

Revolutionizing one of the largest and most competitive industries is no small task, yet in November 1998, the creation of DaimlerChrysler shook the automotive world. While this truly global company combines a commitment to quality and superior engineering with cutting-edge style, DaimlerChrysler's young brand is still largely undefined and currently without a distinct identity.

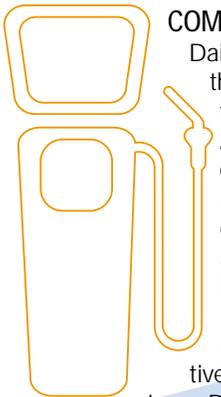
Fountainhead's Revolutions Per Minute campaign builds on DaimlerChrysler's revolutionary strengths to deliver a much needed, unique brand personality that ignites the emotions of all its stakeholders.

FOUNTAINHEAD dug extensively into the target markets to find their key insights and shared perceptions of DaimlerChrysler. Building on strong primary and secondary research in North America, Germany and the United Kingdom, Fountainhead developed a campaign that **UNVEILS THE GENIUS OF DAIMLERCHRYSLER**. Promotions **UNLEASH THE REVOLUTIONARY FORCE** of DaimlerChrysler on the globe and **DELIGHT THE TARGET MARKETS**. Public relations efforts mend the lack of communication that currently exists between DaimlerChrysler and its targets. The creative concept highlights the everyday, dramatic differences DaimlerChrysler's innovations bring to individuals across the globe. Through the **RPM**

CAMPAIGN, target audiences see the revolutions that result when the **DARING VANGUARD OF THE AUTOMOTIVE INDUSTRY** unleashes its revolutionary force. The concept breaks through the clutter of corporate talk by speaking personally to the targets. Executions are supported by media choices that use a blend of traditional and tomorrow's vehicles to get this message in front of the **RIGHT PEOPLE AT THE RIGHT TIME**.



RESEARCH



COMPANY ANALYSIS

DaimlerChrysler is a dynamic, progressive-thinking company committed to delivering the future through innovative technology. Although DaimlerChrysler is a diversified company with six different business segments, it is first and foremost an automotive company. Created by the largest industrial and cross-border merger in history, DaimlerChrysler is the world's third largest carmaker in sales and the fifth largest in units of cars sold. Its distinct global automotive brands include Mercedes-Benz, Chrysler, Jeep, Dodge and Smart. In addition, DaimlerChrysler holds global alliances with Mitsubishi Motors Corporation and Hyundai Motor Company.

DAIMLERCHRYSLER IS A DYNAMIC, PROGRESSIVE-THINKING COMPANY COMMITTED TO DELIVERING THE FUTURE THROUGH INNOVATIVE TECHNOLOGY.

Recently, DaimlerChrysler has received a deluge of negative press coverage due to management turmoil, loss of market share and disappointing results at Chrysler. Moreover, CEO Jürgen Schrempp's disclosure that the so-called "merger of equals" was, in fact, an acquisition of Chrysler led to a frenzy of negative headlines. On February 26, 2001, DaimlerChrysler revealed its overall company performance outlook for 2001 to 2003 and a turnaround plan for the Chrysler Group, which predicts a return to

profitability in 2002.

To continue to distinguish itself through innovation, DaimlerChrysler will invest an additional 17.4 billion Euros for research and development between now and 2003. This investment ensures that DaimlerChrysler will continue to lead the automotive industry in the production of exciting products.

MARKET ASSESSMENT

In addition to competing against other automotive companies, DaimlerChrysler's size, resources and multi-nationalism enable it to compete with leading global brands outside the industry. Thus, Fountainhead's market assessment includes the global marketplace and automotive industry.

THE GLOBAL MARKETPLACE

Globalization has led to company consolidations. Global commerce enables companies to expand into interdependent global markets, yet challenges them to integrate different cultures and to nurture diversity. By 1998, the "urge to merge" crept into company boardrooms across the globe. Colossal mergers, such as British Petroleum/Amoco and AOL/Time Warner, set a new standard for integration. Consequently, these global companies shed businesses that are not part of their core activities. This restructuring process is especially apparent in the auto industry.

THE AUTOMOTIVE INDUSTRY

Based on the cyclical nature of the automotive industry, the five-year forecast in North America, Germany and the United Kingdom appears bleak. After peaking in 2000, sales are not expected to rise again until 2005. Hence, after an unprecedented five-year boom in sales, carmakers are downshifting. This effect is compounded by slowing economies across the globe. The North American economy is slowing, which affects the German and British economies as well. Additionally, the Japanese economy is still reeling from a disastrous downturn in the 1990s.

To battle the downturn and growing competitive pres-

ures, several global automakers have become active participants in industry consolidations, acquisitions and minority shareholdings. Five companies now produce 60% of automobiles worldwide: General Motors Corporation, Ford Motor Company, DaimlerChrysler, Volkswagen and Toyota.

COMPETITIVE ANALYSIS

Consumers perceive DaimlerChrysler's competitors to be other automotive companies, such as General Motors Corporation, Ford Motor Company and Toyota. In the minds of financial investors and analysts, DaimlerChrysler competes with other global companies such as General Electric and Coca-Cola.

COMPETITIVE ANALYSIS

Competitor	Strengths	Weaknesses
General Motors Corporation	<ul style="list-style-type: none"> Rated world's largest corporation by <i>Fortune</i> magazine World's largest producer of automobiles Strong financial network Largest advertiser in the United States 	<ul style="list-style-type: none"> Diminishing domestic market share Core brands have weak presence in Asian markets Not credited with ability to make great technological advances Declining earnings per share and market share in the last five years
Ford Motor Company	<ul style="list-style-type: none"> Extremely strong brand recognition Strong financial and marketing network Produces vehicles in all market segments Good investor relations Great employee relations 	<ul style="list-style-type: none"> Weak presence in some segments of European markets Integration problems with Mazda Image compromised from Firestone disaster
Toyota	<ul style="list-style-type: none"> Japan's largest carmaker Large business portfolio with financial services, telecommunications and industrial equipment Distribution network and ability to market cars around the world Brand associated with quality cars Strong presence in Asian markets Excellent management 	<ul style="list-style-type: none"> Not a global entity Lacks a brand of affordable sporty sedan cars, which are popular in Europe Unsubstantial presence in US mini-car segment
General Electric	<ul style="list-style-type: none"> Highly respected Largest company in terms of market capitalization Incredible management Diverse businesses and products High growth 	<ul style="list-style-type: none"> Large decline in operating earnings for appliance operation Uncertainty due to upcoming top management changes Challenges stemming from recent acquisition of Honeywell
Coca-Cola Enterprises, Inc.	<ul style="list-style-type: none"> World's leading manufacturer, marketer and distributor of nonalcoholic beverages Highly respected The world's most recognized and valued brand Sold in nearly 200 countries around the world 	<ul style="list-style-type: none"> Weak presence in British markets Quick management turnover in the last three years Poor crisis management, as exemplified by contamination scare in Belgium and France

RESEARCH METHODS

Fountainhead has determined four target audience groups: the Financial Community, the DaimlerChrysler Family (including employees and opinion, community and union leaders), Consumers and the Media.

To gain an understanding of DaimlerChrysler's target markets, Fountainhead consulted a variety of sources at the local, national and international levels.

- Traveled to Stuttgart, Germany to participate in a Mercedes engine plant tour, speak with IG Union Metall representatives and meet with the local press.
- Conducted 42 in-depth telephone and in-person interviews, using self and proxy reports with German, British and American respondents. A native German-speaking representative of Fountainhead conducted nine of these 42 interviews with German financial analysts, journalists and former upper-managerial employees of Daimler-Benz and DaimlerChrysler.
- Tracked North American and German national newspapers and business publications.
- Monitored financial and employee chat rooms and online discussion boards daily.
- Conducted interviews with consumers, dealers and representatives of auto companies at both the Chicago and Detroit auto shows.
- Tracked local newspapers and labor publications in North American cities with DaimlerChrysler plants.
- Interviewed opinion leaders, such as aldermen and mayors, in American plant communities.

FOUNTAINHEAD TRAVELED TO STUTTGART, GERMANY TO INTERVIEW LOCAL UNION REPS, THE PRESS, AND FORMER EMPLOYEES.

INTERVIEW VALENCE EVALUATION

To determine overall perceptions of DaimlerChrysler, Fountainhead independently coded each interview response three times with a -2 to +2 valence range (with -2 being an extremely negative opinion of DaimlerChrysler and +2 being extremely positive). Based on these calculations, the sample's attitudes toward and overall perceptions of DaimlerChrysler was -0.41. Although the sample currently has a slightly negative opinion of DaimlerChrysler, the interviews also indicate that respondents believe in the company's potential for long-term success.

TARGET MARKET INSIGHTS

FINANCIAL COMMUNITY

The financial community includes current and prospective shareholders, analysts, brokers and business leaders at financial institutions primarily located in the US, Germany and the UK.

As one analyst told Fountainhead, "Numbers aren't the endgame, but they are a scorecard to tell you how well you're doing." While financial analysts and investors primarily use quantitative data, they also look at past growth, past performance and management strength to determine stock potential.

Fountainhead was surprised to discover that analysts are also influenced by corporate social responsibility, including activities such as community involvement, philanthropy and employee relations. Analysts told Fountainhead that although they have not heard anything negative about DaimlerChrysler as a corporate citizen, they have not heard anything positive either. One analyst stated, "That is definitely something they should work on."

Analysts regard DaimlerChrysler as a leader in innovation, engineering and outstanding research and development. Conversely, research also indicates that members of the financial community are frustrated with DaimlerChrysler's lack of direct and timely corporate communication. Insufficient communication is particularly detrimental to the reputation and success of the company. As one analyst claimed, "Nothing will ever get better until [DaimlerChrysler] improves relations with those they depend on most."

Although disappointed by DaimlerChrysler's dismal stock price, key shareholders are standing behind the company. As Hilmar Kopper, representative of DaimlerChrysler's largest institutional shareholder, stated, "The stock price hasn't been what we would have hoped for, but we are convinced that the company is going in the right direction." Overall, the majority of the financial community approve of DaimlerChrysler's recent attempts to cut expenses and create a definite plan with specific financial goals. However, some question the company's ability to do so.

It is important to acknowledge that differences exist between German and American investors. In general, Germans invest in stocks that have high potential for long-term gains. These investors perceive DaimlerChrysler to be a good investment. According to one German investor, "DaimlerChrysler is a very strong organization that is a 100% sure investment in the long run." However, Americans invest in companies that are predicted to yield more immediate returns.

THE DAIMLERCHRYSLER FAMILY

The DaimlerChrysler Family spans many cultures and employment positions. It includes employees and opinion leaders.

Employees

The employee target market is diverse. It includes German, American, Canadian and Mexican employees along with upper and middle management and non-managerial workers. Substantial differences exist between Germans and Americans and between white- and blue-collar employees.

"We are absolutely happy with the development of the merger. We have a clear understanding: One company, one vision, one chairman, two cultures."

-Jurgen Hubbert, board member responsible for DaimlerChrysler's Mercedes-Benz division. *The Economist*, 7/29/00.

"What possessed Mr. Schrempp to bring a superior world-class brand (Mercedes) to join up with such a vile product like Chrysler?"

- CBS Marketwatch online discussion, 11/29/2000.

ANALYSTS REGARD DAIMLERCHRYSLER AS A LEADER IN INNOVATION, ENGINEERING AND OUTSTANDING RESEARCH AND DEVELOPMENT.

"There was a bit of a joke going on around the time of the merger. How do you pronounce DaimlerChrysler in German? The answer: the Chrysler is silent. I guess it's not a joke anymore."

- Yahoo! Finance online discussion group, 2/22/2001.

"If the media would let Zetsche and the rest of the leadership do their job without all the fear mongering, I am sure we will see a very strong Chrysler group emerge with even better products and a higher market share."

- Employee Internet discussion board, 1/22/2001.

The majority of German blue-collar employees believe they are working for Mercedes-Benz, not DaimlerChrysler. Based on the profit-sharing program that is part of their overall union contract, German employees have an intimate stake in the success of Mercedes; this influences employee morale and motivation. Although morale is high, the majority of workers feel uneasy about the future of DaimlerChrysler.

Members of the German Union, IG Metall, believe that American Chrysler managers misled and misinformed the rest of the company. They make lowly remarks about their American colleagues because they feel Germans "do a better job". They also worry that the Mercedes brand image could be damaged as a result of the merger.

The majority of American employees do not consider

themselves a part of DaimlerChrysler. American employees are extremely committed to Chrysler and most have been there through Chrysler's tumultuous past. Now, with substantial job cuts and poor financial performance at Chrysler, many American employees feel confused and betrayed. Based on the departure of several respected individuals in upper management, employees worry not only about their own jobs, but the future of the company as well. Although Americans still have faith in Chrysler, morale tends to be lower than that of the German employees.

However, similarities among employees also exist. All employees want DaimlerChrysler to be honest with them as the company resolves its problems and are determined to nurture the company back to health.

Union and Local Community Leaders

This subset includes United Auto Workers and IG Metall representatives, mayors and aldermen in plant communities.

In general, opinion leaders from unions and communities are hopeful the company will be successful. They understand the cyclical nature of the automotive industry and are confident DaimlerChrysler will make the necessary changes to lead the market. However, communication with opinion leaders must be improved. Opinion leaders are unsure of DaimlerChrysler's long-term goals. One opinion leader stated, "I am confident in DaimlerChrysler but with a little hesitation. We don't know their long-term plans." Another remarked, "Communication is key and so far we haven't heard anything. Change is always uncomfortable and their lack of communication isn't making it any easier."

BOTH GERMAN AND AMERICAN WORKERS WANT DAIMLERCHRYSLER TO BE HONEST WITH THEM AS THE COMPANY RESOLVES ITS PROBLEMS.

In communities with DaimlerChrysler plants, opinion leaders believe the company has a positive economic and social presence but could improve relationships through enhanced social responsibility.. Charles Bradley, alderman of Kenosha, WI, remarked that "DaimlerChrysler hasn't been around long enough to give back to Kenosha. Chrysler always did a good job of contributing to education, scholarships and community improvements." As a corporate brand, DaimlerChrysler must promote social responsibility.

CONSUMERS

Consumers include prospective buyers and current owners of DaimlerChrysler products and are primarily located in North America, Germany and the UK.

Consumers focus on individual product brands and generally do not perceive a vehicle in relation to the larger corporation. Consumers do not buy a Mercedes, Dodge, Chrysler or smart because it is a DaimlerChrysler automobile. Rather, they are product-oriented and want high-quality cars with innovative and self-expressive style. As one consumer told Fountainhead, "I love the cutting-edge designs of Chrysler but their quality is questionable." Consumers perceive Mercedes to be of higher quality than Chrysler. According to one consumer, "A Mercedes should have nothing to do with something spit out by Chrysler." In addition, the recent proliferation of Chrysler incentives has led to buyer burnout.

When asked about DaimlerChrysler's image, the consumer market's perception is hazy at best. Consumers believe Chrysler delivers excitement, while Mercedes delivers quality and image. Once prompted that DaimlerChrysler includes both of these brands, interviewees stated that something revolutionary should come from merging these two brands.

CONSUMERS BELIEVE THAT SOMETHING REVOLUTIONARY SHOULD COME FROM THE MERGER OF CHRYSLER AND MERCEDES-BENZ.

THE MEDIA

In addition to inadequate communication with the media, journalists believe DaimlerChrysler's biggest problem is "financial chaos and muddled marketing." They claim that until these problems are solved, public relations and advertising can have little, if any, effect.

Members of the media overwhelmingly agree that DaimlerChrysler must be more accessible, direct and honest. One interviewee said that getting information from DaimlerChrysler is like "getting blood from a stone." Because the media play a crucial role in relaying messages, as well as improving attitudes towards DaimlerChrysler, the company must improve press relations to achieve future goals.

DAIMLERCHRYSLER AND ITS PRODUCT BRANDS

Research of target audiences shows the importance of keeping DaimlerChrysler's uniquely different brands, particularly that of Mercedes, separate from one another. Although Ford has decided to unite all of its luxury car brands into single dealerships with separate showrooms, Fountainhead recommends that DaimlerChrysler's individual brands remain more distinct. Product brands will be tied vertically to DaimlerChrysler but not horizontally to one another, except for two key instances. These instances include

auto shows and DaimlerChrysler Web sites.

Based on visits to DaimlerChrysler dealerships, plants and trade shows, the DaimlerChrysler logo is low in visibility. Therefore, Fountainhead recommends that the DaimlerChrysler logo appears at all dealerships and in all DaimlerChrysler plants.

'GETTING INFORMATION FROM DAIMLERCHRYSLER IS LIKE GETTING BLOOD FROM A STONE.'

The individual brands will stay separate; none of the products will bear the DaimlerChrysler logo. In addition, creative executions relate individual brands to DaimlerChrysler rather than to each other.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS: SWOT ANALYSIS

Strengths

- Continuous commitment to research and development
- Innovative marketing, design and engineering capabilities
- Market-driven innovations in product development and design
- Wide product variety
- Rich tradition of strong brands
- Worldwide growth potential
- Large economies of scale

Weaknesses

- Lack of communication
- Negative media coverage
- Poor employee morale
- Decreasing shareholder base in the United States (currently 17%)

Opportunities

- Potential for expansion into foreign markets
- Consumers looking for vehicles with alternative fuel sources due to increasing gasoline prices
- Increasing city congestion provides greater market potential for smart car and navigation systems
- Consumers will continue to buy innovative cars that tap into their emotions

Threats

- Asian car makers continue to gain in market share
- Cooling world economy
- Decline of the US light vehicle market
- Buyouts, investor pull-out
- Mergers and acquisitions among other carmakers and global companies

SOURCES

- Businessweek • Crain's Detroit Business • DaimlerChrysler.com • Der Spiegel • Detroit Free Press • Detroit News • Die Zeit • Der DaimlerChrysler Deal by Holder Appel and Christopher Klein
- Economist • fastcompany.com • Financial Times • Financial Times London • Financial Times Deutschland • ford.com • Fortune • forums.ibsys.com • Frankfurter Allgemeine • ge.com • gm.com
- Hamburger Abendblatt • Handelsblatt • Harvard Business Review • Jürgen Schrempp - Die Stunde des Strategen by David Waller • just-auto.com • Los Angeles Times • Management Review • Manager Magazin • News & World Report • New York Times • Newsweek • Plastics News • RDS • Sueddeutsche Zeitung • Taken for a Ride by Bill Vlasic et al • Time • toyota.com • USA Today • US
- Wall Street Journal • Ward's Auto World • Washington Post • yahoo.com



THE CORPORATE BRANDING TOOL KIT: DAIMLERCHRYSLER'S VISION, IMAGE & CULTURE

According to the article "Are the Strategic Stars Aligned for your Corporate Brand?" in the February 2001 issue of *Harvard Business Review*, many companies have recognized the benefits of creating a single umbrella image tied to all their products. Development of a corporate brand requires aligning three elements: the vision, culture and image of the company. Each is driven by a different group: management, employees and stakeholders.

The **orange intersection** illustrates the branding message that unifies DaimlerChrysler's vision, image and culture. This message must be realistic to the audiences and achievable by the company. However, when these three areas are not alligned, gaps occur.

Vision-Culture Gap:
 "When senior management moves the company in a strategic direction that employees don't understand or support."

Senior management wants DaimlerChrysler to be the most admired and profitable automotive company in the world. Due to a lack of unification and adequate communication, this vision has been difficult to implement. As a result, frustrated employees react with cynicism and increasing suspicion toward management.

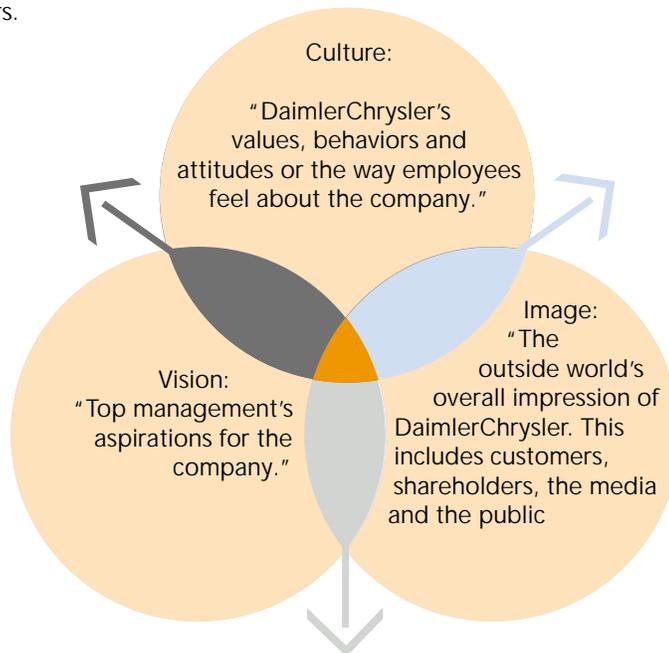


Image-Culture Gap:
 "Misalignment between a company's image and organizational culture leads to confusion among customers about what a company stands for."

Both the outside world and employees are confused. The restructuring plan has led the public to see potential future profits, while many employees are worried about job security. Customers await benefits from the fusion of engineering and design, while employees are detached from the DaimlerChrysler group and remain loyal to individual brands.

Image-Vision Gap:
 "Conflict between outsiders' image and management's strategic vision."

Some members of the outside world are not aware of the DaimlerChrysler brand. Many who are aware have only been exposed to negative information about the company. This creates inconsistency between the desired vision of the company and its current image.

Fountainhead has synthesized its research with the image-vision-culture gap model to arrive at the following positioning statement.

POSITIONING STATEMENT

DAIMLERCHRYSLER IS THE DARING VANGUARD OF THE AUTOMOTIVE INDUSTRY.

Fountainhead recognizes a shared mindset among the targets and has identified those with this common mindset as the “Seekers”. The Seekers demand the following from DaimlerChrysler:

- DaimlerChrysler must communicate more quickly and effectively.
- DaimlerChrysler must address the inherent feelings of frustration and uncertainty in relation to the company.
- DaimlerChrysler must address the demand for stability, security and trust.
- DaimlerChrysler must acknowledge the growing impatience for expectations to be met.

TARGET MARKETS: THE SEEKERS

ALL ARE IMPATIENTLY WAITING FOR DAIMLERCHRYSLER TO FULFILL ITS POTENTIAL.

They have been waiting. Excited by prospects introduced at the time of merger, the Seekers anxiously look for DaimlerChrysler to unleash its force. They believe in the company's potential, but because of recent events and insufficient communication, are beginning to doubt the outcome.

The message strategy has been developed to communicate DaimlerChrysler's brand positioning and to unify its image, culture and vision.

MESSAGE STRATEGY

DAIMLERCHRYSLER IS UNLEASHING ITS REVOLUTIONARY FORCE UPON THE AUTOMOTIVE WORLD.

WHAT IS THE KEYWORD?

Unleash

WHY SHOULD THE SEEKERS CARE?

Daring leaders ultimately win big. If the Seekers come along with DaimlerChrysler, they will be part of the triumph of the world's most united global company.

WHY SHOULD THE SEEKERS BELIEVE?

- The restructuring plan allows everyone to be optimistic that Chrysler will be profitable again in 2002.
- The bad news is already out in the public. The problems from the past 12 months are already priced into the stock. The worst is over.
- The restructuring plan and stronger leadership in DaimlerChrysler's management will allow the company to reach its full potential.
- DaimlerChrysler has the essential qualities of all successful leaders: vision, passion and self-confidence, as well as a rich history of market leadership, bold thinking and innovation.
- DaimlerChrysler leads in research and development with more than 100 product awards for its outstanding innovation.
- DaimlerChrysler pulls together the three most important automotive cultures in the world—the US, Germany, and Japan—into one organization with global resources and local market insights.

WHAT DO WE WANT THE SEEKERS TO DO?

- Believe and trust DaimlerChrysler.
- Join the vanguard of the automotive industry.
- Become part of a company that unites the power of the world's three dominating automotive cultures.

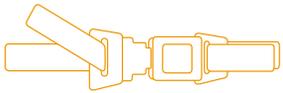
HOW SHOULD THE SEEKERS FEEL?

- Excited, passionate, motivated and inspired to embark on a successful journey.





CREATIVE



DaimlerChrysler's target markets are anxious. Frustrated with sporadic communication, an image-less corporation and no solid evidence of innovation. DaimlerChrysler must establish a reliable relationship with these anxious Seekers.

Creative executions must establish trust between DaimlerChrysler and its target markets. Despite their frustrations, the Seekers believe big things can come from DaimlerChrysler. It's going to take more than a two-door sports coupe sliding across the desert or flashing pictures of multi-cultural employees to convince our target that DaimlerChrysler is on track.

IT'S GOING TO TAKE MORE THAN A TWO-DOOR SPORTS COUPE SLIDING ACROSS THE DESERT OR FLASHING PICTURES OF MULTI-CULTURAL EMPLOYEES TO CONVINC OUR TARGET THAT DAIMLERCHRYSLER IS ON TRACK.

Corporations can use all their innovations and fascinating insights to dazzle an audience but what does this matter if advances do not affect individual lives? Fountainhead's RPM campaign revs the emotions and addresses target markets' concerns. Creative executions get at the heart of DaimlerChrysler, where the true revolution unfolds.

REVOLUTIONS PER MINUTE

Although this terminology usually applies to engines, Fountainhead expands it to encompass the present and future of DaimlerChrysler. With this tagline, Fountainhead shows how a DaimlerChrysler revolution affects the personal lives of the Seekers in almost every moment of every day. These personal revolutions happen in the context of a greater revolution.

The RPM campaign gives the target markets examples they can relate to and trust. By boiling the revolution down to the very core of the personal interaction with DaimlerChrysler, the RPM campaign establishes a connection that DaimlerChrysler has been lacking with its target markets since the merger.

The RPM campaign's advertisements further grab the target market by being refreshingly different from competitors' corporate and automotive advertisements.

The RPM campaign shows that, despite its power and capacity, DaimlerChrysler still understands the needs of a single individual.

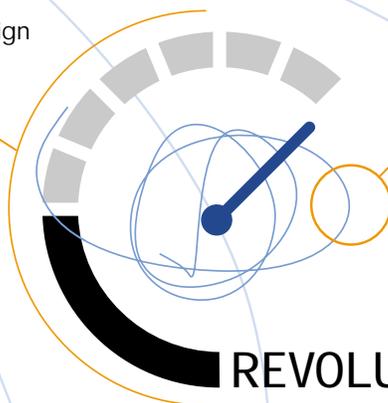
OBJECTIVES

- Show how DaimlerChrysler is unleashing its revolutionary force upon the automotive world.
- Establish trust between DaimlerChrysler and the

The RPM campaign embodies the stability of DaimlerChrysler while reflecting its excitement and innovation.

By using an RPM dial as the central graphic feature, the logo reinforces the campaign theme.

The energy swirl captures the unleashed force of DaimlerChrysler.



REVOLUTIONS PER MINUTE

DAIMLERCHRYSLER

Seekers.

- Close the existing culture-image gap by showing DaimlerChrysler's core emotions.
- Close the existing vision-image gap by illustrating the aspirations and accomplishments of DaimlerChrysler to the outside world.
- Break through the clutter of corporate and automotive advertising.

STRATEGIES

- Show extremely specific and localized effects of DaimlerChrysler's work in the target markets' lives.
- Keep copy and art direction very "real" and un-corporate.
- Illustrate that revolutions happen everyday with DaimlerChrysler.

MANDATORIES

- DaimlerChrysler logo.
- Revolutions Per Minute tagline and logo.

TAGLINE

"Revolutions Per Minute" works on multiple levels.

- Relevant
- Car Related
- Global
- DaimlerChrysler pays it off with their products
- Memorable

In addition, the tagline does not require translation. The majority of Germans are familiar with the English language and the German translation, "Revolution Pro Minute" is extremely close to the English version.

Fountainhead believes that DaimlerChrysler, through the immense scale of the campaign, can truly own the "Revolutions per Minute" concept.

COPY TONE

realistic, fresh, blunt, down-to-earth, straight-forward, clear, conversational

ART DIRECTION

show movement and energy; appeal to the everyday, familiar, raw

MUSIC

True to the DaimlerChrysler Revolution, Fountainhead uses raw, energetic music from the British Invasion in all commercial executions. The targets, when hearing the music, expect unusual camera angles and quick cuts. Instead, they receive evenly paced cuts in familiar settings. By using events that are normally mundane set to powerful music, the RPM campaign shows how DaimlerChrysler's force extends into the targets' daily lives. Although not obvious in the beginning, the targets soon realize that everyday their life is affected by a DaimlerChrysler revolution.

DON'T HOLD YOUR BREATH





Instead breathe, just breathe. Because DaimlerChrysler put fuel-cell technology in Berlin's city buses. This emissions-free alternative does away with the gas-spewing buses of the past.

Some think it's revolutionary that a company has stopped talking about environmental advances and actually implemented them. But DaimlerChrysler's not impressed until a Berliner can stand next to a bus... and not choke on the fumes.

It's happening at a bus stop.
It's happening all around you.



REVOLUTIONS PER MINUTE
DAIMLERCHRYSLER

SUV'S THAT GO THROUGH EVERYTHING BUT GAS



Every automaker talks about fuel-cell technology. Running on conventional gasoline, fuel-cell cars zip along using half the gas. Revolutionary? Yes.

But while others settled on the two-door, DaimlerChrysler tamed the SUV. Realizing you love a tough SUV and a fat wallet, the Dodge division developed a 50 mpg, fuel-cell Durango. Suddenly, your big, bad SUV isn't that bad anymore.

It's happening at the gas pump.
It's happening all around you.



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It's happening at the gas pump.
It's happening all around you.

THE \$400,000 PHONE CALL



A phone rings in Detroit. The caller is from Berlin. Within 15 minutes, two major automotive brands have joined forces to buy parts. Next year, both will save big on their sedan model production.

For most companies, international cooperation brings chest-thumping talk of "revolution". But at DaimlerChrysler, a phone call like this happens every day.

It's happening on the phone.
It's happening all around you.



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It's happening on the phone.
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DaimlerChrysler's big, real big. 329,000 workers big. 67 plants big. Revolutionizing the auto industry big.

But it's the little things that matter - like placing interactive kiosks in every plant. Through these kiosks, workers have a direct line of communication with their managers. So at DaimlerChrysler, one minute of one employee's day can shape one big company.

It's happening at the factory. It's happening all around you.

ENORMOUSLY SMALL



DaimlerChrysler's big, real big. 329,000 workers big. 67 plants big. Revolutionizing the auto industry big.

But it's the little things that matter - like placing interactive kiosks in every plant. Through these kiosks, workers have a direct line of communication with their managers. So at DaimlerChrysler, one minute of one employee's day can shape one big company.

It's happening at the factory. It's happening all around you.



DaimlerChrysler's newest brakes revolutionize every vehicle out there. They can be used in cars, airplanes, trains... anything that moves you from point A to B.

But everyone makes brakes, right? Not like these. DaimlerChrysler's heat and rust resistant brakes last virtually forever. Put them in your car and you'll never sit in a brake repair shop again.

It's happening with your brakes. It's happening all around you.

PEOPLE USUALLY SIT DOWN FOR NEWS THIS BIG



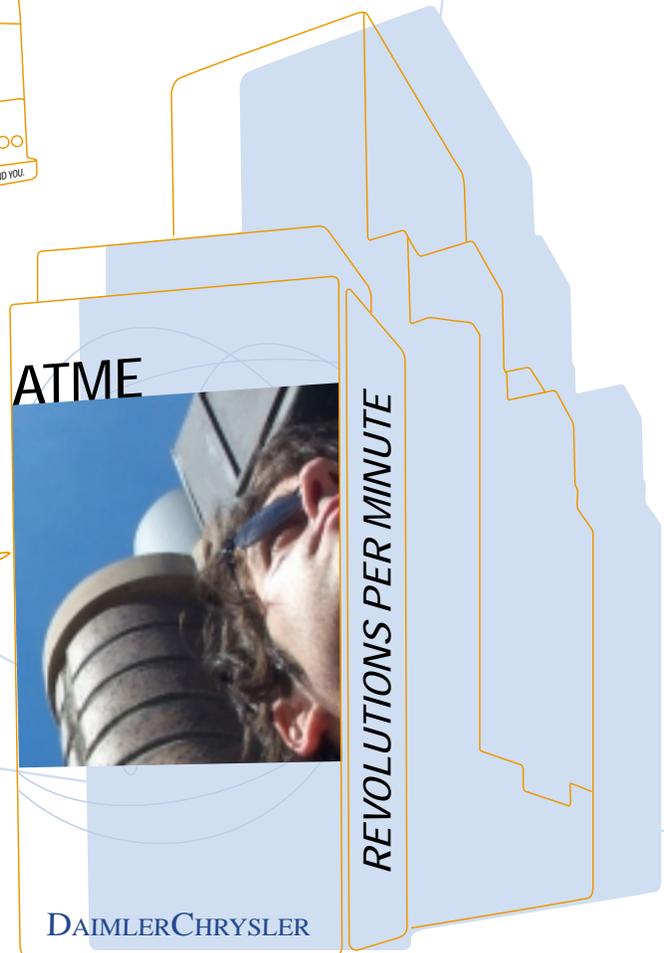
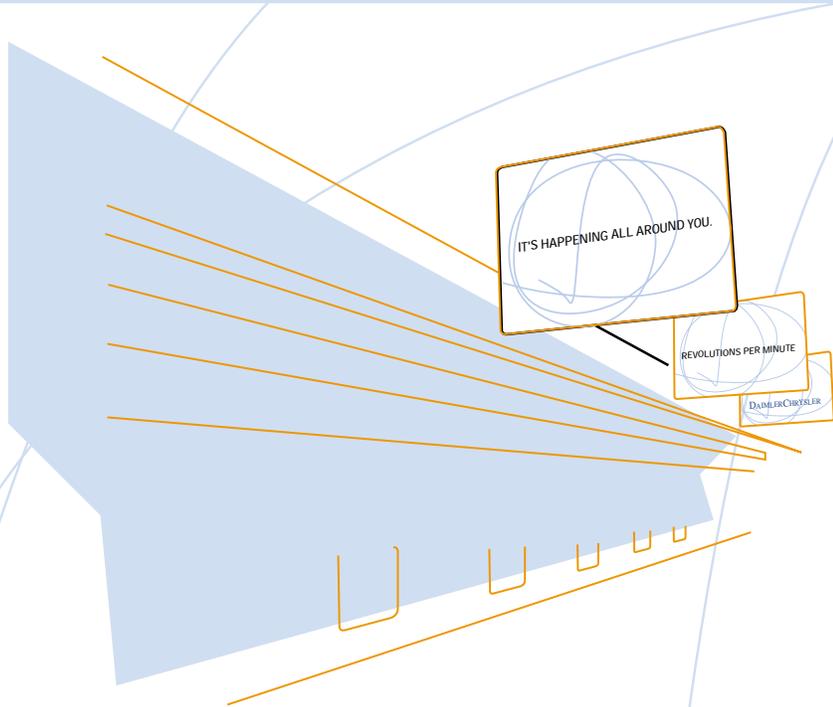
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But everyone makes brakes, right? Not like these. DaimlerChrysler's heat and rust resistant brakes last virtually forever. Put them in your car and you'll never sit in a brake repair shop again.

It's happening with your brakes. It's happening all around you.



The RPM campaign transfers easily to alternative media vehicles. Shown here is a building in Berlin with the "Breath" ("Atme") execution. The RPM campaign also works on bus wraps, the traveling Airbus A380 promotional plane, as well as airport advertisements throughout the United States and Europe.



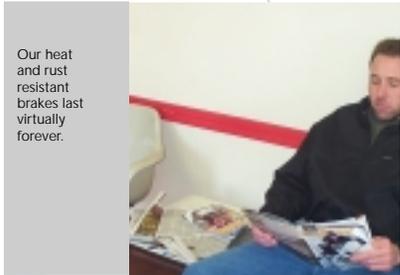


:00
Est Shot: Environmental sounds-ex door opening, muffled street sounds, mechanical work etc...



DaimlerChrysler
invented
revolutionary
brakes for
your car.

:04
Background noise out. Music in: song by The Kinks.
Copy runs in bar: DaimlerChrysler invented revolutionary brakes for your car.



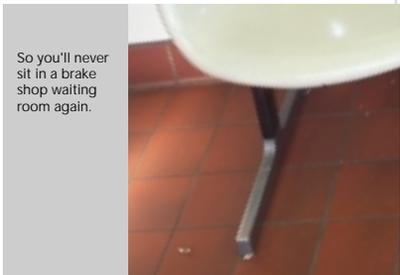
Our heat
and rust
resistant
brakes last
virtually
forever.

:09
Music continues
Talent tries to turn sticky magazine pages.
Copy: Our heat and rust resistant brakes last virtually forever.



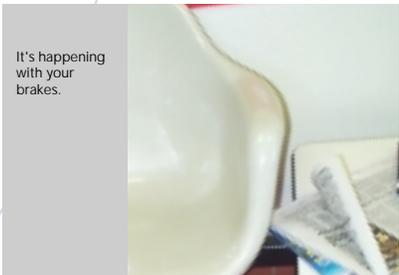
Yes, we said
forever.

:13
Music continues
Close-up of table: dirty magazines, ashtray, crumpled newspaper
Copy: Yes, we said forever.



So you'll never
sit in a brake
shop waiting
room again.

:17
Music continues
Close-up of floor: dirty, sticky.
Copy: So you'll never sit in a brake shop waiting room again.



It's happening
with your
brakes.

:21
Music continues
Copy: It's happening with your brakes.



:26
Music continues
Copy: It's happening all around you.



:28
Music continues
RPM tag and DaimlerChrysler logo fade in.



PROMOTIONS & PUBLIC RELATIONS



Fountainhead clearly understands the importance of bridging the gap among target audiences and focuses on the mindset that holds them together.

Realizing that the Seekers desire increased communication, the RPM campaign employs traditional and revolutionary public relations techniques to give the Seekers information that makes them feel connected. DaimlerChrysler also recognizes the significance of enhancing its global identity. Designed to nurture DaimlerChrysler's global involvement, promotions celebrate cultural diversity, teamwork and dedication to the global community.

DESIGNED TO NURTURE DAIMLERCHRYSLER'S GLOBAL INVOLVEMENT, PROMOTIONS CELEBRATE CULTURAL DIVERSITY, TEAMWORK AND DEDICATION TO THE GLOBAL COMMUNITY.

Just like a car needs all its parts to run, DaimlerChrysler must bring together all its divisions to convey its strength as a unified company. The re-designed elements of the DaimlerChrysler auto show focus on uniting brand divisions to create a strong corporate identity, while maintaining enough brand separation to support individual brand integrity. By showcasing DaimlerChrysler's efforts in research and development, attendees experience the revolution DaimlerChrysler is unleashing.

OBJECTIVES

- Foster a more personal relationship with target audiences.
- Increase two-way communication between DaimlerChrysler and target audiences.
- Position DaimlerChrysler as the vanguard of the automotive industry.
- Increase awareness of DaimlerChrysler as a truly global company.

FINANCIAL COMMUNITY

Fountainhead's promotions and public relations focus on DaimlerChrysler shareholders as well as financial analysts, brokerage houses, bankers and financial opinion leaders. Tactics focus on opening lines of communication with all members of the financial community, with emphasis on developing personal relationships with core members. Core members include the top combined 1000 most influential members within brokerage houses, banks and those that hold a high percentage of DaimlerChrysler stock.

Strategies

- Provide thorough, timely information about DaimlerChrysler and its stock.
- Establish and use personal communication to emphasize DaimlerChrysler's commitment to financial community.
- Recognize DaimlerChrysler's R&D and future products to highlight the company's emphasis on

- long-term profitability.
- Emphasize DaimlerChrysler's global presence.

Vanguards of the Revolution Gala

To foster relationships between core financial investors and upper DaimlerChrysler management, DaimlerChrysler invites members of the financial community from New York, London and Frankfurt to an exclusive preview of DaimlerChrysler's 2003 products and concept cars at a black tie dinner. Top DaimlerChrysler executives discuss the state of the company and what financial investors can expect from the company in the future.

Virtual Auto Show

To highlight new and innovative products, DaimlerChrysler delivers a virtual auto show to the financial target. Formatted on a business card CD, the auto show features detailed 360 degree images and descriptions of new models and concept cars for 2003. To encourage a personal relationship with the financial community, each CD card contains a specific DaimlerChrysler contact.

British Airways Promotional Pack Insert

DaimlerChrysler teams up with British Airways to target international business travelers. In British Airways' first/business class travel care packages, DaimlerChrysler contributes an interactive CD. The CD contains DaimlerChrysler employee-recommended hotels, restaurants, bars and points of interest in select international cities, as well as an interactive racing game featuring DaimlerChrysler products. This informative and entertaining pack supports the international traveler's lifestyle.

Benchmarks of a Revolution

DaimlerChrysler's restructuring plan is integral to rebuilding confidence in the company after the recent downturn. To assure the core financial community of its commitment to these bold measures, every time DaimlerChrysler achieves a goal of the plan, the investors receive miniature pieces of a Mercedes concept car model. As each benchmark is met, a piece is given to remind the core investors of DaimlerChrysler's promise, while showcasing the revolutionary cars that DaimlerChrysler makes.

DCX E-mail updates

Fountainhead's research indicates frustration among investors due to DaimlerChrysler's lack of consistent communication. To address this, DaimlerChrysler can send investors current information reports via E-mail that focus on financial and management news. Updates are sent three times per quarter with additional supplements for breaking news.

Financial Chat Rooms

The DCX Web site offers investors across the globe the opportunity to discuss the latest DaimlerChrysler news. The chat room facilitates information exchange between DaimlerChrysler and the financial community. Investors visiting the chat room may pose questions to an on-line DaimlerChrysler decision maker for an immediate answer.

DAIMLERCHRYSLER FAMILY

Fountainhead realizes different employees require specific communications tailored to their needs within the company. To address this issue, Fountainhead divides employees into three categories: upper management, middle management and non-management employees. Upper management includes important decision makers and executives in Stuttgart and Auburn Hills. Middle management includes plant managers and supervisors. Our third category, non-management employees, consists of factory workers in DaimlerChrysler plants. Fountainhead also realizes the importance of reaching out to community leaders such as town mayors, councilmen and unions leaders. Communication directed to them is also included in certain communications for middle management.

DIFFERENT EMPLOYEES REQUIRE SPECIFIC COMMUNICATIONS TAILORED TO THEIR POSITION WITHIN THE COMPANY.

UPPER MANAGEMENT

Strategies

Fountainhead found areas where DaimlerChrysler upper management needs improvement in their relationships with financial communities and employees. Fountainhead recommends that DaimlerChrysler:

- Make upper management more accessible to middle management through increased personal communication and interaction to address their questions and concerns.
- Create more opportunities for direct communication with opinion and community leaders in selected markets.

DaimlerChrysler Question-Cast

Upper management opens communication by using questions casted by middle management. Once a month, middle management has the opportunity to pose questions to upper management via E-mail. Selective questions are then addressed in Webcasts.

Restructuring Tour

DaimlerChrysler executives visit plants that are directly affected by restructuring initiatives. These visits are designed to address middle and non-management concerns. At this time, personal meetings are scheduled with key community and opinion leaders in

these towns, so they also become a part of DaimlerChrysler's actions.

MIDDLE MANAGEMENT Strategies

- Use communication devices that allow middle managers to quickly exchange information.
- Help middle management understand upper management's decisions.
- Create programs to help middle managers facilitate communication and feedback with their workers.
- Use communication that highlights DaimlerChrysler's research and development.

Future of Management Forum: Paragon

In June 2002, DaimlerChrysler invites its top two managers from each plant in North America and Germany to the McLaren Paragon in Surrey, United Kingdom. The Paragon is a new, state-of-the-art factory that currently develops Formula One racing and sport cars in conjunction with DaimlerChrysler. The forum provides an opportunity for international managers to understand their role in DaimlerChrysler's global structure and to create personal relationships. As a bonus, managers tour a Formula One exhibit featuring new products and technology that DaimlerChrysler helps develop.

The McLaren Paragon Facility



360 Degree Feedback

To innovate communication, DaimlerChrysler implements the 360 Degree Feedback Program, which incorporates multiple perspectives from all plant employees. The evaluation addresses employees' concerns regarding individual DaimlerChrysler plants and the entire company. The results provide middle managers insight into how workers perceive their plants. Upper management can gauge how employees feel and where problems exist.

Congrat-Es

In the personal spirit of the RPM campaign, DaimlerChrysler supports workers' personal and professional lives with Congrat-E's. This E-mail template allows plant managers to enter and keep track of employees' personal/production achievements and career milestones. With this information, managers send personalized E-mails congratulating employees on their accomplishments.

THE FORUM PROVIDES AN OPPORTUNITY FOR INTERNATIONAL MANAGERS TO UNDERSTAND THEIR ROLE IN DAIMLERCHRYSLER'S GLOBAL STRUCTURE.

DaimlerChrysler Manager Newsletter

The bi-monthly DaimlerChrysler Manager Newsletter is sent to all plant managers and community leaders across the globe. The newsletter focuses on issues such as employee and union relations, effective communication with community leaders, new management methods and updates on the restructuring plan.

Financial Updates

Research indicates employee confusion and uncertainty with DaimlerChrysler financial decisions and actions. To address this, DaimlerChrysler plant managers receive quarterly packets containing comprehensive company information to relay to the workforce. Through explanation of DaimlerChrysler's corporate decisions and actions, employees gain a better understanding of their company and executive decisions.

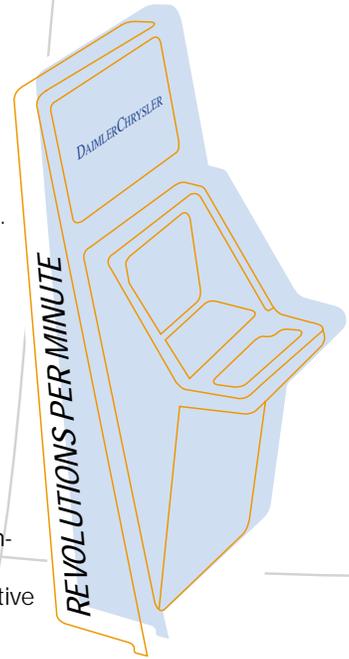
NON-MANAGEMENT

Strategies

- Encourage and address employee feedback.
- Develop innovative employee programs and communication techniques.
- Create employee awareness of DaimlerChrysler's commitment to the community.
- Improve current employee communication methods.

eDC Plant Kiosks

To improve and encourage employee communication with upper management, plant managers and other employees, DaimlerChrysler installs interactive kiosks in all plants. Placed in lounges, the kiosks provide employees with a variety of options, including:



- Access to their plant's productivity in relation to other plants world-wide.
- DaimlerChrysler financial information.
- Direct E-mail to all DaimlerChrysler employees, including top executives.
- Access to DaimlerChrysler's Intranet and the World Wide Web.
- Forms to nominate fellow employees for outstanding work recognition.
- Anonymous suggestion and complaint forms to be sent to the appropriate department.
- Important community news and events.

By providing this in-depth information and two-way communication, DaimlerChrysler shows it values employees' opinions and concerns.

Gestalt Concept Car Tour

With the DaimlerChrysler traveling car promotion, employees realize they are part of a greater community. Pieces of a DaimlerChrysler concept car travel to each plant around the world. Each plant puts together a section of the car until the built car is displayed at the auto shows as a symbol of unity throughout the company.

Global Plant Partnership

Many DaimlerChrysler employees do not see themselves as a DaimlerChrysler employee; rather, they designate themselves as either a Chrysler or a Daimler-Benz employee. To foster a united work force, DaimlerChrysler creates a program that matches international plants according to similar characteristics, such as plant population and products. These partnerships promote global spirit and cooperation, removing the 'us vs. them' mentality. The partnerships include activities, such as holiday gift exchange between paired families within partnered plants, friendly productivity competition against other partnered plants and connecting employees' children and families through E-pals.

THESE PARTNERSHIPS PROMOTE GLOBAL SPIRIT AND COOPERATION, REMOVING THE 'US VS. THEM' MENTALITY.

Trans-Atlantic Student Exchange

To further encourage cultural understanding, DaimlerChrysler offers employees' children an opportunity to participate in an international exchange program between North America and Germany. This program is designed specifically for high school students interested in experiencing and learning about another culture. DaimlerChrysler selects 100 applicants to participate in the two-month summer exchange. Following their exchange abroad, the students are featured on DCTV and in *DC Times* to

highlight their experience.

DCTV Facelift

According to secondary research, many employees feel that DCTV lacks pertinent company information. However, Fountainhead recognizes DCTV's unique ability to regularly reach employees. Thus, DCTV has the potential to be an effective communication tool. Suggestions for revamping DCTV include:

- Provide important company news and information, both positive and negative.
- Appeal to employees' lifestyles and interests by providing local and international sports, news and weather.
- Highlight DaimlerChrysler's involvement in specific DaimlerChrysler plant communities.
- Showcase DaimlerChrysler's programs and sponsorships.
- Spotlight exceptional employees.

These recommendations help establish the DaimlerChrysler global community while appealing to employee interests.

CONSUMERS

Strategies

- Create sponsorships targeting important global issues.
- Use promotions to highlight DaimlerChrysler's research, development and future products.
- Create promotions and sponsorships that position DaimlerChrysler as the daring vanguard.
- Connect promotions to the Revolutions Per Minute campaign theme.

Countdown to the Revolution

To arouse the attention and curiosity of consumers, DaimlerChrysler runs a four-day promotion in London, Berlin and New York City. Starting December 28, 2001, DaimlerChrysler places a series of RPM teaser ads on each city's large digital screen to raise interest in the campaign. These ads pique peoples' curiosity

for the RPM campaign and the promotions that follow the next day. Teasers also run during the final hours prior to midnight on December 31, 2001. This excellent opportunity reaches mass numbers of people due to the popularity of

New Year's festivities in these cities. Beginning January 1 at 1:00 PM, DaimlerChrysler unleashes a fleet of Unimogs through different sections of each city. On the back of each Unimog are new models of DaimlerChrysler products. At 5:00 PM, the Unimogs converge at each city's main square (Times Square, Leicester Square and Brandenburger Tor) where DaimlerChrysler then presents the new RPM campaign.

DaimlerChrysler Global Summit

DaimlerChrysler creates semi-annual global summits as an international forum to discuss global issues relevant to each continent, excluding Antarctica. The first summit takes place in Vienna, Austria and discusses right-wing extremism and the rise of Neo-Nazism in Europe. Other topics for forthcoming summits include the digital divide separating socioeconomic classes in North America as well as the debilitating effects of AIDS on the African continent.

Eco-Challenge Sponsorship



In an effort to highlight cultural cooperation and environmental awareness, DaimlerChrysler sponsors the 9th annual Eco-Challenge, a 300-mile, six to ten day physically-enduring race at a location to be specified. The skills necessary to succeed in the

Eco-Challenge-honest communication, compassion and focus-are the same skills DaimlerChrysler needs to succeed.

Peace Corps Vehicle Donation

DaimlerChrysler recognizes the need to assist underdeveloped countries; therefore, a partnership with the Peace Corps to help this international volunteer program achieve its goals is appropriate. Since the Peace Corps often lacks sufficient vehicles to transport needed supplies to rural and underdeveloped areas, DaimlerChrysler donates 35 light-weight trucks per year to disperse to countries in need. This partnership lets DaimlerChrysler reach out to the global community and make a personal impact at the local level.

NASCAR/Formula One Interactive Tent

Both NASCAR and Formula One racing are very popular sports in North America and Europe. To increase the excitement of the race day experience, DaimlerChrysler creates an interactive multimedia tent offering racecar simulators and games at each major racing event. An actual DaimlerChrysler racecar is displayed in the tent with highlights of DaimlerChrysler's latest safety innovations developed to protect drivers.

Revolution of Art: Multimedia Gallery

DaimlerChrysler extends an invitation to artists, challenging them to provide a glimpse into the future through the use of multimedia art. Early in 2002, DaimlerChrysler invites prominent multimedia artists and art students from around the world to create multimedia works inspired by DaimlerChrysler products. The winners' submissions begin a world tour of major international art institutions and galleries and are exhibited in DaimlerChrysler plant communities.

Women's United States Soccer Association (WUSA) Sponsorship

In 2002, DaimlerChrysler sponsors a Detroit team in the highly anticipated Women's Professional Soccer League. The WUSA is the first league in the world to feature American and international players. This revolutionary sponsorship displays DaimlerChrysler's commitment to encourage international interaction, while also supporting its local community.

VfB Stuttgart Fussball (Soccer) Sponsorship

In an effort to further enforce DaimlerChrysler's identity in the Stuttgart area, the company sponsors Stuttgart's most beloved soccer team, VfB Stuttgart.

DaimlerChrysler Employee Scholarships

To further extend its commitment to academic excellence, DaimlerChrysler provides academic grants to students who exhibit outstanding talent within their major. Scholarships are given in the following academic areas: engineering, marketing, communications, international relations, environmental studies and international business fields pertinent to the future of the automotive industry. The scholarships are named after outstanding DaimlerChrysler employees within these fields.

DaimlerChrysler Global Scholars Grant

In order to better prepare students for the future of globalization, DaimlerChrysler encourages academic

THE SKILLS NECESSARY TO SUCCEED IN THE ECO-CHALLENGE - HONEST COMMUNICATION, COMPASSION AND FOCUS - ARE THE SAME SKILLS DAIMLERCHRYSLER NEEDS TO SUCCEED.

cultural exchange through study abroad grants. Grants are awarded based on financial need and an essay.

DaimlerChrysler Airbus A380 Travel Tour

Amid much anticipation, the European Aeronautic Defence and Space company, partly owned by DaimlerChrysler, unveils its long-awaited A380 Airbus in 2004. This will be the biggest and most technologically-advanced plane to ever fly the skies. Before the plane is used by commercial airlines, DaimlerChrysler gives consumers a sneak preview of the plane at specific air shows throughout North America and Europe. The large plane is wrapped with the DaimlerChrysler name and images from the RPM campaign. This plane acts as a traveling billboard promoting DaimlerChrysler as an awe-inspiring, revolutionary company.

MEDIA

Strategies

- Create strong ties with key media through inter-personal communication.
- Provide quick access to DaimlerChrysler's communication department.
- Provide journalists DaimlerChrysler materials to assist them in developing their story.

Interactive Press Kit

The interactive press kit contains the same materials as a conventional paper press kit but also offers a business card CD. The CD features a virtual auto show and extra press-related materials including an archive of DaimlerChrysler's history, profiles on its leaders, press contacts and Web links.

DAIMLERCHRYSLER MUST CONNECT ALL ITS BRANDS TO CONVEY ITSELF AS A STRONG, UNIFIED COMPANY WITH DIVERSE PRODUCTS.

Building Personal Relationships with Press

According to research, the American automotive and financial press are frustrated with DaimlerChrysler's lack of consistent communication. In response, DaimlerChrysler develops a program that partners specific company contacts with selected journalists. Targets are selected based on their publication's readership usage among consumers and the financial community.

AUTO SHOW

From our observations at the Detroit and Chicago auto shows, DaimlerChrysler lacks a strong connection among its brands. It is important for DaimlerChrysler to convey itself as a strong, unified company with diverse products. Therefore, as stated in our research, auto shows are one of two instances where the product brands of DaimlerChrysler are united. We suggest the following tactics for all auto shows:

- Incorporate the look and feel of the RPM campaign into DaimlerChrysler's displays.
- Feature all brand concept cars together to highlight DaimlerChrysler as a unified company.
- Keep all DaimlerChrysler brands within the same area of the auto show.
- Provide information about DaimlerChrysler's international community endeavors.
- Showcase research and development via interactive kiosks.
- Provide attendees pieces of a model found in each DaimlerChrysler brand area. Consumers must travel from brand to brand to build the DaimlerChrysler miniature car model.
- Photograph visitors next to DaimlerChrysler

concept vehicles, then E-mail these visitors their photos along with important DaimlerChrysler product and company information.

DaimlerChrysler Vertical Ascent

Designed to draw attention to the revolutionary automobiles that DaimlerChrysler is creating, the Vertical Ascent takes place in five selected cities, including New York, London and Frankfurt. DaimlerChrysler hangs shells of its concept cars from a prominent building in each of the selected cities one week

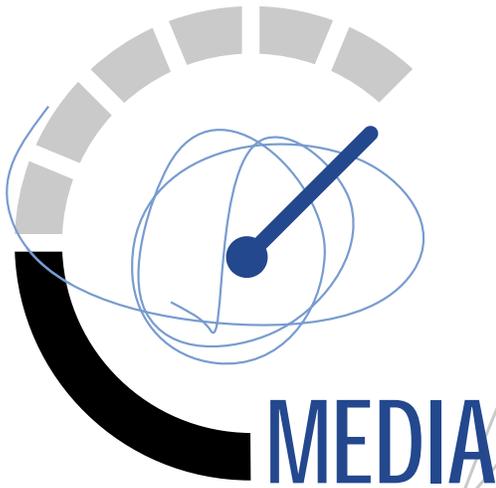
before the auto show takes place there. These hanging cars draw attention to the new vehicles

DaimlerChrysler is developing, while creating a buzz for its exhibit at auto shows.



Promotions, PR and Auto Show Budget

2002	Cost [US]	Cost [Euros]
Financial		
Vanguard of the Revolution Gala	211157	22596
Virtual Auto Show	23500	25098
British Airways Promotional Pack Insert	1038999	1109551
Benchmarks of a Revolution	54000	57672
DCX E-mail Updates	--	--
DCX Chatroom	--	--
Middle Management		
Future of Management Forum: Paragon	98856	105598
360° Feedback	140952	150537
Congrats-E's	90201	96335
Newsletter	24000	25632
Financial Updates	--	--
Non-Management		
Gestalt Concept Car Tour	205000	218940
eDC Plant Kiosks	400000	427200
Global Plant Partnerships	901875	963203
Trans-Atlantic Student Exchange	206000	220008
DCTV Facelift	24000	25632
Consumers		
Countdown to the Revolution	173140	184914
Global Summits	1206645	1288697
Eco-Challenge Sponsorship	2000000	2136000
Revolution of Art: Multimedia Gallery	146175	156115
NASCAR Interactive Tent	1035000	1105380
Formula One Interactive Tent	971000	1037028
VfB Stuttgart Fussball Sponsorship	1000000	1068000
WUSA Sponsorship	1000000	1068000
Peace Corps Vehicle Donation	524000	559632
DC Employee Scholarship	1050000	1121400
DC Study Abroad Global Scholar	400000	427200
Auto Show RPM Promotions	684000	730512
DC Vertical Ascent	1110000	1185480
Press		
Interactive Press Kit	70000	74760
Building Press Relationships	--	--
TOTAL	15000000	16020000



Fountainhead's media strategy embodies the unique global capabilities of DaimlerChrysler. As a vanguard of the automotive industry, DaimlerChrysler must focus its media plan on emerging alternative media to integrate DaimlerChrysler's technological innovation in terms of production with its overall brand image. In addition, DaimlerChrysler must use conventional media to build the integrity of the newly defined brand. Most importantly, the media plan supports and encompasses the lifestyles of the target markets.

OBJECTIVES

NORTH AMERICA 2002

- Target financial community with an effective reach of 85% and a continuous frequency of 5.
- Use a pulsing pattern to reach 85% of the DaimlerChrysler Family in peak months of January, February, April, June, August and October with a frequency of 6.
- Target DaimlerChrysler Family with an effective reach of 80% in the non-peak months of March, May, July, September, November and December with a frequency of 5.

2003 and 2004

- Target financial community with an effective reach of 85% and a continuous frequency of 5.
- Target DaimlerChrysler Family with an effective

reach of 80% and continuous frequency of 5.

GERMANY 2002-2004

- Target financial community with an effective reach of 85% and a continuous frequency of 5.
- Target DaimlerChrysler Family with an effective reach of 80% and a continuous frequency of 5.

UNITED KINGDOM 2002-2004

- Target financial community with an effective reach of 85% and a continuous frequency of 5.

STRATEGIES

- Use media to highlight DaimlerChrysler's promotional events and opportunities.
- Schedule media weight to support the RPM campaign's image-oriented executions that help establish brand identity with the Seekers.
- Use traditional media to reinforce DaimlerChrysler as a global brand and communicate DaimlerChrysler's business strategy with the Seekers.
- Use new media to reinforce DaimlerChrysler as the vanguard of the automotive industry.

REGIONS

Fountainhead's media plan is intended for all global markets, beginning in 2002 in North America, Germany and the United Kingdom. In 2003 and 2004,

the media plan expands into other global markets in Europe and Asia.

Conversion Rates

Fountainhead used conversion rates from Sunday, March 4, 2001. The rates are: 1 US Dollar=1.068 Euros, 1 Euro=.936 US Dollars.

MEDIA PLAN - NORTH AMERICA

DaimlerChrysler Family and Consumers - 2002
Simmons and MRI data indicate that the media habits for the DaimlerChrysler Family and consumers are very similar. Therefore, Fountainhead uses media that reach both of these audiences simultaneously.

Target Audience: 225,858,892 people

The 1999 US Census states that the population of individuals between ages 18-69 is 174,830,739. The 1999 World Census states the population of Canada for individuals between ages 18-69 as 20,923,223 and the Mexico population for that same age range as 30,104,930.

Television

Television provides the high reach that is necessary for a global branding campaign. It also brings the RPM creative concept to life. Based on Simmons and MRI data, Fountainhead's recommended programs have the highest viewership among the targets.

- :30 spots on both cable and prime-time television.
- 24 units of cable, 10 units of network during non-pulsing months.
- 26 units of cable, 16 units of network during pulsing months.
- Suggested programs: The West Wing, Ed, Law & Order, X-Files, The History Channel, The Food Network, Ally McBeal, The Family Channel, Network Sports (golf, basketball and football), Will & Grace, Friends, CSI, A&E, Golf Channel, ESPN, ESPN2, Fraiser, CNN, The Weather Channel, The Learning Channel, TNT, C-Span.

Magazines

Magazines engage the Seekers with little waste. Based on Simmons and MRI data, Fountainhead's recommended publications have the highest readership among the targets.

- 2-page spreads, 4-color, 30 units per month.
- Suggested publications: AutoWeek, Bon Appetit, BusinessWeek, Car & Driver, Car Craft, Forbes, Golf Digest, Good Housekeeping, Hot Rod, Life, Money, Newsweek, Smithsonian, Sports Illustrated, Sunday Magazine Network, Time.

Newspapers

Newspapers offer national coverage, a high pass along rate and an affluent readership base.

- Black and white, half-page ads, 18 units per month.
- Suggested publications: USA Today, USA Weekend, Wall Street Journal.

Newspaper Inserts

To foster deeper relationships with plant communities, Fountainhead recommends inserts in local newspapers. These personalized inserts reflect DaimlerChrysler as a global corporation working at the local level.

- 9,070,317 total inserts per month; 9,000 units per month.
- Targeting the following local communities: Ajax, Auburn Hills, Belvidere, Bramalea, Dayton, Detroit, Evert, Fenton, Huntsville, Indianapolis, Kenosha, Kokomo, Newark, New Castle, Portland, Sault Ste. Marie, Sterling Heights, Toledo, Toronto, Trenton, Tuscaloosa, Twinsburg and Windsor.

Outdoor

Due to the diverse DaimlerChrysler Family/consumer market, Fountainhead focuses on outdoor media that span across this varied population.

- Station Domination
By covering every possible advertising venue at a subway stop, Station Domination reaches much of the population on a daily basis. Trains wrapped in the style of the RPM campaign reinforce the campaign message. Since few other companies have utilized this medium, it re-affirms DaimlerChrysler's vanguard qualities. This placement runs year-round in the top five markets, with those markets changing monthly depending on geographic sales data.
- Bus Wraps
Fountainhead grabs attention in the top five consumer markets by wrapping thirty-five buses with RPM advertisements. Due to the mobility of the medium, the message reaches a higher percentage of the target audiences.

New Media

The newest craze gripping consumers everywhere is Personal Digital Assistants (PDAs). To capitalize on this lifestyle phenomenon, DaimlerChrysler places informational kiosks in major metropolitan areas. In addition to providing directions, restaurant recommendations or other useful urban information to any Seeker, a PDA owner can receive information from the kiosks to their handheld device.

- Major metropolitan cities.
- 100 street kiosks in North America

Total Dollars Spent in 2002: \$13,141,584

Total Euros Spent in 2002: E14,035,211

DaimlerChrysler Family - North America - Pulsing

MEDIA	TOTAL UNITS	COST/UNIT	COST/6 MO [US]	COST/6 MO [Euros]	GROSS IMPRESSIONS*
Magazines	180	7589	1366020	1458909	86130000
Newspapers	108	9756	1053648	1125296	19620720
FSI	9000	6.30/1000	340200	363334	9070317
Cable TV	156	3602	561912	600122	349961924
Network TV	96	8379	804384	859082	215361184
New Media	100	3975	2385000	2547180	53776650
Outdoor (Totals)	40	—	2243220	2395759	304634355
Station Domination	10	14704	882240	942232	101420307
Bus Wraps	30	7561	1360980	1453527	203314048
Total	—	—	6570792	7017606	1151880350

**Exact GRPs could not be found for each vehicle. We have instead based our success on the number of gross impressions we achieve. We have generated a total of 903,435,568 gross impressions during non-pulsing months. Converting gross impressions to GRPs, we divided our total gross impressions by our target audience (225,858,892) to get 400 GRPs a month.*

Therefore, we have successfully reached 80% of the DaimlerChrysler Family at a frequency of 5 per month. During pulsing months, we have generated a total of 1,151,880,350 gross impressions. Therefore, we have successfully reached 85% of the DaimlerChrysler Family at a frequency of 6 per month.

DaimlerChrysler Family - North America - Non-Pulsing

MEDIA	TOTAL UNITS	COST/UNIT	COST/6 MO [US]	COST/6 MO [Euros]	GROSS IMPRESSIONS*
Magazines	180	7589	1366020	1458909	86130000
Newspapers	108	9756	1053648	1125296	19620720
FSI	9000	6.30/1000	340200	363334	9070317
Cable TV	144	3602	518688	553959	257851693
Network TV	60	8379	502740	536926	172351833
New Media	100	3975	2385000	2547180	53776650
Outdoor (Totals)	40	—	2470050	2638013	304634355
Station Domination	10	14704	882240	942232	101420307
Bus Wraps	35	7561	1587810	1695781	203314048
Total	—	—	6570792	7017606	903435568

DaimlerChrysler Family - North America - Flow Chart

MEDIA	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Cable TV	26	26	24	26	24	26	24	26	24	26	24	24
Network TV	16	16	10	16	10	16	10	16	10	16	10	10
Magazines	30	30	30	30	30	30	30	30	30	30	30	30
Newspapers	18	18	18	18	18	18	18	18	18	18	18	18
New Media	100	100	100	100	100	100	100	100	100	100	100	100
FSI	9000	9000	9000	9000	9000	9000	9000	9000	9000	9000	9000	9000
Outdoor (Totals)	40	40	45	40	45	40	45	40	45	40	45	45
Station Domination	10	10	10	10	10	10	10	10	10	10	10	10
Buses	30	30	35	30	35	30	35	30	35	30	35	35

2003 and 2004

Percent and Budget Allocations

Print	30%	\$4,035,000	E4,309,380
Television	33%	\$4,387,000	E4,685,316
Outdoor	32%	\$4,258,270	E4,547,832
New Media	5%	\$700,724	E748,373

Financial Community - 2002

Target Audience: 27,739,745 people
According to the 2000 DaimlerChrysler Annual Report, 17% of DaimlerChrysler's 1.9 million shareholders live in North America. According to the US Census, 2,917,607 people are employed in the financial community, 5,212,745 people in professional business, 14,227,916 people in executive business and 3,097,059 people in communications/journalism. According to the 1999 World Census, 294,000 people work in the financial/business community in Mexico and 1,990,418 people work in the financial/business community in Canada.

Cable Television

Cable Television is an excellent medium to reach a targeted financial community. Simmons and MRI data show that this target market has high viewership among the recommended networks.

- :30 spots on cable television, buying 36 units per month.
- Suggested cable networks: CNN, CNBC, MSNBC, Bloomberg, FOX News.
- In Canada and Mexico, allocate 13 of the 36 units.

Magazines

Magazines directly target the financial community. Since most of the recommended publications are North American editions, additional units need not be set aside for Canada and Mexico.

- 4-color, 2-page spreads in magazines, buying 24 units per month.
- Suggested publications: Barron's, Bloomberg Magazine, BusinessWeek, The Economist, Forbes, Fortune, Harvard Business Review, Institutional Advisor, Institutional Investor, Kiplinger's Personal Finance, New Yorker, On Wall Street, Strategy & Business, US News & World Report.

Newspapers

Seekers in the financial community read the major North American business newspapers for financial information. Since these are North American editions, no changes need to be made for Canada and Mexico.

- Black and white, half-page ads in newspapers, buying 20 units per month.
- Suggested newspapers: Financial Times, Wall Street Journal, USA Today, Wall Street Journal Sunday Paper Network.

Direct Mail

Direct mailers reinforce the DaimlerChrysler message by speaking to target markets in their homes and allowing them to contact DaimlerChrysler through a 1-800 number and the Web sites.

- 3-piece mailer (one piece per month) to the

financial community.

- Mailers sent to one-third of the financial community per year over the course of three years.
- Mailed out in the months of February, April and June to coincide with promotional events.

Airport Media

Business travelers take more than 450 million domestic and international flights per year (www.ellermidia.com). The airport provides an uncluttered environment to place high impact advertisements. Fountainhead takes advantage of a wide variety of airport media, ranging from projection billboards and 3-D billboards along moving sidewalks to multimedia pylons, logo projections and ceiling-suspended objects shaped as parallelograms. Additionally, the airport placements also combine the Seekers' travel lifestyles with their PDA accessories.

- 60 kiosks in airports in North America.
- Kiosks placed in major airports provide Internet access and downloads to meet the demands and expectations of the financial community. Through beaming technology, Seekers can take away information that appeals to them.
- Placed in the top three international airports across the country (New York- La Guardia, Chicago- O'Hare, San Francisco International).

Outdoor

Station Domination

Just as the RPM campaign inundates consumers at subway stops, Fountainhead also hits the financial community in the same manner. By using Station Domination at stops in the heart of metropolitan financial districts with financial specific messages, DaimlerChrysler uses another revolutionary venue to reach this target.

- Placed in the top five subway stations based on the highest number of business travelers.
- Includes Union Station in Chicago, Port Authority Station in New York City, Montgomery Street Station in San Francisco, as well as stations in Boston and Philadelphia.
- High reach and frequency among targets in a very specialized area.

Bus Advertisements

This medium allows DaimlerChrysler to reach the financial Seekers as they glance out the window of their office or run out to grab a quick lunch. Instead of normal bus advertisements, Fountainhead uses illumination king-size ads that light up in the evenings to reinforce DaimlerChrysler's modern, vanguard image.

- Ads on the tops of one hundred buses in the five major financial markets (Wall Street- New York, Chicago, Washington, Boston, Detroit).

Financial - North America

MEDIA	TOTAL UNITS	COST/UNIT	COST/12 MO [US]	COST/12 MO [Euros]	GROSS IMPRESSIONS*
Cable Television	432	3602	1556064	1661876	16488000
Magazines	288	7589	2185682	2334308	18859149
Newspapers	240	9756	2341440	2500658	30534840
Direct Mail	3	.50/person	1250000	1335000	2499999
New Media	60	3975	238500	254718	1935140
Outdoor (Totals)	108	--	1986120	2121176	87944799
Station Domination	5	14704	441120	47116	26507608
Bus Ads	100	1225	735000	357780	21089180
Airport Ads	3	45000	810000	865080	40368011
Totals	--	--	9557806	10207737	117893916

* Since this is such a select target, exact GRPs could not be found for each vehicle. Instead, we have based our success on the number of gross impressions we achieve. With the above plan, we have generated a total of 117,893,916 gross impressions. Converting gross impressions to GRPs, we divided our total gross impressions by our target audience (27,739,745) to get 425 GRPs a month. Therefore, we have successfully reached 85% of our financial/business community at a frequency of 5 a month.

Financial - North America - Flow Chart

MEDIA	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Cable TV	36	36	36	36	36	36	36	36	36	36	36	36
Magazines	24	24	24	24	24	24	24	24	24	24	24	24
Newspapers	20	20	20	20	20	20	20	20	20	20	20	20
New Media	60	60	60	60	60	60	60	60	60	60	60	60
Direct Mail		1		1		1						
Outdoor (Totals)	5	103	5	103	5	103	5	103	5	103	5	103
Station Domination	5		5		5		5		5		5	
Buses		100		100		100		100		100		100
Airport Ads		3		3		3		3		3		3

Total Dollars Spent in 2002: \$9,557,806
 Total Euros Spent in 2002: E162,207,737

2003 and 2004 - Percent and Budget Allocations:

Television	30%	\$3,000,000	E320,400
Print	35%	\$3,500,000	E3,738,000
Outdoor	15%	\$1,500,000	E1,602,000
New Media	15%	\$1,500,000	E1,602,000
Direct Mail	5%	\$500,000	E500,000

MEDIA PLAN - GERMANY

DaimlerChrysler Family and Consumers - 2002
 Since there is a large overlap between the consumers, the DaimlerChrysler Family and financial community in Germany, Fountainhead reaches all three targets with specific media venues that address individual segments.

Print

84.3% of the German population read a newspaper more than once a week. In addition, 40% read magazines at least once a week. Recognizing the importance of print media in Germany, Fountainhead recommends the following:

- Magazines: 4-color, 2-page ads.
- Newspapers: Black and white, half-page ads.
- Suggested publications:
 Daily: Monday-Saturday –Berliner Zeitung, Westdeutsche Allegmeine, Sueddeutsche Zeitung, Frankfurter Allgemeine, Die Welt, Stuttgarter Nachrichten, Stuttgarter Zeitung
 Weekly: Focus, Bild Am Sonntag.

Television

The television audience in Germany is comprised of thirty-three million households (The Euromedia Handbook). Since Germany has an 8:00 PM watershed on public television, Fountainhead places ads

before this time and sponsors shows during this time.

- :30 spots on both public and cable television.
- Suggested programming: Sports broadcasting (soccer, Formula One Racing, tennis, winter sports); prime-time drama and crime (Wolf's Revier (SAT1), Balko (RTL), Cobra 11(RTL), Movies (SAT1 and PRO7); Entertainment & Soaps (Explosiv (RTL), Gute Zeiten, Schlechte Zeiten (RTL), Galileo (Pro7), Marienhof (ARD), Verbotene Liebe (ARD).

Outdoor

Fountainhead uses inventive outdoor media to reach targets who heavily rely on public transportation.

- Digital Multimedia Broadcasting advertisements are transmitted to television screens on buses and street cars enhancing the bold RPM campaign.
- Grandiose building wraps dominate key metropolitan markets.

- Deutsche Bahn trains, locomotives and street cars capitalize on the mobility of the medium.

Airports

Fountainhead uses airport media such as projection walls and dioramas placed in Germany's busiest airports in Frankfurt, Munich, Berlin and Duesseldorf.

2003 and 2004 - Percent and Budget Allocations

Television	55%	E5,874,000	\$5,498,064
Print	30%	E3,204,000	\$2,998,944
Outdoor/New	15%	E602,000	\$1,499,472

FINANCIAL COMMUNITY

Print

- Magazines: 4-color, 2-page ads.
- Newspapers: Black and white, half-page ads.
- Suggested publications:
Daily: Monday-Friday/Saturday – Frankfurter Allgemeine, Sueddeutsche Zeitung, Berliner

DaimlerChrysler Family and Consumers - Germany

MEDIA	COST	UNIT	MONTHS/UNIT	COST/YEAR [Euros]	COST/YEAR [US]
Print				2670000	2499120
Magazines					
Newspapers					
Television				5340000	4998240
Outdoor					
Train Wraps	10222/Month	5	6	306660	170820
Deutsche Bahn	.50/Day	1000	12	182500	373284
Bus Traffic Boards	664.68/Month	100	6	398808	199930
Building Wraps	42720/Wrap	5	12	213600	167497
Locomotive Wraps	35790/Year	5	12	178950	92102
Street Carts	4.1/Month	2000	12	98400	98400
Subway Advertising					
Interior Side Walls	5.11/Month	500	12	30660	28697
Interior Windows	7.16/Month	780	12	67018	62729
New Media					
Airport Advertising					
Projection Billboard	51129/Year	6	6	153387	143570
3-D Billboards	15339/Year	10	12	153390	143573
Multimedia Pylons	15339/Year	15	12	230085	215359
Logo Projections	1065/Month	30	3	95850	89716
Suspended Objects	40930/Year	12	6	245418	229711
Display Area (For Cars)	7669/Month	1	4	30676	28713
Digital Multimedia Ads					
Spots (36) Before Noon	1104.40/Day	122	4	134737	126113
Spots (40) After Noon	1227.10/Day	122	4	149706	140125
Total				10679845	9996334

Zeitung, Handelsblatt, Wall Street Journal Europe, Financial Times Deutschland, Financial Times Europe
 Weekly: Die Zeit, Wirtschaftswoche, Der Spiegel, Focus MONEY, BusinessWeek
 Monthly: Kapital, Manager Magazin, BIZZ.

MEDIA PLAN - UNITED KINGDOM FINANCIAL COMMUNITY - 2002

In the UK, Fountainhead focuses its efforts on London, the main financial center of the country, due to immense crossover in the selected media and target audiences. Unlike the US and Germany, a large consumer market does not exist independent of the financial market.

Television

- :30 spots on commercial television.
- Suggested programming: CNN International, CNBC, N-TV News, N-24 News, Euronews, before news shows on ARD, ZDF, RTL, SAT1, and PRO7; also sponsor financial shows such as Monitor (ARD), Weltspiegel (ARD), Tagetshemen (ARD).

To reinforce the RPM campaign, Fountainhead also incorporates new media.

- As in the US and Germany, DaimlerChrysler buys electronic kiosks in the Heathrow and Gatwick airports, where anyone can access the Internet and download information to his or her PDA.
- Playbills in the Royal Theatre reach our highly specialized target in a sophisticated atmosphere where the medium helps develop the message.

2003 and 2004 - Percent and Budget Allocations

Print	55% E 4,111,800	\$3,848,645
Television	30% E 2,242,800	\$2,099,260
Outdoor	15% E 1,121,400	\$1,049,630

Print

Fountainhead uses a combination of newspapers and

Financial - Germany

MEDIA	COST	UNIT	MONTHS/UNIT	COST/YEAR [Euros]	COST/YEAR [US]
Print				3738000	3498768
Magazines					
Newspapers					
Direct Mail					
Television				1869000	1749384
Outdoor					
Train Wraps	10222/Month	4	6	245328	229627
ICE Train	2.56/Day	235	12	219584	205531
Bus Traffic Boards	664.68/Month	50	6	199404	186642
Deutsche Bahn Metros	17/Day	60	6	186150	174236
Street Carts	4.1/Month	1000	6	24600	23025
Subway Advertising					
Interior Side Walls	5.11/Month	280	12	17170	16071
New Media					
Airport Advertising					
Projection Billboards	51129/Year	6	6	153387	143570
3-D Billboards	15339/Year	10	12	153390	143773
Multimedia Pylons	15339/Year	10	12	153390	143773
Logo Projections	1065/Month	30	3	95850	89715
Suspended Objects	40930/Year	5	6	102258	95713
Digital Multimedia Ads					
Spots (36) Before Noon	1104.40/Day	91	3	100500	94068
Spots (40) After Noon	1227.10/Day	91	3	111666	104519
Interactive					
E-Kiosks	4245/Kiosk	25	12	106125	99333
Total				7475802	6997351

print, both global and local, to reach the Seekers. Although research shows higher index numbers for business trade magazines compared to international magazines, Fountainhead places more emphasis on international magazines (i.e. *The Economist* and *Management Today*) due to the larger reach and global focus of these publications. Fountainhead also allocates a portion of the budget toward in-flight magazines on British Airways to complement the promotional pack inserts in the promotions section. 450 million business travelers fly foreign and domestic commercial flights annually (ellermmedia.com). Additionally, Plog Research's On-Trak Poll found that 61% of travelers skim the in-flight magazine and 24% of travelers take the magazine with them.

Magazines

4-color, 2-page ads.

- Newspapers: Black and white, half-page ads.
- Suggested publications: The Economist, Management Today, Investors Chronicle, In-flight magazines (Virgin Atlantic's Hot Air), Wall Street Journal Europe, Financial Times Europe, Sunday Business.

Television

Since the UK also has an 8:00 PM watershed for television, RPM spots are placed before key shows. Fountainhead sponsors shows during this time in order to further reach the financial community.

- Suggested programming: Sky News, Bloomberg, BskyB, ITN, CNBC Europe, CNN, BBC News 24.

Outdoor

Transit advertisements provide a mobile medium to reach the dense London population. 3.7 million workers commute on the Tube daily (Transport Statistics Great Britain, 1998).

- Station Domination at major Tube stops in North Greenwich (near the Millennium Dome).
- Fountainhead wraps one train for each line of the Underground with RPM advertisements.
- Fountainhead places many bus and taxi ads around Greater London.
- GMI Screen: DaimlerChrysler sponsors the Global Multimedia Interface Screen in London for one week during our "Countdown to the Revolution" promotional event in January 2002. (Each year, fifty million people pass this cutting-edge, four-story digital screen).
- Outdoor clock ads on every corner of London's streets create high visibility .

2003 and 2004 - Percent and Budget Allocations

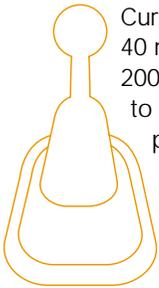
Print	40%	E1,872,000	\$2,000,000
Television	20%	E1,068,000	\$1,000,000
Outdoor	34.1%	E1,595,880	\$1,705,000
New Media	5.9%	E315,060	\$295,000

Financial - United Kingdom

MEDIA	COST	UNITS	MONTHS/UNIT	COSTS/YEAR [Euros]	COSTS/YEAR [US]
Print				2136000	1999296
Magazines					
Newspapers					
Direct Mail					
Television				1068000	999648
Outdoor					
Subway Wraps	10680/Mo	5	6	320400	299894
Station Domination	15710/Mo	1	6	94260	88227
Buses	11748/Year	30	12	352440	329883
Taxi Wraps	4713/Year	74	12	348762	326441
Airport Ads	44055	4	4	704880	659767
New Media					
Playbills	8169/Qtr Year		12	32676	30585
GMI Screen	7855/Week	2 Min/Hour	Week	7855	7352
Outdoor Clocks	18.15/Day	57	6	188805	176721
Interactive					
E-kiosks	4245/Kiosk	20	12	84900	79466
Total				5338978	4997283



INTERACTIVE



Currently 300 million people use the Web, up from 40 million in 1996. One billion users will be online by 2005. This impressive growth in recent years has led to a flood of companies struggling to secure their place in the minds of Internet users.

Through the use of innovative e-business strategies, Fountainhead attracts Seekers to the DaimlerChrysler Web sites, enhances the consumer buying experience, extends investor, customer and employee relationships with the company and strengthens the value of DaimlerChrysler's products and corporate brand.

The current DaimlerChrysler Web site is overwhelming, cluttered and lacking a corporate brand identity. Thus, the Web site contributes directly to the facelessness of the brand and adds to people's confusion about DaimlerChrysler. DaimlerChrysler's re-designed Web presence establishes a connection to the brand through the personal voice of the RPM campaign.

In addition, as stated in research, DaimlerChrysler's Web sites are one of the two instances where the product brands are tied together under the DaimlerChrysler corporate brand. This shows visitors the scope and diversity of DaimlerChrysler's product portfolio.

OBJECTIVES

Re-design DaimlerChrysler's Web site in order to:

- Increase communication between DaimlerChrysler and its target audiences.
- Support DaimlerChrysler's brand positioning as the daring vanguard of the automotive industry.
- Restore and expand faith in the company.
- Provide users with a memorable and efficient tool to help them access product, service and investment information.

DAIMLERCHRYSLER'S REDESIGNED WEB PRESENCE ESTABLISHES A CONNECTION TO THE BRAND THROUGH THE PERSONAL VOICE OF THE RPM CAMPAIGN.

STRATEGIES

Fountainhead develops three separate DaimlerChrysler sites tailored to specific target markets:

- www.daimlerchrysler.com for consumers.
- www.dcx.com for investors and the financial community.
- www.dcen.com (DaimlerChrysler Employee Network) for employees.

This design allows DaimlerChrysler to harness the Internet as both a sales and information channel and as a means of boosting consumer, investor and employee loyalty.

TACTICS**ALL WEB SITES**

- Incorporate DaimlerChrysler's new corporate image, as expressed through the RPM campaign.
- Offer multiple languages, showing that DaimlerChrysler acts as a global company.
- Set up message boards where DaimlerChrysler executives post company messages.
- Include Webcast conferences and interviews where management addresses concerns within the company and engineers explain new technological advances. Webcasts also support promotional activities such as the DaimlerChrysler Global Summits.
- Provide links where Seekers can request specifically tailored E-mail newsletters.
- Highlight DaimlerChrysler's current and future promotional events.
- Links to an online store with the capability to order vehicles, auto parts and other accessories from local dealers.
- Incorporates a previously-owned car section to encourage purchasing used cars from dealers online.
- Educates consumers about car loans and service contracts, which can be purchased online.
- Allows consumers to perform background checks on previously-owned DaimlerChrysler vehicles.
- Enables consumers to purchase auto insurance policies online.
- Provides a "Consumer Reports" link for information on recalls, new parts, discontinued parts and replacement parts.
- Includes tips and allows visitors to buy parts for restoring older DaimlerChrysler vehicles.

WWW.DAIMLERCHRYSLER.COM

- Links to the company's individual brands on the homepage of the consumer site.
- Provides DaimlerChrysler screensavers that provide an on-going execution of the RPM campaign.
- Allows players to build their own car and race against others or the computer with an interactive racing game. The game keeps users on the site longer and encourages repeat visits.
- Includes interactive plant tours.
- Links to www.dcx.com, DaimlerChrysler's new financial Web site.
- Showcases a civic action link conveying DaimlerChrysler's community efforts.
- Supports a monitored DaimlerChrysler chat room where consumers can voice questions and concerns. DaimlerChrysler's public relations professionals monitor the room and voice the positive future of the company.
- Makes a consumer newsletter available with information on DaimlerChrysler products, services and research and development.

WWW.DCX.COM

- Provides downloadable DaimlerChrysler screensavers with executions of the RPM campaign.
- Runs continuously updated DCX stock ticker.
- Includes a "snapshot" section explaining the latest news and trends in the auto industry.
- Hosts news groups with the financial community.
- Displays a financial newsletter with feature articles about DaimlerChrysler's current financial situation.
- Connects the financial site to the consumer site.

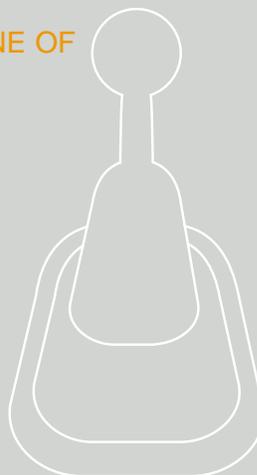
WWW.DCEN.COM

- Secures Intranet access for employees outside of DaimlerChrysler facilities (i.e. homes).
- Hosts a monitored chat room where employees can voice their questions and concerns to upper management.
- Provides a newsletter facilitating communication from management to employees.
- Connects the employee site to the financial and consumer sites.

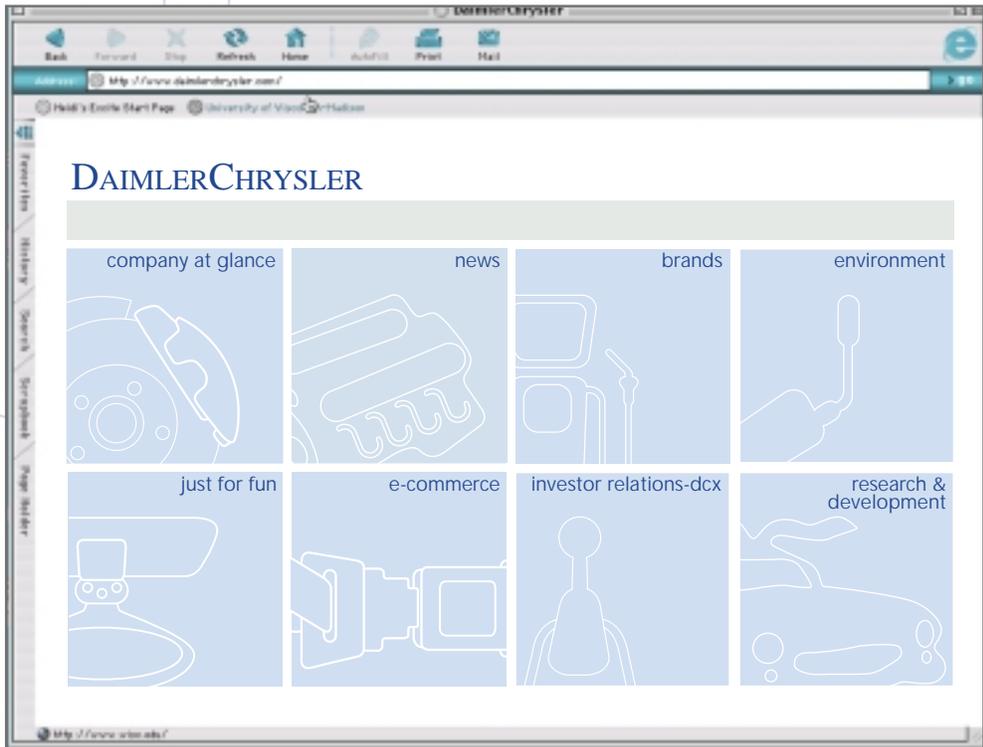
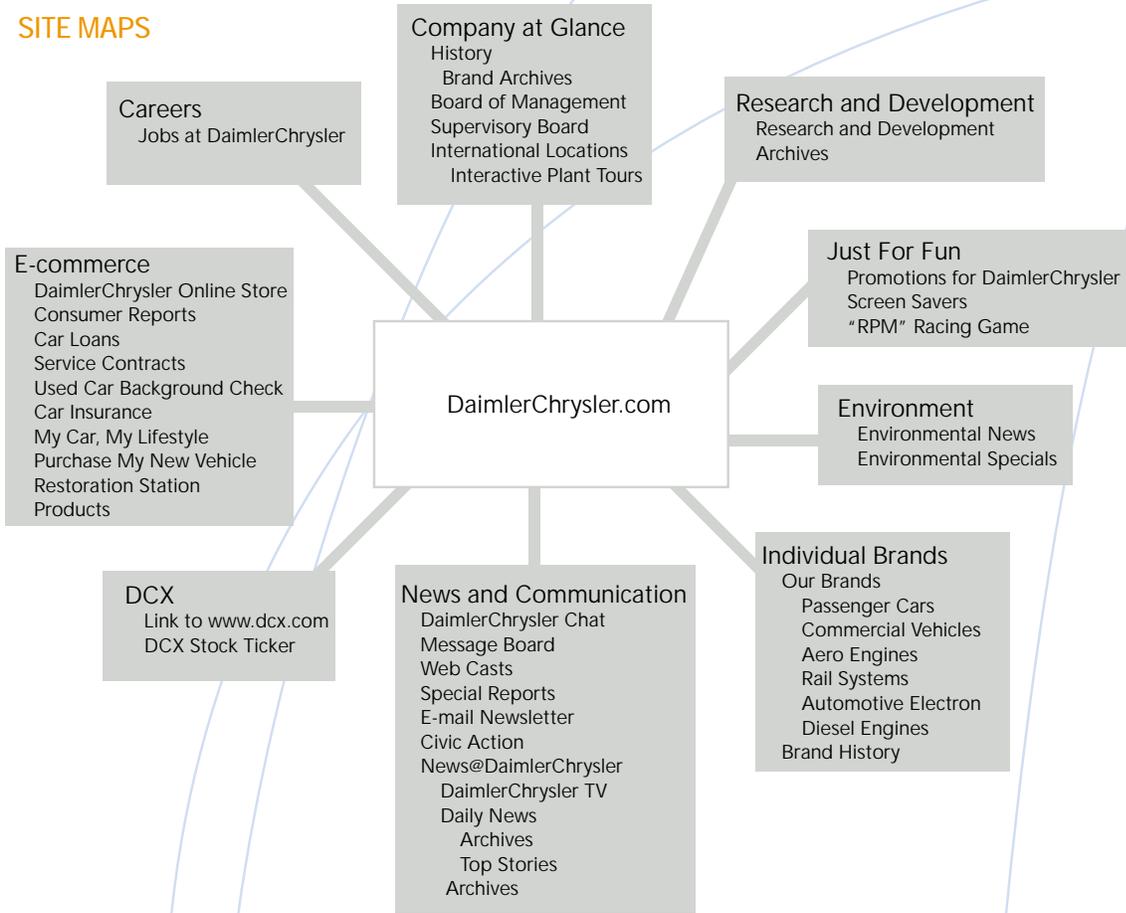
DAIMLERCHRYSLER'S WEB SITES PROVIDE ONE OF THE TWO INSTANCES WHERE THE PRODUCT BRANDS ARE TIED TOGETHER UNDER THE DAIMLERCHRYSLER BRAND.

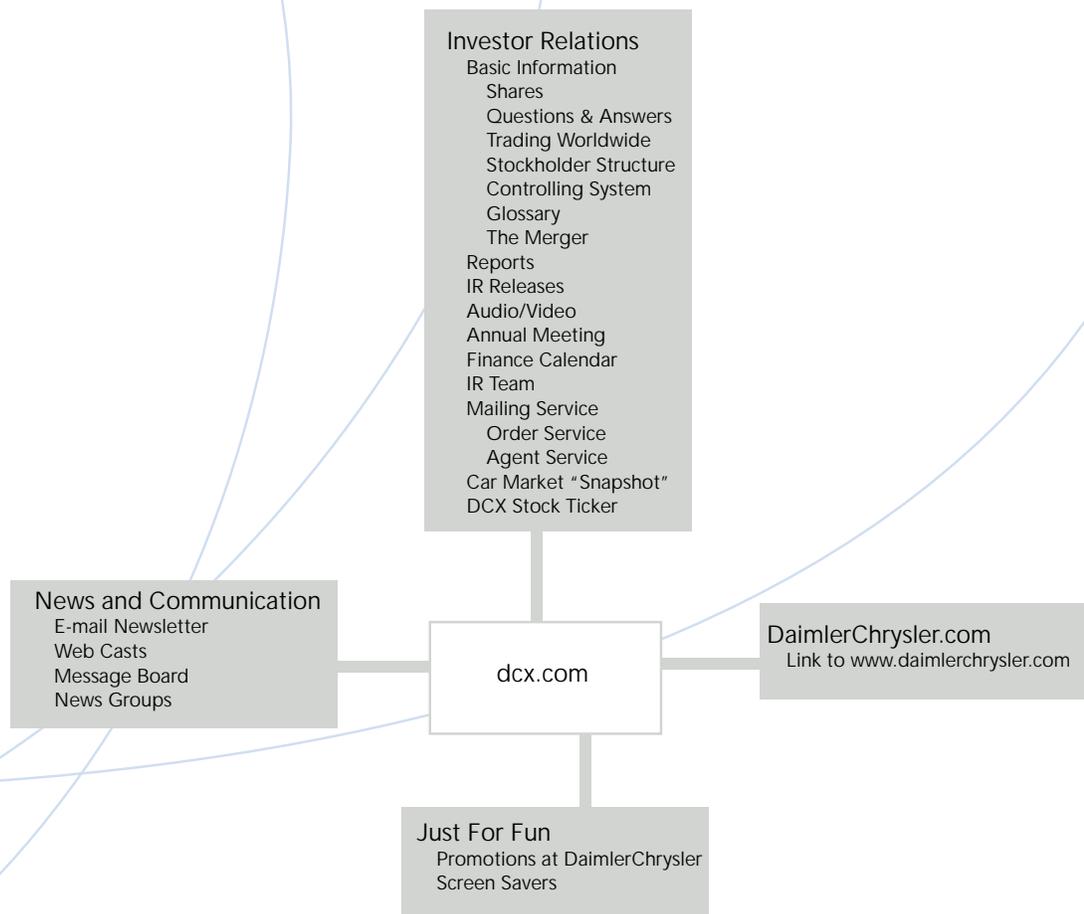
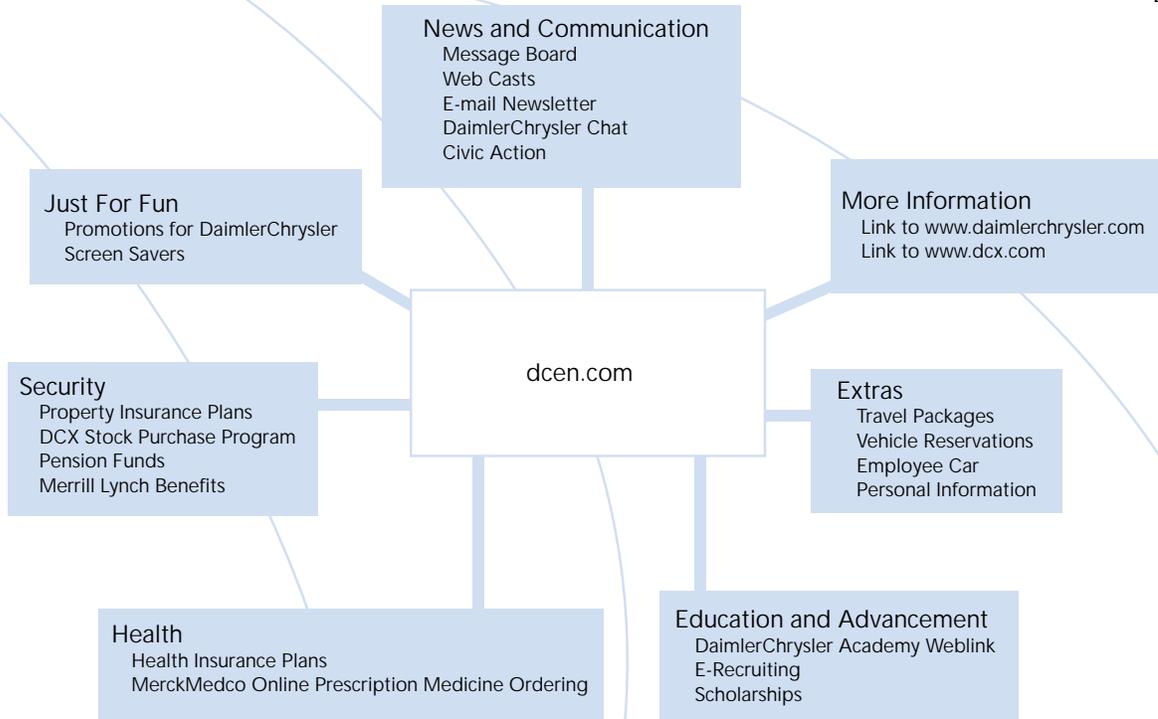
E-COMMERCE**WWW.DAIMLERCHRYSLER.COM**

- Asks consumers for their lifestyles and vehicle preferences and recommends a DaimlerChrysler car to fit the consumers' needs.
- After entering their zip code, visitors can customize and order cars from a list of local dealers carrying the model.



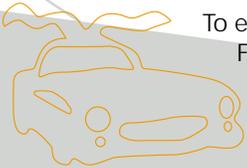
SITE MAPS







EVALUATION & BUDGET



To ensure the success of the RPM campaign, Fountainhead has budgeted \$3.5 million to continuously evaluate its effectiveness. Fountainhead will assess the impact of the RPM campaign with both quantitative and qualitative measures at four stages throughout the campaign. The evaluation measures are designed to track changes in brand awareness and perception, to identify any problems with the execution of the campaign and to help maximize the impact of the message strategy. This allows DaimlerChrysler to be up-to-date on the current attitudes and awareness of its global brand, to track progressions in attitude and awareness throughout 2002 and 2003, as well as to finish the campaign with valuable benchmark data to make plans and formulate new objectives on its way to becoming the most admired automotive company in the world.

QUANTITATIVE MEASURES

Quantitative data is gathered in the form of telephone surveys with questions that allow respondents to rate their levels of awareness and attitudes toward DaimlerChrysler as a global brand. This statistical data will enable DaimlerChrysler to compare initial levels of awareness and perceptions with concurrent as well as concluding levels.

In the first stage of the evaluation program, telephone surveys are administered shortly before the

campaign is launched to determine base-line values for awareness of and attitudes toward DaimlerChrysler. The same questions will be used in the second stage, June 2002, to track the progress of the RPM campaign in raising brand awareness and image changes. Any adjustments needed to maximize effectiveness in reaching target audiences are made at this time with funds from the contingency budget. Finally, in the third stage of the evaluation, December 2002, the same telephone surveys will be administered, permitting DaimlerChrysler to enter 2003 with the most effective RPM campaign tactics as well as knowledge about progressions in brand awareness and perceptions among the target audience. In December 2003, stage four of the evaluation program is conducted to provide statistical data showing the overall effectiveness of the RPM campaign. With such a structured plan of evaluation, figures from all four stages put DaimlerChrysler in a position to compare the initial perceptions of its target audiences and their transitory perceptions and final perceptions after the RPM campaign is completed.

THE EVALUATION MEASURES ARE DESIGNED TO TRACK CHANGES IN BRAND AWARENESS AND PERCEPTION, TO IDENTIFY ANY PROBLEMS WITH THE EXECUTION OF THE CAMPAIGN AND TO HELP MAXIMIZE THE IMPACT OF THE MESSAGE STRATEGY.

QUALITATIVE MEASURES

Qualitative data is gathered to further evaluate the awareness and attitudes of the target markets as well as the impact of the RPM campaign's advertisements, promotions and media tactics. Responses from focus groups give Fountainhead more in-depth insight as to why target audiences' awareness and attitudes are at certain levels. Additionally, they qualify the numbers of the quantitative surveys.

THESE FOCUS GROUPS HELP RECOGNIZE ANY ISSUES THAT MIGHT HAVE TO BE ADDRESSED TO FURTHER REINFORCE THE BRAND'S POSITIONING AS THE DARING VANGUARD OF THE AUTOMOTIVE WORLD.

As with quantitative testing, focus groups in the qualitative phase are conducted at the same four stages. The first stage, before the initial launch of the campaign, unveils in-depth cognitive perceptions of DaimlerChrysler's target audience. In June 2002, focus groups will be done to receive feedback about the effectiveness of the RPM campaign and its overall impact on the target audiences' image of and attitudes toward DaimlerChrysler. As a result of the qualitative insights, any changes to the RPM campaign needed to maximize effectiveness will be administered at this time. In December 2002, focus groups will prepare DaimlerChrysler's movement into the second year of the RPM campaign. Finally, in the fourth stage, December 2003, focus groups will be held in order to achieve in-depth insight to overall transitions in awareness and attitudes of all target audiences at the conclusion of the RPM campaign. These focus groups help recognize any issues that might have to be addressed to further reinforce the brand's positioning as the daring vanguard of the automotive world.

Finally, to gauge the effectiveness of DaimlerChrysler's massive media relations efforts, press coverage surrounding the company is constantly monitored to ensure that the publicity pendulum swings back in favor of DaimlerChrysler. Content analysis of news clippings and broadcast coverage are used continuously to track the impact of the RPM campaign's tactics on the media coverage surrounding DaimlerChrysler.

TARGET AUDIENCE SAMPLE CELLS

Target audience members from the financial community, the DaimlerChrysler Family and consumers are recruited to participate in surveys or focus groups, with samples drawn from each of the following RPM target countries: the US, UK, Germany, Canada and Mexico.

The following are sample sizes recommended for the quantitative studies according to population size of each country. Sample sizes ensure 90% confidence that quantitative measures are accurate to within +/- .83%. Budgets for each country are based on the cost of fifteen-minute phone interviews.

UNITED STATES

Sample size in each wave of sampling = 5000 people
Total cost for 4 waves of sampling = \$760,000

GERMANY

Sample size in each wave of sampling = 3000 people
Total cost for 4 waves of sampling = \$460,000

UNITED KINGDOM

Sample size in each wave of sampling = 3000 people
Total cost for 4 waves of sampling = \$460,000

MEXICO

Sample size in each wave of sampling = 2000 people
Total cost for 4 waves of sampling = \$320,000

CANADA

Sample size in each wave of sampling = 2000 people
Total cost for 4 waves of sampling = \$320,000

TOTAL QUANTITATIVE MEASUREMENT COST IN RPM CAMPAIGN: \$2.3 million

For qualitative sampling, there will be ten focus groups administered at each stage of the evaluation program. At the end of the RPM campaign, 40 focus groups will have been conducted in each target country. Costs are based on the average cost of a focus group at \$6,000.

TOTAL QUALITATIVE MEASUREMENT COST (with costs for each country = \$240,000): \$1.2 million

TOTAL CAMPAIGN BUDGET

Production	10,000,000	13%
Media	45,000,000	60%
PR/ Promotions	15,000,000	20%
Evaluation	3,500,000	5%
Contingency	1,500,000	2%
Total	75,000,000	100%

Through the **RPM CAMPAIGN**, Fountainhead achieves the goal of positioning DaimlerChrysler as the most admired automotive company in the world with thought-provoking marketing, communications and advertising strategies. Fountainhead's campaign meets the client's objectives, effectively using the yearly \$75 million budget.

The **UNIQUE AND PROGRESSIVE** tactics of the campaign parallel DaimlerChrysler's position as the daring vanguard of the automotive industry. The RPM campaign acknowledges and lessens gaps that have developed between the vision of DaimlerChrysler's management, the employee culture and the current images that target markets have of the company. Consequently, DaimlerChrysler becomes recognized as a united global brand setting out to **UNLEASH ITS IMMENSE POTENTIAL** upon the automotive world. The campaign communicates **ACROSS CULTURAL BARRIERS** by creating a personal relationship that connects with the emotions of multiple segments simultaneously. As a result,

- the financial community is **CONFIDENT AND INSPIRED** to invest in the corporation, coming to realize that DaimlerChrysler is unleashing the qualities of a true industry leader.
- employees understand the purpose and **FEEL PROUD** to become a part of the larger DaimlerChrysler group, rather than just identifying with one of its individual brands.
- consumers and the media are better informed because the RPM campaign **BRINGS RECOGNITION** to the DaimlerChrysler group as a whole rather than the individual brands.

At the conclusion of the three-year campaign, DaimlerChrysler realizes its brand position as the daring vanguard of its industry, clearing the way for DaimlerChrysler to become the most admired automotive company in the world.

