



2011 Toyota Highlander Hybrid



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situation analysis

by Kayla Stone





Toyota

Company History

Toyota Motor Co. was founded in Japan by Kiichiro Toyoda in 1937. The company began U.S. operations in 1957 with the Toyopet Crown, though it was highly unsuccessful. Toyota next launched the Corolla into the U.S. market and by 1970 the company was the world's fourth largest automaker. Focused on new technology, research, and design, Toyota developed the 1997 Prius, the first mass-produced hybrid car.¹

Now the company produces cars in two automotive categories: conventional engine and hybrid vehicles. The company is engaged in the design, manufacture, assembly and sale of passenger cars, minivans and trucks, as well as related parts and accessories. Toyota is also the parent to two marquee divisions, the Scion and Lexus brands. Toyota and its affiliates produce automobiles and related components for more than 50 manufacturing companies in 26 countries and regions.³⁰

Currently Toyota is the world's largest automotive manufacturer, producing more than 6.8 million vehicles in 2010. In 2009, the company posted revenues of \$250,295.7 million. This was a 21.8% decrease from the previous year, which is attributed to the global economic crisis as well as that year's accelerator recall incident.²

The 2009 Recall

Toyota has been fighting an uphill battle for its brand image since 2009 after the recall of approximately 12 million vehicles worldwide.³³ Specific problems that led to the recall include:

- Defective pedals created by CTS, a Toyota plant supplier
- 2010 Prius anti-lock braking inconsistency

The main problem that Toyota faced was criticism for how management communicated to customers about the problem. Upper management is trying to make the North American branch more self-reliant to address future customer needs at a faster pace.

Recent Awards

Despite the incident, the brand has recently received the following awards:

- In 2009, Toyota won 10 of the JD Power initial quality awards for best vehicle in a segment, more than any other automaker.
- The Toyota Motor Corporation assembly plant in Higashi-Fuji, Japan received the Platinum Plant Quality Award for producing vehicles yielding the fewest defects and malfunctions.
- Consumer reports demonstrate that in 2009, the three top most reliable brands were all under the Toyota umbrella (Toyota, Scion, and Lexus).³⁴



The Brand

Logo

The name “Toyota” is associated with wealth and good fortune in the Japanese language. The brand’s true definition came about in 1989 in efforts to distinguish itself from the company’s new luxury brand, Lexus.



The logo, made up of three ovals coming together to form a “T,” was created in 1989. The two overlapping perpendicular ovals demonstrate mutual trust between the customers and the company, while the larger oval represents Toyota’s global expansion and unlimited future potential.

The idea of relationship and trust expands to Toyota’s managerial and production philosophies. Toyota summarized its values in 2001, calling it “The Toyota Way.” The Toyota Way³¹ includes five management principles:

1. Solving root problems to foster learning
2. Transparency in problem identification
3. Teambuilding and mentoring
4. Thoughtful decision-making with rapid implementation
5. Emphasis on quality and continual improvement

Environmental Commitment

According to its website, Toyota works alongside its partners for a future that surpasses industry standards to create an “economically vibrant, mobile society in harmony with the environment.” Based on the Toyota Way, their environmental commitment is a way of life that is integrated in all company operations. With a sustainable mobility strategy, Toyota develops and manages vehicles through the full life cycle of all products.

In 1995, Toyota developed its first Toyota Hybrid System, and in 2000 the Prius was introduced to the U.S. Toyota now has seven hybrid models on the market, three under the Toyota brand (Camry, Highlander, and Prius) and four under Lexus (LS, HS, GS, and RX).



Hybrid Synergy Drive® is a core technology that will be used in all future power trains to improve fuel efficiency and reduce emissions while still delivering excellent driving performance. Toyota aims to have a hybrid version of all vehicle models by 2020.



Industry Profile

Light Trucks and SUVs

The entire auto industry has suffered in recent years and SUV sales have dropped significantly since their popularity in the early 2000s. Between 2003 and 2008, retail sales of light pick-up trucks and SUVs averaged a 6.6% yearly decline.⁴ Attributing factors are the suffering economy, high gasoline prices and consumer concerns about safety.

Market share concentration is high, and thus, so is competition. The key players (and their share in the U.S. market) are: General Motors (19%), Ford (16.7%), Toyota (15.2%), Honda (10.6%), and Chrysler (9.5%).⁵ Consumer confidence dropped as GMC and Chrysler accepted bailout money from the U.S. government. Toyota suffered just as much from its recall fiasco.

Trying to improve sales, auto manufacturers have focused primarily on fuel efficiency and content develop, such as increased safety and convenience features. Staying on top of new trends and technology is a must. Many recent prototypes have been introduced with decreased environmental impacts due to social perceptions and government regulations. As the economy rebounds, auto manufacturers are looking at the bright side. Light truck and SUV sales are expected to rise at a slow but steady rate of 3.3% until 2013.⁴

Hybrid-Electric Vehicles

Hybrid-electric vehicles (HEVs) have been growing in popularity in the U.S. market due to high fuel prices, environmental regulations, and technology improvements. HEV sales increased 45% from 2003 to 2008, a staggering percentage when one remembers that total light vehicle sales decreased during that same period.⁶

In 2008, the top three suppliers of HEVs to the U.S. were Toyota, Honda, and Ford, in volume terms holding an impressive 94% of the HEV market. Toyota's advanced hybrid technology has dominated the market, with the Prius holding 61% of sales and the Highlander Hybrid leading the hybrid SUV market with 31% of the demand.

As societal and governmental pressures push auto manufacturers to increase fuel efficiency, development has turned primarily to hybrid and crossover utility vehicles.⁷ Still, analysts are noting that these vehicles have yet to create a new demand, but rather are satisfying current needs. Hybrid-electric SUV sales are expected to increase annually until at least 2013. Yet, the general consumer trend has been moving away from SUVs to smaller cars. ⁶ By 2013, total HEV sales are expected to hold 9% of the automotive market, quite a jump from the current 2.4%. Competition will only increase as more and more automotive manufacturers release new models.



Consumers

Demographics

According to Simmons data⁹, 29% of all people who most recently purchased a foreign mid-size SUV (and 21% for domestic) in 2009 were between the ages of 35-44. A majority are married and over 50% of both foreign and about 89% have between 2-5 family members in the household. While parents are making the purchases, children are primary influencers.

Of people whose most recent purchase was a foreign mid-size SUV, 69% have household incomes of \$50,000 or more and 46% have household incomes of \$100,000. 24% have a BA/BS and 21% have a graduate degree; most are “professionals,” with occupations in finance, real estate, and educational services. More recent foreign mid-size SUV purchasers are conservative than liberal.

Data index numbers show that most live in urban and suburban areas, with the top cities being Chicago, Los Angeles, San Francisco, Dallas, Houston, and Atlanta. About 1/3 of people use their SUV to commute to work.

Contrary to popular perceptions, hybrid car purchasers tend to be older than the average car buyer. A 2007 review of auto industry marketing showed that only 2% of hybrid owners are 24 or younger; while 29% are between 45 and 54, and 33% are 55 and older. Hybrid vehicle drivers also tend to have much higher incomes and levels of education than other car owners.³⁵

Psychographics

66% of people whose most recent vehicle purchase was a domestic or foreign midsize SUV think their car should have many safety features.⁹ Yet, less than 30% say they are impressed by many options on a car.

About 69% believe it is important for a car to work for the whole family. Surprisingly, only an average of 22% say they keep up on the latest advances in automobile technology. 64% think it's worth paying extra for quality goods. Yet, only 43% said they would pay more for environmentally friendly products.

80% think it's important for a company to act ethically, yet only a surprising 50% make a conscious effort to recycle and less than half are worried about the pollution caused by cars. Midsize SUV purchasers are not overly loyal to brands. In fact, while family is clearly a factor when it comes to choosing a type of vehicle, only about 20% say that kids have an impact on the brand they choose. These buyers tend to be above the national average for having jogged or ran in the past 12 months as well as for gardening.

Hybrid owners are generally huge advocates of their cars, taking pride and satisfaction in their purchase decision. They tend to be imaginative and emotionally sensitive, and are up to date on current events. They are also twice as likely to ski and practice yoga than the average American, showing trends for more active lifestyles overall.³⁵



Media Analysis

Toyota's Media

In 2009, Toyota ranked 2nd in media expenditures among top automakers, spending \$1.0283 billion, which was bolstered by a 4th quarter advertising blitz to capitalize on the Cash for Clunkers program.²³

Prior to the recall, Toyota launched a campaign catered to an older, more educated demographic. Print ads ran in publications like The Wall Street Journal and The New Yorker. The commercial ran on Newshour with Jim Lehrer, PBS, and Meet the Press. Online ads were on websites like the Huffington Post and The New York Times.²⁶

Toyota initially planned to scale back 2010 media spending, but introduced a trio of TV ads immediately following the recall.

In February, Toyota's USA president Jim Lentz appeared in "Digg Dialogue," a popular online interview series. The piece coincided with a large ad buy and a publicity tour.²⁷

Toyota has over 230,000 "likes" on Facebook and also has over 27,000 followers on Twitter, serving to promote certain Toyota-sponsored events, as well as personal tools for customers.

Toyota sponsors the Houston Rockets' Toyota Center and Toyota Field in Chicago, and is the official car and truck of the Buffalo Bills.²⁹

Consumer Media

Toyota owners are less likely to use television as their main source of entertainment, and are more likely to mute or change channels during commercial breaks. They also are heavy users of the radio, and value local newspapers for their ability to cover local news. Toyota drivers tend to gravitate toward adult alternative radio, as well as sports and classic rock stations.

Popular television shows include Seinfeld, Desperate Housewives and Lost. Toyota consumers are not frequent magazine readers, but some of the more popular titles are Newsweek, Sports Illustrated, and Time.

Hybrid owners read an above-average amount of magazines and often listen to the radio. They don't watch a lot of television, but the TV they do watch is usually cable. They also are an informed group, relying on the Internet, magazines, and local newspapers to obtain information.

They commonly listen to adult alternative and news/talk radio and tend to shy away from classic rock stations and Top 40. In addition to prime time shows, The Wall Street Journal Report and 60 Minutes also receive a fair amount of attention.



Creative Analysis

Overview

Currently held by global advertising agency Saatchi & Saatchi, the Toyota Highlander's main themes revolve around being family oriented for its spacious design, tough, perfect for traveling, very safe, and eco-friendly. The slogan 'Moving forward,' implies novelty, advancement and high technology.

Television

TV commercials vary in strategy but tend to focus on similar themes. The 2003 commercial shows how the Highlander can adapt to different situations, which targets families and newly-wed couples. In 2007, Toyota performed a humorous approach with the "Gotta go" commercial, focusing on users rather than car features. The next year, Toyota used another 'emotional' approach by telling the story of Highlander owners and their lives.

Print

Print ads from past campaigns show the Highlander as a tough, spacious car, ideal for adventure and adaptable to any situation or mood. The 2001 campaign used crude, tan-colored ads with exotic font to illustrate adventure. The 2008 campaign used less words and more symbolism, with three ads featuring objects highlighting specific vehicle features.

Internet

'Every Toyota has a story' became a new approach to social media where owners share their own stories about their Toyota vehicle experience. In the end, the best stories made it to the Toyota's Youtube channel and possibly into a TV commercial. Toyota also actively uses its Twitter page to stay in touch with consumers.

Competitors

Ford Escape

Ford Escape's creative campaign mainly focuses on the places the car can take owners and the concept emerges from the vehicle's name: escape. Ads typically show an open empty road with a mountainous or exotic background from the driver's perspective, inviting the audience to escape to beautiful scenery.

Honda Pilot

Honda uses a humorous approach to emphasize the Pilot's fuel efficiency, its spacious design and its safety. The targeted audience appears to be fun-loving, adventurous, and concerned with the environment.

Chevy Traverse

Chevrolet uses comparative advertising when promoting the Traverse, comparing its superior qualities to other competitors. Print ads are text-heavy and highly product focused.



Promotions

Environmental Partnerships



In 2008, Toyota teamed up with the National Audubon Society to launch a program fostering environmental leadership. Toyota promised to grant the program \$20 million which will fund the program for a five-year period.



World Wildlife Fund: Toyota has worked with the WWF for six years, donating over \$1.75 million toward an outreach campaign, a hybrid renewable energy system and an oil recycling program on the Galapagos Islands.

Other environmental partnerships:

- Toyota gave \$1.48 million to the 4-H2O Program, a 4-H program that encourages kids to volunteer for water conservation projects.
- Toyota gave \$5 million and 23 Toyota vehicles to five U.S. National Parks in 2008.
- Toyota has served as the national sponsor or National Public Lands Day for 11 years.

Educational Partnerships

Toyota Family Literacy Program: Since 1991, Toyota has given over \$35 million to this program promoting literacy for Hispanic children and their families.

A World In Motion: Since 1991, Toyota has given over \$3 million to this program that gives students in grades 4-10 the chance to learn about engineering by working one-on-one with volunteer engineers and scientists.

Other Promotions

March 2010 Sales Event: On March 2, Toyota announced its most “far-reaching sales program in its history” which included a national sales event that ran through April 5. The program included low lease rates on select vehicles including the 2010 Highlander, a free maintenance program, and 0% APR financing for up to 60 months. As of March 4, sales increased by nearly 40 percent. The day after the sales event was announced, customers purchasing intent rose from 13 to 18 percent (the highest it had been in 14 months).

Lexus Prize: In April, Toyota brought 50 innovators to the Lexus Eco Village to present their ideas for how to reduce carbon emissions. The winner of the contest won a year-long lease on a Lexus HS 250h.



Public Opinion

Stakeholders

Toyota: A prominent automobile maker in the American auto industry currently recovering from “uncontrollable acceleration” crisis.

Shareholders/Investors: Investors filed suits after the crisis, saying that they were misled by Toyota executives. Toyota stock is still struggling as of August 2010.¹¹

Suppliers: In 2009, Toyota bought \$25 billion worth of supplies from American suppliers.¹² Toyota has not yet followed the long-term supplier relationship industry trend.¹³

Employees: There are over 36,000 Toyota employees in the U.S. Toyota is cognizant of rising insurance premiums and trying to compensate to the best of their abilities.

Dealers: North American dealers are estimated to have 17% excess capacity in 2005 due to fierce price competition from other manufacturers. There are almost 1,500 dealerships in North America, 1,200 being from the United States.¹³

Government: During the 2008 auto industry bailout Toyota dealerships didn’t ask for any money, unlike GMC and Chrysler.

Consumers/Audience: Toyota has a reputation of having loyal customers who love their cars. After the accelerator recalls occurred, consumer opinion was damaged but not destroyed.¹⁴

Issues

Safety

- In a February survey, 60% of people said they think it is safe to ride in a Toyota vehicle even after the recall.¹⁷
- 53% of people say they would still consider buying a Toyota. 17% would have considered Toyota before the recalls but no longer would.
- Summary: Though the 2009 injured Toyota’s image at the time, a majority of consumers have regained their confidence in the brand.

Gas Prices

- 78% of people say they are worried about the increasing price of gas.¹⁹
- 33% say higher gas prices have made them more likely to consider a hybrid car.
- Summary: Higher gas prices are leading consumers to consider vehicle options that may lower their fuel consumption, with hybrids becoming a more seriously considered option.

Environment

- 55% of people would seriously consider buying an SUV or car that is a gas-electric hybrid.²⁰
- When asked what issues are most important to them, 37% say economic growth is their biggest concern. 28% say global warming is important and 16% say air pollution and energy security is most important to them.¹⁷
- Summary: Many people care about environmental issues, but economic concerns tend to take precedence in their minds.



The Product

The 2011 Highlander Hybrid



MSRP: \$37,290

MPG: 28 Hwy/28 City

Passengers: 7

Engine: V6 4-cylinder gas-electric

Toyota launched the Highlander in 2001 for buyers desiring the image and versatility of SUVs but with a car-like ride and handling. It has been a highly successful midsize SUV and in 2006 Toyota released the Highlander Hybrid, combining its successful Hybrid Synergy Drive® from the Prius with the SUV model. It has remained at the forefront of the hybrid SUV market, though it is a concept that has failed to catch on with as many consumers as the company had hoped.

Features

The 2011 Highlander Hybrid teams a gas V-6 with an electric engine. No plug-in is required, as the engine self-charges on its battery pack. It offers Toyota's Hybrid Synergy Drive® which includes an energy monitor on the instrumentation panel, an EV mode which eliminates use of the gas-engine for short distances, and an ECON mode with modified engine throttle response. The Highlander Hybrid comes with four-wheel drive and offers 28 city and highway miles per gallon.

The Highlander Hybrid comes with Toyota's Star Safety System™, a combination of advanced safety features including enhanced vehicle stability control, traction control, anti-lock brake system, electronic brake-force distribution, and brake assist.

The vehicle has seating for up to seven and 95.4 cubic feet of cargo space. The second row seat splits 40/20/40, with a removable middle section. The third-row seat splits 50/50 and folds flat for extra storage.

The SUV comes standard with power windows, mirrors, and locks, height-adjustable driver's seat, tilt/telescope steering wheel, and cruise control. Depending on the model, standard and optional features also include a power lift gate, leather upholstery, heated seats, three-zone air conditioning, power moon roof, and a voice-activated navigation system with an 8-inch dashboard screen.³



The Competition

2011 Ford Escape Hybrid



MSRP: \$29, 865
MPG: 34 City/31 Hwy
Passengers: 5
Engine: 2.5L Gas-Elec.

The Escape hybrid has been around for five years and has consistently been a leader in this market with its excellent fuel economy.

2011 Honda Pilot



MSRP: \$28,045
MPG: 17 City/ 23 Hwy
Passengers: 8
Engine: 3.5L Gas

While not a hybrid, the Pilot offers competitive fuel efficiency at a lower retail price.

2011 GMC Acadia



MSRP: \$31, 840
MPG: 17 City/24 Hwy
Passengers: 8
Engine: 3.6L Gas

The Acadia has a smooth ride and ample cargo space, making it a popular choice for families.

2011 Chevrolet Traverse



MSRP: \$29, 224
MPG: 17 City/24 Hwy
Passengers: 8
Engine: 3.6L V6 Gas

The Traverse has been complimented for offering SUV qualities with a carlike ride.

	Pros	Cons
Toyota Highlander Hybrid	• Only 7-passenger hybrid SUV • Trusted hybrid technology • Popularity of Highlander SUV	• Steep price • Minimal cargo space • Low consumer confidence
Honda Pilot	• Powerful engine, big 3rd-row seat • Perfect crash test scores • Decent fuel efficiency for its size	• Favorable brand image • Poor interior and braking • Button-heavy center stack
Ford Escape Hybrid	• Most fuel-efficient SUV • Top marks in crash tests • U.S. company	• Less seating than Highlander • Steep price tag • Noisy under hard acceleration
GMC Acadia	• Massive cargo area • Spacious split-folding seats • Leader in U.S. auto industry	• Company economic struggles • Compromised visibility • Size impacts maneuverability
Chevrolet Traverse	• Same technical specs as Acadia • Easy to read interior gauges • Massive cargo area	• Subpar interior materials • Limited outward visibility • Unexciting



Primary Research

Consumer Insights

Slate administered a survey to gain vehicle purchaser and owner insight. There were 85 total respondents. Demographic characteristics and information regarding currently owned vehicles was collected. However, the most interesting responses were to questions related to automotive mental images. The most common answers are noted below. (Complete results provided in additional materials.)



What words or images do you associate with “SUV”?

Bad fuel economy/gas guzzler, big/large, sporty, unsafe, roomy/lots of storage, family friendly

How interested are you in purchasing or owning an SUV?

Very interested—18%
Somewhat interested—21%
Neither interested or uninterested—16%
Somewhat uninterested—10%
Not at all interested—35%

What words or images do you associate with “Toyota”?

Reliable/dependable, foreign, recall, quality, value

What words or images do you associate with “hybrid”?

Fuel efficient, environmentally friendly, expensive, small car, new technology

How interested are you in purchasing or owning a hybrid vehicle?

Very interested—22%
Somewhat interested—42%
Neither interested or uninterested—17%
Somewhat uninterested—9%
Not at all interested—10%

Note: an overwhelming majority of respondents said their ideal vehicle would hold 4-5 passengers.



Key Insights

STRENGTHS	WEAKNESSES
• Only 7-passenger hybrid SUV available • Dominate mpg for 7-8 passenger SUVs • Balance seating capacity with smaller vehicle build and aesthetic appeal • Brand synonymous with advanced research and design	• Consumers' contradictory associations between SUVs and hybrids • High cost barely offset by improved gas mileage • Limited consumer appeal for 7 passenger vehicle • Brand scarred by 2009 recall incident
OPPORTUNITIES	THREATS
• Capitalize on position as hybrid leader • Growing interest in hybrid vehicles • Focus on eco-conscious families that need more passenger space • SUV owners are primarily in high income ranges and willing to spend more on vehicle	• In some consumer minds, American auto manufacturers have advantage over foreign • Gas prices make smaller vehicles more appealing than SUVs • Gas-guzzler image growing negative in consumer minds • Density and fierce competition in SUV category

Issues and Implications

The automotive industry has suffered from economic downturns → Yet, hybrid vehicle sales increased, so Toyota should capitalize on growing interest in hybrid-electric technology.

The 2009 recall incident greatly tarnished Toyota's image in American minds → Because of time (and the BP oil incident) many consumers have moved on so the company should too.

Most purchasers are parents and most earn more than \$100,000 annually → Price is not as big of a concern for potential buyers but space should be emphasized.

No other 7-passenger hybrid SUVs are currently available but some rival offerings include both better gas mileage and prices → Toyota needs to distinguish itself from the rest of the market.

There is a disconnect between SUV and hybrid associations in consumer minds → To make sales, Toyota will need to get the concept to make sense to consumers and should focus advertising and promotional efforts on closing the



campaign strategy

by Lauren Spiegel





Target Audiences

Don and Wendy:

Primary target: affluent families with 2-4 children, parents aged 35-49

Don (42), and Wendy (38), are happily married with two children: Charlie (12) and Allison (9), with hopes of another baby along the way. After attending an ivy-league college and a prestigious graduate school, Don has a well-paying job at a major city finance company. Wendy, after receiving her college degree, was a teacher for a couple years but is now taking a hiatus to raise her children.

Wendy and Don are fortunate enough to be earning an annual income of over \$250,000, so they can afford to live in a suburban neighborhood outside a major city and send their children to private school. In Don and Wendy's spare time, they enjoy jogging together and spending time with their children by helping with homework during the week and having movie nights on weekends. Wendy is an active member of the Parent Teacher Association and spends a majority of her personal time planning events for her children's school, while Don enjoys watching both professional and collegiate sports, particularly football. Don and Wendy make a conscious effort to recycle and take green actions to set a good role model for their children. For this reason, they are also big donors to environmental organizations such as The Sierra Club.



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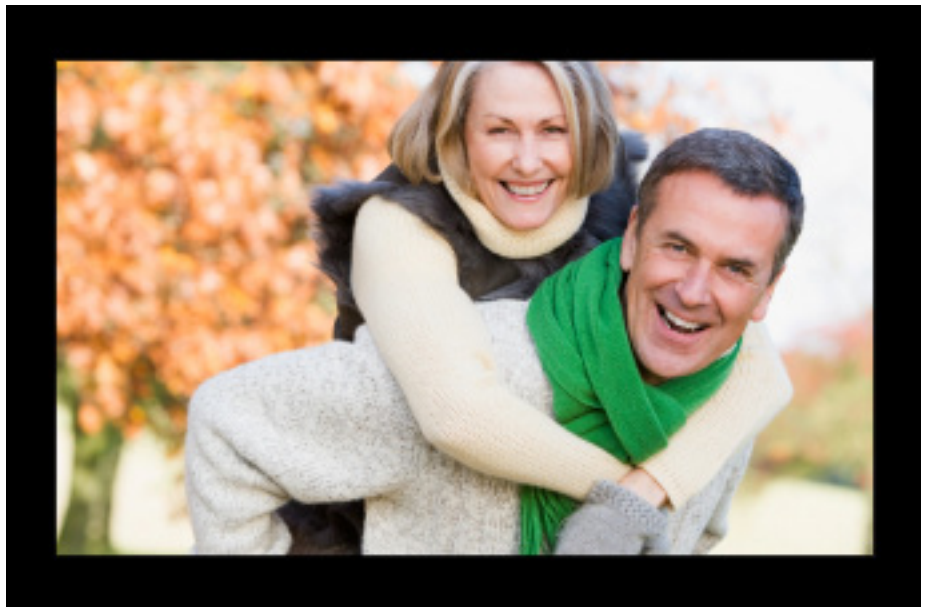
For both Don and Wendy, the car they drive makes a statement about them. Don drives his daily commute in a Lexus LS, telling the world that he can afford to be luxurious, while still having a reliable product in the Toyota family. The Highlander Hybrid is appealing to Wendy because the city friendly fuel efficiency would benefit her when she uses the versatile seven-seat vehicle to drive her children and the rest of carpool to and from school. She also would utilize the space the Highlander Hybrid offers when she doesn't have passengers, as she spends her mornings running errands for the family. In the afternoon Wendy drives Charlie, his friends, and all their gear, to soccer practice, and Allison and her friends to ballet. The incredible city fuel efficiency and the abundant amount of space makes the Highlander Hybrid the most practical vehicle for Wendy to

18 drive daily.



**Peter and Judy:
Secondary target: trendy
empty nesters, parents aged
50-64**

Peter (58) and Judy (55) have recently transitioned to the empty-nesting stage in life. To occupy their free time, Judy takes yoga and Pilates classes with her other empty-nesting friends and Peter is active in many fantasy sports leagues, paralleling his extreme interest in all sports. Judy commutes from their suburban house to the city twice a week in to her part-time job as a nurse in a pediatrician's office. The Highlander Hybrid is appealing to Judy because she enjoys



the empowerment a large vehicle gives her on the dangerous road. She would utilize the seven seats when she spends time with her extended family and baby-sits her grandchildren. Judy also prefers a hybrid car because she is concerned about her carbon footprint and the future health of her grandchildren and beyond.

Peter's high position within his insurance consultant company allows him to have flexible work hours so he is able to spend more time with Judy. They reinstated their morning jogs together to maintain their fitness and stay in good health. Although Judy is the primary driver of the car, Peter would utilize the space the Highlander Hybrid offers every weekend to transport his equipment when he golfs with his friends at the country club. The Highlander Hybrid would also serve as their vacation get-a-way car to bed and breakfasts nearby, a tradition they started when their children first went off to college.



Tim and Shelly:

Tertiary target: sensible families, parents aged 35-49

Tim (47) and Shelly (44), two humble liberals, are happy with the sensible life they live. They have three children, Sarah (17), Alex (14), and Emily (10), and live in a suburb outside a smaller city. They met in college through their environmental activist group and together organized and led a protest against carbon-footprint. Tim works as an academic advisor at the state university, while Shelly is a real estate broker. Together they earn an annual income of approximately \$100,000-\$150,000, depending on the real estate market each year.



Shelly and Tim have been saving up for many years to purchase their next vehicle. They concluded that the Highlander Hybrid, despite its initial expense, is practical for their future. They trust the safety and security of a larger vehicle, which makes this vehicle viable for a beginner driver, like Sarah. Because they want to have this vehicle in the family for many years, the long-term savings on gas is beneficial to Tim and Shelly. Additionally, they understand the principles and reputation that come with driving a hybrid, which are values they hope to instill in their children as well. Further, by purchasing a hybrid, Tim and Shelly hope to pave the way for their children's future mentalities and behaviors. Their children have already taken an interest in environmental issues, as Sarah serves as the president of the environmental club at her high school. While their family recycles on a regular basis, Emily makes a point to make sure every article in the recycle bin is in fact, recyclable material. Lastly, space benefits their family because they use it to drive to family vacations. Because they live on a tight budget, all of their family trips are within driving range and they therefore need a vehicle that has enough room for the five of them and their luggage.



Key Insights

- 1. There is a disconnect between the words and images people associate with “SUV” and the words and images people associate with “hybrid.”** Original research exposed that while consumers associated positive values with the hybrid, they had an equally negative response to “SUV.” Slate aims to combine the ideas of “SUV” and “hybrid” for consumers. Further, in addition to selling the Highlander Hybrid, a vehicle that is categorized as a “SUV,” we aim to start a new chapter for all SUVs, selling the idea of a spacious hybrid, rather than a SUV that happens to be a hybrid.
- 2. Key characteristics for car purchases include practicality and reliability, safety, and lifestyle fit.** This demonstrates the selling points for the Highlander Hybrid include Toyota’s leading role in the hybrid market, its versatility, and its high gas mileage relative to seating capacity.
- 3. SUV market share has been diminished while hybrid sales have been growing among consumers.** Due to this insight, Slate’s strategy will emphasize the fact that the vehicle is a hybrid, which happens to be a spacious seven-seat vehicle, disregarding the term “SUV” entirely.
- 4. Consumers view hybrid cars as small and environmentally friendly.** From this, Slate’s campaign will emphasize that the Highlander Hybrid is essentially a large vehicle built on the same basis that the Prius was built on. We will refer to it as the “big hybrid.”
- 5. SUV drivers are not the same as hybrid drivers.** Slate will encourage Toyota to focus on the values, traditions, and lifestyles that appeal to both the SUV and environmentally-minded consumers. However, research on these two target markets show that they have two very different needs. Therefore, the basis of our creative campaign is positioning the Highlander Hybrid as a car for everyone who wants everything: the space and eco-friendly. The Highlander Hybrid’s campaign will build on the forward-thinking image hybrid cars present, which goes hand-in-hand with Toyota’s overall “moving forward” campaign.



Business Objectives

Our ultimate goal for the Toyota Highlander Hybrid campaign is to build a connection in consumers' minds that SUVs and hybrids can coexist to satisfy the needs of both the SUV and hybrid consumer. We believe by taking this initiative, our campaign will set the stage for future SUV/hybrid innovations to come. Another obvious goal we set for ourselves was to boost sales of the Toyota Highlander Hybrid and make it a leading seller in the American automobile market. The number of sales of the Highlander Hybrid this past fiscal year is grouped together with the regular Highlander in Toyota reports. However, Slate hopes that within the fiscal year following our campaign, the Highlander sales will improve from 80,850, which they were as of November 2010³⁶, to reach over 110,000, with at least 20,000 of those sales from the Highlander Hybrid.

Because Toyota is the contemporary leader in the auto industry for hybrid technology, one main competitive advantage for the Highlander Hybrid is the Toyota name in itself. When attempting to shift the consumer mindset from "hybrids are compact cars" to "hybrids can be big vehicles too," consumers will trust the automaker that leads in hybrid technology. Additionally, the Highlander Hybrid is the only hybrid in its class to hold up to seven people at once. The Highlander Hybrid differentiates itself from the competition in city mileage, having the highest MPG for its size in regard to city driving. Lastly, studies have shown people tend to associate more expensive products with high status and value. Slate believes our final competitive advantage for some consumers would be the cost of the Highlander Hybrid. Because it is more expensive than the rest of

its competitors, the Highlander Hybrid can be positioned as the "classy big hybrid," making it the vehicle with the highest status when purchasing a larger hybrid vehicle.

The Highlander Hybrid is unique being one of the largest hybrid vehicles on the market. The fact that the Highlander Hybrid is the only larger hybrid that has the trustworthy brand of Toyota behind it ensures consumers that it is the best quality large hybrid to purchase.

Branding

Slate plans to position the Highlander Hybrid as the "big hybrid." In the mind of consumers, we want the Highlander Hybrid to be seen as an alternative to the trustworthy Prius: for those who want to be environmentally friendly, but have the needs for a large vehicle. It is essential for Slate to remove the stigma when consumers hear the word SUV. We aim to redefine what hybrid means to consumers, which has been seen in the past as a compact car. Hybrids are becoming the cars people want to purchase, and the Highlander Hybrid can provide that while still maintaining the SUV lifestyle many consumers crave and need. We want consumers to know Toyota, as the leader in hybrid technology, is the first to make the SUV efficient, and only Toyota could produce the first efficient SUV.

The current position of the Highlander Hybrid is a stylish SUV that can come in a hybrid version if the consumer desires. Currently, the Highlander Hybrid does not have its own marketing campaign separate from the 2011 Toyota Highlander.



Slate wants consumers to realize they are no longer limited to buying a compact car when considering a hybrid vehicle. For consumers to live the lives they want with the space they need, the Highlander Hybrid is a good choice because it has all the environmental benefits of the Prius, with more space. The current brand personality of the Highlander Hybrid does not exist right now because the Hybrid is not differentiated from the standard Highlander in the market.

Slate aims for consumers to identify the words of spacious, fuel-efficient, and safe when thinking of the Highlander Hybrid. Our campaign will leave consumers feeling innovative because they are driving the latest in hybrid technology.

Television advertisements

One discernable pattern is the popularity of sports viewing between all three targets. The Highlander Hybrid's television advertising will begin in the middle of March, coinciding with the college basketball March Madness tournament, with spots specifically allotted during the Final Four championship game, and will continue through the end of May. This time also coincides with the beginning the MLB season. Our television ads will lighten during the summer, as we know our target audiences spend less time watching television and more time vacationing during this season. They will later pickup to parallel the start of the National Football League season in the beginning of September, and continue through the end of November.

Analysis shows our target markets watch primetime television during the week and daytime programming on weekends. Slate plans to place ads respectively to optimize consumer reach.

Media Overview

After analyzing data applying to the three defined target markets for the Highlander Hybrid, Slate has identified various trends to help guide the campaign's media placement. The campaign will start in March and go through the end of November, with specific media having more prevalence during specific times as to best optimize our budget.





Print and Internet advertisements

Slate plans for our print advertisements to be light during the beginning months of our campaign and pick up during June, July and August, the months that our television spots are not as prevalent. Data suggests targets are heavy Internet users and magazine subscribers. Print ads in magazines like *Sports Illustrated* and *Business Week* will be effective, in addition to targeting websites like ESPN.com.

Additionally, our targets have also shown a substantial interest in exercise and fitness, with frequent subscriptions to magazines like *InStyle*, *Men's Health*, and *Men's Fitness*. Placement in these publications will serve as effective promotions of the Highlander Hybrid. These findings coincide with the active lifestyles shared by our targets.

Using these findings, increased advertising in health and fitness media will be most effective in March and April. Activities like jogging and cycling will begin to increase during this time of the year, and with it, an interest in media relating to this subject.

Publications reflecting these and other interests shared by the selected families also have greater distribution in certain markets. Chicago, the home of our primary target, has high readership in magazines such as *InStyle*, *Sierra Magazine*, and *Men's Health*. Data shows similar patterns in markets such as San Francisco.

Radio advertisements

Radio advertisements will serve two purposes in our campaign. One type of radio ad will be a national spot, in which Slate will advertise the Highlander Hybrid itself, which will air heavily in June, July and August to compensate for the lack of television advertisements during this time. We believe many of our target markets spend time in their cars during the summer whether it's taking a long driving vacation with the family or just a short daytrip. These national spots will air in throughout the entire campaign with emphasis in the summer. The other type of radio advertisement will be promotions for our publicity events, which will air in relation to the events themselves (see PR/Promotions section for details.)

Insights

Because the target markets have displayed a tendency to consume a variety of media, a campaign using various mediums will be most successful. Television, print, and radio advertising, combined with viral Internet publicity will enable Toyota35 to establish a solid campaign with vast reach and frequency. Research showed that our target markets live primarily in big cities. Slate chose to target Los Angeles, San Francisco, Chicago, San Antonio, Houston, and Atlanta as our main cities, along with the national advertisements.



Creative Overview

Advantages of the Highlander Hybrid

- It offers a modern, sophisticated alternative to the mini-van for larger families.
- It has enough space for families, couples, or individuals who live an active lifestyle. The versatility of the seating arrangement gives consumers the option to lower seats in order to have more storage space in the back.
- It is sensible for families who live in the suburbs of a city or in a city itself because the Highlander Hybrid has the best city-MPG of all the vehicles in its class.
- It is the best option for consumers who prioritize safety and reliability over price. Although the Highlander Hybrid is more expensive than its competitors, Toyota's dominance of the hybrid market and its tradition of being the most reliable brand make the Highlander Hybrid the best choice.
- With increasing political interest in environmental issues, hybrids are the future of the automobile industry and Toyota's technology is the leading technology among its competitors.

Current Highlander campaign

The most current Highlander campaign brands the vehicle as stylish, trendy, and spacious for families. The campaign, which uses a consumer-oriented approach, shows Highlander drivers as individuals with a high social and economic status; it makes the driver appear to be “cool” and “stylish” because they are driving the Highlander. However, it does not

distinguish the Highlander Hybrid option from the regular Highlander, disregarding that the hybrid aspect of the vehicle is a potential selling point for consumers. Consequently, the current campaign only targets SUV buyers, which has become a shrinking market over the last decade. Because the Highlander Hybrid is not marketed as a separate vehicle from the regular Highlander, and because it is sold at a significantly higher price, it does not appear to be Toyota's primary sale option.

Slate's Highlander Hybrid campaign

Slate believes this campaign should focus more on long-term goals for the company. For example, Toyota could lay the groundwork for future campaigns by emphasizing the ingenuity of their larger hybrid vehicle options. They could highlight the Highlander Hybrid as not just another SUV, but rather the first step in their overall goal of creating a hybrid model of every vehicle by 2020. Slate wants to optimize the fact that the hybrid market is one of the only markets growing within the auto industry and position the Highlander Hybrid as a larger vehicle with hybrid technology to appeal to that growing market.

If successful, Slate hopes consumers will understand that future generations of hybrid vehicles will be big, and associate the Highlander Hybrid as the first “big hybrid” on the market. Additionally, the campaign strives to strengthen consumers' brand loyalty to Toyota as the best in hybrid technology. The campaign aims to inspire the target



audiences to feel a need for change. We want to make consumers realize that the future is hybrid technology, and that lack of space is no longer a reason to not buy a hybrid vehicle.

Advertising appeal

Slate's campaign will be both consumer-oriented, portraying the lifestyle of the average consumer, as well as product-oriented, featuring the Toyota Highlander Hybrid as an innovative product, not commonly seen before. We plan to execute this strategy in a humorous manner, as we feel our message would resonate with our target audiences with this approach. Main themes in the campaign include: space, transformational "big hybrid" – the next in hybrid generation, a family-oriented car, fuel-efficiency and eco-friendly attitudes.

Desired audience response

Slate aims for the campaign to leave target audiences considering the Highlander Hybrid as the next generation of hybrid vehicles, not just a second option of the regular Highlander. As a short-term response, we want to invite consumers to seek more information and purchase the vehicle. Slate hopes that, as consumers purchase the Hybrid option, word will spread throughout the nearest communities.

In the long term, Slate seeks for Highlander Hybrid consumers to instill the idea of buying primarily hybrids in their children's minds, changing their attitudes so they could be potential hybrid consumers in the future.





creative plan

by Pati Mo





Campaign Theme

Given our desired positioning of the “big hybrid,” our advertising campaign will emphasize two important features of the 2011 Toyota Highlander Hybrid: space and fuel-efficiency. The campaign will develop this idea using different storylines and scenarios in print advertisements, commercial spots, viral videos, radio stories and billboards. With Toyota’s leadership in hybrid technology, our slogan “Think Big” will encourage consumers to think big not only in terms of space and versatility, but also to think big about hybrids – not limiting the term ‘hybrid’ to compact vehicles only.

Creative Appeal

The creative plan will encourage consumers to “Think Big,” blending space and fuel-efficiency into a vehicle that fits their lifestyle. It appeals to consumers because it speaks to their needs and beliefs. This novel idea of “big hybrid” satisfies consumer concerns for fuel-efficiency in a way that doesn’t hinder an active lifestyle. The campaign will use a humorous approach by portraying real-life situations with lack of space to captivate the audience, tying in with the slogan and inviting consumers to seek more information.

Ads and commercials will highlight the Highlander Hybrid’s space while illustrating Toyota’s expertise with hybrid production. With a clean and simple look, the campaign will invite consumers to ‘think big’ when combining fuel-efficiency and space. The

campaign will target a large audience: it will encourage hybrid-users to see the Highlander Hybrid as the next in hybrid generation while showing the SUV users that this is the next generation for large vehicles.

Desired Response

With the scenarios of real-life funny situations, the campaign aims to spark attention and interest so consumers consider the need for either having more space, being fuel-efficient or both. The different funny scenarios of needing space shown through various mediums make the campaign highly relatable so consumers can connect to the idea. Consumers will facilitate publicity by spreading videos and participating in events. From this connection, consumers will further understand our idea and potentially seek more information. The campaign aims to make consumers question themselves if they are thinking big in terms of what owning a big car or SUV used to mean and how that no longer necessarily applies. It will help them to understand that large vehicles can be hybrids.

The Campaign

Television Commercials

Both our television spots depict common scenarios where the average person runs out of space, with a ridiculous humorous twist.



Whether it's running out of space in a suitcase while packing for a trip, or running out of space in the refrigerator when putting away groceries, people constantly find themselves needing more room. The humor aspect of these television spots will make them memorable in the minds of consumers, especially males, who particularly find physical humor funny. The overall message of the commercials (that people constantly make choices and sacrifices to solve their problems) is something both current SUV and hybrid consumers can relate to.

The two concepts of "hybrid" and "SUV" seem contradictory, so we felt the best way to build a bridge is by illustrating scenarios that everyone can relate to. As mentioned in the campaign strategy, because Toyota's position for the Highlander Hybrid is "the big hybrid," the main message for the creative campaign is to show consumers they no longer have to sacrifice anything when buying a hybrid vehicle. They can now have it all. By purchasing a Highlander Hybrid, consumers can have versatility, space, and fuel-efficiency.

These commercials draw a clear connection in viewers' minds between a common situation where they find themselves needing more space, and the answer: an environmentally-friendly vehicle with all the space they need for everyday life.

Print Advertisements

All Slate's print advertisements were inspired by the Volkswagen "think small" campaign. Each print ad emphasizes a different aspect of the Highlander Hybrid, while still all having a uniform theme: Toyota's commitment to hybrid technology, conveyed in text that sits on the bottom of each advertisement.

Greenhouse

This ad shows the Highlander Hybrid as the "big hybrid" by depicting an entire greenhouse in the vehicle. This immediately alludes to the fact that the Highlander Hybrid is spacious enough to metaphorically have enough room to be a greenhouse, in addition being environmentally-friendly. The child, holding a plant standing in front of the vehicle, shows that this is family oriented. The text beneath the image expands on what Toyota means by an environmentally-friendly spacious vehicle, in addition to addressing the versatility of the car itself.

Prius outline

This advertisement takes the "big hybrid" brand in the literal sense. It depicts the Highlander Hybrid as the exact same concept as a Prius, only bigger. Slate's original research showed people also associated the word "Prius" with hybrid, so we used this print ad to build on this already established connotation in order to make consumers associate The Highlander with the word hybrid as well. The text beneath the image explains that Toyota, the same company who created the Prius, is now



introducing the next big thing: the big hybrid, because Toyota understand that consumers need space and fuel-efficiency in one vehicle.

Campaign Trip

This advertisement reflects the “big hybrid” brand by playing on the fact that consumers can now have it all. It emphasizes the space the Highlander Hybrid offers in the text that appears on the top of the image, and acknowledges the paradox consumers hold for hybrid and SUV vehicles in the text below the image. This advertisement makes the Highlander Hybrid the solution to the paradox, explaining that Toyota created a car that accommodates both needs. The Highlander Hybrid has the answer for everything consumers’ need: enough space for the family, the entire family’s belongings, even the dog. And it’s fuel-efficient.

Viral Videos

Slate plans to create buzz for the launch of the “Think Big” Highlander Hybrid campaign with three viral videos, all depicting ridiculously humorous situations where an individual needs more space. (See page NUMBERS). Though the only connection to the campaign in the viral video will be the slogan “Think Big.” We believe when the two television spots begin airing, viewers will be able to make a connection between the “Think Big” viral videos and the “Think Big” commercials because both depict humorous situations that share a common theme and end with the slogan “Think Big.” Slate believes humor is a solid way of insuring the videos go viral, because they are

30 funny enough that people will pass them on,

paving the way for the rest of the campaign. Slate plans to initially distribute the videos online through Slate’s personal employee social networking skills and through home video blogs.

Radio

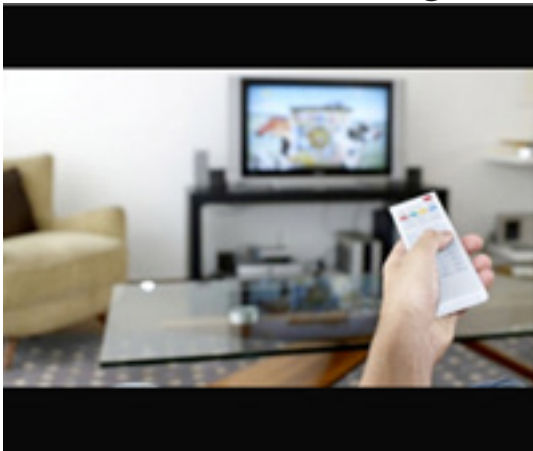
National

All radio spots convey situations where one person, be it a child’s grandma or an announcer, is explaining something that appears to be complex and unfathomable. In both situations, the audience is initially unsure of what exactly the person is talking about, until the very end when they emphasize the incredible city mpg. This method relates back to the “big hybrid” brand of the Highlander Hybrid because we are embracing the fact that most people hold a contradiction in their minds about SUV and hybrid vehicles and play off of that misconception. The commercial explains how this is possible by emphasizing the space, fuel-efficiency, and safety the Highlander Hybrid has to offer.

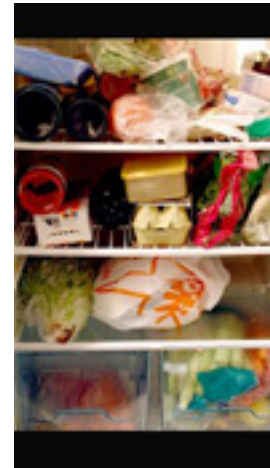


Creative Concepts

TV Commercial: Refrigerator Overload



Shot 1: The scene begins with a man and his wife watching TV and eating. He then grabs one beer out of the six-pack and decides to put the rest in the fridge.



Shot 2: He opens the fridge, only to see there is not enough room for his beer. He squeezes it on a shelf and breathes a sigh of relief. Moments later, everything comes crashing on top of him.



Shot 3: The scene freezes on him covered in food, holding his beer. He is surrounded by a mess of broken jars and containers, with a shocked look on his face.
Text will say, "Sometimes you just need more space"



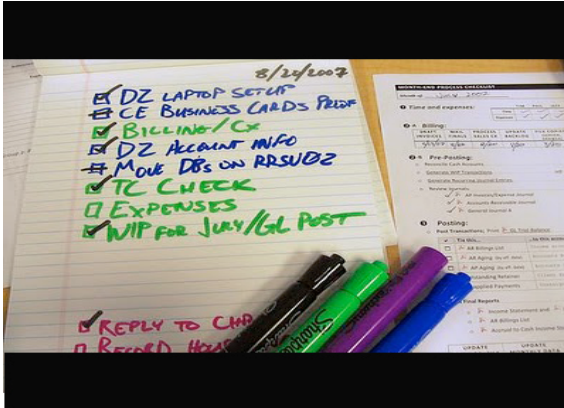
Shot 4: He goes outside, where his kids are playing in the sprinkler. As he stands in the water stream, the Highlander Hybrid in the driveway becomes the focus.

VO: It used to be that you needed to sacrifice space to drive an energy-efficient hybrid, now you can have it all with the 2011 Toyota Highlander Hybrid. Light on fuel, big on versatility. Now that's thinking big.

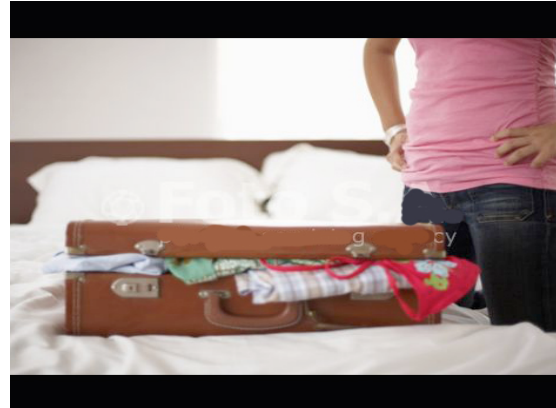
Camera zooms out as he drives away in the city and the text "Think big – Toyota 'Moving forward'" appears followed by the car's website.



TV Commercial: Suitcase



Shot 1: Woman from previous commercial appears writing her list that reads ‘Weekend getaway’; viewer can hear the sound of flipping pages to show the long list of items needed for the trip.



Shot 2: As she grabs items, she throws them into her small suitcase. The high pile shows she will struggle to fit everything in.



Shot 3: Next brief, over-exaggerated shots are cuts of her trying to fit everything in the bag, such as jumping on top or having her big dog (also used in a print ad) sit on it as she tries to close it.

Shot 4: She zipper then breaks, her and the dog’s eyes follow the zipper as it flies across the room. The scene freezes, as she looks at the dog, frustrated.

Text: Sometimes you just need more space



Shot 5: She eventually manages to shut the suitcase, seaming ripping, and loads it into her Highlander Hybrid next to her husband’s tiny bag.

VO: It used to be that you needed to sacrifice space to drive a hybrid, now you can have it all with the 2011 Toyota Highlander Hybrid. Light on fuel, big on versatility. Now that’s thinking big.

End: Camera zooms out as the couple drives away to their trip and the text “Think big – Toyota” appears followed by the car’s website.



The hybrid, sized for your life.



Think big

Toyota understands hybrid technology. We also understand your life. That's why we put that technology in a vehicle with space for everything you need for the journey.

Meet the new Highlander Hybrid. Light on fuel, but big on versatility.

It's our hybrid synergy drive in Toyota's most popular seven-passenger SUV. With the fuel efficiency you want and the space you need,

Welcome to a green lifestyle that's meant for living

Now that's thinking big. **TOYOTA**



www.toyota.com/highlanderhybrid



The team carpool. A weekend, camping getaway.
Room for the dog, so he doesn't have to stay with grandma. Again.



Think big

You've always needed a car to handle your busy lifestyle. That used to mean paying for it at the pump or sacrificing space. Until now.

Toyota's committed to hybrid technology, which is why we made the Highlander Hybrid.

It's light on fuel, but big on versatility. As the first seven passenger hybrid vehicle, the 2011 Toyota Highlander Hybrid truly lets you, your family (and Buster) have it all.

Now that's thinking big **TOYOTA**



www.toyota.com/highlanderhybrid



"Didn't you say environmentally friendly?"



Think big

Andy found the best place for his class project with just enough space to be environmentally friendly. And he couldn't be more right.

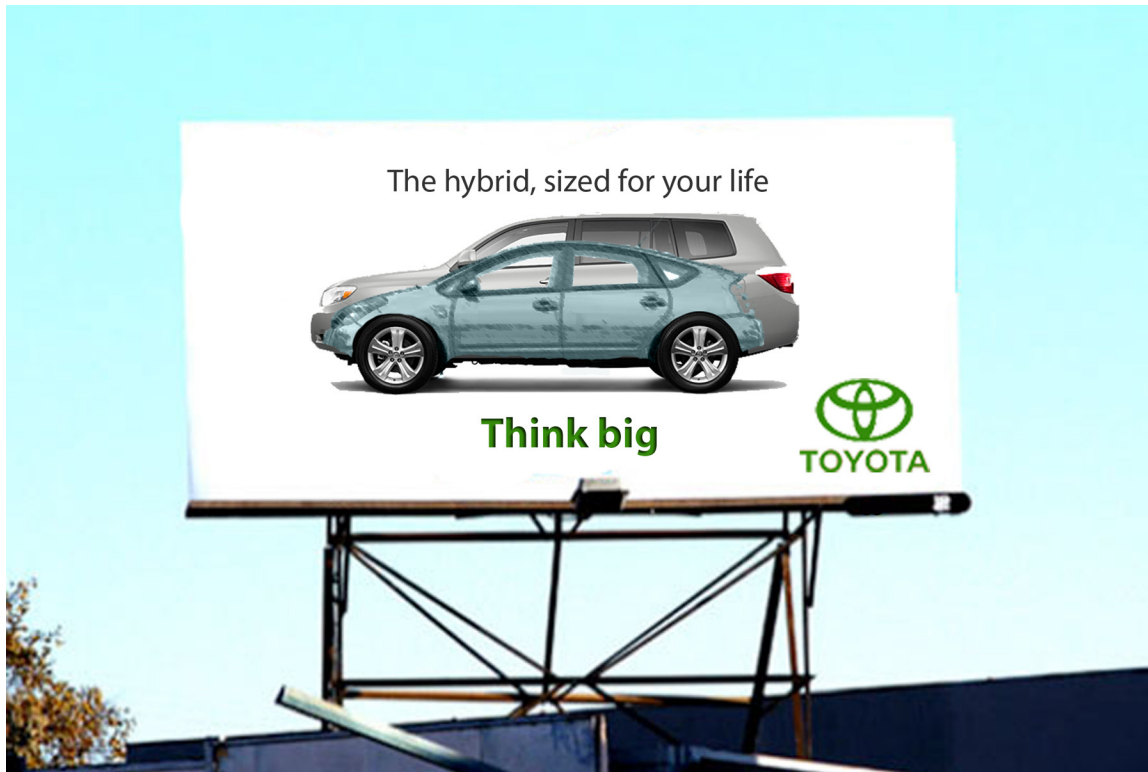
Toyota's committed to hybrid technology, which is why we made the Highlander Hybrid. It's light on fuel, but big on versatility.

As the first seven-passenger hybrid vehicle, the 2011 Toyota Highlander Hybrid has the fuel efficiency you want with the space you need. So go ahead: be friendly.



Now that's thinking big. TOYOTA

www.toyota.com/highlanderhybrid



Viral Videos

Elevator: Scene shot from a surveillance camera. Many business people of a prestigious company walk in the elevator until it becomes overcapacity. As the elevator door closes, it squeezes everyone into an uncomfortable space-less situation. Suddenly, a loud fart echoes in the elevator as all eyes start looking to the sides, yet nobody moves. It ends with the text: Think Big.

Collection: Old lady comes in her bedroom with a new snow globe for her collection. The scene zooms out to show her room completely full of snow globes. Every little space is filled with a snow globe, and she then tries to move

one globe to fit her new one. It falls, leading to the crashing of all snow globes. She stands there looking shocked and devastated. It ends with the text: Think Big.

Couple: Scene shot from a phone camera. Young woman is standing at crowded bar, trying to make her way to other side, but unable to. A couple next to her starts making out, and as it gets more intense, they accidentally include her by hugging and grabbing her while she desperately tries to move. It ends with the text: Think Big.



Radio Scripts

National

New Addition

Mom: Sweetie, your father and I have some exciting news we want to share with you.

Kid: What is it Mom?

Dad: There are going to be some changes around here, and things are going to be different.

Kid: What kind of changes Mom? I don't like change!

Mom: Now honey, you will want this change. We're just getting bigger.

Dad: So you're going to have to move your dollhouse and some of your other old toys out of the garage to make room for...

Kid: A new baby??? I've always wanted a baby brother or sister!

Dad: A baby? No no no, We're not talking about a new baby, at least not right now. When we said change, we meant our new Highlander Hybrid ...with tons of space and room to grow.

VO: The 2011 Toyota Highlander Hybrid, the perfect addition to your family. With seating for seven, it's light on fuel, big on versatility. Now that's thinking big.

Visit a Toyota dealer near you to test drive one today.

Look How You've Grown

{sound of car doors opening and child running out}

Children: Grandma!

Old woman: Oh my! Look how much you've grown!

Child: Grandm—

Old woman (interrupting): I mean, you've just gotten so big!

Child: Well, I—

Old woman (interrupting): You're not such a "little one" anymore. And your mother tells me you're very responsible!

Child: Thanks gr—

Old woman (muttering to herself): And only 28 city miles per gallon...

Child: Huh?

Old woman: Hybrid SUV—not when I was a kid! I can't wait to tell the girls at bridge next week...

Announcer: The 2011 Toyota Highlander Hybrid. With seating for seven, it's the fuel efficiency you want and the size you need. Now that's thinking big. Visit a Toyota dealer near you and test drive one today.



Summary

Promotional

THINK BIG TOUR

Atlanta, Chicago, San Antonio, Houston, Los Angeles, San Francisco

Hey (respective city)!

Toyota is proud that your city and schools think big that's why we along with Whole Foods and Lowe's are bringing you the THINK BIG tour on (specific date). We're helping (venue) (project they will be doing) so come out and help your community think big. Find more information at our website, www.toyota.com/highlanderhybrid.

The "Think Big" campaign brings attention to a new concept of hybrid car – blending the versatility of a spacious car with the fuel-efficiency of a compact hybrid. The humorous approach of the advertisements will potentially spark attention and encourage consumers to seek more information. In order to effectively approach and impact the target audiences, Slate chose a variety of media platforms and strategic placement to communicate our message for the Highlander Hybrid.



media plan

by Matt Pitlik





The main objective of the media plan is to appeal to Slate's three defined target audiences as much as possible by utilizing appropriate media vehicles. We want to establish reach and frequency that match their media consumption habits and expose them to each message at the most effective times.

Target Markets

To learn the target audiences' lifestyles and media consumption habits, Slate consulted the Simmons/MRI database. We looked at a number of individual demographics such as income, age, and family. We also examined Cohort profiles, which combine a number of those demographics to represent population groupings that are similar to our target audiences. The profiles we followed were "Affluent Couples With Kids," "Affluent Empty Nesters," and "Teen-Dominated Families."

Reach and Frequency

A fundamental goal of Slate's campaign is to get consumers to see the words "hybrid" and "SUV" not as an oxymoron, but as a realistic partnership. Changing these widely held perspectives is not something that can be done with a media blitz or an especially attention-grabbing ad. The strongest way to do this is to implement a campaign that firmly and consistently exposes the audience to the desired messages.

When the campaign begins in March, it will not have lulls or periods of extremely low activity until it concludes

in November. It's a pulsing strategy with slow, gradual waves building in the spring and fall. Slate will rotate various media vehicles in and out through the campaign, preventing commercials from becoming stale or billboards from being ignored. The consistency we've established throughout the entire campaign is crucial in this aspect so audiences can follow the messages across various platforms and come to accept a new way of thinking about hybrid automobiles.

Timing

The members of our target audiences don't all work during the day, but they seem to watch little television during these hours anyway. While they aren't especially frequent viewers, their most common time slot for watching is primetime, both for network and cable programming. This is likely because they are all middle-aged (or nearing it), and our first and third audiences are parents, meaning they probably don't stay up late watching television.

The same doesn't necessarily hold true for radio. According to Simmons data, all three audiences are more likely to listen to radio during morning and evening drive times, as well as during the day. Knowing this, the radio we utilize will also focus on these dayparts.

Regional Emphasis

Because Slate is challenging the way many automobile owners think, we also think it's important to create strong, individual markets



across the country, which is why we will spend a portion of our budget focused on six specific markets: Chicago, Los Angeles, San Francisco, San Antonio, Houston, and Atlanta. Building from the ground level will provide a solid foundation for ideologies to spread from. It will also strengthen Toyota's reputation for being a community leader.

The spot markets were chosen by looking at a number of characteristics that are shared by Toyota owners and our target audiences: high tendencies for child and family-centered purchases, high populations of "smart greens," and health and image leaders, to name a few. The markets are also high population centers, which will make media expenditures more efficient.

Our regional emphasis will not change over the course of the campaign. With the exception of Chicago, they are all warm climates, meaning we shouldn't have to take weather into account. We also don't see any reason why a substantial number of our target families would relocate.

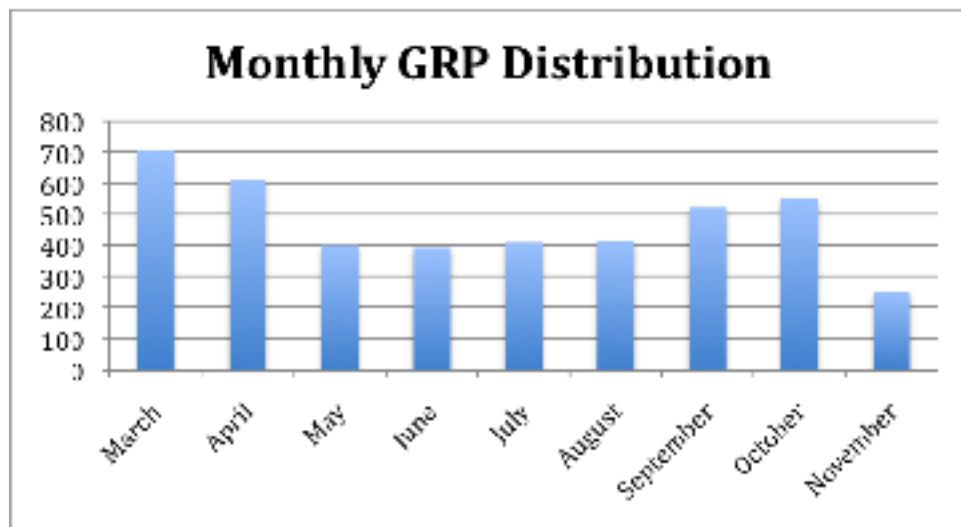
Media scheduling strategies

Our campaign will kickoff in March, and will last through November. The scheduling strategy our campaign will represent closest is pulsing, with a strong pulse coming

right away. Slate feels it's important to get the message out in a wide, sweeping manner right from the beginning. Doing so will familiarize the general population with our campaign, making it more effective as they continue to experience it throughout the duration.

As spring turns to summer, the campaign will simultaneously shift media and decrease in spending. This is because our target audiences with children will change their daily routines when school gets out. Additionally, being wealthier than the average families, they may be going on vacations during the summer. They will also be spending more time outdoors and away from most advertising. Modifying our trends and delivering the message through different vehicles will also prevent the messages from burning out.

As the school year starts again, our campaign will undergo another transformation along with our audiences. GRP expenditure will increase, although not to the same level as in the spring.





This small boost will be backed by more impact television spending.

Rationale for media selection

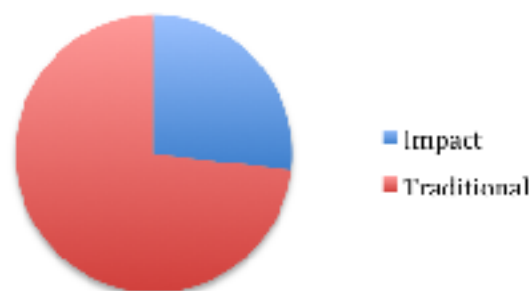
As mentioned earlier, our target audiences are all frequent radio listeners. They all tend to have the radio on while driving, and tend to listen every day. With this universal appeal, radio is a medium we will utilize heavily during the campaign. Fortunately, it's cheap nature allows Slate to place plenty of emphasis on it without neglecting other valuable platforms.

Even though our target audiences interests overlap, their tastes in content differ. Our first and secondary targets both listen to **news/talk** programming, a category that is rarely listened to within our third audience. However, our third target does listen to above average amounts of **classic rock**, a genre our primary audience also enjoys. **Adult contemporary** also draws many listeners from all three audiences. These programming types will be the focus of our radio advertising.

Our audiences are a little more fickle when it comes to television. While they do watch some television, they do not watch it much more than the average person. They tend to stick to primetime, and don't have a favorite between cable and network programming.

data show that all three audiences are likely to mute during commercial breaks, or change the channel altogether, making it difficult to reach them with ads during general programming. Because of this obstacle, Slate decided to focus a significant portion of the television budget towards impact programming, specialized programs that will bring in large numbers of our designated market segments. We've chosen the NCAA postseason basketball tournament, nationally televised baseball games in the spring, and Monday Night Football in the fall. Because they've shown to place certain emphasis on these programs, they will be less likely to divert their attention during each break. For the ads placed during the NCAA championship game, Slate recommends placing both TV ads within a short time period so

Impact Spending vs. Traditional Media (\$)



audiences can make the connections between the two commercials. Linking the two in consecutive commercial breaks will also prime them to see the connections we've weaved throughout the campaign.



For general television placement, channels like **ESPN** and **National Geographic Channel** are frequently viewed by our audiences. The viewing habits for network channels aren't quite as discernable, so looking at specific programs can prove helpful. Slate recommends commercial placement during shows like *Desperate Housewives* and *CSI: Crime Scene Investigation*. The money allocated on national sports television will primarily focus on Sunday afternoon football, either on **FOX** or **CBS**.

Slate also found that magazines serve different purposes to each of our targets. Our primary audience was 10% more likely to agree to the statement "I cannot resist buying magazines." The secondary audience, the affluent empty nesters, uses magazines to stay informed. Our tertiary audience reported to be interested in reading the ads. With that information, Slate plans to place magazine ads during specific times in the campaign. Magazines also present the opportunity to speak directly to the women in each target audience, a group that is given less attention in the impact television spending. Although the men are more likely to make the purchasing decisions, Slate feels it's important

to appeal to women also.

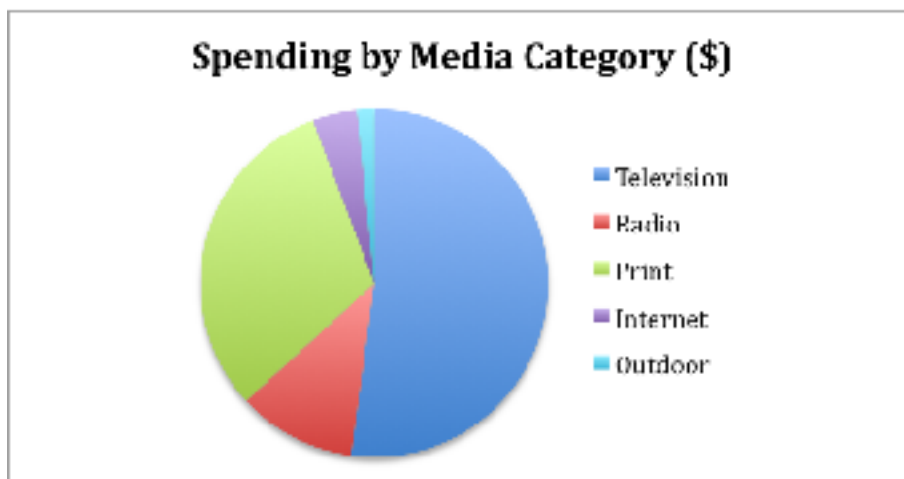
Ads will be placed in general magazines, men's magazines, and women's magazines. *Sports Illustrated*, *Business Week*, and *SmartMoney*

all had high readership with our target audiences. For the men's magazines, *Men's Health* is widely read by our younger fathers. *Working Mother* scored extremely high with our first and third

audiences, with an average index over 200. *Traditional Home* is popular with all three targets, but especially with the women of the secondary audience.

Whether they are commuting to work or chauffeuring kids and grandkids, Slate's target audiences are racking up miles in their cars. With all three reporting a tendency to notice billboards, the campaign will buy time for six months of outdoor in each of the six local markets.

Our targets are avid Internet users, with all of them relying on it as their first place for information. Slate's campaign will target sports sites like *ESPN.com* and *NFL.com*, but also news sites like *nytimes.com* and *wsj.com*. Slate decided to not to utilize banner ads, as





our target audiences have shown to generally ignore them.

Those news sites will also be targeted with print ads in their print editions. Simmons data suggests our audiences are still reading newspapers. Our second target leads the pack in readership, relying on the newspaper to stay informed and valuing its ability to cover local news. The summer will see ads placed in local newspapers across the country to take advantage of this. Following this logic, placement in the **Local** section would likely get plenty of exposure, although **Sports** and other sections would also do well.

Placement Strategy

The campaign will begin with Internet media, impact television, national print, and national and spot radio all working to familiarize the country with the “Think Big” campaign. Spot radio in March and April will promote the Think Big Tour that will take place in the spring and summer in the designated markets.

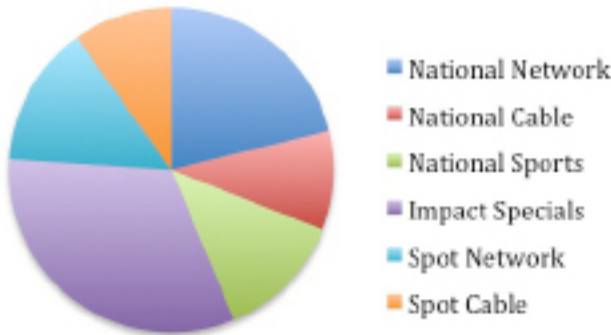
Our television spots will debut during the March Madness tournament. They will continue to air consistently through April and May as they are placed in nationally televised baseball games, the Final Four, and primetime network and cable programming. We will also

have placement in our spot markets starting in March.

Introducing the print ads early in the campaign serves three purposes. First, exposing readers to our print campaign will make the outdoor advertisements more effective when they debut in May. The outdoor ads use some of the same images and ideas, so viewers will easily recognize them as the Highlander Hybrid. Secondly, magazines often create a “carry over effect,” meaning the messages will continue to be seen even after the time period for which we’ve paid is over. This is also why we conclude our campaign with another strong burst of print. Finally, our active audiences will be gearing up for spending more time outdoors as spring and summer near, meaning an increase in sales for magazines like *Men’s Health* and *Shape*.

While radio will prove to be a strong medium, we’ve decided to keep the national ads relatively low in the first months of the

**Breakdown of
Television Spending**





campaign. This is so consumers don't feel bombarded by our message, and so the ads are still interesting when they are increased in the summer. Also, with radio being relatively cheap, the spring can serve as a trial period, testing out the best ads, programs, and timing.

Outdoor will go up in May to take advantage of any extra summer driving our audiences partake in. This timing also capitalizes on popular driving days like Memorial Day and Independence Day, and eventually Labor Day in September.

Internet advertising will be fairly consistent throughout the campaign. Sponsored keywords will launch with the campaign and continue for the rest of the year. Slate wants to ensure that when people search "think big" or "hybrid," they see links for the Highlander Hybrid, even if it's after the rest of the campaign has finished.

Targeted sites will have slightly more variation. Starting in March, our targeting of wsj.com and nytimes.com will begin, lasting for the duration of the campaign. On top of that, ESPN.com will be targeted in March and April, to capitalize on March Madness and the beginning of the baseball season. NFL.com will be targeted in September and October to coincide with the beginning of fantasy football and the NFL season.

Starting in June, our campaign will see a noticeable change. As kids are out of school, retirees are vacationing and families are spending more time outside, we expect a decrease in television viewing. We reduce

our GRPs for all television, and have zero television impact advertising. We will allocate very few GRPs for late night cable and network programming, for parents who might stay up later as their kids are too.

With our outdoor anticipating increased driving in the summer, the same holds true for radio, which is why it is boosted significantly June through August. With Simmons data proving all target audiences have the radio on while driving, this should be a reliable way to deliver Slate's messages throughout the summer. Slate will carefully rotate dayparts and frequency with radio messages throughout the summer, to make sure listeners with strict routines don't get tired of the repetition.

Magazine ads will also resume in June, after a brief hiatus. Print's unique nature will work well with the summer months. Whereas television is often abandoned for the outdoors, magazines can be enjoyed on the patio or at a granddaughter's soccer practice. Magazines are also often read while traveling, which is something our high-income targets are likely to do. Ads will also be placed in local and national newspapers at this time for similar reasons.

When the school year starts up again in the fall, radio will continue to push the message that they now are quite familiar with, connecting the word "hybrid" with large cars. Our national sports television advertising will be placed on Sunday afternoons to capitalize on football audiences. Slate will also have commercials in eight Monday Night Football games. Advertising on general cable and network television, both spot and nationally, will also



increase to take advantage of the beginning of a new TV season.

As families begin to think about the holidays, the majority of our campaign will end. Radio will still continue nationally, albeit at a reduced frequency. One final burst in October and November from magazines will hopefully create a message that sticks around beyond the life of the campaign. Ads in the national newspapers will also run through November. Keywords will continue to provide information to interested consumers for the rest of the year. National sports commercial will still air to take advantage of the NFL's popularity with our selected audiences.

Conclusion

Slate's resulting media campaign is one that relies on valuable research information to place messages in spaces where our target audiences will not only come across them, but are likely to process the content.

With over \$1.7 million in contingency money, the campaign also has added flexibility. That money can be allocated on certain dayparts or media platforms that are proving to be successful during the course of the campaign, or it can be used to produce new content to keep audiences interested.

Media Flow Chart

Impact Media	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Totals
Outdoors					6	6	6	6	6	6			36
Keywords			4	4	4	4	4	4	4	4	4	4	40
Targeted Sites			3	3	2	2	2	2	3	3			20
Local Newspapers Nationally						1	1	1					3
National Television: MLB				4	4								8
National Television: MNF									3	5			8
National Television: NCAA Tournament			2										2
National Television: Final Four and Championship				2									2
Other Media													
Cable Television Primetime				40	40	11	11	11	50	45			208
Network Television Primetime				40	40	10	10	10	65	67			242
Network Television Late Night						8	8	7					23
National Television - Sports				10	10				43	35	36		134
National Radio Morning Drive			50	10	40	82	125	82	60	100	40		589
National Radio Evening Drive			10	50	25	150	50	150	50	52	52		589
National Radio Daytime			50		100	30	100	25	100	100			505
Spot Cable Television Primetime			50	50	80				75	70			325
Spot Network Television Primetime			35	35	35				38				143
Spot Network Television Late Night						25	25	28					78
Spot Radio Morning Drive			230	159	15								404
Spot Radio Evening Drive			230	159	15								404
National Newspapers								20	40	40	40		140
National Magazines (General)			15	22		20	20	20		8	10		115
National Magazines (Men)			21	21		26	40	26		20	46		200
National Magazines (Women)			15	15		30	20	35		17	29		161
Totals			706	611	400	392	409	414	521	554	253	0	
										GRP Total=	4260		

Total Budget		78,257,691.08							
Impact Media Spending		Cost per Unit	Units	Total					
Outdoor		35,000	36	1,260,000.00		Outdoor for 6 months in 6 spot markets			
Keywords		29,250	40	1,170,000.00		4 search engines for 10 months			
Targeted Sites		102,375	20	2,047,500.00		4 targeted sites			
Local Newspapers Nationally		1,163,697	3	3,491,091.00		1 ad in local newspapers for 3 months			
National Television		365,450	8	2,923,600.00		8 MLB Baseball games			
National Television		891,850	8	7,134,800.00		8 Monday Night Football games			
National Television		641,850	2	1,283,700.00		2 NCAA Tournament ads			
National Television		891,850	2	1,783,700.00		2 NCAA Final Four and Championship			
			Total Spent	21,094,391.00					
			Remainder	57,163,300.08					
Percent to Other Media				\$ Allocated		CPP	GRPS		
7%		Cable Television Primetime		4,001,431.01		19,227	208		
14%		Network Television Primetime		8,002,862.01		33,103	242		
1%		Network Television Late Night		571,633.00		24,776	23		
9%		National Television - Sports		5,144,697.01		38,337	134		
3%		National Radio Morning Drive		1,714,899.00		2,913	589		
3%		National Radio Evening Drive		1,714,899.00		2,913	589		
3%		National Radio Daytime		1,714,899.00		3,395	505		
7%		Spot Cable Television Primetime		4,001,431.01		12,324	325		
8%		Spot Network Television Primetime		4,573,064.01		32,066	143		
2%		Spot Network Television Late Night		1,143,266.00		14,688	78		
3%		Spot Radio Morning Drive		1,714,899.00		4,240	404		
3%		Spot Radio Evening Drive		1,714,899.00		4,240	404		
8%		National Newspapers		4,573,064.01		32,719	140		
13%		National Magazines (General)		7,431,229.01		64,733	115		
10%		National Magazines (Men)		5,716,330.01		28,618	200		
6%		National Magazines (Women)		3,429,798.00		21,240	161		
100%				57,163,300.08		Total GRPs=			4260



public relations & promotions plan

By Natasha Anderson and Hannah Furfaro





Public Relations Strategy

Issues Important to our Publics:

Fuel Efficiency

In addition to appreciating space and a car that can hold the personal belongings they need to run their daily lives, consumers also want to be responsible. They want to run their errands and live their lives without the guilt of harming the ecosystem and environment. Because of past habits, the environment is in a state where people must be mindful of the cars they're driving and the personal choices they are making, and more consumers continue to lean towards the hybrid automobile movement.

Price

Price is a consideration when purchasing a big ticket item such as a vehicle. Consumers want to get the best quality for what they're paying. At times that deters customers from considering larger SUV vehicles, but consumers also understand sometimes paying a little more will give them a significantly better product.

Space

Our audience is interested in a car that is spacious. In today's fast-paced world, people need a vehicle that can go with them anywhere and carry all of the objects necessary to their daily lives. Space is seen as a luxury, especially for large families, the ability to sit in the back of the car and not feel constricted or jammed in between other people is appealing, especially for families with kids or who are planning on starting families soon.

Addressing These Issues

It's important for consumers to realize that fuel efficient cars do not have to be small. The Highlander Hybrid offers the space of an SUV without the negative environmental effects that many SUVs carry. We want our consumers to "Think Big," not only in terms of more space, but also progressively and environmentally friendly as they decide what to select as their next vehicle. Hybrids are seen to eventually become the dominant type of vehicle on the market, because of their environmentally responsible and progressive nature. We want consumers to look past a hefty hybrid price tag because by choosing to purchase the Highlander Hybrid, they are investing responsibly in a healthier future for the earth.

Media Relations and Target Vehicle Selections

Slate will hold several types of staged events to garner media attention to our new campaign. Toyota and Slate are both interested in the promotion and help of different communities throughout this campaign, and both feel that it will draw media attention through these events. Press releases will be sent out in a timely manner to encourage media participation in every public event. Our six target markets are Atlanta, Chicago, San Antonio, Houston, Los Angeles and San Francisco. We intend to communicate primarily through television commercials, radio promotional ads, and local news promotions in order to get the word out about our promotional events.



Media Contacts

City	Medium	Institution	Contact	Address	Phone Number
Atlanta	Television	WSB TV	Erin Coleman	1601 W Peachtree St, Atlanta GA 30309	(404) 897-7000
	Television	Fox 5 Atlanta	Dana Fowle	1551 Briarcliff Rd, Atlanta GA 30306	(404) 898-0280
	Print	Journal Constitution	Alexis Stevens	223 Perimeter Pkwy, Atlanta, GA 30346	(770)267-7919
	Radio	WMTV Radio	Mitch Ambler	2970 Peachtree Rd, Atlanta, GA 30305	(404) 995-7333
	Radio	94.9 The Bull	CaraMia Jones		(404) 962-7018
Chicago	Television	WGN Television	Julian Crews	2501 West Bradley Pl, Chicago, IL 60618	(773) 528-2311
	Television	WFLD Television	Lou Canellis	205 N. Michigan Ave, Chicago, IL 60601	(312) 565-5533
	Print	Chicago Tribune	Matt Lopez	435 Michigan Ave, Chicago, IL 60611	(847) 387-0629
	Print	Chicago Sun Times	Barbara Swanson	350 N Orleans St, Chicago, IL 60654	(312) 321-2300
	Radio	WTMX Radio Mix	Eric Ferguson	130 E Randolph St, Chicago, IL 60601	(312) 591-6800
Houston	Television	KTRK TV	Gina Gaston	3310 Bissonnet, Houston, TX 77005	(713) 666-0713
	Television	KPRC TV	Sales	8181 Southwest Fwy, Houston, TX 77074	(713) 222-2222
	Print	The Houston Chronicle	Amanda Jones	801 Texas Ave, Houston, TX 77210	(713) 3627171
	Radio	KPFT Radio	Duane Bradley	419 Lovett Blvd, Houston, TX 77006	(713) 526-4000
Los Angeles	Television	KTLA TV	Gayle Anderson	5800 Sunset Blvd, Los Angeles, CA 90028	(323) 460-5862
	Print	LA Times	David Undercoffler	202 West 1st St, Los Angeles, CA 90012	(213) 559-2252
	Print	Los Angeles Magazine	Ad Department		(323)801-0083
	Radio	KOST 103.5 FM	Sales	3400 W Olive Ave, Burbank, CA 91505	(818) 559-2252
San Antonio	Television	WOAI TV News 4	David Walker	1031 Navarro St, San Antonio TX 78205	(210) 226-4444
	Television	KENS 5	Sales	5400 Fredericksburg St, San Antonio TX 78229	(210) 366-5002
	Print	San Antonio Express	Thomas Stephenson	801 Avenue E, San Antonio TX 78205	(210) 250-3710
	Radio	KISS-FM	LA Lloyd	8122 Datapoint Dr, San Antonio TX 78229	(210) 615-5400
San Francisco	Television	KRON 4	Darya Folsom	1001 Van Ness Ave, San Francisco, CA 94109	(415) 561-8662
	Television	CBS San Francisco	Dana King	855 Battery St, San Francisco, CA 94111	(415) 362-5550
	Print	San Francisco Chronicle	Jeff Bergin		(415) 777-7272
	Radio	KDFC FM Radio	Hoyt Smith	201 3rd St, San Francisco, CA 94103	(415) 764-1021



Media Contacts Summary

These cities have a high demographic population interested in purchasing SUV's and are also environmentally conscious. We intend to direct attention to these media outlets in order to inform interested publics about our product because we will find most success in selling the Toyota Highlander Hybrid in these areas.

Stakeholders

Toyota

Toyota is pleased to present the Toyota Highlander Hybrid to its customers, as it is one of the only seven-passenger hybrid SUVs on the market. Toyota also sees the Highlander Hybrid as an opportunity to continually revive its brand.

Shareholders/Investors

Shareholders and Investors see the Toyota Highlander Hybrid as a incentive to reinvigorate Toyota stock as it has struggled with deceleration in the stock market since the beginning of 2010.

Suppliers

New successful Toyota products will bring more business to the American economy through the need of raw materials to build the vehicles.

Employees

The success of the Toyota Highlander Hybrid will bring about more jobs in the Toyota industry, bringing more money in for Toyota will also mean better benefits for employees to live with.

Consumers/Audience

Consumers will find this car to be helpful for them as they live their daily lives in a stylish, intelligent, and responsible vehicle.



Staged Events

Overview

Our staged events and contests are focused on our shift in the way we position the Highlander Hybrid. We've decided to focus our events on this shift rather than creating events that "introduce" the Highlander Hybrid because this vehicle has been on the market for a few years.

The Think Big Tour

The Think Big Tour will fund high schools and community centers that Toyota deems as "thinking big" institutions (for example, schools that are interested in building a green house, a windmill to help power their school, community centers that want to build a community garden, etc.) and help them complete their projects. The "Think Big" teams will be staffed by Toyota and Lowe's employees and will bring all the supplies necessary (supplied by Lowe's) to help the specific school or community center put their plan into action.

After the specific task is completed in a particular city, the Toyota dealership in the area will host a reception and special incentive program for everyone in the community or city. The free reception will include catering from Whole Foods, entertainment from local musicians and testimonials from people in the community who are excited about the community project Toyota helped complete. Volunteers who helped with the project will be entered in a drawing to win a free Highlander Hybrid (one winner in each city) and volunteers who don't win will be given the exclusive opportunity to purchase a Highlander

Hybrid at the price of the regular Highlander. Community members who did not participate as volunteers will be given an exclusive one-weekend incentive offer; for one weekend only, community members will have the chance to add one free "extra" feature if they purchase a Highlander Hybrid.

The specific building projects and the receptions in each city will be filmed and short vignette videos will be produced and posted to Twitter, Facebook, on the Toyota Highlander Hybrid website, on the Lowe's website and on the Whole Foods website. The initial videos will also be sent to local media in the other cities the tour visits to help build hype for the later cities' events. Members of local media will be invited to the event.



This tour fits well into our overall strategy for three primary reasons. Firstly, the tour is targeted specifically at families; the projects are exclusively at schools and community centers, two of the most important

places for families. Secondly, this tour supports



our media plan; because we are partnering with Lowe's and Whole Foods, any advertising they do will count as free advertising for Toyota. Finally, this tour gets people to come to the dealership during the reception – having people at the dealership will give salesmen and saleswomen the opportunity to show community members the features of the Highlander Hybrid (and possibly close multiple sales).

This tour will be promoted through both radio advertising (these ads will begin in the beginning of March – see creative section for radio scripts) and through a kick-off press conference (see press release and media kit in Appendices section).

Think Big Community Art Events and Concert Series

After Toyota concludes its Think Big Tour, Toyota will begin a series of Think Big Community Art Events during the summer months. Toyota will send representatives to set up community art spaces in three different cities during the summer; huge pieces of paper will be spread out across selected green spaces, parks or gardens in the selected cities and community members will be encouraged

to come share their “Big Idea” through paint, pens and chalk. Attendees will be given free t-shirts that say “Think Big” on



Front



Back

the front and “Toyota Highlander Hybrid” on the back.

The events will be hosted by film director James Cameron and will include musical guest Jack Johnson. The

appearances of these two

celebrities will help boost the medias' and the communities' interest in the events. Johnson will kick off the event with his song titled “With My Own Two Hands” (I can make it a better place/With my own two hands/ Make it a kinder place/ With my own two hands...) and play a few songs for the crowd as they share their big ideas on paper and sidewalk. James Cameron was selected to host the event because he both drives a Highlander Hybrid and is a big thinker when it comes to pushing limits in filmmaking and animation. Cameron has spoken positively about his experience with the Highlander Hybrid at both the 20th Annual Environmental Media Awards and in interviews. “I drive a Toyota Highlander Hybrid, which is the only seven-seater (hybrid) that I can find because I have five kids,” Cameron told www.wheels.ca. The events will conclude with a representative from Toyota promoting the Highlander Hybrid by talking about what “thinking big” means to Toyota and why the Highlander Hybrid is such an innovative vehicle.

The event will be promoted through social media including Twitter and Facebook and through Toyota's Highlander Hybrid website.



The first 5,000 people (from each city that hosts one of the events) that sign up online will be given free tickets; the online signup will help draw traffic to the Toyota Highlander Hybrid website. Media outlets in the selected cities will be invited to cover the events.



This series of events is unique because the idea of covering an entire city park in white paper and community members' art is visually appealing and could draw the same type of media coverage that a "flash mob" type of event might draw. Additionally, because the events are free to the public, occur on the weekend and include a "family friendly" musical guest and film director that would likely draw the interest of families, this event fits well into our targeting strategy. This event series will also help keep people thinking about Toyota and the Highlander Hybrid over the summer, a time when we plan to place fewer advertisements. The events will occur in three cities that we plan to target with advertisements.

Contests

Be Part of Something Big: Partnership with Big Brothers Big Sisters

The "Be Part of Something Big" campaign will give kids in the Big Brother Big Sister program the opportunity to nominate their Big for Toyota's "Biggest Role Model" prize. Kids in programs across the nation will be encouraged to submit letters, drawings, photographs or videos with explanations of why their Big deserves to win. Kids or their families can enter their Big by visiting the Toyota Highlander Hybrid website, the Big Brother Big Sister website or at "Bepartofsomethingbig.toyota.com," a website that would be created specifically for this contest. One winner will be selected based on their commitment to their Little and how they impact their community. The winner's local Big Brothers Big Sisters agency will receive \$20,000 to help expand their program.

This contest aligns with our primary target markets because families are the primary segment of the population that will submit entry forms for this competition. Additionally, the Bigs nominated are likely in the age groups included in three target markets. Whether or not the Bigs already have their own kids, their involvement in the Big Brother Big Sister program could indicate their interest in having children in the future and their support for community. Because the Highlander Hybrid is spacious and fuel-efficient, it is perfectly suited




Want to help build your Big Brothers Big Sisters community?

Nominate your Big for Toyota's "Biggest Role Model" prize and Toyota will give \$20,000 to your local Big Brothers Big Sisters agency.

Enter the Be Part of Something Big Toyota Highlander Hybrid Contest online at:
www.Bepartofsomethingbig.com

Brought to you by:  & **Think big** 

for individuals who are interested in public stewardship and have a growing family.

This contest will occur during the "Back to School" season (early September-late October) and will be promoted through flyers that will be dropped off at local Big Brothers Big Sisters agencies and sent through the mail to families involved in the Big Brothers Big Sisters program.

"Make it Big" Viral Video contest

Although our campaign will initially be launched through a series of viral videos (see

our campaign's interest in using the Internet as a mode of publicity will extend past these early videos and evolve into a contest for the public. Once consumers become familiar with our videos, and see our TV spots that build on the viral videos, they will have the chance to create and post their own versions online. This contest encourages individuals to create their own humorous videos, produced with the theme "Sometimes you just need more space" in mind. Winners will be selected through a public "voting" process; individuals who submit videos will be encouraged to ask their friends, family, co-workers, etc. to visit the Toyota Highlander Hybrid website to vote for their videos. After the contest is launched, interested contestants will have one month to produce their video and encourage people to vote online. The top vote getter's video will be featured in a Highlander Hybrid commercial.

This contest supports multiple parts of our campaign strategy. The contest targets tech-savvy and young consumers (this could include 20-somethings or the teenage kids of potential Highlander Hybrid buyers) but the voting system encourages people of all ages from all spheres of the entrant's life to get involved and learn more about the Highlander Hybrid. Additionally, from a creative standpoint, this contest builds on both our viral video campaign and our TV spot campaign. This contest will begin in June and will extend through the end of July. The contest will be promoted through social media (Twitter and Facebook) and during this time, the viral ads we placed earlier in the year (March) will be recalculated to help build buzz about this contest.



Other Promotions

“One Weekend Only” incentive program

During NCAA Final Four tournament television spot, people in our main media cities will be given the opportunity to add one free “extra” feature when they purchase a Highlander Hybrid.

Sweepstakes Program: Partnership with Lowes and Whole Foods

By purchasing \$50 or more at Lowe’s or Whole Foods during the month of March, an individual will be automatically entered into a month-long sweepstakes program to win a free Toyota Highlander Hybrid. Each entered customer will be informed of their entry into the sweepstakes while they are at the register. Information about the sweepstakes program will be printed on their receipt and the cashier will encourage the customer to go online and learn more about the Toyota Highlander Hybrid. One winner will be selected.

Social Media

Our social media strategy focuses on three primary online venues: Twitter, YouTube and Facebook. Using a variety of online media spaces helps us capture all of our target markets and possible subsidiary targets (children, teenagers of potential buyers).

Twitter and YouTube

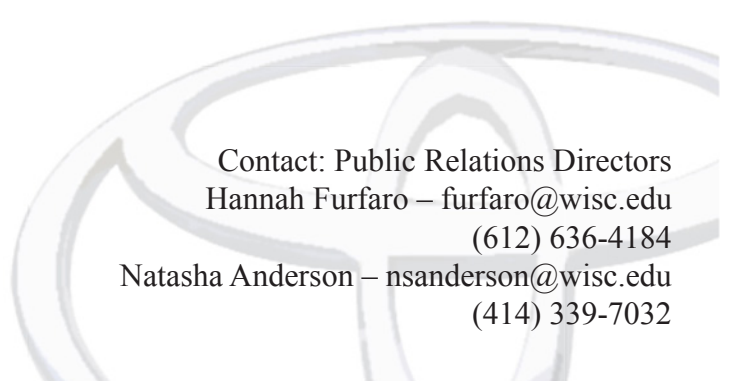
Our viral videos will initially be posted through Slate’s Twitter handle to Slate’s YouTube channel. Initial tweets will not include any information about Toyota or the Highlander Hybrid; these viral videos will be posted purely to create buzz. Additionally, tweets about something “big” coming will help build hype before the campaign is actually launched. The humorous nature of the viral videos makes them useful for grabbing the attention of both a young and a middle-aged audience. Although Twitter attracts a younger audience than those included in our primary target markets, tweeting the viral videos will likely grab the attention of media outlets on Twitter (MSNBC, CNN, bloggers, alternative media sites, etc.) that will report on the trending videos. Once the campaign is officially launched, the Highlander Hybrid website will have a mini Twitter feed posted on its homepage.

Facebook

After the campaign is launched, all the viral videos and the TV spots will be posted online to a specific Highlander Hybrid Facebook fan page. This page will include information and links related to both the “Be Part of Something Big” and the “Make It Big” contests. Additionally, posts to this page by Slate (not public posters) will be linked to the Slate Twitter feed. The Facebook page will constantly be updated to include newly posted videos from both contests.



Appendix



Contact: Public Relations Directors
Hannah Furfaro – furfaro@wisc.edu
(612) 636-4184
Natasha Anderson – nsanderson@wisc.edu
(414) 339-7032

Press Release: Toyota Highlander Hybrid
FOR IMMEDIATE RELEASE: May 23, 2011

Toyota announces Think Big Community Art Events and Concert Series

Toyota plans to transform three city parks and gardens from across the United States into massive art spaces where community members can come draw, paint or chalk their big ideas later this summer as part of Toyota's Highlander Hybrid "Think Big" campaign. The Think Big community art events and concert series will give over 15,000 people the chance to come share their big ideas through art and music at local outdoor venues.

Los Angeles, Chicago and Houston will become host to two celebrities and thousands of artists. The events will feature entertainment from special musical guest Jack Johnson and will be hosted by renowned film director and producer James Cameron.

Cameron, a Toyota Highlander Hybrid driver, said he is thrilled to be part of an event that promotes community art.

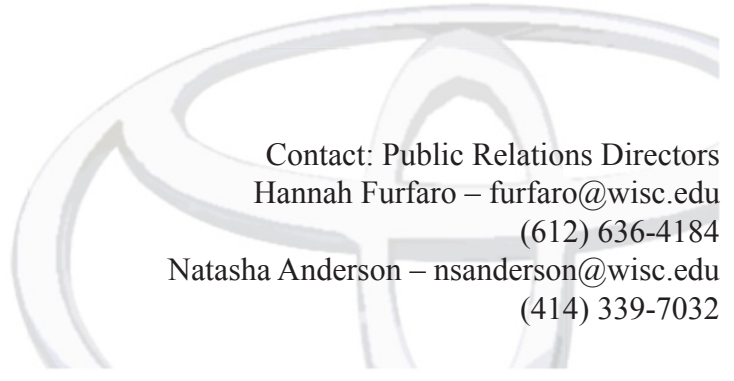
"These events are exciting for me because they give anyone the chance to come share their big ideas in a public setting. I love that Toyota is encouraging people to 'think big' in their own way and I can't wait to see and be a part of these huge art projects!" he said.

The series will kick off in Los Angeles and travel to Chicago and Houston during June. The first 5,000 people from each city who sign up online at www.toyota.com/highlander will receive free tickets to the event in their city.

Media is encouraged to cover these events. Please contact Hannah Furfaro or Natasha Anderson for information regarding press credentials.

Series Schedule:

Kick-off: Maguire Gardens, Los Angeles: Saturday, June 11
Hyde Park, Chicago: Saturday, June 18
Hermann Park, Houston: Saturday, June 25



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Press Release: Toyota Highlander Hybrid
FOR IMMEDIATE RELEASE: September 5, 2011

**Toyota to give \$20,000 to local Big Brothers Big Sisters agency through
“Be Part of Something Big” contest**

As part of Toyota’s Highlander Hybrid campaign, Toyota announced its partnership with Big Brothers Big Sisters and the launch of its “Be Part of Something Big” contest today. The contest will give kids with exceptional Big Brothers or Big Sisters the opportunity to nominate their Big for the “Biggest Role Model” prize; the winner’s local Big Brothers Big Sisters agency will be given \$20,000 to help expand their program.

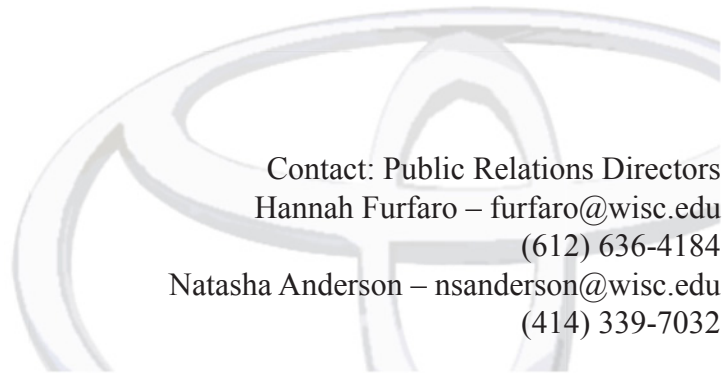
“This contest is an exciting opportunity for both Toyota and the Big Brothers Big Sisters program. Big Brothers Big Sisters has a long history of successful community outreach and Toyota is thrilled that it can work with such a charitable organization as a part of its 2011 Highlander Hybrid campaign,” Michael Rouse, Toyota North America Vice President of Philanthropy and Community Affairs, said.

The contest seeks entrants from across the country and encourages any child involved with the Big Brothers Big Sisters program to nominate their Big. Children can submit letters, drawings, photographs or videos to the Bepartofsomethingbig.toyota.com site anytime between September 6 and October 30.

The winner will be selected by Toyota and Big Brothers Big Sisters based on their commitment to their Little and their overall involvement in their community.

“Toyota’s commitment to promoting civic engagement was one of the main reasons we decided to partner with them to launch this contest. We’re excited members of our program and their families will have the opportunity to be rewarded for the selfless good they have contributed to their communities over the years,” Big Brothers Big Sisters President and Chief Executive Officer Karin Mathis said.

The contest will officially begin receiving submissions on September 6, 2011. All submissions can be posted on Bepartofsomethingbig.toyotahighlanderhybrid.com.



Contact: Public Relations Directors

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(612) 636-4184

Natasha Anderson – nsanderson@wisc.edu

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Press Release: Toyota Highlander Hybrid
FOR IMMEDIATE RELEASE: June 1, 2011

Toyota promotes viral media through “Make it Big” contest

After debuting a series of viral videos earlier this year on YouTube and other social media sites, Toyota announced it will begin accepting online submissions from the public for a video contest themed after its Toyota 2011 Highlander Hybrid “Sometimes You Just Need More Space” viral campaign.

This contest encourages individuals who were excited about Toyota’s initial viral campaign to produce and submit their own videos illustrating the concept of “Thinking Big” or “Sometimes You Just Need More Space.”

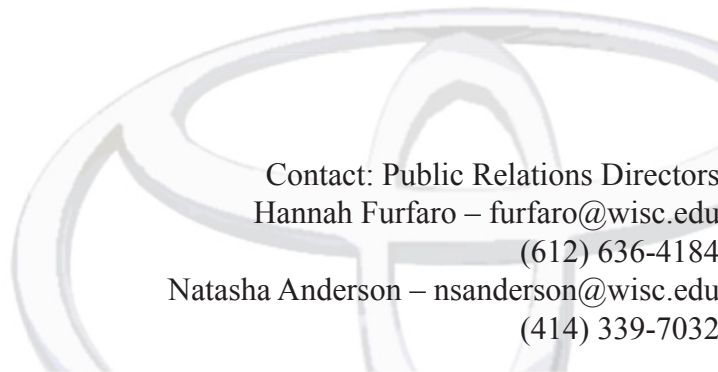
“It’s our goal to help the public understand the Toyota 2011 Highlander Hybrid lets them have it all – fuel efficiency and space – and this contest gives anyone the chance to be a part of this cutting-edge idea. We hit the ground running with our initial viral video campaign and this contest gives innovative viewers the chance to create their own videos and likely have a lot of fun doing it,” Group Vice President of Toyota Marketing William Fay said.

One winner will be selected through a public voting process. After entrants submit their video, members of the public can go online and vote for their favorite viral video submissions. The top vote getter’s video will be featured in a Highlander Hybrid commercial.

“Twitter, YouTube and Facebook are critical online venues for both Toyota and its customers. We’re happy Toyota can work to with these sites and with potential customers to create an entertaining online space for anyone who wants to learn more about the Toyota 2011 Highlander Hybrid and how it fits their lifestyle,” Fay said.

To learn more about the “Make it Big” contest visit the Toyota Highlander Hybrid Facebook fan page, Slate Communications YouTube channel or Slate Communications Twitter feed (SlateComm).

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Press Release: Toyota Highlander Hybrid
FOR IMMEDIATE RELEASE: March 5, 2011

Toyota Think Big 2011 Highlander Hybrid tour to serve communities nation-wide

Toyota kicked-off its Think Big Tour today in San Francisco and plans to complete community projects in five more cities across the United States in the next two months. Toyota will completely fund the projects and teams of Toyota and Lowes employees will help communities planning innovative sustainability projects complete their endeavors.

“We’re very excited to launch this tour and help communities with inventive ideas create eco-friendly solutions to problems in their schools and community centers. Our teams have been working hours on end to prepare plans for each city they visit and we’ve been in close contact with community members to ensure each project runs smoothly,” President and CEO of Toyota North America Yoshimi Inaba said. This cross-country tour will visit both schools and community centers to help build green houses, community gardens and clean up parks and lakes. San Francisco Mayor Gavin Newsom said he is thrilled Toyota’s tour is making a stop in his city.

“Toyota’s Highlander Hybrid tour is a great opportunity for people in our city to come together and make a real change in the way our high schools recycle. I’m confident the Toyota teams and members of our city can work together to make this project a success,” he said.

Toyota plans to partner with Lowes and Whole Foods to complete each project free of cost to the schools and communities. Donated supplies from Lowes and complimentary catering from Whole Foods will help the projects be successful in each city. Toyota and Whole Foods plan to work together to host a celebratory event for each community when the project is complete.

-More-



“Think Big” 2011 Tour Schedule:

San Francisco: March 14-March 21

Los Angeles: March 23-March 30

San Antonio: April 1-April 7

Houston: April 11-April 17

Atlanta: April 18-April 24

Chicago: April 26-May 3

For more information about the “Think Big” 2011 Tour or the Toyota Highland Hybrid, visit www.toyota.com/highlander

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Q&A: The Think Big Tour

Q: What type of projects will be selected?

A: Toyota will select community or school projects that reflect innovation and a sense of commitment to sustainable living. For example, schools or communities that have new and interesting ideas on how to create and provide upkeep for community green spaces, recycling strategies for buildings with high waste outputs or project ideas for lighting their school buildings with alternative energy sources, would be considered. Toyota is always interested in hearing about creative ideas to big problems and is excited to help put these solutions into action. Toyota hopes to reward communities for their originality and draw attention to new ideas.

Q: What long-term benefits will this tour have on the communities it visits?

A: Toyota has a long tradition of commitment to conservation and environmentally friendly projects and the Think Big Tour is no different. Toyota and its partners plan to fully fund and implement the projects they select at no charge to the communities they visit. The types of projects selected will reflect particular cities' or communities' commitment to sustainable solutions, not temporary ones, so every project that is completed will guarantee positive effects on the communities that benefit from it long into the future.

Q: Who can attend the celebratory reception?

A: Media and anyone affected by the community or school project is invited to attend free of charge. The events will include catering from Whole Foods and entertainment from local musicians. At the reception, volunteers will be given the exclusive opportunity to purchase the Toyota Highlander Hybrid at the price of the regular Highlander. All other attendees will be given a one-weekend incentive offer; if they purchase a Highlander Hybrid at regular price they can add one free extra feature including an auto-dimming mirror, remote engine start or a cargo cover.

Biographies: The Think Big Tour

Yoshimi Inaba

*President and COO of Toyota Motor North America, Inc.
Chairman and CEO of Toyota Motor Sales, U.S.A, Inc.*

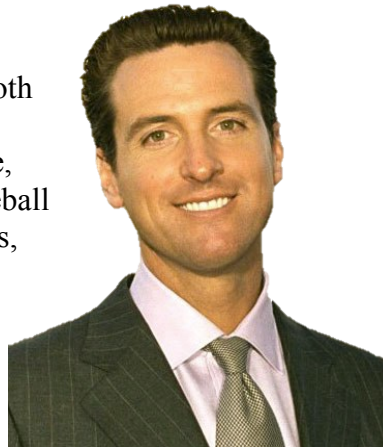
Before joining the Toyota team in 1968, Yoshimi Inaba studied at Japan's Kyoto University and earned a degree in economics. After receiving his undergraduate degree he received his MBA in 1976 from Northwestern University. He went on to work in Toyota's German Sales company and then spent some time in Toyota's Europe Division. Since becoming a member of Toyota's Board of Directors in 1997, Inaba has gradually moved his way up in the company. In 2005 he became an executive vice president, in 2007 he became a senior advisor within Toyota and currently, he is responsible for Toyota's North American sales and marketing.



Gavin Newsom

San Francisco Mayor

A native San Franciscan, Gavin Newsom is described by both childhood and current friends alike as one of the hardest workers they know. Before coming on to the political scene, Newsom studied at Santa Clara University on a partial baseball scholarship. Newsom spent time growing his small business, PlumpJack Wines, into an enterprise. Before becoming the youngest Mayor of San Francisco in 2004, Newsom worked as the San Francisco Supervisor where he drew political attention for his promotion of the "Care Not Cash" program which helped the homeless through special housing and both behavioral and psychological treatment programs. As the current Mayor of San Francisco, Newsom has brought national attention to the gay rights movement and worked to support affordable food for the homeless.



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