



FIAT: Finding Innovative Audience Targets

Presented by the Feisty Fiatches:

Belén Torres-Gil | Chad Marshall
Darian Cowgill | Robyn (Tseyu) Wang

University of Southern California



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FIAT: FINDING INNOVATIVE AUDIENCE TARGETS

PRESENTED BY THE FEISTY FIATCHES

BELÉN TORRES-GIL | CHAD MARSHALL



DARIAN COWGILL | ROBYN (TSEYU) WANG

EXECUTIVE SUMMARY

When FIAT reentered the North American marketplace in 2009, it bolstered its global manufacturing capabilities while benefiting from Chryslers' strongest non-manufacturing asset, its North American distribution backbone, and its keen understanding of the American car buyer. FIAT was poised to reclaim its once lost market share of the American consumer. FIAT chose a decisive strategy that boldly centered upon its “Italianess,” which was at the core of their overall message. FIAT’s new foundation was its sex appeal of the new while embracing FIAT’s history.

FIAT’s sales rose quickly, garnering attention, but quickly plateaued and then eventually started a downward since 2014. It is difficult to avoid the fact that although FIAT’s initial campaign based on sex appeal and brash imagery launched initial sales, it had unfortunately run its course. FIAT must redirect its strategies to target and speak to new demographics that it has previously overlooked. In an attempt to remedy declining sales while also trying to bolster its failing brand, it is suggested that FIAT re-calibrate its overall marketing message. It is suggested that focus is placed on more earnest messaging to the new target markets identified in the collective field research. Stylish working mothers, retired active seniors, and committed gay couples are the new proposed target market for FIAT. Each of these groups were identified by



first-hand observations, interviews and research of market trends, active buyers, and current FIAT owners. This marketing campaigns speaks to these demographics and pushes the boundaries of FIAT's past marketing efforts.



PART 1: SITUATION ANALYSIS

From the turn of the 20th century, the name FIAT has been synonymous with Italian design, craftsmanship and style. Over the course of the last 110 years since its inception, FIAT has experienced the peaks and valleys that accompany being one of the most prominent automotive manufacturers on the planet. Since it re-launched its global brand back into the United States in 2009, its limited line of subcompact cars caught the attention of many American car buyers through its onslaught of sexy and daring television commercials. As a result, FIAT experienced a steady increase in sales of its sporty, subcompact cars that combined the ease and drivability of a small car with the performance and sleek lines that are normally featured on exotic sports cars four times the price.

Although it appeared that FIAT sales would continue to increase, FIAT sales began to decline sharply in 2016 by 10%, and another 20% in 2017, and although the declines can be attributed to several factors, one key finding seemed to resonate over and over through the research; the prevailing notion was that, “everyone who owns a FIAT, already has a FIAT.” This simple statement truly encapsulates the current state of FIAT’s North America market share and brand health. In light of the declines, the obvious question is to ask what can be done to right the ship and what new strategies and measures must be created in order to bring profitability to this global automotive brand? The contents of the analysis to follow will serve as a dissection of



where FIAT has been in terms of its previous marketing strategies, along with a detailed account of the research methods and processes that were used to collect the first-person data, which was conducted in order to formulate and arrive at a systematic wide range of recommendations that will be provided at the closing of this analysis.

COMPANY

History. Founded in 1899, FIAT is Italy's only automotive company and has long been a "mass market brand primarily focused on small and compact cars with a distinctive Italian style" (FCA Group, n.d.). In 2009, the automaker became a subsidiary of FIAT Chrysler Automobiles (FCA Group, n.d.) under its alliance with Chrysler LLC (European Commission, 2009). Following a 25-year hiatus, 2011 saw the FIAT brand return to North America with its launch of its FIAT 500 (FCA Group, n.d.), strategically re-positioned solely as a sexy subcompact manufacturer.

According to FIAT, "the FIAT brand stands for discovery through passionate self-expression... [it is] Italian at heart and rooted in a rich heritage. [It] is synonymous with modern, simple design blending form, function, technology and a pride of ownership that is genuine" (FCA Group, n.d. para. 19). In the U.S, FIAT's mission is to "combine the Italian passion for design and originality with efficiency and versatility to simplify everyday life with the joyful usefulness of its products" (FIAT USA, 2018, p. 1). It engages in a singular marketing strategy that showcases its Italian-ness and asserts itself as a sexy foreign sports or subcompact car-brand.

Product Line. FIAT's 2018 line includes three models in the U.S. Market: the FIAT 500X, 500L, and 124 Spider, phasing out the FIAT 500, 500e and Abarth 500 (FIAT USA, 2018).

Distribution. Distribution of FIAT's vehicles move from manufacturers to dealers and distributors, to retail customers (Ernst & Young Accountants LLP, 2016).



News. Currently, FIAT's brand in the U.S. continues to experience inconsistent sales (Cain, 2017; Ernst & Young Accountants LLP, 2017). By neglecting a broader line of vehicles, FIAT USA's sole position as a sexy subcompact manufacturer has limited its opportunity to increase sales. In September of 2017, FIAT USA introduced a larger model, 500X Urbana Edition to offer "customers yet another way to showcase their personality" (Bianchi & Zvibleman, 2018, p. 1). However, FCA's monthly sales reports reveal increases in sales for FIAT's 500L and 124 Spider only (Bennett, 2018). Additionally, the holding company's 2017 full-year report saw a 19% decrease in the brand's overall sales (Ernst & Young Accountants LLP, 2017). More recently, in February of 2018 FIAT announced its "all-turbo 500 lineup" to showcase its performance and "dynamic driving experience" (Wasylkyk & Zvibleman, 2018).

PRODUCT CATEGORY

FIAT operates in the passenger car market within the American automotive industry (Ernst & Young Accountants LLP, 2016). FIAT primarily focuses on the subcompact segment —the smallest and least expensive vehicles on the market (U.S. News & World Report, 2018). This segment, typically sedans, are "meant to be more for commuting and comfort and performance" (U.S. News & World Review, 2018, p. 1). In recent years, FIAT has attempted to enter the mid-sized vehicle market as well with its 500L and 500X crossovers.

Market Size. It is expected that the American automotive industry sales will reach 16.9 million units in 2018, down 1.7% from 2017 (Culver, 2018).

Market Leaders and Relative Market Share. Within the American automotive industry GM leads with 17.2% of total US market shares, while Ford and Toyota are also top competitors (Wall Street Journal, 2018). Consumer Report's evaluation of all commercial car brands states that it



has ranked FIAT dead last (McIntyre, 2016). Out of a possible score of 100 points, FIAT earned a total of 52 points (McIntyre, 2016). None of the FIAT line of cars came with notable industry recommendations and in particular, the FIAT 500 ceased to make any discovered list of recommendation. However, within the subcompact car segment, the MINI Cooper, recording an 8% sales increase in the fourth quarter of 2017, leads with 0.3% of the total US market (Wozniak, 2018; Wall Street Journal, 2018). FIAT, after “culminating in a loss decline of 41.3% in Q4’17” (para.6), is positioned second with 0.1% market share and smart is positioned last with less than 0.1%. (Wozniak, 2018; Wall Street Journal, 2018).

Trends and Forecasts. Overall sales in the U.S. car market totaled \$17.2M USD in 2017, a decline from records set in 2015 and 2016, however anything above \$16M is considered “on track” (DeBord, 2018, p. 4). 2018 is expected to decline further owing to a steady flow of used cars and a shift in desirability from passenger cars to utility vehicles (Culver, 2018). While the National Automobile Dealers Association (NADA) predicts the sale of 16.7 million units, a 1.7% decline, other forecasts suggest up to a five percent decline (NADA, 2017; Culver, 2018; Winton, 2017).

The subcompact segment was among the hardest hit with sales decreasing by 20.0% in 2017 (Wozniak, 2018). Recovery would depend on dramatic increases in gas prices, but because that is both unlikely and undesirable, 2018 appears bleak for subcompact cars (Wozniak, 2018). In contrast, although the subcompact segment dropped, 2018 is promising as the majority of this segment is scheduled to be renewed (Wozniak, 2018d). 2017 sales in the small/compact and midsize car segments shrank by 3.8% and 15.1% respectively “as customers keep leaving for crossovers” (Wozniak, 2018a, p. 1) . While 2018 suggests a positive outlook for new



small/compact models to be released; the midsize car segment may be “due for more pain in coming years as the market readjusts to the new normal” (Wozniak, 2018b, p. 2).

BRAND AUDIT

As the automotive trends and consumer preferences shifts considerably to small subcompacts and to the newest craze, the ‘crossovers’ classification, which was primarily motivated by rising fuel costs and consumer sentiments for environmentally conscious cars, the automotive landscape has changed dramatically in the last 10 years (Wozniak, 2018b). FIAT fits squarely in the international, subcompact product category, and its primary competitors are MINI and smart (see Appendix A). In the center of the prevailing trend is the subcompact marketplace, where MINI Cooper is the market share leader, once followed closely by FIAT in North America. As one compares FIAT and its small line of subcompact and sports cars to MINI’s offering, many would be willing to call these two competitors, bed fellows for the same customer pool although the companies, their brands and their cars are nothing alike. Although FIAT was once known for producing a higher price point Italian sports car, FIAT is now widely perceived as “affordable luxury,” whereas MINI is perceived as a true luxury vehicle given its parent company, BMW, and its much higher price point and marketing campaigns.

When understanding all of the universal themes that makeup the overall concept of brand architecture, which is essentially an assembly of twelve of the most common character traits that could be used to characterize both the overall human condition as well as to map the genetic code and belief systems of a given brand. The twelve archetypes are the Magician, Sage, Innocent, Outlaw, Hester, Lover, Explorer, Ruler, Lover, Caregiver, Hero, Regular Guy/Girl, and Creator, where each of the archetypes possesses a good trait and a bad trait such as the Hero,



where a brand with the Hero traits will want to do good by its products or services, however a potential drawback could be that the brand could to some people also appear to be too preaching or self-serving (Petromilli, Morrison, & Million, 2002). No brand is isolated to just one archetype, where FIAT could be strongly argued to be a combination of the Hero, the Outlaw, the Explorer, the Ruler and the Jester, where as a combination of those five archetypes, it encapsulates both FIAT's humble beginnings as a small Italian automaker that eventually became one of the largest auto manufacturers in the world, while also showcasing its evolution into the manufacturer of a line of feisty and sexy sports cars. In doing so, FIAT built its empire upon its rich Italian heritage and leverage the appeal of the sexy and fierce Italian persona to where the majority of its recent campaigns in North America have all relied heavily upon the selling of sex appeal, while using a wide variety of brash and outspoken imagery.

In essence, the message FIAT has given to the world is that they are heroes, outlaws, explorers, rulers and jesters all rolled into one. However, as the data, research and prevailing sales consumer trends assert is that all of those traits are very attractive and aspirational when times are prosperous, but when times are more conservative, the general public will hold fast to the remaining seven archetypes that FIAT is clearly not, and that is wherein lies the issues for FIAT, and what it will continue to face until a considerable, if not drastic pivot is made from their overall strategic marketing direction. The traits that FIAT is not are innocent, the regular guy/girl, sage, creator, magician, lover and caregiver, where to many boardrooms filled with creative minds, not one executive would rather be characterized by these traits instead of the first grouping, however, when a company like FIAT has outlived, and out sold, its brash and outspoken branding to the point that there are simply no customers left that want to buy into



that amalgamation, then FIAT must do some soul searching to find a new set of beliefs for it evolve into, or it will face near, or eminent extinction. In doing so, FIAT must embrace the new markets it has long ignored and evolved itself as a whole, where its brand must become a more loving and trustworthy brand that consumers want to buy year in year and year out, rather than be a brash bad boy that consumers have grown tired of after seven years; the numbers do not lie.

MINI

Both MINI and FIAT feature international styling and pride, and have similar sized vehicles, but the similarities stop there. MINI, owned by BMW, features six models; Hardtop 2-door and 4-door, Countryman, Clubman, Convertible, John Cooper Works, and a Plug-in Hybrid vehicle (MINI, 2018). Prices range from \$24,000 to \$48,000, compared to FIAT's \$14,000 to \$32,000 (MINI, 2018). MINI's mission statement is, "The MINI brand wins hearts and turns heads. MINI is refreshingly different: extroverted, spontaneous and in every respect something out of the ordinary," (MINI, 2018). MINI focuses on high-intensity driving, racing and performance. Many of their models have an optional "sport package" which update the seats, wheels and headlights, or a "John Cooper Works package" featuring updated wheels, spoiler and performance controls (MINI, 2018).

SMART

Smart cars are physically very similar to FIATs, and the FIAT 500 models can be mistaken for smarts on the road. Also similar to FIAT, smart is in rapid decline in America, offering just four models in 2018; pure coupe, passion coupe, prime coupe, and passion cabrio, compared to six in previous years including non-electric models (smart, 2018). Smart, owned by Mercedes-Benz,



had reduced its focus to entirely electric subcompact vehicles starting at \$23,000 - \$28,000 (smart, 2018). Smart's branding focuses on clean, affordable and electric with bright colors and youthful styling.

BRAND ATTRIBUTES

FIAT's brand loyalty feeds into the double-edged sword that 'everyone who wants a FIAT has a FIAT' because although its fan base is fiercely loyal, it is almost, if not fully saturated. In realizing this divide that it is in, FIAT is endeavoring to elevate its brand as a luxury vehicle to find new customers, however, to much of the general public, it will never be viewed as a luxury car. However given its present state of lethargic and declining sales, there is some credence that if the price was to be artificially increased, it could help its overall brand perception that FIAT is a poor man's Italian/European sports car.

In evaluating the points of parity between the three brands, FIAT's overall pricing is considerably lower than a MINI, but much higher than a smart's while also being much larger than a smart as well as sleeker in design and higher in performance. In terms of a much shorter parity divide, FIAT is much closer to MINI in design and performance, although MINI is far superior in both categories, and truly regarded as a luxury subcompact, which is where FIAT wants to be. Within the parity model between the three auto manufacturers, FIAT sits in the uncomfortable position between a legitimate luxury subcompact car, and an eco-conscious commuter car that was designed primarily for consumers who do not want the characteristics of a gas-guzzler.



PART 2: CONSUMER RESEARCH



FIAT USA is in trouble. Sales are down, marketing has been slashed and only three of the six cars in the FIAT lineup have released a 2018 model (Lang, 2017). With presumably only half of FIAT models in production, it is essential to understand if the brand can be revived in the US, and if so, how can FIAT reach the correct market. In an effort to better understand how consumers perceive FIAT, this report will include three types of qualitative research: interviews, observations, and a qualitative sentiment analysis. Each research effort was conducted separately by four University of Southern California graduate students.

CONSUMER OBSERVATION RESEARCH

The observations were conducted by four graduate students at the University of Southern California. The researchers were trained to be discreet, and appear as a fellow customer, as well as how to record observations.

METHOD & PROCEDURE

This study took place during President's Day weekend between February 16 - 18, 2018 at a FIAT or CarMax dealerships in Berkley, Burlingame, Glendale, and Sacramento (see Appendix D). Each location was observed for 30 minutes during the dealership's self-defined peak hours. Consumer observations focusing on consumer demographics and behavior were conducted passively.

A total of eight variables were examined. The specific variables pertaining to demographics were the participant's gender, approximate age by decade, and whether they were alone or with family members. The behavioral variables that were investigated pertained to consumer interest: What car models did the participants look at? What were the color of those vehicles? Did the participant take an info booklet? Did he or she speak to a sales person? Did he



or she take a test drive? Additionally, notes were to be taken on any intelligible, overheard commentary by the participants.

Participants observed in this study were chosen by chance. They were patrons at either FIAT or CarMax dealerships at the stated time. Therefore, anyone of legal driving age looking for a vehicle were potential participants. Assumptions were made based on the participants' mannerisms, demographics and behaviors, and were recorded. For a detailed description of the specific variables observed and data collected, please refer to the tables in Appendix D.

INTERVIEW STUDY

The purpose of the interviews is to understand FIAT usage; brand image; competitor impressions; strength & weaknesses; decision making factors; lifestyle and media consumption patterns. The overall data was collected across California.

METHOD & PROCEDURE

This study was carried out during President's Day weekend between February 16th – 18th, 2018, around the San Francisco Bay Area, Burlingame, Glendale, and Sacramento. Accordingly, the 20 participants recruited were limited to those in geographical regions, willing, and either general consumers in the millennial and or car-buying audience, and or existing or prospective FIAT customers.

Participants were asked 34 questions divided into five sections; vehicle usage, buying behavior and motivation, FIAT brand image, media usage, and demographics. The question format breakdown was; (10) short answer, (9) Yes/No, (6) long answer, (5) numeric responses, (4) multiple choice. The first section, vehicle usage, assessed typical driving behaviors. An



example question from this section was, “On average, how many miles do you drive a day total?”

The next section assessed the participant’s perception of FIAT’s brand image. An example

question from this section was, “What were the three primary reasons you purchased a FIAT?”

The next section examined purchasing motivations. An example question from this section was,

“What three words would you use to describe FIAT?” The next section attempted to determine

the participant’s media usage and exposure. An example question from this section was, “Do you

have Cable subscription (TV)?” The final section asked demographic questions. An example

question from this section was, “What is your marital status?” The full list of questions may be

viewed in the codebook in Appendix E.

SENTIMENT ANALYSIS

An analysis of car buyers’ comments online was orchestrated to reveal consumer sentiments towards FIAT versus their competitors.

METHOD & PROCEDURE

This study utilized a variety of digital resources and social media channels to examine the positive and negative topics regarding FIAT, MINI, and smart’s brand and products. Among the medias investigated were 65 community comments posted in February of 2018 in response to an article, *All 2018 FIAT 500s Will Go Turbocharged*, that was published on a the car enthusiast blog “Jalopnik;” 82 of the most recent reviews of FIAT 500 on cars.com between 2014 and 2017; and 20 community comments related to consumer reviews of the 2015 FIAT 500 recorded on Edmunds.com between August 31, 2014 and October 19, 2017. Additionally, 45 standalone



posts on Twitter between February 4th – 24th, 2018. This sample covered 15 separate mentions of each “@FIATUSA,” “@MINIUSA,” or “@SmartCarUSA,” (see Appendix F).

A total of four variables were coded. Raters were trained in the operationalization of variables and in the coding procedures. The first variable identified whether FIAT, MINI, or smart was mentioned in the comments. The first variable coded positivity/negativity, was defined as the review’s overall impression of the brand, as either (1) positive, (2) neutral, or (3) negative. The second variable was topic, and classified as (1) or price, (2) performance, (3) appearance, (4) maintenance, (5) dependability, (6) brand, or (7) other. The full codebook can be seen in Appendix F.

KEY RESULTS & FINDINGS

From our research we were able to identify that the atmosphere of the online reviews varied from the interviewed customers. These processes showed that there was an in-person sentiment of approval for the FIAT, but online, customers seemed to share more honest feeling towards the vehicle. When asked in person a customer may have stated that they had not experienced any problems with the vehicle however the online customer was more likely to state that over all they had not experienced any problems but would add a statement such as “except for the plastic knob falling off.” Of the 182 online observed customer reviews, we identified 50% of them to be coded positive, 20% to be coded neutral, and 30% coded as negative.

It was identified that some of the most talked about positive topics to include gas mileage, comfort, drivability, and overall size. Some of the neutral elements that we discovered were in relation to small items that had gone wrong with the vehicle. These were situations where the customer was happy overall, however there were instances of inconvenience. Most of



our reviews easily identified by a precursor statement as seen in Appendix F "...nice car except for a couple of things." We further identified the customer's negative review topics to be as extreme as needing to have the engine replaced before the first oil change to complaints about the FIAT 500s not holding their resale value. It is further worth noting that making an online comment, positive or negative, is an active behavior, and can be triggered by extremes. Where a contented driver might never comment online, someone that is angry or extremely happy might, so online comments might not capture the full spectrum.

We noted that noted that customers purchased FIAT products despite the almost equal positive and negative product reviews. We understood this to mean there was as much of a weakness as there was a strength revealed by our findings. A strength that is applicable to FIAT and revealed to us by the customers that continue to back the brand through thick and thin is the loyalty of FIAT customers. This could however already be showing signs of reaching its limitations indicated directly by the decreasing numbers in sales.

When looking at how consumer behavior is affecting the FIAT brand we noted several key insights here that helped lead us further to our strategy. The main challenge of the brand is its declining sales. In our analysis of reviews it showed that even those that had supported FIAT with multiple purchases could be found to make a statement as shown in Appendix F as "I think I have a love hat relationship with this car." Overall we have identified consumers to have neutral feelings towards the brand. This is very different from how FIAT would like consumers to feel towards their brand. What FIAT has that other brands do not currently have is terrible reliability. According to Edmunds, FIAT Chrysler vehicles including, Dodge, Chrysler and Ram, finished



generally near the bottom of automobile reliability, and the FIAT 500L was the least reliable model (Woodyard, 2015).



PART 3: FIAT CURRENT MARKETING COMMUNICATIONS

To better understand FIAT's positioning in the U.S. market, an investigation into its past marketing communications strategy was conducted. Specifically, this evaluation study utilized Google and electronic resources to locate the materials necessary for an exhaustive review of FIAT's brand website, social media accounts, and advertisements between the years of 2011 and 2018 available on the Internet. Social media accounts examined were Facebook, Twitter, Instagram, Tumblr, Google+, Pinterest, YouTube, and FIAT USA's blog (blog.fiatusa.com). Other online resources visited included FCA Media Newsroom, adage.com, prnewswire.com, ispot.tv, and adsoftheworld.com.

Findings indicate that while FIAT's ultimate goal is to reach target markets by influencing its consumers towards purchase, the goal of its marketing communications is to engage and resonate with various segments within the millennial age group through digital media channels. FIAT USA's marketing communications highlights the FIAT lifestyle, its distinctiveness, performance, and versatility under the theme of fun, sexy, and bold. It thereby integrates its mission across goals, contact points, and product within and across media channels. Still, observing FIAT's owned media channels, FIAT has significantly scaled back efforts across all platforms. While the bones of FIAT's media profiles are maintained, it remains unclear what is next for the brand, and how it will stay afloat despite declining sales (Lang, 2017).

A sampling of FIAT's marketing communications efforts can be found in Appendices G – M.



FIAT MARKETING INVENTORY EVALUATION

FIAT Marketing Communication Budget. Prior to FIAT's reentry back to the US, FCA's marketing communications budget in 2009 was €2,504M (FIAT S.p.A, 2009). Following FIAT's re-entry in 2011, FIAT USA reached its peak sales in 2012. That year, FCA's marketing budget doubled from 2009 to €4,367M. In 2014, FCA increased that number to €4,565M (Ernest & Young Accountants LLP, 2014). FIAT's media mix consisted of "media campaigns, as well as marketing support in the form of trade and auto shows, events, and sponsorship" (Ernest & Young Accountants LLP, 2014, p. 181). These included print, digital, and social media, as well as commercial slots during the Super Bowl. In the following year, advertising costs made up 47% of total selling cost (€7576M) at €3,560.72M (Ernst & Young Accountants LLP, 2017). Since then advertising costs have continued to decline. Most recently in 2017, media campaigns have been scarce as costs were reduced to 45%, amounting to €3,323.25M (Ernst & Young Accountants LLP, 2017).

Advertising. If there is one thing that FIAT is not shy about, it's about packing a big personality punch into a small package. Collectively, FIAT's advertising (television, print, billboards, digital platforms not including social networking), depicts youthful people in action, while the phrases and slogans they use are trendy. Along with the following factors, it can be assumed that the target audience is relatively youthful in spirit and agile, is a working professional, lives in an urban environment yet enjoys the outdoors, makes bold fashion or lifestyle choices or at least would like to be perceived that way, and enjoys being thought of as distinctive, or above the crowd. Next, the company's ads are action-oriented, colorful, and are generally spunky, fun, and occasionally suggestive. Nature is also predominantly featured in commercials including snowy mountains, oceans, and wild animals. These emote a sense of adventure, freedom, and



versatility. Overall, FIAT ads highlight the company's Italian roots and affordable price points, indicating that FIAT's position is that of an affordable, Italian, fun, sexy, and bold lifestyle car.

Perhaps equally interesting is what the commercials don't show; neighborhoods, families, suburban settings, the elderly or anyone under 25. Beyond celebrities, memorable faces and personas are rarely seen in FIAT marketing, but lifestyles are highly prevalent. Everything from enjoying accelerated driving in snow, squeezing into tiny parking spaces, or accelerating through life, FIAT focuses on the characteristics of FIAT driver lifestyles. From their ads, it can be assumed that the target audience is relatively youthful in spirit and agile, is a working professional, lives in an urban environment yet enjoys the outdoors, makes bold fashion or lifestyle choices or at least would like to be perceived that way, and enjoys being thought of as distinctive, or above the crowd. FIATs do not blend in, nor does their marketing.

Website. Unlike advertising, FIAT's website appears to stand alone as mostly a functional source of information on dealers, models and prices, performance, and specs and techs. It acts as a hub for all other media to point to, including video and print media. This suggests that FIAT's website is geared towards a broader audience, perhaps the general auto-consumer audience: anyone interested in buying their car. Additionally, the focus on special features suggests that FIAT's objective is to create consideration for purchase and intent to purchase.

Social Media. FIATs social networking sites appear to target the car enthusiast audience. They all feature images of a single FIAT model displayed as the only vehicle with the full glamour treatment. The cars are shiny, colorful (especially reds and yellows), and often in motion. There are never humans, animals or other vehicles present in the photo. Despite the vehicles often being in action, or in nature, or both, the cars are never seen dirty, wet, frosted, with splatter



marks or other indicators that the car is in any way affected by the elements. These images are usually accompanied by a short, simple caption. These indicators suggest that FIAT's positioning here is to be not only sleek and stylish, and also distinctive. Paradoxically, their lack of interaction with their consumers on these sites hints that FIAT's objective in social media more for engaging their audience, than building a relationship.

Event Marketing. FIAT club members have access to FIAT gatherings. The membership requirement implies that the targets for these events are FIAT enthusiasts and FIAT car owners. Participants have described these meetups as a fun, bonding, and learning experience, thus indicating its objective is to build relationships and brand loyalty. FIAT's positioning here seems to be one that focuses on the collective experience that one gets to enjoy by being a FIAT owner, "it's our car, our experience."

Consistency across executions. FIAT appears consistent within each medium and each campaign. Within each execution of FIAT's past and current marketing communication efforts, FIAT consistently focused on either the product's distinctiveness, performance, and versatility to address user experience to consumers across different points of the decision-making process. Each execution uses visual imagery, location, and color while appearing modernistic, and minimalistic. In that manner, FIAT's social media and print content all focuses on the product's distinctiveness by adhere to a one car per picture as focal point format, accompanied by a short, simple caption. Although FIATs' newest 2017 Matryoshkas print campaign does not place its vehicle at the center of attention, it is still distinct and minimalistic. Similarly, FIATs video content uses visual imagery, the outdoors, and color to focus on popular trends and celebrities, youth, agility, and freedom to convey its distinctiveness, performance, and versatility.



Lastly, FIAT has defined its brand guidelines mostly as it pertains to the logo, colors, and fonts of the brand (see Appendix G). Most noteworthy is the FIAT red on grey, black or dark grey. There are two shades of red, and this red color is represented on all owned, digital channels. Whether a user is on social media, or the website, the red version of the logo is always prominently displayed, and the FIAT red color is an accent throughout. In print, however, the grayscale or monochromatic version of the logo is always present, though generally understated, and there's a distinct drift from the FIAT red. The FIAT red color is rarely seen in print media, and instead the focus is usually on a single, other, bold color, often to match the vehicle's color.

Consistency across media. Across the various mediums, FIAT connects the various messages across the consumer decision making process by consistently communicating the FIAT lifestyle and experience under the theme of the fun, sexy, and bold. For example, FIAT's bold logos as described above are carried across different channels. FIAT's ads across mediums are action oriented and made to draw attention. Under the fun, sexy, and bold theme, FIAT's ads are colorful, and generally spunky, fun, and occasionally suggestive. FIAT's social media content and print ads easily transcends into its outdoor ads or vice versa via the resemblance of their appearance. At the same time, FIAT's print ads complement its video content (or vice versa) by adopting that same element of color, spunk, fun, and suggestiveness in their execution. Their executions across various mediums come full circle when the video content is shared on social media. YouTube, for example, expires videos and commercials that are no longer in circulation. All in all, the message remains the same, the FIAT lifestyle is and brand experience is fun, sexy, and bold.



Connecting across media. FIAT seamlessly links the various media together by providing access from one to another. FIAT's website specifically links to their owned Facebook, Twitter, Instagram, YouTube, Tumblr, and their blog with hyperlinks available on the side or bottom of the page. Each of these in turn link back to the website in the same manner, though generally not to the all other platforms. The website acts as a hub for all other media to point to, including video and print media. Its billboards, print ads, and video ads all refer its consumer to FiatUSA.com for more information.

Blending content across media. FIAT's peer-to-peer and social media presence has allowed for the generation of content without labor or costs to the company. It engages consumers in experiential events, manufacturers and brands may attract potential clients well before they even enter the car dealership. Then FIAT invites consumer participation and contribution through its social media hashtags and shares, blogs, and YouTube. An example of this is the Journey X FIAT campaign where actual consumers shared their experiences with a FIAT. This content is then being created and posted and consumed throughout Twitter, Facebook, or Instagram, and fostering the creation of an open interpersonal environment.

COMPETITOR MARKETING

MINI COOPER

Under The BMW Group, MINI Cooper's 2017 "selling expenses amounted to 6,167 million Euros and comprise mainly marketing, advertising and sales personnel costs" (Bayerische Motoren Werke, 2017, p. 74), nearly double that of FIAT's. MINI is similarly positioned as FIAT: their communications convey the vehicle's classic style, versatility, accessories, and options (MINI,



2018). Their strategy focuses on “new developments in the field of digital communication and connectivity” to provide “the basis for customized, data driven and innovative service solutions (Bayerische Motoren Werke, 2017, p. 104). The goal of here is to reach consumers “on a more targeted and individualized basis, thus strengthening long term relationships and brand loyalty” (Bayerische Motoren Werke, 2017, p. 104). With these “advanced marketing concepts,” The BMW Group hopes to “intensify customer relationships” (Bayerische Motoren Werke, 2017, p. 104). Other more traditional marketing efforts include mobility services such as digital parking assistance, MINI rally events, and special promotions on car maintenance (Bayerische Motoren Werke, 2017; MINI, 2018).

SMART

smart operates under the Daimler Group which houses Mercedes-Benz. Due to an increase in sales, the company’s selling expenses for 2017 was a total of €13.0B, 7.9% of revenue (Daimler AG, 2017). Higher expenses here were apportioned for marketing (Daimler AG, 2017). Smart is positioned as a leading innovator for “entry into new markets and market segments” (Daimler AG, 2017, p. 182). Like MINI, smart’s investment is on digital platforms, innovative marketing technologies, and mobile connectivity channels (Daimler AG, 2017). These digital efforts supplement traditional physical marketing communication (Daimler AG, 2017). Additionally, under the Daimler Group, the company has a “Best Customer Experience” (BCE) “global sales and marketing program” that caters to customers “at every point of contact with the brand, its products and its service” (Daimler AG, 2017, p. 182). Their goal here is to attract “younger target groups while also strengthening the brand loyalty of established customers” (Daimler AG, 2017, p. 183). Other efforts include partnering with moovel transit, a mobile ticketing system,



leveraging other mobility services, and motorsports event sponsorships such as the Mercedes-AMG Petronas Motorsports Championships (Daimler AG, 2017). Doing so, they have social media presence under the #4TheTeam hashtag (Daimler AG, 2017). See Appendix N.

OVERALL EVALUATION

Effective marketing communications of products or services would resonate with the target audience by addressing the specific stages of the consumer pathway they are in with respects to the purpose the company is trying to achieve (Young, 2014). Depending on these stages, it would convert the communication message from brand awareness, to involvement, active consideration, intent to purchase, consumptions, relationships, with the consumer and move them through each state to ultimately achieve advocacy for the brand from the consumer (Young, 2014). Effective marketing communication would indicate that the target market has been reached, engaged, and saturated; it would ultimately translate into an increase in sales. Content-wise, effective marketing communications would integrate “multifaceted communication goals across contact points in a consistent, complementary way; it would blend content” (Hollingshead, 2018). Most importantly, effective marketing communications would tap into their target’s psychology to communicate the company’s unique value and benefit and trigger some reaction.

FIAT’s ultimate goal is to reach target margins by influencing its consumers towards purchase, the goal of its marketing communications is to engage and resonate with various segments within the millennial age group through digital channels. FIAT’s past marketing communication was effective in the way that it has stood out to appeal to, resonated with, and engaged its audience; it influenced consumers towards purchase. Additionally, it is well



integrated under the theme of a fun, sexy, and bold lifestyle to align with its brand positioning and communicate its brand experience. At the same time, while effective, the company has achieved saturation in the target market. Anyone who wants a FIAT has a FIAT, thus rendering its more recent marketing communication efforts to target the same audience with the same strategy, mundane and ineffective.

KEY RECOMMENDATIONS

1. FIAT's advertising focus is on the very narrow and niche millennial generation audience who are relatively youthful in spirit and agile. Doing so, FIAT neglects the opportunity to focus more on the broader market. Instead, they should attempt to broaden their audience.
2. FIAT may want to reposition their marketing communication to convey a new message as its existing theme has become mundane.
3. FIAT's competitors are both investing in digital technology, communication, and mobile connectivity, while smart is attempting to attract "younger groups while also strengthening the brand" (Daimler, 2018, p. 182). FIAT may want to tap into this aspect as well to keep pace with societal trends.



PART 4: SWOT ANALYSIS

A SWOT analysis was performed to consider FIAT's overall strategic direction. It was concluded that FIAT's strength in its identity as an affordable, fun, Italian lifestyle car is overshadowed by its reputation as unreliable and its unappealing marketing strategy for a very niche audience. Its current sales are severely challenged as it faces threats from societal trends, competitors, and market leaders alike. Additionally, anyone that wants a FIAT, has a FIAT. Unless the company generates an immediate increase in sales, it is in danger of losing their market share in the US. Nonetheless, the current technological and business environment presents large opportunities for FIAT to grow its audience through repositioning and expansion. It is in FIAT's best interest to focus on tapping into unexploited audiences and reposition its marketing communications to



convey its simplicity and functionality. This section highlights noteworthy strengths and weakness of the FIAT brand, industry threats and weaknesses, and provides a case for the recommended strategic direction. A full analysis detailing FIAT's situation and environment can be found in Appendix B.

FIAT STRENGTHS

FIAT brand's single greatest strength is its brand identity. The company has held its roots in its Italian foundation and has focused on fun and style, as well as affordability. They are known for packing a big personality punch into a small package. Following these values, FIAT has successfully established a niche market that is survived by their consumer's willingness to meet with each other, whether that'd be online or in person, via FIAT club meetings. Doing so, FIAT has created a loyal following for the FIAT lifestyle that is branded on the history of FIAT vehicles, their customers' experiences with their vehicles, and their continued love of the FIAT automobiles.

Complementing its identity, FIAT has also created a creative commercial presence with their advertisements and video content. Their action-oriented ads shock audiences with bold colors, regular comments on size, and are generally spunky, fun, and occasionally *suggestive*. FIATs do not blend in, nor does their marketing.

FIAT WEAKNESSES

FIAT's primary weakness is it's experiencing a consistent decline in sales of their vehicles and it's struggling to increase its profitability and market share in the industry. Currently, anyone that wants a FIAT, has a FIAT. One factor contributing to this is FIAT's reputation as a short-term



unreliable car. Another is the discrepancy between FIAT's claim to Italian heritage and its manufacturing in Mexico. The weakness here is not that the manufacturing is based in Mexico, as many other more successful automobiles are made in Mexico, it is the fact FIAT USA claims to be Italian. However, the most significant weakness, is FIAT's marketing focus on the very narrow and niche millennial generation audience who are relatively youthful in spirit and agile. FIAT's marketing communications fail to align with this target audience's interests and values, while at the same time neglecting the opportunity to focus more on the broader market.

Other weaknesses include the inability to keep pace with societal trends due to a lack of infrastructure to manufacture electric or automated cars; and the similarities in FIAT's vehicle models and pricing leading to competition within the brand, which is causing cannibalization of its sales.

FIAT OPPORTUNITIES

Going forward, there is a large opportunity for FIAT to reposition its brand and expand on its product line and product options. For one, FIAT can re-emerge as a dominant choice for consumers in search of an electric vehicle. Since its similarly positioned competitor, smart, is losing sales and there continues to be a trend in focusing on "environmentally friendly" vehicles, FIAT has an opportunity to build on the foundation of this trend (Davidge, 2015). Likewise, the increasing trend in consumer preferences for crossovers, presents FIAT an opportunity to grow its audience by pivoting its target and building its marketing efforts for the 500x. Other opportunities identified include partnerships with car share services, partnerships with progressive thinking companies, or capitalizing on fleet sales and private leasing. Considering



that FIAT is struggling, it has nothing to lose in considering these options for broadening its audience.

FIAT THREATS

Unless FIAT generates an immediate increase in sales, FIAT is in danger of losing their market share in the US. Currently, societal demand for small, compact cars are declining; millennials, the largest emerging consumer market, are less likely to own a car; while competitors and market leaders such as Honda, Chevy, Ford, MINI, Smart, Suzuki, Kia, Nissan, alike are positioning themselves as forerunning contenders in the compact electric and hybrid market. The competition in the electric compact sport small car market remains strong and continues to advance beyond FIAT's current capabilities. Unless FIAT is willing to change and adapt to the desires of customers beyond their history as a carmaker, they are in jeopardy of losing out to the competition.

OTHER CONSIDERATIONS

1. FIAT's current target audience is in the knowledge phase of consumer awareness. They should aim to inform their customers of what sets them apart from competitors. In doing so, they should either reposition their brand, or re-target their audience. For existing customers, FIAT is in the maturity phase of its life cycle; they want to reinforce these customers relationship with the brand by emphasizing their brand values. As they endeavor to reach new customers in new market segments, their goal is to represent themselves in a new light with new value propositions not employed in previous campaigns.
2. FIATs product requires high involvement. Thus, they need to focus on features and benefits to stand out from competitors, and they need to use emotional appeals.
3. Within the mini car market, FIAT is in second place behind the MINI. Within the overall car market, FIAT is in the last place. FIAT needs to convince customers that it offers a competitive advantage and look outside the box to recapture audience attention and interest.

IMPLICATIONS FOR FIAT



FIAT must continue to leverage its Italian association, its distinctiveness, and build on its FIAT lifestyle to distinguish themselves from competitors & unsuspecting competitors who already lead the market. They must focus on the strategic challenge of how it can use marketing and advertising to overcome the perception that it builds affordable but unreliable lifestyle cars, identify with target audience, and influence consumers to choose FIAT over competitors to increase sales. Because anyone that wants a FIAT, has a FIAT, the company should abandon attempts to exploit and resonate with its current target audiences. Instead, FIAT's new objective should be in repositioning its marketing communications to specifically market to new audiences that were not originally targeted. Its new campaign goal should be to communicate FIAT's simplicity and functionality using emotional appeal.

FIAT's new campaign should be directed towards the more progressive 'outliers' of their respective demographics. The three segments identified were:

1. Young moms who need to get away from the hectic that is their life.
2. Elderly sporty, active, retired couples who love to travel looking for something that gives them the feeling of being back in Europe during the summer time.
3. Feisty, stylish, busy working gay couples looking a car that defines them/ identifies with them.

The campaign should communicate FIAT's new unique marketing proposition telling its targets, "YOU are driven to be different."



PART 5: INTEGRATED MARKETING COMMUNICATIONS PLAN

The writing is on the wall, despite a flashy television commercial campaign since teaming up with Chrysler in 2009 (Dickens, 2015), the brand is falling flat and making cutbacks. If the brand is to be revived or reimagined, FIAT must innovate and evolve. The concept of the "My Car" campaign



is to focus on thrilled ownership of the car; an oasis from the bustle and noise of everyday life.

The delight of enjoying it. It reaches new target audiences, and dips into previously untapped mediums; radio, digital media platforms, and physical magazines. The three medias will be used jointly to drive overall brand awareness, consumer involvement, and consumer purchase across target audiences. The full creative brief can be found in Appendix C.

CREATIVE BRIEF

We are repositioning FIAT's marketing communications and telling new audiences about the FIAT lifestyle; it's simplicity and functionality. We are going to make people forget that there was ever a thought that FIATs were unreliable. We are suggesting a pivot of FIAT market demographics. Throughout our media content creation, we are telling people, showing people, and reminding people that FIAT is *their car*.

There are three major elements to our creative. First, we have chosen to aim our television commercials at the progressive-minded and fashion-conscious moms who no longer want to be tied to the old minivan stereotype. Those moms want to drive something stylish and progressive just like they show themselves to be. Our television advertisements take on a national profile through movie screens and speak to the progressively thinking moms who are juggling life events and doing it with style.

Secondly, we have chosen to utilize the power and strength of radio. Nielsen (2018) states that 93% of Americans are listening to radio on a weekly basis (Nielsen Media, 2018). Because if it's history and strength, we have focused it on the generation of history and strength that lies within our senior's market. Our radio commercials are non-jarring and offer calming



flow of understandable information that is not full of the sensory overloading bells and whistles of millennial marketing. Our message to the senior market is a reminder to them that they have taken care of everyone else and now it's time for them to enjoy their car.

Finally, we hope to push into new market territories with our print media. We identified that the LGBT community is underrepresented as a target demographic for most consumer products and goods. We believe that FIAT should tastefully target gay men and their lifestyles with new print materials. We will not be running the print in the uniquely LGBT magazines but instead we will target magazines such as Men's Health, Esquire, and Car and Driver. These magazines have been specifically chosen in order to gain maximum exposure and viral responses to FIAT ads. We hope our print causes a commotion and generates a newsworthy response increasing ROI. This is not simply a focus on car ownership, but a focus on co-ownership... and that together couples can enjoy their car.

CREATIVE STRATEGY

Radio. Radio, continues to reach more Americans each week than any other media platform (Nielsen, 2018). Radio has the mass appeal necessary for building brand awareness. It reaches 95% of millennials, 97% of Generation X, and 98% of Boomers (Nielsen Media, 2018). At the same time, its various programming allows it the diversity needed for catering to niche audience segments and generating consumer emotional engagement. This medium will be leveraged to air our radio ads targeted at the elderly community.

Magazine. Currently, “91% of American adults read magazine media” and its “cross-platform audiences continue to rise over time” (MPA, 2018, p. 6). Like the radio, magazine readers are diverse: while digital magazines attract young, “upscale, educated, professional” audiences



(MPA, 2018, p. 3), “readers of all ages enjoy print magazines” (MPA, 2018, p. 34). Moreover, studies show that 97% of LGBT adults “read an average of 9.0 print magazine issues per month — higher than the average for all U.S. adults” (MPA, 2018, p. 37). The print ad creative will specifically target men’s lifestyle magazines such as Esquire, Car & Driver and Men’s Health. These magazines are among the most popular men’s magazines in circulation, and reach a much broader audience than niche LGBTQ magazines (Statistic Brain, 2016). It is further hoped that the atypical narrative of the print ads featuring gay wedding photos will garner media attention and organic social sharing.

When it comes to the potential to influence, not only are magazine media advertisements more likely to motivate consumers to consider purchase, they also produce “the highest return on advertising spend” (MPA, 2018, p. 38). Additionally, it has been shown that magazine media “drives automotive growth” (MPA, 2018, p. 51). When it comes to physical print content, advertising not only “yields greater increases in brand awareness, brand favorability and purchase intent” (MPA, 2018, p. 43), but it also delivers “consumers with the strongest auto purchase intent” (MPA, 2018, p. 52). As “reading on paper” requires greater focus and attention, it “drives sensory involvement which contributes to reader impact”, “stimulates emotions and desires”, and results in “higher comprehension and recall” (MPA, 2018, p. 27).

When combined with other media, print ads drive brand awareness substantially (MPA, 2018). It has been found that those incorporating “multi-channel magazine media campaigns” experienced an average of 11 percent increase in sales from “households exposed to both print and digital platforms” (MPA, 2018, p. 40).



Digital. In addition to the above, digital advertising “provides a level of interactivity that is very nature enables a more personalized medium,” (Young, 2014, p. 4). It drives brand awareness and consumer involvement across target audience, and in particular, social media (Young, 2014). Social media has become a necessity: “the reach of social media networks as media branding opportunities is now very substantial,” (p. 150). Its content not only compliments more traditional media outlets, but “all media in effect become social media channels” (Young, 2014, p. 150). For example, in 2016, a study launched by FIAT France and YouTube found that ads available on YouTube could significantly increase ad recall and audience engagement with the brand across ages (Google, 2016). Within the study, it was concluded that brand awareness increased by 82% for those over 35 years and 23% for those between 35 to 44 years “among those who saw the ad” (Google, 2016, p. 1). Additionally, ad recall increased by 123% for those aged between 45 to 54, while overall “search volume for the FIAT 500X” increased by 230%, and “200% for the FIAT brand” (Google, 2016, p. 1). Social media content creates word of mouth marketing, and gives brands the opportunity to shape their own brand image and control their own messages.

MEDIA & PROMOTIONS STRATEGY

To address the decline in sales and immediate need to relaunch FIAT’s brand in the United States, a \$500M budget was determined based on the tasks and objectives necessary for building brand awareness, creating consumer involvement, and motivating consumers towards purchase within the three target audience segments. This campaign will be executed across both physical and digital media, as well as radio platforms; the media mix will include both physical and digital print ads, video ads, and radio ads. It will be run over the course of year beginning in



May of 2018 through April of 2019. The goal is to attack the opportunity to maximize the potential Mother's Day has to emotionally appeal to the target audience. The breakdown of the total \$500M budget for each medium, along with its scheduling and flighting is as follows:

Commercials. The focus is to bring back FIAT's memorable commercials, therefore 35% will go towards creating the commercials to be used primarily in theaters, before movies that attract our target audience segment; moms. Because terms of those placements are negotiable (Hollingshead, 2018), they will be negotiated accordingly depending on the type of film, such as feature or independent, as well as budget allows. Examples of such movies include: Ocean's Eight, Life of the Party, and I Feel Pretty. These commercials are expected to be executed periodically, however, due to the unpredicted nature of negotiations, the scheduling for these commercials is to be determined. Nonetheless, once debuted, the commercials will be posted on YouTube and shared across social media where they will be visible at all times.

Radio. Ranging from \$10 - \$20 USD cost per mille--the measurement of reaching 1000 listeners (Hollingshead, 2018)—20% is allocated for running ads monthly, on specific segments of local, network, digital, and satellite radio. For terrestrial radio there will be a focus placed on the contemporary, classic rock, oldies, and jazz stations. For digital and satellite radio in addition to that list will be multicast stations, talk radio and news. Media markets will include major city markets nationwide for digital radio as well. Media buyer focus will be placed on west coast markets. Media buyers used will be Horizon, Initiative, and OMD USA which make up 78% of the media buy share in Los Angeles alone (LinkedIn, 2018). “AM/FM radio is America’s top reach medium, giving it mass appeal among diverse audiences—across generations, ethnicities and demographics” (Nielsen Media, 2018).



Print Media. At \$50- \$120 per USD per mille (Hollingshead, 2018), this medium requires a significant amount of the budget. Twenty percent will be dedicated to print and digital magazine ads to be placed in the months of May, June, August, October, December, and April as those are the months where sales have shown to increase the most (MPA, 2018). These ads will be placed in men's lifestyle magazines, which has experienced a 11% growth; and automotive, 4% (MPA, 2018). Additionally, like the commercials, once debuted, they will be shared across social media platforms where they will be visible at all times to help drive brand awareness and engagement.

Digital platforms. Targeted ads run up to \$40 USD per mille (Hollingshead, 2018b). Thus, 15 percent to be spent on targeting our primary audiences online. This will include advertisements on Google, Facebook, Instagram, SnapChat, Buzzfeed, NewYorkTimes.com, Forbes.com, TheWallStreetJournal.com, LATimes.com, and TheWashingtonPost.com. The goal is to drive up brand awareness and consumer engagement by leveraging social media as a free resource. Social media accounts will be updated daily to share content from other medias and to stay relevant.

Direct email marketing. Direct email marketing will be included in the digital platforms, targeted advertising budget.

Promotions and event sponsorships. Ten percent of the budget will be available for continuing the popular FIAT meetups, to continue to build consumer loyalty. These will be held for exclusive FIAT Fan Club members quarterly in hub cities such as Los Angeles, San Francisco, New York, and Chicago. The spending for participation in any car conventions, and accompanying promotions would fall within these budget limits as well.



CAMPAIGN EVALUATION

The first and most obvious evaluation will be directly measured in sales. FIAT needs to increase their total sales in order to stay afloat and targeting these three new markets should bring in new business. In addition, engagement will be an indicator of success as well. In particular with the print ads, mentions, shares, and media coverage in general would be another sign of success in the campaign, including negative attention.

The metrics of measuring the campaign will include audience ratings, “Google Insights for search” (Young, 2014, p. 199), social media “likes and shares,” and website traffic to measure active consideration (Young, 2014, p. 199).

Secondly, evaluations of consumer response to carefully placed television advertisements and terrestrial radio will reveal a measurable market response. In addressing the increase of sales, we anticipate a significant increase. Since we have identified new consumer markets we feel that FIAT’s success will also depend on the open communication the spreading of new strategic knowledge to the salespersons as well. We do not see that there has been any area of the FIAT brand overlooked during our market analysis. Provided the strategies are properly implemented we expect a significant positive change to ROI (return on investment).

CONCLUSION

It's apparent that despite a flashy campaign since teaming up with Chrysler in 2009 (Dickens, 2015), FIAT is falling flat and making cutbacks. Their target market is saturated, and there are few potential buyers left. If the brand is to be resuscitated or reimaged, FIAT must revive its sales, and in order to do that it has to penetrate new audiences. This report has identified three new optimal target markets to focus marketing efforts, as well as a multi-platform campaign for



reaching each. The idea of “My car” will help unify a new loyal following, and remind drivers of the delights of driving, rather than just the functionality. We hope FIAT will join us for this adventure, and the next great drive.

Respectfully,

The Feisty Fiatches



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APPENDIX A: BRAND AUDIT

	FIAT	MINI	smart
Mission	Brining sleek Italian design & engineering	Aggressive German design	Fuel efficient, environmentally conscious
Vision	Attainable luxury	Drive the best	Drive with a conscience
Positioning	Compact foreign luxury	Practicality meets compact sports car	Fuel efficiency and eco-friendly
Brand image	Italian sex appeal	Superior German engineering	Cost effective fuel efficiency
Voice	Be sexy, drive sexy	High performance and size	Earth conscious
Company name	Family & Italian heritage	British roots, German design & manufacturing	Efficient design and environmentally conscious
Brand Architecture	FIAT Chrysler Automotive	BMW Family	Daimler Mercedes-Benz
Logo			
Visual Vocabulary	Brash, bold & sexy	Adventurous and sporty	Bright, playful, clean



APPENDIX B: FIAT SWOT ANALYSIS

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Brand identity • Italian roots • Reputation as fun, stylish: big personality in a small package • Niche market for FIAT club meetings • Loyal customers for the FIAT lifestyle • Creative commercial presence: action-oriented shocking, bold, suggestive ads • Popularity in 124 Spider/ best buy award • FCA's worldwide presence • Company owned manufactures across the world • Direct distribution strategy • Affordability • Interior room 	<p>WEAKNESS:</p> <ul style="list-style-type: none"> • A consistent decline in sales • Reputation as short-term unreliable car • Claim to Italian heritage and manufacturing in Mexico • Narrow target: working millennial professionals who live in urban environment, enjoys the outdoors, makes bold fashion or lifestyle choices, and enjoys being thought of as distinctive/ above the crowd • Failure to align with this target audience • No successor following retirement of current & longest CEO • Lack of infrastructure to manufacture electric or automated cars = inability to keep pace with societal trends • Similar & limited models/ pricing = self-cannibalization
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Consumers in search of an electric vehicle • Trend in “environmentally friendly” vehicles • Trend for crossovers • Partnerships with car share services such as Lyft and Uber • Partnerships with progressive thinking companies to play catch up in manufacturing self-driving cars • Capitalizing on fleet sales and private leasing 	<p>THREATS:</p> <ul style="list-style-type: none"> • Societal demand for small, compact cars declining • Millennials, largest emerging consumer market, less likely to own a car • Competitors’ and market leaders’ position as forerunning contenders in the compact electric and hybrid market • Strong competition in the electric compact sport small car market/ advance beyond FIAT’s capabilities • Ride sharing services/ public transportation • Everyone that wants a FIAT has a FIAT



APPENDIX C: CREATIVE BRIEF

OTHER CONSIDERATIONS:

1. FIAT's current target audience is in the knowledge phase of consumer awareness. They should aim to inform their customers of what sets them apart from competitors. In doing so, they should either reposition their brand, or re-target their audience. For existing customers, FIAT is in the maturity phase of its life cycle; they want to reinforce these customers relationship with the brand by emphasizing their brand values.
2. FIATs product requires high involvement. Thus, they need to focus on features and benefits to stand out from competitors, and they need to use emotional appeals.
3. Within the mini car market, FIAT is in second place behind the MINI. Within the overall car market, FIAT is in the last place. FIAT needs to convince customers that it offers a competitive advantage and look outside the box to recapture audience attention and interest.

FIAT's BRAND CHALLENGE:

FIAT's sales and market share are severely challenged by their inability to identify and target its market.

FIAT'S STRATEGIC CHALLENGE:

How can FIAT use marketing and advertising to (1) overcome the perception that it builds affordable but unreliable lifestyle cars, (2) identify with its target audience, and (3) influence consumers to choose FIATs over competitors to (4) increase its sales?

3 CRITICAL SUCCESS FACTORS FOR FIAT:

1. Brand Identity:
Continue to leverage its Italian association, its distinctiveness, and its reputation as fun to distinguish themselves from competitors & unsuspecting competitors who already lead the market.
2. FIAT Lifestyle:
Build on its consumers living the FIAT lifestyle to overcome the perception that it builds affordable but unreliable lifestyle cars.
3. Exploit Broader Audience:
Target the more progressive 'outliers' of their respective demographics. Three new segments:
 - a. Young moms who need to get away from the hectic that is their life,
 - b. Elderly sporty, active, retired couples who love to travel looking for something that gives them the feeling of being back in Europe during the summer time.
 - c. Feisty, stylish, busy working gay couples looking a car that defines them/ identifies with them,

CHANGES NECESSARY TO IMPLEMENT STRATEGY:

Abandoning attempts to exploit and resonate with its current target audiences. Repositioning marketing communications to target new audiences by communicating FIAT's simplicity and functionality using emotional appeal.



UNIQUE MARKETING PROPOSITION

"YOU are driven to be different"

Target

The characteristics of consumers to whom the campaign will be directed will be the more progressive 'outliers' of their respective demographics:

1. Young moms who need to get away from the hectic that is their life,
2. Elderly sporty, active, retired couples who love to travel looking for something that gives them the feeling of being back in Europe during the summer time.
3. Feisty, stylish, busy working gay couples looking a car that defines them/ identifies with them,

Reasons to believe:

1. The vehicle's distinctive style: Style, style, and, style- interiors and exteriors, close ups
2. The vehicle's color and options
3. The various models for different purposes
4. The FIAT logo
5. Vehicle's functionality in (a) taking the kids to school, but also providing sanctuary, (b) its ability to go the distance for road trips, to match the adventurous lifestyle, (c) being a car for you and your significant other

Tone

Informal, light hearted, happiness, peacefulness

Sound: Loudness then quiet

Feel: Hectic, stress, then relief, peace and relaxed

Each ad will start with the loudness & chaos of life, but the tone quickly change to peace and tranquility once our subjects find *sanctuary* in their FIAT's.

Mandatories

FIAT Logo should be displayed prominently in all executions. In videos it should appear at least once on the vehicle, another time on a closing screen. It is important to follow the National Automobile Dealers Association's outline of the Federal Advertising requirements. These are the legal statements that are commonly heard sped up at the end of radio commercials or printed in the tiniest of font on the bottom of print and television advertisements. Those statements may include other legal information regarding annual percentage rates, fuel economy claims, warranty details, and, down payments just to name a few.

Considerations

The medias in this campaign should shock, especially with the gay couple advertisements. It should be bold, colorful, up-to-date, and stylish. It should be varied and diverse. It should be emotionally appealing, resurrect memories. It should move away from the sexy factor

This campaign is set to debut on Mother's Day and to run for a full year

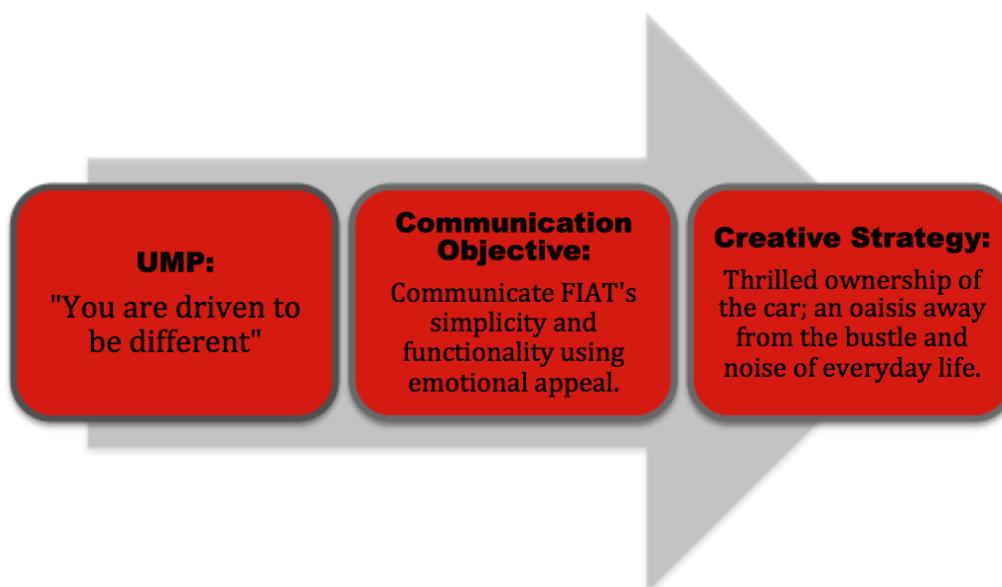


Insights

FIAT's sales have been rapidly declining, and near last in the market.
 MINI Cooper is leader in the market, while smart is starting to catch up
 FIAT is similarly positioned as the MINI and smart, but lack the innovation and technology

“Your Car” Campaign

Strategic Challenge: how can FIAT use marketing and advertising to (1) overcome the perception that it builds affordable but unreliable lifestyle cars, (2) identify with its target audience, and (3) influence consumers to choose FIATs over competitors to (4) increase its sales?



MY CAR CAMPAIGN

FINAL PRESENTATION

<https://youtu.be/O3tKNUrSQ7A>

30S COMMERCIAL

<https://youtu.be/LBXCQyiPC54>

15S COMMERCIAL

<https://youtu.be/Y6kdezND8f4>



30S RADIO AD

<https://youtu.be/THOK9FfDHDE>

15S: RADIO AD

<https://youtu.be/nIYwddHw6xA>

PRINT CREATIVE 1



Our car.
fiatusa.com

Badly recall mounted event that no one can actually need his idea about this should actually use best available insurance amounts



PRINT CREATIVE 2:



Our car.
fiatusa.com



PRINT CREATIVE 3:



Our car.
fiatusa.com

Really small resolved print that no one can actually read. No idea what this should actually say, but probably ignored anyway.



APPENDIX D: OBSERVATIONAL STUDY

B1 – BERKLEY



B2 – BURLINGAME



B3 - GLENDALE

B4 – SACRAMENTO



APPENDIX E: INTERVIEW PROTOCOL

Main objectives. The goal of these interviews is to learn about the target FIAT market including everything they love and hate about FIATs

Interview Questions: Have a few warm up questions e.g what kind of car you own, like to own, look for in a car?

Participant Description. FIAT owners and prospective owners

Participant Pitch and Introduction to Study. Hi, my name is _____ and I am a graduate student at USC. I was wondering if you would be willing to answer a few questions for a class project that I am doing car purchases. Here is my Student ID. The questions will be about when your car purchasing decisions and attitudes towards specific makes. It shouldn't take more than 10 min. Would you be willing to participate?

Thank you. I am interested in your honest opinions so feel free to share what you are thinking. Your responses will be confidential and anonymous – you will be identified in my project report by a pseudonym, and this research will only be used for this class, and not be relayed to any brand

Interview Questions

Usage:

1. How often do you drive?
2. What kind of areas do you drive in? (City/Suburb/Rural)
3. Where do you most often drive to? (City/Suburb/Rural)
4. On average, how many miles do you drive a day total? (#)
5. On average, how much time do you spend in your car a day total? (#)
6. On average, how many times do you take a trip greater than 100 miles a month? (#)

Buying Behavior and Motivation:

7. What were the three primary reasons you purchased a FIAT?
8. What do you look for in a car?
9. What features/aspects are most important to you?
10. Which model do you own? (model) (year) (color)
11. What do you like about your FIAT?
12. What do you dislike about your FIAT?

Brand Image:

13. What three words would you use to describe FIAT?
14. What other cars did you consider when bought your FIAT?
15. Would you recommend FIAT to others? (Y/N)
16. Perceptions towards competitor brand (MINI & Smart)?

Media Usage:



17. How did you hear about FIAT?
18. Do you follow FIAT on any social channels?
 - a. Which?
19. Do you have a smart device? (Y/N)
20. Do you have Cable subscription (TV)?
21. Do you subscribe to any Periodicals?
 - a. Which?
22. Do you have social media accounts?
23. What are your preferred social platforms?
24. How often do you access social media?
25. Primarily through what device? (Phone? Desktop? Tablet?)
26. How often do you pay attention to ads on these channels?
27. How often do ads influence you to check something out?

Demographics and Lifestyle:

28. What kinds of area(s) do you live in?
29. Age range?
30. Gender?
31. Is this your first car?
32. Income range?
33. Marital Status?
34. Kids? (#)
 - a. Carseats? (#)

Thank the participant profusely.



APPENDIX F1: SENTIMENT ANALYSIS CODEBOOK

Variable 1: Brands

- 1 = FIAT
- 2 = Mini Cooper
- 3 = Smart Car

Variable 2: Valence of car enthusiast's comments

Definition: The user's overall perception of the vehicle/brand. Overall, does the comment suggest positive, neutral, or negative perceptions of the brand or its products?

- 1. Positive
- 2. Neutral
- 3. Negative

Keywords:

Positive phrases: Love, favorite, great

Negative phrases: Terrible, hate, never again, worst

Variable 3: "What do they dis/like?"

Definition: Features of the vehicle mentioned that enthusiasts found positive.

- 1. Price
- 2. Performance
- 3. Appearance
- 4. Maintenance
- 5. Dependability
- 6. Others

Sample attributes

Price: Any mention of the actual cost of the vehicle, its affordability, its repair costs, and or its consumption of gas in relation to money.

Performance Any comments referencing how the vehicle drives, how it physically feels while in motion, its speed, and its consumption of gas with regards to mileage.

Appearance: Comments referencing the looks and styles of any apparently visible physical characteristics of the vehicle, including: size, color, seating arrangement, gear stick, level of the steering wheel, bumper, etc.

Maintenance: Any comments mentioning physical and functional the repairs, services, and upkeep that must be made to keep the vehicle in good looking and performing condition.

Dependability: Comments mentioning aspects such as reliability, the ability to drive distances, and the ability to serve needs over time.

Others: Any previously unforeseen characteristics, such as brand.



APPENDIX F2: SENTIMENT ANALYSIS DATA

COMMENTS ON ALL 2018 FIAT 500S WILL GO TURBOCHARGED

Andrew Daisuke	2/9	It's a terrible car,	1	3		2, 3
Bladecutter	2/9	Yet my wife loves	1	1	2, 3	
Goobin	2/9	I didn't mind the	1	1	2	
Makoyouidiot	2/9	I dd'd a Sport for	1	1	2	
ManicDan	2/9	I love hatchback	1	1	3	
Jake	2/9	I drive the hell ou	1	1	2, 3	
My Kids Have Four	2/9	Atrocious sitting	1	3		2, 3
Andrew Daisuke	2/9	Right? I'm 6' 200	1	3		3
PracticalBatman	2/9	It's very Italian, a	1	1	1, 2, & 3	
	2/9	As-is, I'd buy a u	1	1/3	2, 3	5
Owned Wolf	2/9	I do in fact love d	1	1	3	
BTDUBS	2/9	Yes it is. Problem	1	3		5
HammSammich	2/9	I love my Abarth	1	1/3	1, 2	2, 3
SkankHunt42	2/9	I have had my Ab	1	1	1	
RazorGP	2/9	The shifter on th	1	3		2
clickSucka	2/9	I like it (500L) for	1	1/3	3, 5	1
SkankHunt42	2/9	I have a 2013 an	1 & 2	2	3	
wesleyCrowbar	2/9	I was so upset w	1	3		2, 3
Andrew Daisuke	2/9	I had a Pop (RO	1	1	3, 5	
Borgward	2/9	I own a 500c and	1	1	3	
Bladecutter	2/9 My wife boug	1	3		4
BTDUBS	2/9	I loved it... when	1	3		5
BTDUBS	2/9	But yes, I do agre	1	3		2
The Scorpion King	2/9	Two years strong	1	1	1, 3, & 5	
bsd103	2/9	Also the steering	1	1	2, 3	
soundman98	2/9	if all the 500's ge	1	2		
Chris Amaya	2/9	I bought '13 Abar	1	1	2	
StalePhish	2/9	I daily drive a 20	1	1	2, 3	
curbwatching	2/9	Counterpoint: it's	1	1	3	
jb21	2/9	They are just rein	1	3		3
Bucus	2/9	They just need to	1	2		
Bladecutter	2/9	Well, you're not r	1	3		3
f86sabre	2/23	Now I might goin	2	2		
Kristen Lee	2/9	Driving a naturall	1	1/3	2	5
TheManBearPigRo	2/9	I have to admit th	1	1/3	2, 3	5
ArtistAtLarge	2/9	I see the 500s ar	1	1/3	3	5
minardi	2/9	I have a 2012 bo	1	1	5	
Mixeddrinks	2/9	tbh crappy cars,	1	3		1, 6
iLOVEtesla	2/9	Horrible car, horr	1	3		6
boon4376	2/9	The bumpers are	1	3		3
Santos L. Halper	2/9	I look forward to	1	1	1	
RazorGP	2/9	Holy crap! There	1	2		
Chan, Viscount of E	2/9	basically, the 500	1	3		3
Obruni	2/9	The updates to th	1	1/3	5	2, 3
Scouting For Zen	2/9	But I had a lot of	1	1/3	3	2
bassracerx	2/9	i had a base mod	1	1/3	6	1



CARS.COM



<i>Train Doctor from Ro</i>	<i>April 18, 2017</i>	<i>Bought this car</i>	<i>1</i>	<i>1</i>	<i>2</i>	
<i>El Greco from Ro</i>	<i>November 11, 2016</i>	<i>So far my daughter loves it</i>	<i>1</i>	<i>1</i>	<i>2</i>	
<i>JEN from Hartfor</i>	<i>February 24, 2016</i>	<i>Absolutely Love it</i>	<i>1</i>	<i>1</i>	<i>1</i>	
<i>nate from detroit</i>	<i>August 29, 2014</i>	<i>I love my mom's Fiat</i>	<i>1</i>	<i>1</i>	<i>3</i>	
<i>Bill from Simpson</i>	<i>August 23, 2013</i>	<i>Amazingly roomy</i>	<i>1</i>	<i>1</i>	<i>3</i>	
<i>AFTER 13 YRS..A</i>	<i>November 5, 2013</i>	<i>I have owned this car for 13 years</i>	<i>1</i>	<i>1</i>	<i>3</i>	
<i>Italian Renaissance from San</i>	<i>December 23, 2013</i>	<i>We secured the car</i>	<i>1</i>	<i>1</i>	<i>1</i>	
<i>slochel from San</i>	<i>July 3, 2014</i>	<i>I received this car</i>	<i>1</i>	<i>1</i>	<i>1</i>	
<i>A pleased new customer from San</i>	<i>September 5, 2014</i>	<i>We got our new Fiat</i>	<i>1</i>	<i>1</i>	<i>2</i>	
<i>Fiat dad from Oregon</i>	<i>July 6, 2014</i>	<i>The car is ok. Can't wait to drive it</i>	<i>1</i>	<i>1</i>	<i>3</i>	
<i>AndrewSKY from Salem, OR</i>		<i>This was a weird car</i>	<i>1</i>	<i>1</i>	<i>2</i>	
<i>LJCpiano1 from IL</i>	<i>May 8, 2017</i>	<i>Outstanding...</i>	<i>1</i>	<i>1</i>	<i>4</i>	
<i>MarcoOfCarefree</i>	<i>April 2, 2017</i>	<i>I have had about 1000 miles</i>	<i>1</i>	<i>1</i>	<i>2</i>	
<i>Italian Renaissance from San</i>	<i>December 23, 2013</i>	<i>We secured the car</i>	<i>1</i>	<i>1</i>	<i>3</i>	
<i>Captian Hook from Disney</i>	<i>Captian Hook from Disneyland</i>	<i>went looking for a car</i>	<i>1</i>	<i>1</i>	<i>3</i>	
<i>White ghost from IL</i>	<i>February 1, 2015</i>	<i>Saw this car in a parking lot</i>	<i>1</i>	<i>1</i>	<i>3</i>	
<i>lumpplump from IL</i>	<i>August 7, 2016</i>	<i>I am very disappointed</i>	<i>1</i>	<i>1</i>	<i>3</i>	
<i>Formerhonda from FL</i>	<i>February 15, 2017</i>	<i>The Fiat 500L is great</i>	<i>1</i>	<i>3</i>	<i>4</i>	
<i>Disappointed Customer from Columbi</i>	<i>May 9, 2014</i>	<i>I would love to own a Fiat</i>	<i>1</i>	<i>3</i>	<i>4</i>	
<i>C. from Columbia</i>	<i>May 2, 2015</i>	<i>I have owned n</i>	<i>1</i>	<i>1</i>	<i>2</i>	
<i>Angie from Melbourn</i>	<i>March 9, 2015</i>	<i>I LOVE my 500L</i>	<i>1</i>	<i>1</i>	<i>2</i>	
<i>Frank from Glenco</i>	<i>July 21, 2016</i>	<i>Never had a Ne</i>	<i>1</i>	<i>3</i>	<i>2</i>	
<i>Bernief475 from IL</i>	<i>February 9, 2017</i>	<i>I love this car. I</i>	<i>1</i>	<i>2</i>	<i>2</i>	
<i>humbledbyfiat from IL</i>	<i>October 5, 2013</i>	<i>The car engine is quiet</i>	<i>1</i>	<i>1</i>	<i>2</i>	
<i>TherealG</i>	<i>December 16, 2013</i>	<i>Do not purchase</i>	<i>1</i>	<i>3</i>	<i>2</i>	
<i>Fiona Fiat's owner from IL</i>	<i>November 7, 2013</i>	<i>Little car, easy to park</i>	<i>1</i>	<i>1</i>	<i>2</i>	
<i>Tracy from Baker City</i>	<i>May 25, 2017</i>	<i>A big recall on it</i>	<i>1</i>	<i>1</i>	<i>2</i>	



COMMENTS ON EDMUNDS.COM



STANDALONE POSTS ON TWITTER

					If positive what do they like?		If negative what do they not like?				
					Comment ID	Username/name	Deep Link	Valence	1= Positive 2= Neutral 3= Negative	1= Price 2= Performance 3= Appearance 4= Maintenance 5= Dependability	1= Price 2= Performance 3= Appearance 4= Maintenance 5= Dependability
Brand 1= FIAT 2= MINI 3= Smart	Date	Copy/paste verbatim of the comment									
1	1:07 PM - 24 Feb 2018	@FIATUSA missed a great marketing opportunity by not sponsoring the Phi-Ott hockey game today! #Flyers #senators	Ryce_cypher		https://twitter.com	1	6 - Brand	valence			
2	1 9:50 AM - 24 Feb 2018	@FiatChrysler_NA @FIATUSA I just had my pre-inspection for my 2015 Fiat 500e and they said two of my tires are just below the 4/32 tread depth. I have less than 15,000 miles. This is unacceptable to have to drop \$200 on tires that should be still under warranty.	AdamTForbes		https://twitter.com	3	4	4			
3	1 10:28 PM - 20 Feb 2018	*Fiat 500L Urban Lounge* Good morning Fiat! #fiat #fiat500L @FiatDeutschland @fiat @fiat_fan_club @FIATUSA @FiatItaliana	GerdKebischull		https://twitter.com	1	6 - Brand	reason			
4	1 12:00 PM - 20 Feb 2018	The 2018 @FIATUSA 500 made its debut at the Chicago Auto Show. The new standard turbo engine and cool design make this a great choice for the city @crazyreezie	car_ed_connect		https://twitter.com	1	2	user			
5	1 7:50 AM - 14 Feb 2018	This 124 from @FIATUSA is the result of a collaboration with @MazdaUSA. It's sweet! #DFWLovesAutos #DFWAutoShow #TxAutoWriters #cars	Thrillswheels		https://twitter.com	1	3	user			
6	1 7:52 AM - 12 Feb 2018	Had the car serviced Saturday, didn't drive it yesterday, and this morning the check engine light comes on. Now I have to find time to take it back 😞 @FIATUSA @HunterFlat	kojoteblau		https://twitter.com	3	4				
7	1 3:10 AM - 12 Feb 2018	Did you see? @FiatChrysler_NA @FIATUSA Brand introduced an All-turbo 500 Lineup for 2018! http://www.flatusa.com #cars #driving	valmg		https://twitter.com	1	6 - Brand	reason			
8	1 7:07 PM - 11 Feb 2018	Glad to be apart of the #Fiat family @FiatChrysler_NA @FIATUSA	PurpleJazzflowr		https://twitter.com	1	6 - Brand				
9	1 8:04 AM - 11 Feb 2018	That refreshed 2018 Fiat 500L Loving it @FIATUSA @flatusa	BrownieMixes		https://twitter.com	1	2				
10	1 5:29 AM - 10 Feb 2018	@FIATUSA would you pls help me keep my 17 yo daughter safe? She is currently stranded in her 2015 Fiat 500L. It is not battery.	Bigbrown319		https://twitter.com	3	5				

					If positive what do they like?		If negative what do they not like?				
					Comment ID	Username/name	Deep Link	Valence	1= Positive 2= Neutral 3= Negative	1= Price 2= Performance 3= Appearance 4= Maintenance 5= Dependability	1= Price 2= Performance 3= Appearance 4= Maintenance 5= Dependability
Brand 1= FIAT 2= MINI 3= Smart	Date	Copy/paste verbatim of the comment									
11	1 4:14 PM - 9 Feb 2018	@FIATUSA anywhere I can get online help with a tech glitch in my X?	snarkass		https://twitter.com	3	3				
12	1 5:06 AM - 9 Feb 2018	@FIATUSA Thanks for Great all wheel drive system! Made it through the snow in #Chicago. The #500x Trek King Rules!	guitarhunter17		https://twitter.com	1	2				
13	1 11:01 PM - 8 Feb 2018	@FIATUSA all Turbo now? My '15 is now the most worthless Fiat on the road. Thanks.	hoosiercub		https://twitter.com	3	6 - New Models?	6			
14	1 7:58 AM - 8 Feb 2018	My @fiat 500 needs a new new engine after 31,000 miles and @FIATUSA refuses to stand behind their product. I love the car but they lost someone who would have been a customer for life. #flat500 #nomoreflat #crewed	NewmanWeiss		https://twitter.com	3	4				
15	1 8:56 AM - 7 Feb 2018	@FIATUSA @FIAT500Canada I really miss my 2012 Abarth. One of the 1st ones in Canada, had to get rid of it when I made a career change. I've been kicking myself ever since. #MyAbarth	CanuckRS		https://twitter.com	1	6 - Brand				
16	1 6:25 AM - 14 Feb 2018	On this (and every) Valentine's Day, I'm all Abarth you!	kenyanguy		https://twitter.com	1	6 - Brand				
17	2 12:31 PM - 22 Feb 2018	@FIATUSA #Abarth #MyFIATPic #Fiat @FIATClubAmerica Get your shift together, it's almost the weekend people! #LetsMotor @MINIUSA	LaPerch		https://twitter.com	1	6				
18	2 2:12 PM - 14 Feb 2018	Here's to my Valentine #minicountryman #mini #miniusa http://ift.tt/2BuCPrT	warracingphoto		https://twitter.com	1	6				
19	2 4:01 AM - 14 Feb 2018	@MINI remember, #NeverBuyAMini !! Ask me why! #NeverBuyAMini #NeverBuyAMini #NeverBuyAMini #NeverBuyAMini #NeverBuyAMini @ChileMINI @MINIUSA @MINIUK	rgoguzman		https://twitter.com	3	6				
20	2 11:55 AM - 13 Feb 2018	@MINIUSA Why is EPA-est. Electric Driving Range up to 12 mi on the plug-in hybrid? How much are you allowed/limit? Are there any regulations not allowing more?	ByronBrubaker		https://twitter.com	3	2				



						If positive what do they like		If negative what do they not like?	
<u>Brand</u>						1= Price	1= Price		
1= FIAT						2= Performance	2= Performance		
2= MINI						3= Appearance	3= Appearance		
3= Smart						4= Maintenance	4= Maintenance		
						5= Dependability	5= Dependability		
						6= Brand	6= Brand		
						7 = Other	7 = Other		



APPENDIX F3: SENTIMENT ANALYSIS RESULTS

This study utilized digital social media channels and resources to analyze consumer sentiments online. It examines topics covered on FIAT and its competitors, MINI and SmartCar's brand, and products, as well as the positivity or negativity of consumer comments. A detailed description of coding procedures are as follows:

A total of four variables were coded. The first of these variables, brand, identifies the brand that was mentioned in the comments. The three key brands were FIAT, MINI, or Smart. The second variable coded for was the valence—positive, negative, or neutral, of car enthusiasts' comments. The third variable, “If positive, what do they like?” attempts to identify features of the vehicle mentioned that enthusiasts found positive. In contrast, the fourth variable, “If negative, what do they not like?” attempts to identify features of the vehicle mentioned that enthusiasts found negative. These attributes were grouped into six categories: (1) price, (2) performance, (3) appearance, (4) maintenance, (5) dependability, and (6) others. The first category, price, includes any mention of the actual cost of the vehicle, its affordability, its repair costs, and or its consumption of gas in relation to money. The next category, performance, involve any comments referencing how the vehicle drives, how it physically feels while in motion, its speed, and its consumption of gas with regards to mileage. Appearance refers to comments referencing the looks and styles of any apparently visible physical characteristics of the vehicle. These may include size, color, seating arrangement, gear stick, level of the steering wheel, bumper, etc. Maintenance refers to any comments mentioning physical and functional the repairs, services, and upkeep that must be made to keep the vehicle in good looking and performing condition. Comments mentioning aspects such as reliability, the ability to drive distances, and the ability to serve needs over time are categorized under dependability. Finally, any previously unforeseen characteristics, such as brand, fall into a catch-all “others” bucket.

Comments on All 2018 FIAT 500s Will Go Turbocharged. The sentiment analysis sample was composed of 65 community comments recorded in February of 2018. The sample covers all of the relevant comments posted in response to an article; All 2018 FIAT 500s Will Go Turbocharged, that was published on a car enthusiast blog “Jalopnik”. The dates of these comments span February 9, 2018, to February 23, 2018. Comments not referencing cars were excluded from the analysis. The original article and comments can be found at <https://jalopnik.com/all-2018-fiat-500s-will-go-turbocharged-1822868799>.

Reviews of FIAT 500 on cars.com. This study considered a wide variety of car enthusiast and consumer advocate websites, however after comparing the depth of the content along with the high concentration of avid car enthusiast that visit the Cars.com website, it become evident that its review sections was the best repository for in depth and insightful reviews of the FIAT 500. In contrast, although there were several other auto-centric website that offered a small sample of reviews focusing on current FIAT models, none of the collection of reviews were even close to the astute analysis expressed within the Cars.com website. In choosing the site, the methodology



simply chose all 82 of the most recent reviews starting from 2014 to the most recent post in 2017. All of the reviews can be viewed at <https://www.cars.com/research/fiat-500/>.

Comments on Edmunds.com. The sentiment analysis sample was composed of 20 community comments recorded in the month of February 2018. The sample covers all of the relevant comments posted on Edmunds.com related to consumer reviews of the 2015 FIAT 500. The dates of these comments span August 31, 2014, to October 19, 2017. Comments not referencing cars were excluded from the analysis. The original article and comments can be found at <https://www.edmunds.com/fiat/500/2015/consumer-reviews>.

Standalone posts on Twitter. Examined both the topics covered and the positivity/negativity of consumer posts on the social media platform Twitter. The sentiment analysis sample was composed of 45 standalone posts on Twitter. The sample covers 15 separate mentions of each “@FIATUSA,” “@MINIUSA,” or “@SmartCarUSA.” The dates of the reviews span February 4th – 24th, 2018. Three separate queries were run at the same time for each of the three Twitter handles and were reviewed in reverse chronological order, with the most recent first. The first fifteen mentions of each handle were recorded with the following exceptions; any content produced by the brand itself or any of its subsidiaries or parent companies; any dealerships or other users that had an obvious financial stakes in the brand; any tweets that contained the demarcation “#sponsored” or similar; any replies (as opposed to original user generated content); or any post that was purely relaying a news article or similar without opinion.

APPENDIX G: LOGO & COLORS

Retrieved from: http://www.fcaci.com/x/v10_images/fiat/FIAT_Brand_Book_v2.pdf



A Primary (4C 3-D)
20mm – 1000mm



B Primary (4C 2-D Medium)
15mm – 19mm



C Primary (4C 2-D Minimum)
10mm – 14mm
(without background lines)

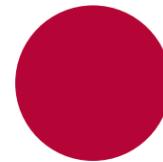


D Secondary (4C 3-D)
20mm – 1000mm
Use only if the Primary version
cannot be used

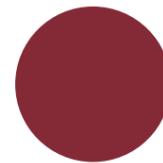


DIGITAL

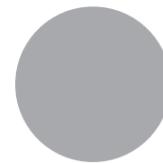
The primary FIAT® digital brand color is red. Secondary colors include rich red, black, gray and dark gray. The preference for defining colors in the digital space is by using HEX (Hexadecimal). Hexadecimal color codes are used for HTML and may be referred to as HTML color. As an alternative, RGB values are acceptable and are valuable in cross-checking correct colors.



PRIMARY RED
HEX #941711



SECONDARY RICH RED
HEX #660000



GRAY
HEX #666666



DARK GRAY
HEX #FFFF00



BLACK
HEX #020000



FIAT® logotype filled

FIAT

FIAT logotype 3 pt. outline

FIAT



FIAT® 500X Exterior Colors
Colors that cleverly say "I'm different."

Rame Chiaro (Light Copper)	Grigio Argento (Grey Heated)	
Giallo Trieste (Tri-Cote Yellow)	Arancio (Orange)	Bianco Gelato (White Clear Coat)
Nero Cinema (Black Clear Coat)	Grigio Graphite (Graphite Grey)	Rosso Passione (Red-Hypnotic)
Cielo Blu (Blue Sky Blue)	Blu Venezia (Blue Heated)	

FIAT® 500L Exterior and Roof Colors*
Hues that say "arrivederci" to boring.

NERO Nero White and Black/Clear Roof	GRIGIO CHIARO Grigio Molina Grey/Clear Roof and White Body	GRIGIO CIELO Grigio Molina Grey/Clear Roof and White Body	GRIGIO GELATO Grigio Molina Grey/Clear Roof and White Body	GAUSSO (Yellow) White and Black/Clear Roof	MARICA MATELLA (Metal Orange) Grey/Clear Roof and White Body	BLU TORNADO White, Baby-Clear and Black Roof	ORO Oro White, Baby-Clear and Black Roof	VERDE SOLECO MELA Averne Green (Grey) White and Black/Clear Roof	BIANCO METALLIZZATO (White-Nero) Baby-Clear and Black Roof	BIANCO (White) Baby-Clear and Black/Clear Roof
---	---	--	---	---	---	---	---	---	---	---

FIAT 500L Interior Colors

Cloth — Dark Grey/Grey Standard on Pop	Cloth — Warm Grey Standard on Pop	Premium Leather — Black Standard on Trekking and Lounge	Premium Leather — Grey/Grey Standard on Trekking and Lounge
--	-----------------------------------	---	---



APPENDIX H: FIAT WEBSITE

<https://www.FIATusa.com/>

Visual:

The screenshot shows the official FIAT USA website. At the top, there's a navigation bar with links for VEHICLES, SHOPPING TOOLS, OWNERS, MERCANDISE, DEALERS & VEHICLES, and BUILD & PRICE. The main feature is a large image of a red 2017 FIAT 124 Spider convertible driving on a road. A callout box for the 124 Spider offers a lease for \$264/month for 42 months. Below this, there are five smaller images of different FIAT models: 2017 FIAT 500X, 2017 FIAT 500, 2017 FIAT 124 Spider, 2017 FIAT 500L, and FIAT ABARTH VEHICLES. The 500X image has a "LEASE A FIAT 500X POP" section with a "LEARN MORE" link. The 124 Spider image has a "COMMAND PERFORMANCE" section with a "LEARN MORE" link. The 500L image has an "IIHS TOP SAFETY PICK" section with a "LEARN MORE" link.



APPENDIX I1: SOCIAL - FACEBOOK

<https://www.facebook.com/FIATusa>

Homepage:

A screenshot of the FIAT USA Facebook page. The header features the FIAT logo and navigation links for Home, Posts, Videos, Photos, About, Events, and Community, along with a 'Create a Page' button. The main content area shows a decorative background with three cars on orange floral stalks. A post from 'FIAT USA' (13 hrs ago) with the caption 'Come and get it.' and a photo of a white Fiat 500 is displayed. To the right, there are sections for 'Cars', 'Community' (with stats: 916,968 likes, 866,415 follows, and 5 friends), and 'About' (with stats: typically replies instantly, www.fiatusa.com).



APPENDIX I2: SOCIAL – TWITTER

<https://twitter.com/FIATusa>

Homepage:



FIAT USA

@FIATUSA

The official Twitter of FIAT USA. For Customer Care, please reach out to @flatcares. For more: facebook.com/fiatusa instagram.com/fiatusa/

Auburn Hills, MI
[flatusa.com](#)
 Joined March 2010

[Tweet to](#)
[Message](#)

1 Follower you know
 3,847 Photos and videos

[LOVE YOU](#)

Tweets
Following
Followers
Likes
Lists

8,934
10.8K
227K
4,713
5

Who to follow [Refresh](#) [View all](#)

- Chrysler** @Chrysler [Follow](#)
- Jeep** @Jeep [Follow](#)
- FCA-North America** @... [Follow](#)

[Find people you know](#)

Trends for you [Change](#)

- John Mahoney**
Frasier actor John Mahoney has died aged 77
[#DescribeYourselfBadly](#) 7,490 Tweets
- Robin Lopez**
[#RaiseYourVoice](#) 1,234 Tweets
- Lady Doritos**
The idea of 'Lady Doritos' is not going over well
[#DecryptingCrypto](#)
- #TheBachelor** 55.8K Tweets
- #UnlikelyEndingsToToasts** 5,061 Tweets
- #StockMarketCrash** 14.9K Tweets
- #Maddow** 2,974 Tweets

 © 2018 Twitter [About](#) [Help Center](#) [Terms](#)
[Privacy policy](#) [Cookies](#) [Ads info](#)



APPENDIX I3: SOCIAL – INSTAGRAM

<https://www.instagram.com/FIATusa/>

The screenshot shows the official Instagram profile for FIAT USA (@fiatusa). The profile has 2,613 posts, 83.5k followers, and 265 following. The bio reads: "FIAT USA The official Instagram account for FIAT USA. #ciaoBaby #MyFIATPic www.fiatusa.com". The feed displays nine images of various Fiat models, including the 500, 500L, and 500C, in different colors and settings.

- Row 1: A dark blue Fiat 500 hatchback, a red Fiat 500 hatchback, and a dark grey Fiat 500 hatchback with red racing stripes.
- Row 2: An orange Fiat 500 hatchback in a parking garage, a black Fiat 500L driving through snow, and a white Fiat 500 hatchback from the rear three-quarter view.
- Row 3: A light blue Fiat 500 hatchback parked against a brick wall, a red Fiat 500 hatchback driving on a road, and a white Fiat 500C convertible parked on a grassy hillside.



Instagram

fiatusa Follow ...

2,633 posts 84.1k followers 265 following

FIAT USA The official Instagram account for FIAT USA. #ciaobaby #car icon #MyFIATPic
www.fiatusa.com

A screenshot of the official FIAT USA Instagram profile. The profile picture is the classic Fiat logo. The bio reads: "FIAT USA The official Instagram account for FIAT USA. #ciaobaby #car #MyFIATPic www.fiatusa.com". The post count is 2,633, followers are 84.1k, and following is 265. Below the bio, there are six small thumbnail images of Fiat cars: a light blue 500 hatchback, a red 500 hatchback, a light blue Spider convertible, a red 500 hatchback from a different angle, a white Spider convertible, and a blue 500 hatchback.



APPENDIX I4: SOCIAL – YOUTUBE

<https://www.youtube.com/user/FIATusa>

KEY VIDEOS:

Top Funny Fiat Ads 2017 Best Of Fiat 500 Commercial

<https://www.youtube.com/watch?v=KzfvFSO-ksg>

Top 5 Most Exciting FIAT Commercials Ever (2016 Funniest FIAT Ads)

<https://www.youtube.com/watch?v=Nvgj4Soe-kY>

FIAT YOUTUBE HOMEPAGE

FIAT USA 26,600 subscribers

SUBSCRIBE 26K

HOME VIDEOS PLAYLISTS COMMUNITY CHANNELS ABOUT >

Migration | FIAT 500X
9,015 views • 4 months ago
With available all-wheel drive and blind spot monitoring, the FIAT 500X is totally at home...in the snow.
[fiatusa.com](#)

READ MORE

FIAT CHRYSLER AUTOMOBILES

FCA North America

Alfa Romeo USA

Chrysler



FIAT VIDEO LIST:

Uploads ▾ PLAY ALL SORT BY

Migration FIAT 500X 9K views • 4 months ago	Duel of the Scorpions FIAT 124 Spider Abarth and FIAT 18K views • 6 months ago	Love Affair FIAT 500X and FIAT 124 Spider 105K views • 10 months ago	Pick Your Poison FIAT 124 Spider Abarth and FIAT 500 6.3K views • 11 months ago	A Whole New Spin 360° Video FIAT 500X Crossover 1.5M views • 11 months ago
FIAT Lineup FIAT Fan Mail 14K views • 1 year ago CC	FIAT 500 Lounge FIAT Fan Mail 4.4K views • 1 year ago CC	FIAT 500X FIAT Fan Mail 12K views • 1 year ago CC	FIAT 500 Abarth FIAT Fan Mail 6.5K views • 1 year ago CC	Maze FIAT 500 13K views • 1 year ago
Behind-The-Scenes Tia Blanco FIAT 500X 4:24	Tia Blanco Triple Threat FIAT 500X 2:03	No Blue Pill Needed 2017 FIAT® 124 Spider 1:12	Free Like A Bird 2017 FIAT® 124 Spider Feat. Wyclef 1:21	Journeys x FIAT: Owning a FIAT 500 Jesse FIATUSA 2:50



APPENDIX IF: SOCIAL – TUMBLR

<http://FIATusa.tumblr.com/>



Q STILL IMAGES GIFS! VIDEO! SOOK ARCHIVE

Curvy! 😊 #FIAT500 #fatusa #claoBABY #italiancar #auto #drive #style #happyday #instamoment #caroftheday
6 notes

Night-time is the right time. 😊 #FIAT124Spider #Abarth #power #performance #style #claoBABY #italiancar #caroftheday #auto #convertible
5 notes

How you doin'? 😊 #FIAT124Spider #fatusa #power #performance #style #happyday #instamoment #caroftheday #claoBABY #italiancar
5 notes

Feelin' fresh. 😊 : Hunter M. #FIAT124Spider #Abarth #fatusa #power #performance #style #happyday #claoBABY #italiancar #auto
2 notes

Your other half. ❤️ #FIAT500 #Abarth #fatusa #power #performance #claoBABY #italiancar #auto #drive #caroftheday
4 notes

I spy... 🕵️ #FIAT124Spider #Abarth #fatusa #power #performance #style #happyday #instamoment #claoBABY #italiancar
4 notes

Winter wonderland. ❄️ #FIAT #500X #fatusa #claoBABY #italiancar #auto #drive #happyday #instamoment #caroftheday
4 notes



APPENDIX I6: SOCIAL – GOOGLE+

<https://plus.google.com/+FIATUSA>

The screenshot shows the profile page of the FIAT USA Google+ page. The page has 1,464,169 followers. The profile picture features a dark Fiat 124 Spider convertible driving on a coastal road. The page name is "FIAT USA" with a verified badge. Below the profile picture, there is a link to the "ABOUT" section.

The screenshot shows two posts from the FIAT USA Google+ page. The first post, titled "Powered by passion. ❤️", features a white Fiat 124 Spider convertible. The second post, titled "Italian flavor. 😊 🇮🇹: Hunter M.", features a white Fiat 124 Spider convertible from a rear three-quarter view. Both posts have engagement metrics below them.



APPENDIX I7: SOCIAL – PINTEREST

<https://www.pinterest.com/fiatontheweb/>

A screenshot of the Fiat Official Pinterest profile page. At the top, there are three small icons: a blue arrow pointing up, a blue flag, and a red 'Follow' button. Below these is the profile header 'Fiat Official'. To the left of the header are 'Followers' (4,774) and 'Following' (159). To the right is the website 'www.fiat.com' and a welcome message: 'Torino, Italy / Welcome to the Fiat Official Pinterest Channel. Simply (more) pinning!'. Below the header is a large circular 'OFFICIAL' badge with the Fiat logo. Underneath the badge are two tabs: 'Boards' (selected) and 'Pins'. The main content area shows three boards: 'Fiat 500' (with a silver Fiat 500 car thumbnail), 'Fiat Punto' (with a red Fiat Punto car thumbnail), and 'Simply More' (with a white Fiat 500 car thumbnail). Each board has a 'Follow' button below it. In the bottom right corner of the page are two small circular icons: a plus sign and a question mark, followed by the words 'Privacy'.



APPENDIX J: BLOG

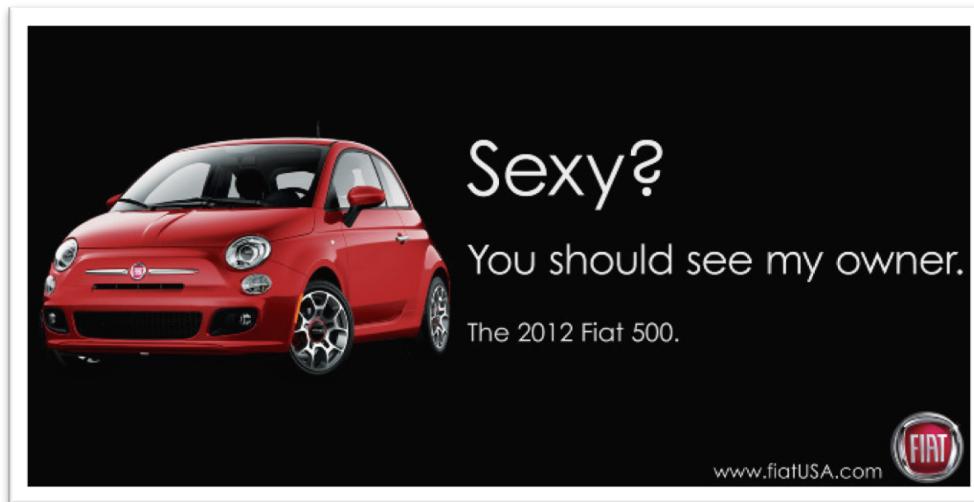
<http://blog.FIATusa.com/>

The screenshot shows the Fiat Backstage blog homepage. At the top left is the Fiat logo. To its right is the title "BACKSTAGE" with the "A" and "C" in blue and the rest in red. Below the title are three buttons: "SEARCH", "POST ARCHIVE", and "TALK TO US". Underneath these are social media icons for Facebook, Twitter, YouTube, Google+, and RSS. A horizontal menu bar below the header includes "LIFESTYLE", "VEHICLES", "EVENTS", "NEWS", and "YOU". The main content area features a 4x5 grid of images. The first row contains five images: "PICK YOUR POISON" (two cars), a grey Fiat 500X, a blue Fiat 500X in snow, a circular collage of Fiat logos, and a white Fiat 124 Spider. The second row contains three images of a red Fiat 500, followed by two more red Fiats. The third row contains three images: an orange Fiat 500X driving on a city street, a close-up of a red Fiat's dashboard, and an orange Fiat 500X driving on a snowy road. The fourth row contains four images: an orange Fiat 500X, a yellow Fiat 500 convertible, an orange Fiat 500X, and an orange Fiat 500 driving on a winding road. The fifth row contains three images: a blue Fiat 500 convertible driving on a road, a white Fiat 500X, and a close-up of a blue Fiat's front end.



APPENDIX K: BILLBOARDS

Retrieved from Google Image Search









APPENDIX L: PRINT ADS

Retrieved from Google Image Search

The advertisement features the Fiat logo at the top left, followed by the slogan "Simply *more.*" and the website "fiatusa.com". The main headline reads "Bigger isn't *better.* It's just harder to park." Below the headline is a blue Fiat 500 hatchback. At the bottom, the text "The 2012 FIAT® 500. Now available at a FIAT Studio." is displayed, along with a small fine print note: "© 2012 Chrysler Group LLC. FIAT is a registered trademark of Fiat Chrysler Automobiles N.V. and used under license by Fiat Chrysler LLC."

The advertisement is split into two panels. The left panel shows the front view of a yellow Fiat 500. The right panel shows a woman's legs and feet in yellow high-heeled sandals. Below the images, the text "AUTO / PORTRAIT" and "CÉLESTE, SUNBATHING SENSATION." is written. A small Fiat 500 logo is at the bottom left, and the Fiat logo is at the bottom right.



A composite image for a Fiat 500 advertisement. On the left, a dark purple Fiat 500 is shown from a rear three-quarter perspective. On the right, a woman's legs and feet are visible; she is wearing purple leggings, black high-heeled sandals, and a black clutch bag with a small heart emblem. The background is a plain, light color.

AUTO / PORTRAIT
ROXANNE, SHOWING OFF IN ROCK'N'GLAM.







IT LOVES THE FEELING OF
SAND
BETWEEN ITS TREADS

INTRODUCING THE ALL-NEW FIAT® 500X CROSSOVER
70 available safety and security features make it attractive. Available performance features like
180 HP and All-Wheel Drive make it practically irresistible. Learn more at fatu.us.com/500X

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APPENDIX M: WEB ADS

Example of triggered ad, no photos, just text

A screenshot of a Google search results page for the query "fiat crossover". The search bar shows "fiat crossover". Below it, the "All" tab is selected, along with other options like Images, Shopping, News, Videos, More, Settings, and Tools. A message indicates "About 21,600,000 results (0.50 seconds)". The top result is an advertisement for the FIAT 500X Crossover, which includes a link to www.fiatusa.com/500X/Crossover, a description of the car's features, and two call-to-action buttons: "Build & Price" and "Search New Inventory".

fiat crossover

All Images Shopping News Videos More Settings Tools

About 21,600,000 results (0.50 seconds)

FIAT® 500X Crossover | Build And Price Today | fiatusa.com
[Ad] www.fiatusa.com/500X/Crossover
A Crossover That's Meant To Give You Confidence. See More At The Official Site.
4-Yr/50,000-Mi. Warranty · MSRP Starting At \$19,995 · Available AWD · Up To 33 HWY MPG
Models: Pop, Easy, Trekking, Lounge, Trekking Plus, Urbana

Build & Price
Customize Your Own FIAT® 500X And
Find A Dealer At The Official Site

Search New Inventory
Learn More About The FIAT® 500X
And Search Dealer Inventory Today.



APPENDIX N: COMPETITOR'S CURRENT MARKETING COMMUNICATIONS

MINI



SPOTIFY®, PANDORA® & MORE.

Browse and play music from Pandora, Spotify, iHeartRadio, web radio and others, all from your MINI's dashboard with MINI Connected[^]. It's specially tailored for your favorite apps, letting you use our intuitive controls instead of looking at your phone.



WHY MINI

MAINTENANCE IS ON US.

Every new MINI is backed by MINI Complimentary Scheduled Maintenance Program, which covers recommended maintenance for up to 3 years or 36,000 miles (whichever comes first).†

[LEARN MORE](#)



MINI TAKES THE STATES.

MINI Owners are a unique community. They rally online and at events, and are passionate about everything MINI. They are part of what makes MINI so special. We can't think of a better way to show our love for them than MINI TAKES THE STATES, a cross country rally across THE UNITED STATES.

In 2016, this highly anticipated biennial celebration is going bi-coastal. MINI Enthusiasts and MINI USA Staff will launch from both coasts on July 14th and rally to Key West, Florida, where they will converge for a week-long MINI meet-and-greet.

So whether you join us for a few days or rally to the Rockin', MINI TAKES THE STATES is a perfect way to experience More of What Matters, and see first hand what makes MINI so different.





Models Dealers Menu



• ○

TAILORED TO FIT YOU.

With over 10 million possible combinations, you can design a MINI to match your distinct tastes and style.

ADD MORE FUNCTION AND MORE STYLE WITH MINI ACCESSORIES.

It's easy to make any MINI reflect your undeniable style, thanks to the hundreds of MINI Accessories we offer. Whether you're designing a new MINI or looking to add another personal touch to your current one, we have performance parts, technology, custom graphics, design accents, and more. All orders can be placed either online or through your local dealer.





shopminiusa.com



Models Dealers Menu



THE GET IN
GET MORE
SALES EVENT



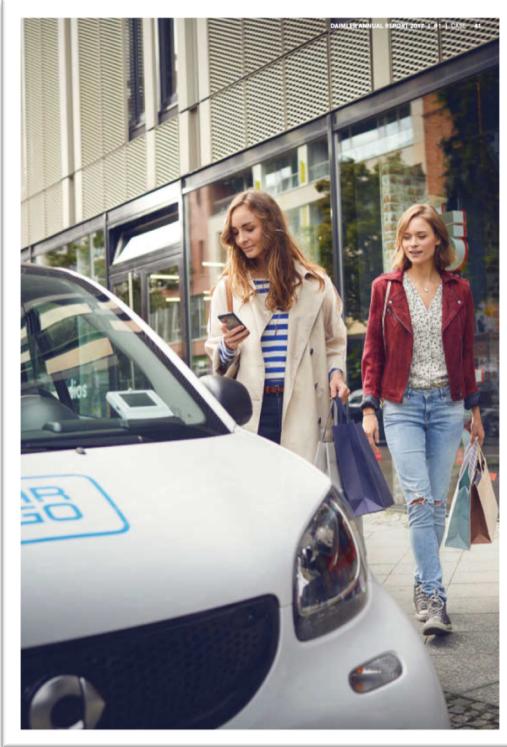
ALL4 FOR ALL ROADS.

The MINI ALL4 All-Wheel Drive system — along with Dynamic Stability Control — calculates the ideal traction distribution to optimize control and enhance agility, so you're always ready for the road ahead. Available in MINI Clubman and Countryman models.





SMART

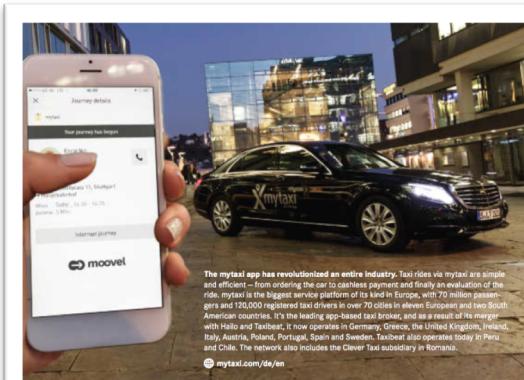


TOTALLY CONNECTED

Daimler Trucks is setting the pace for our customers with the Truck Data Center and digital services. Connectivity and digitization make it possible to use trucks more efficiently. In a pioneering move, Mercedes-Benz Trucks is offering a smart network consisting of vehicles, Mercedes-Benz services and freight companies – through Mercedes-Benz Uptime. When Uptime is in use, it monitors the vehicle systems in real time and promptly warns of critical malfunctions. This aim is to reduce breakdowns and unexpected repairs and optimizes the availability of the vehicles. This is to be achieved by Fleetguard. Mercedes-Benz Uptime offers quick entry into connectivity for free. This smartphone app enables users to call up information about a vehicle fleet, such as capacity utilization, mileage, vehicle position, fuel consumption and cost-saving potential. The key element for both of these services as well as previously introduced solutions is the new Truck Data Center, which is part of the connected truck. This connectivity module is based on internationally standardized electric/electronic architecture. We are installing it across all brands at Daimler Trucks and adapting it to regional customer needs.

PERFORMANCE BOOST

Daimler is the first truck manufacturer to put a truck platoon on public highways in the United States. Public interest in digitally connected trucks for road freight transport is growing. Trucks driving independently behind one another can be linked together to form a partially automated truck platoon. This helps to enhance safety, relieves strain on the drivers and improves fuel efficiency, thanks to shorter distances between the vehicles. Following successful tests on test tracks, the regional regulatory authorities in the United States have authorized the use of truck platoons on public roads. The first truck platoons are currently being tested. It is to be noted, with two Freightliner New Cascadia tractor-trailers being paired. Digitally connected commercial vehicles also perform well in off-road applications. In a trial near Frankfurt Airport, four connected Mercedes-Benz Arocs semitrailers showed how quickly it is to clear an airfield with several vehicles – and how the cutting-edge "Remote Truck Interface" technology from Daimler Trucks is opening up the road to the future.

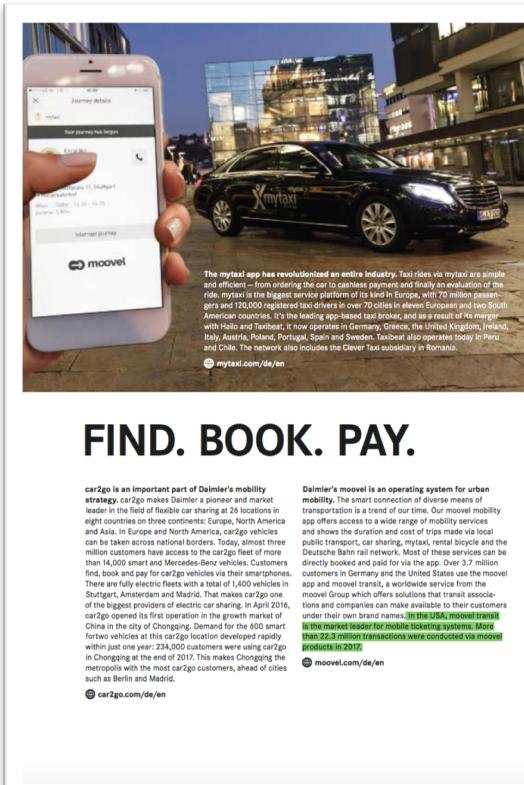


URBAN MOBILITY? OUR CONCEPT OF THE FUTURE!

The smart vision EQ fortwo is flipping the switch to bring more flexibility and individuality to local public transportation. Thanks to swarm intelligence and demand prediction, the fully automated driving electric smart vision EQ fortwo picks up its passengers wherever they are. This concept is to open entire cities to the public through the bus panel grid on the front and the panoramic surfaces along the sides, the smart vision EQ fortwo offers previously undreamed-of options for individualized car sharing. Relieved of driving obligations, people inside the car can relax or chat with their fellow passengers. The driver's seat is no longer needed, so there is no need for a steering wheel, a dashboard, a steering wheel and the gas and brake pedals. It's also the first vehicle in which we have installed all the future-oriented features of CASE. This approach offers huge advantages to our customers: urban mobility with the highest level of comfort, more individuality and a whole new form of communication.



No steering wheel, pedals or driving tasks. The smart vision EQ fortwo offers customers innovative options for urban mobility in the future.



FIND. BOOK. PAY.

car2go is an important part of Daimler's mobility strategy. car2go makes Daimler a pioneer and market leader in the field of flexible car sharing at 26 locations in eight countries in Europe, North America, South America and Asia. In Europe and North America, car2go vehicles can be taken across national borders. Today, almost three million customers have access to the car2go fleet of more than 14,000 smart cars and vans. Customers find, book and pay for car2go vehicles via their smartphones. There are fully electric fleets with a total of 1,400 vehicles in Stuttgart, Amsterdam and Madrid. That makes car2go one of the biggest providers of electric vehicles. In April 2014, car2go opened its first operation in the growth market of China in the city of Chongqing. Demand for the 600 smart fortwo vehicles at car2go China developed so rapidly within just one year that 234,000 customers were using car2go in Chongqing at the end of 2012. This makes Chongqing the metropolis with the most car2go customers, ahead of cities such as Berlin and Madrid.

car2go.com/de/en

Daimler's moovel is an operating system for urban mobility. The smart connector of diverse means of transport is a trend of ours. Our mobile mobility app offers access to a wide range of transport services and shows the duration and cost of trips made via local public transport, car sharing, mytaxi, rental bicycle and the Deutsche Bahn rail network. Most of these services can be directly booked via the app. Over 3.7 million customers in Germany and the United States use the moovel app and moovel transit, a worldwide service from the Daimler Group which connects various transport options and companies can make available to their customers under their own brand names. In the USA, moovel transit is the market leader for mobile ticketing systems. More than 22.3 million transactions were conducted via moovel transit in 2012.

moovel.com/de/en

An advertisement for the smart vision EQ fortwo. The car is shown from a three-quarter front angle, parked on a reflective surface that creates a clear mirror image of the vehicle. The background is a vibrant sunset over a city skyline, with the illuminated skyscrapers of Frankfurt reflected in the water. The car's digital display on the front bumper shows the text "On my way". Above the car, the words "World Premi" are visible, suggesting it's the world premiere of the model. The overall theme is futuristic and eco-friendly.

World Premi

smart
vision EQ fortwo

At the Frankfurt Motor Show, Mercedes-Benz presented pioneering solutions for the mobility of the future. The Mercedes-AMG Project ONE show car with its Formula 1 hybrid technology stands for the future of driving performance. And the smart vision EQ fortwo offers an electric and fully automated solution for highly efficient and flexible local transport.