

SPOT ON INC.

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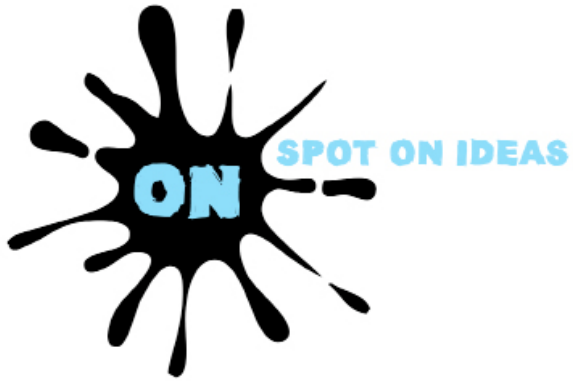
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MISSION STATEMENT

Here at Spot On we do not create ideas. We have them. Clients come to us because we are good at sharing the ideas we have. Consumers seem to enjoy them as well. Talented does not begin to describe the work we do. Nor does innovative. We are our own little universe, and our ideas are Spot On.

SPOT ON INC.

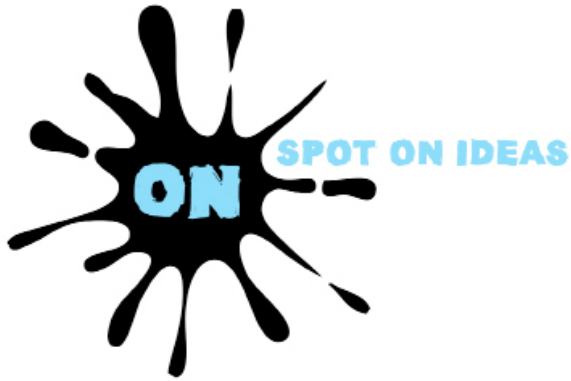
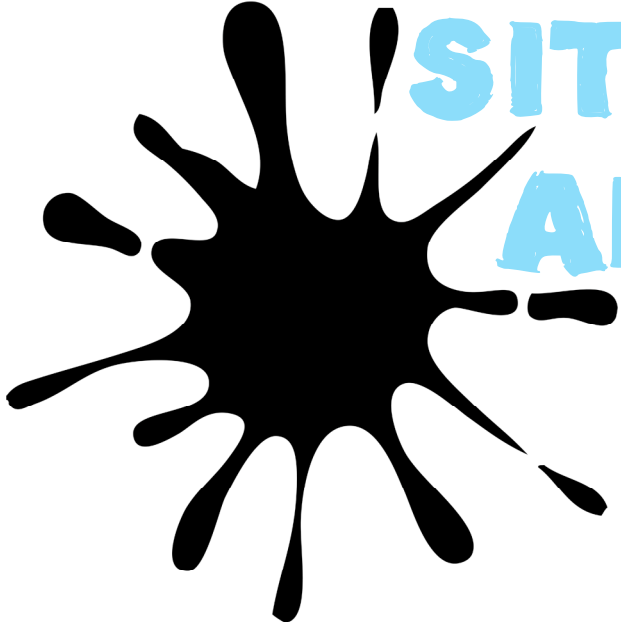


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**SITUATION
ANALYSIS**



SITUATION ANALYSIS

HUMMER History

“Symbol of American Army Mobility”

AM General began working on the M998 Series High Mobility Multi-Purpose Wheeled Vehicle (HMMWV, pronounced Humvee®) in 1979 as a replacement for the M151 Jeep. By 1983, the U.S. Military contracted AM General to produce over 70,000 Humvee’s worth about \$1.6 billion.¹

The Humvee offers exceptional speed, mobility and agility. Humvees feature full-time four-wheel drive, independent suspension, steep approach and departure angles, 60 percent grade-ability and 16 inches of ground clearance.¹

On January 2, 1985, AM General produced its first Humvee at their factory in South Bend, IN. The first HUMMER was a standard Military vehicle. Humvees are currently used by the U.S. Army, Marine Corps, Air Force and Navy throughout the United States and overseas.¹

“The world’s most serious 4x4”

After watching the Humvee in action on television during the Gulf war, Arnold Schwarzenegger asked AM General to produce a model for his private use. This sparked the shift from a military-use only vehicle to an automobile made for the public. In 1992, AM General began production on Humvee’s for civilian use under the brand name HUMMER.²

In 1999, AM General sold the HUMMER brand to General Motors. In 2002, they launched a smaller more functional H2 and in 2005, a more affordable, mid-sized SUV, the H3.

In 2006, GM discontinued the H1—because of its \$140,000 price tag and poor gas mileage—was the biggest, toughest SUV on the road. The H1 had a niche market for celebrities and those who like to go off-roading. After conducting research, the decision to discontinue the model was a step to bring the HUMMER brand to more mainstream drivers with the H2 and H3.

The H2 and H3 have found favor with commercial users who appreciate the value of HUMMER’s long life and amazing performance and individuals who seek the ultimate in toughness and mobility.

SITUATION ANALYSIS



Industry Trends

SUVs gained instant popularity in 2001. 50% of new vehicles sold were SUVs. However, many people now object to SUVs on environmental and safety grounds. SUVs consume far more fuel and emit far greater levels of pollution than standard automobiles; and in crashes between SUVs and standard cars, the people in the car are thirteen times likely to be killed than those in the SUV. Thus insurance companies have risen their rates for SUVs.²

Given the current economic situation and high gas prices SUV sales have been declining. In 2009, General Motors announced bankruptcy and sold the HUMMER brand to Sichuan Tengzhong Heavy Industrial Machinery. HUMMER will contract with GM to produce the H3 and H3T at the Shreveport, Louisiana plant, while the H2 will continue to be built by AM General in Indiana until 2011. HUMMER CEO James Taylor will remain in his position with Tengzhong, which will purchase HUMMER through an investment entity that will own an 80 percent stake, and Suolang Duoji, a private entrepreneur, will own the remaining 20 percent.³

Brand Analysis

“It all began with the H1. Arguably the most off-road capable vehicle to hit the market. Then came the H2. A more civilized HUMMER that achieved the perfect balance between on-road comfort and off-road capability. Now with the midsize H3, even more people can experience the feeling of exhilaration that comes only when you get behind the wheel of a HUMMER.” –HUMMER Catalogue

HUMMERS stand out for their unique shape and appearance, which resemble army vehicles and exude the impression of power. Owners feel a sense of heroism as their HUMMER casts them as the protagonist defending the innocent from the safety of their car.⁴

In addition, HUMMERS are known for their off-road capabilities, which further exude its power. Like its website states, “If you own a HUMMER chances are you love the outdoors, you love exploring, you revel in each and every chance you get to the explore the world.” A HUMMER promises to take its owner anywhere.⁵



SITUATION ANALYSIS

H1 & H2

Originally released in 1992, the HUMMER H1 is a civilian off-road vehicle based on of the M998 High Mobility Multipurpose Vehicle, Humvee. The car was originally designed for the military and adapted for consumer markets. It became known as the world's most serious 4x4. In 2006, GM decided to drop the H1. In 2002, the H2 was introduced.⁵ At 81.7 inches tall, 81.2 inches wide and 203.6 inches long; the H2 is a smaller version of the H1. Available in an SUV and SUT, the H2 comes equipped with a Vortec 6000 6.0L V8 Engine., 325 horsepower, and 365 lb.-ft of torque. The H2 has a 4-speed automatic transmission, 2-speed electronically controlled, full-time 4WD drive train. Its traction control system includes brake-controlled, single-wheel control capacity with rear axle electronic locking differential. Additional Equipment includes full undercarriage protection, Bose music systems, OnStar, rear compartment cargo and tailgate tie-downs, and standard memory features. It comes in 7 different colors. With a ground clearance of 9.7 inches, approach angle of 40.8 degrees, departure angle of 39.6 degrees and 20 inches of water fording depth, the H2 is ready for anything on and off the road.⁶

H3

In 2005, HUMMER introduced its first mid-size SUV.⁴The H3 is positioned as the baby HUMMER, the child of the H1 and H2. Since its creation, HUMMER has shown the H3 as a new and improved HUMMER. They depict the HUMMER H3 has the car of the little bear in the story of the Goldie Locks or the child of two monsters. Through other advertisements, it is pictured as tough and manly.⁷

HUMMER has a long established brand image as a status symbol.⁸ When a person drives by in one, kids say, "Mommy, what's that!" Women say, "Is that really necessary?" And men go, "I want that!" It's the car you don't need, but you want because it looks cool and you know it can do even cooler things. The H3 is more affordable and attainable, therefore emotive advertising maintains the exclusive image it's known for. Working hard to segment and target distinct audiences, the overall brand image is young, hip, rugged and sleek with a hint of femininity.⁷

The H3 is now available as the H3X, the H3T and the H3 Alpha. Each has a regular, adventure, and luxury version.⁹



The Standard H3

The H3 boasts Vortec 3700 3.7L Engine, 242 horsepower and 242 lb-ft. of torque. It comes standard with a 5-speed manual transmission but a 4-speed automatic is available. It has a 2 speed, electronically controlled, full-time 4WD drive train. It has a fully welded steel frame. Additional equipment includes full underbody protection, swing gate mounted full-size spare tire, stereo with CD player, tire pressure monitoring system, a driver information center with 22 alerts and OnStar. At 74.5 inches tall, 85.5 inches wide, and 186.7 inches long, the H3 is a mid-size SUV boasting the HUMMER name.⁶ The H3 starts at \$33,390.⁹

The H3^x

The H3^x possesses all the same features of the standard H3...and then some. Its unique look has a corner chrome wrap-around brush guard, body color grille, larger chrome wheels, a body color hard spare tire cover with chrome accent, and logo embroidered front seats. Additional standard equipment includes leather interior, heated front seats with power adjustments, leather steering wheel, 6 disc CD changer with a 7-speaker sound system, chrome door handles, mirror caps and tubular assist steps, bright roof rack cross bars, and front and rear door carpeted floor mats. It is available in 12 colors, 2 more than the regular H3.⁶ The H3^x starts at \$43,130.⁹

The H3T

The H3T is the H3 truck. It boasts all the same features of the H3 with the luxury of a truck bed.⁶ The H3T starts at \$30,750.⁹

The H3 Alpha

The H3 Alpha is the newest introduction by the HUMMER Brand. It has more horsepower, more torque, more towing capacity and more amenities. It has a powerful 5.3L V8 engine, 300 horsepower and 320 lb-ft. of torque. It has a Hydra-Matic 4L60 electronically controlled four-speed automatic transmission which maximizes its towing capacity to 6,000 lbs. XM Radio and OnStar comes standard in every Alpha with some terms of service included for free. Both on the interior and exterior, the Alpha has taken the H3 to a higher level of luxury and adventure.⁶ The H3 Alpha starts at \$41,705.⁹

With its two models and numerous variations in each, HUMMER now focuses on building improved efficiency and performance. They are investigating alternative fuels, more efficient petrol engines, six-speed transmissions and diesel engines.¹⁰



SITUATION ANALYSIS

Competitive Analysis



H3



Mercedes



BMW

	H3 2009 ¹¹	Mercedes- Benz GLK- Class GLK350 2010 ¹²	BMW X5 xDrive30i 2009 ¹²	Toyota 4 Runner 2009 ¹¹	Jeep Grand Cherokee 2009 ¹¹	Nissan Pathfinder 2010 ¹¹
Starting Price	\$33,390	\$34,600	\$47,500	\$28,640	\$30,450	\$27,440
Fuel Economy (MPG-Highway)	18	22	21	21	21	22
Standard Seating	5	5	5	5	5	7
Model Warranty	Basic (Mo.): 48 Basic (Mi.): 50,000	Basic (Mo.): 48 Basic (Mi.): 50,000	Basic (Mo.): 48 Basic (Mi.): 50,000	Basic (Mo.): 36 Basic (Mi.): 36,000	Basic (Mo.): 36 Basic (Mi.): 36,000	Basic (Mo.): 36 Basic (Mi.): 36,000
Torque	241 @ 4600 RPM	258@2400 RPM	225@2750 RPM	266 @ 4000 RPM	235 @ 4000 RPM	288 @ 4000 RPM
Standard Engine	3.7L 239 hp I5	3.5L V6	3.0L I6	4.0L 236 hp V6	3.7L 210 hp V6	4.0L 266 hp V6



Toyota



Jeep



Nissan



Internal Competition

H2: Launched in 2002 by GM as a more mainstream version of the original HUMMER. Its starting price is \$63,090. Although smaller than the original HUMMER, it is still one of the largest trucks and SUVs on the market. The H2 is also a very common vehicle for limousine conversion.

Overall: Although the H1 and H2 were the initial HUMMER's launched by the brand, the H3 is much more popular and practical for everyday use. The H1 and H2 were marketed to emphasize their off-road capabilities in its ability to drive across deserts and rocky mountains, which separated it from other SUVs and trucks.

The H3 is markedly different from the previous models because while it can still be used to off-road, it is designed for everyday urban living.² In addition, it is also almost half the price of the H2 making it much more affordable.

Consumer Analysis¹³

We analyzed Simmons data for "Domestic Midsize SUV." Through our analysis we found the primary consumers for the H3 would be from mid twenties to early thirties and mid forties to mid fifties. Among males and females there was no major statistical difference as they are both just as likely to purchase a midsize SUV. Also, based on Simmons data there was no major preference or attitudes towards domestic vs. foreign brands. The general Midsize SUV consumer has the following characteristics:

Education: Highly educated, either graduated from college and/or graduate school

Occupation: Professionals in computers and mathematics, healthcare practitioners, architecture and engineering.

Income: range from 60,000 to 150,000

Region: Midwest

Major Cities: Atlanta, Cleveland, Houston, New York and Philadelphia



SITUATION ANALYSIS

Other patterns and attitudes of Midsize SUV buyers that Simmons data showed was:

- Own a vacation home
- Normally buy brand new cars
- Often go on long car trips for vacation
- Vehicle that can handle rough terrain is important
- SUV matches active lifestyle
- Get many options when I buy my car
- Want to catch people's attention with their car
- Prefer driving luxury car
- Would pay extra for an engine with more horsepower
- Normally drives a lot of passengers
- Expecting a baby

Media Usage Analysis

According to Reuters Research, General Motors' supplemental advertising expense in 2008 was \$5,300 million dollars. In 2007 the advertising expenditure was \$5,500 million, showing a decrease in the money allocated to advertising efforts. Noting that HUMMER is not owned by General Motors anymore, I wanted to focus on the past advertising spending of the company who has been in control of the HUMMER brand for longer. For comparison, Ford Motor Company, a domestic competitor of GM, allocated \$4,600 million for their advertising expense in 2008, according to Reuters Research. In 2007, Ford Motor Company's advertising expenditure was also higher than in 2008, like GM's, at \$5,400 million.¹⁴ There is an obvious trend in decreasing advertising expenses over the last couple of years; however, GM has decreased their advertising expenditure less than their competitor Ford Motor Company.

More specifically, according to Ad Age, GM had been backing HUMMER with less and less ad spending over time. In the first six months of 2007, GM backed HUMMER with \$33 million, just a little more than half the amount they spent on HUMMER during the same time period the year before. In 2006 HUMMER received a whopping \$113 million in media spending, around half of the media spending in 2007. Ad Age pointed out that much of the decrease in media spending could be accounted to the drop off in sales in the big SUV segment. GM's media focus in 2007 was showing that HUMMERs were built for a purpose. These ads ran using targeted media spots such as sports and news talk shows, and magazine titles like ESPN, People, Ski and Vanity Fair.¹⁵ HUMMER has also used product placement, such as CBS's "CSI: Miami" and Ms. Jades hip hop music video, "Ching Ching", in the past to further their brand image.^{16 & 17}

SITUATION ANALYSIS



According to Choices 3 data, HUMMER users are not overwhelmingly large fans of advertising and media outlets. They do not find TV advertising interesting and they typically avoid watching TV commercials. Magazines, TV, and Radio are not their main sources of entertainment. However, HUMMER users said they listen to the radio for quick news updates and they also read a newspaper most days. Internet usage is high for HUMMER users and they mostly access the Internet through a home desktop computer or a laptop. However, this data was collected in 2006, I would assume that more people access the Internet on their wireless phone, Blackberry or iPhone, now. We must take this into account when dealing with digital marketing, making sure all of our advertisements and emails can be read on mobile devices.¹³

When looking through magazines HUMMER users focus on a more mature and even more masculine magazines. These magazines included; Architectural Digest, Business Week, The Economist, ESPN, Automotive, Maxim and People.¹³

HUMMER users that watch television usually tend to watch a wide array of shows on many different networks. Overwhelmingly large amounts of HUMMER users are avid watchers of Sports Center on ESPN, which can be linked to the readership of the ESPN magazine. They also watch The Soup on E!, Trading Spaces and What Not to Wear on TLC. MTV reality shows are less likely to be watched by HUMMER users, such as Punk'd and Newlyweds.¹³

As I mentioned before, HUMMER users are large Internet users. They frequent websites such as, AOL.com, Disney.com, Ebay.com, Google.com, and Mapquest.com.¹³ These are pretty standard usage websites and because of the high internet usage I would believe that our customers would be using the internet for many other purposes, leading them to use a large array of websites that would probably coordinate with the types of magazines they read, of a more mature and masculine nature.

Because HUMMER users usually read a newspaper once a day, I would focus on newspaper media outlets in larger metropolitan area, paired with their corresponding websites.¹³



SITUATION ANALYSIS

Category Creative Analysis^{16 & 7}

Overall image: The advertising campaigns Modernista! created for the H3 are not your typical automobile advertisements. They emphasize the style and sleekness of the car rather than accenting specific features. The copy and photography work to portray an artistic and enticing view of the vehicle. This illustrates that the H3 is a smaller, improved version of the H2, which is a key selling point. There is a spectrum of advertisements generated for the H3's segmented targets. There are not five simple words to describe the overall image for the entire portfolio of work. Outdoorsy, fast-paced, kid friendly, young, modern, trendy are all descriptors that could apply, but there are others that would fit as well. The truth is, the H3's advertising is as unique, eye-catching and appealing to the range of demographics as the car itself. The H3 may turn heads on the street, but no one turns the channel when an H3 commercial comes on.

TV Ads:

“Monster”: Shown during the Super bowl, this advertisement featured a female Godzilla-esque creature reeking havoc in a city who then falls in love with a giant robot-like male creature. They make a baby together, which ends up being an H3 that the proud parents happily watch take its first drive. The copy at the end reads, “It’s a little monster,” implying it has tricks up its sleeve and will be fun to get into trouble with. The accompanying music is a folksy tune that creates a lighthearted feel so you know not to take it seriously and adds a romantic touch. This ads speaks to the young couples, which is one of H3’s growing target markets.

“Bears”: This advertisement takes a modern, H3 twist on Goldilocks and the Three Bears except instead of finding Goldie in the littlest bear’s bed, she has driven off with his H3. The woman playing Goldie is a young twenty-something, demonstrating how H3 is trying to speak to a younger demographic of women. The house and setting of the commercial was contemporary and clean with playful music. The copy at the end reads, “This one is just right.”

Print Ads:

Like the TV advertisements, Modernista!’s print portfolio speaks to multiple targets in a crafty, segmented way. In a tongue-in-cheek manner, one advert with a sleek H3 against a bright orange background reads, “Any smaller and it’d be European.” Another advert is a tight, close-up of a bright yellow H3 against an even brighter blue sky that reads, “Need is a very subjective word.” Whether speaking to young couples, or virile men, the print ads rely on profound photography and light-hearted copy. They don’t play up features or special insights into the car. It’s a sort of what you see is what you get approach, where the copy creates the imaginative path for the viewer to follow.



Public Relations Analysis

Public Opinion & Stakeholder Analysis

Since its introduction, the HUMMER brand tainted the image of its original parent company, General Motors. The controversial brand generated increasingly negative press for GM. After months of speculation regarding the future of HUMMER, GM recently announced that the China-based Sichuan Tengzhong Heavy Industrial Machinery Co. intends to purchase the brand. Although some people remain loyal to the brand, the general public opinion of HUMMER is negative.

Public Opinion in the Late 1990s

- Status symbol for urban or off-road use²³
- Icon for those who had money to spend and a desire to flaunt it
- Owning a HUMMER was seen as patriotic²³

Current Public Opinion

- Economic crisis has led to the idea of HUMMERs being impractical and a symbol of “commercial excess”¹⁵
- Rising environmental concerns reduce the popularity of large SUVs²⁶
- War fatigue in society has associated HUMMER and its “military might” image with the violence and evils of war²³
- Many assume all models cost \$100,000 and run at 4-5 miles/gallon like the H1, a model no longer offered to the public²¹
- Despite the relatively negative public opinion associated with the HUMMER brand, the following groups remain supportive of the brand:
- Those who adore HUMMER’s extensive safety features and off-road capabilities
- People who crave an attention-grabbing vehicle

Possible Stakeholders

The HUMMER community is comprised of many stakeholders, including:

- Sichuan Tengzhong Heavy Industrial Machinery Company
- Tengzhong stockholders
- General Motors
- GM stockholders
- HUMMER owners
- Communities where HUMMERs are manufactured and sold
 - Dealership near Madison: Bergstrom Cadillac-HUMMER
- Environmental activists
- U.S. government



SITUATION ANALYSIS

Each of the stakeholders is directly affected by the success or failure of the HUMMER brand, and it is therefore critical to understand the positions and motives of each stakeholder.

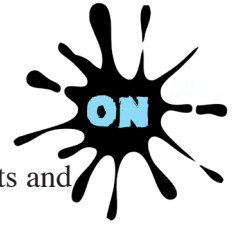
Tengzhong & GM: With the recent shift in brand ownership from General Motors to Tengzhong, both companies and their stockholders are undoubtedly affected. The sale of the HUMMER brand combined with GM's declaration of bankruptcy had a severely negative impact on its stockholders. The fate of Tengzhong and its stockholders depends on the impending success or failure of the brand.

Communities containing HUMMER plants/dealerships: Communities containing HUMMER plants benefit from the jobs the GM factories provide. Currently, HUMMERs produced for U.S. markets are manufactured in Mishawake, Ind. and Shreveport, La. As per GM's contract with Tengzhong, the plants will continue production until at least June 2011, with an optional one-year extension until 2012.²⁶ Following this date, the futures of the factories and their employees remain unknown.

Environmental activists: Environmentalists argue that HUMMERs, along with other large SUVs, have a negative effect on the planet.²⁶ Environmental activism is a growing trend in the United States, and the HUMMER brand receives frequent criticism.

U.S. government: With the inevitable closing of GM's two HUMMER plants, the U.S. government will have to face rising unemployment. Additionally, the government must respond to the concerns of environmental activists and address the negative environmental effects of large SUVs.

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Hummer Public Opinion and Car Buying Habit Survey

We asked 59 people of all ages, genders and geographies about their car purchasing habits and their brand perception of Hummer.

- **Demographics information of respondents:**
 - Gender:
 - Males: 39%
 - **Females: 61%**
 - Age:
 - Ranged from **18 – 59 years old**
 - Permanent Residence:
 - Northeast (i.e. NJ, NY, PA): 36%
 - Southeast (i.e. FL, GA, TX): 35%
 - **Midwest (i.e. WI, IL, MN): 58%**
 - Northwest (i.e. OR, WA): 0%
 - Southwest (i.e. AZ, NV, CA): 3%
 - Annual household income:
 - Less than \$40,000: 22%
 - \$40,000-\$60,000: 13%
 - \$60,000-\$80,000: 9%
 - \$80,000-\$100,000: 11%
 - **More than \$100,000: 49%**
 - Marital Status:
 - **Married: 46%**
 - **Single: 46%**
 - Living with partner: 8.8%
- **Findings on car purchasing habits**
 - When asked if they were to buy a car within the next 6 months and which type of vehicle would it be, the most common responses were **Midsized SUV (32%)** followed by **standard four-door sedan (26%)**, **hybrid (22%)** and **Hybrid SUV (20%)**. Luxury SUV's (8%) was the least common response.
 - When given a list of factors to consider when buying a car (i.e. car brand, safety features, fuel-efficiency, etc) 46% of respondents **said safety features** is the most important factor for them, 37% said **fuel-efficiency** is the most important and 28% said **look and style of the car** is the most important.
- **Findings on brand perception of Hummer**
 - When respondents were asked what brands came to mind when they thought of luxury SUVs **Lexus** was the most common answer followed by **BMW, Mercedes** and **Cadillac**.
 - When asked to list the first few words or phrases that come to mind when they think of the HUMMER brand, 41% of respondents replied with either **“gas guzzler”** or **“not fuel efficient.”**
 - 62% of respondents indicated they believe the cost of the H3 is **\$40,000** or higher.
 - 91% of respondents thought the **H3 was not a fuel-efficient car** compared to other SUVs.
 - The respondents were asked if they would ever consider owning a Hummer H3 (those who already own an H3, checked 'yes'), **83% of them said no.**



SITUATION ANALYSIS

SWOT Analysis

Strengths

- Valued and known brand with a good reputation
- Can be seen as a status symbol
- Most affordable HUMMER
- Has an established market
- Has “stop and stare” appeal; “it is a feminized version of a masculine utilitarianism”²
- Represents power, authority and protection, due it’s initial design for military use but at the same time also displays sleekness, fun and adventure
- Has a unique design
- Loyal users are cult like, they have strong brand loyalty

Weaknesses

- Symbol of over consumption
- Not fuel-efficient
- Has a large and aggressive image which contradicts the increasing demand for environmentally friendly cars
- Are dangerous to others, due to poor visibility and height²
- Symbolize excess and affluence²
- Connected to the military ad reflect militaristic attitude²
- Drivers are insecure (typical “small penis comment), egotistical and aggressive²

Opportunities

- Speaking more to women¹⁶
- H3 is the most popular of the models because of it’s size, practicality and everyday use
- GM no longer owns sole possibility of changing the negative perception associated with HUMMER and reaching a new market under the Chinese ownership
- H3 isn’t any worse regarding fuel-efficiency then other SUV’s on the market
- Military connection and off-road capabilities displays the HUMMER as a powerful vehicle and can be used as a source of safety and protection
- Reasonably priced luxury SUV

Threats

- Current economic status has caused the entire automobile industry to see a decline in sales, especially among SUVs
- Social responsibilities (such as gas, environment, safety)
- Increasing gas prices and concern for the environment are attributing to a rise in popularity among more fuel-efficient and hybrid cars
- Decline in all SUV sales due to increasing focus on protecting the environment. SUVs are being portrayed as unsafe to other cars on the road and unnecessary



Key Issues & Implications

The key issues facing the H3 are increasing concerns with the environment, a struggling economy and negative image associated with the HUMMER brand. The H3, while more fuel-efficient than the H2, still isn't portrayed as a fuel-efficient vehicle, especially when compared to hybrids. HUMMER has a negative image of being associated as a gas-guzzler that is dangerous to the environment. The H3 however isn't any less fuel-efficient than other SUVs on the market, so this point must be stressed when developing the campaign. SUV sales in general have been declining because of the current economic hardships. During these economic struggles there has been a rise in gas prices causing people to focus on buying more fuel-efficient cars in order to save money. Declining SUV sales can also be attributed to safety concerns; SUVs cause other smaller cars on the road to have decreased visibility. Emphasizing HUMMER's safety and protective factors as a military vehicle can help dispel this belief. In addition HUMMER has some negative brand images associated with it. Many people see it as a symbol of over consumption, bad for the environment and as an aggressive vehicle. These negative associations came about during the initial release of the H1 as a large and expensive automobile. Since the H1 is currently discontinued for civilian use, we can emphasize this as wanting to change brand perception for more mainstream use. We can also shape a more positive brand image by promoting the H3 to still have the original HUMMER characteristics that made it popular, such as protection and power, while focusing on the accessibility and affordability that makes it easy to use in everyday life.



**CAMPAIGN
STRATEGY**



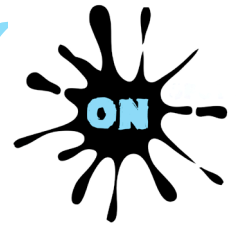
CAMPAIGN STRATEGY

Goals & Objectives

The innovation of the H3 brought a new consumer to the HUMMER brand. As a smaller, more affordable HUMMER, the H3 allowed a larger demographic to purchase the distinctive brand. Our **campaign objective** is to continue to build on these new demographics the H3 has already targeted to expand its market share in the mid-size SUV market. Recognizing decreases in SUV sales, for all SUVs and not just the HUMMER, we would like to break down negative connotations of SUVs. Our **secondary goals** will attempt to reverse HUMMER's negative association with aggression and over-consumption and prove that the H3 really is the car to drive.

When consumers are looking to purchase an SUV, they are even more likely to conduct information searches and compare all their options. Among those already seeking an SUV, we hope to capture more. We hope to prove that the HUMMER is for everyone.

Our goals and objectives have been based on our research and insights into the mid-size SUV industry, consumer markets and the HUMMER brand itself. Our plan is to most effectively promote the HUMMER H3.



Target Market

The HUMMER brand possesses intense brand loyalty. Its customers take on a cult-like community with one another. However, the HUMMER H3 market share for mid-size SUVs is decreasing. Our campaign will attempt to target consumers who are already likely to be considering mid-size SUVs and likely to look at the H3.

We decided to restrict our campaign to consumer markets rather than directing some of it towards business-to-business.

Primary Target Market 1

- Mid 20s to Mid 30s
- Caucasian
- Equal Emphasis on males & females
- Recently graduated from College, Graduate Schools, Professional Schools
- In their first or second job
- Typically make \$60,000 a year
- Looking for individuality

Primary Target Market 2

- Early 40s to Mid 50s
- Caucasian
- Equal Emphasis on males & females
- Started a home & have a family
- Established in their occupation
- Active Lifestyle

Secondary Target Market

- Male
- Age 25 to 54
- Driven by Adventure
- Enjoys the Great Outdoors

Tertiary Target Market

- Minority Market, specifically African American
- Age 25 to 54
- Driven by Status



CAMPAIGN STRATEGY

Consumer Profiles

Harlow/Gavin, 28

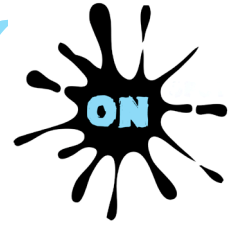


Harlow and Gavin are both twenty-eight years old. Harlow graduated from UPenn and is currently a nurse at the Cleveland Clinic in the neuro-natal care unit. Gavin also graduated from UPenn and is an architect who just finished a huge project at work and received a promotion. With such excitement in his life, Gavin decided to propose to Harlow. The two are very excited for their upcoming nuptials in June. In her spare time, Harlow enjoys working out, running, hiking, and rock climbing. However, she also has an eclectic sense of style and enjoys shopping on the weekends with friends. However, she is not quick to follow major trends. She enjoys reading *People* and *Elle*. Gavin also enjoys maintaining an active lifestyle. He likes to play basketball and soccer, ski and swim. He watches a lot of sports television like ESPN and reads their magazine. With their slowly increasing incomes, they're looking to purchase a car that can provide for their needs but also impress others.

Carol/Henry, 49



Carol and Henry are happily married living in an affluent suburb of Philadelphia. Some might say they are living “the American Dream.” They have two children and a golden retriever. Henry is an IT specialist and Carol is a stay at home mom. When he's not at work, Henry enjoys golfing. He watches The Discovery Channel and The Science Channel because he's curious about the way things work. He follows the NHL. Carol likes to play tennis with her friends, go shopping and cater to her children's needs. She reads *Better Homes & Gardens*, *Architecture Digest*, *Parents*, and *O The Magazine*. However, when she has time to herself, she enjoys photography. In the past year, they made the last mortgage payment on their home and are now looking to purchase a new car.



Tom, 31



Tom is your stereotypical “man’s man.” He works as a contractor, however his real passion is the Great Outdoors. He likes to play sports like football and baseball. He likes to have fun. He watches Comedy Central and Fox Sports. He plays video games and reads Playboy. He watches the NBA and NFL. Tom is involved in Fantasy Football and refers to online poker as his second job. He looks forward to March Madness every year. Tom thinks he’s cool and is looking for a car to keep up with his alter ego’s life-style.

Sheree/Tyson, 37



Sheree and Tyson are a happily married African American couple living in Atlanta, a city with a high minority population and the fastest growing population of millionaires. Tyson is in Real Estate and Sheree takes care of the children. Sheree likes reading Ebony magazine, going out to dinner with friends, and shopping. Tyson reads BusinessWeek and likes watching BET. They closely identify with the Food Network’s Down Home with the Neeleys and Bravo’s Real Housewives of Atlanta. They are a very successful couple. They are strivers. They follow trends; their job is to make money to consume. It is important to them how others perceive them. Most of their purchases are to achieve certain identity or status. They care about what kind of car they drive and what it means. They look at features, look and symbolism before making purchase decisions.



CAMPAIGN STRATEGY

Competitive Advantage

The HUMMER H3's biggest competitor is the Jeep Grand Cherokee. Both of these American cars are situated as athletic vehicles, good both on and off the road, created for adventure.

Unlike the Jeep Grand Cherokee, the HUMMER H3 is not your typical SUV. Nor does it look like one. All wrapped into one SUV, the HUMMER H3 possesses a sleek design, a sporty feel and safety features. It already is a unique status symbol and possesses brand loyalty. People know what a HUMMER is and what it means to drive one: fun, adventurous, cool. It has a stop and stare quality that very few other SUVs have.

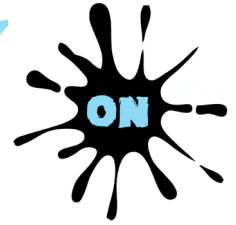
Branding

The HUMMER brand is a well-recognized brand. It is known for its roots in the military. However, the H3 is not the H1 or the H2. While a brand image does not need to be created, it does need to be expanded. We still plan to capitalize on the well-known HUMMER name stressing its symbol of protection. However, the HUMMER H3 is a more affordable, more practical HUMMER, which allows anyone to achieve the lifestyle they assume that the HUMMER is. The H3 is a fun, exciting car to own. It is smaller, more fuel efficient and more affordable than the H2.

Positioning

Currently, the HUMMER positions itself as the American car. Like its country, HUMMER customers are very diverse. Through our campaign we will focus on HUMMER's versatility. HUMMER becomes its drivers and takes on their personality. It's sleek enough to arrive at a premiere in, it's professional enough to drive to work in, it's safe enough to pick up your kids in and it's strong enough to go off the road in. It can be for the mid-life crisis father, the young mother with three kids, the newly successful businessman or the outdoor loving, adventure seeking couple. Our campaign will show that the HUMMER can be anywhere, anything and anyone.

Our campaign "doesn't take itself too seriously." It will take the conversational tone directly talking to each of its targets in the vernacular they use in their daily lives. Our campaign will be fun and witty while showing our target markets the HUMMER H3 should be their next SUV purchase.



Overall Campaign Strategy

Timing

Our campaign will use a pulsing strategy, attempting to advertise when car purchases are higher than other times of the year. Beginning in November 2010, we will begin advertising, which will continue through the holiday season. We will then have two more pulses, which will occur in April and September, when the dealerships are making room for new models and vehicle sales generally increase.

We will increase our ads Sundays through Thursdays, when more people are watching television and consuming print journalism, newspapers and magazines, as our target markets are generally social and active on the weekends. We will continue to advertise on Fridays and Saturdays but in less frequency. Advertisements targeting women, specifically mothers, will be prevalent during the day, and advertisements targeting men or families will be aired during primetime.

While our campaign will officially start in November, we do plan to begin creating buzz during the winter Olympics earlier in the year.

Location

Our campaign is designed to be a national campaign. However, we will be more prevalent in areas where the HUMMER has already gained or is quickly gaining popularity. These cities include Atlanta, Houston, Cleveland, Philadelphia and New York City. We will target the urban areas as well as the higher income suburbs.

Allocation

Our campaign will focus on television and print advertisements. Members of our target demographic maintain a relatively high income and therefore have a higher disposable income, which allows them to purchase luxury magazines and newspapers. Thus we place some of our advertisements in these publications. In addition, Simmons data revealed many potential customers are often tech-savvy and spend a generous amount of time on the Internet or their smart phones. Thus, we will also use digital advertising including Internet marketing and iPhone applications. We hope to use the Internet to engage in more modern advertising techniques such as social networking sites and blogs, guerilla marketing, etc to create positive buzz about the HUMMER. In addition, we will engage in promotional events and outdoor advertising.



**CREATIVE
STRATEGY**



CREATIVE STRATEGY

Creative Brief

Objectives

- Reveal how HUMMER lets you be you, with a hint of your alter ego that lets you shock and intrigue. For example, a soccer mom is not just a soccer mom when driving an H3.
- Emphasize HUMMER's status appeal
- Eliminate associations with negative connotations of the big SUV

Strategy

Our campaign does not focus on the product features of the HUMMER H3. When you first look at our advertisements, you might not think they are for the HUMMER. Instead, they draw you in and serve as a reflection of an aspect of your life. They show that no matter who you are, a HUMMER can adapt to your lifestyle.

Theme

Our slogan, Break Boundaries, emphasizes a HUMMER customer's ability to be anything they want to be. Driving an H3 allows them to stand out and redefine themselves.

Break Boundaries means be yourself, be an individual and embrace every minute of it.

Message

As stated in our Campaign Strategy, through our campaign we will focus on HUMMER's versatility. HUMMER becomes its drivers and takes on their personality. It's sleek enough to arrive at a premiere in, it's professional enough to drive to work, it's safe enough to pick up your kids in and it's strong enough to go off the road in. It can be for the mid-life crisis father, the young mother with three kids, the newly successful businessman or the outdoor loving, adventure seeking couple. Our campaign will show that the HUMMER can be anywhere, anything and anyone.

Tone

Our campaign will use a lighthearted tone to allow consumers to envision themselves behind the wheel of a HUMMER H3. It is fun and witty.



HUMMER
BREAK BOUNDARIES

This advertisement speaks to our primary target, Gavin and our secondary target, Tom. While expressing adventure it also poses them with a challenge—can they push themselves to keep going? This emphasizes the association between HUMMERS and outdoorsy, thrill-seekers.



CREATIVE STRATEGY- PRINT



Color outside the lines.



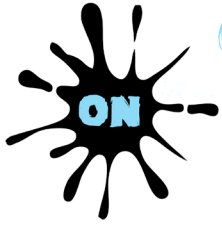
HUMMER
BREAK BOUNDARIES

We see this advertisement applying to the women in all of our targets, but especially to our primary target, Harlow. Relatable to young moms or those aspiring to be young moms, it creates the connection that HUMMER is fun and safe.

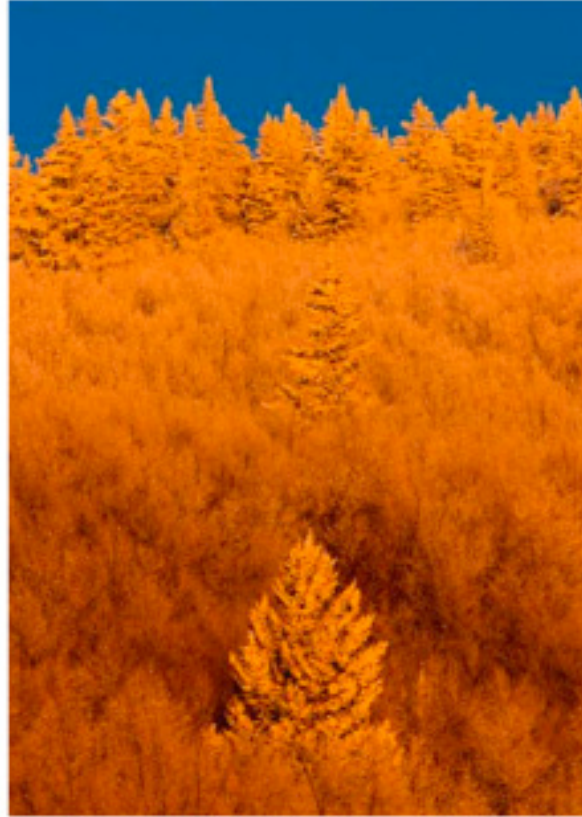


HUMMER
BREAK BOUNDARIES

This advertisement speaks to the young, hip and trendy lifestyles of our younger targets who want their cars to be as versatile as they are. This ad directly speaks to our tertiary market revealing how HUMMER can be urban, cool.



CREATIVE STRATEGY- PRINT



Stand out.



HUMMER
BREAK BOUNDARIES

This advertisement is intended to make viewers stop and stare. It may take a while to figure out the what is going on, but that is exactly the point. The rustic scene speaks to our older primary target couple, while the outdoorsy feel also communicates to Tom from our secondary target. Again this ad reflects how HUMMER is meant for the outdoors, but lets you stand out.

CREATIVE STRATEGY- STORYBOARD



:00-04



:05-09



:10-14



:15-16



:17-21



:22-26

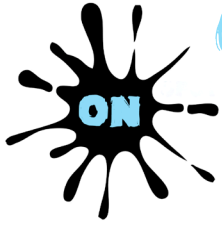


:27-30

The Awestruck Men

On a Saturday in suburban Buckhead, just outside of Atlanta, it is a bright sunny, spring day and men are out grooming their lawns. One man edging his lawn starts sending flakes of dog poop up into the air (00–04 sec). One man forgets he’s watering the garden and soaks himself with the hose (05–09). A third man drives his lawn mower into the sidewalk, off the curb and into the street, yet keeps on going (10–14). A cyclist finishing up his ride runs smack into a parked car (15–16). What’s causing these men to have so many accidents? The young mom in a red H3 (17–21 sec) who pulls up, parks, walks over to a lemonade stand and says, “I’ll take three!” (22–26 sec). While this is happening the camera goes to her car where two little boys in car seats wave from the rolled down window (27–30 sec).

Lily Allen’s “Smile” softly plays at the beginning and crescendo’s as the Hummer appears.



CREATIVE STRATEGY- STORYBOARD



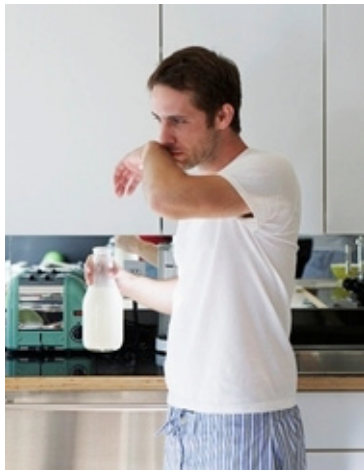
:00-06



:07-11



:12-16



:17-23

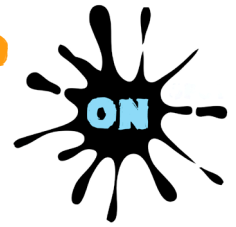


:24-30

The Awestruck Boyfriend

Kara brought Sam home for the first time to meet her parents. She was slightly nervous because her parents are earthy and define what it means to be organic. Sam does his best to enjoy his breakfast of homemade granola—a la Kara’s mom—with non-pasteurized milk from the local farmer’s market (00–06). Her mom is in the other room practicing yoga with an inscent emitting aromas of patchouli and sage (07–11). A chocolate lab lies on the couch with a tie-dyed bandana around his neck (12–16). Sam is no hippie, but is so in love, he is willing to overlook a few things. Suddenly Sam’s spoon misses his mouth and milk drizzles onto his lap. Kara quickly turns around to look out the window that Sam is perplexedly gazing through (17–23). Kara’s dad is pulling up in the family’s brand new H3 coming back from Whole Foods. Sam remains speechless so Kara enthusiastically chimes in, “What? It’s just a car!” After another second of thinking, Sam finally finds his words and declares, “That’s not just a car!” (24–30).

CREATIVE STRATEGY- STORYBOARD



:00-04



:05-09



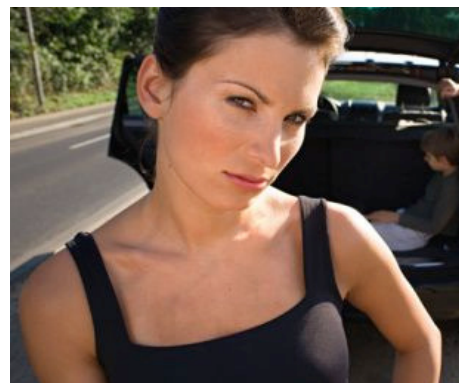
:10-14



:15-19



:20-24



:25-30

The Awestruck Boys

It's a sunny, slightly chilly afternoon in the Chicago suburb, Buffalo Grove. A group of 8-year-old boys are wrapping up their soccer practice by taking shots at the goalie. All of them seem to be distracted by something, missing the goal by a long shot each time (00–04 sec). One ball heads towards the goal by chance and luckily the goalie catches it. Right before this, one kid utters, “Whoa what’s that?” and the camera flashes to a mom parking her brand new H3 close to the field (05–09 sec). As the ball falls confidently into the young goalie’s hands he proudly states, “That’s my mom!” (10–14 sec). The boy’s mom rolls down her window and yells, “Nice save Billy!” followed by a, “just holler if any of you boys need a ride” (15–19 sec). Instantly all the boys run over pleading that they all need rides home (20–24 sec). Much to their dismay the other moms in their mini vans, Grand Cherokees and Volvos are standing beside their car glaring at Billy’s mom (25–30 sec). Billy tosses his stuff in the car and as they drive away the screen reads, “H3 Break Boundaries.”

Vampire Weekend’s “M79” plays throughout.

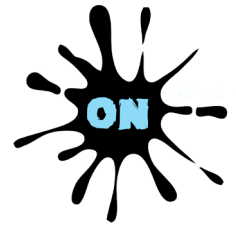


think



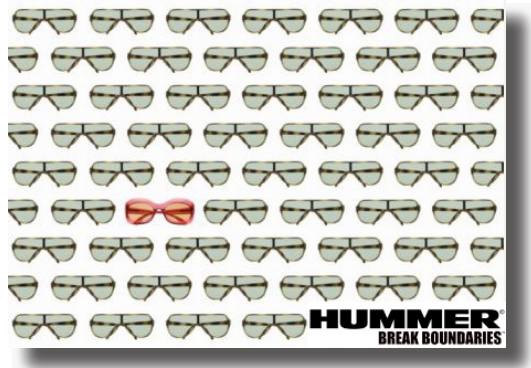
HUMMER
BREAK BOUNDARIES

These billboards are exactly what we want them to be, simple, visually stimulating and perhaps a little puzzling. On equity with our theme of Break Boundaries, the billboards' messages may not be obvious at first. We think this is a good thing. We want drivers to continue thinking about these billboards as they head to their destination. By the time they get there they will know that HUMMER means be different, Break Boundaries.



These Web ads take a more avant garde approach for our advertising. We understand that with the constant noise and messages distracting us on a daily basis it is vital that we grasp people's attention. These Web ads do just that.

Relating back to our Break Boundaries theme, each ad presents a situation where something or someone stands out amongst the crowd. Whenever you drive a HUMMER you are not just a somebody. You are someone.





RADIO SCRIPT

Voice One: So I'm thinking about getting my wife an H3 for our anniversary.

Voice Two: You're gonna buy your wife a HUMMER? Basically you're buying yourself a present.

Voice One: No, I really think she'll like it! The H3 is smaller, more compact and we definitely can afford it.

Voice Two: Oh yeah? How much is the H3?

Voice One: Man, the H3 puts all other luxury SUVs to shame starting at \$33,000.

Voice Two: Really? Even I could do that!

Voice One: Yeah man, I'm telling you. My wife's gonna love how cool she looks when she's driving in her H3.

Voice Two: Damn! My wife is gonna be jealous. Not gonna lie I will be too!

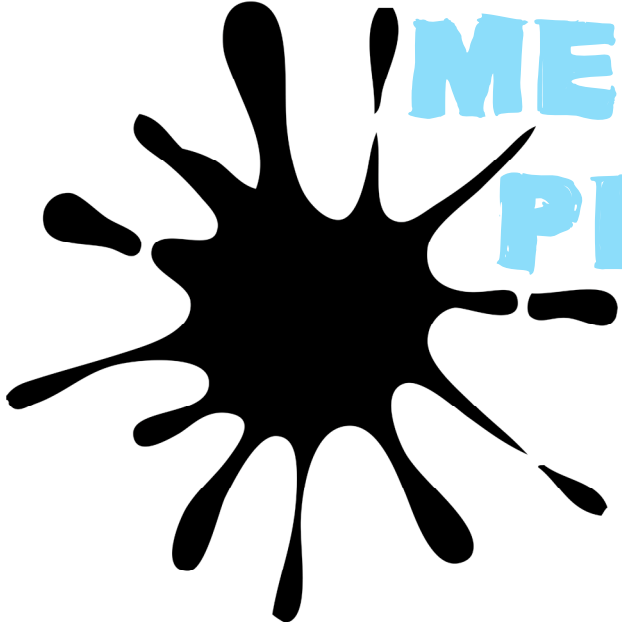
Voice One: Get her an H3! We can both ride in style then. Why don't you come with me this weekend and we can test drive an H3.

Voice Two: Ok, but only if they're actually just \$33,000.

Voice One: Yes! That's what the H3 starts at. I'm telling you, the H3 is worth every penny.

Voice Two: All right. I'm in.





**MEDIA
PLAN**



MEDIA PLAN

Media Objectives

Spot On strives to encompass various forms of traditional and innovative non-traditional media in order to continue to expand its market share in the mid-size SUV market. The plan uses several different types of media to reach all four of our target markets in a creative manner. As mentioned in the Campaign Strategy, our objective is to attempt to reverse any negative association our potential consumer may have of the HUMMER brand. The campaign will prove that HUMMER, specifically the H3, is the fun, practical, unique car that everyone needs and now can afford. Spot On's media plan is a cohesive strategy that will reach each of our target markets through specific media selection.

Demographic Target

Primary Market 1	Primary Market 2	Secondary Market	Tertiary Market
<ul style="list-style-type: none"> • Mid 20s to Mid 30s • Caucasian • Equal • Emphasis on Males & Females • Recently graduated from Colleges, Graduate Schools, Professional Schools • In their first or second job • Annual income \geq \$60,000 • Looking for individuality 	<ul style="list-style-type: none"> • Early 40s to Mid 50s • Caucasian • Equal • Emphasis on Males & Females • Started a home and have a family • Established in their occupation • Active Lifestyle • Looking for status, practicality and safety 	<ul style="list-style-type: none"> • Male • Age 25-54 • Driven by Adventure • Enjoys the Great Outdoors • Loyal sports fan and enthusiast • Enjoys standing out 	<ul style="list-style-type: none"> • Minority Market, specifically African American • Age 25-54 • Equal • Emphasis on Males & Females • Annual family income \geq 80,000 • Driven by Status • Involved in the southern hip hop culture



Reach and Frequency Goals

Spot On will be using a variety of media including magazines, newspapers, radio, broadcast, Internet and outdoors, to reach high numbers of our target markets. Our campaign will focus on increased frequency levels that will vary by month. The increased frequency levels strategy is effective because Hummer is a high involvement-purchasing product. During high frequency months we will focus on selecting advantageous mediums to be more effective in reaching our specific demographic target, which is supported by 2005 Simmons Data research.

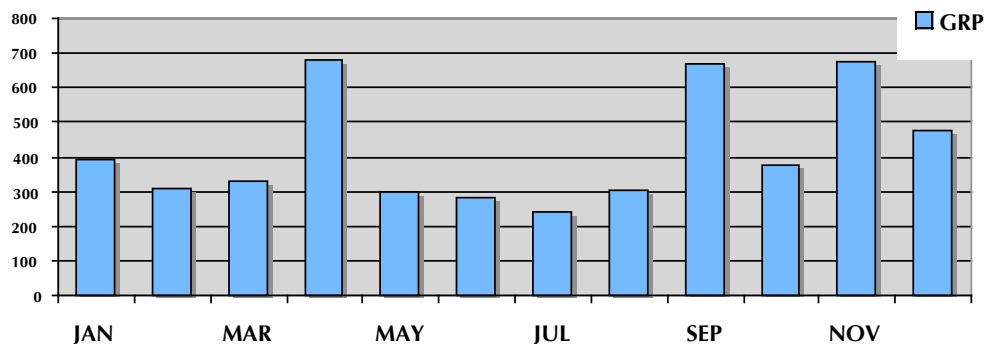
Duration

Our campaign will use a pulsing strategy, attempting to increase frequency of our advertisements during the months when car purchases are higher than other times of the year.

Beginning in November 2010 we will begin advertising in high frequency, which will continue through the high purchasing holiday season. Starting again in the spring, there will be two more pulses of high frequency advertising in April and September. During the month of April many people and households will be receiving their tax returns. This sudden increase in wealth positively affects the increase in car purchases. During our September advertising pulse, dealerships begin making room for new models and fall vehicle sales are generally on the increase.

Throughout the campaign, a baseline of advertisements in various forms of media will keep our target markets familiar with the Hummer brand and keep positively influencing them on future automotive purchases. By focusing on using the pulsing strategy, paired with a small continual baseline of advertisements, we will not over saturate the market with the Hummer brand. This will keep our target markets intrigued and interested whenever they are exposed to our thought provoking creative.

GRP Distribution per Month





MEDIA PLAN

Region Emphasis and Spot Markets

An important objective of this media plan is to spread nationwide awareness of the Hummer brand and the H3; nevertheless, there are five regions in the United States that this campaign will give particular attention to. Our research shows that increased media frequency within the urban and high income communities of Houston, Atlanta, New York City/New Jersey, Cleveland and Philadelphia will help us reach a large portion of our target market and emphasize our overall campaign.

According to our research, both of our primary markets and our secondary market largely reside in New York City/New Jersey, Cleveland and Philadelphia. Our tertiary market strongly populates the urban centers and affluent suburbs of Houston and Atlanta. Spot media, including outdoor, local magazine and television, has been allocated to all five regions, effectively increasing our reach to the target markets.

Timing

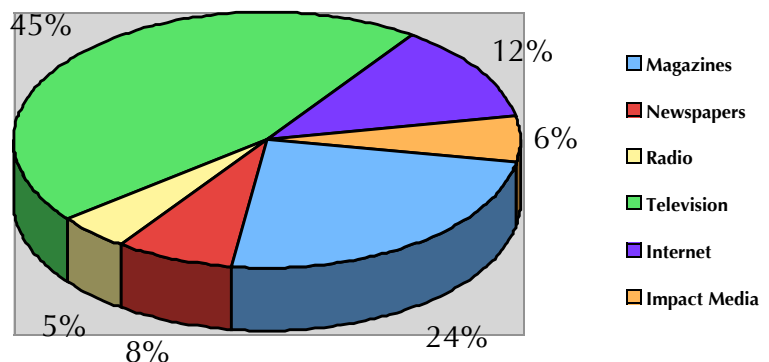
All four of our target markets are active hardworking individuals that mostly hold degrees of higher education. Our target markets are business-oriented and will be working during the daytime on the weekdays. Therefore, our advertisements will be airing very minimally during these times. There will be a strong focus on primetime television advertisements with 68% of our television slots allocated to primetime. This will reach our target markets during their free time when they are at home. Likewise, 60% of our radio allocation will be devoted to drive time slots in order to reach our markets when they are commuting to their places of work.

Overall Media Selection Strategy

To effectively reach our four target markets in various pulses of frequency we have strategically incorporated a diverse variety of media. This assorted package of media buys speaks to the diversification of the H3 market and the target markets we have chosen based on extensive research.

After thoroughly researching our target markets media consumption practices and psychographics we were able to conclude on the specific

Allocation of Funds per Medium





vehicles of media to reach our entire market consistently throughout this yearlong campaign.

Our creative strategy is focused on strong imaged based advertisements. As a result, we allocated significantly more of the budget to visual appealing mediums. 24% of our budget will be spent on national and spot market magazine advertisements. Television is the medium that will be allocated the highest portion of our budget, at 45%. Digital marketing is also a highly visually appealing medium. Thus we have allocated 12% of our budget to various Internet advertising opportunities.

Lesser amounts will be allocated to radio and newspaper because these mediums are less visually stimulating. Compare to other media forms, newspaper and radio are less likely to be consumed by our target audiences. 5% of our total budget will be allocated to radio advertisements and 8% will be allocated to newspaper advertisements.

Media Selection and Budget Distribution

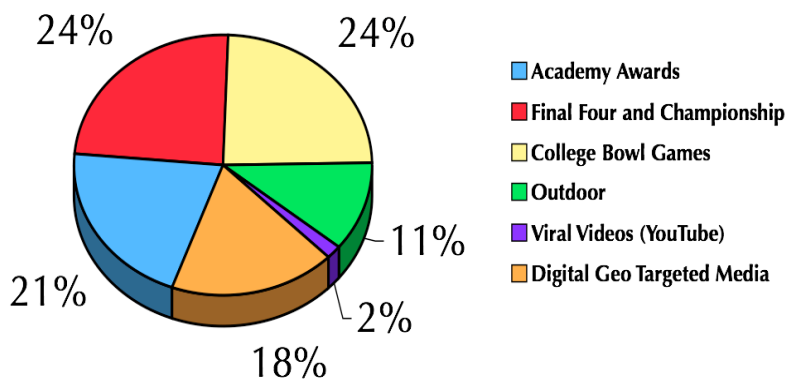
Impact Media

6% of total media expenditures at \$4.7 million

Impact media is an important aspect of our overall campaign because it is an effective device to reach large contingencies of our markets with one single media purchase. Based on research from Simmons Data, our target markets frequently

consume athletic impact media. Showcasing ads during the NCAA Men's Division Basketball Final Four games and the championship game will allow the unique Hummer brand to reach much of our male-based target markets. We will also be advertising during college football games including the Sugar Bowl, Rose Bowl, Fiesta Bowl and Orange

Impact Media \$ Allocated



Bowl. We chose to focus on college athletics for placement in impact media because our target markets are highly educated with college degrees. This means they will most likely follow college athletics. We also will be advertising with professional athletics in national and cable broadcast media.



MEDIA PLAN

To speak to our female target audiences on an impact media level we will advertise during the Academy Awards. According to our data, our target markets enjoy going to the movies, thus they will be more inclined to tune in to watch the Academy Awards.

As a part of our impact media strategy, we have decided to place billboards in our five regional emphasis locations.

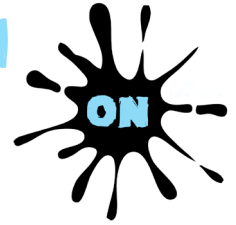
Atlanta New York/New Jersey Philadelphia Cleveland Houston

These billboards will be strategically placed on the main commuters highways in each city. This will reach our target markets as they dive into the city center for work from their homes in the affluent suburbs.

As stated before, digital marketing efforts are stressed in this media plan. Three of our four target markets are in their 30's or even younger. This generation is living and working connected to the Internet constantly. If we want to advertise where our target markets are spending their time, we are going to need to turn to the Internet.

Spot On chose two digital impact media strategies to effectively reach a large number of our target markets online. First we plan on spending \$80,000 on creating an H3 YouTube Channel. This web domain will contain our innovative broadcast creative along side professionally created promotion videos, showcasing some of our PR events such as, Go For the Gold and Independence Without Borders (more information can be found with in the Public Relations Plan). The H3's YouTube channel will also be a place for customers to upload videos and comments. This free flow of communication between the Hummer brand and its customers will help start building strong brand relationships.

The second online impact media we chose to purchase is Geographical Targeted Marketing. This new and innovative way to digitally advertise uses new technology to only serve your advertisements to web users that are within the spot market cities. Hence, being an extremely cost effective way to reach specific spot markets online.



Magazines

26% of media expenditures at \$19.6 million

From our research, we have concluded that magazines are a significant source of entertainment for all of our target markets. With 26% of our total budget, magazines will act as our primary medium for our baseline advertisements throughout our yearlong campaign. As stated prior, our creative campaign is largely focused on strong image based advertisements. Accordingly, magazines are an optimal medium to showcase our visually appealing advertisements. Magazines are also a favorable medium to advertise in because they allow for simple segmentation of advertisements to specific target markets. We will be allocating the \$19.6 million magazine budget between national and regional magazines. 19% will be allocated to advertising in national magazines; however, 7% percent will be spent on advertising in regional magazines in our five spot markets. The content of these regional magazines will focus on the society and cultural life of the respected cities.

Regional Magazines				
<u>Atlanta</u>	<u>NY/NJ</u>	<u>Cleveland</u>	<u>Philadelphia</u>	<u>Houston</u>
Atlanta Magazine	New Jersey Life	Cleveland Magazine	Philadelphia Magazine	H Texas Magazine
Atlanta Tribune	New York Time Magazine	Polished Cleveland	Philadelphia Style Magazine	

Seeing that the our campaign is fairly equally targeting both female and male audiences we have allocated the most of our national magazine budget to general interest magazines. Our secondary market focuses on a male audience; for that reason we have allocated 7% of the magazine budget to male focused national magazines. We feel that some of the male focused magazines can be considered a crossover, such as a Sports Illustrated. To attend to the females in our target markets we will be allocating 4% of our magazine budget to women focused national magazines.

National Magazines		
<u>General Interest</u>	<u>Men</u>	<u>Women</u>
Architectural Digest	Automobile	Ebony
Golf Magazine	ESPEN	The Oprah Magazine
People Magazine	Playboy	Elle
The Economist	Sports Illustrated	



MEDIA PLAN

National Newspapers

8% of media expenditures at \$6 million

According to Simmons Data, our target markets read a newspaper most days. Similarly to magazines allocation rational, we are going to use newspapers for baseline advertising throughout the year. We are spending less on advertising in newspapers because our target markets turn to newspaper for informational reading, not pure entertainment. This will make them less likely to interact with our advertisements for long periods of time. Also newspapers are usually printed in black and white, which is not as conducive as magazines for our colorful image based print advertisements. We will focus our advertisements at a national level in large urban newspapers that are circulated throughout the country.

National Newspapers
New York Times Huston Chronicle Wall Street Journal USA Today Boston Globe



Radio

5% of media expenditures at \$3.8 million

Radio ads are allocated at 5% because they are cost effective and because of its accessibility to the masses. Our target markets said that they turn to the radio for news updates and while driving a lot, according to Simmons data. Therefore, we know that they are only listening to the radio a limited amount of time; however they are listening at a very specified time of day. Consequently, 60% of our allotted radio buy is for drive time radio slots. We allocated the remaining 40% of radio to day-time slots in order to capture the men and women in our primary market who do not hold a full time job and would likely be listening to the radio during the day.

Television

48% of media expenditures at \$36.1 million

Television acts as this campaign's main medium to reach our target audiences. This medium is extremely important because of its ability to reach a substantial amount of our target markets and because of its unparalleled ability to communicate our image based creative strategy. We will showcase our advertisements on networks that attract diverse individuals that correlate with our target markets and during shows that reflect the lifestyles and personalities of the audiences we are looking to influence.



MEDIA PLAN

National Television

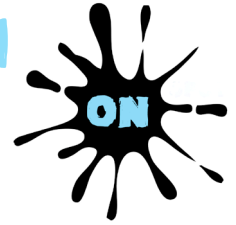
21% of media expenditures at \$15.8 million

According to our research, television is the main source of entertainment for our target markets. Our media plan will allow the Hummer brand to stand out in the already saturated television media market. We will focus on spreading our advertisements throughout many national television networks that our target markets will be more likely to consume according to Simmons Data. These networks include ABC, NBC and FOX. We are going to choose shows within the networks to advertise on based on our research on relevant content.

Because our target markets are business-oriented and spend most of the daytime at work, we have allocated the majority of our television advertisements during prime-time at 11%. Also, we have allocated 3% to late night television to reach audiences in our target market who watch late night television because it is the only time they have free during their hectic, fast pace day.

The male audiences in all four of our target markets, especially our secondary market, follow professional athletics, specifically the NFL and the NHL. Accordingly, we are planning to spend 7% of our budget on NFL and NHL programming on national television.

National Television			
<u>ABC</u>	<u>NBC</u>	<u>FOX</u>	<u>National Sports</u>
Lost	30 Rock	24	NFL
Grey's Anatomy	The Office	House	NHL
Scrubs	SNL	So You Think You Can Dance	
	Late Night with Jimmy Fallon		



Cable Television

27% of media expenditures at \$20.3 million

Our target markets are primarily affluent and our data reveals that most of our target markets subscribes to premium cable packages. If a household subscribes to cable packages they are more likely to spend more time watching cable networks than national networks. Cable television advertising allows Spot On to segment our creative content with extreme ease due to the specialized nature of the medium. Therefore we have allocated more of the budget to advertise on cable television.

Similarly to network television, cable television will most likely be consumed during primetime hours because of our target markets' work schedules. 15% of our budget is allocated to primetime cable and 7% is allocated to primetime spot cable. The remaining 5% of the cable television budget will be used for syndicated television reruns.

Each network we chose to advertise on was based on Simmons Data and individual show content that pertains to our target markets personalities.

Cable Television		
<u>Sports</u>	<u>Entertainment</u>	<u>News</u>
ESPN	BET	CNN
ESPN2	FX	Weather Channel
ESPNU	Bravo	MSNBC
	Comedy Central	
	TLC	
	Food Network	



MEDIA PLAN

Internet

13% of media expenditure at \$9.8 million

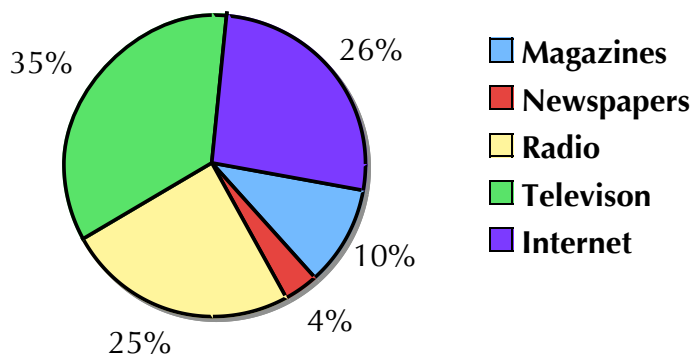
The Internet is now considered one of the most consumed types of media. All of our target markets are spending an increasing amount of time using the Internet. They use the Internet for a wide variety of reasons including, work, social, informational, educational, and purchasing. This new reality has been forcing advertisers to shift their media budgets to digital. We at Spot On have realized this shift in society and have allocated our media budget accordingly.

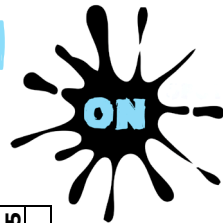
Our digital campaign will focus on an array of strategies to capture our target markets' attention. We have devised a brilliant internet banner campaign that will run on demographically targeted websites throughout the year.

Because of the increasing segmentation of how audiences view their media, many people are turning to Internet sources to watch their television shows. As of now HULU is one the most used Internet television viewing websites. We will be spending 3% of our Internet budget on advertising on television shows that apply to our demographics. HULU is a great way to reach our target audiences in this day in age because there is no fast forward option while advertisements play, forcing the audience to interact with the Hummer brand.

A digital sponsorship that will increase awareness with our secondary market will be sponsoring Fantasy Football play highlights for high scoring plays on ESPN.com. When our audience clicks on the play highlight they will be served with a short 10-second H3 advertisement. This Internet sponsorship will reach a large amount of our target markets because a surprisingly high number of men check their Fantasy Football team on ESPN.com on a daily basis. This will also lead to brand recognition and brand association with athletics and Hummer.

Percent of GRP per Medium





Spot On Media Flow Chat

Total Budget: \$80,000,000

MEDIA CATEGORIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL GRPs
Magazines													
National Magazines													
General Interest	7	3	5	18	2	3	1	2	20	2	23	7	93
Men	13	9	12	33	8	9	7	9	32	13	30	9	184
Women	7	5	6	24	4	7	6	9	25	11	29	9	142
Regional Magazines													
General Interest	3	5	4	16	7	4	5	6	19	4	19	7	99
TOTAL	13	9	12	33	8	9	7	9	32	13	30	9	518
National Newspapers													184
Radio													
Drive Time	69	45	58	99	43	35	40	42	104	64	102	74	775
Daytime	35	22	27	57	33	39	17	18	60	37	54	44	443
TOTAL													1218
National Television													
Primetime	17	13	19	30	15	12	13	18	32	18	32	31	250
Sports	11	8	5	24	7	3	4	8	23	10	21	13	137
Light Night	6	4	4	16	5	4	5	4	15	5	14	9	91
TOTAL													478
Cable Television													
Primetime	47	49	34	73	38	37	35	48	65	37	68	56	587
Spot Primetime	35	22	22	57	33	35	17	18	54	37	54	44	428
Syndicated Television Rerun	17	13	14	30	15	12	13	16	32	18	32	31	243
TOTAL													1258
Internet													
Internet Banner Ad	78	64	72	120	68	63	62	79	109	88	112	89	1004
Internet Sponsorship	9	5	6	24	4	7	6	9	25	11	29	19	154
Internet Keywords	11	8	5	20	7	3	4	8	19	10	21	13	129
TOTAL													1287
Impact Media													
Academy Awards		25											25
Final Four and Championship													25
College Bowl Games	12											13	25
Outdoor				5				5			5		15
Viral Videos, YouTube Channel													8 viral videos
Geographic Targeted Media (Internet)													50,000 views
TOTAL													90
Sum Total GRPs	390	309	330	679	297	282	242	303	671	378	675	477	5033
Sum Total \$ Used													\$79,999,995
Total Budget													\$ 80,000,000





**PUBLIC
RELATIONS
STRATEGY**



PUBLIC RELATIONS STRATEGY

Public Opinion

In general, the public opinion of the Hummer brand is negative. Its vehicles are still viewed as symbols of overconsumption and fuel inefficiency, and the brand has generated increasingly negative press for its former parent company, General Motors. Consequently, GM recently sold the brand to China-based Sichuan Tengzhong Heavy Machinery Co.

However, before the sale of the brand, GM introduced the smaller, more fuel-efficient Hummer H3. By introducing the H3, GM demonstrated a valiant effort to improve the brand, but the public remains uninformed and interested.

With the recent sale of the brand, the fate of Hummer, whether a success or a failure, is unknown. Nevertheless, contemporary newspapers and academic articles suggest that Hummer has a long way to go in proving itself to the general public.

While those loyal to the brand do exist, many people view Hummers as “gas-guzzlers.” Environmental activism and the “green” movement are growing trends in the United States, and their increasing popularity do not reflect well on the brand.

During the first week of December 2009, Spot On administered a car purchase survey to 59 individuals nationwide, ages 18-59. When asked to list the first few words or phrases that come to mind when they think of the Hummer brand, 41% of respondents replied with either “gas guzzler” or “not fuel efficient,” and 91% of respondents thought the H3 was not fuel-efficient compared to other SUVs.

In addition, 62% of respondents indicated they believe the cost of the H3 is \$40,000 or higher, and the list price for the H3 begins at just \$33,000. It is clear that the negative public opinion of the H3 stems from its perception as a gas guzzling, overpriced SUV. Spot On will work to dispel these misperceptions and therefore improve public opinion of both the H3 and the Hummer brand.

Public Relations Objectives

Through the integration of creative and public relations plans, Spot On will meet the following objectives:

- Debunk negative public opinion of the H3 and reestablish it as an affordable, fuel efficient vehicle
- Differentiate the H3 from its competitors by marketing it as a versatile luxury SUV
- Distinguish the H3 from the H1 and H2 by emphasizing its fuel efficiency and smaller size
- Showcase the H3 as a unique vehicle that breaks boundaries and is unlike any other SUV of its kind
- Increase brand awareness and loyalty among target markets by offering incentive packages for Hummer drivers (i.e. iPhone application)



Event and Promotional Goals

- For each planned event, Spot On will attract at least 20 local and national media outlets. Although select events only take place in a single city, Spot On hopes to garner national attention because of the fact that Hummer is a nationally known brand.
- Each story written about the event, whether print or broadcast, should include both the details of the event and improvements to the Hummer brand because of the H3.
- To encourage media to cover events and press releases, Spot On will do the following:
 - Ensure the event generates excitement and a large crowd
 - Set up a media booth at each event where each reporter needs to register; 2-3 representatives from a local dealership will be there to answer questions about the H3 and hand out additional information (i.e brochures, photos, “freebies,” etc.)
 - Post photos of the event on the its Web site immediately after the event for reporters to use
- To analyze post-event coverage, Spot On will:
 - Scan both local and national newspapers for mention of the event or the H3
 - Follow up with reporters who registered at the event and inquire about reader response
- Spot On will consider the following factors when choosing an event to sponsor or when creating an event:
 - Location
 - Theme of event
 - Likelihood of reaching our target market

Public Relations Tactics

Through extensive research and survey polls, Spot On has compiled a series of target markets and will seriously consider the needs and wants of our markets when planning public relations and promotional events.

Spot On found two primary target markets. The first primary market consists of Caucasian males and females in their mid 20s-mid 30s. They recently graduated from graduate or professional school and are typically in their first or second job. Their salary is about \$60,000/year, and they seek individuality among their peers.

Our second primary market consists of Caucasian males and females in their early 40s-mid 50s. They own a home, have started a family and are established in their careers. They also lead an active lifestyle.

Spot On also discovered secondary and tertiary markets. Our secondary market includes males, ages 25-54. They are driven by adventure and enjoy The Great Outdoors. Our



PUBLIC RELATIONS STRATEGY

tertiary market represents the minority population, specifically African Americans, ages 25-54. They are often affluent and driven by status.

The insight into these target markets had led Spot On to develop PR and promotional events that will attract the attention of these individuals. Additionally, Spot On will focus on improving public opinion of the Hummer brand through the promotion of the H3.

Public Relations Events:

Event: Go for the Gold

Apolo Anton Ohno, an Olympic speed skater and five-time medalist, will travel cross-country in an H3 to the 2010 Winter Olympics in Vancouver. Ohno will begin the ride two weeks prior to the lighting of the Olympic torch on Jan. 25, 2010, and travel to five U.S. cities nationwide. The route begins in New York City, followed by Philadelphia, Atlanta, Houston and Las Vegas. Ohno will make guest appearances on local television and radio shows in each city. He will also be actively “tweeting” throughout the entire drive at <http://twitter.com/ApoloH3>.

Why it's Spot On: Due to the fact that the general public does not associate the H3 with fuel efficiency, this event will showcase the H3's capability to travel cross-country with gas mileage similar to its competitors. Our research also indicated that our primary markets frequently engage in various forms of technology, so Apolo's live “tweeting” will enhance the effectiveness of the event.

**1 HUMMER H3 +
1 Olympic Speed Skater +
5 Major U.S. Cities**

**HUMMER H3's
Go for the Gold Event**

HUMMER Home | 2010 Olympics Home | Event Details | Press | Contact

Go for the Gold Sales Event Click to Pick >>

Watch vides from the road on YouTube and follow Apolo on his way to Vancouver in his H3 on Twitter at <http://twitter.com/ApoloH3>

YouTube

The banner features a photograph of Apolo Anton Ohno in a red and blue speed skating suit with 'ADT' and a Nike logo. The background is a blurred outdoor scene. The text is overlaid in white and yellow. At the bottom, there are icons for the 2010 Winter Olympics, a Hummer H3 vehicle, and the YouTube logo.



Event: Independence Without Borders



Hummer will raffle off an H3 at the 2010 Sundance Film Festival. The event, named Independence Without Borders, doubles as a promotional activity, as Hummer will serve as a presenting sponsor of the festival. Hummer will also have an official booth set up at the festival to promote the H3 and encourage visitors to purchase raffle tickets. All proceeds from the raffle will be donated to the Sundance Institute, a not-for-profit organization that supports independent film artists. Celebrity interviews will be posted

on Hummer's YouTube channel and a live Twitter feed will be available at <http://twitter.com/H3Sundance>.

Why it's Spot On: Our secondary market includes middle-aged males who enjoy The Great Outdoors. The festival occurs at the end of January and therefore attracts those who enjoy outdoor sports, such as skiing and snowboarding. The Sundance Film Festival also attracts an affluent crowd, a population that would generally be able to afford the H3. Additionally, by sponsoring the festival and donating the proceeds to the Sundance Institute, Spot On hopes to eliminate the perception of the HUMMER brand as a symbol of overconsumption and excess.

Promotional and Non-Traditional Media Activities

iPhone application:

- Hummer drivers who own iPhones will receive a free iPhone application
- The application will be exclusive to Hummer drivers and iPhone owners and will serve as a networking tool between Hummer owners (i.e. popular off-roading routes, trips with other Hummer drivers, etc.)

Hummer YouTube Channel:

- Spot On will establish a YouTube Channel for Hummer
- The channel will include Hummer advertisements, commercials and promotional events
- It will also allow for Hummer drivers to interact with the channel by uploading personal videos of their Hummer experiences

Product placement in True Blood:

- Spot On will partner with HBO to place an H3 in an upcoming episode
- The popular TV show attracts millions of viewer each week

Yahoo NCAA March Madness sponsor:

- Hummer will serve as the official sponsor of the Yahoo's NCAA March Madness brackets
- March Madness also occurs directly before the month of April, which is one of the highest selling months for automobile



News Release
FOR IMMEDIATE RELEASE

CONTACT INFORMATION:
Jen Hunholz
Public Relations Director
(262) 853-1578
hunholz@spoton.com

Hummer Announces Cross-Country Road Trip with Apolo Ohno

NEW YORK CITY – Apolo Ohno will travel cross-country in a Hummer H3 to the 2010 Winter Olympics.

The event, titled Go for the Gold, will begin in New York City and advance to four other U.S. cities, including Philadelphia, Atlanta, Houston and Las Vegas.

The event will commence on Jan. 25, 2010, and Ohno will arrive in Vancouver on Feb. 8, 2010, four days prior to the lighting of the Olympic torch.

“Hummer is excited about the opportunity to partner with such a talented athlete and showcase the versatility of the H3,” said Adam Brown, vice president of Hummer.

Ohno will appear on various local television and radio broadcasts in each city. He will also be “tweeting” throughout the event at <http://twitter.com/ApoloH3>.

For more information and event details, please visit www.hummer.com/goforthegold.

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News Release

FOR IMMEDIATE RELEASE

CONTACT INFORMATION:

Jen Hunholz
Public Relations Director
(262) 853-1578
hunholz@spoton.com

Hummer to Raffle Off H3 at 2010 Sundance Film Festival

PARK CITY, UTAH – Hummer will raffle off a Hummer H3 at the 2010 Sundance Film Festival to promote the H3 and support the independent film industry.

The raffle event, titled Independence Without Borders, will run from Jan. 21 through Jan. 31 at the festival in Park City, Utah.

All proceeds from the raffle will be donated to the Sundance Institute, a not-for-profit organization supporting independent film artists.

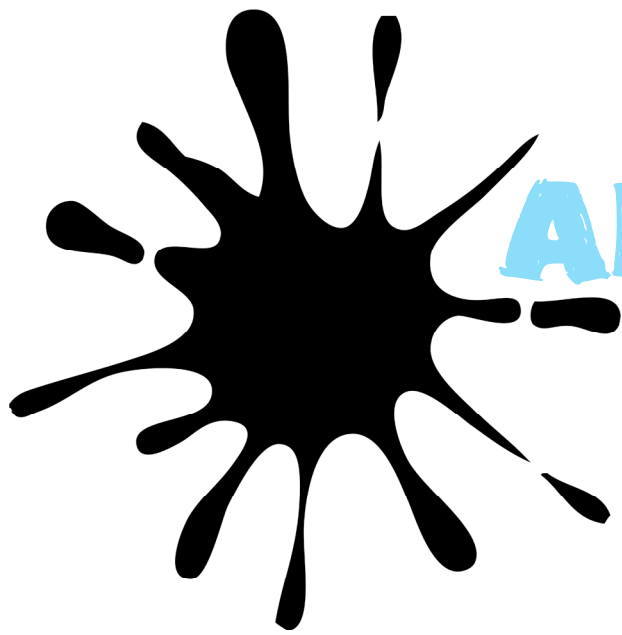
“Hummer is extremely excited about the chance to donate to the Sundance Institute and support these talented artists,” said Adam Brown, vice president of Hummer.

The raffle winner will be announced on Jan. 31, 2010 at 5 p.m. Mountain Standard Time.

A live Twitter feed of the event will be available at <http://twitter.com/H3Sundance>.

To learn more about Independence Without Borders or to preorder a raffle ticket, please visit www.hummer.com/sundance.

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APPENDIX



APPENDIX

SPOT ON MEDIA CONTACT LIST: GO FOR THE GOLD EVENT

New York City, NY

Print Media
The New York Times
Clark Hoyt
(Public Editor)
(212) 556-7652
public@nytimes.com

The Wall Street Journal
Alan Murray
(Executive Editor)
a.murray@wsj.com

The New York Times
Magazine
620 Eighth Ave.
NY, NY 10018

Wire Services
The Associated Press
450 W. 33rd St.
NY, NY 10001
(212) 621-1970

Television
WNBC (NBC 4)
30 Rockefeller Plaza
NY, NY 10112

WABC (ABC 7)
7 Lincoln Square
NY, NY 10023
(212) 456-7000

WCBS (CBS 2)
524 W. 57th St.
NY, NY 10019
(212) 975-4321

Radio Stations
WABC (AM 770)
(212) 268-5730

WCBS (AM 880)
(877) 987-WCBS

Philadelphia, PA

Print Media
Philadelphia Daily News
& Philadelphia Inquirer
Wendy Warren (Editor)
215-575-641

Philadelphia Magazine
1818 Market St.
36th Floor
Philadelphia, PA 19103
(215) 564-7700

Wire Services
The Associated Press
1835 Market St.
Philadelphia, PA 19103
(215) 561-1133

Television
KWY (CBS 3)
1555 Hamilton St.
Philadelphia, PA 19130
(215) 977-5333

WCAU (NBC 10)
30 Rockefeller Plaza
NY, NY 10112

WPVI (ABC 6)
4100 City Avenue
Philadelphia, PA 19131

Radio Stations
KYW (AM 1060)
400 Market St. 10th Floor
Philadelphia, PA 19106

WHYY (FM 90.9)
150 N. 6th St.
Philadelphia, PA
19106
(215) 351-1200

Atlanta, GA

Print Media
Atlanta Daily World
Maria Odum-Hinmon
(Managing Editor)
(404) 659-1110
ext 14
adwnews@atlantadaily-
world.com

Atlanta Magazine
260 Peachtree St. Ste.
300
Atlanta, GA 30303
(404) 527-5500

Wire Services
The Associated Press
101 Marietta St. NW, Ste.
2450
Atlanta, GA 30303
(404) 522-8971

Television
WXIA (NBC 11)
One Monroe Place NE
Atlanta, GA 30324
(404) 892-1611
WGCL (CBS46)
425 14th St. NW
Atlanta, GA 30318
(404) 327-3000

WAGA (FOX 5)
1551 Briarcliff Rd.,
NE
Atlanta, GA 30306
(404) 875-5555

Radio Stations
WGST (AM 640)
1819 Peachtree Rd.
Ste. 700
Atlanta, GA 30309
(404) 875-8080

WSB (AM 750)
1601 W. Peachtree St. NE
Atlanta, GA 30309
(404) 897-7000

Houston, TX

Print Media
Houston Chronicle
P.O. Box 4260
Houston, TX 77210
(713) 362-7171

H Texas Magazine
P.O. Box 667399
Houston, TX 77008
(281) 404-7777

Wire Services
The Associated Press
16945 Northchase
Dr., Ste. 2110
Houston, TX 77060
(281) 872-8900

Television
KHOU (CBS 11)
1945 Allen Parkway
Houston, TX 77019
(713) 526-1111

KPRC (NBC 2)
P.O. Box 2222
Houston, TX 77252
(713) 222-2222

KTRK (ABC 13)
3310 Bissonnet
Houston, TX 77005
(713) 666-0713

Radio Stations
KTRH (AM 740)
2000 W. Loop South
Ste. 300
Houston, TX 77027
(713) 212-8000

KUHF (FM 88.7)
4343 Elgin, Third Floor
Houston, TX 77204
(713) 743-0887



Las Vegas, NV

Print Media

Las Vegas Sun
P.O. Box 98970
Las Vegas, NV 89193
(702) 385-3111

Las Vegas Review-Journal

1111 W. Bonanza Rd.
Las Vegas, NV 89125
(702) 383-0211

Las Vegas Magazine
2630 Corporate Circle Dr.
Henderson, NV 89074
(702) 383-1089

Wire Services

The Associated Press
P.O. Box 70
Las Vegas, NV 89125
(702) 382-7440

Television

KTNV (ABC 13)
3355 S. Valley View
Blvd.
Las Vegas, NV 89102
(702) 876-1313

KLAS (CBS 8)

3228 Channel 8 Drive
Las Vegas, NV 89109
(702) 792-8888

KVVU (FOX 5)

25 TV5 Drive
Henderson, NV 89014
(702) 436-8256

Radio Stations

KDWN (AM 720)
1455 E. Tropicana,
Ste. 800
Las Vegas, NV 89119
(702) 257-6397

KNPR (FM 88.9)
1289 S. Torrey Pines Dr.
Las Vegas, NV 89146
(702) 258-9895

SPOT ON MEDIA CONTACT LIST: INDEPENDENCE WITHOUT BOR- DERS EVENT

Park City, UT & Salt Lake City, UT

Newspapers

Park Record
P.O. Box 3688
Park City, UT 84060
(435) 649-6014

Salt Lake Tribune
90 S. 400 West,
Ste. 700
Salt Lake City, UT 84101
(801) 257-8742

Wire Services

The Associated Press
30 E. 100 S., Ste. 200
Salt Lake City, UT 84111
(801) 322-3405

Television

KSL (NBC 15)
5 Triad Center
55 N. 3rd West
Salt Lake City, UT 84180
(801) KSL-5555

KSTU (FOX13)

(801) 536-1313
news@fox13now.com

KTVX (ABC 4)

2175 W. 1700 South
Salt Lake City, UT 84104
(801) 975-4444

KUTV (CBS 2)

299 S. Main St., Ste. 150
Salt Lake City, UT 84111
(801) 839-1234

Radio

KCPW (FM 88.3)
P.O. Box 510730
Salt Lake City, UT 84151
(801) 359-5279

KNRS (AM 570)

2801 S. Decker Lake Dr.
Salt Lake City, UT 84119
(801) 908-1300

National U.S. Media

Print Media

The New York Times
Clark Hoyt (Public Edi-
tor)
(212) 556-7652
public@nytimes..com

USA Today
7950 Jones Branch Dr.
McLean, VA 22108
1-800-USA-0001

Washington Post
P.O. Box 17370
Arlington, VA 22216
(202) 627-1150

People Magazine
(212) 522-6699
editor@people.com

Sports Illustrated Maga- zine

John Huey (Editor)
si.com_press@timeinc.
com

Wire Service

The Associated Press
(Headquarters)
540 W. 33rd St.
NY, NY 10001
(212) 621-1500

Television

ABC News
7 West 66th St.
NY, NY 10023

CBS

51 West 52nd St.
NY, NY 10019

CNN

One CNN Center
Atlanta, GA 30303

ESPN

ESPN Plaza
Bristol, CT 06010

Fox News

1-888-369-4762

MSNBC

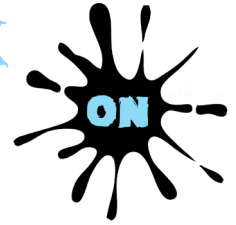
30 Rockefeller
Plaza
NY, NY 10112



APPENDIX

The following survey was administered to 59 individuals via Survey Monkey.

1. What is your gender? _____ Female _____ Male
2. What is your age? _____
3. Where is your permanent residence?
 - a. Northeast (i.e. NJ, NY, PA)
 - b. Southeast (i.e. FL, GA, TX)
 - c. Midwest (i.e. WI, IL, MN)
 - d. Northwest (i.e. OR, WA)
 - e. Southwest (i.e. AZ, NV, CA)
4. What is your annual household income?
 - a. Less than \$40,000
 - b. \$40,000-\$60,000
 - c. \$60,000-\$80,000
 - d. \$80,000-\$100,000
 - e. More than \$100,000
5. What is your marital status?
 - a. Married
 - b. Single
 - c. Living with a partner
 - d. Other (please specify) _____
6. If you were to buy a car in the next six months, which type of vehicle would you be most interested in purchasing?
 - a. Mid-size SUV
 - b. Hybrid SUV
 - c. Luxury SUV
 - d. Standard four-door sedan
 - e. Hybrid sedan
7. Rank the following factors according to how important you consider them to be when deciding a car to purchase (recipients were given a spectrum ranging from least important to most important).
 - a. Safety features
 - b. Car brand
 - c. The look and style of the car
 - d. Fuel-efficiency
 - e. Functionality (trunk space or off-road capabilities)
8. When you think of luxury SUVs, what brands come to mind? (free response)
9. Please list the first few words or phrases that come to mind when you think of the Hummer brand. (free response)
10. Please indicate what you think the cost of the Hummer H3 is. (free response)
11. Do you think the Hummer H3 is fuel-efficient compared to other SUVs? _____ Yes
_____ No
12. Would you ever consider owning a Hummer H3? If you already own an H3, please check "yes."
_____ Yes _____ No



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APPENDIX

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