain weather occasions, including in snow.

#### November 14, 2012

Reuters reported that Toyota Motor Corporation will recall about 2.77 million vehicles worldwide, including the Prius hybrid, due to problems with the steering mechanism and the hybrid system water pump. Toyota recalled 13 models sold in Japan between August 2000 and January 2012. Some 1.5 million of the recalls were of vehicles sold in Japan.



### Public Relations Strategy

The main attention of the Toyota public relations campaign is to reinforce the core message and brand of the Toyota Highlander Hybrid, which for this campaign, is Adventure from Within. The Toyota Highlander Hybrid brand embodies adventure, which explorer consumers can identify with and adapt into their lifestyles. Toyota will help consumers find adventure with their Toyota purchase, by offering programs and events that incorporate adventures in them. In the process of potential and current consumers increasing involvement with these public relations tactics, they will begin to realize their ability to pursue an adventure with Toyota.

Over the course of these events and programs, Toyota will collaborate with additional national organizations to help encourage the adventurous, active lifestyle. The public relations campaigns also plan to use sources of traditional and non-traditional media to spread the Adventure from Within message to consumers. Through creating these relationships with organizations and the media, Toyota will reach a diverse group of consumers in their attempt to spread their core message: Adventure from Within.



### Public Relations Tactics

To reach a wide, varied audience with our core message, the PR campaign must consistently respond to the public, and keep them informed. Through traditional media such as television and radio advertising, and non-traditional media including press releases, online and social media as well as contests and events, the PR campaign will keep the public informed with the most up-to-date information.

Although the PR campaign will reach a wide, national scope, the promotional events will take place in five specific cities to attract the attention in the South and West regions where the Adventure from Within campaign will increase sales the most. Promotional events for Toyota will take place in San Francisco and Los Angeles, CA, Seattle, WA, Denver, CO, and Salt Lake City, UT. By focusing events in these cities, Toyota will distribute numerous promotions materials, and increase word-of-mouth marketing within high profile areas of the campaign's target regions.

### Reputation Management

#### Add Toyota on Facebook

The Adventure from Within campaign will work to maintain a solid, positive reputation via Facebook. The primary target of this campaign often engages on social media, and interaction between the Toyota Highlander Hybrid Facebook page and consumers will allow for constant communication.

On this Facebook page, constant updates about the Toyota Highlander Hybrid in the media will be shared with consumers. Additionally, given the issue of safety and its importance to consumers, any announcements regarding recalls will also be posted on this page, as well as any other notices from the Toyota Motor Corporation.

Consumers are also encouraged to share pictures, stories, and comments about their adventure with their vehicle. From January 2014-April 2014, for those that help to spread the brand online, they will receive a 2014 Toyota Highlander Hybrid water bottle for future adventures, and to help continue spreading the brand and campaign's core message.

If potential or current consumers should have a question, they can also post their question on the wall of the page, and Toyota will guarantee a response within 24 hours. If those who like the page feel comfortable in sharing a mailing address, they will also receive a decal for their vehicle. In the process of keeping this Facebook page, the 2014 Toyo-

ta Highlander Hybrid will maintain a longstanding, positive reputation with consumers.



### Publicity Programs

The addition of these programs to the public relations campaign allow Toyota to work on other projects and with other organizations that may be of interest to consumers. By reaching out to the interest of our consumers, this could lead to an increase of the likelihood of them purchasing the 2014 Toyota Highlander Hybrid.

#### Mission Marketing - Toyota Trails

As part of the campaign's mission to encourage consumers to pursue their own adventures, The Toyota Highlander Hybrid will provide opportunities for adventure in state parks. Toyota Motor Corporation has announced plans for a new program titled



## Public Relations Plan

“Toyota Trails.” Through this program, Toyota will work with state parks across the country, specifically in San Francisco, Los Angeles, Seattle, Denver, and Salt Lake City to help maintain trails for visitors.

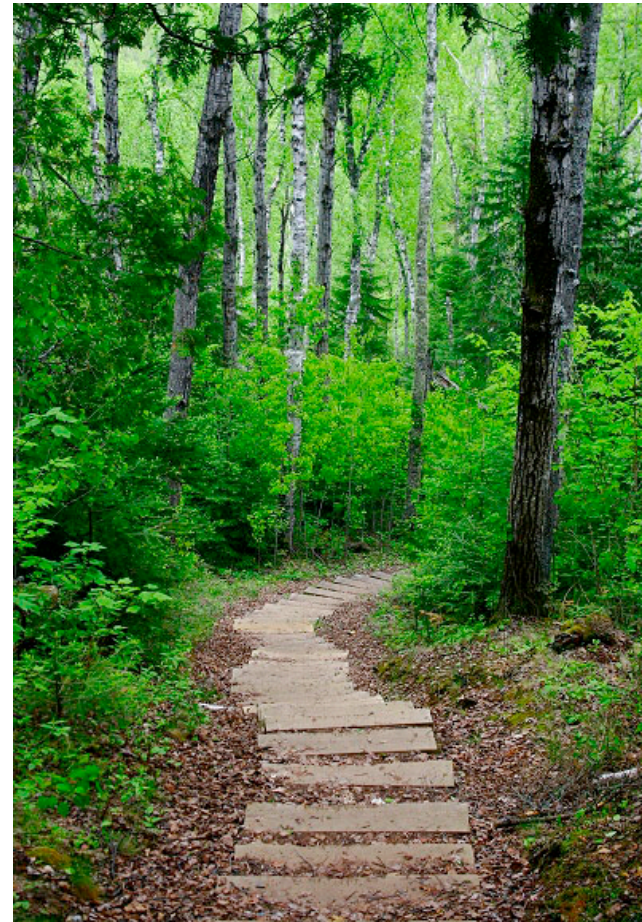
The program will be formally announced via a press release, and the campaign will attempt to directly inform the program through social media including Facebook and Twitter. Flyers/posters will also be created in order to inform consumers of this mission by the Toyota Motor Corporation to create an environment that allows for the adventurous lifestyle. The posters will be placed not only at Toyota dealerships in the South and West regions, but at state parks to draw awareness to Toyota’s efforts.

Toyota also has plans to take “Toyota Trails” beyond the state parks to a national level, and help to contribute towards trail maintenance with parks across the country such as Yellowstone National Park. Similar to the state parks, Toyota plans to maintain the area’s exciting, adventurous opportunities with trail upkeep.

In addition to keeping trails maintained, Toyota will provide signs for the parks in order to provide better direction for hikers and bikers using the trails. Visitors to the parks can experience safe adventure with Toyota by responsibly following the signs for guidance.

By working with the state and national parks,

Toyota Motor Corporation will establish a relationship that will provide benefits for all those involved. Allowing Toyota to sponsor trail maintenance, allows them to have the opportunity to reach the adventurous women/couple in their primary/secondary market. Since the trails will remain in good conditions, the parks will likely see an increase in visitors looking for a well-kept, adventurous location to bike or hike.



### Cause Marketing - Let's Move! with Toyota

To further spread the Adventure from Within core message of the Toyota Highlander Hybrid, Toyota is deciding to collaborate with another organization looking to promote active lifestyles, specifically among children: First Lady Michelle Obama's, "Let's Move" campaign. In what Mrs. Obama is calling "America's Move to Raise a Healthier Generation of Kids," the campaign focuses on numerous aspects of improving the lifestyle of children through different initiatives including healthier food in school, affordable food at home, and also an increase in physical activity.

With the Adventure from Within campaign,



Toyota plans to work with "Let's Move" to encourage children to pursue a more active, adventurous lifestyle. This collaboration between the Toyota Motor Corporation and "Let's Move!" will be formally announced by a press release and on respective website for both organizations. Similar to Toyota-trails, the campaign will have an opportunity to market itself on the playgrounds, and these spaces will be able to create a more active environment.

To support the effort of "Let's Move!," to increase physical activity among families, schools, and communities, the campaign hopes to contribute to the maintenance of playgrounds at schools in the South and West regions, particularly near the five target cities. By providing for a more sound and safe playground, children can live a more active lifestyle during recess, after school, or when families make a trip to the park.

Toyota anticipates the collaboration between "Let's Move!" and the campaign will encourage the young couple to consider the vehicle for adventure in the future. The Toyota Highlander Hybrid can encourage not only an active lifestyle at the park, but on the road as well. Part of the collaboration between these two organizations will also include festivals in select cities as promotional events for the campaign.



### Promotional Events

The coordination of these events is important in trying to directly interact with the consumers, in the main target cities. These events allow face-to-face interaction between Toyota dealers and potential consumers. The events help to encourage the core message of the campaign, Adventure from Within and how to explore that brand with the 2014 Toyota Highlander Hybrid.

#### Let's Move! with Toyota Festivals

To kick off the collaboration between "Let's Move" and the Toyota Highlander Hybrid campaign each of the five targeted cities will host a "Let's Move! with Toyota Festival," in which consumers can come together for some adventurous fun.

The festival will not only kick-off the collaboration, but at dealerships in each of the five targeted cities, a rock climbing wall in the shape of the seat in a Toyota Highlander Hybrid will be permanently placed inside the dealership. While adults can explore the exciting capabilities of the Toyota Highlander Hybrid, children can have an adventure of their own with the rock climbing walls, which will be supervised by rock wall attendants.

These festivals drive the message of Adventure from Within to potential consumers by encouraging them to visit the dealership where they can receive more information about the 2014 Toyota

Highlander Hybrid. The festivals will take place over the course of June and July 2014 so that additional adventure activities can be coordinated with "Let's Move!" outside.

During the festival at the Los Angeles, CA festival on July 7, 2014, the event will be attended by First Lady Michelle Obama in support of "Let's Move!" and Adventure from Within campaign collaboration, and the effort by both organizations to improve active, adventurous lifestyles among families and communities. The attendance of Mrs. Obama as a spokesperson for the collaboration will attract many potential consumers, encourage media attention on the event, and help to reinforce the adventure message of the Toyota Highlander Hybrid campaign.



### Stop, Slow Down, Go Toyota Flash Mobs



For the campaign's primary target, Vi, she will enjoy the element of surprise. During the initial release of the 2014 Toyota Highlander Hybrid, the public relations plan aims to attract attention to the new product with something eye-catching, exciting, and for the five target cities of the campaign.

On the first day of the product's availability, at a select location in each of the five target cities, a stoplight will be placed. Five minutes before noon (or 1:00 p.m. depending on the time difference), there will be a countdown, and the red light will begin flashing. At the one minute mark, the yellow light will begin to flash. When the clock reaches zero, where there would normally be a green light, a Toyota blue-glowing logo will light up and set off the "Stop, Slow Down, Go Toyota Flash Mobs."

These flash mobs involve a couple hundred local citizens arriving dancing to Matt and Kim's "Let's Go," an appropriate adventure song for this campaign. Some of the dancers will arrive in the 2014 Toyota Highlander Hybrid, to promote the

product, and organize informational tables with email sign-up sheets and brochures about the Toyota Highlander Hybrid.

Not only will the "Stop, Slow Down, Go: Toyota Flash Mobs" directly reach those immediately at the event, but pending anyone who tweets the event, or posts pictures of the flash mob on Facebook, the promotion event would have a social media presence. Additionally, filmed footage of the event posted on YouTube and other websites will increase the buzz around the Toyota Highlander Hybrid.



### Toyota Dealership Encouragement

From November 2013 to November 2014, the first year of the release of the 2014 Toyota Highlander Hybrid, Toyota Motor Corporation will host a competition among all dealerships across the United States to see which one can sell the most 2014 Toyota Highlander Hybrids.

The top salesman from each of the five sales region will earn an all-expenses paid trip for four to any destination featured in the Amazing Race. The top salesman for each state will also earn a year-long pass to their state parks. The top salesman at each dealer will receive a "Let's Move!" supply package.

By hosting this contest, employees at Toyota dealerships will be motivated to promote the Toyota Highlander Hybrid more than they have in the past. This added the enthusiasm of trying push technique will complement the pull ads to reach the sales goal for the first years.

Additionally, through this contest, and the resulting awards, the two publicity programs of the 2014 Toyota Highlander Hybrid campaign will come together at all the dealerships. In order to improve their sales, dealerships will heavily promote the publicity programs and events, all of which will encourage consumers to consider the Toyota Highlander Hybrid as their future vehicle.



### Media Relations Strategy

Although engaging public relations for the campaign through publicity programs and promotional events is crucial for success, the public relations plan will also involve forms of traditional and non-traditional media. This campaign will specifically employ social media to spread the brand, as well as perform product placement on popular primetime television.

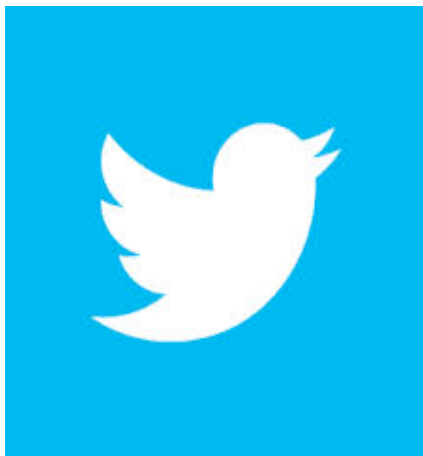
The public relations campaign will aim to communicate with the media fairly often through press releases and press conferences as a way of addressing any concerns and questions from potential consumers and keeping the public informed with updates regarding the 2014 Toyota Highlander Hybrid.

### “Tread Lightly” on Twitter

During May 2014, the Adventure from Within campaign will host a contest for all Toyota Highlander Hybrid consumers encouraging them to use social media to spread not only the product, but the campaign’s slogan, Tread Lightly.

For one month, consumers will be encouraged to tweet pictures of themselves using the 2014 Toyota Highlander Hybrid while on an adventure, using the hashtag “#treadlightly.” This contest will last one month, and at the end of every week, three twitter handles (12 for the month) will be chosen to receive a yearlong pass to any state or national park of their choice.

With this contest, not only are consumers encouraged to engage with the message of the campaign, but will also help the campaign receive social media attention. The contest will also help encourage the word-of-mouth effect on spreading the contest, and therefore, the product.



### Toyota’s Amazing Race

One important media interaction for the Adventure from Within campaign is a collaboration with popular CBS reality show, “The Amazing Race.” On this show, contestants are pursuing their own adventure on every episode. Toyota Motor Corporation plans to fully integrate the 2014 Toyota Highlander Hybrid into all episodes of the 23rd season, which runs from February to May 2014.

First, the winner of the show will also win a free 2014 Toyota Highlander Hybrid, and the show will end with that contestant driving away in their newly won vehicle. Second, throughout the season at the beginning of each episode when contestants arrive at a new location, they will arrive in a Toyota Highlander Hybrid as part of the campaign’s attempt to have product placement on the show.

In addition to product placement of the vehicle on the show, the Adventure from Within campaign will interact with viewers of the show, who will also have the opportunity to win a free 2014 Toyota Highlander Hybrid. The vehicle will be hidden somewhere around the globe, and during each episode of the season, past Amazing Race contestants will offer hints to viewers as to where it is hidden. When viewers believe they know the location of the vehicle, they can tweet their answer to Toyota’s twitter

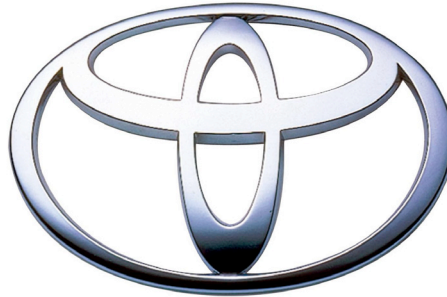


feed with the hash-tag “#WhereIsTheHighlanderHybrid.” Out of those that give the correct answer, a random response will be selected the winner.

Through this collaboration with “The Amazing Race,” the Toyota is not only able to engage with a popular nighttime reality show and use product placement, but also create an exciting game for viewers and consumers. The excitement of the contest will drive viewers/consumers to the Toyota website where all the clues will be aggregated. The contest will also be announced formally through a press release, as well as during the first episode of the show’s 23rd season.

This form of public relations not only involves traditional media, but social media and buzz marketing. Over the course of playing the game, interest will increase about the brand, and will lead to an influx of visits to the website which will lead to and increase in sales.





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FOR IMMEDIATE RELEASE

## TOYOTA ANNOUNCES PARTNERSHIP WITH CBS

*Toyota Motor Corporation plans to unite with CBS to promote the adventure brand on popular reality show, "The Amazing Race"*

LOS ANGELES, CA. (May 7, 2013) – Toyota Motor Corporation is pleased to announce a new collaboration between popular nighttime reality show "The Amazing Race," and the 2014 Toyota Highlander Hybrid *Adventure from Within* campaign. During its 23rd season, the Toyota will serve as a primary sponsor for the show to promote its adventurous brand image on one of television's most popular reality shows.

The most prominent feature of the company's sponsorship for the show will be the award of two 2014 Toyota Highlander Hybrid's. One for the winning contestant of the show, and the other for a viewer of the show by way of a contest.

For audiences of the show, at the beginning of the season the host will announce a hidden Toyota Highlander Hybrid in a remote, secret location in the world. Each week, the show, and its contestants, will reveal clues for viewers as to where the vehicle could be hidden. Fans will then have the ability to tweet their possible answer to "@HiddenHighlanderHybrid," and a winner will be selected out of a pool of correct answers.

- MORE -



## Press Releases

"We are anticipating not only an immediate, but exciting long-term relationship with "The Amazing Race" and CBS, and are also excited that fans of the show and vehicle consumers will both enjoy the adventure of the contest," Sona Iliffe-Moon, the Toyota Brand and Marketing Communications public relations manager, said.

Fans can engage with the contest on websites for both the Toyota Highlander Hybrid, as well as "The Amazing Race." Both organizations will be able to increase reputation among their consumers and should lead to an increase among sales for Toyota and viewership for "The Amazing Race."

Additionally, the Adventure from Within campaign will engage in product placement with the 2014 Toyota Highlander Hybrid within the show. At the outbreak of the season, contestants arrive in the vehicle, and it will also be used to bring them to future challenges on the show. Finally, the winner of the contest will drive away in their recently won Toyota Highlander Hybrid.

The aim of this collaboration is beneficial for both sides. The Toyota Motor Corporation hopes to demonstrate to potential consumers the possible adventures that can be experienced with the Toyota Highlander Hybrid by way of the contestants on "The Amazing Race." CBS executives are excited about the opportunities to arrive with the prosperous sponsorship.

"Teaming up with the Toyota Motor Corporation to engage audiences in an adventurous lifestyle will create an even more entertaining show, an opportunity we could never turn down," Leslie Moonves, President and Chief Executive Officer at CBS corporation, said.

The 23rd season of "The Amazing Race" will begin in February 2014, and will last until approximately May 2014. For more information visit the website for either organization.

# # #

For more information about this collaboration or the Toyota Highlander Hybrid, please visit our website or contact Public Relations coordinator Bess Donoghue.



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FOR IMMEDIATE RELEASE

## TOYOTA ANNOUNCES COLLABORATION WITH "LET'S MOVE!"

*New partnership between Toyota Motor Corporation and Michelle Obama's "Let's Move" campaign helps to encourage adventurous, healthy lifestyle*

LOS ANGELES, CA. (May 7, 2013) – Toyota Motor Corporation is pleased to announce the beginning of a new relationship with First Lady Michelle Obama's personal campaign, "Let's Move!" The Adventure from Within campaign seeks to support Mrs. Obama's efforts to improve the health of America's younger generations through many initiatives, including an increase in physical activity.

Together, the 2014 Toyota Highlander Hybrid and "Let's Move," hope to improve the active, adventurous lifestyle of children. To kick-off the collaboration, select cities in the West and South regions of the United States will host festivals with outdoor, adventurous activities. One activity includes a rock climbing wall in the shape of a seat in the Toyota Highlander Hybrid. The rock climbing walls will be available for the 2014 summer season at select Toyota dealerships.

"This collaboration is an excellent way to encourage adventure among families and communities, and the rock climbing wall should certainly be entertaining," Jaymie Robinson, a correspondent from Toyota Brand and Marketing Communications, said.

– MORE –

## Press Releases

At the “Let’s Move! with Toyota” festival in Los Angeles, currently scheduled for July 7, 2014, the location is yet to be determined, Mrs. Obama will make an appearance to share her excitement for the coordination of both organizations and their efforts for healthier, future generations.

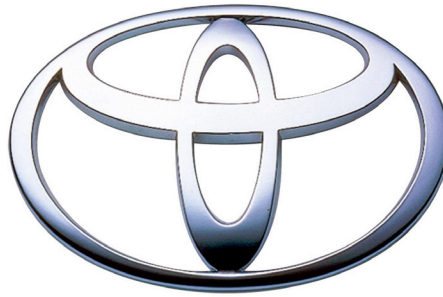
“I am very excited to see this collaboration between “Let’s Move!” and the Toyota Motor Cooperation become a reality,” Mrs. Obama said. “I truly believe it will make an important and positive difference for the future health of citizens in this country,”

In addition to the festivals, both organizations will work to bring better playground equipment to schools and communities across the countries. Toyota hopes these additions will encourage student to be more active during school recesses, and families to be more active at their community playgrounds.

Further information about this collaboration is available on the websites for both organizations. The festivals will occur in San Francisco, Los Angeles, Seattle, Denver, and Salt Lake City over the course of June 2014 and July 2014. Additionally specific information about dates and location will be announced shortly.

# # #

For more information about this collaboration or the Toyota Highlander Hybrid, please visit our website or contact Public Relations coordinator Bess Donoghue.



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FOR IMMEDIATE RELEASE

## TOYOTA ANNOUNCES TRAIL MAINTENANCE PROGRAM

*Toyota Motor Corporation begins new program "Toyota Trails" in an attempt to better maintain state park trails*

DENVER, CO. (May 7, 2013) – Toyota Motor Corporation is pleased to announce a new program in conjunction with the release of the 2014 Toyota Highlander Hybrid titled "Toyota Trails." With adventurous lifestyles serving as a core message in the Adventure from Within campaign, Toyota hopes to improve the possibility of adventures for consumers.

"Toyota Trails," will focus on providing maintenance and upkeep for trails in state and national parks across the United States. By keeping the trails clear of bushes, clearing away any potential hazards, and ensuring safety for bikers and hikers, Toyota will encourage consumers to participate in the potential of an active, adventurous lifestyle.

"Toyota is excited for any attempt to improve the environment, and we hope through this process consumers can begin to identify with the active lifestyle possibility, and the adventure that comes with vehicles such as the 2014 Toyota Highlander Hybrid," Cindy Knight, correspondent for environmental, safety and quality communications said.

In addition to Toyota's excitement for the program, state and national parks are enthusiastic for the program and the incentives it will provide for the parks. Not only will "Toyota Trails" increase visitor attendance to the parks, but the safety of every person is more guaranteed by having well-maintained trails.

– MORE –

## Press Releases

"We are so grateful to Toyota for their generosity to support parks, their mission, and we can't wait to embark upon this adventure with them," Rick Cables, Director of Colorado Parks and Wildlife said.

Consumers are encouraged to use social media to share their adventurous experiences by way of stories or pictures, and in return can receive a free "Toyota Trails" water bottle to use for their future adventures. Additional details can be found on the Toyota website.

The program will begin in March 2013 and will last approximately one year. Brochures about the 2014 Toyota Highlander Hybrid will be available at all parks, where the "Toyota Trails" program is active, for any consumers interested in any additional information regarding Toyota.

# # #

For more information about this collaboration or the Toyota Highlander Hybrid, please visit our website or contact Public Relations coordinator Bess Donoghue.



## Media Contact List

### Newspapers

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**San Francisco Chronicle**  
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**Los Angeles Times**  
202 W 1st St  
Los Angeles, CA  
(213) 237-5000

**Los Angeles Sentinel**  
3800 Crenshaw Blvd  
Los Angeles, CA  
(323) 299-3800

**The Seattle Times Company**  
1000 Denny Way  
Seattle, WA  
(206) 464-2111

**The Salt Lake Tribune**  
90 S 400 W  
Salt Lake City, UT  
(801) 257-8742

**The Denver Post**  
101 W Colfax Ave  
Denver, CO  
(303) 954-1010

### Radio Stations

**92.7 Rev**  
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(415) 543-7500

**96.5 KOIT Radio**  
201 3rd Street, Suite 1200  
San Francisco, CA 94103  
(415) 777-0965

**Wild 94.9**  
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San Francisco, CA 94107  
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**97.1 Amp Radio**  
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**95.7 The Party**  
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**KABC ABC**  
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**KTLA**  
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**KING 5**  
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### FOX 13

5020 Amelia Earhart Drive  
Salt Lake City, UT 84116  
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### CBS 4 Denver

1044 Lincoln St  
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### KUSA TV

500 E Speer Blvd  
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