

#myLegacy



What's Your Legacy?



Imperium Communications is a full-service creative agency for an evolving world. Imperium Communications strives to deliver strong ideas, accompanied by intensive thought, affective strategy and precise execution. In a rapidly developing communications world, we believe in delivering compelling advertising & maintaining an innovative spirit. Based out of Madison, Wisconsin, Imperium Communications is proof that you can keep a small-town feel in a global marketplace.

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What's Your Legacy?

Situation Analysis

By Abigail Cardinal



History



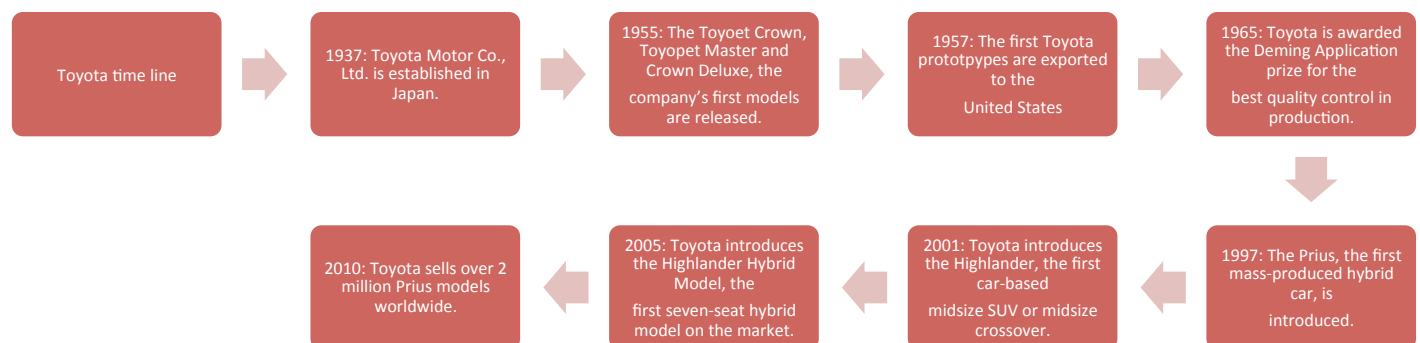
In 1958, Toyota sold only 288 vehicles in the United States, the year they introduced the wildly disappointing “Toyopet.” Fifty years later, Toyota sold nearly 160,000 vehicles in the month of February 2012 alone. Toyota Motor is at the top of the global auto industry and continues to grow as a competitive car brand.¹

Toyota now has over 40 vehicle internationally-based assembly plants. It also has 12 research, development and design centers. It employs 300,000 people. In 2011, Toyota earned half the top picks in the annual Consumer Report: the first company to do so in nearly 10 years. The Toyota Highlander

earned the top spot for Consumer Reports’ “Family SUV” category. The Toyota Prius was named the top pick for the Green Car; it’s 11th time doing so and for the ninth consecutive year.

Toyota has a reputation for taking pride in keeping costumers safe, enriching a sustainable environment and improving local communities. Toyota strives to maintain expertise in these categories and to fulfill their duties as one of the top automobile manufacturers in the world.

Toyota is a leader in innovation, introducing the first mass-marketed hybrid car (The Prius) in 1997. By 2010, Toyota had sold over two million Prius cars. The Highlander Hybrid, first introduced in 2005, was the first SUV hybrid model on the market.² Because of their innovative spirit, Toyota remains on the cutting edge of automobile technology.



Industry Trends

Because of the economic industry, automobile companies face many challenges in today's market. Sales reports from 2011 show a steady growth of automobile manufacturing, as companies begin to gain growth and start to repay government loans from the 2007 economic downturn and automobile industry crash. Jeep saw a 44% sales increase

to join the likes of other major brands experiencing gains: Chrysler, Hyundai and Kia saw 26%, 20% and 36% increases, respectively. While these gains are important, they need to be kept in perspective: only two brands, Hyundai-Kia and Subaru, saw sales above those in 2007.³

Product Analysis

In 2008, Toyota redesigned its Highlander to give it a larger body while maintaining the fuel efficiency of previous models.

The Highlander has a 3.5-liter V-6 engine, an upgrade from the previous 3.3-liter of past models. It boasts 231-horsepower with an Atkinson-cycle engine and two electric motors which bring the overall horsepower to 280. To create greater efficiency, the Highlander Hybrid has "EV" and "Econ" driving modes in which the vehicle functions on electric power at low speeds and to limit throttle response in order to promote greater fuel efficiency. The Highlander Hybrid has four-wheel drive but is not suited for off-roading.



The interior of the Highlander Hybrid includes standard third row seating. The second row of seats recline and the center section can be stowed for an open center aisle. The vehicle offers 10.3 cubic feet of space when the third row is in usable position, and a total of 94 cubic feet when both the second and third rows are stowed away.

The Highlander Hybrid comes standard with air-conditioning with rear-climate control, an eight-way power driver's seat, an audio system that includes XM Radio and MP3/WMA capabilities and Bluetooth.⁴

Market Competition

Highlander Hybrid⁵



Price: Starting at \$38,540

Engine: 3.5-Liter Dual WT-IV6 Hybrid, 280 Horsepower

Fuel economy (city/highway):
28/28

Highlights: Comfortable cabin, fuel economy, 7 passenger seating

Price: Starting at \$22,470

Engine: 1.6L EcoBoost I-4 Engine, 155 Horsepower

Fuel economy (city/highway):
21/33

Highlights: Rugged exterior design, standard six-speed SelectShift Automatic transmission

Ford Escape Hybrid⁶



Chevrolet Traverse⁷



Price: Starting at \$29,510

Engine: 3.6 L Gas V6, 281 Horsepower

Fuel economy (City/highway):
17/24

Highlights: Seats up to eight passengers, comes standard with OnStar communication system, and a large cargo capacity.

Market Competition

Chevrolet Tahoe⁸



Price: Starting at \$38,755

Engine: 5.3L V8, 320 Horsepower

Fuel economy (City/highway):
15/21

Highlights: Leather-wrapped heated steering wheel, blind zone alert, and heated seats.

Price: Starting at \$27,620

Engine: 3.4L V6, 250 Horsepower

Fuel economy (City/highway):
18/25

Highlights: Seats up to eight passengers, multiple built-in storage bins and increased insulation to ensure a quieter ride.

Honda Pilot⁹



The Toyota Highlander Hybrid has one of the highest fuel efficiencies of competitive models on the road. The Highlander Hybrid is also significantly more expensive than other models; however, it comes with a strong engine and a comfortable interior. The Chevrolet Tahoe, which has a significantly less impressive fuel economy, comes standard with several key interior features such as blind zone alert and heated seats. While the Highlander comfortably seats seven, other models, such as the Honda Pilot and Chevrolet Traverse, seat eight.

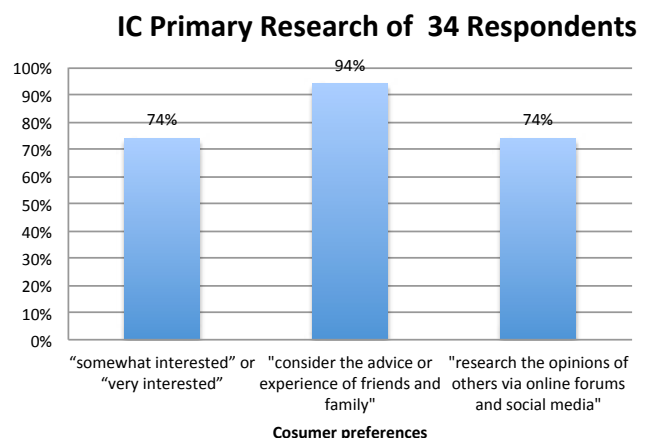
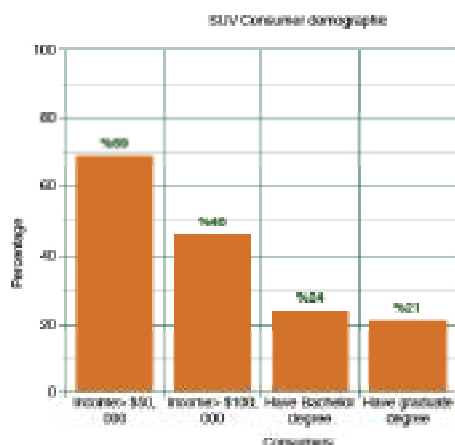
Consumer Analysis:

The Toyota Highlander Hybrid appeals to those with two different desires: the desire for an eco-friendly vehicle, and those who want a comfortable and practical SUV. So what types of people are most likely to purchase a Toyota Highlander Hybrid?

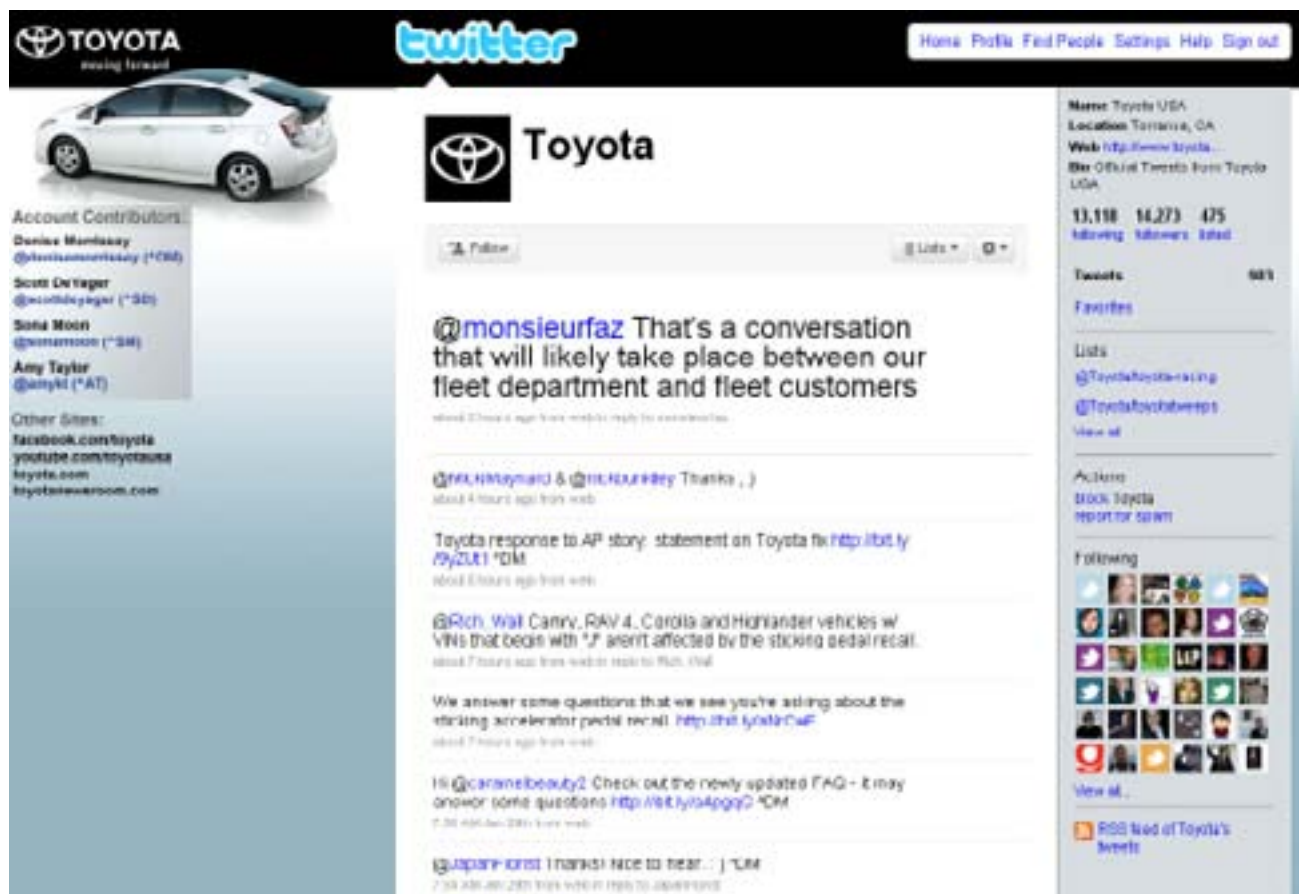
Of people whose most recent vehicle purchase was a foreign mid-size SUV, 69% have annual household incomes greater than \$50,000 and 46% have an annual income of over \$100,000. These consumers are most concentrated in professional occupations, such as finance and real estate, with 24% of the consumers having a Bachelors degree and 21% having a Graduate degree. The majority of current consumers are geographically located on the West Coast.¹⁰

Our primary research focused on the ways in which people make

decisions about buying a car. Because buying a car is a high-involvement purchase, motivations are key in understanding the consumer. Our primary research included 34 respondents, out of whom four currently own a hybrid car. However, 74% of those surveyed said they were either “somewhat interested” or “very interested” in purchasing a hybrid car. In addition, when considering purchasing a new vehicle, 94% said they would “consider the advice or experience of friends and family” and 74% noted that they “research the opinions of others via online forums and social media.” These behavioral patterns highlight the high-involvement nature of purchasing a car and the way in which consumers rely on the opinions of others, online information and social media to make large purchasing decisions.



Media Usage Analysis



Audiences between the ages of 35-44 notice commercials more often than those of younger and older groups.¹¹ This age group pays more attention to commercials because they are at the age most likely to have children and are therefore purchasing products for the entire family.

The larger a respondent's household, the more likely it is that he or she will pay attention to commercials. Consumers with a child under the age

of 18 in a household are more likely to pay attention to commercials than those with no children.

Respondents between the ages of 18-24 were more likely to feel that television advertisements are annoying. The more educated a respondent, the less likely he or she will find advertising to be informative.

Brand Analysis

With seven different hybrid styles available for customers, Toyota places huge emphasis on expanding globally with an environmental conscience state of mind.

Toyota has made huge strides in being considered environmentally responsible. Toyota Company's manufacturing facility implemented 1,700 energy-saving measures. The energy-saving measures reduced 120,000 tons of CO₂-emission, equaling about 45,000 trees.¹² Toyota is devoted to saving the environment and making it a cleaner place for everyone.



Toyota was named the #1 retail brand in America with the best overall value of any full-line brand and earned the most 2011 Best Overall Value Awards of any brand.¹³ The Toyota Highlander Hybrid helps maintain these standards. It is fuel efficient with high-tech safety features, seats seven people comfortably and is stylish. With great

fuel efficiency, the Highlander Hybrid promotes a clean environment, the safety features prove necessary to help keep customers safe and the reliable Toyota Care and Smart Stop Technology helps build a trustworthy relationship with consumers.



Toyota Motor Corporations put a lot of the main principles that Toyota follows into the making of the Highlander Hybrid. With 'Toyota's Way' of life motto, Toyota places emphasis on the needs of the customer, a healthy environment and safety quality of the vehicle. The Toyota Highlander Hybrid has many standard safety features, comfortable and stylish seating options, efficient gas mileage and reliability through Toyota Care. Toyota stands for quality, innovation and sustainability. In its efforts to protect customers on the road and its determination to reduce pollution and encourage future inventions, Toyota is a trustworthy brand.

The Creative Concept

Competitors

In 2008, Ford launched its campaign with the theme “More fun for the gallon” to present the 2008 Escape hybrid. While the gasoline version of Escape follows the sports theme to target national consumers, the hybrid version of Escape focuses on more specific regions by emphasizing the green and economic aspect of the car.¹⁴ Ford Escape’s advertisements place the car in adventurous places on their TV and print ads to emphasize the possibilities of the

Toyota

Toyota is currently marketing the Toyota Highlander Hybrid towards families by emphasizing economic efficiency, safety, eco-friendly, size, convenience, and versatility through emotional appeals. Its 2011 campaign, “Just because you’re a parent, doesn’t mean you have to be lame,” positions the Highlander as the cool, stylish vehicle choice for parents. The slogan “moving forward” reinforces the need to consume of the innovative and technologically advanced product.¹⁶ This campaign was met with criticism from the public via their social networking websites: consumers disliked the depiction of manipulation through social

vehicle and the adventure of owning one.

Honda Pilot’s campaigns are fun and show the spaciousness of the car. In October 2011, Honda launched its campaigns to present redesigned Pilot SUV to bring attention to the vehicle’s smart and stylish utility. These advertisements are featured on TV, Honda’s website and YouTube page and in movie theaters to emphasize that everyday adventures can be made better with the refined Pilot.¹⁵

condemnation and did not appreciate the characters of the advertising campaign.¹⁷

Toyota’s creative Campaign is also placed in various print outlets. In both 2003 and 2004 highlander print ads, the slogan “get the feeling” encouraged people to participating in the Toyota experience.¹⁸ However, in 2007 and 2008 print ads, new images were presented with Toyota Highlander Sport by highlighting the vehicle features through still images of the car. Their 2011 campaign features a big and silver metallic highlander with interior detailed next to the car to show the happiness and security it will bring to a family.

The Creative Concept

Toyota

A large portion of Toyota's recent public relations efforts have been centered on an online forum. Toyota takes advantages of platforms like YouTube, Facebook and Twitter to interact with its consumers. Toyota's Twitter account allows the brand to interact directly

with their followers by responding directly to tweets and sharing articles such as "20 Celebs You Wouldn't Guess Drive

A Prius." Toyota takes full advantage of the 140 character platform to expand their image and their presence in the social media sphere.

Toyota's YouTube channel launched a series of humorous videos hosted by Nathan James in 2011.¹⁹ In the series, Nathan's mission is to get advices and "un-dork" their behavior to market highlander as a cool car. There were both pros and cons about the tac-

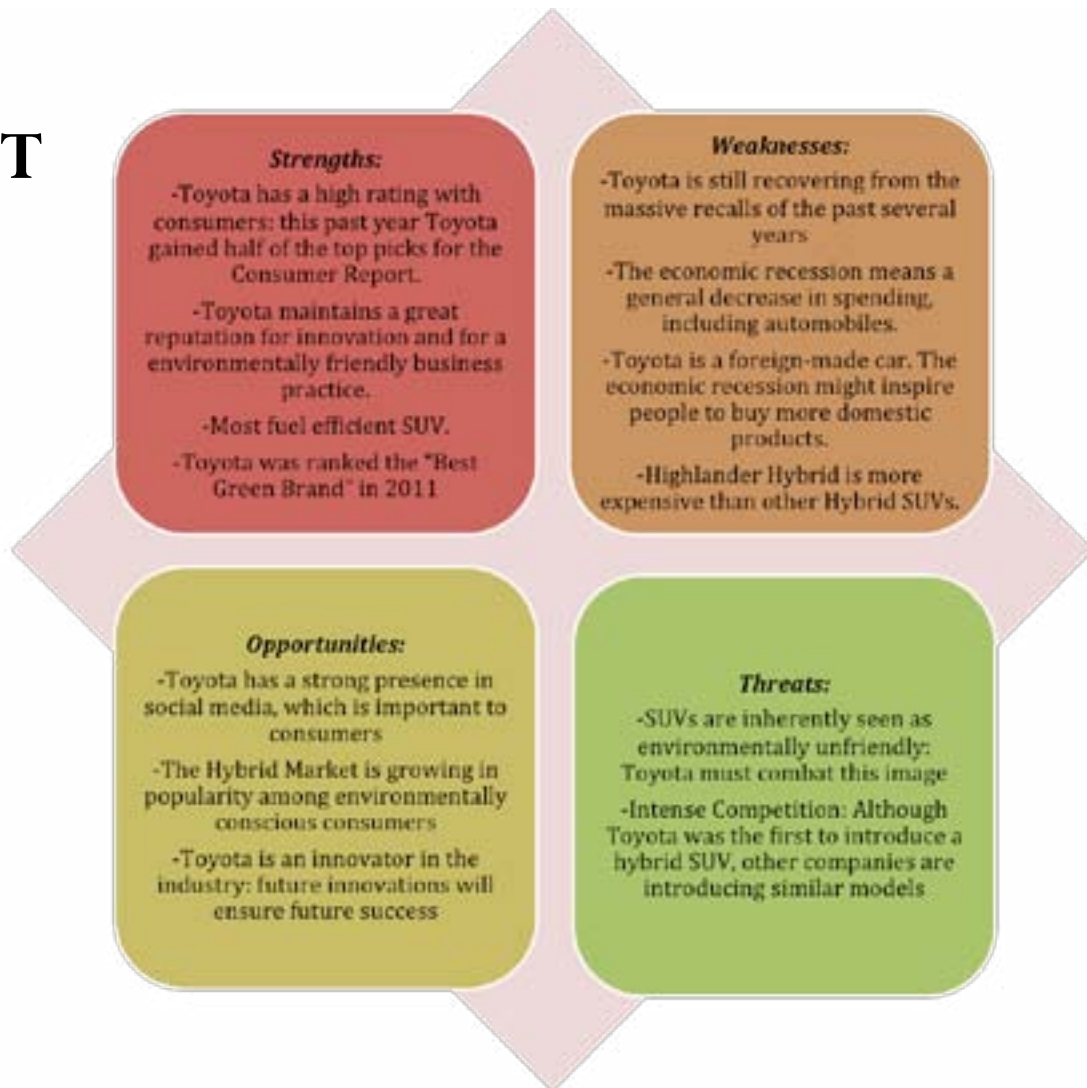
tic of the campaign from the Internet users. In the platform of social media, it allows Toyota to be more interactive with its audiences and received immediate feedback from them. However, a large portion of those consumers didn't like the advertisements, saying that

it pressured consumers to spend more than they can afford to appease their children or to subscribe to a certain cool image. But, other inter-

active social media campaigns such as "Share Your Toyota autobiography" and "Every Toyota Has A Story. What's Yours?" encouraged costumers to share their own Toyota vehicle experiences.²⁰ Toyota Highlander Facebook and Twitter account also helps them to keep in touch with their costumers and allow a platform on which to promote their product and create a strong rapport.



SWOT



Key Issues and Implications

Toyota maintains a strong reputation for innovation and dependability within the automobile industry. Over the past few years, Toyota has maintained an innovative spirit and has introduced strong products. However, the competition is catching up. Recent recalls call Toyota's reputation for strength and dependability into question, allowing other companies the opportunity to catch up. The economic recession, although improving, had a dramatic affect on overall car sales:

Toyota was not immune to this decrease in sales and therefore must work hard to convince consumers to make the investment. Toyota's Highlander Hybrid is a strong and innovative product: it boasts a comfortable ride and higher fuel efficiency than its competitors. However, its higher price tag is a hurdle that Toyota must overcome: it must focus on the investment of the Toyota brand and loyalty to its costumers in order to remain a strong competitor in today's intense automobile industry.



What's Your Legacy?

Campaign Strategy

By Brittany Schmidt



Objectives

As Toyota Motor Corporations continues to be one of the leading automotive manufacturers in the world, it consistently creates trustworthy and dependable relationships with their dedicated consumer base. Toyota is a dependable, safe and innovative company that strives to meet consumers' needs on a daily basis. Due to these factors, we see an opportunity to attract the unfamiliar consumers, raise brand awareness and overall sales.

1. Raise awareness of the Highlander Hybrid to potential buyers who don't know the extensive benefits by 10 percent in order to maintain Toyota's national and global footprint.

We see an opportunity to strengthen the reach of the Toyota Highlander Hybrid to those who are non-owners of a Toyota vehicle. We want to increase the knowledge of the benefits of the hybrid to SUV consumers who do not own a Toyota vehicle and encourage them to pick the Highlander Hybrid because of its versatility, safety measures and innovative tech-

nology. We want to inspire non-Toyota SUV consumers to add Toyota to their legacy. We want to expand the loyal consumer base that appreciates Toyota's safe, dependable and quality vehicles.

2. Increase awareness of the new brand image of the Highlander Hybrid to loyal Toyota consumers as a versatile family vehicle ready for the next chapter in life.

Because Toyota puts the consumers in the driver seat and works diligently to meet their needs and wants, it is important for consumers to view the Toyota Highlander Hybrid as the best choice for a family vehicle. The loyal consumer base is not going to have their first car forever and will soon be looking for a more family-oriented vehicle. We want those faithful consumers to look to the Toyota Highlander Hybrid as the next car in line to fit into their new life stage.

With a long legacy of great vehicles and long-lasting relationship with consumers, we see an opportunity to push that relationship even farther to make the Highlander Hybrid the perfect SUV for starting a family. Let the Highlander Hybrid protect their legacy and help them invest in a richer future for their children.

3. Increase Toyota Highlander Hybrid sales by 5 percent by enticing different audiences with varying selling points.

In order for Toyota to continually fulfill their national and global footsteps, Toyota needs to ex-

pand their target markets to include consumers in different stages of life. Not only is the Toyota Highlander Hybrid great for couples starting a family, but also it is also great for those who are retired and travelling more often to visit grandchildren or explore new hobbies. The Toyota Highlander Hybrid is the 'jack of all-trades' vehicle that will meet your needs and wants no matter what age you are. We hope to target different age groups and give them imperative information about the Toyota Highlander Hybrid that will specifically meet their needs. The versatility of the Toyota Highlander Hybrid allows for a safe, eco-friendly and fuel-efficient vehicle for all to enjoy.



Target Audiences

Primary Target Key Insights:

- Age Range: 30-40
- Race: Caucasian
- Household Income: Exceeds \$100,000
- Hobbies: Family-Oriented and Active
- Well-Educated
- Live in a suburb on the northeast or west coast
- Environmentally Aware
- Mindful of Appearances

Mr. And Mrs. Johnson



The Johnsons, who are in their early thirties, are a family of five who love spending time with each other. Brad is in business management, while Jenna currently works as a sales director at a nearby corporation. They are both well educated with at least a Bachelor's degree from the University of Maryland and enjoy the finer things in life. They are a wealthy couple with an average income of around \$100,000 who live in the suburbs of a Baltimore on the northeast coast.¹ Because they want to raise their family in a safe environment, they commute to Baltimore for work every morning, so they need a vehicle with great gas mileage.

As they begin to raise a family, they take great pride in providing a safe and fun atmosphere for their children. The Johnsons are hard workers, but they only work so hard to provide for their kids. Brad and Jenna Johnson have three young children under the age of 11 who are just getting started in extracurricular activities. While Brad and Jenna plan on using the vehicle for travelling long distances, they will also need a vehicle to use on a day-to-day basis with the kids. They need a vehicle with enough room to cart the kids around to baseball games and dance classes, while having enough room to pick up the groceries and run errands on the way home.

Mr. And Mrs. Johnson

With the family's combined education and love for their children, they understand the need to be environmentally friendly in order to maintain a healthy world for the next generation. They want to invest in a healthy future for their children and believe teaching their kids to protect the environment at an early age is important. In order to set a good example for their children, the Johnsons are avidly involved in recycling and enjoying outside activities, such as camping.²



Although the Johnsons have three young children, Jack, Molly, and Hannah, they still enjoy a nice night with friends. They need a large enough vehicle to seat adults comfortably in the back seat in order to carpool to dinner parties or events. While Brad and Jenna have a close group of friends, they still feel the need to show off their up-to-date style and show their friends that they are participating in the effort to clean up the environment.

Target Audiences

Secondary Target Key Insights:

- Age Range: 55-65
- Race: Caucasian
- Hobbies: Family and Travelling
- Live in a suburb on the east or west coast
- Financially Stable
- Interested in Environmental Practices
- Close to Retiring

Mr. And Mrs. Wilson



The Wilsons, who are in their mid-sixties and live in San Francisco, are close to retirement and dreaming about what the future might hold for them.³ Over the years, the Wilsons have saved money in order to afford necessities in life and take care of their two children. With well over \$100,000 saved up in the bank, all their hard work has paid off and they finally feel like they can let go and live a little.⁴ With retirement right around the corner, the Wilsons are looking for a way to vamp up their lives and explore new territory.

While Mike and Karen love to travel and explore new destinations, they would love nothing more than to spend time with their grandkids. They need a vehicle that is spacious enough to fit all of their grandchildren with technology to help keep the grandchildren entertained on long road trips. The children love to go fishing and camping with their grandparents so they need and a vehicle that will have enough power to tow a boat or trailer. The most important thing to the Wilsons is to keep their grandchildren safe with a vehicle that has top safety standards.

The Highlander Hybrid will be a great car for the Wilsons even if they are not carting around children. The spacious vehicle will be great for hauling a pet around while running errands or picking up groceries for a big potluck with friends down the street. The SUV is a versatile vehicle that will help the Wilsons with day-to-day activities, as well as travelling and discovering new hobbies.

Mr. And Mrs. Wilson

One last thing that the Wilsons value is saving money when it comes to necessities. The Wilsons pay close attention to the increasing gas price because they know they will be travelling more frequently, especially to visit the grand-kids. The Wilsons do not live close to their immediate family and will need a vehicle that will save them money in the long run.



A fuel-efficient vehicle would help the Wilsons save money at the pumps and put more money into their grandchildren's piggy banks for a successful future and legacy.

The Wilsons like to stay up-to-date on the new trends.⁵ With the new national push to go green and create a healthy environment, Mike and Karen are looking for their own way to improve the environment. They have already begun recycling more and using greener products, but they want to take it a step further. They want to be able to improve the environment even if they are not at home taking out the recycling bin. With the Highlander Hybrid, the Wilsons will be able to decrease their carbon footprint on the environment as they travel and pursue other activities.

Unique Selling Point

The Toyota Highlander Hybrid takes a front seat in the SUV market with its ability to seat seven people comfortably with innovative safety measures and environmentally sound technology.

For a variety of families who need the size and extra space of an SUV, but don't necessarily want to leave a large carbon footprint on the environment can relax because the Highlander Hybrid offers all of those features. The fuel efficiency and opportunity to switch from electronic engine to gas

engine within seconds offers great environmental practices while cruising down the highway or sitting in traffic. It consistently offers a smooth ride, even while merging and passing other cars on the highway.⁶ With seven seats available to seat people of all sizes comfortable, it is a great carpooling vehicle. By using the Highlander Hybrid to carpool, it would decrease the amount of other non-green vehicles on the road and help decrease the carbon footprint of vehicles nationwide.



Competitive Advantage



According to our research, the Toyota Highlander Hybrid earned half of the top picks for the Consumer Report in 2011.⁷ The Highlander Hybrid scored high in front, rear, side and rollover tests.⁸ It also comes equipped with a full-size tire for emergencies. With the versatility made right into the vehicle, it has the potential to seat seven people comfortably with the optimal third row seating or make room for the family dog.⁹ Compared to other SUVs, such as the Dodge Journey or Mazda CX-7 who have a maximum towing capacity of 2500 Lbs., the Toyota Highlander can tow up to 3500 Lbs.¹⁰ The Toyota Highlander Hybrid gets 28 mph

in the city and 28 mph on the highway, while the Dodge Journey estimates 19 combined fuel economy.¹¹ The Toyota Highlander Hybrid may be comparably larger than other SUVs, but it allows for more shoulder and legroom for a comfortable ride in any seat, whether you are a child or an adult.¹²

With its sleek modern look and innovative technology, the Highlander Hybrid is a solid and safe vehicle for everyday use. With its adjustable cup sizes, USB port for music, power plugs and Bluetooth,¹³ the vehicle is great for short trips to the store or long trips to the cabin for vacation.

Positioning

Toyota's Current Position

The Toyota Highlander Hybrid is positioned in the mid-size SUV market as a family-oriented vehicle. It is noted as the first SUV to seat seven people comfortably with close attention to the large and adaptable size.

The Highlander Hybrid is positioned as more expensive than some of the other SUVs in the same category. Toyota Motor Corporations positions itself as a leading hybrid producer and manufacturer.

Imperium's Desired Position

Imperium Communications wants to maintain the positioning of the Highlander Hybrid as a family-friendly vehicle in the SUV market but increase its position as a safe and versatile vehicle for everyone to use, not just large families. We want to position the vehicle as a smooth ride that gets great gas-mileage, environmentally sound with usable technology built right into the car for many to take advantage of and meet their own necessities.¹⁴

With the great gas mileage, spacious inside with adjustable third row seating and environmentally sound practices, the Toyota Highlander Hybrid is great for travelling, carting around children or running errands through town. We want to re-position the Highlander Hybrid as the perfect vehicle for people in different life stages

because it will adapt to the consumers evolving needs.

Although the Highlander Hybrid is an environmentally friendly vehicle, we believe that the it should remain in the SUV market because it is a family vehicle first. The hybrid aspect is just another great feature that the consumer will love, especially with the great gas mileage. We will highlight the practicality of the vehicle for all situations with its high safety standards, optimal third row seating and fuel-efficient practices.



Imperium's Desired Position

We want to position the Highlander Hybrid as a safe and versatile vehicle to keep your family safe on the road as well as grow with your family. The Highlander Hybrid SUV will be placed in the less expensive SUV category. Compared to other SUV's, the Highlander Hybrid SUV will be a little more expensive, but the benefits and features of the Highlander will

outweigh the costs. Instead of positioning the Highlander Hybrid as just being expensive, we want to show the average person with a budget that putting in the extra cash now will only benefit them in the long run. The Highlander Hybrid should be the next vehicle in anyone's next life stage because it can meet diverse needs and wants, even when they change.



Branding

Toyota's Current Branding

The Toyota Highlander Hybrid current branding strategy is based on reaction-based appeals such as humor. The Highlander Hybrid is branded as the SUV that all parents should buy in order to save their kids from embarrassment and teasing at school.

The Highlander Hybrid is seen through the eyes of an eight-year-old named Nathan James. Nathan's tagline throughout the campaign is, "just because you're a parent, doesn't mean you have to be lame,"¹⁵ brands the SUV as the perfect substitute for an outdated minivan from the 1990s. Although children do have some influence over

their parents buying habits, with a highly involved product, the parents need to be targeted in order to reach them on an emotional and rational level. The campaign leaves out the older generations who no longer have young children to influence their buying habits.

The Highlander Hybrid current branding is that it is 'cool.' But based on our research, we don't think the Highlander Hybrid is seen as a cool vehicle. What Toyota wants the Highlander Hybrid associated with in the consumers mind, such as safe and reliable, does not match what the branding image is portraying.



Imperium's Desired Branding

Usable Technology Evolving
Versatile Family
Safety
Eco-friendly Reliable

Imperium Communications wants to shift the branding focus from reaction-based appeals to an emotion-based appeal that pulls at the core of most families, which come in all different sizes. We will use the children as a basis for our branding, but in a completely different and unique way. We want to focus more of our attention on the adults and their unwavering love for their children or family life. What parents want most in life is to ensure a successful future for their children. We want to get consumers to start thinking about what their legacy looks like and how they want to shape it in the future.

We want to re-assign the associations that people make with the Highlander Hybrid to include safety, fuel-efficient, family-friendly and environmentally sound. By targeting the

parents rational of keeping their children or family pet safe, it emotionally captivates the parents and tugs at the core family value that family should always come first. With high safety features, versatility and environmentally sound technology, the Highlander Hybrid will help you make a better future for your family and ensure a legacy.

The option to become environmentally friendly through a vehicle gives parents another opportunity to ensure their children have a safe environment to grow up in. We want the Highlander Hybrid to grow with your family, no matter which direction you are headed. Because we live in such a fast-paced world where people are constantly on the go, we want to optimize the time families spend with each other, even if it is just running errands around town.

Scope

In order to run a successful campaign, Imperium Communications will take advantage of a variety of different media platforms to attract different target markets and meet their specific needs. Our media campaign will integrate a pulsing strategy with traditional media and a continuity strategy with new media to keep the campaign fresh and constant in the consumer's minds.

With the new branding strategy of the Highlander Hybrid to be a versatile and reliable vehicle for people in different stages of life, Imperium Communications will start its 12-month campaign on July 1, 2012 with powerful advertising during the Olympics to increase the reach of our campaign immediately. The campaign will end July 1, 2013. Advertising will be focused during the months of July, September, February and March because our Simmons Choices III research showed that most vehicle buying took place around these times of year and we want to allow for some lead time to create buzz about the vehicle.

The campaign will emphasize television during primetime hours throughout the week on FOX, CBS

and ABC in order to reach our specific target audiences.¹⁶ Television advertisements will be concentrated in the fall and winter months as our targets are more likely to be indoors. It will resurface in the spring to encourage our targets to travel and explore new hobbies while the kids are not in school.

The campaign will introduce radio ads in the morning (6-10 A.M.) so that our busy families can listen on their drive to work in the morning. We will distribute Magazine and Newspaper ads on a monthly basis for one full year.



Interactive media will be highlighted continuously throughout the 12-month campaign to encourage participation in contests and increase awareness of the Toyota Highlander Hybrid as the perfect vehicle to help protect and create your legacy.

We will host interactive contests on Facebook, Twitter and YouTube that will all be connected through the use of #myLegacy hash-tag in order to connect consumers on various interactive media outlets.

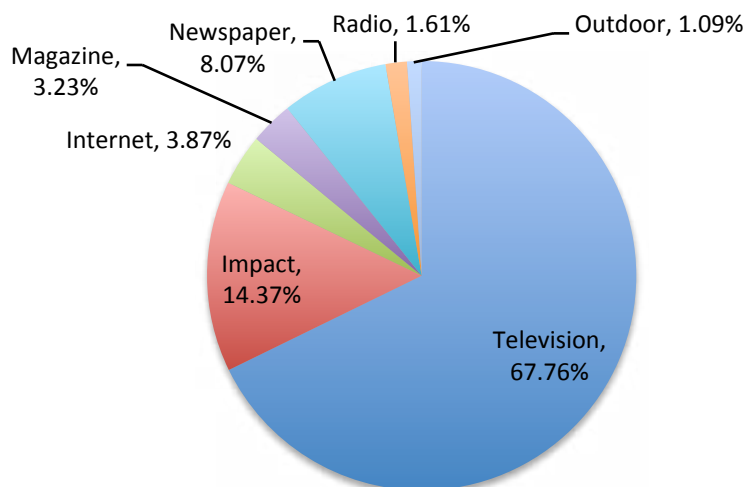
In order to reach our target audiences through multiple media platforms, we carefully allocated our budget distribution based on our Simmons Choices III research.

- Television- 67.76%
- Impact- 14.37%
- Internet- 3.87%
- Magazine- 3.23%
- Newspaper- 8.07%
- Radio- 1.61%
- Outdoor- 1.09%

Imperium Communications will focus the campaign on the west and northeast coasts of the United States.

Based on our Simmons Choices III data that showed specific cities where hybrid users tend to live, the major metropolitan areas we will target include: Bar Harbor and Portland-Maine (Index-190), Burlington and Stowe-Vermont (Index-162), New Port and Providence- Rhode Island (Index-160), Baltimore- Maryland (Index-150), Wilmington- Delaware (Index-150), Portland- Oregon (Index-140) Los Angeles, San Francisco, San Diego, Sacramento-California (Index-164) and Seattle-Washington (Index-137).¹⁷ We will target suburbs surrounding the major cities because our Simmons Choices III research indicated that our target audiences commute to work in major metropolitan areas while living in the suburbs.

Budget Allocations



Big Idea

#myLegacy

The *What's Your Legacy?* campaign encompasses the growth of mankind and what the future may hold for each and every one of them. *What's Your Legacy?* inspires consumers to think about their future and how they want to leave their footprint on this world, whether it is through protecting and caring for your family or living an adventurous life exploring new hobbies. Whatever your plan is for the future, the Toyota Highlander Hybrid wants to be a part of it. *What's Your Legacy?* identifies with our target audience no matter where they are in their life stage or what goals they have in life. With high safety standards, great fuel-efficiency, environmentally sound practices and a family-friendly size, the Toyota Highlander Hybrid will adapt to any lifestyle. *What's Your Legacy?* encourages consumers to plan ahead while protecting their legacy as they move forward in life. With the successful legacy of vehicles Toyota has produced over the years, let the Toyota Highlander Hybrid help define your legacy for the years to come.

Big Idea

#johnsonLegacy

For the *Johnsons*, the Toyota Highlander Hybrid will serve as a multi-functional vehicle that will fit the ever-changing needs of the Johnson family. With optimal third row seating, the SUV will be great for hauling the kids and their friends to dance and basketball practice. With the spacious inside and comfortable seating, the SUV will be great for a night out on the town and carpooling with adult friends. *What's Your Legacy?* encourages the Johnsons to think about their future and the legacy they will leave behind for their kids. With their legacy in mind, the Highlander Hybrids front seat safety features will allow the Johnsons to travel with ease and confidence. The environmentally friendly SUV will help them plan ahead for their children's future by taking care of the environment now and providing a safe atmosphere for their kids to flourish. The Highlander Hybrid is the perfect vehicle for the Johnsons because it will transform to accommodate their every demand.

#wilsonLegacy

For the *Wilsons*, the Toyota Highlander Hybrid will help create a new legacy as they retire and have more free time for travelling and exploring new hobbies. The great fuel-efficiency and environmentally sound practices the SUV offers will fit well with the Wilsons new life plan as they travel to visit grandkids, explore new territory and spend more time out of the home. The hauling capabilities of the Highlander Hybrid will be perfect when towing a boat to go fishing with the grandkids or hauling a camper to travel across the United States. *What's Your Legacy?* urges the Wilsons to branch out of their routine business lifestyle and start a new legacy full of adventure and relaxation as they move towards retirement. The Highlander Hybrid is the perfect vehicle for the Wilsons because it will help them create a new legacy safely and eco-friendly.



What's Your Legacy?

Creative Plan

By Xiumei Dong & Christina Scannell



Objectives

- Increase Toyota highlander hybrid buzz
- Foster curiosity about the #myLegacy campaign
- Prompt consideration of audience's legacy as a reflection of the Toyota #myLegacy campaign ads
- Encourage SUV drivers to invest in a hybrid vehicle using the appeals of gas mileage, time, money and environment
- Encourage Toyota drivers to invest in the Highlander Hybrid with the incentive of its SUV size for growing families
- Brand the Toyota Highlander Hybrid as the go-to SUV+hybrid vehicle

Strategy

An analysis of previous Toyota ads shows an overwhelming emphasis on style. While we found ourselves wonderfully amused by the humor embedded in a good number of the style-based ads, we wanted to pursue an approach that would draw on a more sentimental appeal. We found promise in promoting family ideals, personal perception and our own human impact on the world. These are the appeals we decided to use to attract our target audience to the campaign. Once we have their attention, vehicle benefits and practicalities are presented to keep potential buyers' attention and convince them that this is the car for investment.

After much deliberation over which elements of the Toyota Highlander Hybrid were most rewarding, we realized not one singular quality could be emphasized. Beyond being aesthetically pleasing, the vehicle has gas mileage that saves both time and money, an additional row of seats that provides room for family expansion and a carbon footprint that begs to go unnoticed. We started to understand that for each purchaser, the reason leading to a sale would vary, but that for each consumer, that reason would be personal. We decided to market the Toyota Highlander Hybrid as the culmination of all the reasons that lead consumers into purchase.

Campaign

The slogan for the campaign will be #myLegacy and will appear on all Toyota advertisements throughout the campaign.

#myLegacy speaks directly to the consumer and provokes immediate self-reflection and imagination of how the consumer would begin or continue a legacy in the Toyota Highlander Hybrid.

The target audience ranges from couples needing to make room for more children and those looking at a future closer to grandchildren. The campaign is designed to attract both groups by presenting their respective priorities.

A media survey showed time, environmental preservation, family and appearance as the most important values in our target audience's lives. The campaign strategically advertises how the Toyota Highlander Hybrid caters to these values. From the campaign, the audience can follow a connection from

how the Toyota Highlander Hybrid fosters these values, how that value defines who they are and how they can continue their legacy.

#myLegacy will be attached to a Twitter campaign and a bar code will appear at its side that leads to the Toyota Highlander Hybrid website.

The campaign's tagline, "What's Your Legacy?" keeps the campaign running full-circle as each ad leads the reader from experiencing a #myLegacy story and questioning their own. More powerfully, every time they see the #myLegacy stamp, the audience will revert to self-reflection and to the association of its legacy with the Toyota Highlander Hybrid.



#myLegacy

Advertisements

Television

Television ads portray different short stories that reflect on the idea of a legacy via the Toyota Highlander Hybrid. The medium allows for both sound and sight so we will take full advantage of those aspects to show moving pictures of a Highlander Hybrid family's legacy and show the car in more detail. As the campaign unfolds

around the time of the Olympics, one ad appealing to the younger audiences will stream to introduce the new hybrid SUV and to promote its function as a catalyst for familial legacies. The two seasonal commercial ads focus on the Highlander as a staple family vehicle and as a way to spend more time where it matters.

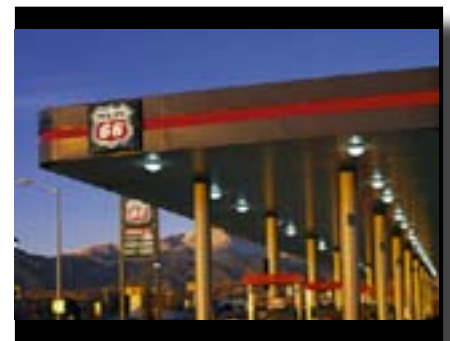
Commercial #1



Dad in car, pulls out of driveway and down road to work, image of skyline + meter at full



Side view of others admiring his vehicle while sitting in traffic. Meter still not moving. Occasional honking, outside noises



Front shot of dad driving, looking thinking, camera pans out of right window and dad contently smiles as he doesn't have to stop. Only sounds are tires on the road and his soft Stones playing



Shot from behind, window scenes show dusk, meter still not moved. Same stones song playing softly



Pulls into driveway, camera focuses on meter still not moved as sounds of children yelling implying his welcomed arrival home, pan out of car to reveal



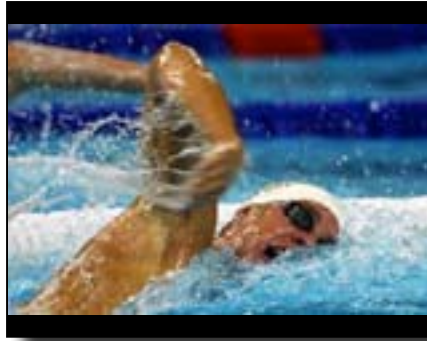
Fade everything to black except neon blue hybrid logo. Logo cross-zooms and #myLegacy info appears

VO: Introducing the twenty-thirteen Toyota Highlander Hybrid. (pause) What's your legacy?

Commercial - Olympics



Olympic gymnast hand and feet shots, sounds of feet on beam and through air



Olympic swimmer legs and arm; sounds of water splashing and heavy breathing



Shot of bike wheels spinning furiously across track; sounds of spindles and tires on court



Tucked and spinning in air, gymnast lands to reveal small girl; sounds of applause



Coming out of water, camera pans up swimmer to reveal small boy; sounds of applause



Bike crosses finish line and camera follows from feet up to reveal another, different small boy; sounds of applause



Walking out of Olympics, single file tallest to smallest child all proudly wearing gold medals. Kids laughing and being patted by parents. Kids pile in and mom puts down back seats for bike



Side view of parents happily piling kids into vehicle. Sounds of kids replaying their races



Fade everything to black except neon blue hybrid logo. Logo cross-zooms and #myLegacy info appears.

VO: Introducing the twenty-thirteen Toyota Highlander Hybrid. (pause) What's your legacy?

Commercial #2



Summer night setting and sounds; car on left; pan counter-clockwise reveals kids telling stories with flashlight in middle.



Looking into trunk; little kids (presumably cousins by setting) telling stories about their parents and grandparents.



View from storyteller's position in car looking out of open trunk and evaluating nearby presence of parents at bonfire and grandparents on porch.



Trunk closes, outside noises dull, one of the children spills embarrassing story.



Zoom out of scene, car noise dulls and outside noises (adult chatter, fire crackling, crickets) present.



Fade everything to black except neon blue hybrid logo. Logo cross-zooms and #myLegacy info appears.

VO: Introducing the twenty-thirteen Toyota Highlander Hybrid. (pause) What's your legacy?

Newspaper

Newspaper ads emphasize the importance of family to our older target audience.



Magazines

Magazines present the opportunity to make a lasting legacy-related image with our consumer. The emphasis in magazine ads will not surround images of the car, but of legacy depictions. We want to stress that the Highlander Hybrid sticks out because of the personally adaptable lifestyle it offers, not because it has an interior and exterior similar to that of its competition.

Ads will be strategically placed in the magazine genres that most appropriately speak to the audience of each genre.

A #myLegacy appears in each ad and sits next to barcode that will prompt readers to take a picture and explore the Highlander Hybrid website with the bulk of the automobile information.



Online

Online, a #myLegacy banner will appear and again with the barcode that will lead the website consumer to the Highlander Hybrid homepage. During the car giveaway sweepstake,

a similar banner will appear with the additional phrase, 'free car' and a different barcode that leads to the Facebook homepage of the contest.



#myLegacy website



Radio

Radio is not one of our stronger emphasized areas, but its vocal mobility will be utilized to its fullest potential. A 30-second spot will streams various “my legacy is my...” lines from voices

compatible with the ages of our target audience and from some unmistakable vocal artists.

Sample Radio Script

(Sound bytes override one another)

SB (woman): My legacy is my home, this world we live in and the way I plan to leave it...

SB (older man): My legacy is how I chose to spend my time, and I won't be wasting it at the gas station...

SB (man): My legacy is me. It's who I am and how I want to be remembered...

SB (older woman): My legacy is my granddaughter; someday she'll be the one to lead this world...

SB (singer 1): My legacy? My legacy is the 2013 Toyota Highlander Hybrid

SB (singer 2): My legacy seats seven and cuts back on over half the trips to the gas station.

SB (singer 3): My legacy gets 28 miles to the gallon.

SB (singer 4): My legacy takes me from San Francisco to Newport... On one tank of gas... With traffic.

SB (singer 5): My legacy gets all the honeys, and they be like...

SB (singer 2): Did I mention it's an SUV?

SB (singer 1): The 2013 Toyota Highlander Hybrid is our legacy. What's yours?

Magazines

#myLegacy is my family and those I leave to follow in my footsteps. The Toyota Highlander Hybrid gives me the space to transport a larger legacy and the security of their safety.

2013  **TOYOTA** Hybrid Highlander

#myLegacy



Copyright 2012 Imperium Communications, Inc. Toyota Motor Company 2012 Highlander Hybrid.

My legacy? **#myLegacy** is me and how I will be remembered. My legacy is a reflection of my identity. The Toyota Highlander Hybrid represents who I am and how I want to be remembered.

2013  **TOYOTA** Hybrid Highlander **#myLegacy** 



Copyright 2012 Imperium Communications, Inc. Toyota Motor Company 2012 Highlander Hybrid.

#myLegacy is what I leave behind of myself and what I leave behind of the environment I live in. My legacy is the confidence that my kids will grow old with their children and be blessed with the same quality of life. The Toyota Highlander Hybrid makes my legacy possible and protects the part of my life I want to leave behind.

2013  **TOYOTA** Hybrid Highlander

#myLegacy



Copyright 2012 Imperium Communications, Inc. Toyota Motor Company 2012 Highlander Hybrid.

Outdoor

Outdoor ads have an emphasis on gas mileage as viewing patrons will be on the road and gas will be accessible in their thought process. Billboards draw on different specifics based on the geographical placement.



Seattle to
San Fran.
2 tanks.

#myLegacy
2013  TOYOTA Highlander Hybrid



this one time, i drove 433 miles.
(without stopping)



#myLegacy
2013  TOYOTA Highlander Hybrid



seven
seat
wonder

#myLegacy
2013  TOYOTA Highlander Hybrid




Fort Collins
to Telluride.
no stops.

#myLegacy
2013  TOYOTA Highlander Hybrid



suv + hybrid
✓check



#myLegacy
2013  TOYOTA Highlander Hybrid





What's Your Legacy?

Media Plan

By Roberta Braga



Media Objectives

Utilizing various mediums, including television, radio, outdoor, internet, magazine and newspapers, we hope to expand our target audiences' recognition of the new brand image of Toyota Highlander Hybrid by 10% and persuade non-Toyota users to adopt the use of Toyota. We also hope to further engage our loyal Toyota customers and to promote the Highlander Hybrid to them. In particular, we hope to increase engagement with Toyota owners between the ages of 30-40 by 15% and

between the ages of 55-65 by 10% who are starting a family and/or looking to invest in a more technologically advanced car. In targeting such audiences we aim to influence family buying decisions. Research shows that women hold the buying power and capacity to influence family decisions, while men are more likely to go through with a bigger purchase and are usually the primary financial providers.¹ Therefore, we will be targeting both genders simultaneously utilizing a family-oriented focus.



Geographical Emphasis

Research indicates that the highest number of hybrid car owners live on the West Coast and the Northeast Coast of the United States. Hybrid car owners who already own Toyotas can be found in large cities in the states of Washington, Oregon, California, Maine, Vermont, Maryland and Rhode Island.² Therefore, to maximize reach of our target audiences we have chosen to target populations of 30-40 year olds and 55-65 year olds living in and around bigger cities such as Portland, OR, Seattle, WA, San Francisco, CA,

San Diego, CA, Sacramento CA, Los Angeles CA, Baltimore, MD, New Port and Providence, RI, Burlington and Stowe, VT, Bar Harbor and Portland, ME and Willington, DE.

We chose these cities because they have large populations consisting of young and/or active families who like to travel, they comprise many business professionals with families who commute to work, and they are filled with people interested in the environment and purchasing Hybrid SUVs.³

Reach and Frequency

Our media campaign will integrate a pulsing strategy with traditional media and a continuity strategy with new media.

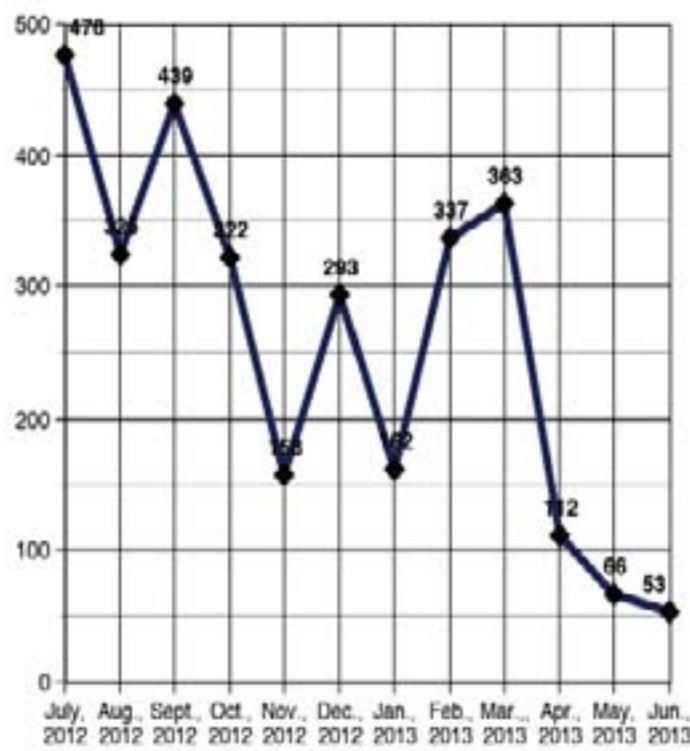
The campaign will begin July 1st, 2012 and end the following July, 2013. Advertisements during the month of July and August, directly before and during the Olympics, will mark the strong kick-off of our campaign. Because families tend to watch the Olympics together, impact advertising during this time will reach a wide base of buyers and effectively establish our Legacy campaign. Legacies are made during the Olympic Games and this theme will be reflected in our campaign overall.

Advertising will be stressed, as part of our pulsing strategy, during the months of July, September and February/March. These are times of year before heavy car buying takes place and when major events such as the Olympics, Super Bowl and Academy Awards occur. By emphasizing ads during these months we hope to maximize awareness before buying apertures. Additionally, because we will be holding media contests during the months of August and October, advertising will be stressed during each month previous

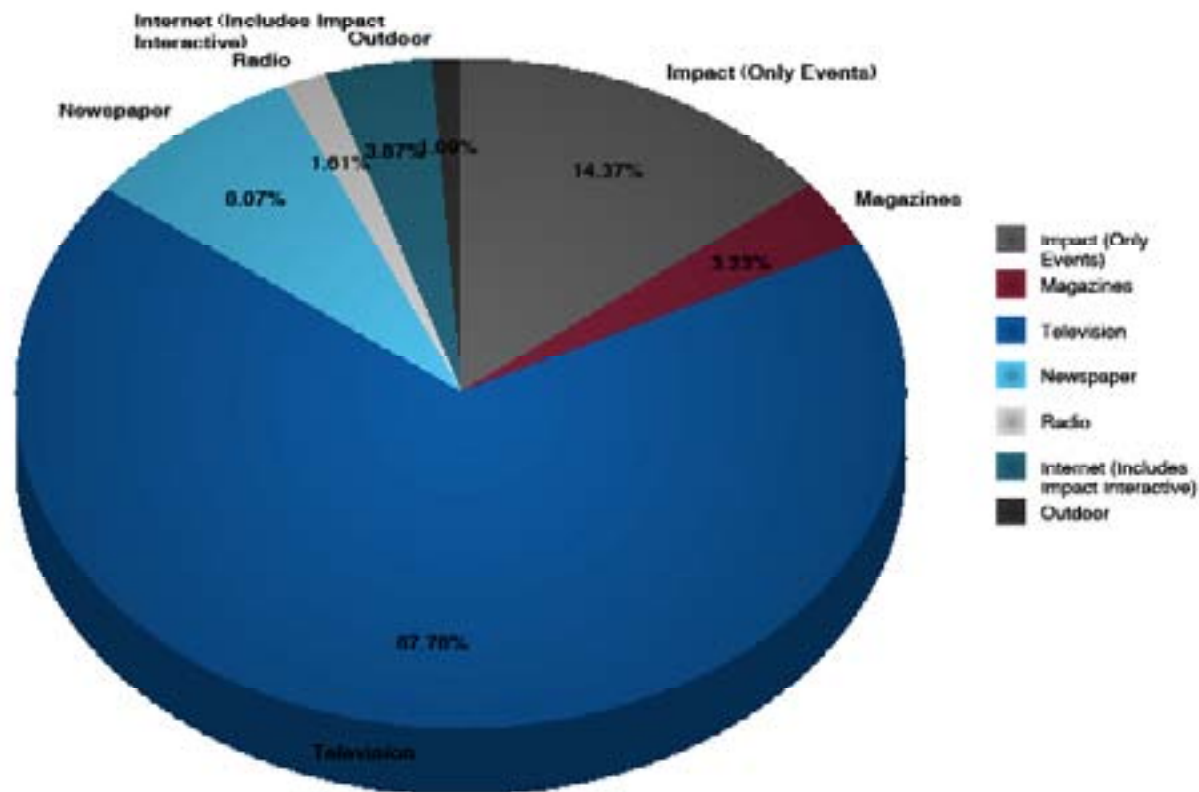
to the date so as to inform the audience about the contests, inspire word-of-mouth advertising, and promote participation.

We will implement a continuous year-long interactive new media campaign using the internet, mobile devices and social networking websites such as Facebook, Twitter and Youtube. New media emphasis will increase slightly during the months prior to our contests. In particular, online advertising will increase in July and September in order to promote the respective contests.

GRPs Per Month



Media Distribution



Media Flow Chart (GRPs)

IMPACT MEDIA		Media Flow Chart (GRPs)												
MEDIA CATEGORIES		JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Total
Summer Olympics		2	2											4
Super Bowl									2					2
Academy Awards										1				1
Keywords		4	4		4									8
Sponsorships		2	2							2				4
Target Sites		2	2	2	2	2	2	2	2	2	2	2	2	24
Banner Ads		8	8	8	8	8	8		8	8				64
Viral Videos					1					1				2
Out of Home					5		5							10
Outdoor		5	5	5						5	5			25
TOTAL GRPs		21	21	15	18	10	15	2	12	19	7	2	2	
NON-IMPACT MEDIA														
MEDIA CATEGORIES	GRPS	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Cable Television Primetime	804	97	72	89	70	13	83	22	78	83	8	4	5	804
Network Television Primetime	231	50	20	16	18	2	10	6	36	12	2	2	0	231
Network Television Late Night	78	14	8	14	4	2	10	2	8	10	4	8	8	78
Spot Cable Television Prime	808	120	92	100	92	48	100	48	92	97	23	14	12	838
Spot Television Prime	402	88	42	63	22	10	35	12	48	52	10	10	10	402
Spot Television Late Night	132	16	14	16	14	8	10	10	14	14	6	6	4	132
National Television - Sports	202	10	10	32	35	28	18	18	16	16	17	2	0	202
Spot Radio (6am - 10am)	152	23	18	23	18	10	10	10	12	14	8	3	3	152
Spot Radio (3pm - 7pm)	46	8	8	8	8	2	2	2	2	2	2	2	0	46
Spot Radio (7pm - 12am)	107	20	13	20	13	6	5	5	5	5	5	5	5	107
National Newspapers	197	10	10	10	10	10	10	10	10	10	10	9	0	197
National Magazines (Men)	22	2	2	2	2	2	2	2	2	2	2	2	1	22
National Magazines (Women)	91	8	8	8	8	7	8	7	8	8	7	7	7	91
TOTAL GRPs	3106	476	325	439	322	158	293	162	337	363	112	66	53	3106

Media Selection and Allocation

Television \$54,205,158

The majority of the financial allocation will go to television - 67.76%. Television is our primary medium because it has the potential to convey creativity and evoke an emotional response from viewers. It also has a wide potential for reach and memorability and is the medium to which our target audiences and their families are most exposed to.⁴ Television advertising will be emphasized during the first few months of our campaign, during the winter Christmas season and again in the Spring. Particularly heavy stress will be placed in July, August, and September to establish our campaign and promote the contests in August and October.

Research shows our target audiences watch television mostly between

7pm and 10pm on weekdays, so allocation will be greatest during primetime on both National and Spot television to maximize audience exposure to content.⁵

Women have the amazing power to influence family purchases, especially bigger ones such as car-buying.⁶ Therefore, in order to effectively reach our mother target audience, we will advertise during television programs such as Dancing with the Stars, Bones, American Idol and House Hunters for women 55-65 (secondary target audience age group) and House, Top Chef, and Grey's Anatomy for women 30-40 years old (primary age group).⁷

While our campaign is very family focused, we do realize that men

tend to be the primary financial providers of households. Because of this, we seek to allocate money to advertising during months which national sports events occur such as the start of the NFL season and March Madness. These

Magazines \$2,581,198

Research shows that magazines are no longer read as often as they have been in the past. Despite this, magazines are a great medium for provision of information and catchy impact.⁹ Therefore, 3.23% of the budget will go to magazine advertisements.

Magazines which address the professional, entertainment and home aspect of a woman's life are most engaging for women of our target age groups.¹⁰ They tend to be the most popular types of magazines read by the female gender and therefore the most effective for reaching them and influencing decisions which will affect their families. In order to spread awareness of our brand overall and our contests more narrowly, we will place ads in magazines such as Working Mother and Glamour for 30-40 year old women and More and Ladies' Home Journal for 55-65 year old women.

Simmons research indicates men do not read magazines as often as wom-

en, however they are exposed to them. Sports and automobile magazines are popular.¹⁰ Because research shows men primarily invest in hybrids to save on gas mileage and for outer appearance, we will place ads in Sports Illustrated, which all age groups read and is considered a 'cool magazine', Automobile, which reach car lovers, and business/finance-oriented magazines such as Smart Money which reach men looking to maximize on their profits.¹¹



Newspapers \$6,452,995

Survey results show that business professionals, men in particular, in both age groups read newspapers more often than expected.¹² Because men in the target age groups tend to read newspapers, 8.07% of allocaction will go towards this medium. They tend more towards national newspapers such as The Wall Street Journal and USA Today.¹³ We will take advantage of this opportunity to reach professionals of both genders in our target audiences by placing ads in those newspapers on a

consistent basis throughout the year. We will utilize emphasis on this medium consistently in order to provide more specific information that may not necessarily work with other mediums.



Radio \$1,290,599

Percentage of allocation towards radio advertising will be low, only 1.61%, because although research indicates our target audiences listen to the radio on their way to and from work, they either do not tend to listen to commercials or they change stations when ads come on.¹⁴ Day-parts em-

phasized will be 6am-10am when our target audience will be driving to work and listening to the radio.¹⁵ Slightly less emphasis between 3-7pm on the drive home from work. Slightly more emphasis still between 7pm-12am when Simmons research indicates people listen to the radio for entertainment.¹⁶

Internet & Interactive \$3,099,800

Research shows that the internet is an increasingly widely used medium by both key target audiences, so we will allocate 3.87% of the budget to this. This percentage is included within the impact medium spending. In our media trend survey most respondents indi-

cated the internet as their most widely used, or preferred medium, followed by television.¹⁷ Furthermore, interactive and online mediums have the power to actively engage consumers and absorb the viewer.¹⁸

It is a way to adhere to the wants and needs of individuals in new ways and it has the potential to provide reactions to responses. Within these mediums, audiences do not passively absorb information. They actively seek out what they want to know, and we aim to provide that additional information for them.

Professionals within both target audiences heavily utilize the internet for business and for shopping.¹⁹ The younger target audience uses the internet more for education and entertainment than does the older, who rely on the internet for work and for purchases.²⁰

Because both target audiences are largely engaged with online and new media forums, we hope to target them using target websites, banner ads, keywords and sponsorships. During the months of July and August we will sponsor the Summer Olympics website. During March we will sponsor

the March Madness bracket website so members of our target audiences will continuously be exposed to our brand while following their favorite teams online.

We will utilize target websites and banner ads on a pretty consistent basis throughout the entire campaign. We will focus on social networks, travel sites and professional connection websites like Kayak.com, Facebook, Youtube, Amazon, LinkedIn, types most used by families and professionals.²¹

Key words will be emphasized during the Olympics and during our contest in October to connect our brand with these family-oriented events. The words will be Legacy and Highlander Hybrid. Viral videos will be disseminated during the month of October to promote the contest and again in March to remind the population of our commitment to them and of our consistent image of reliability.



Outdoor \$875,000

Our audiences indicate they “rarely” or “never” pay attention to outdoor advertisements and rarely remember them.²² Therefore, we will extensively limit our use of such a medium. When we do utilize outdoor advertisements, those ads will be focused on our spot markets on the West Cost and North East Coast. They will be displayed during the summer and spring months as

Impact (Events) \$11,495,250

Impact media spending will consist of events, internet/interactive and outdoor. Since we have summarized each section per medium, this impact section will only consist of events. Event spending will total 14.37% of a 19% impact budget and will include a presence in the televised events Super Bowl, Summer Olympics and the Academy Awards. We have chosen these three major events because they are most commonly watched by young families. An advertising presence in these televised events will allow us to engage an additional wide viewership that may not even be within our target markets. Furthermore, by kick-starting our campaign during the Summer Olympics we can market our brand strongly and establish

those are months when families most travel and drive long distances.²³ Furthermore, by emphasizing outdoor ads around and within the targeted larger cities, such as San Francisco, Santa Diego, Portland etc., we are more likely to reach customers when they are stuck in traffic or commuting to and from work.



our presence early in the campaign. The three events are sufficiently spread out throughout the year. This will allow us to continuously engage with our target audiences, put forth a strong presence in accordance with our pulsing strategy, all while maintaining a consistent audience interest in our brand.



Media Planning Spreadsheet

Total Budget	Total Impact	Remainder (Non-Impact)
\$80,000,000.00	\$15,470,050.00	\$64,529,950.00
Impact (Events)	Television	Newspapers
14.37%	67.76%	8.07%
	Magazines	Radio
		1.61%
		Internet
		3.87%
		Outdoor
		1.09%

TOTAL IMPACT MEDIA SPENDING				
MEDIA CATEGORIES	COST PER UNIT	UNITS	TOTAL	Notes
Summer Olympics	\$1,141,850.00	4	\$ 4,567,400.00	opening, closing, 2 during
Super Bowl	\$2,968,800.00	2	\$ 5,937,600.00	1 super bowl ad
Academy Awards	\$990,250.00	1	\$ 990,250.00	1 Academy Awards
Keywords	\$29,150	6	\$ 175,500.00	2 keywords for 3 months
Sponsorships	\$17,550	6	\$ 105,300.00	2 sponsored sites for 3 months
Target Sites	\$102,375	24	\$ 2,457,000.00	2 target sites per month for 12 months
Banner Ads	\$3,000	64	\$ 192,000.00	1 banner in 8 sites for 8 months
Viral Videos	\$10,000	2	\$ 20,000.00	1 Fall, 1 Spring
Out of Home	\$15,000	10	\$ 150,000.00	1 digital ad in 5 spot markets for 2 months
Outdoor	\$35,000.00	25	\$ 875,000.00	5 months in 5 spot markets
			\$ 15,470,050.00	

NON-IMPACT MEDIA				
MEDIA CATEGORIES	CPP TOTAL	% ALLOCATION	\$ALLOCATION	GRPS
TELEVISION				
Cable Television Primetime	\$19,127	18%	\$11,615,391.00	604
Network Television Primetime	\$33,103	12%	\$7,743,594.00	234
Network Television Late Night	\$24,776	3%	\$1,935,898.50	78
Spot Cable Television Primetime	\$12,124	16%	\$10,324,792.00	818
Spot Television Primetime	\$32,066	20%	\$12,905,990.00	402
Spot Television Late Night	\$14,688	3%	\$1,935,898.50	132
National Television Sports	\$38,137	12%	\$7,743,594.00	202
TOTAL			\$54,205,158.00	
RADIO				
Spot Radio (6am-10am)	\$4,240	1%	\$645,299.50	152
Spot Radio (3pm-7pm)	\$4,240	.3%	\$193,589.85	46
Spot Radio (7pm-12am)	\$4,240	.7%	\$451,710	107
TOTAL			\$1,290,599	
MAGAZINES				
National Magazines (Men)	\$28,618	1%	\$645,300	23
National Magazines (Women)	\$21,240	3%	\$1,935,899	91
TOTAL			\$2,581,198	
NEWSPAPERS				
National Newspapers	\$32,719	10%	\$6,452,995	197
TOTAL			\$6,452,995	
TOTAL ALLOCATION		100%	\$64,529,950	



What's Your Legacy?

Public Relations Plan

By Sarah Jarvis



Public Opinion Status & Trends

Up until the recalls in 2007¹ and from 2009 to 2012², the public thought of Toyota as a foreign automotive corporation with a proud history of producing efficient, somewhat expensive vehicles that were most importantly safe for people to drive. However, in recent years, the reputation of Toyota has been brought into question, especially in regards to safety. Although the

corporation has enjoyed a good reputation for several decades, a poorly handled crisis like the recalls can easily tarnish the years spent building up Toyota's name. While people who already

drive Toyota vehicles maintain strong loyalties to the company, the rest of the public is somewhat apprehensive about purchasing a Toyota vehicle because of safety concerns. In addition, people do not always feel inclined to spend more money on a foreign-made car. Therefore, our campaign focuses on couples

“However, in recent years, the reputation of Toyota has been brought into question, especially in regards to safety.” 30 to 40 years old that already drive Toyota sedans, such as the Prius. To accommodate their

expanding families, these couples are looking to purchase an SUV like the Highlander Hybrid, which boasts a sleek, stylish exterior and 28 miles per gallon gas mileage.³



We care about what you care about.

Toyota is the leader in both resale value and Top Safety Picks.

» Current Specials

Blue Ribbon Award

TOP SAFETY PICK 2012

Media Tracking



Below, our research team has compiled media coverage of Toyota and our vehicle in particular. We have categorized the articles into general trends, which will be addressed in the Issue Management section of the public relations plan.

Toyota Expansion into United States

•Toyota to shift SUV production to U.S.

The Daily Yomiuri(Tokyo), February 10, 2012 Friday, Pg. 6, 182 words, Taro Koyano, Yomiuri Shimbun Correspondent, Yomiuri

•Toyota: Highlander's US migration

The New Zealand Herald, February 25, 2012 Saturday, MOTORING; General, 460 words

•Toyota ramping up output at US operations

Metal Bulletin Daily Alerts, March 1, 2012 Thursday, NF – BASE METALS ALUMINIUM, 239 words, Corinna Petry

Toyota Highlander Hybrid Campaign Reviews

•Toyota's bland face masks a Lexus-like SUV; Highlander has luxury bona fides and an ability to tackle tough challenges

The Gazette (Montreal), February 27, 2012 Monday, DRIVING; Pg. C2, 979 words, BRIAN HARPER, Postmedia News

•An SUV suffering from an identity crisis; Confusing and expensive hybrid tries to be all things to all people

The Globe and Mail (Canada), March 9, 2012 Friday, GLOBE MEGA-WHEELS; ROAD TEST / LEXUS RX 450H; Pg. D20, 957 words, TED LATURNUS

Media Tracking

Toyota Highlander Hybrid Reviews



- Beautiful body hides fuel miser's heart;

2009 Toyota Highlander Hybrid: The practicality of a mid-size crossover combined with serious fuel economy

The Gazette (Montreal), August 31, 2009 Monday, DRIVING; Pg. C4, 767 words, PEDRO ARRAIS, Times Colonist

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Toyota Recalls

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•Are hybrid car models always the best choice?

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•Auto industry’s sharp gas pains; Some are close but many car makers are far from reaching 2016’s stringent fuel economy standards – and consumers care more about performance and size anyway

The Globe and Mail (Canada), March 23, 2012 Friday Correction Appended, GLOBE MEGAWHEELS; COVER STORY; Pg. D12, 1812 words, JEREMY CATO

•Hybrid vehicle owners unlikely to buy another; Only 35% who owned one and bought a new car last year stuck with the technology.

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Prospective Stakeholders

General public

People who do not already drive Toyota vehicles

The general public is concerned about the safety aspect of all Toyota vehicles, including the Highlander Hybrid. In

2009, Toyota failed to show complete transparency even when people driving its cars were in

dangerous accidents.⁴ The corporation initially blamed accelerator pedals sticking to all-weather floor mats when in fact, there were problems with the breaking system in several Toyota vehicles.⁵ As a result, the public has openly questioned the integrity of Toyota because this crisis was not handled appropriately.

People who already drive Toyotas

The recent Toyota recalls made people who already drive Toyota vehicles suspect whether safety continues to be a top priority for the corporation.

However, these people are still more likely to continue buying cars from Toyota because they have proven to be reliable and safe in the past.⁶ In order to strengthen ties between Toyota and

its drivers, the corporation must reassure them it genuinely cares about their safety and wellbeing.



People who drive Toyota Highlander Hybrids

Similar to those who already drive other Toyota models, Highlander Hybrid drivers want to know they are driving their families around in a safe yet trendy SUV. In addition, they care about the legacy they will leave behind for their children, so they have chosen to drive an environmentally friendly vehicle that has great gas mileage but also reduces their carbon footprint. Therefore, Highlander Hybrid drivers want Toyota to continue fulfilling the promises they have made with this vehicle.

Toyota employees

The recalls in the recent years have left Toyota employees feeling defeated.⁷ Regardless of the field people work in, they always take pride in the product they make. After a total of 8.5 million vehicles recalled by 2010, the factory employees needed to regain their confidence in building safe cars for people to drive.⁸

Toyota investors

Toyota Motor Corporation relies on its investors for funding to continue designing and manufacturing vehicles for people around the world to drive. To prevent its backers from pulling their funding, Toyota needs to reassure them it is dedicated to producing safe



and reliable cars, while also mending its tarnished public image. Shareholders have two concerns: they want to know how their money is being used, and they want to invest in a company the general public admires and respects.

Media outlets

Toyota needs to maintain a good relationship with the press, which means offering information updates whenever possible in a crisis like a recall. A reporter's first priority is providing the general public with the facts it needs. As a result, media outlets need Toyota to cooperate with them and show complete transparency in all circumstances,



whether it is covering the release of a new vehicle or reporting the latest information about a recall.

Addressing Stakeholder Concerns

General

People who do not already drive Toyota vehicles

Through creative advertisements on various platforms (television, magazines, newspapers and online) in addition to constant real-time updates on the Toyota website and social media accounts (Facebook, Twitter and YouTube), we will work to reassure the general public Toyota produces safe and reliable cars. In times of crisis, we will reach out to media outlets and regularly update our own online content, so the general public has the most current information. It is essential Toyota project a transparent public image, and to accomplish this task, we will maintain a strong online presence and work to have increased cooperation with the press at all times.

People who already drive Toyotas, including Toyota Highlander Hybrids

We will work closely with Toyota dealerships across the nation, so every salesperson is equipped with the knowledge to assist customers regardless of their situation. We want to help people interested in buying Toyota ve-

hicles, preferably the Highlander Hybrid, and we will also assist those who already own them. When the 2013 Highlander Hybrid is unveiled to the public, we will conduct classes about the car and its features. We want Toyota dealers to spot prospective SUV owners when they walk in the door. As a result, we will provide an incentive for



the salespeople who attend the Highlander Hybrid class and a boost in commission for every Highlander Hybrid sale they make. Although Toyota is an international company with thousands of employees, people who drive Toyotas have their own relationship with the corporation. We need to nurture these relationships, which begin in Toyota dealerships, and show Toyota genuinely cares about its customers and their families.

Addressing Stakeholder Concerns

Toyota employees

In March of 2010, Toyota CEO Akio Toyoda addressed 9,000 Toyota employees about rebuilding the Toyota legacy. At the same press conference, Jim Lents, who heads Toyota Motor Sales in the U.S., told employees, “We are confident that Toyota vehicles are safe, and we will do everything we can to ensure that our customers are satisfied with repairs that we are making.”⁹ We hope

to restore the faith employees have in the vehicles they produce, so they are proud to work there. As a result, Toyota will not try to cover up any of its mistakes from employees. In addition, we will continue to motivate employees with a competitive benefits package, including health insurance, a 401k savings plan, generous vacation time and an enriching work environment.¹⁰

Toyota investors

To ensure continued support of Toyota shareholders, we plan to offer extensive tours of Toyota factories, so investors know how their money is spent as well as how Toyota treats its employees. In addition, we will also send quarterly newsletters to inform them of any

recent changes at Toyota, like new hires and plans to build new production plants. We will also report how Toyota is handling new challenges and invite investors to attend the unveiling of the 2013 Toyota Highlander Hybrid model.

Media outlets

Unlike how Toyota initially handled the recalls in 2009, we would like to promote transparent relationships with the press moving forward. In addition to regularly updating media outlets with press releases about how Toyota is handling challenges, our PR team will make follow-up calls to reporters and

host press conferences to ensure they have what they need to properly inform people. The media serves as a liaison between Toyota and the general public, which is another one of Toyota’s key stakeholders, and as a result, maintaining a positive relationship with them is a vital part of our public relations plan.

Public Relations Strategy

The public relations portion of our integrated marketing campaign coordinates with the Highlander Hybrid tagline “What’s Your Legacy?” from our campaign strategy. We have taken advantage of several non-paid media platforms, including Facebook, Twitter and YouTube, to host two contests incorporating the #myLegacy hash-tag featured in our creative advertisements. In addition, we have scheduled the competitions and three different press conferences to align with the placement of our advertisements through various media vehicles. Since our campaign begins in July 2012, we scheduled two press conferences on both the northeast and west coasts where our target audiences live. At these events, we will unveil the 2013 Toyota Highlander Hybrid model and announce the social media contests taking place later in the year after the Summer Olympics.

In January of 2013, we will host another press conference in order to emphasize the safety aspects of the Highlander Hybrid in winter. We also wanted to re-establish Toyota and the Highlander Hybrid in the minds of our target markets, the general public and



the media after a hectic holiday season. Introducing the brand in the new year primes prospective SUV owners for the second half of our campaign, which focuses on people who want to buy new cars in the spring after receiving their tax returns.

Throughout the creative aspect of our campaign, we have shown people who have different priorities in their lives who define their legacies differently. People drive the Highlander Hybrid whether they value the extra space for their families, care about the environment, want others to think they are stylish or are looking to save money on gas. As a result, our promotions on Facebook, Twitter and YouTube give people the chance to share what their legacies mean to them through pictures or videos and how the Highlander Hybrid will enhance their lives.

Media Relations Strategy

As mentioned previously in the public relations strategy, we will take advantage of non-paid media platforms like Facebook, Twitter and YouTube to promote contests where people answer the question, “What’s Your Legacy?” Although producing videos with three celebrities, who will be addressed in the YouTube portion, will cost money, we think showcasing them on social media websites for free gives the public complete and total access to Toyota and the Highlander Hybrid. Our research also indicates that our younger target market, which is 30 to 40 year old, is more

likely to use social media because their children are already active on these websites, which is why we will host two online contests where the winners receive the 2013 Highlander Hybrid. In addition, Facebook, Twitter and YouTube all allow users to comment and provide unique feedback about Toyota and more specifically the Highlander Hybrid. If our public relations team can address and respond to negative opinions right away, Toyota could potentially avoid a blow to its public image.

Internet



We will create a Facebook fan page dedicated to the Highlander Hybrid where we will announce the “What’s

Your Legacy?” contest. From August 1, 2012 to August 31, 2012, we will encourage people who already drive Toyota vehicles to share just how far their fuel-efficient cars have gotten them by sharing a photo on our page. The person whose picture has the most likes at

the end of the month will win the 2013 Toyota Highlander Hybrid in the color of his or her choice.

Since the summer is the prime season for family vacations, we plan to host this contest in August. People who already took a family trip earlier in the season and those who are fitting in a vacation before school starts will have pictures capturing the adventures they have had.

Media Relations Strategy



Hybrid Twitter account where people share feedback about the car in addition

Since our campaign revolves around the idea of “What’s Your Legacy?”, we will create a Highlander

to sharing their own legacies within 140 characters, including the #myLegacy hash-tag. Our public relations team will also monitor the Twitter account to answer questions and respond to negative comments regarding the car itself or the contests on Facebook and YouTube.



from the “What’s Your Legacy?” Facebook competition. Since the Facebook picture contest ends in August, we will spend September promoting the YouTube contest by releasing videos featuring celebrities sharing what their legacy means to them and driving Highlander Hybrids. Our research indicates the main target audience watches prime-time shows like Grey’s Anatomy, The Office and Law & Order: SVU. We have reached out to the stars’ publicists and are in talks of creating “What’s Your Legacy?” videos starring Ellen Pompeo from Grey’s Anatomy, John Krasinski from The Office and Mariska

We will use YouTube to host a “What’s Your Legacy?” viral video contest to keep up the momentum

Hargitay from Law & Order SVU. We chose these particular actors because their characters are protagonists in their respective shows and are often-times funny and relatable to viewers.

On October 1, 2012, we will have people post 30-second videos sharing their own legacies. Unlike the Facebook contest, people do not have to drive Toyota hybrids to participate. At the end of the month on October 31, the person who made the video with the most views wins a 2013 Toyota Highlander Hybrid in the color of his or her choice. Hosting the competition before the winter months gives us a chance to highlight the winter capabilities of the Highlander Hybrid, such as the ABS braking system and four-wheel drive.¹¹

Print & Television

We plan to use our Highlander Hybrid print and television advertisements to direct people to our Internet platforms and online contests. We have included the #myLegacy hash-tag in print ads, and our television ads will feature a frame of #myLegacy front and center at the end of the commer-

cials. We hope this tactic sparks on-line conversation about Toyota and the Highlander Hybrid. In addition, #myLegacy directs people to follow the Toyota Highlander Hybrid on Twitter because we are using this social media site to promote the “What’s Your Legacy?” Facebook and YouTube contests.

Public Relations Tactics

Since our target audiences live on the northeast and west coasts of the United States, we will host a media tour in Baltimore, Maryland and in Sacramento, California unveiling the 2013 Toyota Highlander Hybrid to the general public. The tours will consist of a single press conference in both cities on July 18, 2012 because our campaign begins earlier that month. We will invite both national and local media outlets to attend the event and ask questions about the car and Toyota in general. In addition, the press conferences serve as an opportunity to highlight the upcoming Facebook and YouTube contests.

After the online contests have come to a close, we will host another media tour with a press conference in

Seattle, Washington on January 9, 2013.

We will use this event to emphasize how safe the Highlander Hybrid is as a winter car. In addition, we will draw attention to the recognition the car has received over the past year from Consumer Reports¹², Edmunds.com¹³ and other credible and well-renowned sources. Since we plan to run more print and television advertisements in February and March, the press conference will reintroduce the Highlander Hybrid for the new year. In addition, the media coverage prepares the general public and our target markets for the second half of our campaign, which centers on people looking to buy a new car in the spring after they have received their tax returns.

Media & Press Relations Strategy

Relationship Management

To maintain a cooperative relationship with important media outlets, Toyota and our Highlander Hybrid team in particular will regularly update reporters with press releases informing them of any announcements or changes within Toyota or involving the Highlander Hybrid. In addition, we

will make follow-up calls to confirm they have the information necessary to cover the issue and answer any remaining questions. We want to avoid hiding from or ignoring the media, especially in a crisis when problems need to be resolved quickly.

Crisis Management

If and when we encounter a crisis, we will work to speak first and often before the media reports any false or inaccurate stories. In addition, we will show concern and empathy for those affected while also appearing open and transparent and update our stakeholders (the general public, Toyota & Highlander Hybrid drivers, employees, investors) as we become aware of the facts. To avoid claiming liability, we will report only the facts and what steps we are taking to fix the problem without overpromising on our abilities to help. We will also maintain a strong online presence, which includes sending press releases, updating websites and



monitoring social media outlets to answer questions. Most importantly, representatives of Toyota and the Highlander Hybrid must never lie to the public or fight with the media.

Media & Press Relations Strategy

Issue Management

Our research team at Imperium Communications will regularly monitor the public opinion of Toyota and the Highlander Hybrid. As mentioned previously in the Media Tracking portion of the public relations plan, several media outlets, including The Globe and Mail and the Los Angeles Times, have been covering general concerns about hybrids and eco-friendly technology. We acknowledged their feedback because we have positioned the Highlander Hybrid as an SUV, which happens to be a hybrid, not a hybrid, which happens to be an SUV.

In addition, we have compiled reviews of the Highlander Hybrid as well as the previous Highlander Hybrid campaign. We have gathered while the SUV received rave reviews from The Gazette and The Globe and Mail, the campaign from last year lacked focus and tried to appeal to everyone. Moving forward, Imperium Communications has created an integrated marketing campaign revolving around the question of, “What’s Your Legacy?” We have also narrowed the focus of our target markets to only 30 to 40 year olds and 55 to 65 year olds instead of trying to have “mass appeal.”

Marketing Public Relations

As mentioned previously, our campaign integrates non-paid media outlets like Facebook, Twitter and YouTube to interact with consumers. We plan to use these websites to host two contests and give away two Highlander Hybrids. Furthermore, a strong online presence will encourage people to ask us questions about Toyota and the Highlander Hybrid, give feedback and share their legacies using the

#myLegacy hash-tag on Twitter. In other words, our online promotions reinforce the “What’s Your Legacy?” concept from our original campaign strategy and also start conversations with consumers, whereas with print and television, people are only reading or watching our advertisements.

**BUILDING ON
OUR LEGACY**

Corporate Reputation Management



The reputation of a corporation like Toyota takes years to establish. However, one mishap or poorly handled crisis, such as a recall, can ruin it. Therefore, we have taken necessary steps to continue rebuilding the public image of Toyota, which extends to the Highlander Hybrid. In addition to supervising comments and tweets on Highlander Hybrid social media accounts (Facebook, Twitter and YouTube) and responding if necessary, we can also offer our services to keep up Toyota social media accounts and its official website. Should an issue regarding the reputation of the Highlander Hybrid or Toyota arise, we have plans to cover the issue and update any online content to keep the public well-informed. Toyota will also do its part to help the community. Beginning in spring of 2013, we

will have athletes who competed in the Summer Olympics on Team USA travel to different community centers to play sports with children from the area. After international sporting events like the Olympics, all of the athletes gain celebrity status and become role models, which is why we think they would serve as great representatives of Toyota and the Highlander Hybrid.





What's Your Legacy?

Appendix





FOR IMMEDIATE RELEASE

Contact: Sarah Jarvis, (608) 123-4567 publicrelations@imperium.com

Toyota Motor Corp. to unveil 2013 Highlander Hybrid model; announce special promotions

Toyota will give its loyal drivers a sneak peak at the new and improved hybrid SUV and reveal the “What’s Your Legacy?” online contests

Sacramento, Ca., July 18 – As Toyota kicks off the new #myLegacy campaign featuring the Highlander Hybrid, the automotive leader will host a public viewing of the 2013 SUV at Power Balance Pavilion.

Jim Lents, who heads Toyota Motor Sales in the United States, will speak at the event, and he looks forward to sharing the inspiration behind the innovative and fresh approach behind the 2013 Highlander Hybrid.

“At Toyota, we know people choose to drive our fuel-efficient cars for different reasons,” Lents said. “Whether you need more space for your family, try to save money on gas, care about the environment or just want to drive a stylish SUV, the Highlander Hybrid has something to offer you.”

In addition, Toyota will encourage everyone to share what matters to them later this year with contests using the sharing features of social media sites like Facebook and YouTube.

“In this day and age where we can communicate and share news in a matter of seconds, what better way to engage people and start a conversation about their legacies by sharing a picture or a video,” Lents said.

The Facebook competition begins in August and is only open to people who already drive Toyota vehicles, but the YouTube contest in October will be open to everyone.

For more information, please visit www.toyotanewsroom.com/highlanderhybrid

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FOR IMMEDIATE RELEASE

Contact: Sarah Jarvis, (608) 123-4567, publicrelations@imperium.com

Toyota Motor Corp. goes digital and viral with new Highlander Hybrid #myLegacy campaign

As a part of its new “What’s Your Legacy?” campaign, Toyota is utilizing social media to engage young and old target markets alike

Toyota has taken to the world wide web and plans to give away two Highlander Hybrids as prizes in contests on Facebook and YouTube later this year.

Beginning August 1, 2012, people who already drive Toyota vehicles can post a picture to the Toyota Highlander Hybrid Facebook page capturing where their fuel-efficient cars have taken them over the summer. At the end of the month, the photo with the most likes will win a Highlander Hybrid in the color of his or her choice.

“We think it would be a great way for families to celebrate the memories they have made over the summer, and what better way to start the new school year with an eco-friendly yet stylish hybrid SUV,” said Toyota media relations specialist Cathy Schaffner.

During September, Toyota will release “What’s Your Legacy?” YouTube videos featuring celebrities such as Ellen Pompeo from *Grey’s Anatomy*, John Krasinski from *The Office* and Mariska Hargitay from *Law & Order: SVU*.

The stars will share what is most important to them, or how they define their legacies, and the following month, everyone is encouraged to submit their own 30 second film sharing their legacies. The video with the most views at the end of October will also win the 2013 Highlander Hybrid.

“Unlike the Facebook competition, we are opening the YouTube contest to the public because we feel everyone has their own personal legacies to share,” said Schaffner.

For more information, please visit www.toyotanewsroom.com/highlanderhybrid

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Media Contacts

City	Newspaper	Television	Radio
Portland, OR	The Portland Tribune (503) 226-6397	KATU (ABC) (530) 231-4262 Fox12 (FOX) (503) 548-6920 KGU (NBC) (503) 226-5000 Local6 (CBS) news@koin.com	PDX Radio Website contact
Seattle, WA	The Seattle Times (206) 464-2204	KOMO (ABC) (206) 404-4000 Q13 Fox (FOX) (206) 674-1305 KING5 (NBC) (206) 448-5555 KIRO (CBS) (206) 728-7777	KEXP Seattle (206) 520-5800
San Francisco, CA	San Francisco Examiner (415) 359-2868	KGO (ABC) (415) 954-7777 KTUV (FOX) (510) 834-1212 Bay Area (NBC) (415) 276-1111 KCBS (CBS) 415-474-KCBS	KGOAM 810 (415) 995-7099
Portland, MA	Press Herald (207) 791-6000	WMTV (ABC) Website contact WPFO (FOX) (207) 828-0023 Channel6 (NBC) (207) 828-6666 WGME (CBS) (207) 797-1313	Q97.9 (207) 774-6364
Wilmington, DE	The News Journal (302) 324-2500	ABC6 (ABC) (215) 878-9700 WSFX (FOX) (910) 791-8070 WBOC (CBS) (302) 734-9262	WDEL 1150AM Website contact

San Diego, CA	North County Times (760) 740-5401	10 News (ABC) (619) 527-0369 Fox5 (FOX) (858) 492-9269 NBC (NBC) Website contact KFMB (CBS) (858) 571-8888	91X San Diego (858) 888-7000
Sacramento, CA	The Sacramento Bee (916) 321-1000	News10 (ABC) (916) 441-2345 KTXL (FOX) (916) 454-4422 KCRA (NBC) (916) 444-7316 CBS13 (CBS) (800) 374-TV31	92.5FM;AM1530 Website contact
Baltimore, MD	The Baltimore Sun (410) 332-6000	ABC2 (ABC) (410) 377-2222 WBFF (FOX) (410) 467-4545 WBAL-TV (NBC) Website contact WJZ-TV (CBS) Website contact	WBAL 1090AM Website contact
Providence, RI	Providence Journal (401) 277-7000	ABC6 (ABC) (401) 453-8036 FOX (FOX) (401) 438-7200 turnto10 (NBC) (401) 455-9100 WPRI (CBS) Website contact	95.5 WBRU (401) 272-9550
Burlington, VT	Burlington Free Press (802) 863-3441	ABC22 (ABC) (802) 660-9333 Fox44 (FOX) (802) 660-9333 WPTZ (NBC) Website contact WCAX (CBS) (802) 652-6300	The Point FM (802) 223-2396



What's Your Legacy?

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