

**Remarks by Deborah Meyer,
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*“Beyond Awareness: How Chrysler LLC
is Embracing the Digital Revolution”*
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Thank you Randal for that kind introduction... and I really appreciate your asking me to be part of this *important* event.

(Pause)

Good Morning!

It's *a great day* for interacting with colleagues...

As I look out across this room I see partners... people who are contributing *so much* to the New Chrysler... *I appreciate your being here.*

Without strong partnerships it would have been difficult... *if not impossible*... for the New Chrysler to gain the progress that we've achieved over the past year...

(Long Pause)

Challenging Times

It's a bit of an understatement to say that these *are challenging times* for marketers... *particularly those of us in the auto industry.*

The past couple years have been tough... but this spring as gas prices soared...home values plummeted... and credit all but dried up for many middle income Americans... times got even tougher...

And so what's Chrysler's response?

At the New Chrysler... as we embrace a methodology of systems analysis... and continuous improvement... we're gaining efficiencies in *every division* of the company...

These steps are **ABSOLUTELY** critical...But in this consumer-driven business they're *not enough*.

In order to move ahead, we need to create marketing *that captures the imagination*... is strong and inspirational... that taps into the Chrysler spirit of: *we won't back down*.

Yes, it's a challenging time... but it's also a time when we have *a tremendous opportunity* to build something new...

Our task is to dismantle old perceptions and build a new image that is strong and relevant for today's consumers... to prove that we really are listening... we're responding... and we are changing **faster than ever before**.

(Pause)

Today, I'll discuss the New Chrysler's use of media *to engage consumers* as we drive opinion to build relationships and improve outcomes at retail...and how we measure our progress *every step of the way*.

(Short Pause)

Until recently, the auto business and consumer package goods were the two holdouts from the digital revolution... *we've been stragglers in the digital age*.

Our consumers... *those nice folks that buy our automobiles*... have made us change.

In fact... *eighty percent* of new car shoppers go on-line to start their buying process...

So...if an automobile company is going to compete it has to give prospective customers a reason to engage its brands via advertising in all media... and *especially on-line...at the heart of the digital revolution...*

(Short Pause)

And that revolution has pulled us away from the inefficiencies of awareness to *the focused power of opt-in...*

On-line commercials of course are *all about opt-in...* and then there's on line streaming and increasingly relevant frontier of hand held devices... and opt-in...on demand commercials for TV...

And as I say this ... I can almost hear TV viewers from New York to LA cheering...

After years of getting hammered by waves of irrelevant commercials they can pick and choose what advertising they want to see... *when and where they want to see it...*

Call it viewer democracy... *and it's about time.*

And we at Chrysler... are creating compelling advertising content to engage them... when and where *they want* to be engaged...

Moving Beyond Awareness

So...moving beyond awareness... *that's where we are today.*

But whether it was in Detroit...Berlin... or Tokyo...only in the last few years has opt-in been accepted as *a real option* for automobile market strategies...

When I bought my first car, a 1979 Plymouth Horizon ... *stick shift by the way*... white with blue stripes...the process of selling a car was very linear...and focused a huge amount of resources on building awareness.

This marketing model... *which drove automotive advertising for years*... assumed that consumers must go through several steps before... according to *that theory*... they would be “*ready*” to make a purchase.

Building awareness... of course...is the beginning and *the primary driver* of this approach...

Advertisers talked at consumers. Sometimes it stuck... *a lot of times it bounced off*...

And with an overwhelming majority of car buyers now using the Internet... barraging consumers with GRPs to build top-of-mind awareness *is... a big waste... of marketing dollars*.

So today... as the consumer buying process increasingly starts with a search engine... it's accurate to say that... *awareness is overrated*...

When consumers begin they're search by typing in “new car” at Google or Yahoo they're likely to be taken to a third-party or a manufacturer site... Or on their own they arrive at a third-party site such as Edmunds and Auto-trader.com...

And guess what?

All the nameplates are there.

So, in fact...top of mind awareness to *is not* needed to make *that list*.

But what's important is positive opinion. *That's what's going to put us on the short list*.

So... in order to increase marketshare the primary objective of our brand messaging is to improve opinion through web-based engagement...

(Short Pause)

Web Driven Communications Strategies

Today, think of it this way, the consumer is actually acting like an energy vortex...so whenever and wherever ...they determine they're ready... and the vortex opens for a particular kind of information.

If we respond... and *pour the right information into that vortex*... in whatever stage, channel or medium they're at... *it's going to work for us.*

At Chrysler...we're aligning our **communications objectives** to meet the consumer's mindset and the context in which they are viewing...*as opposed to us telling them* what *we want* them to hear...and when *we want them* to hear it. .

Still a lot of advertising remains tied to awareness... but in our markets...people are already aware of our brands... and opinion *is what really matters.*

So in order to improve our market share... *influencing opinion is the key for us.*

And with opinion people *are* at different layers...with different moments in time when they are open to being influenced... *and there's no one cookie cutter way to get it done.*

(Short Pause)

New Rules of engagement

In this emerging landscape, the rules of engagement *have CLEARLY changed*... and communication needs to be customized to the *consumers'* mindset and context to achieve marketing goals.

And... we don't try and sell them a deal *when they want to be entertained...or try to entertain* when they want information.

Once we've engaged them... we communicate product advantages and offer competitive comparisons.

When they are ready to make a buying decision there are tools to promote their moving on to retail and providing leads to our dealers.

(Short Pause)

We're using this digitally-driven approach for just about all products... and have seen great results across the board.

At Jeep.com... we've come up with another way to tap into the Jeep owner's immense enthusiasm...

On their own Jeep enthusiasts formed groups at Yahoo...Facebook...Myspace...for example, they've uploaded more than 235,000 photos and text links at Flickr...

We've linked all these sites on Jeep.com's Jeep Experience page ... to facilitate Jeep fans engaging others as they send word of mouth and strong positive opinion across the web.

(Short Pause)

For a different demographic we created a custom Chrysler brand campaign on ABC.com...

Primarily focused on young women who go to ABC.com to dig deeper into their favorite TV shows including Ugly Betty...Grey's Anatomy...Desperate Housewives.

Rather than just inserting a 30 second TV spot... we created truly interactive content.

Each unit is a rich media micro site...including vehicle information and shopping tools...

And our ads are achieving up to a 70 percent engagement rate... which makes it one of our most successful on-line video placements.

(Short Pause)

So...we're doing a lot with all our brands. Our most recent effort, the launch of the all-new Dodge Ram, is taking us to another level entirely.

The RAM Launch

Right now we're launching the game-changing 2009 Dodge Ram 1500 pickup truck...

For years Dodge trucks have been leaders in innovation and durability... *trucks people could really count on.*

But when our engineers came together for the Ram 1500 they outdid themselves... they built one of the most researched vehicles in our history...a truck that's not *just good... but by far the best... out there...*

And the critics are applauding...

In fact... Popular Mechanics on-line cheered..."Dodge has created *the smoothest riding* full-size pick up yet... that ride quality is a lot closer to a car..."

Edmunds.com praised.... "the new Ram, improving ride and stability while miraculously preserving the payload and towing capacity of the 2008 model."

While Automobile on-line observed..."Dodge has the most comfortable half-ton on the market, and there's absolutely no trade-off in capability..."

(Short Pause)

The Ram is a *game-changer* and

We need *game-changing* marketing...we recruited agency partners to meet our needs...

BBDO and Organic answered our call...and in every phase of the launch we've benefited from their skills and innovative learnings...

(Short Pause)

Again we're going *way beyond* building awareness...

As we developed a complex launch strategy that can enter the vortex of a variety of consumers, we've focused on utilizing opt-in and promoting strong positive opinion.

We identified five customer macro targets... all with individual needs for different features and emotional motivations.

Diverse groups of customers want to use a truck in different ways -- for their job... to haul their recreation gear... to do weekend projects... and for all-around family transportation.

And then there are the different features and content that this aerodynamically best of breed Ram truck offers – new crew- sized cab...all new interior...the first-ever Ram Box... increased fuel efficiency... and first-in-segment coil-spring, five-link rear suspension... that we need to communicate...through a variety of media.

Combine all that into one launch... and it gets *incredibly complicated*.

As a matter of fact it's so complex that we've created an engagement map that aligns and helps us track all activities and the anticipated outcomes at a quantitative level to drive visits... buzz....leads... and ultimately sales.

Pretty detailed...

[Say with a chuckle]

Not the kind of map you pull off Mapquest...

(Pause)

Webisode: Attracting consumers with Content

The advertising, and other approaches to engagement run the gamut from print ads full of facts and technical details that traditional truckers want... to entertainment and attention grabbing theatrics of the Ram Challenge.

Produced by director Tony Scott, famed for high-energy action adventure movies like Top Gun – Ram Challenge becomes a first-of-its-kind, long-form reality show, wrapped like a Hollywood action film.

A series of five webisodes...featuring challenging truck competitions between hard-working American heroes ... are *at the heart of our Ram launch campaign...*

These webisodes **are not** about star power...The opt-in for users *is the use of local heroes...* Gritty... authentic... *and largely self-sufficient people:* real truck users... cowboys... construction workers... military... and firemen... **no stars.**

Folks Dodge owners can relate to... *people who could easily live a few houses up the street...*

We built a *tough*, demanding obstacle course out in the desert. *It's not a Hollywood set,* but a *challenging course....* that's authentic *as the men that are competing in these Ram trucks.*

And...well let me show you...

These Ram Challenge webisodes *are a proof-point* for the truck's *top-line* innovation...

In *every scene* these guys *put it to the test.*

Cut from actual webisode footage, the TV *commercials will drive people to the Ram Challenge.com site...*

As viewers see the product tested under the most trying conditions...these TV spots educate...And the Ads bring a real strong call to action... to pull users to RamChallenge.com where they'll root for their favorite team...

During the launch, all television...print...on-line...and dealer advertising will pull consumers to the RamChallenge.com... which, by the way, is housed at Yahoo...

And why Yahoo?

Because Yahoo, on any given day can have as many views as a top TV Network ... and we'll leverage those eyeballs to attract more people to the Ram Challenge site.

The Webisodes deliver a TV entertainment experience with *contextually relevant* content that exposes users to product... *and subtly influences opinion....*

And if a visitor chooses to learn about the product... *we've got that too...*

Instead of just going for awareness, we're actually pulling people in *as we drive engagement...* and get into their mindsets.

(Short Pause)

We've just put a Ram Challenge webisode teaser on-line and the TV spots debuted last week...

There's also a community involvement available at the microsite so visitor can post comments... share their opinions with friends...and all of that will promote more buzz.

As we entertain them, they'll learn about the truck's strengths...*and perhaps become intrigued with the RAM brand.*

That's our opting in... making sure it's *relevant* to truck owners... or people who may want to own a truck.

(Short Pause)

The Dodge.com Connection

We improve opinion through brand engagement and entertainment on RamChallenge.com...and promote product...But we move visitors toward purchasing *only when they are ready...*

Yet, when a visitor moves from the microsite... or from linked sites across the web...*we're ready.*

Whether it be at Dodge.com or another Chrysler site we're optimized for shopping... we incite them to complete particular activities that correlate with moving toward increased sales...

These activities...include... inventory searches... build and price for configuring...locating dealers and submitting leads...

And when they submit a lead...it goes direct to their nearest dealer...

(Pause)

Web: Analysis/Measurements

At Chrysler we scrutinize relentlessly because in this marketplace every dollar we spend counts at least three times... if not ten times as much as did before... Our marketing team has to absolutely guarantee that every dollar pays off.

And as a result... we quantify *everything* we do.

The Web has become a leading indicator not just about what's happening on line... it's about what's happening across the board.

We constantly evaluate the effectiveness for all our media... not just our own sites.

And whatever we do... both on and off-line... we constantly ask is this driving people to retail?

And if we're not achieving anticipated viewer rates we improve it to better meet content and context needs of our visitors.

We track the number of visits converted into leads.... And we modify where we put different transactional links on a site in order to increase the number of leads submitted.

For example, we recently noticed that users weren't filling our get-a-quote forms as often as we'd anticipated.

With a little follow-up we found out why: too many steps in the process. And then we moved the link to a better place on the site.

No major costly overhauls.... *Just two simple changes...*

And the result?

In just one week we saw a ten percent increase in the number of users completing forms...

And we optimize in small, incremental ways... and on a big scale....

On the Dodge Journey crossover launch we developed seven key product messages... which we optimized throughout the campaign to bring us better results... And the strategy worked.

With Ram we've taken it to another level... We've increased the number of core messages to 30...*And this gives us even more options.*

When one message isn't working as well as we anticipated we can replace it with five more relevant messages that we've already prepared...*and, therefore pull significantly more viewers on to retail...*

(Short Pause)

Tracking of Leads

As we drive leads to retail dealers, we're building *a culture of accountability* to make sure we maximize the potential of these leads.

We evaluate how quickly dealers react to... and turn around leads... And then give feedback so they can improve their performance.

(Quick Pause)

In the past... dealers might not have wanted to hear what the marketing department *at corporate* had to say about how they were using leads.

But that's not the case today.

One of the best things about being in a challenging marketplace is that silo mentalities melt away and people become more open to change...

(Short Pause)

The Customer Advisory Board

As the New Chrysler moves forward meeting our customer's *constantly evolving needs remains at center of all our strategies....*

Earlier this year... we created a ground breaking Web-based Customer Advisory Board to build relationships and promote the flow of innovative ideas...

By using on-going two-way dialogue the CAB – as we call it-- provides customers with a direct line into the company.... And invites them to be part of our transformation.

With a majority of the more than 1,000 advisory board members actively engaging in communication we're harnessing ways to develop and refine new products and campaigns. And we're creating our best word of mouth advocates, who, through their own social networks are sharing news about what we're doing.

In fact, if we search CAB on Google, we get 42 thousand results. *That's how we achieve scale.*

(Long Pause)

(Close>>>About One Minute to Go>>>)

As the economy improves... **and it will**... the digital revolution will continue to expand and promote **major change** in all markets.

And in leaving awareness behind and embracing the potential of the digital world... we gain a clearer map of the consumer neighborhood that will more quickly and efficiently give us access to buyers...

When it's done right...this relatively new digitally driven approach to marketing is complex...nuanced...**and 24/7.**

Success demands us to **create opt-in content...that fosters positive opinion...** but succeeding also requires us to constantly measure... to quantify... to optimize... and when needed deconstruct our own creations...

While it certainly is a challenging time... **it is also perhaps the best of times for a marketer...**

Never before in our profession have we had so many tools to work with... **And never before has there been a greater need for our services...**

It was a pleasure to speak here today. Thank you.

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