
HIVE MIND



HUMMER H3 CAMPAIGN//
SPRING 2010//

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PUBLIC RELATIONS



Strategy
LINDSAY KAYMEN

THE CURRENT STATE of HUMMER

Public Awareness

Major news organizations that cover HUMMER related issues, like MSNBC and the New York Times, connect HUMMER with sizable consumer audience. However, 87 percent of people said they had heard little or nothing about HUMMER discontinuing the brand (Pew Weekly Index, Feb 2010)

Public Opinion

Online forums and negative story angles illustrate the H3 and all other HUMMER vehicles sharing the same image: large, gas-guzzling, "symbol(s) of American greed, consumption, and arrogance." (WWW.HUMMERGUY.NET)

Recent Negative Press

- HUMMER sales are not profitable enough continue production
- H3 improvements failed to produce a sufficient public opinion makeover

Current HUMMER Owners

- Owners that embrace stereotypes: ownership is an American moral expression of consumption
- Owners that use HUMMER versatility: agitated by public opinion and understand the value of off-road vehicles that can double as a "daily-driver"

Our OBJECTIVES

1. Maintain campaign strategy goals throughout public relations, media relations, and advertising tactics
2. Establish a solid, memorable marketing approach through inter-campaign message unity
3. Reconstruct positive images of HUMMER to combat negative public opinions of HUMMER brand
4. Promote HUMMER H3 sales
5. Sustain interest in a "dying brand" throughout the year: coordination of creative plan, media plan, and public relations. Strategic timing of program launch/end dates
6. Garner positive news media attention of HUMMER brand

CHANGING Perceptions

KEY ISSUES AS CURRENT ISSUES BECOME MORE IMPORTANT TO THE PUBLIC, THE BRAND IMAGE IS BECOMING MORE NEGATIVE

GENERAL CONCERNS

CONSUMPTION
COSTS (ECONOMIC STATUS, FUEL PRICES)
ENVIRONMENTAL AWARENESS

IMPORTANT ISSUES TO THOSE MID-SIZE LUXURY SUVS

FAMILY ACCOMMODATION
SAFETY FEATURES
SELF-EXPRESSION

ABOVE ALL, THE PREVIOUS MARKETING CAMPAIGNS FOR HUMMER WERE NOT SUCCESSFUL IN COMBATING THESE NEGATIVE OPINIONS. THE H3 NEEDS FURTHER ACKNOWLEDGMENT AS A SMALLER, MORE FUEL-EFFICIENT MODEL RELEASED TO FIT THE NEEDS OF TODAY'S SUV OWNERS.

WHAT IS THE FUTURE WITHOUT THE PAST?

Past promotional and outreach programs

- GM led worldwide sales of licensed auto products (\$2 billion) in 2004 (the year HUMMER launched outdoor waterproof boots)
- GM has sponsored Major League Baseball, the Olympics, PGA, NASCAR, MADD (Mothers Against Drunk Driving), and Women in Corporate Leadership
- GM has participated in multiple outreach programs like Never Leave Your Child Alone, AIDS/HIV, and in the Hispanic Outreach Services at Oakland University
- HUMMER HEROES: Webpage launched to illustrate rescue workers using HUMMERs on the job. The goal was to promote a positive brand image by featuring HUMMERs in "in-action" rescue photographs & allowing heroes to share their stories

The Press of 2010

- HUMMER will close but continue to honor HUMMER warranties, provide service support, and replace parts around the world
- GM expects to "wind down" the business in a "responsible manner" regarding their employees and production.
- GM will focus more on production of Chevrolet, Buick, GMC and Cadillac

STAKEHOLDER

Analysis

HUMMER®

PRIMARY/KEY

General Motors
 Dealerships
 HUMMER managers/Employees/Owners (Managers and Head of Sales Dept.)
 Vehicle inspection personnel (SUV Reviewers, Crash Safety Technicians)
 HUMMER owners (Potential and Returning)
 Governmental vehicle emissions regulation and policy-makers
 Shareholders
 Corporate partners

SECONDARY

Mid-size SUV competitors (JEEP, Nissan, Toyota)
 Local and Federal Government (Local chamber of commerce, EPA, military branches)
 SUV industry evaluators (J.D. Power & Associates)
 SUV dealerships in close proximity
 Gas stations
 Environmental organization leaders, environmental lobbyists
 Banks (Loans)
 Specific categories of people: HUMMER clubs & club members, parents & children, active/out-door enthusiasts, hybrid drivers

PROMOTIONS



Summer of HUMMER

Objective: INITIATE H3 PURCHASES

Runtime: April - August 2010

Strategy & Issue Confrontation:

- At forefront, aims to sell remaining 2010 H3's via the same messages and brand positioning conveyed throughout the entire campaign
- Addresses all types of HUMMER owners
- Sparks interest in a wider target audience by addressing multiple issues important to SUV owners (people that want to express themselves, drive an SUV with the latest technology, accommodate their family, save on gasoline prices, drive a reliable automobile, feel and look up-to-date on a budget)
- Image reconstruction: HUMMER is innovative, having the 2010 H3 features are worth trading in an old, obsolete model
- Exclusivity: 2010 H3 model offers features that other GM models and SUVs don't have yet
- HUMMER is "cool," and selective compared to other SUVs: HUMMER chooses its owners wisely
- Website interactivity stimulates buzz and awareness of product HUMMER features

DIRECT MAIL SAMPLE 5x5 in glossy



SUMMER OF HUMMER

- 1 **REBIRTH**  Trade in your HUMMER for a 2010 H3 model and receive 20% off
- 2 **EVOLUTION**  Upgrade your HUMMER with new specs and customize your exterior
- 3 **GENESIS**  Trade in your GM SUV (Visit <http://www.gmfleet.com/suvscross-overs>) and receive 10% off the 2010 HUMMER H3

CAMPAIGNUNITY

“Revival of the Fittest” Creative Campaign

- Promotion runs throughout this advertising campaign
- Reinforces campaign message: HUMMER is an American icon, something to be proud of
- Targets existing, loyal customers (turns HUMMER owners into prospective customers)
- Deadline/run-time of promotion creates urgency to buy HUMMER over SUV competitors and focuses on impending rarity of HUMMER
- Interactive “pick and choose” your features online. Customers can build an H3 that suits their personality and needs: an ultimate domestic power vehicle, a classic and valuable automobile, the latest specs, an active everyday lifestyle

“Evolution” Creative Campaign

- Promotion runs throughout this advertising campaign
- Connects HUMMER owners and HUMMER rebirth or evolution message
- Emphasizes the value of owning a 2010 model over less fuel-efficient models with outdated safety and technology features
- Website gives consumers an interactive look at what's available and the ability to “evolve” the vehicle they own into something better
- Interactive Web
- Upload your exiting HUMMER, SUV, or any vehicle on our interactive website: build, explore, compare, or try on some upgrades.

SPONSORSHIPS

Contests & Events



ATHLETES & SUVs ARE BUILT TO DO MORE

World Triathlon Corporate Sponsorship
 2011 HUMMER Ironman World Championship
 Objective: REINFORCE ACTIVE LIFESTYLE IMAGE
 Runtime: May 2010 - April 2011

Strategy & Issue Confrontation:

- Connects HUMMER image with Ironman sponsors and licensees that have names like IronFITNESS, IronREST, IronFUEL, and IronGEAR
- Instills credibility in HUMMER brand through Ironman messages (e.g. "Partners are essential to the growth and experience of Ironman" – Ironman website)
- Promotes positive imagery: athletes around the globe competing in the ultimate endurance test and HUMMERs strength, vigor, and perseverance
- HUMMER and Ironman is a successful partnership because they both have a "drive for excellence"





SPONSORSHIP DETAILS

Message: Triathletes around the globe use HUMMER SUVs to travel to triathlon events and during training

Message: Partnership/Sponsorship expresses that these athletes and HUMMERs have an exceptional commonality: built to do more

World Triathlon Corporation: owner Ironman and Ironman branded-events, Florida-based company recognized for athletic excellence, performance and quality products
Replaces Ford partnership and revives the Ford World Championship with HUMMER name (event held in Kailua-Kona, Hawaii on October 2005 - 2008)

Reach & Impact:

Media outlets featuring the Ironman brand: NBC, CNN Headline News, Forbes, The Wall Street Journal, People, Sports Illustrated, The New York Times and USA Today
90,000+ athletes/year tried to qualify for the Ford Ironman World Championship and the Foster Grant Ironman World Championship 70.3

Event: 2010 HUMMER Ironman World Championship
To enter the HUMMER World Championship: worldwide qualifying events held year-round, open to citizens of all countries
Race will take place on February 10, 2011 in Kailua-Kona, Hawaii, where the late Ford World Championship was held

CAMPAIGN UNITY

Revival of the Fittest™ Creative Campaign

2010 HUMMER H3 Ironman Edition, includes exterior and interior changes that emphasize an outdoor/fit lifestyle (e.g. Black body side cladding, unique black grille, unique tires, front Ironman logo, etc)

“Summer of HUMMER: Rebirth” Promotion

- Parallels the new and exclusive features available through the promotion on the H3 2010 models
- Ironman Edition H3 can be ‘explored’ through interactive website
- Like the other 2010 H3’s, a side-by-side interactive and customizable comparison for specs and features on the Ironman Edition

Co-Partnerships:

Gatorade Endurance Formula
Powerbar

eBAY

H3 Auction



eBay CHARITABLE AUCTION 2010

Objective: COMBAT NEGATIVE HUMMER OPINIONS

Runtime: October 24, 2010 – November 20, 2010

Strategy & Issue Confrontation:

- Designed to benefit a variety of charitable organizations world-wide and replace images of greed, over-consumption, arrogance, gas-guzzling SUVs, anti-environmentalism
- Four weeks long, bidding starts at 12:00 AM Sunday October 24, 2010 and the first auction ends at 11:59 PM on the following Saturday, October 30, 2010 (one item sold per week)
- Auction includes: a 2010 H3 Ironman Edition, a 2010 HUMMER H3, a trip to see HUMMER World Championship Ironman Competition in Hawaii, a trip to see X Games
- The items available: tax-deductible, all proceeds go to General Motors which ensures the donations go to the charitable organizations and directly benefit the causes the HUMMER brand selects

Charitable Partnerships & Cause Marketing

American Red Cross

- Provides evidence of a credible relationship between Red Cross and HUMMER
- Connection to the current HOPE program (HUMMER Owners Prepared for Emergencies)

World Wide Wildlife Federation

- Combats negative opinions, shows HUMMER cares about wildlife and the environment

Habitat for Humanity

Campaign Unity:

Promotes World Triathlon corporate partnership with the HUMMER H3 Ironman Edition eBay item

Leads eBay bidders to the HUMMER website and Summer of HUMMER interactive website

Resonates HUMMER brand connections with Ironman, ESPN, and X Games

Portrays HUMMER charitable efforts even with a production stoppage resulting from financial failure.

October 2010 auction launch date keeps HUMMER on the map after heavy advertising and media planning slows in August

ESPN & XGAMES

Partnership

ESPN & X GAMES PARTNERSHIP

Sponsorship of the ESPN X Games

Objective: PROLONG & INSPIRE NEW INTEREST IN A 'DYING BRAND'

Runtime: August 2010 - January 2011



X GAMES & WINTER X GAMES SPONSORSHIPS

- **Winter X Games:** Mount Snow, Vermont, January 2011
- **X Games:** Los Angeles, August 2010
- The X Games are annual competitive sporting events organized and run by ESPN
- Participants compete in all types of extreme action sports (snowboarding, skateboarding, snowmobiling, BMX biking, etc. depending on the season)
- Both X Games will be broadcasted on live television
- Additional activities and interactive opportunities:
 - ESPN's Interactive Village: X Games sponsor zone located by the main entrance. It offers autograph signings, giveaways, athlete demos, wall-climbing, video games, and trials of new products provided by sponsors
 - X-Fest: Simultaneous with the X Games, provides live music and opportunities for spectators to interact with X Games competitors

R3VIVE & XGE PROMO ITEMS:

- XGE (X Games Environmentalty) is an environmental advocacy group focusing on recycling and reducing greenhouse gas emissions by alternative fuel use (e.g. biofuel-powered shuttles, 100% post-consumer recycled paper products, etc)
- Gear encourages paper waste reduction
 - Items: water bottles, thermals, and USB drives with HUMMER and XGE logos
- R3VIVE t-shirts connects "Revival of the Fittest" campaign with HUMMER's concern for the environment

STRATEGY & ISSUE CONFRONTATION

- Give HUMMER an edgy, innovative and "evolved" feel
 - X Games attendance and interest continues to grow as more people buy into the alternative feel of extreme sports
- Location of Winter X Games: 83,500 people attended the 2002 Mount Snow Winter X Games, the first time it was held on the East coast
- Overall campaign unity: Active lifestyle
- XGE promotional items: connect HUMMER brand with an environmental organization
 - Interactive Village gives HUMMER a vehicle to drive the eco-friendly items into the hands of spectators



Oct. 22, 2010
Issued by: HUMMER
FOR IMMEDIATE RELEASE

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First annual HUMMER Charitable eBay Auction 2010 launches Sunday

HUMMER invites the public to join them in supporting its global non-profit partnerships by providing auction of four exclusive opportunities.

Chicago— For the first time, GM's premium all-terrain brand, HUMMER, will conduct an annual charitable auction with eBay designed to benefit non-profit organizations focusing on issues important to HUMMER. HUMMER continues to develop its relationships with global humanitarian organizations and provide support for their efforts through various campaigns.

The 2010 auction proceeds will go to The American Red Cross, which HUMMER has a long-established relationship with, the World Wide Wildlife Federation, and Habitat for Humanity.

"HUMMER continues to be a driving force for our cause and their contributions will advance our emergency outreach during times of crisis," said Joe Becker, senior vice president of disaster services at the Red Cross.

This year's auction items include a HUMMER H3 2010, a trip to the Los Angeles summer X Games in August, a HUMMER H3 Ironman Edition (limited edition model), and a trip to the 2011 HUMMER Ironman World Championship in Kailua-Kona, Hawaii in February.

The auction will begin on Sunday, October 24 and incorporate four phases. The bidding end times will occur every Sunday for four weeks. The first item to sell is the 2010 H3, followed by the X Games trip, the H3 Ironman edition, and will end with the HUMMER Ironman World Championship trip.

"HUMMER has a strong global niche and we hope this opportunity will establish a new chapter for our brand," said Fritz Henderson, GM President and CEO. "I'm excited that global concerns will be addressed through the help of HUMMER."

In addition to the X Games and Ironman trips, eBay auction winners will receive VIP unlimited access to all activities in correspondence with the events and VIP packages that include sporting event day passes and invites to exclusive functions.

Proceeds go to General Motors, which ensures all donations are split between the charitable partners The American Red Cross, The World Wide Wildlife Federation, and Habitat for Humanity. Specifically, the proceeds will directly benefit causes chosen by HUMMER and partners ESPN X Games and World Triathlon Corporation.

Bidding starts at 12:00 AM on October 25 at www.ebay.com/HUMMER. For more information about auction details or the items available in the auction, please visit the website www.hummer.com/ebay. All inquiries can be directed to Lindsay Kaymen, HUMMER public relations director at lkay06@wi.rr.com.

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July 27, 2010
 Issued by: HUMMER
 FOR IMMEDIATE RELEASE

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HUMMER prepares H3 brand for next week's Summer X Games events

New partnership with ESPN drives HUMMER H3 brand to sponsor the 15th Summer X Games and its corresponding events and interactive opportunities and Winter X Games 2011 in January.

Los Angeles—HUMMER and ESPN take the first step as corporate partners with HUMMER H3 sponsorship of the X Games, ESPN's premier competitive action sports event. HUMMER and ESPN will also launch the premiere of R3VIVE & XGE promotional gear at the summer competition starting on August 1 in Los Angeles. The H3 will also sponsor the Winter X Games in Mount Snow, Vermont in January 2011.

HUMMER's H3 brand and ESPN's X Games environmental advocacy group called X Games Environmentality (XGE) team up during the X Games, creating R3VIVE & XGE. XGE focuses on recycling and reducing greenhouse emissions by alternative fuel use, like biofuel-powered shuttles, and using 100% post-consumer recycled paper products.

"We want R3VIVE & XGE gear to encourage paper waste reduction. I really want it to drive green messages into the hands of spectators," says XGE marketing coordinator Peter Westermann, "HUMMER is a well recognized brand, so putting our campaign logo on the same promo items will draw attention to our cause."

Gear encouraged to reduce paper waste reduction include water bottles, thermals, and USB drives with HUMMER and XGE logos. Other R3VIVE (HUMMER's "Revival of the Fittest" campaign) promo items are also available at the X Games.

"Combining licensed products and promotional items with X Games really creates a winning message for both of us," said HUMMER marketing campaign director, JT Luljak. "The R3VIVE t-shirts show that HUMMER cares about the environment today, because the related H3 ad campaign is running today."

The X Games' simultaneous activities and interactive opportunities, like ESPN's Interactive Village, X-Fest (music festival), and Snowskate Park, include either a HUMMER H3 booth or another type of HUMMER presence. ESPN's Interactive Village X Games sponsor zone located by the main entrance. It offers autograph signings, giveaways, athlete demos, wall-climbing, video games, and trials of new products provided by sponsors. XGE and HUMMER promotional items are found at all of these locations and events.

"The promotional gear is stuff that you usually don't throw away," said JT Luljak. "This is my favorite thing about HUMMER in the X Games. They'll hang on to the promo stuff and people will continue to see HUMMER and XGE images together again and again."

For more information about the X Games, please visit <http://search.espn.go.com/x-games/>. For more information on HUMMER's X Game sponsorship, HUMMER's X Game events, or promotional items available, please visit the website www.hummer.com/xgames. All inquiries can be directed to Lindsay Kaymen, HUMMER public relations director at lkay06@wi.rr.com.

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