



Experience Innovation.



NSAC
National **AF** Student
Advertising Competition

12m
ADVERTISING



TEXAS A&M
UNIVERSITY

NISSAN

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Executive Summary

Nissan's mantra, "Innovation for All," is descriptive of the global car company's identity—innovative, inclusive and progressive. While Nissan's technological inroads in the car industry present the company with a strengthened brand image, there exists an underutilized connection with key demographic segments. Nissan's ample opportunities for growth are increasing with each innovation introduced, chiefly in the Multicultural Millennial (MCM) market.

12m Advertising presents an answer to Nissan's challenge of developing a fully integrated marketing campaign for 18-29 year old Multiculturals. Through intensive research on the segment, we have tapped into MCMs' lifestyles and buying habits, delving into the core of their purchasing patterns and motivations. Our deep understanding of the MCM segment led us to develop an integrated and comprehensive advertising campaign to convince individuals in the target market that Nissan meets their needs for innovation, affordability and individualism.

Our strategic "big idea" focuses on an "Innovation for All" sub-campaign highlighting technologies relevant to MCMs. Our campaign allows them to experience Nissan innovations in the scope of their individual lives and passions. Our media plan delivers over 4 billion impressions to targeted MCMs with high reach. Meanwhile, innovative promotions and events are designed to enable MCMs to experience Nissan innovation for themselves.

12m Advertising will help Nissan North America achieve its goals of increased market share and lasting favorability in the Multicultural Millennial market.

Nissan challenged 12m Advertising to develop a fully integrated marketing campaign that builds awareness and lasting favorability among African American, Chinese and Hispanic Millennial consumers in the United States. Focusing on Nissan's established innovation theme, the goal of the campaign is to increase market share across the Multicultural Millennial segment.

Challenge

Key objectives of 12m Advertising:

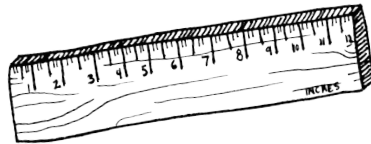
- Use the \$100 million budget to reach Multicultural Millennials (MCMs) through a creative and targeted media strategy
- Engage MCMs through innovative events, promotions, dealership environment and online experiences in order to deliver measurable results

12m Advertising researched the 18-29 year old Multicultural market in order to fully understand the segment and how Nissan is relevant in their lives.

Research

12m Advertising set out to understand the following:

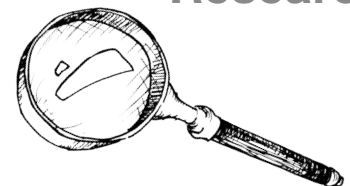
- MCMs' general attitudes, perceptions and what makes them "tick"
- MCMs' attitudes and perceptions about cars, driving, the car buying experience, Nissan and its competitors
- The auto industry, particularly its structure and operations
- Nissan and key competitors, specifically as they relate to Multicultural markets



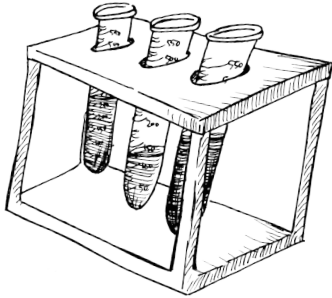
Thorough secondary research was conducted to better understand the industry and the Nissan brand. 12m Advertising:

- Studied numerous articles and journals relating to the target market, industry, Nissan and competitors
- Accessed and analyzed key databases to obtain additional facts and statistics related to the target market and auto industry participants
- Monitored five key social media platforms for Nissan and competitors

Secondary Research



Primary Research



Extensive primary research was conducted with both industry and consumer experts, as well as with 900+ MCMs, in order to dive deeper into their perceptions about cars, driving, car brands and the car purchasing process. Techniques included:

- Observational analysis at over 40 Nissan and competitor dealerships
- Observational analysis of edVenture Partners automobile case competition at a major university
- Audit of Nissan USA digital space, including conducting 25 online car builds
- Audit of over 30 websites of dealers in top MCM cities
- Over 30 focus group sessions with MCMs
- Over 30 personal interviews, including Zaltman Metaphor Elicitation Techniques
- Picture matching, role playing and cartooning activities with over 500 MCMs
- Survey of over 900 MCMs with an questionnaire

Key Findings

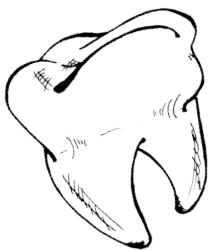
Insights about Nissan

- Nissan ranked 5th behind Toyota, Ford, Honda and Chevy for top brands MCMs consider when purchasing a new car.
- Nissan is perceived as more reliable, practical and conservative than stylish, trendy and innovative (mean score of 4.4 compared to 3.8).
- MCMs are not familiar with specific Nissan innovations (average familiarity of 1.4 out of 5.0).
- MCMs are not as familiar with Nissan core models as they are with competitive models. Maxima, Xterra and Altima ranked 7th, 8th and 12th in familiarity survey of 30 models and Pathfinder, Sentra and Rogue ranked 16th, 19th and 21st.
- MCMs report positive feelings with core Nissan models. Altima, Maxima and Xterra ranked 4th, 5th and 6th out of 30 models.



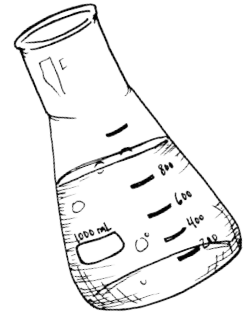
Insights about Cars and Car Buying

- MCMs want a luxury car, but admit they will realistically purchase a less expensive car.
- Driving elicits feelings of freedom, control and confidence.
- MCMs prefer brands with which they have previously interacted, having stronger positive associations with more familiar brands.
- MCMs liken car buying to “going to the dentist”—it is a stressful experience.
- Half of MCMs indicated their next car purchase will be a newer, pre-owned car to save money.
- Half of MCMs are likely or very likely to purchase the same brand of car they already own.



Insights into Nissan Digital Space and Dealerships

- Inconsistencies with identification across digital platforms (e.g., NissanUSA.com versus Nissan North America Facebook page) causes confusion
- Requiring personal information to build cars digitally caused frustration with the process among 80 % of observations
- Limited social media integration exists across websites and ads
- Nissan college graduate and pre-owned programs (those most applicable to MCMs) are not prominent on Nissan or dealer websites and are not emphasized during the personal sales encounter
- Inconsistencies in organization of cars on sales lots caused frustration when browsing for models of interest among 70% of observations



Key findings that will drive 12m Advertising's campaign strategy and execution include:

- Although considered, Nissan is not top-of-mind for new car purchases among MCMs and familiarity with core models is not high
- Perceptions of innovation are not solidified in MCMs' minds
- Nissan is not an aspirational brand for most MCMs
- Models most likely to appeal to MCMs are not as familiar to them as competitor models
- Positive feelings and preferences can be increased by growing MCMs' familiarity and experience with core Nissan models

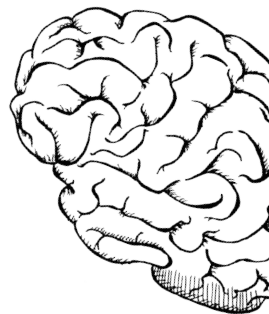
Research Implications



With our research in mind, the goal is to move Nissan to the top-of-mind category for MCMs considering a new car purchase by:

- Solidifying the image of Nissan as a meaningfully innovative brand in the minds of MCMs
- Encouraging MCMs to experience the excitement of the Nissan brand and providing multiple opportunities and incentives for them to physically interact with core Nissan models

Campaign Goals



Industry Analysis

Background

In recent years, the American automotive industry has undergone unprecedented change. Increased global competition, oil price volatility and a shattered economy have weakened the industry. Despite glimpses of hope, intense competition and changing consumer tastes remain significant trends and will pose challenges for all automakers, foreign or domestic. Specifically:

- The recent automotive industry economic collapse has dealers rethinking their entire business models. The companies are searching for new ways to compete in order to sustain profitability.^{2,3}
- Consumer demand for instantly accessible information, transparent pricing and the convenience of booking appointments and locking in prices online is forecast to increase significantly in the future.^{2,3}

Nissan

Though Toyota and Honda have traditionally been the leading Japanese automakers in the United States, Nissan has made significant strides in recent years. Not only did Nissan grow at a faster pace in 2010 than both Toyota and Honda, but the company also gained market share while competitors lost.⁴ In the Multicultural market segment, Nissan's position remains solid, with MC share exceeding that of total market share.⁵

SWOT

Strengths <ul style="list-style-type: none">• Well-known, global brand• Innovative, yet affordable products• Consistent innovation strategy and messaging• Strong dealer network• Multicultural market share strong and increasing	Weaknesses <ul style="list-style-type: none">• Relatively late entry into the US market• Core models such as Altima and Sentra not sufficiently distinct from competitive core models• Not top-of-mind
Opportunities <ul style="list-style-type: none">• Rapidly increasing diversity provides opportunities in Multicultural markets where Nissan has already made inroads• MCMs show strong preference for Asian cars• Nissan Red Tent Event has strong appeal for MCMs on a budget• Digital technologies provide new ways to market to an increasingly tech-savvy customer. These technologies align with the brand perception of Innovation.	Threats <ul style="list-style-type: none">• Competition in electric/hybrid market• Rising commodity prices• Shrinking number of dealerships across the industry• Lower motivation for dealerships' new car sales due to commodity-type market• Consumer dislike of traditional car buying process

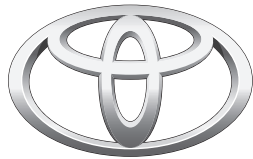
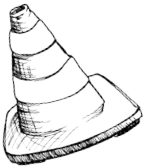
SWOT Sources: 6, 7

Within the MCM and general Millennial markets, key competitors include Toyota, Honda, Chevy, Ford and Hyundai, with increasing competition from Volkswagen, Mitsubishi, Scion and Kia.

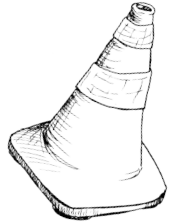
Key Competitors



Slogan "Innovation for All"
Top models targeting MCMs Altima, Sentra, Versa, Pathfinder, Rogue
Number of US dealerships 1,100
Annual sales 908,600 units (7.8% total market share)
Annual advertising budget \$470.9 million
Multicultural market share 13%



Slogan "Moving Forward"
Top models targeting MCMs Corolla, Camry, Yaris, Tundra
Number of US dealerships 1,233
Annual sales 1,763,600 units (15.26% total market share)
Annual advertising budget \$888 million
Multicultural market share 22%



Slogan "The Power of Dreams"
Top models targeting MCMs Accord, Civic, Odyssey
Number of US dealerships 1,034
Annual sales 1,230,500 units (10.65% total market share)
Annual advertising budget \$499.9 million
Multicultural market share 16.6%



Slogan "Runs Deep"
Top models targeting MCMs Sonic, Camaro, Concept cars: 130R, Tru 140S
Number of US dealerships 2,400
Annual sales 2,211,300 units (19.14% total market share)
Annual advertising budget \$1,129 million
Multicultural market share 10.7%



Slogan "Go Further"
Top models targeting MCMs Fiesta, Fusion, Mustang, F-Series
Number of US dealerships 3,202
Annual sales 1,905,400 units (16.14% total market share)
Annual advertising budget \$3,900 million
Multicultural market share 9.7%



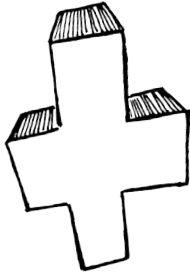
Slogan "New Thinking, New Possibilities"
Top models targeting MCMs Veloster, Accent, Elantra
Number of US dealerships 800
Annual sales 538,228 units (4.62% total market share)
Annual advertising budget \$300 million



Target Market

American Millennials number over 75 million, which is 25% of the U.S. population.¹¹ This generation is the most diverse, with 44% claiming to be non-white¹¹ and includes the following key ethnic segments:

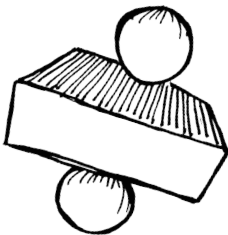
	# Millennials Age 18-29
Hispanic	12,245,072
African American	9,363,880
Chinese	835,545
Indian	666,275
Total Targeted MCMs	23,110,772



The Asian Indian Market

12m Advertising includes Asian Indian Millennials in the targeted group, because research identifies them as a significant and growing segment of the Asian American population. Key demographics such as education and income suggest Asian Indian Millennials are in the greatest position of all MCMs to purchase new automobiles. Additional support includes:

- 11.4% of total Asians in the United States are Indian, making them the second largest segment of the U.S. Asian population with estimated market growth of 43%^{13, 14}
- 67% have a bachelor's degree and 40% have an advanced degree¹²
- U.S. average household income is the highest of all U.S. ethnic groups at \$61,322^{13, 14}

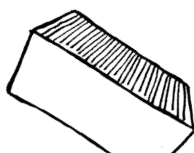
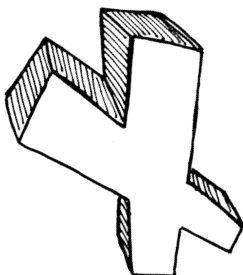


Target Market Distribution

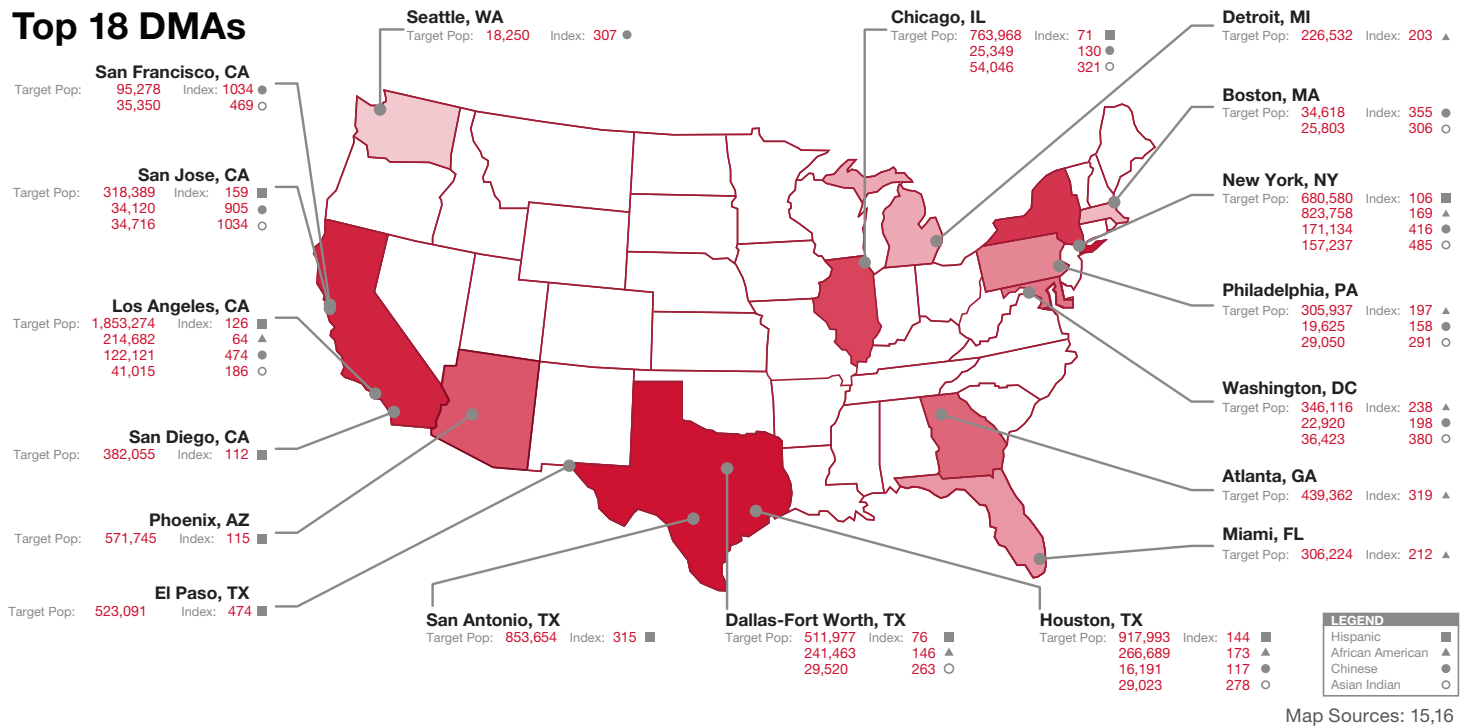
MCMs are concentrated in major DMAs along the east and west coasts and, in the case of Hispanics, the southwest. By focusing promotions on the top 10 DMAs for Hispanic, African American, Chinese and Asian Indian Millennials (18 DMAs total), we can reach:

- 70% of Hispanic Millennials
- 44% of African American Millennials
- 77% of Chinese Millennials
- 85% of Indian Millennials

In total, we can reach nearly 12 million Multicultural Millennials (over 50% of MCMs) in these top DMAs alone.



Top 18 DMAs



Although their backgrounds vary widely, MCMs are very similar in several relevant attributes and values. Essentially, this market is:

- Passionate about life and about being authentic in a unique way
- Aware of culture and identifies with country of origin
- Defined by interests in music and art
- Driven by the use of technology and having the latest gadgets
- Focused on style, functionality, quality and reliability in major purchase decisions
- Concerned with the environment
- Plugged in, using social and digital media to research brands and influence others

Sources: 5, 17, 18, 19

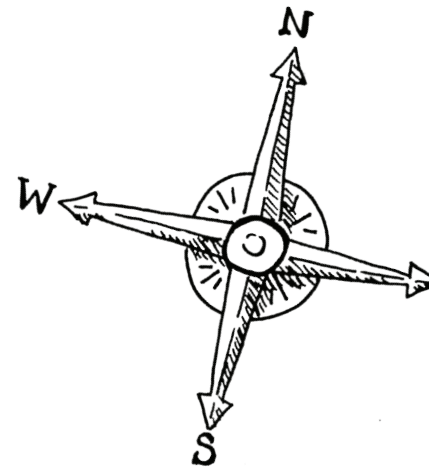
MCMs are similar in their perceptions regarding cars and car buying. For example, MCMs:

- Enjoy the freedom of driving, but are beginning to realize the costs
- Perceive dealers as irrelevant and find the buying process intimidating
- Are more likely than older counterparts to use online sources to become familiar with and form opinions about a car
- Report preferences for Asian cars and for purchasing pre-owned cars to save money

Sources: 20, 21, 22, 23, 24, 25

Despite these many similarities, the different segments of the MCM market exhibit characteristics, activities and interests specific to their unique cultural backgrounds. These differences are taken into account in the development and implementation of the campaign.

Target Market Analysis



Target Market Segments

Because MCMs share similar perceptions of cars, driving and the Nissan brand, 12m Advertising also considers age and education as relevant means of segmenting the market.

The “aspirational center” of this generation is the 24-26 year old who is in a better position to purchase a new car than the younger Millennial. Additionally, 24-26 year olds are not yet as fixed in their brand preferences as the older Millennial. 12m Advertising recommends concentrating promotional efforts on this aspirational center. However, we do not ignore the potential of the college student MCMs who will soon be in a position to purchase a new car due to higher expected buying power than their non-college educated counterparts.



wants a car that is economical, safe for her family and stylish
active in major purchase decisions
Mexican-American
enjoys cooking
Popovers, Hispnic food
Danielle
married
has baby
26 year-old
Houston
30 minutes away from where she grew up
constantly on Twitter




recently graduated college
in his first job
DAMANI
Atlanta
wants a car that expresses his personality.
loves sports
thrives on staying connected
23

originally from India
visits his home country
once every few years

lives in San Francisco

spends a lot of
time on Facebook

25 years old

loves Indian food



software engineer

Sanjeev

success is a combination of
having a big house, fashionable
car and a good life in the US
with his family



enjoys hanging out
with his friends



Los Angeles

Kim

Chinese-American

wants to make her family proud

stays on Facebook

college student



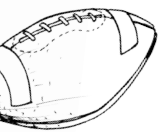
highly motivated

wants to catch the attention
of her friends

22 years old

driven by success and
having the latest gadgets

lives at home



years old

Pre-Campaign Strategies

Digital

A comprehensive audit of Nissan's dealerships and digital presence suggests areas where Nissan could take steps to maximize its appeal to MCMs, as well as to the general market. Recommendations are outlined below:

12m Advertising found that Nissan currently has the innovation theme well integrated into its digital presence. However, the digital audit uncovered a few issues that if addressed, would enhance the experience for consumers and MCMs in particular:

- Add videos to key website sections (e.g., car accessories) to demonstrate and promote interactivity
- Eliminate the need to provide personal information before “building a car” online
- Rename all social media platforms to “Nissan USA” to maintain consistency with the website

Dealership

Currently, Nissan supports its dealers in numerous ways, including training, certification and easy access to promotional materials. 12m Advertising's research uncovered areas where dealerships can improve and capitalize on opportunities to enhance the overall dealership environment. 12m Advertising recommends Nissan offer participation incentives in the form of prizes and awards to dealers who demonstrate the most effective execution of these ideas.

- To reduce the discomfort customers have with salespeople and the buying process, place a “greeter” at the entrance to the dealership to determine if a visitor would like to see a salesperson or just be allowed to browse. Pretesting indicated 75% of MCMs liked or strongly liked this idea.
- To address concerns uncovered in 70% of 12m Advertising's observational research, improve sales lot organization by grouping models more consistently and by increasing size and visibility of signage.
- To allow customers to experience the latest in Nissan innovations and trigger thoughts of trading up, provide loaner cars to service customers. Loaner cars can be sold as demo models, which would appeal directly to MCMs, 50% of whom plan to purchase a newer used car.



Whether print, television, outdoor or digital media, “predictable” was the word repeatedly used to explain modern car ads. It was described as a formula — put a sleek car somewhere in the ad, pepper the page with automobile terminology foreign to most car buyers and include some form of high-level thinking with a hard-to-grasp tagline. While these “sleek” and “high-level thinking” advertisements are visually attractive, the message is often lost. 12m Advertising approached this campaign wanting MCMs to learn about, care about and embrace Nissan as the most innovative car company in the market. But in order to get there, MCMs must first experience Nissan innovations.

Based on our primary research, 12m Advertising recognized that MCMs buy products based on individual features and how those features enhance their daily activities. In other words, the little things matter to Millennials, especially when it comes to innovations.

Our research also found that MCMs will choose a car based on looks and style and prefer fast, exciting, environmentally-friendly cars. MCMs prefer cars that catch peoples’ attention and they place a strong emphasis on options and the technologies offered.^{1,7}

Experience Innovation



Research revealed MCMs view Nissan as reliable and conservative more than trendy and innovative. MCMs also had difficulty recalling specific Nissan innovations. Rather than abandoning Nissan’s current “Innovation for All” theme, our team developed an extension specifically tailored to MCMs— “Experience Innovation.”

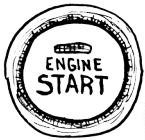
To avoid confusion and still remain consistent with Nissan’s positioning as the world’s most innovative car company, 12m Advertising recommends eventually replacing Nissan’s current “Shift” tagline with “Experience Innovation” in all campaign executions. Post-campaign testing can determine if “Experience Innovation” is the best choice or if another innovation-themed tagline is better. Regardless, by keeping innovation in the tagline, 12m Advertising is helping cement Nissan’s claim as the most innovative car company in the world.

Executions



12m Advertising developed what we call the “hyperbole sketch theme” to serve as a cohesive thread throughout our campaign. The sketches demonstrate Nissan innovations relevant to MCMs, showcasing key features and benefits. For example, the Versa execution shows that its innovative Bluetooth connectivity is like having a literal connection to satellites, the world and friends’ cell phones.

12m Advertising’s campaign magnifies the small innovations that make all the difference to Multicultural Millennial car buyers. There is no dramatic imagery, no hard-to-grasp taglines. “Experience Innovation” is a clear call to action that transfers across all subcultures and is applicable to all Nissan models. This tagline will be consistently applied on all messaging throughout the campaign.



NISSAN Experience Innovation.

With stretch-out room for 5 and 400 miles between fill ups, you’ve got time and space to fill. Luckily you can control your calls and music with one touch. The Nissan Versa lets you

Stay Connected.

NISSAN Experience Innovation.

This block party just left the block. With 3 rows of seating, iPod connectivity and a DVD Entertainment System, you and your friends can now decide where it lands. The Nissan Pathfinder lets you

Rock the Party.

Disclaimer: Don't worry, you won't have to drive down the street with a globe, compass, and satellite connected to your car. We're just making the point that the Nissan Versa keeps you connected with all the latest technologies. If you do however feel compelled to drive around with a giant kite dragging behind your, you didn't get that idea from us. Just so we're clear.

Pathfinder fits a lot of stuff, but probably not an entire block party. You can always try and let us you to garage have a great time. And since the Nissan Pathfinder is so big, we thought we should should and shouldn't do. The truth is, you should stop raising this, go get a new Pathfinder and is really about.

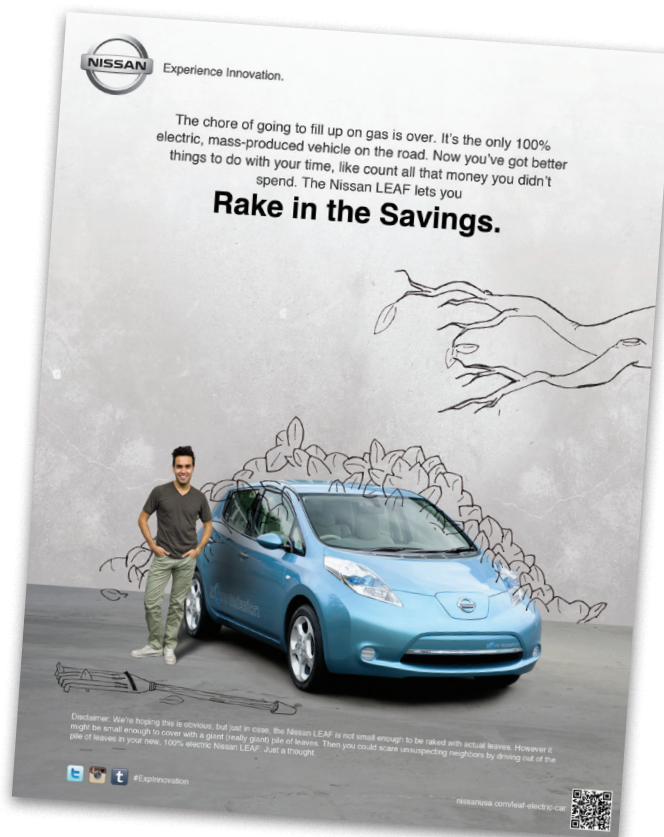
nissanusa.com/versa

12m Advertising's research found no significant differences among ethnic segments regarding perceptions and use of cars in general and Nissan and key competitors. Therefore, we do not tailor the message for each group. Nevertheless, we do personalize each ad with MCMs representative of each ethnic segment. However we go beyond merely "sticking in" different ethnic personalities by customizing the innovation depicted for each model of car to those that are most attractive to each segment.

Customization

Although Nissan core models do not focus on Juke, LEAF and 370z, 12m Advertising recommends including these models in the campaign. The unique characteristics of the Juke and LEAF will appeal to MCMs seeking style, excitement and environmental-friendliness. Although not in the target's price range, the 370z can serve as an aspirational vehicle getting MCMs interested in the Nissan brand where they may purchase a core model.

Promoted Models



To test the strength of our campaign, 12m Advertising surveyed nearly 400 MCMs. Of those surveyed, 64% found the ads "appealing" or "very appealing" and 56% stated the ads motivate them to learn more about the models portrayed.

Pretesting

Our test-ad demonstrated the second-highest level of unaided recall, just behind the ad that was presented last in the set.



Nissan Innovation News

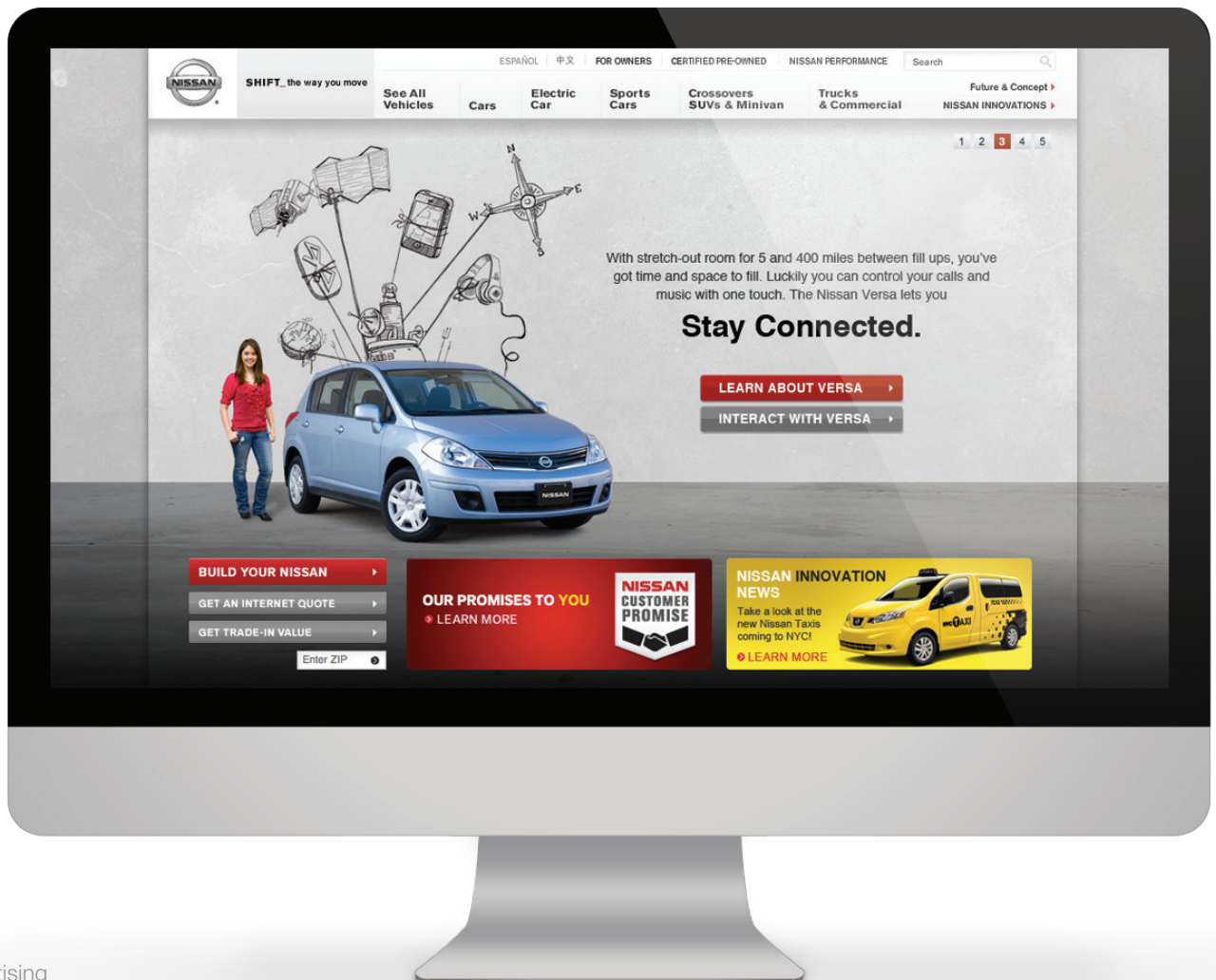
12m Advertising’s research showed MCMs view Nissan as reliable and conservative more than trendy and innovative. To address this and to reinforce the message that Nissan is the world’s most innovative car company, we recommend greater effort in communicating to consumers the vast array of innovations Nissan has advanced.

Although described on the innovation tab on NissanUSA.com, consumers in general and MCMs in particular are still largely unaware of the full range of Nissan’s innovative activities. Nearly 400 MCMs indicated in a survey an average familiarity with key Nissan innovations of 1.4 on a 5.0 scale. 12m Advertising recommends capitalizing on the “Experience Innovations” campaign by using it to highlight “Nissan Innovation News” as well as to promote specific models. All Nissan news related to new innovations will be accompanied by the “Experience Innovation” tagline, reinforcing the campaign message and calling consumers to investigate Nissan further. Additional ideas related to “Nissan Innovation News” are included along with the discussion of the overall “Experience Innovation” campaign in the Media Strategy section.



Website Visuals

For the duration of the campaign, 12m Advertising recommends adding an “Experience Innovation” visual into the rotating homepage banner. In addition, the rotating homepage banner will also include a separate banner for the above-mentioned “Nissan Innovation News.” Clicking on this visual will direct visitors to the existing innovations page where they can read about current innovative news.



12m Advertising's commercial is an extension of the sketch-themed print ads created for the campaign. The commercial highlights the sleek new line of Nissan cars, as well as the innovations that make each model unique. This commercial deviates from standard car commercials, catching the attention of the Millennial segment and offering a tangible explanation of why Nissan is the most innovative car company in the world.



Spot opens with guy walking up to 370z on the phone "...I'm on my way..."
 UPBEAT MUSIC BEGINS TO PLAY



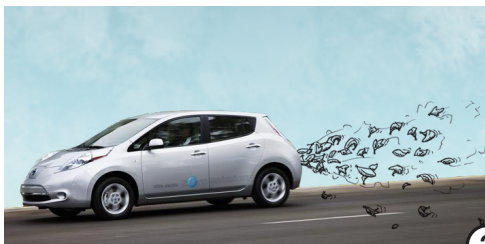
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The camera cuts to the 370z driving as a rocket is being drawn overhead illustrating the power of its engine.



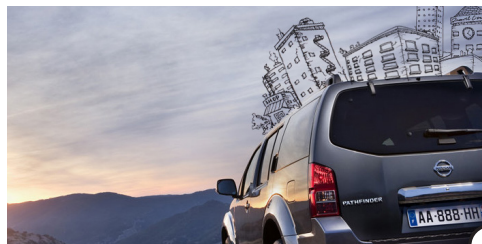
2

The camera quickly cuts to the Rogue on the highway with the drawn in "force field" helping it to dodge obstacles.



3

The next shot cuts to the LEAF, driving through a "green" environment with drawn leaves coming out of the "exhaust".



4

The next shot cuts to the Pathfinder, approaching a cliff with a sketched city block representing the way it can carry the party wherever it goes.



5

The final car shot features a Versa, racing around a city block with the drawn technological "connections" following.



6

The commercial closes with the cars meeting up and driving away together with all of their individual innovation sketches overhead.

SUPER Nissan Logo

VOICE OVER "We may not have given you a real rocket or a force field, but we got pretty close. Powerful innovations are at your finger tips when you take the wheel of a Nissan PAUSE Experience Innovation."

Media Strategy & Execution

The primary objective of the campaign is to increase overall Multicultural share by focusing on the Multicultural Millennial market. 12m Advertising's research reveals MCMs recognize Nissan as a prominent brand, yet it is not top-of-mind when it comes to the car purchase process. Furthermore, MCMs do not have high familiarity with Nissan core models. In order to achieve increased share, Nissan must increase awareness and preference of core models across MCM segments through the effective use of media most popular with the target. The goals of 12m Advertising's media strategy include:

- Increase overall Multicultural market share from 13% to 18% by 2014
- Increase top-of-mind awareness of Nissan core models among MCMs by 10%
- Increase perceptions of innovativeness by 10%
- Move brand preference up from fifth to top three
- Reach 75% of MCMs an average of 12 times

The most significant and recurring theme in 12m Advertising's primary research was a simple fact about our target market: MCMs need hands-on experience with the car before they will give it adequate consideration. Therefore, a key element of our strategy is to facilitate MCM physical interaction with core and aspirational Nissan models, with a strong focus on local events in the top 18 DMAs.

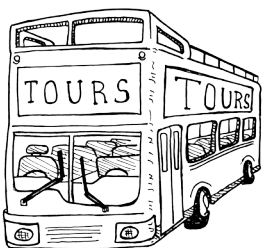
12m Advertising has developed the following media recommendations and creative executions to effectively demonstrate the integration of the "Experience Innovation" campaign, as well as encourage the target to explore "Nissan Innovation News" with "Experience Innovation" messages across various platforms.

Promotions, Sponsorships and Events

Nissan Innovation Team

The Nissan Innovation Team is a group of MCMs traveling with a "mini-showroom." Three to four teams are hired to travel regionally in the top DMAs and will participate in 75 key events popular with MCMs (examples of events are listed on the following page), allowing them to "Experience Innovation" first-hand.

The Nissan Innovation Team will travel with core and aspirational Nissan vehicles (Altima, Versa, Rogue, Juke, 370z, LEAF), allowing visitors to interact with the cars. The phrase, "Experience Innovation" will headline the events, showcasing and reinforcing the total Nissan innovation experience.



Cultural Event Activities

The Nissan Innovation Team's presence at MC events serves many purposes. The team will greet visitors and answer questions about the cars. Additionally, Nissan will sponsor key activities at the events (e.g., branded concert stages, parades). They will also give away items such as keychains, cell phone cases, laptop cases and t-shirts branded with the "Experience Innovation" campaign theme. When possible, the Nissan Innovation Team will offer test drives, off-road courses and other driving experiences. In situations where the traveling showroom is not feasible, Nissan will serve as a major event sponsor.

Ultimate Tailgate Experience

In addition to cultural events, the Nissan Innovation Team will host a "Nissan Ultimate Tailgate Experience" at major college football and basketball games in top DMAs, partnering with ESPN to showcase both Nissan vehicles and college sports.

Justification By implementing the Nissan Innovation Team strategy, Nissan has the potential to reach over 70% of Hispanic, Chinese and Asian Indian Millennials in the top DMAs. MCMs express strong community and cultural ties and are responsive to brands that reach out to their communities in culturally relevant ways.³⁴ Although African Americans are more geographically dispersed, we can reach a greater number of this segment through the sponsorship of college football events, given their strong interest in sports.

Outcome Physical interaction with the Nissan brand and core models at both cultural and sporting events increases awareness, brand perceptions and top-of-mind purchasing preference.

Expected Cost \$8,000,000 (20 major events, 55 minor events/campus tours). Cost includes: Nissan Innovation Team travel, cost of space at the events, local promotion or events, giveaways and local temporary work support.

A sample of the 75 events in top DMAs the Nissan Innovation Team will visit

Golden Dragon Parade, Los Angeles
Est. 80,000 spectators²⁶

Fiesta Broadway, Los Angeles
Est. 500,000 attendees²⁷

Chicago Blues Festival, Chicago
Est. 300,000 attendees²⁸

Hispanic Day Parade, New York
Est. 1,000,000 spectators²⁹

Livestock Show & Rodeo, Houston
Est. 2,500,000 attendees; has specific multicultural days³⁰

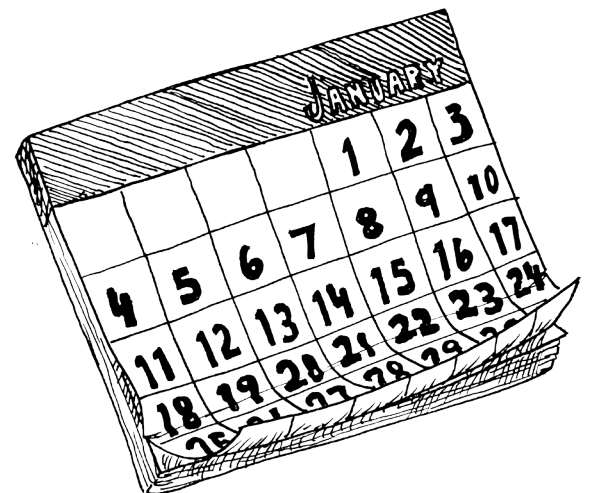
Texas State Fair, Dallas
Est. 2,600,000; has auto show section³¹

African American Festival, Baltimore
Est. 600,000 attendees³²

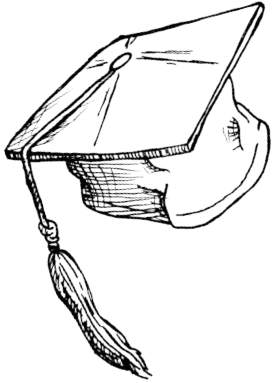
Calle de Ocho Festival, Miami
Est. 1,000,000 attendees³³

Diwali Festival of Lights in key Asian Indian cities

NCAA football & basketball games
10+ college campuses



edVenture Partners



12m Advertising recommends Nissan continue participating in the edVenture Partners program to supplement involvement in top MCM colleges unreached by the Nissan Innovation Team. Emphasis should be on key African American campuses, including: Howard University, Morehouse College, Emory University and Florida A&M.

Through edVenture Partners, students gain real-world experience while enrolled in a class conducting research and implementing campaigns. As part of the program, Nissan models are placed on the campuses and students design interactive promotional events.

Justification MCMs' brand preferences rely heavily on word-of-mouth and peer input.⁷ Having peers develop and manage campaigns provides a credible source of information about the brand at minimal cost. Additionally, Nissan support of educational activities enhances brand image.

Outcome Exposure in 15 additional multicultural college campuses results in increased awareness and preference for specific Nissan models, especially among the African American segment.

Expected Cost \$150,000

Guerrilla Tactics

Park & Bus Stop Benches

12m Advertising recommends Nissan replace benches in high-traffic parks, bus stops and college campuses in top DMAs with the backseats of Nissan cars. These new, innovative park benches will have the "Reduce-Reuse-Recycle" triangle logo with the copy, "Reduce energy. Reuse plastic. Recycle water bottles. Experience Innovation." A poster will highlight Nissan's innovative efforts regarding the environment and refer visitors to the NissanUSA website's Innovations page.

Justification Seat benches are an unexpected and innovative way to allow MCMs to experience an aspect of Nissan innovations that are specifically meaningful to them. MCMs are also over 144 times more likely to use public transportation.⁷

Outcome Increased brand perceptions regarding Nissan as an innovative company and buzz surrounding an innovative and meaningful display.

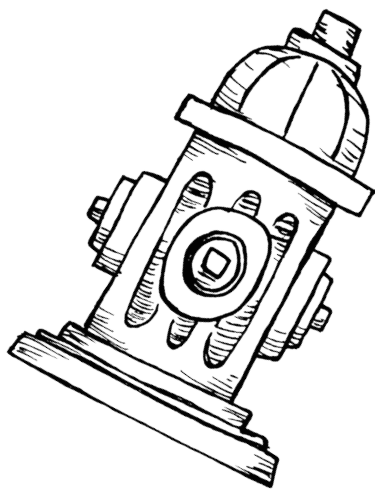
Expected Cost \$300,000 (1,000 benches throughout the top 18 DMAs and college campuses)

Flash Mob Fire Drill

In cities where the traveling showroom is to appear, the Nissan Innovation Team will stage a "Flash Mob Fire Drill." Nissan cars will pull up suddenly and simultaneously near heavy foot-traffic areas, with synchronized music playing loudly from all vehicles. Drivers will conduct a "fire drill," running around their cars handing out giveaways and information to onlookers. The Nissan Innovation Team will then drive away and let onlookers stand amused and talking about what had just occurred. The "fire drill" will be filmed and posted to YouTube for viral distribution.

Justification The "Flash Mob Fire Drill" is a buzz-worthy way of showcasing Nissan cars and kicking off the Nissan Innovation Team's traveling showroom. Pretest results indicate 65% of MCMs would watch the video of the Flash Mob on YouTube.

Outcome Increased word of mouth and viral buzz about Nissan and reinforcement of Nissan's innovative image through creative tactics.



Nissan currently has a solid social media presence in Facebook, Twitter, Google+ and YouTube. However, new digital platforms are constantly emerging and Millennials are on the leading edge of adopting these new media outlets. 12m Advertising recommends Nissan expand its presence by incorporating three new networks to connect with MCMs where they digitally “hang out.”



Justification These three platforms are popular among MCMs, especially Hispanics, who over-index in social media usage in general.³⁵ Streamlined with Twitter through use of the hashtag, Instagram and Tumblr are social media networks boasting 25 million and 13.4 million users respectively.^{36, 37} Both over-index on the Millennial age group, with Tumblr attracting 12% Hispanic usage and 6% Asian.³⁹ Foursquare, a geo-based social media network, bridges the gap between the digital and real worlds. It boasts more than 15 million users, each checking in an average of 4 times a day and “ousting” 78,300 mayors each day.⁴⁰ Hispanics are 80% more likely than average to use a check-in service such as Foursquare.³⁸

Outcome With higher brand posting frequencies than Facebook, these media provide increased opportunities to interact with MCMs in their digital spaces, enabling them to “Experience Innovation” through Nissan-provided visual and textual content.

To encourage MCMs to “Experience Innovation” digitally, a series of mini-games will be developed for each model of car that showcases the special innovations being promoted. This integrates the innovation message with a light, creative approach. Mini-games will be available through Nissan’s Facebook page, on NissanUSA.com and mobile apps. Games will be a form of recreational puzzle designed to engage MCMs.

Example 1

In a Versa mini-game, players will experience the “most legroom and headroom per dollar” by arranging different styles of hats and shoes within a Versa interior layout in a Tetris-like fashion.

Justification 53% of Facebook users play games on Facebook with 19% percent claiming to be “addicted.”⁴⁰ Hispanic and African American cultures are the most avid mobile social gamers with 31% and 36% usage respectively.⁴²

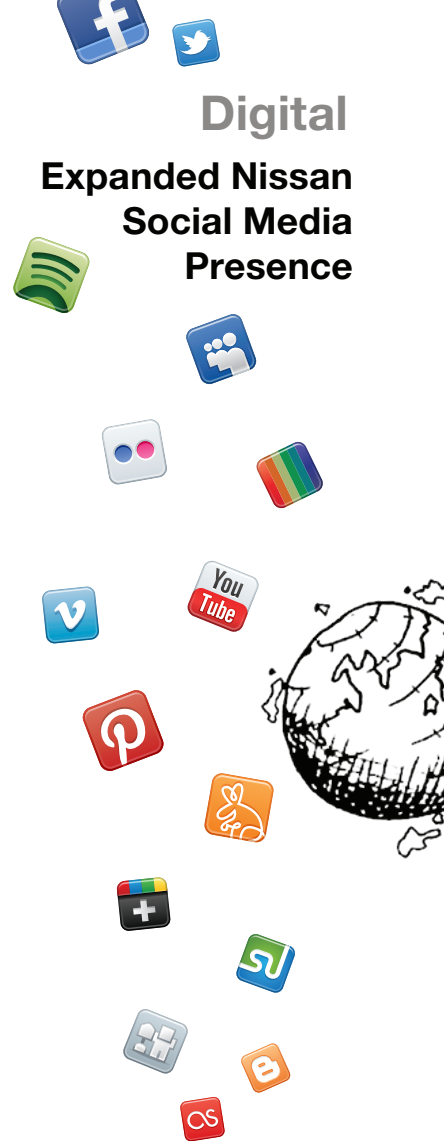
Example 2

The LEAF game will add awareness to different environmentally-friendly innovations. A trivia game tests users’ knowledge, such as best recycling practices or how to save water. With each question, information about the LEAF will be presented. Points will be awarded with each answer that can be posted and shared on leader boards featured along with the game.

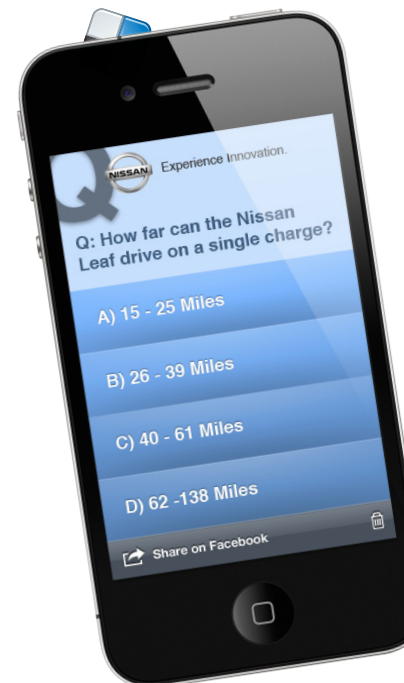
Outcome Increased interaction and involvement for MCMs lead to more time spent on Nissan’s online platforms. With mini-games’ focus on specific model innovations, players are able to “Experience Innovation” digitally, enhancing target market perceptions.

Expected Cost Included in production budget

Digital Expanded Nissan Social Media Presence

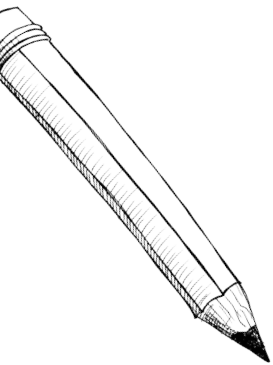


Digital Mini-games



Mini-game Viewed on an iPhone

Sketch Your Own Innovation

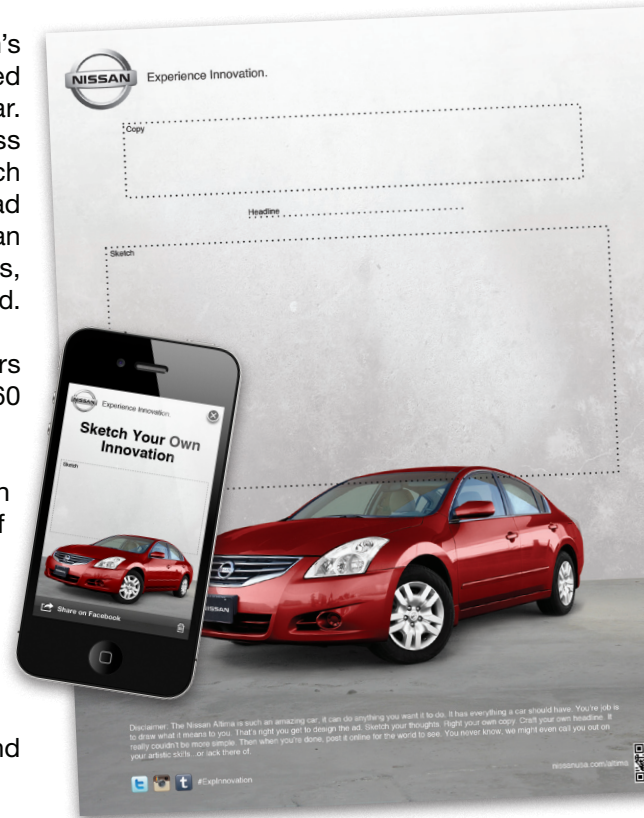


To help bridge the gap between Nissan's digital and traditional efforts, coordinated ads will be released throughout the year. These ads will allow MCMs to express what innovation means to them on each car model. After completing his or her ad in a magazine or digitally, the creator can upload it to various social media sites, such as Instagram, where it can be shared.

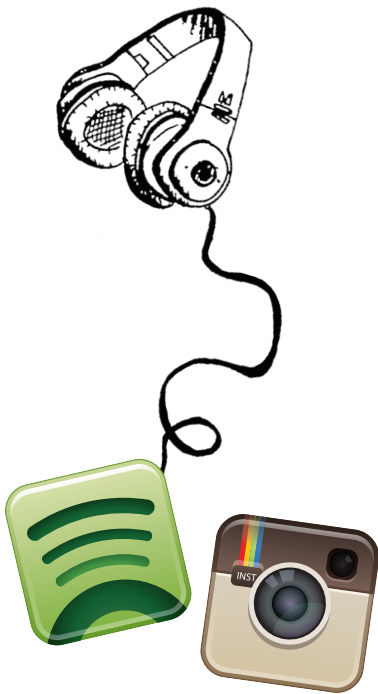
Justification More than 25 million users are on Instagram sharing more than 60 photos, on average, per second.³⁶

Outcome Increased interaction with the brand will lead to development of a stronger bond with it. Additionally, increased exposure gained from the viral nature of this ad will expose more MCMs to the campaign's message of innovation.

Expected Cost Included in media and production budgets



Social Contests



Social Media contests will allow additional opportunities for MCMs to interact with the Nissan Brand and "Experience Innovation" socially.

Nissan Ultimate Tailgate

A social media campaign will encourage MCMs to submit photographs showing how they use their Nissan at a sporting tailgate event. Winners receive a 4-ticket package to a national sports championship. The competition is launched through Instagram and promoted on Facebook, Twitter and NissanUSA.com.

Heisman Trophy Tour

As a tie-in to Nissan's current Heisman tour, this Instagram competition will involve Nissan owners uploading pictures of themselves or friends doing the Heisman pose in front of their Nissan. The most innovative photo wins a 4-ticket package to the national championship.

Innovation Playlist

Through Spotify, a social music application where one can create, share and discover new music and playlists, contestants can create their "Nissan Innovation Playlist" to be voted on through Nissan's Facebook page. The winner with the most votes will receive two tickets to a cultural event of their choosing.

Justification Ford recently launched a successful Instagram campaign that received more than 16,000 pictures labeled with the #Fiestagram hashtag.⁴³

Spotify has 2.44 million unique visitors a month, 50% of whom are between the ages of 18-24.⁴⁴ It attracts "Early-Adopters" also known as Innovators.

Outcome Increased interaction with the Nissan brand will increase loyalty among Nissan owners, who will generate word-of-mouth referrals to friends.

Expected Cost Dependent upon number of winners and prizes

The “Experience Innovation” visual on NissanUSA.com will direct visitors to the “Nissan Social Hub” page. Similar to the setup of Nissan’s Innovation page, this page serves as a digital home for Nissan’s social media presence.

By aggregating all social media and gaming-related content, this branch of NissanUSA.com will appeal to MCMs who are heavy users of these technologies. Visitors will be able to collectively view all of Nissan’s social media, viral activity and competitions, as well as play the Nissan mini-games.

Justification This engagement page ensures Nissan’s elaborate social media presence will be easily navigable for MCMs.

Outcome Increased time spent interacting with Nissan and “Experiencing Innovation” digitally due to organization and integration of all platforms, including social media, games and NissanUSA.com

Expected Cost Included in production budget

Social Integration



Nissan Social Hub

In order to increase opportunities for MCMs to interact with Nissan brands at the dealer level, 12m Advertising recommends several innovative dealer events and activities. Nissan can supply dealers, especially those in top MCM DMAs, with packages that describe, justify, encourage and help implement the following events:

Nissan already offers programs which are attractive to MCMs. Specifically, Nissan’s Signature Graduate Program and Certified Pre-owned Program appeal to MCMs on a budget. 12m Advertising recommends highlighting these programs in target-specific, traditional and digital media. Nissan must also educate dealers on the importance of marketing these programs at a local level via websites and salespeople.

Justification 75% of MCM college students surveyed report planning to purchase a car within one year of graduation and 50% report planning to purchase a newer, pre-owned vehicle.¹ Promoting the pre-owned program gets young customers into a Nissan, where their brand preferences and loyalty will be shaped for their next car purchase.

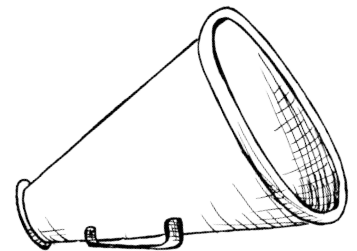
Promoting the Signature Graduate Program stimulates brand interest at the information search stage of the buying process for younger MCMs.

Outcome The programs Nissan offers are already attractive to MCMs. Increased awareness of these appealing programs can lead to greater brand interest and sales.

Expected Cost Included in measured media costs

Dealer Events and Activities

Program Awareness



Nissan Nights



Dealers in target cities can partner with local food and entertainment venues to host a street dance and festival. Dealers are encouraged to tailor music and food offerings to the local MCM communities. Key Nissan cars are on display throughout the host dealership's lot and showroom where attendees are able to interact with the vehicles. Games and prizes will be offered at the event.

Justification MCMs are defined by their love of music and culturally relevant food.⁵ They respond positively to firms that reach out to them in their community. A "Nissan Nights" event helps achieve the objective of getting the target to physically experience the brand.

Outcome 12m Advertising's research indicates greater positive associations with car models result from experiencing the cars first-hand.

Expected Cost N/A (dealer-supported)

Local Event Sponsorships

Provide dealers with a matching budget (\$500-\$2,500) to sponsor MC events such as Cinco de Mayo, Chinese New Year and African American and Indian Diwali festivals in their towns.

Justification MCMs report preferring brands that reach out to them in their communities.⁵ This is a low-cost way for Nissan to achieve localization.

Outcome Increased awareness of the Nissan brand and greater positive brand associations.

Expected Cost \$1,100,000 (1,100 dealers provided an average of \$1,000 depending on sales performance and proximity to MCM cities)

Dealership Materials

In order to gain Multicultural share and solidify Nissan's image as "the most innovative car company in the world," Nissan dealerships must adopt highly innovative practices themselves, reinforce the innovation message and provide opportunities at the local level for MCMs to interact with core Nissan models.

Campaign Signage

Nissan-supplied promotional signage reinforcing the "Experience Innovation" message will be provided to dealers for in-store and external communication.

Justification Showroom signage reinforces the "Experience Innovation" message, integrating the campaign's purpose at the point of purchase. Outside signage further integrates and extends the message while assisting with lot navigation.

Outcome Integration of the "Experience Innovation" message enhances perceptions of Nissan's innovative culture on a local level.

Expected Cost \$1,100,000 (distributed to 1,100 dealerships)



Digital podiums placed in dealer showrooms next to each featured car have a high-quality interactive screen (about the size of an iPad) and are programmed to offer model-specific information. The podiums will allow users to build their own car, showcase innovative features and have the ability to integrate with model-specific social media.

Justification MCMs are heavy users of the latest technologies.⁵ Our research shows that “technology” is nearly synonymous with “innovation” in the minds of MCMs. During pretesting, 92% of MCMs found the digital podium idea useful or very useful.

Outcome Enhanced image of innovativeness at the dealership level along with a more satisfactory shopping experience can lead to greater word-of-mouth and increased sales.

Expected Cost \$660,000 (Nissan supports 50% of cost to 1,100 dealerships)

Digital Podium



To highlight “Nissan Innovation News” dealers will be provided with high-quality posters designed to showcase the full range of Nissan’s innovative activities. Dealers can elect to have a digital podium highlight Nissan Innovative News or use Nissan-provided banners or posters.

Justification Showroom signage reinforces the “Experience Innovation” message by highlighting “Nissan Innovation News” and educating consumers of the wide range of Nissan’s individual innovative activities.

Outcome As a result of the signage, consumer perceptions of Nissan as the world’s most Innovative car company will increase.

Expected Cost \$550,000 (1,100 posters supplied to dealers)

“Nissan Innovation News” Display

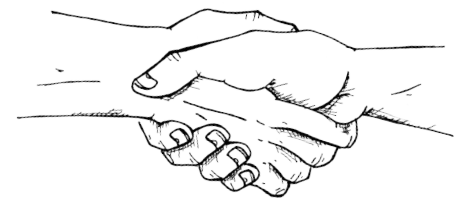
12m Advertising recommends Nissan supplement current philanthropic activities with donations to charities meaningful to MCMs, including, but not limited to UNCF, the Hispanic Scholarship Fund and the Asian and Pacific Islander American Scholarship Fund.

Justification The majority of African American (88%) and Hispanic Millennials (87%) agree that companies making a sincere effort to be a part of their communities deserve their loyalty.^{45,34} Millennials tend to buy products from companies that support causes MCMs care about.

Outcome Enhanced relationships with MCMs, greater brand loyalty, increased word-of-mouth referrals.

Expected Cost \$1,000,000

PR and Philanthropy



Measured Media

National & Spot Television



12m Advertising has developed a high-reach media plan to deliver over 4 billion impressions in the target segments.

12m Advertising recommends running :30 spots on both network and spot television throughout the campaign period. Because national television costs are significantly higher than other media, we selectively place 500 spots on networks in which MCMs over-index, including NBC, Fox, CW, MTV and TNT, and for African American and Hispanics, BET and Univision. However, to increase reach and enable highly targeted, in-language advertising, we also place 200 commercials on spot television in each of the top 18 DMAs, concentrating on in-language channels and those stations highly targeted to MCMs.

Justification MCMs are over 100 times more likely to watch television as a form of relaxation than average and 67.5% of Millennials use television to learn about a product they are interested in.^{7,48}

Outcome 491,500,000 network impressions and 67,200,000 spot impressions

Expected cost \$19,627,500 network and \$7,872,480 spot

Magazine



Full page, four-color ads will run biweekly and monthly in magazines most popular with MCMs, including *People* and *Game Informer* as well as in more specifically targeted magazines such as *Ebony* (African Americans), *Seventeen* and *Sports Illustrated* (African American and Hispanic) and *Forbes* and *Arthur Frommer's Budget Travel* (Asian).

Justification 32% of US Millennials trust print magazines as a source for reliable information and 17.7% of Millennials enjoy reading ads in magazines.⁷

Outcome 28,962,686

Expected cost \$19,999,006

Outdoor

14x48 billboards are placed in high traffic areas en route to major shopping centers in top 18 target market cities for 52 weeks with the ads rotating every six weeks.

Justification In the top demographic areas where MCMs reside, the average commuter in each area will see the billboard 20 to 40 times during a 30-day period.⁵¹

Outcome 494,098,920 impressions

Expected cost \$2,367,788



Digital

Display and rich media ads will be placed on sites popular with MCMs such as Facebook, Google Ad Words sites, MSN, YouTube and Amazon. Pre-rolls will appear on Hulu and main network sites. Pandora will feature Internet radio spots and page takeovers. Solve Media's CAPTCHA will require users to type in "Experience Innovation" to access their favorite sites that require TYPE-INS.

Justification 40% of users recalled the message seen in TYPE-IN. MCMs over-index on Internet and social media, with 75% having a profile on a social media site. MCMs spend over 30 hours per week online, primarily visiting social media, music, movie, game download sites and general sites. Finally, Millennial African Americans, Asians and Hispanics are 42%, 268% and 49% more likely than average to view the Internet as a primary source of entertainment.^{7, 49, 50}

Outcome 2,544,000,000 impressions

Expected Cost \$8,508,000

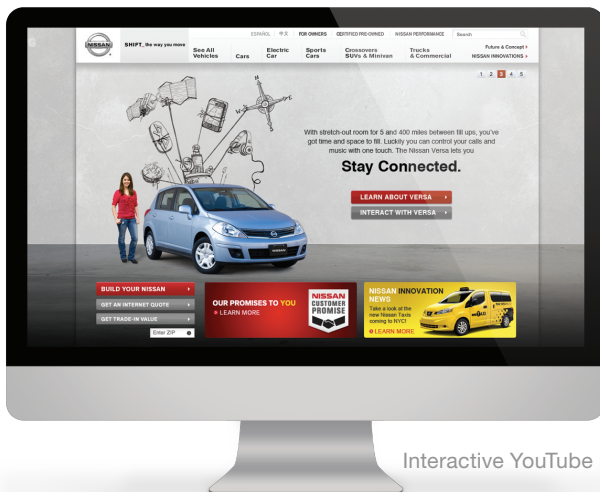
Mobile

At an average CPC of \$0.15, AdMob allows for mobile smartphone targeting through the use of demographics, geo-targeting and application preferences for each user. More cost effective than iAds, AdMob allows us to effectively reach this tech-savvy and phone-obsessed target market.

Justification 33% of African American mobile Internet users can recall advertisers seen on their mobile phones. 38% of Hispanics would use a smartphone to look up information on a product. In 2011, 5.4 million Asian Americans used Internet on their mobile devices.⁵²

Outcome 10,000,000 impressions

Expected Cost \$1,500,000



Interactive YouTube Execution

12m Advertising's media plan utilizes the most efficient and effective channels for reaching MCMs. The following media were considered, but found to be inconsistent with our goals.

Radio: MCMs spend over 30 hours per week on the Internet with top sites visited including music and music sharing sites.⁴⁷ Additionally, research indicates MCMs under-index on broadcast radio with African Americans, Chinese and Hispanic Millennials being 26, 27 and 19 times less likely than average to listen.⁷

Newspaper: Research indicates MCMs under-index on newspaper with African American, Chinese and Hispanic Millennials being 36, 24 and 33 times less likely to value local newspaper coverage.⁷

Mobile App Development: 12m Advertising's campaign recommendation includes budget allocation for mobile advertising and mobile mini-games. However, we do not recommend development of a campaign specific mobile app due to production costs and the fact that Nissan's current mobile apps meet general consumer needs.

Product Placement: Although considered, 12m Advertising's research indicated very little overlap in top television shows watched by the different segments. Fragmentation of viewership makes integrating a product into television programs or sponsoring a major talent show such as American Idol cost ineffective.

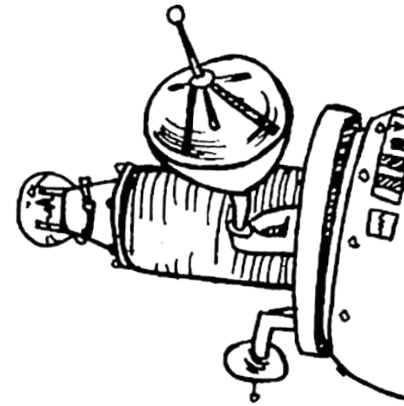
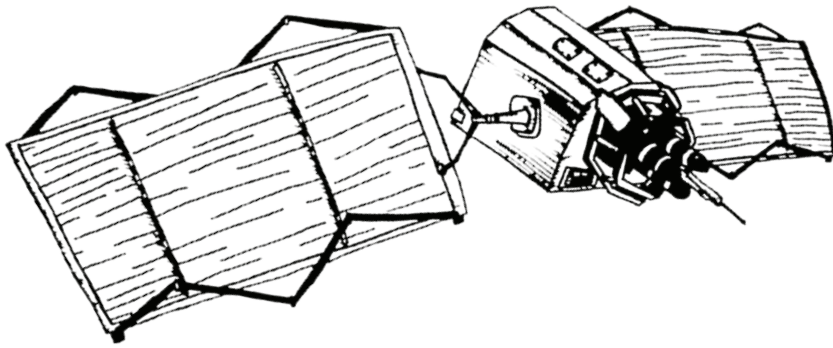
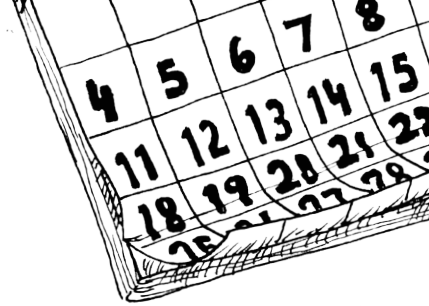
Celebrity Endorsement: Although considered, 12m Advertising's primary research indicated very little overlap in celebrity talent preferences. The need to hire multiple talents makes the decision cost ineffective and the campaign theme does not integrate well into celebrity endorsement.

Media Schedule

Although the media plan is scheduled to run throughout the fiscal year April 2013- March 2014, 12m Advertising proposes strategic buys during key purchase seasons. Specifically, Nissan's Red Tent Event, running from July-September has specific appeal for MCMs. Our research indicated that due to their age, MCMs are typically on a tight budget and will realistically shop for cars that represent a good value. As the key summer sales and clearance event, Nissan's Red Tent Event will appeal to these budget-conscious MCMs. The media schedule therefore emphasizes heavier purchases in the months leading up to and during the event. Heavier media buys in the latter part of 2013 will also promote new models coming out for the 2014 season.

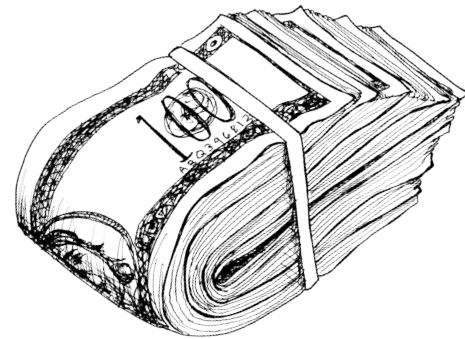
	2013																							
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National TV																								
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Outdoor																								
Online (Display/Pre-Roll/Rich Media/CAPTCHA)																								
Pandora Radio Spots																								
Pandora Page Takeover																								
Mobile (AdMob)																								
Nissan Street Team																								
Park Bench Takeover																								
Adventure Partners																								
Philanthropy																								
Social Media																								
Dealer Promotions and Events																								
Agency Fee (10%)																								
Production (10%)																								
Contingency (3%)																								
Research																								
Total																								

Media Sources: 53, 54, 55, 56, 57, 58, 59

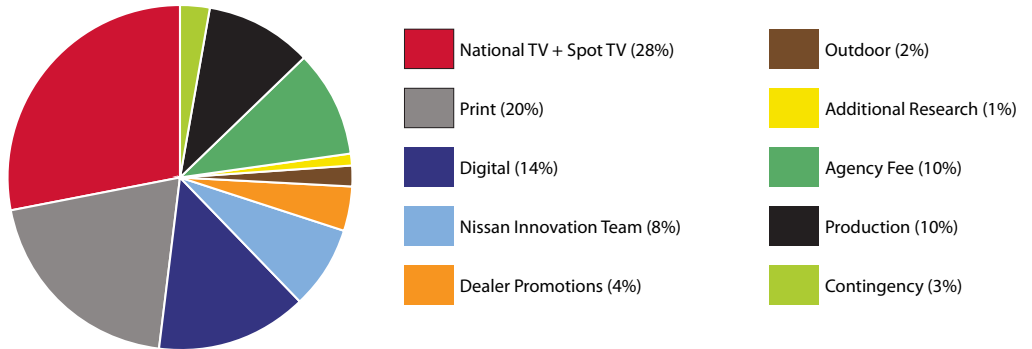


														2014															
September		October					November				December				January				February			March							
22	29	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	2	9	16	23	2	9	16	23	30	Cost (\$)	Impressions
																												19,627,500	491,500,000
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Budget Allocation



To allocate the budget, 12m Advertising examined advertising spending for major automobile companies and investigated trends and media habits of the target market. Because of MCM's high Internet usage, we allocate more to digital advertising than average, while still maintaining a strong presence in television and print, the two other media most used by the target market. Additional spending in the Nissan Innovation Team tour, outdoor and dealer promotions supplement the plan at a local level, enabling us to reach the target where they live, work and play.



Campaign Success And Evaluation

To achieve our objectives of increased market share, top-of-mind awareness, increased brand innovativeness perceptions and brand preference, 12m Advertising designed a compelling campaign and implemented it through a far-reaching media plan with an estimated 4 billion impressions.

Throughout the campaign, effectiveness measures will be monitored to ensure Nissan's resources are used in the most effective and efficient manner to achieve these key objectives. We have budgeted \$100,000 to conduct on-going research, including additional primary research, to determine:

- Increases in brand perceptions regarding innovativeness
- Increases in familiarity with core Nissan models
- Movement of the Nissan brand in the targets' top-of-mind preferences
- Website traffic on NissanUSA.com and on the new Nissan Social Hub web page
- Social media buzz on existing and recommended platforms (e.g., number of fans, followers, uploads and hits)
- Number of click-throughs on digital ads
- Nielsen viewership ratings for MCMs on television media
- Attendance at events and number of visitors to Nissan Innovation Team and edVenture Partners events
- Increases in dealership visits by MCMs and increased participation in the college graduate and pre-owned programs

We ask Nissan to provide sales and market share changes regarding core models for the MCM market.

Final Thoughts

The challenge was to develop a fully integrated marketing campaign to build awareness and lasting favorability among African American, Asian and Hispanic Millennials. With over 4 billion impressions in measured media and a strong events plan targeting over 50% of the MCMs with opportunities to “Experience Innovation” first-hand, 12m Advertising’s campaign provides an efficient and effective means of reaching MCMs where they live and play.

The “Experience Innovation” message reinforces Nissan’s image as the world’s most innovative car company while serving as a call to action. The sketch executions allow MCMs to visualize how Nissan innovations can impact their lives in meaningful ways. The message and executions are:

Simple	Unexpected
Dynamic	Adaptable
Eye-catching	Flexible
Versatile	Translatable
Clear	Backed by research

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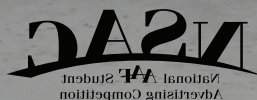
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