



INNOVATION MADE **BOLD**



"We want to be bold. Nissan should be bold."

- Shiro Nakamura, Senior Vice President & Chief Creative Officer, Nissan Motor Company, Ltd.

We would like to thank the CEO of Nissan, Carlos Ghosn, for the opportunity to create a campaign that reflects the innovation of the Nissan Company.



A special thank you to Dr. Martin Topol, Professor Phyllis Toss, Ms. Nisha Lalchandani, John Szalyga, and Jonathan Viano.

- Throughout the plans book, the term, Multicultural Millennial, will at times be abbreviated using the acronym, MCM.
- Hispanic American, African American, and Chinese American will be represented with the following acronyms, respectively: HA, AA, and CA.
- Throughout the plans book, *vehicle personality* is italicized to convey each vehicles' bold persona that we designed for the campaign.

**Our deepest appreciation to
Professor Conrad Nankin & Dr. Larry Chiagouris
for their guidance and endless dedication.**

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Inspired By The Bold Generation

During our research, our team encountered the boldness that lives within each of us.

DEADLINES

- ☒ - Research Completed
- ☒ - Creative Strategy Brief
- ☐ - Presentation III

THINGS TO DO

- Express yourself
- Inspire
- Break through the norm
- Create the new standard



"Bold means daring to be different and never fearing to think outside of the box."
- Cheyenne Logan



"Bold means pursuing the impossible... bold means being confident in who you are and what you believe."
- Justine Dunsu



"Bold means being open to new possibilities and making everything exciting and interesting."
- Jennifer Wong



"Bold means being curious and confident enough to face fear without doubt."
- Elizabeth Pawlowski



"Bold is doing something that nobody would expect and doing it with confidence."
- Mark Kazinec

"Bold is knowing how powerful you are and using that power to make an impact on the world."
- Melissa Escobar

"My passion and drive to make my dreams come true is why I'm bold. I don't let fear hinder me from pursuing my goals."
- Ashley Kaywood



Executive Summary

Tailoring a Brand Perception to Match an Exciting Lifestyle

Nissan is a brand with a bold mission to provide exciting and innovative vehicles for all. Multicultural Millennials (age 18-29) in the Hispanic American, African American, and Chinese American segments do not identify Nissan this way, nor do they feel a connection to the brand due to its lack of a strong identity.

- Beyond Advertising realized that positioning on “innovation,” alone, does not sufficiently relate to Multicultural Millennials. Therefore, our *Innovation Made Bold* campaign links Nissan to MCM lifestyles.
- Our research shows that MCMs are brand centric; that is, they need to express themselves through brands that reflect their personalities. The three target segments have an additional key shared attribute: they want to be seen as bold.
- Innovation and excitement are two attributes that MCMs associate with boldness. Therefore, the campaign incorporates the excitement of the Nissan driving experience with the bold lifestyles MCMs desire.
- Creative, media, and below the line tactics serve to excite, educate, and engage MCMs with Nissan’s innovative vehicles and bold positioning.
- All print ads educate the reader and incorporate a bold stamp declaring Nissan as Fast Company’s #1 Innovative Auto Company. Interactive digital and augmented reality ads bring innovation to life through holographic images and 360-degree vehicle tours.
- MCMs will feel the excitement of Nissan when they compete to present at the Video Music Awards in our “Fast, Furious, & Bold” contest, the “Super Bold Car Giveaway,” and the “Nissan Fosters Innovation” challenge.
- The objective of driving MCMs to an enhanced dealership experience is achieved by integrating promotional elements that stimulate purchase such as exciting displays and interactive activities.

Beyond Advertising’s strategy uses exciting and engaging executions that provide the foundation for Multicultural Millennials to become life-long Nissan customers.

“At our core, we didn't know what we stood for... We discovered that innovation has always been there in the products we did in the past. But we were never able to express it in a single way until now.”

- Carlos Tavares

Chairman Nissan Americas and
Nissan Board Member



The Challenge: To Portray Nissan as Both Exciting and Innovative

“ We are not regarded as a strong brand. Our mission in life is to improve that brand opinion. ”

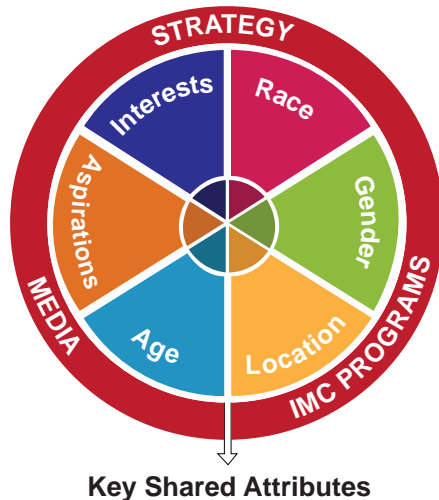
- Brian Carolin, Senior Vice President of Sales
and Marketing at Nissan North America

Our Research Process

1 EXPLORE

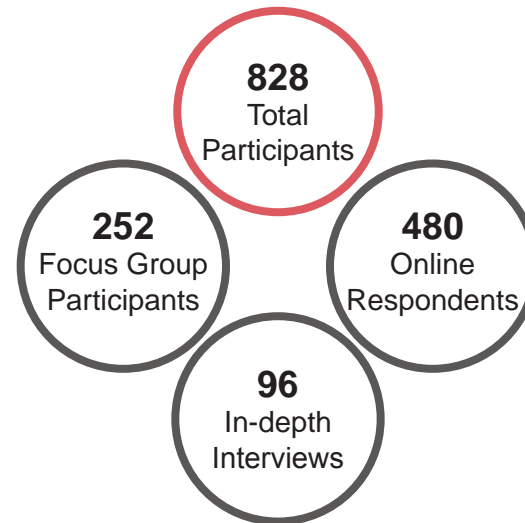
To market to Multicultural Millennials (MCMs) aged 18-29, we needed to understand their values, lifestyles, and buying habits. Using our proprietary target unification model we uncovered the key shared attribute that links MCMs together.

**Beyond Advertising
Target Unification Model™**



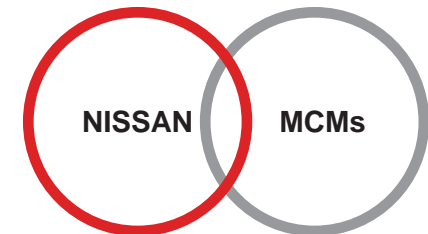
2 ANALYZE

We analyzed how MCMs perceive Nissan as well as Nissan's position in the automotive market in terms of its strengths, weaknesses, opportunities and threats. This enabled us to discover Nissan's opportunity with MCMs.



3 CONNECT

We leveraged our findings to connect MCMs to the Nissan brand in a way that reflects MCM values and lifestyles.



Multicultural Millennials are Brand Centric

Our research into the over 16 million Multicultural Millennials in the U.S. indicates that they think brands represent more than just a product; brands have become a lifestyle. MCMs buy brands that give them an opportunity to express who they are and how they want to be perceived.

Brand Centric

a tendency to buy a brand due to a perception that the brand represents the consumer's self concept.

	Hispanic Americans (HA)	African Americans (AA)	Chinese Americans (CA)
Simmons 2010 Research	Believe designer labels improve a person's image. <i>163 index</i>	Normally look for favorite brands first regardless of the type of clothing they are shopping for. <i>155 index</i>	Always look for favorite brands first. <i>139 index (Asian American)</i>
In-depth Interview	"The way I am reflects what I buy and the type of life I want to have." - <i>Mathew 21, N.Y.</i>	"The brands I wear show off my creativity." - <i>Briana 23, D.C.</i>	"My personality is ever changing so the brands I buy depend on what style I'm into at that time." - <i>Ben 25, L.A.</i>

"Marketing to Millennials" Mintel U.S. 2010 Study

71% of Millennial respondents say that being a unique individual in a group is important. The need for self expression is natural among young people.

"Marketers have come to understand that nearly all products and brands can be used by Millennial consumers to express who they are."

"More than 3/4 of respondents aged 15-32 say that appearing confident and sexually attractive is important, suggesting that products that can enhance these qualities will be especially attractive to younger consumers."

Key Finding

Multicultural Millennials highly value their self image and, therefore, their purchases reflect their personality and how they want to be seen by others.

Multicultural Millennials Want to be Seen as **Bold**

Our research sought to discover the shared ideal self image shared by all MCMs.

We found that the key shared attribute among MCMs is their desire to be perceived as **bold**. From *Fearless Fashionistas* to *Edgy Innovators*, “bold” is a word that encompasses the many dimensions of our target.



Ana Giraldo, 24, Houston, TX

Meet Ana: She is a **daring** individual who is graduating with a master’s degree. She feels **confident** about her future, and she takes the necessary steps to achieve her goals, even if it involves taking risks. Her **passion, ambition** and support from friends and family drive her towards success.



Andre Robinson, 28, New York, NY

Meet Andre: He is a **stylish** individual **excelling** in the ever-changing fashion industry. He keeps up with the latest trends to have an edge over the competition. Fashion magazines, the news, and social media influence his style and **creativity**.



Kevin Chang, 19, San Francisco, CA

Meet Kevin: He is a **driven** individual. In between pursuing his degree and working a part-time job, Kevin is also an **avid** snowboarder who considers himself extremely **tech-savvy**. In this fast paced society, technology enables him to upload snowboarding videos instantly to stay connected with those who share his passion.

“I’m not afraid of judgment.
I am who I am.”

- Sylvia, Hispanic American, 20,
Freehold, New Jersey

I want to get to the very **top**
of my career.

Hispanic American,
167 index Simmons

“I want people to see my
confidence.”

- Andrew, African American, 25,
New York, New York

I am first of my friends to try
new styles.

African American,
181 index Simmons

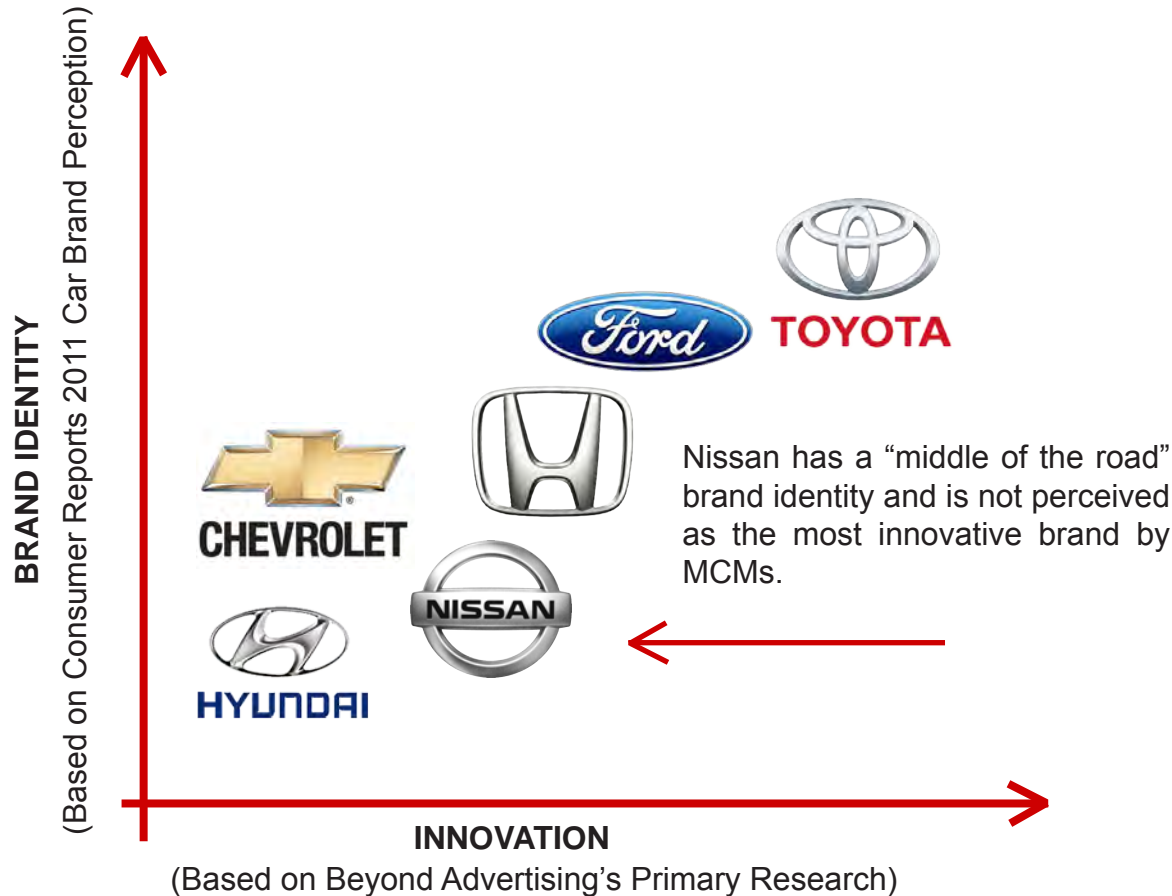
“I want to be seen as ambitious.
I’m a go-getter.”

- Kim, Chinese American, 29,
Los Angeles, California

Discovering Nissan's Brand Opportunity with MCMs

How do MCMs perceive Nissan? A comprehensive survey was used to measure the success of Nissan's positioning on innovation in relation to the strength of its brand identity. Findings indicate MCMs do not share one distinctive perception of who Nissan is.

Therefore, innovation by itself does not sufficiently relate to Multicultural Millennials.



STRENGTHS

Building on Nissan's strengths

Nissan embodies innovation in many ways, including their Power 88 Plan, which brings more innovative, exciting and affordable vehicles to consumers.

WEAKNESSES

Correcting weaknesses

Innovation alone lacks the power to motivate MCMs towards Nissan.

OPPORTUNITIES

Utilizing opportunities

Multicultural Millennials respond well to strong brands that reflect their ideal self-image.

THREATS

Eliminating threats

Many competitors claim “innovation” as an attribute of their company, thus making it difficult for any one company to differentiate itself by positioning on innovation alone.

Creating the Solution

Since MCMs use brands to express themselves and want to be seen as **BOLD**, Nissan can use this as an opportunity to own the **BOLD** identity.

Bold is the Solution to Nissan's Lack of a Strong Identity with MCMs

MCMs
associate
BOLD
with innovative
and exciting:

The most popular responses to the question "What is the first word you think of when you hear the word 'bold'?" were:

EXCITING
FEARLESS **POWER**
GROUND BREAKING
INNOVATIVE **DARING** **EDGY**

- Beyond Advertising Primary Research

According to Beyond Advertising's primary research, 77% of survey respondents agree with the statement "to be innovative one must be BOLD."

Nissan is
BOLD
through
innovation and
excitement:

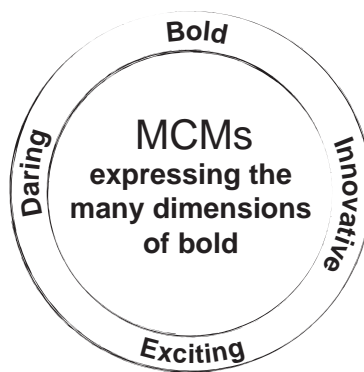
The response by Nissan to the question "What does the name Nissan evoke?" was:

"Innovation and Excitement for everyone. ... We have cars that are exciting to drive, engaging to drive. ... So this statement of innovation [and] excitement for everyone really defines the Nissan brand."

- Andy Palmer, Nissan North America's Executive Vice President, 2012 Detroit Auto Show

Nissan is innovative and exciting...

- Ranked #4 out of the 50 most innovative companies of 2011 by Fast Company and was the only automotive company to make the list.
- "Nissan Power 88" plan that introduces over 90 new advanced technologies and on average a new vehicle every 6 weeks for 6 years.
- Nissan created the world's first 100% electric, zero-emission car designed for the mass market, the Leaf, and the first electric race car, the Nismo RC.



The two words Andy Palmer used to define Nissan's brand are the same two words that the target uses to define "bold." Therefore, Nissan's brand image is one that represents the MCM's ideal self-image of **bold**. Nissan will own the **bold** identity by positioning on innovation and excitement.

Innovation + Excitement = **BOLD**

The Plan to Make a Bold Connection

INSIGHT

MCMS want to see themselves as bold and they desire products that align with their ideal self-image. Although Nissan is recognized within the automotive industry as highly innovative, it is not recognized this way by MCMS. Nissan must be portrayed as innovative and exciting in order to create the bold brand image that is needed to connect Nissan with MCMS.

MESSAGE

Nissan's relentless approach to innovation produces an exciting driving experience that reflects the boldness within you.

REASON TO BELIEVE

Nissan provides a variety of vehicles that have distinct bold personalities based on their human-centric innovation. This focus on human-centric innovation cannot be found in any other automotive brand. The result is a highly personalized and exciting driving experience. This combination of bold personalities and exciting innovations connect the Nissan brand to MCMS' ideal self-image.

POSITIONING STATEMENT

Nissan provides exciting and innovative vehicles with bold personalities that resonate with MCMS.

From the

Nissan Manifesto

"To build vehicles that are **more efficient, more beautiful, more inspiring and more human** than ever before. That is our commitment to you."

- Nissan Corporate Website

Putting the Plan into Action



By paralleling Nissan's relentless innovative passion with MCMs' ideal lifestyles, we show that Nissan is the brand that best reflects the target's inner boldness. We selected 9 vehicles, emphasized their innovations, and personified them to represent different aspects of bold that correspond to the many ways MCMs express their boldness. Our integrated communications focus on these 9 *vehicle personalities* in scenes and vignettes that portray the bold and exciting lifestyles of MCMs.

— TONE —

INSPIRATIONAL.
BOLD. EXCITING.

— TAGLINE —

INNOVATION
MADE **BOLD.**

Commercial Mandatories

Spots are designed to be aired in traditional media as well as digital media. Spots aired on in-language media will be adapted to the corresponding language and cultural dialect.

:60

There is one 60 second branding spot that resonates with all three target segments. The online version will run slightly longer.

:30

There are three different 30 second spots designed to correspond to each segment of our target. Scenes will be taken from the 60 second spot.

:15

There are nine 15 second spots that are vehicle specific. These spots will extend scenes from the 60 second commercial and emphasize vehicle features.

Say Hello to the Bold Nissan Community

All major marketing materials for this campaign will be based around the 5 core models plus an additional 4 vehicles. The Juke and the Cube support the bold idea and message that relate to MCMs. The GT-R and the Leaf are branding vehicles that portray excitement and innovation.



The
“Go-Getter”

Say Hello to the **Versa**. The Go-Getter may look cute and compact from the outside but packs a big punch on the inside. Flexible with all of life's changes, it always makes room in its life for new experiences



The
“Best Friend”

Say Hello to the **Sentra**. This Best Friend makes your tough moments smooth with a surprising amount of comfort. Your strongest support system is always guiding your boldness in the right direction.



The
“Flirt”

Say Hello to the **Altima**. The Flirt is a fierce piece of eye candy whose flirtatious vibe sweeps you off your feet. Go ahead! Step on the gas. This beauty makes sure you're in control - always.



The
“Rebel”

Say Hello to the **Rogue**. The Rebel is playfully mischievous yet a serious champion of the road. It aggressively masters the most challenging streets with power and style.



The
“Adventurer”

Say Hello to the **Pathfinder**. The Adventurer has no boundaries and always keeps the crew entertained. It never sweats the small stuff. No matter how sharp life's turns are, the ride is always smooth.



The
“Thrill Seeker”

Say Hello to the **Juke**. The Thrill Seeker stands tall and stares you in the face. It's powerful and agile and ready to run with the big boys.



The
“Party Starter”

Say Hello to the **Cube**. The Party Starter gives off nothing but good vibrations and loves when everyone joins in for the ride. Its unbeatable style and color coordination starts the party wherever it goes.



The
“All-Star”

Say Hello to the **GT-R**. The All-Star places the need for speed first on its priority list. The fastest in its class and revving with excitement, it is nothing short of amazing.



The
“Visionary”

Say Hello to the **Leaf**. The relentless Visionary insists everyone has the potential to change the world. Not afraid to be the first of its kind, it proudly takes great leaps forward without leaving anything behind.

“In my view, it is critical that a car has a personality. Each Nissan has a separate character.”

- Patrick Reimer, Nissan North America Interior Designer

Bringing “Innovation Made Bold” to Life

Cultural Cues: A “Wink” to MCMs

Executions have subtle cultural cues; i.e. culturally specific props that resonate with each target segment.

According to David Morse, the President-CEO of New American Dimensions and the author of *Multicultural Intelligence: Eight Make-or-Break Rules for Marketing to Race, Ethnicity, and Sexual Orientation*, “The wink is a private communication of camaraderie and recognition -- between advertiser and consumer -- with an embedded culturally relevant message that doesn’t hit the consumer over the head. It appeals to the mainstream while still hitting the target consumer’s ‘sweet spot.’”

“Innovation Made Bold” 60 Second Spot



Audio: Music starts softly
VO: When the world sees excitement, it sees...
Video: MCM watching sunrise on the hood of the car



Audio: Music builds
VO: Go-Getters who inspire life changes...
Video: Three HA fraternity brothers unpacking their Versa and excitedly moving into college



Audio: Music stays constant
VO: ...Thrill Seekers who pursue excitement...
Video: CA female in her Juke going on a snowboarding trip



Audio: Music stays constant
VO: ...and Adventurers who dare to discover new paths.
Video: Two AAs in a Pathfinder embarking down an unknown path



Audio: Music stays constant
VO: They see Best Friends who turn dreams into reality...
Video: Two AA females going on a road trip to NYC, the place they’ve always wanted to go



Audio: Music softens
VO: ...Flirts who thrive on thrills...
Video: AA male in one Altima flirts through window to HA female in Altima next to him at stoplight



Audio: Music builds
VO: ...and Rebels who never back down.
Video: HA males playing soccer in the rain and darkness, using their Rogue headlights to light up the field



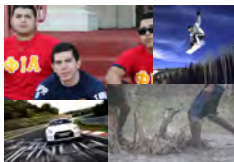
Audio: Music builds
VO: They see All-Stars as those who push the limits...
Video: CA male putting on his helmet then driving a GT-R down the Nurburgring



Audio: Music builds
VO: ...Party Starters who aren’t afraid to make noise...
Video: Group of mixed MCMs having fun inside their Cube



Audio: Music builds
VO: ...and Visionaries who bring innovation to the world.
Video: Plastic bottles in the shape of the Leaf seat fade out to become the actual Leaf seat



Audio: Music builds and fades out
VO: At Nissan, we are passionate about innovation and take pride in forming a Bold community...
Video: Quick flashes of the different vignettes from throughout the commercial



Audio: VO: ...that together creates the excitement that powers the future.
Video: Black background tagline “Innovation Made Bold.” appears below the Nissan logo



Audio: Nissan ding sounds as .com appears
VO: To see bold events and contests go to InnovationMadeBold.com
Video: Innovation Made Bold turns to InnovationMadeBold.com

“Innovation Made Bold” 30 Second Spot

This specific commercial spot shown below will be geared towards Hispanic Americans. The cars shown are the Versa, Altima, and Rogue, the three Nissan cars that are frequently purchased by the Hispanic American segment.



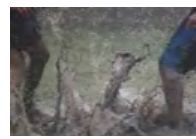
Audio: Music starts softly
VO: When the world sees excitement, it sees...
Video: MCM watching sunrise on the hood of the car



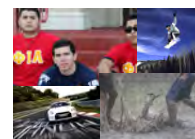
Audio: Music builds
VO: Go-Getters who inspire life changes...
Video: Three HA fraternity brothers unpacking their Versa and excitedly moving into college



Audio: Music softens
VO: ...Flirts who thrive on thrills...
Video: AA male in one Altima flirts through window to HA female in Altima next to him at stoplight



Audio: Music builds
VO: ...and Rebels who never back down.
Video: HA males playing soccer in the rain and darkness, using their Rogue headlights to light up the field



Audio: Music builds and fades out
VO: At Nissan, we are passionate about innovation and take pride in forming a Bold community...
Video: Quick flashes of the different vignettes from throughout the commercial



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Video: Innovation Made Bold turns to InnovationMadeBold.com

Additional 30 Second Spots

There will be two additional 30 second spots: one that resonates well with AAs and one that resonates well with CAs. The cars were chosen based on the chart provided by the Nissan case study that aligns each target segment using cars from their top 10 most frequently purchased vehicles by ethnic segment.

African American: The Pathfinder, The Altima, The Sentra

Chinese Americans: The Altima, The Juke, The Cube

Vehicle Specific 15 Second Spot

This specific spot is for the Sentra. It highlights vehicle features and extends the Best Friend's storyline.



Audio: Music starts softly
VO: When the World sees best friends, it sees...
Video: Two AA female best friends sitting in car and looking at NYC tourism book



Audio: Music builds
VO: ...those who turn dreams into a reality...
Video: Pan the side of the car from left to right



Audio: Music builds
VO: ...and in a pinch will always guide you in the right direction.
Video: Close up of XM NavTraffic® giving directions to avoid traffic



Audio: Music builds
VO: At Nissan we are passionate about innovation and take pride in forming a bold community...
Video: Arrive in Times Square at night



Audio: Music builds and then fades
VO: ...that together creates the excitement that powers the future.
Video: Black background tagline “Innovation Made Bold.” appears below the Nissan logo



Audio: Nissan ding sounds as .com appears
VO: To see bold events and contests go to InnovationMadeBold.com
Video: Innovation Made Bold turns to InnovationMadeBold.com

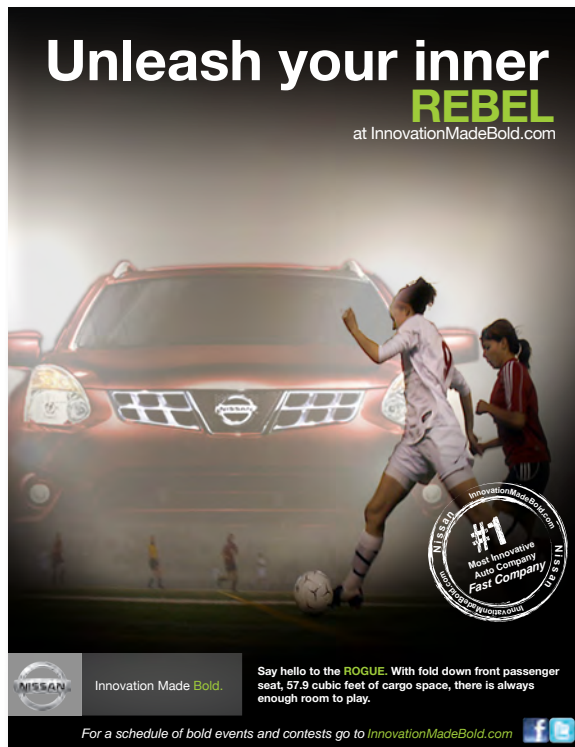
88623030/ courtesy of Getty Images

CREATIVE

Print

Background photography will portray a MCM lifestyle taken from the storylines seen in the 60 second spot and online videos in order to portray the feeling of bold excitement. The overall image of the specific vehicle associated with the lifestyle portrayed will be superimposed and scaled prominently as if overseeing the action displayed by MCMs in the advertisement.

The result: Nissan is presented as the brand for the bold.



Body Copy: Say hello to the **ROGUE**. With a fold down front passenger seat, 57.9 cubic feet of cargo space, there is always enough room to play.



Body Copy: Say hello to the **SENTRA**. The Best Friend who is your strongest support system. With built in navigation and iPod connectivity, it is the perfect companion to every adventure.



Body Copy: Say hello to the **PATHFINDER**. With Active Brake Limited Slip technology for the toughest trails, this Adventurer always dares to discover new paths.

Headline

- Call to action by incorporating the profile name and directs viewer towards microsite

Body Copy

- Vehicle specific descriptions

Integration for Promotions

- Bottom of ad reads "For a schedule of bold events and contests go to InnovationMadeBold.com"

Image

- Use of bold MCMs in exciting actions
- Strong presence of lifestyle that relates to each individual profile
- Reflect the vignettes seen in the 60 second spot

Logo/Tagline

- Continuation of the traditional Nissan tab with logo and tagline
- Connects Nissan to innovation and bold

Most Innovative Auto Company Stamp

- Boasts Nissan's ranking as Most Innovative Auto Company by Fast Company

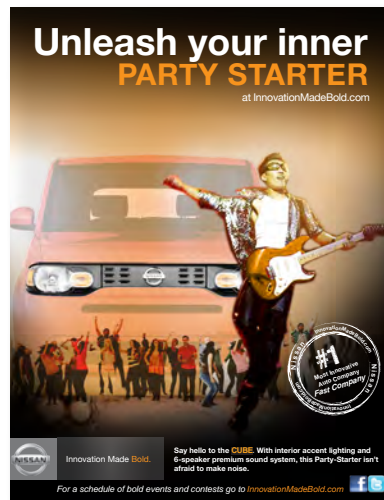


71812355/courtesy of Getty Images
106629855/courtesy of Getty Images
135537838/ courtesy of Getty Images

Additional Print



Body Copy: Say hello to the **GT-R**. With a 545 horsepower twin-turbo V6 and supreme aerodynamics, it is the All-Star of its class.



Body Copy: Say hello to the **CUBE**. With interior accent lighting and 6-speaker premium sound system, this Party-Start isn't afraid to make noise.

Tone

- **Inspirational. Bold. Exciting.**
- Body copy begins with "Say hello..." in order to introduce each vehicle in a more personable manner.

Art Direction

- Copy uses accent color that coordinates with picture elements
- Uses a black gradient on top and bottom to put emphasis on copy

Mandatories

- One print ad per 9 vehicles
- Nissan logo and tagline on all media
- Black gradient at top and bottom of print and digital executions
- Call-to-action elements: Facebook, Twitter, and *InnovationMadeBold.com*
- Call-to-see schedule of bold events and contests on *InnovationMadeBold.com*
- Most Innovative Auto Company Stamp

Print Ads Gone Digital

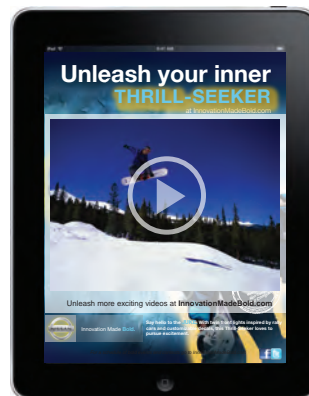
Digital ads are enhanced with glowing areas and instructions to "Tap the glowing areas to get started." By tapping, it reveals a pop up with more detailed information. Below is an example for the Juke.



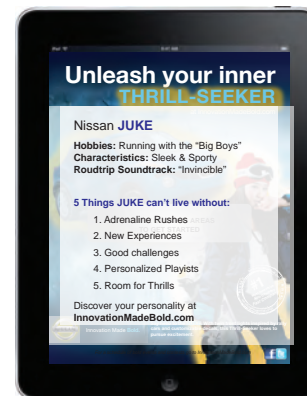
Body Copy
Say hello to the **JUKE**. With customized decals available and front lights inspired by rally cars, this Thrill-Seeker loves to pursue excitement.



360-Degree Tour
Tapping the car brings viewers to a virtual tour where both interior and exterior features are described.



15 Second Spot
Tapping the featured MCM plays the associated 15 second spot. "Unleash more exciting videos at InnovationMadeBold.com" appears below the video.



"Lifestyle" Profile:
Tapping headlines gives a drop-down "lifestyle" profile of the vehicle. An example is shown to the right.

Juke Personality

Nissan **JUKE**
Hobbies: Running with the "Big Boys"
Characteristics: Sleek & Sporty
Roadtrip Soundtrack: "Invincible"

- 5 Things JUKE can't live without:**
1. Adrenaline Rushes
 2. New Experiences
 3. Good Challenges
 4. Personalized Playlists
 5. Room for Thrills

Discover your vehicle personality at **InnovationMadeBold.com**

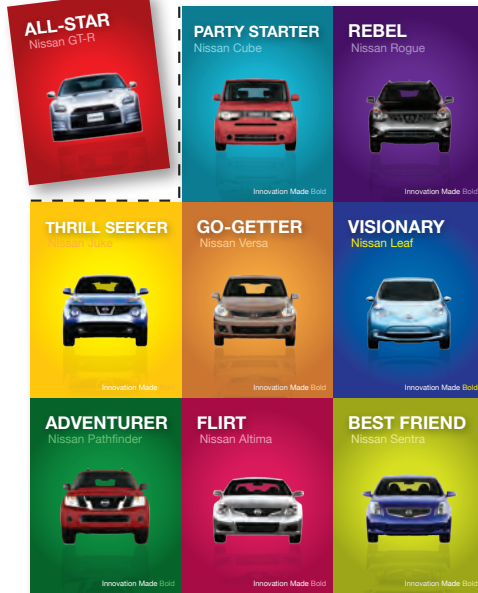
91283871/ courtesy of Getty Images
200127752-003/ courtesy of Getty Images

CREATIVE

Interactive Print Ads

Augmented Reality: Innovative Personality Cards

Bound into selected magazines and featured across from a full page print ad, the persona of each vehicle is brought to life through the use of 9 individual personality cards and augmented reality.



Tear-out Cards

A tear-out print ad is perforated to create 9 individual cards that feature the 9 different vehicles and associated personalities.



Front of Card



Back of Card



360-Degree Tour

Exciting Experience

The cards have directions to visit *InnovationMadeBold.com* for an interactive experience. Upon entering the website, the viewer is prompted to scan each of the 9 personality cards using their computer's video camera.

Once the card is scanned, a holographic image of the vehicle with a MCM next to it appears on the viewer's computer screen. The MCM will give a 360-degree tour of the vehicle and associated lifestyle. Then, a short clip of the car in action is played.

Banner Ads

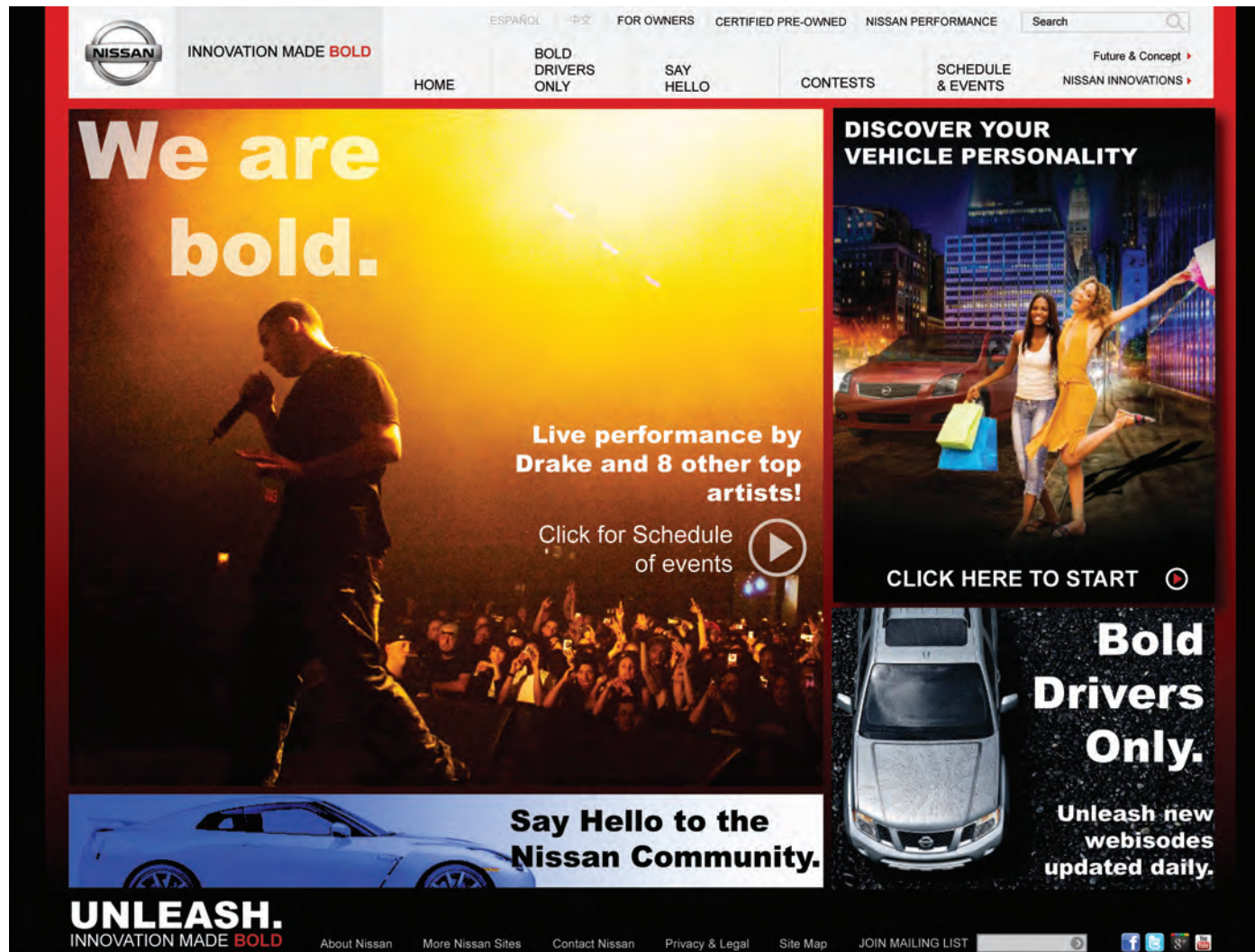
A banner ad will be created for each vehicle. Hovering over the banner, a drop down extension appears where the 15 second video spot is played. Underneath the video a call to action reads, "Unleash more exciting videos at *InnovationMadeBold.com*." Clicking the banner takes the viewer directly to the microsite.



136644988/ courtesy of Getty Images
108195999/ courtesy of Getty Images

It All Begins Here: InnovationMadeBold.com

Nissan's *Innovation Made Bold* microsite will act as one central hub to inform and engage MCMs throughout the campaign with updates on events, contests, and promotions. The site will link to all Nissan-owned online destinations including all its social media pages.



Home

The home page features the fun “Discover Your Vehicle Personality” quiz where the visitor clicks on pictures that best correlates with their personality, resulting in a vehicle personality match.

Bold Drivers Only

A place where visitors can watch Nissan webisodes, continuing stories based on TV spots, and participate in related contests.

Say Hello

This tab allows viewers to interact with the 9 personified vehicles. A link is provided to Nissan's entire vehicle line-up.

The main image will rotate to feature Nissan's bold events and promotions occurring throughout the year.

Media Challenge: A Bold New Community

Beyond Advertising's media plan will provide MCMs with a bold community where they can engage in exciting and innovative programs, thereby developing a bond between themselves and Nissan.

The Three E's of Our Consumers' Journey: **Excite, Educate, & Engage**

The 3 E's will be emphasized throughout the entire campaign. See page 29 for a connection architecture that illustrates how all campaign elements are integrated.

Excite

Excite emphasizes events, sponsorships, and partnerships, building Nissan's image as a bold and exciting brand for MCMs.

Educate

Traditional media and branded entertainment **Educate** the target on Nissan's bold positioning.

Engage

Mobile and social media efforts **Engage** the target to create a community of bold MCMs that will continually spread the word about Nissan's new bold identity.

Strength vs. Dominance

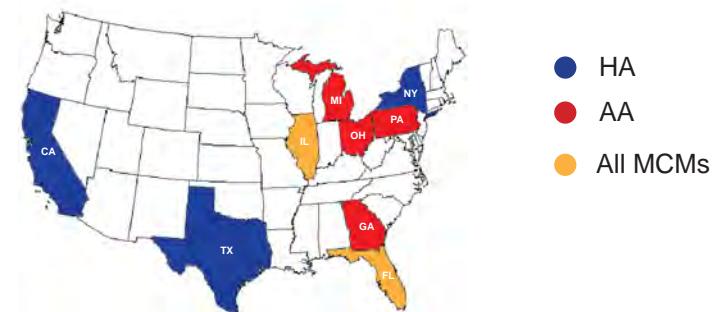
In order to reach MCMs, Beyond Advertising will have a strong presence in the media in which MCMs are present, and we will dominate the media in which MCMs are dominant.

Ethnic Media Strategy

Of the MCM population, Hispanic Americans represent 51.63%, African Americans represent 44.52%, and Chinese Americans 3.85%. Therefore, with ethnic media buys, Hispanic American and African American media take priority.

Geographic Media Weight

Focus placed on top 13 DMAs in the states of GA, IL, OH, TX, MI, CA, FL, NY, PA, and DC area, which have the highest concentration of MCMs.



Media Strategy: Reaching MCMs

The 3 E's will be emphasized on two levels:

STRONG

There will be a strong presence in media where MCM indices are high with an index range of at least 180-300.

DOMINANT

There will be a dominant presence in media where MCM indices are especially high with an index of 300+.

TV

Cost: \$35,500,500

- Strategically placed :60 branding spots in duplicated media where MCMs are strongly present and :30 ethnic spots in media where MCMs are bilingual and dominantly present.

Mainstream Networks: Adult Swim, G4, MTV, MTV2, Nick at Night, & Vh1

Ethnic & Bilingual Networks: Galavision, MTV3, Univision, mun2, BET, Centric, TV ONE, KXLA, MYX-TV, and SinoVision

- Commercials will run during primetime and on shows such as Family Guy (Adult Swim), The Game (BET), mun2 Presents (mun2), and MYX Rated (MYX-TV)

Special TV Buys

Cost: \$3,900,000

- Strategically placed branding and ethnic spots in special media where MCMs have a strong and dominant presence such as: MTV VMAs, FIFA Confederation Cup 2013 (ESPN), Gold Cup (Fox Soccer), BET Awards, & Latin Grammys (Univision), throughout NBA Season games (TNT), and during the product integration episode of Family Guy (FOX)

Radio

Cost: \$2,040,000

- Local events promoted through strategically placed :15 spots in radio stations with high concentration of MCM listeners: Hot 97.1 & KLVE 107.5

Out-Of-Home

Cost: \$3,060,000

- Strong presence with strategically placed billboards around colleges with high MCM concentration in 13 major DMAs throughout D.C., GA, OH, PA, TX, NY, & CA
- Strong presence in shopper marketing such as GameStop TV where MCM males have a strong presence
- Strong presence through mass transit train wraps in Atlanta, Cleveland, D.C., L.A., Miami, Philadelphia, N.Y.C, S.F., & Chicago that give appearance of vehicles driving along platform and opening doors to passengers.
- Live Street Art Billboards in Dallas, Philadelphia, N.Y.C, D.C. and Chicago

Magazines

Cost: \$16,760,000

- Magazines selected are bold in content, varied in type, and have high MCM readership. Augmented reality ads will have a dominant presence in ethnic magazines.

Mainstream

- Strong: Automobile, DC Comics, GQ, etc.
- Dominant: Elle, Cosmopolitan, Discover, etc

Ethnic

- Strong: Essence, Cosmopolitan en español, etc.
- Dominant: Ebony, Latina, ESPN Deportes, Audrey, etc.

Direct Mail

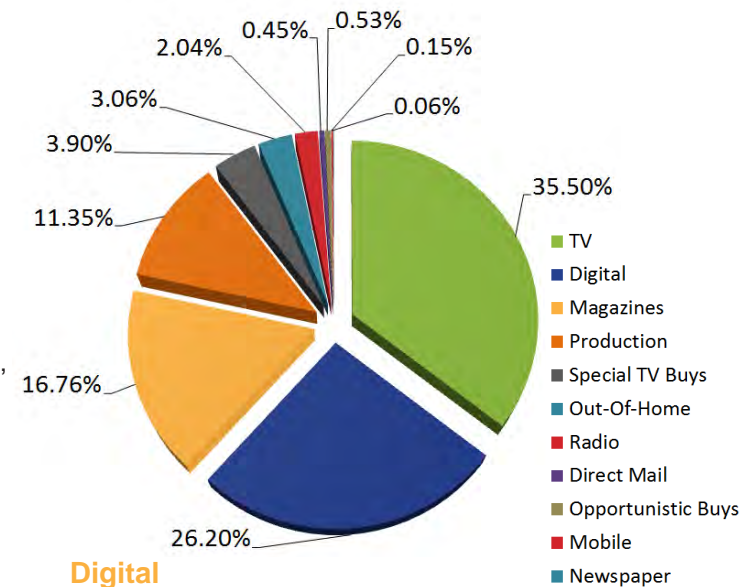
Cost: \$450,000

- In-home mailing to students and recent graduates from universities with high MCM concentration in top DMAs in order to promote the new dealership experience

Newspaper

Cost: \$61,000

- Local events promoted through strategically placed ads in newspapers with high MCM readership



Digital

Cost: \$26,200,000

PreRoll: Strategically placed :15 spots in both mainstream and ethnic catered media such as: YouTube, Hulu, & Crackle

Targeted Flash Banner Ads: Strong presence in mainstream and ethnic websites and digital magazines such as: Facebook, Yahoo, MSN, Pandora, Univision, Terra, Esmas, FreeGametopia, Crunchyroll, Crackle, Essence, Latina, Elle, Discover, BlackPeopleMeet, LatinoPeopleMeet, & AsianPeopleMeet

Search: Dominant presence through search engine optimization in search engines such as Google & Yahoo

Social Media: Strategically placed banner ads and Promoted tweets in social media sites where MCM's have a strong or dominant presence such as: Facebook, MySpace, Twitter, & Photobucket

Microsite: InnovationMadeBold.com

Mobile

Cost: \$150,000

- Development of Nissan's *Race with The Crew* game to establish dominant presence in MCM's mobile experience

A Bold Introduction

We Are Bold: The Nissan Celebration

Dodgers Stadium in Los Angeles will be the venue for an exciting day and night event that launches the Nissan's *Innovation Made Bold* campaign.

Objectives:

- Educate the audience about Nissan's bold vehicle personalities and innovations
- Associate excitement with the Nissan brand
- Build awareness for Nissan's *Innovation Made Bold* campaign



**Drake is the
2010 winner of
BET's Best Male
Hip-Hop Artist**

Day: Invitation Only Press Event

- Nissan models will be driven down runways and become interactive exhibits on platforms.
- 1,000 influential journalists and bloggers from across the nation will be invited to report on the event and stay for the evening performance.

Night: Public Concert & Spectacle

- Drake and 8 other surprise artists that will give the most exciting performance and light show the audience has ever seen.
- The concert will consist of 9 separate performances with each artist's performance associated with one of the 9 featured vehicles.
- All over the country, tickets can be won by calling into high MCM rated local radio stations.
- Winners from "Unleash Your Bold Personality" Showcase Tour will receive free tickets. General admission tickets will sell for \$50 on InnovationMadeBold.com.



"Unleash Your Bold Personality" Showcase Tour

Preceding the launch event, Nissan will host a promotional tour showcasing Nissan vehicles throughout the top 13 DMAs, giving MCMs a chance to win tickets to the concert.

- 3 large plexiglass trucks will each carry 3 Nissan vehicles displaying them in environments that match their bold personas.
- The trucks will drive throughout the city for several hours making stops at popular locations.
- Nissan representatives will offer locals the opportunity to take the "Discover Your Vehicle Personality" quiz to win tickets to the concert.



Personal information of participants will be collected upon completion of quiz for promotional purposes and for metrics.

Bringing Aspirations To Life

The “Fast, Furious, & Bold” Present at The VMAs

Nissan will give 2 MCMs the opportunity to be a star for the night at the 2013 MTV Video Music Awards - and each win a GT-R.

Nissan will hold the “Fast, Furious, & Bold” video contest from May to August. Viewers will create and upload videos that continue the storylines of the Nissan TV commercials and webisodes found on InnovationMadeBold.com. This contest will be promoted on Nissan’s Facebook page.

- Justin Lin, the director of The Fast and The Furious 6, will judge the uploaded videos and determine 2 of the submissions that show the boldest actions that pertain to a car persona.
- The 2 winners will be paired with either Vin Diesel, star of “The Fast and The Furious 6” and number 2 on Facebook’s Top 10 Living Celebrities as of July 2010 (Time Magazine), or Don Omar, Best Latin Artist nominee of the 2011 VMAs.
- Accompanied by one of the celebrities, each winner will drive up to the VMA Pre-Show in a GT-R that he or she won.
- Together the 2 winners and celebrities will present the Best Latino Artist of 2013.



**THE
FAST
AND THE
FURIOUS**



“ **56 %** of Fast Five’s audience was male ...**52 %** was under 25 years old, and **33 %** Hispanic. ”

- Brandon Gray, Founder of Box Office Mojo, Online Box Office Database

“Bold Driver’s Only” Webisodes

Each “Bold Drivers Only” webisode, posted on InnovationMadeBold.com, starts off at the vehicle scene where the :60 branding spot concludes, showing what the bold characters do next.

The videos serve to educate the audience on the 9 bold personas and continuously engage viewers with TV commercials even after they air.



STRATEGY INTEGRATION

Partnering With **Innovators**

Billboard Street Art Performance Goes Viral

Nissan will host live street art performances by David Garibaldi, a renowned performance painter. Garibaldi will create Nissan paintings on large canvases that will later be mounted on billboards becoming personalized street art for the community.

Just like Nissan, Garibaldi is an innovator. Garibaldi's live performances mix music with visuals as he dances and makes paint fly on to the canvas, exciting audiences wherever he goes.

- Throughout June and July, Garibaldi will tour at popular outdoor locations in 5 MCM populated cities: Dallas, Philadelphia, New York City, San Francisco, and Chicago.
- Garibaldi will captivate audiences as he paints images of Nissan vehicles branded with the Nissan logo and *Innovation Made Bold* tagline on 5 large canvases per city.
- Each performance will be live streamed on YouTube and InnovationMadeBold.com.
- Each performance will also be recorded and posted on Nissan online destinations and Garibaldiarts.com.
- Each event will be promoted on local radio and in newspapers.

“Paint with
passion
& purpose.”

- David Garibaldi, Garibaldiarts.com



David Garibaldi in action

NissanGraphics.com Tie-In

- At each live performance, there will be iPad stations for the audience to customize their own vinyl designs for a Nissan car on NissanGraphics.com.
- Audience “designers” can upload and share their designs through their social media accounts.
- Viral video viewers will also be encouraged to create their own customized design for a vehicle by clicking a link in the video that directs them to NissanGraphics.com.

Keeping The Bold Entertained

Family Guy Nissan Integrated Episode

Nissan will introduce the Nissan vehicle personalities in an episode of Family Guy, an animated sitcom aired on Fox with reruns on Cartoon Network's Adult Swim.

The main adult character, Peter, is searching for a “cooler” image. Peter purchases a Cube and transforms into a young hipster. After upsetting the family with his new persona, Peter realizes he needs a Nissan that fits what he believes is his true personality. So, he decides to return to the Nissan dealership to trade in his Cube for a Rogue and, then, adopts the personality of a “Rebel.”

- Educates the audience in a humorous way about the various personalities of Nissan vehicles
- Nissan will sponsor the show and run its *Innovation Made Bold* spots

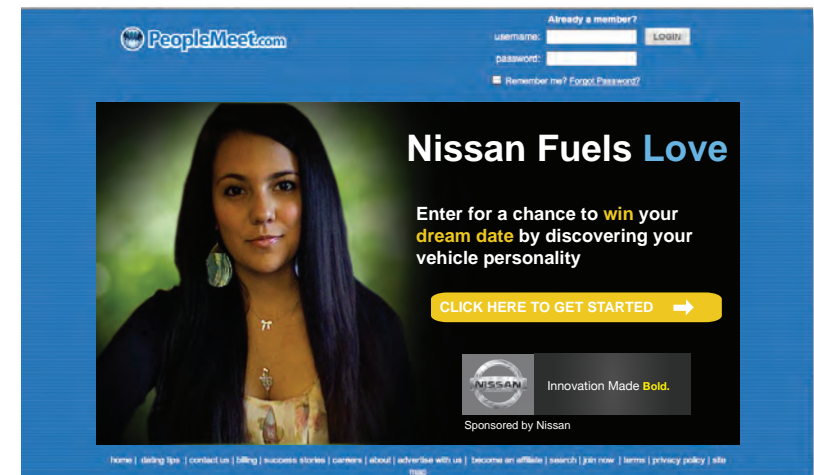


Nissan Fuels Love

Nissan will sponsor 5 dates by matching 10 MCMs from LatinoPeopleMeet.com, BlackPeopleMeet.com, and AsianPeopleMeet.com.

Upon entering a PeopleMeet site, visitors will view the “Nissan Fuels Love” dating event icon.

- Dating site members will be prompted to click the icon to take the “Discover Your Vehicle Personality” quiz.
- Five dates will be paired according to the core model vehicle personas that they best match. The matching vehicle will be used to transport the pair during their date.
- Nissan will pay for their dream dinner and an activity of their choice.
- Dates will be filmed and uploaded to InnovationMadeBold.com.



Enhancing Everyday Experiences

Nissan's "Race With the Crew" App

Nissan will release a free racing game application available in the Apple App Store that will allow the player to use Apple's FaceTime video chat to race Nissan vehicles against friends or to race against the computer.

The application introduces players to the 9 Nissan vehicles across various racing environments, ranging from inner city to rugged forest. Nissan's "Race With The Crew" app forms a social community of gamers that keeps MCMs engaged with Nissan in an exciting way.

- Graphics and sounds are from the driver's point of view.
- Players will be able to see the faces of their opponents in the order of their current position within the race.
- Nissan drop down banner ads appear between different rounds.
- Gamers can share high scores with additional friends through their social media accounts.

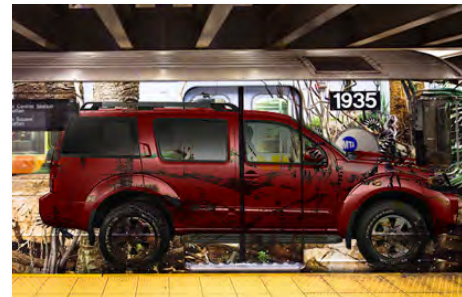
90% of respondents view Apple as an innovative company.

- Beyond Advertising Primary Research



Mass Transit Train Wraps

Mass transit trains in top DMAs with dominant MCM commuters will be fully wrapped, giving the illusion that a Nissan vehicle is pulling into the station. The interior will have *Innovation Made Bold* print ads throughout the car.



Shifting Gears For Multicultural Communities

#NissanServes Instagram Contest

Nissan is inspired by cultural diversity and strives to unleash the greater good for local communities. Nissan will host three separate Instagram photo upload contests for heavily populated Hispanic American, African American, and Chinese American communities.

Instagram users from across the nation will be encouraged to upload photos that represent the essence of their community's culture and spirit.

- Photos will be uploaded by participants on Instagram with a description including the hashtag #NissanServes followed by the name of their community.
- At the end of the competition, the 3 communities with most Instagram activities and highest HA, AA, and/or CA demographic percentages will be announced as the winners.
- Winning communities will then be instructed to visit InnovationMadeBold.com to vote on what their community needs to develop, improve, or renovate. Voting categories include parks, hospitals, community centers, and schools.
- Nissan will contribute up to \$500,000 for each of the winning communities.



Instagram.com
2011 App of the Year



Community Photo
uploaded by user



#NissanServes
Feed

Nissan Fosters Innovation

Nissan will foster innovation among college students by hosting a nationwide competition for Historically Black Colleges and Universities and for Hispanic Serving Institutions.

Entrants can be either individual students or teams. Their challenge will be to create an innovative product to improve human centered activity, and semifinalists will have the opportunity to pitch their idea at the "Nissan Fosters Innovation" competition.

- Competitions will have three rounds: university wide, district wide, and nationwide.
- Prizes are as follows:

First Place = A Nissan Leaf and \$10,000 **Second Place** = \$8,000 **Third Place** = \$6,000

"Committed to providing an environment that leverages the unique talents of each person, encourages a variety of ideas and opinions, and inspires team behavior."

- Nissan Corporate Website

Super Bowl Twitter Trivia Contest

Super BOLD Car Giveaway

During commercial breaks of Super Bowl XLVIII, Nissan will tweet 8 football trivia questions related to the players in the game for participants to win cash prizes and a final Nissan related question to win either an Altima Coupe or Rogue.

- To find the answers, contestants will have to visit InnovationMadeBold.com.
- First 50 contestants to answer each of the 8 questions correctly win cash prizes as follows:
 1st quarter = \$250 **2nd quarter** = \$500 **3rd quarter** = \$750 **4th quarter** = \$1,000
- Last question will ask “What are the names of the vehicle personalities for the following 4 cars?”
- Nissan will tweet that the final question can be found on InnovationMadeBold.com.
- First participant who responds correctly on the microsite wins their choice of an Altima Coupe or Rogue.

Nissan will promote the “Super Bold Car Giveaway” in MCM dominant media 6 weeks prior to the contest.

Result → Increased MCM awareness of InnovationMadeBold.com during the promotional period and increased brand awareness.



twitter



Dealerships Go Bold

Displays Inspired by *Innovation Made Bold* Video

Dealers will incorporate unique displays that reflect each *vehicle personality* by using props that will surround the vehicle on the showroom floor. Dealers will choose vehicle props based on which models they wish to emphasize. Top 13 dominated MCM DMAs selected will act as test markets for later roll out to other dealers based upon obtained results.

Accessories Included! Floor Model Promotions

Each floor *vehicle personality* display will contain accessories that fit each model's personality. When a floor model is purchased, the customer will receive the associated accessories for free. Below are floor display examples.



Sentra "The Best Friend"

- **Display Props:** Luggage & road signs
- **Floor Model Promotions Include:**
 - Luggage
 - Gas Station Gift Card



Rogue "The Rebel"

- **Display Props:** Soccer Scene
- **Floor Model Promotions Include:**
 - Soccer ball
 - Athletic wristbands
 - Autographed soccer memorabilia



Pathfinder "The Adventurer"

- **Display Props:** Trail Environment
- **Floor Model Promotions Include:**
 - Outdoor gear
 - Cooler
 - Tent
 - Camping lantern

Bold TV Displays

Innovation Made Bold commercials and video footage from our promotional events will run on flat screen TVs.



Footage from We Are Bold: The Nissan Celebration



Footage from *Innovation Made Bold* Commercials

DEALERSHIP

The New Interactive Dealership Experience

Incorporates technology to enhance customer experience

Get the Picture?

Flat screen televisions inform visitors about the new *Innovation Made Bold* showroom theme.

Display Props to Represent Vehicle Personality

Take the Quiz. Get a Gift.

The “Discover Your Vehicle Personality” quiz will be offered at interactive touch screen stations and by salespersons using iPads.

Quiz takers are offered a coupon for a free add-on in order to incentivize a same day purchase.



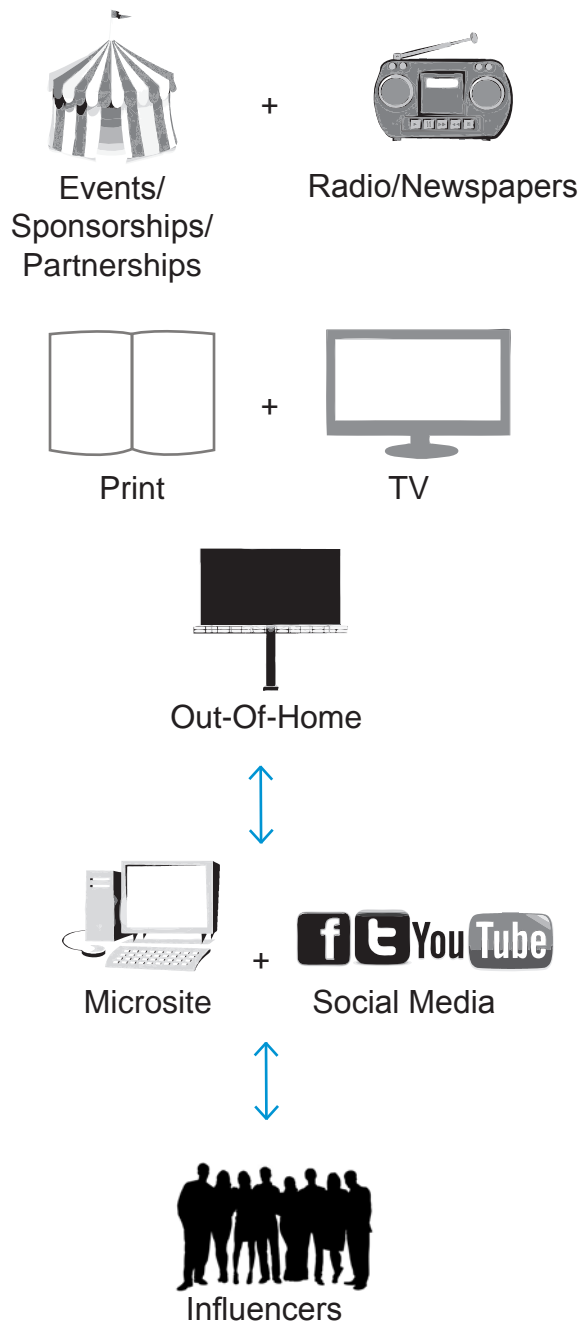
Get the Feeling - Virtually

Utilizing gyroscope technology, salespersons and customers can use an iPad to scan a code on a showroom model. The iPad will come alive with videos that highlight the vehicle's innovations and give the consumer the feeling of a bold Nissan driving experience without having to leave the showroom.

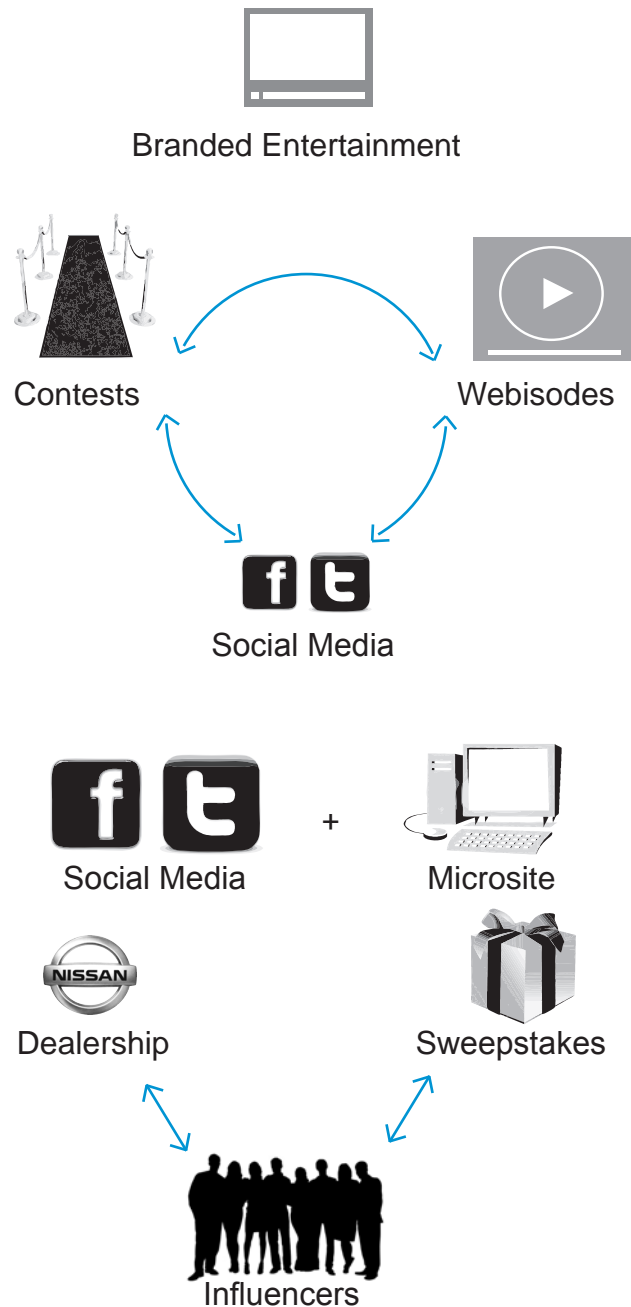


Connection Architecture System: Key Elements

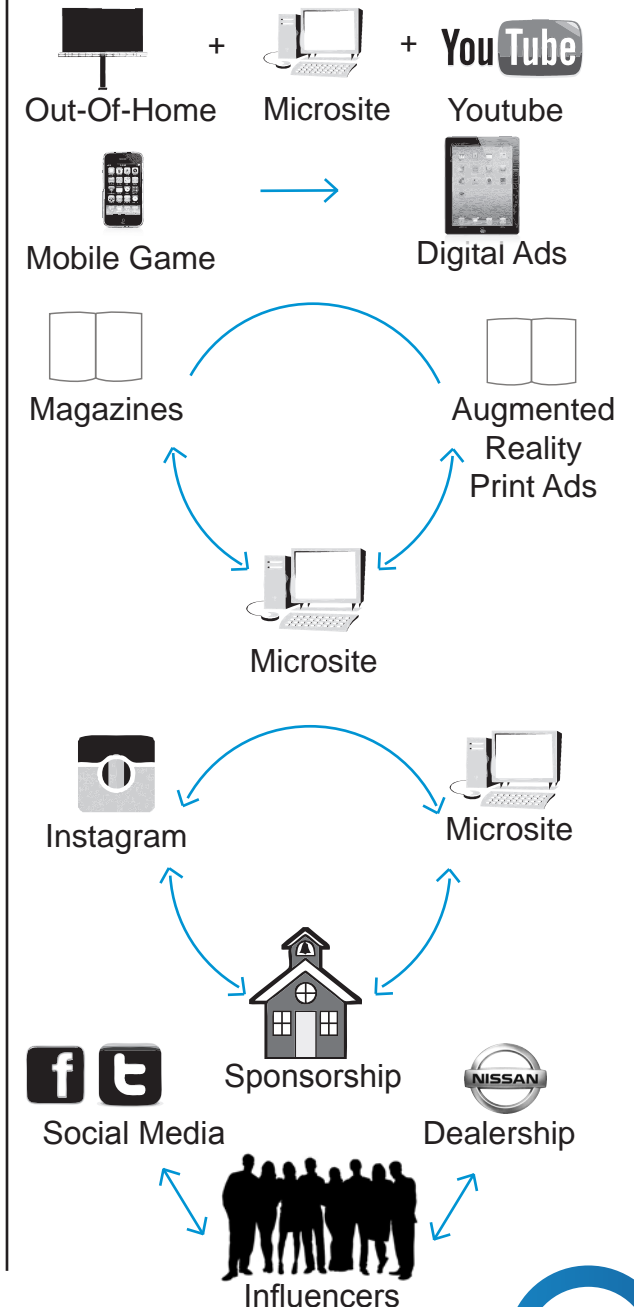
EXCITE



EDUCATE



ENGAGE



VISUAL SUMMARY

Innovation Made Bold Flowchart 2013-2014

[illegible]

25.00%

40.00%

15.00%

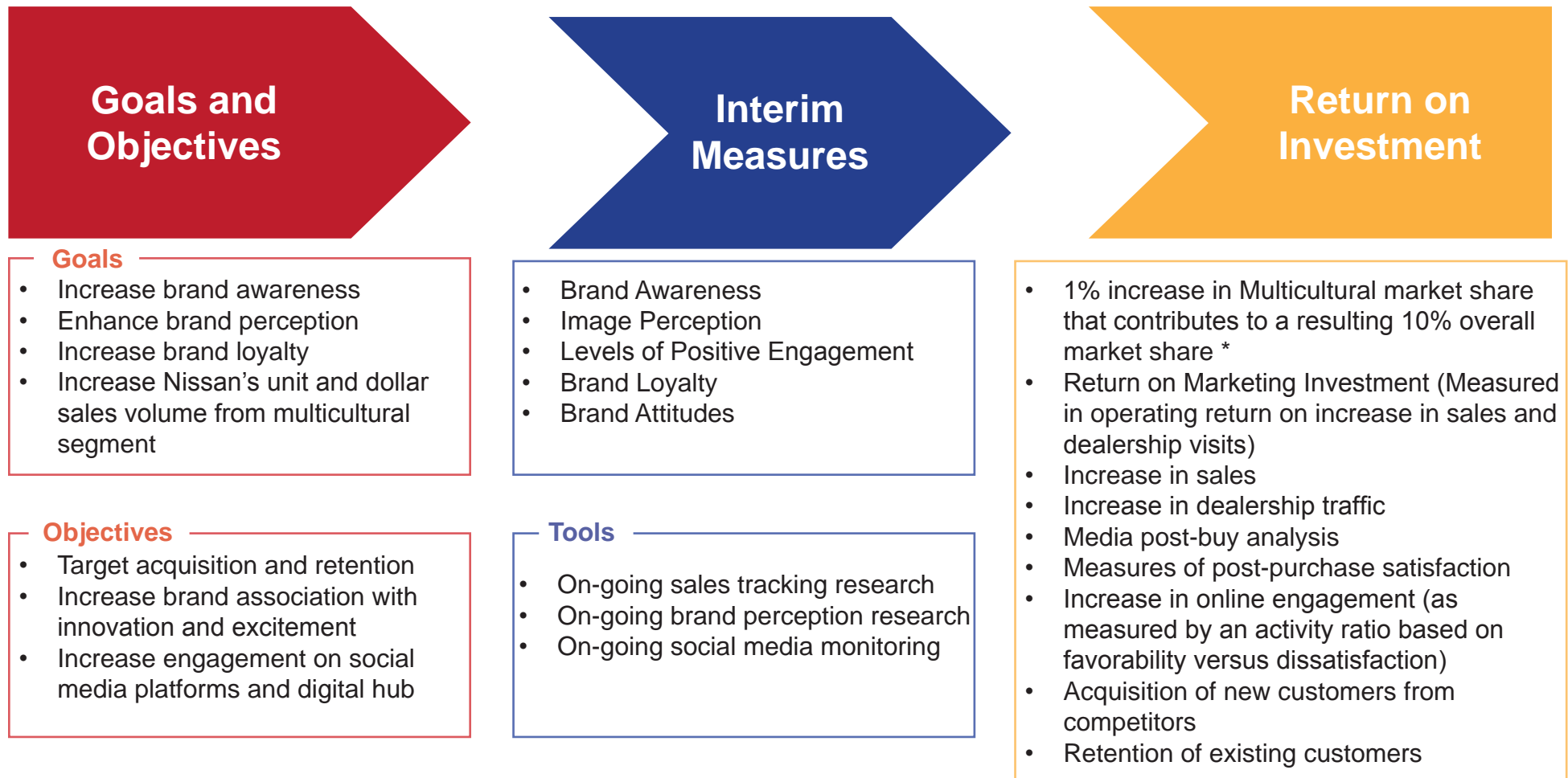
20.00%

Measurement Plan

“We will [develop] improvement measures... specifically for various markets, sharing them and further enhancing them.”
- Takao Katagiri, Executive Vice President, Nissan Global

At **Beyond Advertising**, we believe that the use of metrics will lead to informed decisions. Our approach is based on effectively tracking the success of our outreach through varied research based measurement tools.

Our **Measurement Value Chain Model** reflects our goal to gauge the success of our campaign from start to finish.



**While our campaign appeals directly to Multicultural Millennials so as to raise Multicultural sales, it also appeals to all millennials to raise overall sales for the general market.*

Expanding the Campaign

The Innovation Made Bold campaign was designed to go beyond the first year.

The Innovation Made Bold Ride: Mass Customization

Nissan should extend the *Innovation Made Bold* campaign with the boldest innovation of all. Mass customization concepts allow MCMs to design their own bold ride and will be the heart of extending the campaign into the second year. Recognizing that no two bold personalities are alike, Nissan can design several model editions and options that enable MCMs to more closely match their lifestyles and personalities with their desired driving experience.

Examples: Sport edition, Tech edition, Fashion edition, Electric edition, and Bachelor edition.

- The “Discover Your Bold Personality” quiz should be extended to include model editions and options. The quiz will provide results that match MCMs to the edition that best fits them.
- Nissan should partner with brands that are stylish and exciting to create designer editions and options such as offering Nike Flywire technology adapted for interior seating. Such partnerships will appeal to brand centric MCMs and allow them to express themselves.

Expand Interactive Dealership Experience

Based on increases in sales and dealership visits in the 13 MCM concentrated DMAs, vehicle personality displays and interactive showrooms should be rolled out to other dealerships in DMAs with high MCM concentrations.

What Not To Do

Do Not Use National Spots During the Super Bowl

In order to avoid high media waste, we do not recommend using national advertising during the Super Bowl. Instead of spending approximately \$4 million on one Super Bowl commercial, Beyond Advertising engages the audience through the “Super BOLD Car Giveaway.”

Avoid Stereotyping the Target

Our executions use subtle cultural cues rather than stereotypes so as not to offend. As a result, multiculturals better identify with Nissan.

Avoid Comparative Advertising

Nissan needs to build its brand image so that it is clearly perceived as innovative and exciting. Comparative advertising may work when comparing vehicles against one another, but it does not develop a clear identity with which the target audience can connect.