Figure 1. Adapted from “GM says Chevrolet Bolt EV owners have driven over 4,570,300 miles since launch” by Lambert, 2017. ©Electrek, 2017.

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Executive Summary

Multisided Marketing presents to General Motors this IMC plan to support the success of their electric vehicle (EV) lines.

We begin with a brief summary of the case, the accelerating condition of the EV industry, and how GM is standing against the competition. Our marketing goals for this campaign align with GM’s business needs. The campaign objectives are designed to support your goals and achieve measurable positive changes for GM EVs. These goals and objectives are the building blocks of the campaign.

The SWOT (strengths, weaknesses, opportunities, and threats) chart offers a glance at the global impacts of GM’s current EV business model. The analysis gives a special focus on the opportunities that are available for your future business. We provide imperative ideas to combat competitive challenges.

The target market section paints a picture of who we are marketing to. This is an area of key focus because Multisided Marketing believes the foundation of any great marketing campaign begins with the audience. We go into fine detail to ensure our media plan selections are the most effective for our precise target audience. Choosing the right media to align with the target audience will leverage the budget to reach more of our target audience.

One of the most influential factors of the campaign design is the focus group. We discovered some surprising brand perceptions from our focus group findings that we would like to change for your company. The analysis of the current brand position derives a reposition statement that is unique. The new brand personality traits will entice your target market and change brand perceptions.

The integrated creative strategy statement (ICSS) is the north star guiding our creative executions. The creative brief is the guideline for our imaginative team to move forward with deliverables. A set of measurable media objectives build upon the foundation of the marketing goals and IMC objectives. Multisided Marketing believes that strategy is the essence of keeping IMC campaigns on track.

We are very excited about the detailed media plan which includes rationales for every item. The creative executions present you with concepts for TV advertising, Pandora and FM radio advertising, Netflix product placements, guerrilla marketing, mobile marketing, and content marketing that we believe you and the target audience will enjoy.

The key to great advertising is to break through the clutter and reach people with relevant content. Our media mix of traditional and new media is designed to be eye-catching and applicable. A media flow chart maps out the annual calendar for appropriate media placement frequencies and boosts.

Our budget request reveals an estimated 89% ROI with an investment gain of $126,800,000 in one year. You will see charts for the overall budget allocation and the cost per thousand impressions (CPM) for each media type. The evaluation plan is an essential part of measuring campaign success that we take seriously. We plan to deliver on our goals and objectives with evidence to support our achievements.

The focus group transcript is posted in the moderators guide in Appendix C. As marketing research professionals, we are dedicated to the science of IMC and we have included a list of our references to support future research.
**SWOT**

**STRENGTHS**
- Global leader in the auto industry for 100 years
- Customer satisfaction & loyalty
- Global corporate citizenship
- Female CEO who is modernizing the GM public image
- Versatile portfolio
- Strong brand name in the US
- Reliable and trusted brand
- Report and measure their sustainability

**WEAKNESSES**
- GM has an old image
- Chevrolet has an image diluted by other brands
- Involved in a recent ignition switch recall controversy
- Received bailout money from the US government during the 2008 recession
- Filed for bankruptcy protection in 2008
- Consumers are not familiar with GM’s EV brands
- Portfolio may be too versatile

**OPPORTUNITIES**
- Designing EVs, autonomous vehicles, mobile connectivity, & vehicle-share services
- EVs & EV charging stations are becoming more popular
- Global goals to reduce the human carbon footprint and global warming
- Environmentalist movement
- EV sales are rising
- Human health benefits
- Consumers can save money
- People who live in areas with high air pollution can benefit

**THREATS**
- Tesla is a very strong competitor
- LG owns the rights to many of GM’s EV parts
- Society is not ready for the changes that new automotive technologies will bring
- Government subsidies may cease during current administration
- Other stiff competition includes Toyota, Nissan, Ford, Volkswagen, and BMW
- There are not enough charging stations
Brand Position - Current State
At the moment, GM and Chevrolet are focusing most of their communications on their gas-powered car and truck labels. This has left the target market that we have identified without enough information about Chevrolet's EVs.

GM has extensive advertising buying power and uses it. While Tesla does not need to use any paid advertising (Schultz, 2017). Figures 9 and 10 show the contrast in visual style for marketing the two brands. The websites for the Bolt to the Prius Prime have a similar look and feel so Bolt may need more differentiation.

Current Positioning
The brand position for Chevrolet EVs is rational, affordable, and connected (Chevrolet, 2016).

Brand Reposition - Future State
The advertising will convince Hipster Honeys that Chevrolet will provide EVs in the US that will perform better than competing EVs. The support will be that Chevrolet's EVs are simultaneously desirable and ethical through design that marries form and function. Further support will be that the Bolt EV is a high-performance vehicle. The tone will be intriguing, evocative, and sensual.

Brand Repositioning Statement
Chevrolet EVs are a savory combination of adventure with a conscience.
Integrated Creative Strategy Statement (ICSS)

Rational
- I will save money on gas
- I can save time re-charging when I shop or sleep
- I will be polluting less CO$_2$
- I will have a high-tech car

Emotional
- I will drive a vehicle that aligns with my beliefs
- My love for nature motivates me to drive a Bolt EV
- I feel that driving a Bolt EV is ethical and I value that
- Support American (local) business
- I feel that if I own a Chevy EV I will be caring for the wellbeing of others
- If I drive an EV I will feel connected to the Green community

ICSS
Chevrolet EVs are desirable because they offer a guilt-free ethical ride designed on trend.

Rejected ICSS
- Chevrolet takes the moral high road when designing EVs so driving one will put you on the same path.
- Chevrolet puts society’s needs first with their EV design so you can drive with peace of mind.
- Believing in our communities motivates Chevrolet to make EVs for you.
- The health of our communities is at the top of Chevrolet’s mind when making a vehicle for you.
- Connecting you to the livelihood of your community is Chevrolet’s goal.
- You care about the planet, so does Chevrolet.
- Chevrolet EVs are desirable because they are designed on trend to have virtuous high-performance abilities.

Rationale for the ICSS
We want Chevrolet EVs to be desirable because currently, they are not “cool.” To create an emotional attraction to Chevrolet EVs, we want to play with the tension between the concept of being guilt-free. Chevrolet EVs offer customers an ethical option in car buying because they are environmentally friendly.

We want to connect Chevrolet EV’s with attractiveness and sensuality. The appeal is that you want it because it’s so good, but you can’t have it because it’s too good to be true. So it makes you want it even more, like a craving.

This ICSS statement gives Chevrolet the opportunity to open conversations with the public about things they are doing to better the world. This shifts the conversation to be about the people and how the people are connected to the Chevrolet brand. The network of people will add value to Chevrolet’s brand.

This marketing strategy combines the multisided platform (MSP) structure with a socially responsible brand point of view. The MSP approach empowers consumers to have a greater impact on brand development and increases consumer-to-consumer communication about brands via multiple media channels which will support the lack of knowledge about Chevrolet’s EVs. Companies such as Alibaba.com, Facebook, and TripAdvisor, are examples of MSP success stories.
Chevrolet Radio Advertisement, Bolt EV - Breathe the Breeze

Client: General Motors  
Writer: Katie H. Shupe  
Title: Breathe the Breeze  
Length: 15 Seconds

Male Narrator: Lifelong friends travel together.

Sound of a dog bark.

Male Narrator: They help you recharge.

Male Narrator: The 2018 Chevrolet Bolt EV is your next BFF.

Sound of wind blowing.

Woman’s voice: Windows down ladies!

Male Narrator’s voice gets louder: It will take you 200-miles on one charge, costing you 80% less than a gas-powered car!

FM Tactics
On FM radio the 15 second advertisement will play ten times daily per station during the morning and evenings commutes on one Alternative Rock and one Pop station for the fourth and eleventh week of each quarter from 6am-10am and 4pm-7pm, in CA, Pittsburgh or Harrisburg, PA, Knoxville, TN, Atlanta, GA, Seattle, WA, Portland, OR, or the Washington, DC area including metropolitan VA and MD.

Tactical Rationale
Radio is effective because, for every dollar spent on radio, the average sales return is $6 (Nielsen, 2014). We plan to pulse the radio ads in weekly increments because the effectiveness of the exposure stagnates after seven days (Nielsen, 2014).

95% of GenXers use radio each week, totaling almost 58 million GenXers reached (News Generation, 2017). Estimate that 5% of these radio listening GenXers are Hipster Honeys and Techy Toms.

Mobile Marketing Strategy
Game App
Use mobile marketing by creating a game app to shape viewpoints and drive traffic of Hipster Honeys and Techy Toms early in the buying process to GM. The game will use paid promotions that increase monthly on Google Play and the Apple Store. It will have a VR download option for
Oculus. The app will be cross-promoted in other media including TV, events, promotional materials, content marketing, and owned media.

**Micromoments and SEO**
Use mobile marketing SEO with Google with a constant stream. Paid search will drive website traffic and respond to the target audiences’ zero moments of truth.

**Strategic Rationale**
These strategies will successfully meet the objectives because mobile is one of the largest markets that reaches nearly three-quarters of the globe’s population (GSMA, 2016). “Between 50-80% of web traffic or content consumption in our consumer business is now mobile” (Cahill, 2017, para2). Mobile will also offer geo-targeting opportunities that can push ads when players are near GM dealerships. Utilizing a mobile app as a marketing tool has the added benefits of users spending longer session times with “higher engagement and retention” levels than mobile ads, and apps drive mobile web traffic (Chavda, 2016, para3).

**Game App Tactics**
Create a free mobile eco-city building game featuring GM EVs for iPhone and Android. Players can compete against each other to and get game rewards for building bigger and cleaner environments. Mini races in the game allow players to race against non-GM vehicles and compare performance capabilities with
Chevrolet TV Advertisement, Bolt EV - Breathe the Breeze

Client: General Motors, Writer: Katie H. Shupe, Title: Breathe the Breeze, Length: 30 Seconds

**Scene 1**

*Visual: Fade in to a clip of the woman hugging her dog.*  
*Mood: Loving. Sound of breathing and heartbeat.*  
*Narration (deep male voice): Lifelong friends...*

**Scene 2**

*Visual: Track and zoom out to show the frame and a medium shot of the woman and her dog.*  
*Mood: Beautiful. ODESZA - Echoes (feat. Py) plays in the background. [Select a clip without lyrics]. Sound of breathing and heartbeat.*  
*Narration (deep male voice): ...travel together.*

**Scene 3**

*Visual: Pan over to the woman standing next to her dog.*  
*Mood: Loyal. ODESZA - Echoes (feat. Py) plays in the background. [Select a clip without lyrics]. Sound of breathing and heartbeat.*  
*Narration (deep male voice): They stand by your side...*

**Scene 4**

*Visual: Fade to woman and dog looking into the distance with water behind them. The breeze is blowing their hair/fur.*  
*Mood: Peaceful. ODESZA - Echoes (feat. Py) plays in the background. [Select a clip without lyrics]. Sound of breathing, heartbeat, and breeze.*  
*Narration (deep male voice): ...and help you recharge.*