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# executive summary

Since 1994, Yahoo! has grown from a guide of personal Internet interests to a comprehensive branded network of services. Today, Yahoo! offers a wide range of services to over 230 million Internet users each month around the globe. It is the largest Internet brand globally, so why is Yahoo! not the industry leader in all the services it provides? [How can we assist Yahoo! in increasing market share among the U.S. teen segment?](#)



You asked us to create an innovative and strategic marketing plan that increases users between the ages of 13 and 17 for Yahoo! Mail, Messenger, Music, Mobile, and Search and continues to spread the “cool,” positive image of Yahoo!.

Velocity Communications has delivered an effective campaign that capitalizes on teens’ needs and interests in order to increase their use of Yahoo! products. We thoroughly researched the teen market and segmented it carefully to uncover the key desires that our competitors do not deliver. Our creative plan emphasizes Yahoo!’s ability to continue to deliver what teens want as their lives progress. Our heavy-up media and public relations plans encourage and raise awareness of these five specific Yahoo! services. Our executions position Yahoo! as a “cool” network of Internet services with many unique elements designed for the teen population. [Yahoo! is not just another medium for electronic communication,](#)

## it is a life engine.

Our plan tells teen users just that and helps them find everything they want and need.



# research

## Research Methods:

### •Internet Usage Survey

Over 250 teenagers were surveyed to uncover patterns in their Internet habits and to determine current brand loyalty. Teens were asked to disclose which search engine, messenger service, online music provider, and e-mail service they use most often and why. We also asked questions regarding how much they personalize their Internet options (homepage, radio station, etc), where they access the Internet from, and how much they pay for subscription services.

### •Week-Long Activity Monitoring

This activity was conducted to find out how teens spend an average week. Selected members of our target audience were asked to report what media forms affected them, where they socialized the most, and whom they socialized with. Special attention was taken to uncover options from this activity that Yahoo! could add to user's lives.

## analysis

### client analysis:

Since its beginning, Yahoo! has offered Internet users an increasing number of useful products and services. Never to be behind the times, Yahoo! prides itself on its innovation and excellence. Not only are these values demonstrated through its online services, but Yahoo! brand reputation and identity also reflect these qualities. Consumers see the brand as Yahoo! desires them to; as fun, respectable, and built for the community at large. These are great assets for any brand, especially one that faces so much competition.

### situation analysis:

Although Yahoo! offers a wide range of services available to anyone, they currently lack marketing towards a key "influencer" audience. Teens have become extremely technologically savvy over the past decade, thus becoming "influencers" within their household. Many times teens have an integral part in purchasing decisions of their household and they build brand loyalty amongst their family through their own technological practices. It is necessary for Yahoo! to take this campaign into consideration and begin to target this influential market. Competing online companies, such as AOL and MSN have already begun to develop sites specifically geared toward

this age range, while Google has proven to be preferred amongst teens as their search engine of choice.

### market analysis:

Yahoo!'s current variety of services exceeds the expectations of teen users, however teens need to be made aware of these unique services through repositioning and re-targeting to their market. Repositioning should include advertisements that break through the clutter, attract teens through humor, and hit upon the "cool" factor while displaying what Yahoo! has to offer. Teens are young adults and expect to be treated differently than their younger siblings/peers and retargeting would allow for a clear definition between teens and kids to be made. By specifically targeting teens, it is likely they will begin to build loyalty for the brand, especially with Yahoo!'s brand reputation of humor and fun. Velocity Communications supports these arguments with extensive primary and secondary research.



# research

## S.W.O.T. analysis

### strengths

- More than 232 million visitors per month world-wide
- Well-known brand name and identity
- Variety of services offered
- Creative brand positioning
- "Life-engine" attracts everyone
- "Fun" brand image is inviting for teen market
- No subscription fee
- Opportunity to create customized homepage

### weaknesses

- Lack of service promotions
- Lack of service differentiation among competitors
- Lack of teens' knowledge on products
- Do not promote specifically to our target market

### opportunities

- Educational
- Early age product loyalty
- Partnership with Warner Brothers
- Media usage by teens – Internet is #1
- Disposable income of target market is \$94.7 billion
- 15% of teens gain product knowledge online
- Market is key influencer in household
- "One Stop Shop" encompassing all Internet services

### threats

- Google search engine is dominant
- AOL Instant Messenger is dominant
- AOL/Time Warner partnership
- Competitors promote/advertise more

## Research Methods

### •Choices 3 Software

An extensive variety of cross-tabulations was used to expand our knowledge of the target market. This program was used particularly for breaking down the market into like segments and developing characteristics of these segments. We were able to successfully cross-reference demographic data with psychographic data using this program.

### •Secondary Source Analysis

Primary research was supplemented with analysis of various sources, including the "Born to be Wired" national survey. This allowed us to examine how technology affects the lives of the target market and also to get a better grasp on how to market Internet products and services to them.

# research

Our research revealed other Internet search engines provide the strongest competition for Yahoo!. Besides these engines other forms of media also compete for teens' attention.

## competitive analysis

### COMPETITOR

### STRENGTHS

### WEAKNESSES

#### AOL

- Leader in industry
- Lack of clutter
- Ease of navigation
- Less advertisements
- Partnership with Apple
- Natural word of mouth

- Subscription fees
- Losing market share in ISP
- Teen-only site is for paying subscribers only

#### Google

- Lack of clutter
- No subscription fee
- High perceived quality of search results
- Competitive key-word search generates revenue
- Viewed as fun and light hearted
- Top teen search engine

- Lack of messenger service
- Lack of current events/news headlines
- Not visually appealing
- Lack of Internet services

#### MSN

- Visually appealing
- Strongly branded through "butterfly" icon
- Ease of navigation
- Current events/news headlines

- Not targeted towards youth
- Cluttered
- Lack of a teen site

#### Other Media (Magazines, Television, Radio)

- Accessibility of media types individually
- Appeal through use of celebrity imagery

- No on-demand delivery
- Lack of personalization
- Failing usage in comparison to Internet



## key research findings

Our research gave us strategic insights into the interests and habits of our target market. All of these findings suggest that teens represent a market driven by technology and a desire for advanced products. The “Life Engine” campaign embodies these needs.

- The teen market uses many technological tools including messengers, search engines, email, mobile phones, and music, game, and movie sites. However, teenagers are not brand loyal and tend to use a different brand for each product. An analysis of the Internet usage survey revealed that while Google is the top search engine for teens, they commonly use other providers like Yahoo! and AOL for email and messenger services. Since teens do not have a strong loyalty to a specific provider, a successful campaign will give them a reason to use Yahoo! to fulfill all of their needs.
- Teenagers are key influencers in the technology market. Research shows that teens are very technologically savvy and are much more open to new technology than other age groups. The national “Born to be Wired” survey reveals that 78% of the 25 million teens in the United States today are already online, with projection that this number will grow to 86% by 2007. Both younger and older generations look to teens for technological information because of their vast knowledge, leading to teens teaching their parents, as well as younger siblings, how to use Internet products. The brand teens choose when educating others will be adopted by these other market segments. A successful campaign will motivate teens to use Yahoo! products over others and increase Yahoo! use through teenagers’ third-party endorsements.
- Not only is the teen market knowledgeable about technological products and the Internet, but they are almost always connected. Research on adolescent behavior shows that they are very social and value communication with friends. Therefore, if teens are not physically at a computer, they have an away message posted on their messenger and if they cannot talk on their cell phones, they use text messaging to correspond with friends. Results from monitoring members of our target market for a week, confirm their desire to socialize, usually through the aid of technology. A successful campaign will offer teenagers options for commonly used products like messenger, personal homepages, and mobile phones which will improve their ability to communicate.
- One of the most common ways in which teenagers communicate is through the use of mobile phones. According to NOP World Technology’s Kids Study, almost half of the teen market owns a mobile phone and the national “Born to be Wired” survey reveals that teens spend nearly eight hours a week talking on them. Since teenagers use their mobile phones so often, a successful campaign would inform them of the advantages of accessing Yahoo! on their phones and utilizing the opportunities for real-time communication.
- Although teenagers are very educated about technology, they do not take full advantage of all of the features provided by Internet services. The Internet usage survey illustrates that teens use services like music providers and personal homepages, but that they often do not customize these services. A successful campaign should will raise the target market’s awareness of these features, as well as display the ease of use and benefits to the user.

## Market Segmentation Strategy

Our secondary research shows that although the teen market appears to be small, they represent one of the fastest growing segmentations, with a growth rate of 16% between 1990 and 2000. Our target market range is also quite narrow, spanning only five years, however we feel teenagers' lifestyles are differentiated enough to segment them into even smaller groups. In order to segment our audience, we used statistical information from the "U.S. Teens Market" survey and Choices 3 software. This program enabled us to filter our search by gender. Then we analyzed the different lifestyles and activities per age in our target market. This information enabled us to break down our target market into six final segments.

## target market

Our target market consists of about 25 million adolescents between the ages of 13 and 17 in the United States. Within this population, nearly 12 million youths come from a multicultural background, and these teens account for most of the growth in the teen segmentation. This market likes to spend their time listening to music and surfing the web. As a whole, the teenage population uses the web as a social tool; they are very involved in developing and maintaining social relationships. The Internet provides teens with a great opportunity to build their social circles. Since technology offers fast and convenient ways to communicate, it is not surprising that technology drives the teen market.

Since social relationships are important to teenagers, they tend to spend much of their time with their friends rather than with family. Adolescence is a time of turbulent emotions and fleeting self-esteem, and in order to deal with these feelings, teens mimic their friends. Groups tend to dress alike and prefer the same activities. What is considered to be "cool" to these teens is normally determined by the media. Basic psychological research shows that 9th and 10th graders tend to spend time mostly in same-sex groups, while 11th and 12th graders tend to spend time with mixed-sex groups.

Teenagers have substantial buying power and often have a role in family purchases. Most adolescents expect to contribute to back-to-school purchases, but they also contribute to larger purchases like vacations and cars. Teens' allowance enables them to have this type of buying power. They have considerable disposable income because they do not have bills to pay. Also contributing to their income is earnings from after school jobs. Teens also have strong interest in full-time summer employment when they have fewer school responsibilities.



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## Positioning:

YAHOO!  
PROVIDES A  
SUCCESSFUL  
BRAND NAME  
AND VARIETY OF  
PRODUCTS THAT  
HAVE THE ABILITY  
TO BE  
POSITIONED AS  
"COOL" AND  
FOLLOW TEENS  
THROUGHOUT  
THEIR LIVES AS  
THEIR ULTIMATE  
LIFE ENGINE



Our research shows that although teens spend a lot of time surfing the web, other forms of media, hobbies, and involvement in other activities are competition for Yahoo! to gain more of teens' time.

Successful Yahoo! advertising will recognize that teens have a lot going on in their lives and Yahoo!'s services are available to aid them in their day to day activities by making everyday tasks easier and faster to complete.

Additionally, Velocity Communications believes that our research proves that teens do not know the full extent of Yahoo!'s beneficial services. Yahoo! must position themselves representing all of its services as a tool that will follow teens throughout their lives. Velocity Communication's "It's your life. Make Yahoo! your life engine" tag challenges teens to find out what Yahoo! is really all about.

Successful Yahoo! advertising will stress how each of Yahoo!'s services and products will benefit teens and follow them through life in a true "life engine" manner.

Our research shows that teens are looking for what is cool and trendy, differentiating themselves from association with other age groups. Velocity Communications has developed creative advertisements and promotions that specifically target the teen market and emphasize the "cool" factor of Yahoo!.

Successful Yahoo! advertising will be trendy in the eyes of teens, generating natural word of mouth for the brand and a lasting concept to be applied to future advertisements.

Though this campaign specifically targets teens, the fact that Yahoo! is a product for everyone will not be ignored.

Successful Yahoo! advertising will continue to build a dependable brand name representing quality and ingenuity.

## Teens are:

### Living Dependent Lifestyles

The target members rely heavily on their parents or legal guardians for essentials as well as disposable income. Though some of the members may have jobs and their own spending money, when it comes to purchases of the newest technology, members of the target market rely on their parents to make these purchases.

### Diverse

Though the target market is a range of just 13 to 17 years of age, the group is very diverse. The priorities and responsibilities of those in the lower half of the target are extremely different from those in the higher half of the target. The members of this target are involved in entering high school, going through puberty, obtaining a license to drive, getting involved in school or special interest activities, and preparing for college or entrance to the work force. This target provides a lot of change in a small amount of time, making this target group especially unique and diverse.

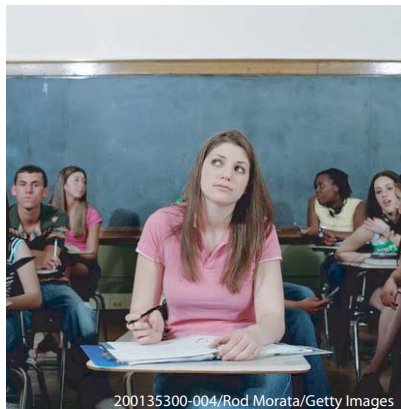
## female market segments



200165486-001/Howard Grey/Getty Images

### Annie

13-14 years of age  
Limited earning, limited choices  
Enjoys dancing  
Interested in crafts (ex. Jewelry making)  
Reading  
Video games  
Spends time at home after school  
Concerned with appearance  
Shopping with family  
Income from allowance



200135300-004/Rod Morata/Getty Images

### Brittany

15-16 years of age  
Less tendency to be with family  
Enjoys dancing/clubbing  
Reading  
Permit/driver's license  
Going to movies with friends  
Concerned with appearance  
Interested in dating  
Shopping with friends  
Income from allowance and job



200135300-004/Deborah Jaffe/Getty Images

### Chelsee

17 years of age  
Significant \$ from earnings; more choices  
Slightly more freedom  
Enjoys dancing/clubbing  
Reading  
Going out a lot  
Appreciates "alone time"  
Spends more time at others' homes  
Spends time with opposite sex  
Shopping with friends  
Income from allowance and job  
Involved in college search



## male market segments

### Austin

13-14 years of age  
 Limited earning, limited choices  
 Model building/painting/drawing  
 Musical instrument  
 Video games  
 Less health conscious  
 Interested in sports  
 Spends time at home after school  
 Shopping with family  
 Income from allowance



### Brian

15-16 years of age  
 Disagreements with parents  
 Less tendency to be with family  
 Video games  
 Interested in sports  
 Interested in dating  
 Permit/driver's license  
 Spends more time at others' homes  
 Going to movies with friends  
 Income from allowance and job



### Chad

17 years of age  
 Significant \$ from earnings; more choices  
 Slightly more freedom  
 Video games  
 Going out a lot  
 Sundays are boring  
 Interested in sports  
 Spends time at others' homes  
 Spends time with the opposite sex  
 Shopping with friends  
 Income from allowance and job  
 Involved in college search



## Teens are:

### Independence Seekers

The target members are dependent on parents or legal guardians for bare necessities such as food, shelter, and clothing. As they move through the age range for the target market, they seek more and more independence, from becoming more interested in social activity, to obtaining a license, and finally preparing and leaving for college or life on their own.

### Involved

Our target market spends the majority of their time heavily involved in a specific activity, whether it is sports, music, computers, jobs, etc.

### Technologically Savvy

The target members are very interested in keeping up with the latest technology. They are informed of the newest innovations and they gain experience with the latest technology very quickly. They have an understanding of technology and want to stay up on the latest advances and trends.

### Social

The target members are mainly concerned with socializing with friends, which is what they wish to do most with their free time.

## Creative Objectives

- Build awareness of Yahoo! products and services with focus on the teen market.
- Continue to build brand identity through new slogan and development of personality.
- Build a brand slogan that can be used for many years to come.
- Increase teen market's use of academia for Yahoo!
- Emphasize how Yahoo! can accommodate teens in every aspect of their lives by being a "One Stop Shop."
- Keep brand's current identity as fun and available for everyone, while simultaneously appealing to teens as a product that is "cool" to use.

To reach its diverse and engaged target market, Yahoo! must show potential users how their variety of services are applicable to their lives, an idea that correlates well with the "Life Engine" concept. Velocity Communications has expanded upon this to challenge users to personalize Yahoo!'s products. The development of a new slogan, as well as a new themed campaign are used to fulfill this goal. Furthermore, our concepts attract teens through the use of humor, which also breaks through the clutter, sparks word of mouth, and is memorable.

## concepts

**"It's your life. Make Yahoo! your life engine":**

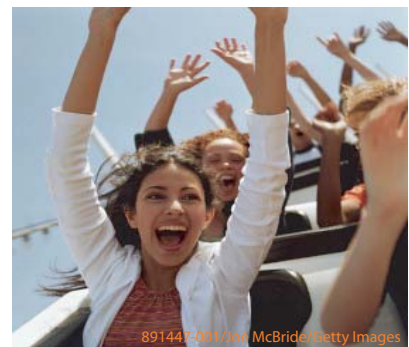
Velocity Communications' new Yahoo! tag, "It's your life. Make Yahoo! your life engine," conveys that Yahoo! is there in every step of your life. Teen's lives are constantly changing and Yahoo! has the ability to provide services that support all stages of life. Teens are independence seekers and the "your life" portion of the tagline acknowledges that. The tagline also supports current users for their intelligence in already using their life engine. Overall, Yahoo! has the elements and services to enhance lives.

# YAHOO!

**its your life. make yahoo!  
your life engine**

**"Out with the old, in with the new" campaign:**

Our research shows that teens frequently use the services and products for which Yahoo! seeks market increases, however most teens are unaware of all the services that Yahoo! offers. In order to solve this, Velocity Communications suggests that Yahoo!'s services be displayed in a variety of creative executions themed "out with the old, in with the new." In all Yahoo! executions, a comparison will be made with the "older" way of doing things, and the "newer" Yahoo! way of doing the same thing. This correlates with the "It's your life. Make Yahoo! your life engine" slogan, as teens will see how Yahoo! can already be added to their everyday life. Executions will continue to build brand identity by featuring the red Yahoo! logo, the notable yodel, and new slogan, while differentiating Yahoo! from its competitors.



891447-001 Joe McBride/Getty Images



## Concept Testing

Storyboards of the mobile, messenger, and search commercials were shown to a sample of the target audience. After viewing, there was a positive response to the humor that the commercials displayed. To test the memorability of these spots, participants in the sample were asked a variety of questions 48 hours after the initial viewing. Participants were able to accurately recall the company being advertised. Participants also suggested that too many commercials include pop music which contributes to clutter. By limiting the vocals and background noises in commercial spots, we believe that our commercials will fulfill our goals of humor, memorability, and continued brand identity.

## components

### Television:

Velocity has developed a line of commercials featuring our “out with the old, in with the new” campaign. Commercials are broken in halves, where the first half shows how tasks can be done without Yahoo!, as opposed to the second half, where tasks are completed faster and with more success using Yahoo! Teens are featured in the second half. The end will feature a white screen with the Yahoo! logo, new tag, Yahoo! yodel, and words describing how Yahoo! fits into teens’ everyday lives.

### Print:

The magazine print ads that Velocity has designed parallel the commercials. The same “out with the old, in with the new” theme is used to show teens the five different Yahoo! services and products. We created a separate print ad for each product, each which will be divided horizontally across the page. The top half will show a picture of an older adult using outdated methods of completing a task, while the bottom half will show a teen using the new technology available on Yahoo!, completing that same task. The images will come directly from our commercials, and will feature the Yahoo! logo in the bottom corner. We believe these ads are visually attractive and that teens will be able to make the link

between them and our commercials. They are also quick to read and comprehend, as most teens would not be interested in reading a detailed advertisement.

### Best Buy Co-op:

To advertise Yahoo! and Best Buy’s Wish List, Best Buy will run co-op commercials and print advertisements during the holiday season. In television form, these commercials will be designed as Best Buy commercials with a mere 10 second Yahoo! spot near the end. The ending spot will let viewers know they can build a Wish List and be eligible to win the items they list just by logging onto Yahoo.com. In print advertisements, the Yahoo! logo and promotion rules will be added to the Best Buy advertisements, flyers, and mailings. (See pg. 26)

### Book Covers:

Velocity suggests the use of book covers to brand Yahoo! and build loyalty amongst students. To keep distraction from education at a minimum, Velocity suggests that the book covers be kept simple, coming in a variety of bright colors with the purple Y! logo in the center. The open area surrounding the Y! logo will serve as doodle space giving students the opportunity to personalize their covers.

# creative



## product placements

In order to fully reach the target market, we have chosen to emphasize product placement as a vital component of our plan. Research shows that television and video games are favorable vehicles for this method of advertising. We have chosen **The Simpsons** for our television program and video games that have been created by Sony.

Due to the creativity and humor of **The Simpsons** program developers, Velocity suggests that the specifics of Yahoo!'s product placement during the show be left to them. Negotiations should include discussion of the usage of the Yahoo! logo and dialogue between the main characters about the benefits of Yahoo!. Information regarding this decision is explained in the Media section.

**Sony** is creator of a variety of video games for PlayStation systems. Recently, Sony signed with the Major League Baseball association for exclusive rights, making Sony the sole developer and distributor for PlayStation MLB games. Furthermore, Sony has a number of other sporting video games such as Gran Turismo 4 racing and NFL Street, all of which are designed for ages of teen and above. Video games focused on sports rank among the highest genres liked by our target audience. Therefore, a contract to advertise within Sony's sporting video games would greatly benefit Yahoo! Ideas for product placement include advertisements while content is loading, on the field/stadium/cars/uniforms within the game, and having LAUNCH soundtracks for the games. Yahoo! product placement would also be on the physical product.

Velocity suggests that this non-traditional form of media be developed in exchange for on-screen advertising and game demos, per Sony's acceptance. Currently Sony advertisements can be seen throughout Yahoo!, specifically on LAUNCH. Such advertising would only increase at no cost to Sony for continued product placement in their sporting games. Sony game advertisements can also be placed on the Yahoo! Search front page and on LAUNCH, where listeners can hear soundtracks from their favorite games. Furthermore, major competitors of Sony already have co-branding programs which allow them to demo their games online. Yahoo! Games would be a great place to do this, share tips, and have forums for teen gamers.



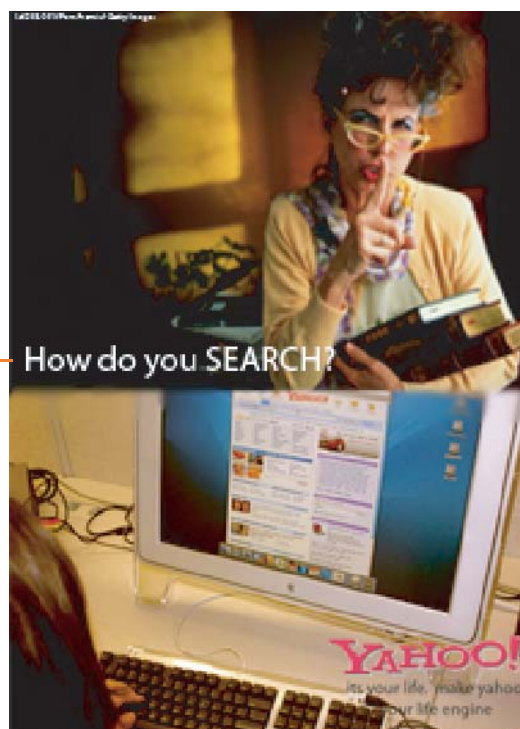
Exaggerated graphics present humor.

Yahoo! logo



New tagline!  
"it's your life. make  
Yahoo! your life  
engine."

Yahoo! services  
are capitalized.





## "Father knows best?"

Velocity suggested that the "Mobile" commercial stress the difference between the technology inept father and the computer savvy son. Humor is derived from the father's misinterpretation of the advice "try your cell phone." Instead of using it to download instructions, he uses it as a hammer. The son understands the advice and uses his cell phone to quickly download directions, and easily assemble the table.

## mobile



:00 Father tries to put the table together, but struggles and cannot do it.



:05 An offstage voice offers "Try your cell phone!" Father looks towards cell phone.



:10 Tries to use phone to hammer table together.



:15 (cut to son) Son hears same voice. Pulls out phone which he uses to get directions.



:20 "With Yahoo!'s mobile online help the son easily assembles the table.

**YAHOO!**  
its your life. make Yahoo!  
your life engine

:25 (cuts to Yahoo!) voice over: "its your life, make Yahoo! your life engine."

## messenger



:00 Old man writes a note at his desk, stuffs it into a bottle.



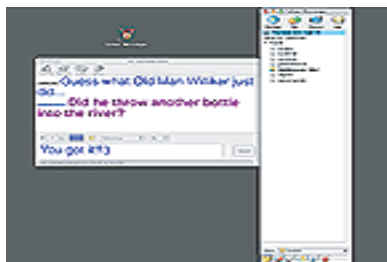
:05 He approaches a bend in the river and tosses the bottle in.



:10 The bottle floats away...



:15 Student looks out the window and notices the man at the river.



:20 Student uses Yahoo! Messenger to notify his friend that the old man is sending off another bottle.

**YAHOO!**  
its your life. make Yahoo!  
your life engine

:25 (cuts to Yahoo!) voice over: "its your life, make Yahoo! your life engine".

## "Message in a Bottle"

"Message in a Bottle" is a commercial about a romantic, older gentleman who is trying to send a message to a friend. The scene begins with the man stuffing the message in a bottle. He then hobbles to a bend in the river and tosses the bottle in, watching it drift away. A teen, sitting near a window working on his computer, witnesses this event. Finding it humorous, he uses Yahoo! Messenger to tell a friend.

## Media Objectives

- Use heavy-up patterns during the initial two months of the campaign in order to supplement the creative tactics and generate awareness of their execution.
- Maintain exposure throughout the year using a variety of media vehicles with different pulsing schedules.
- Use gender-specific analysis to determine the preferred media vehicles and habits of our target market segmentations; this will enable us to reach them in the most effective manner.
- Primarily utilize flighting schedules of nontraditional media during holiday months in order to break through the clutter of traditional media messages during those times.
- Use heavy-up traditional media during the back-to-school and spring/early summer months to increase average time spent on Yahoo!.

Velocity Communications has developed a media plan to extend the creative concept to all segments of our target market. Our suggested media vehicles will be most effective on a national level in order to reach the maximum amount of our target market. Our mix of traditional and nontraditional media creates effective and memorable impressions which will lead to significant “buzz” for Yahoo!.

## strategies

### National Buying:

Velocity Communications has identified that the most effective way to reach the teen market is to purchase all media at a national level. The general lifestyles of the teen market do not vary greatly across regions and the teen population is equally distributed for the most part, throughout the United States. Due to these factors, in addition to the narrow age range of the market, buying regional media is not necessary.



### Heavy-Up Plan:

We recommend a continuous flighting schedule with a heavy-up strategy for traditional media vehicles during the back-to-school and spring/early summer months. A heavy-up strategy during the back-to-school months of August and September is essential in launching the campaign to remind students of the Yahoo! brand and encourage use of Yahoo!’s academic services. We also want to use heavy-up advertising in traditional media during the months of April and June. April is an important month to increase advertising due to the prom season, when teens will be looking to media for the latest fashions. The heavy advertising will remind students of the Yahoo! brand and promote searches for the latest in prom wear. Also during April, teens are usually on spring break and will have more free time to use the Internet for fun. This leisure use of the Internet will also carry over into June during summer vacation. Our goal is to promote the use of Yahoo! for leisure activities during this time. Promoting Yahoo! Messenger at this time is essential because it allows teens to stay in touch with friends. Though the target market is active, the summer offers teens more time to use the Internet and engage with the traditional media vehicles that will contain our ads.



## Pulsing Plan:

Velocity Communications suggests a pulsing schedule for nontraditional media tools during the holiday months of November and December will allow Yahoo! to break through the clutter. Consumers are bombarded with messages during these months and nontraditional communication can differentiate the Yahoo! brand. The overall schedule for nontraditional media will combine the use of different vehicles at different times during the year. Therefore, our target market will be constantly reminded of Yahoo!'s many services through a variety of unique mediums.

## traditional media



ab11857/taxi/Getty Images

## Magazines:

The "Born to Be Wired" survey illustrates that, on average, teens spend about 5.7 hours per week reading materials that are not related to school. This figure is comprised primarily from female readership because teenage males rarely read for pleasure, as our research from Choices 3 software revealed. Therefore, spending money on advertisements in magazines aimed at females is a more effective use of advertising. The female segmentation of the market will be more susceptible to print ads because they read more often. Since our print ads are directly related to our creative television spots, the readers will be reminded of our commercials by seeing just two

of the scenes. The magazines in which we suggest placing advertisements cover the hottest fashions and trends for female teens, which will allow Yahoo! to maintain a fun and cool image in this genre of magazines. The Choices 3 program shows that the proposed magazines are read the most by female teenagers when compared to various other typically female magazines. They are directed toward our specific teen market and currently have the highest reach. We do not dismiss the possibility that another magazine might emerge as a favorite of teens during the course of the campaign, and we would take advantage of its popularity if that was to occur. However at this time, the magazines listed below are rated the most popular and influential.

- Suggested publications: Seventeen, TeenPeople, YM
- Aug 05-Jul 06
- Full page, 4 color, 32 total units
- No more than 2 units during non-heavy-up months
- At least 4 units during heavy-up months

## Television:

Our surveys and secondary research show that television is a medium that both male and female teens use. The "Born to Be Wired" survey estimates that teens spend about 14.7 hours a week watching television. Using television as an advertising vehicle is the best way to demonstrate what Yahoo! has to offer specifically to the teen market. Placing ads during strategically selected cable programming will deliver the creative concept to the target market. Network television is also suggested in order to capture a wider range viewers. Based on the surveys we conducted and the Choices 3 software, we suggest:

- :30 spots on cable and network television

- Suggested programs:
  - Network: Fox - suggested shows include The Simpsons, Malcolm in the Middle, That 70's Show, King of the Hill, OC, and American Idol
  - Cable: ABC Family, Comedy Central, MTV, TBS
- Aug 05-Jul 06
- Heavy-Up
  - Network: at least 15 units
  - Cable: at least 30
- Non-Heavy-Up
  - Network: no more than 14 units
  - Cable: no more than 29 units

### Best Buy spots:

Both Yahoo! and Best Buy will use various mediums to advertise the Ultimate Wish List Giveaway promotion. Due to the business both companies will generate, an exchange of media purchases will result. Yahoo! will design and display the designated Best Buy advertisement on their homepage throughout the months of November and December, in exchange for advertisements in all of Best Buy's executions. Therefore, Yahoo! will be advertised in magazines, newspapers, television commercials, and all other mediums Best Buy chooses to throughout the holiday season. This is beneficial to both companies and offers Yahoo! free advertising during the cluttered holiday season.

## non-traditional media

### Book covers:

Since the majority of our teen market is enrolled in school, book covers would be an easy way to market Yahoo! through word of mouth. Many teachers require students to use book covers to protect their school books and the covers give students something to "doodle" on while they are in class. We recommend having the book covers as a giveaway to students who shop at

Target for their back to school items. Target is a reasonably priced retail store and is popular for back-to-school shopping.

- 1,330 Target stores nationwide
- 2,000 units/weekend
- Each weekend in Aug 05 and possibly into first weekend in Sept 05 if there are leftovers from the stores' allotted supply

### Product Placement:

Yahoo! has stressed the importance of using product placement and Velocity has come up with two creative ways for integrating Yahoo!. The first is to have Yahoo! in a television spot and the other is to use a video game. We have chosen The Simpsons for our product placement in a television show based on research that revealed a large percentage of our target market watches this program. Based on the Choices 3 analysis, over 20% of our target market regularly watches new episodes of the show and gives it their full attention. This is more than any of the other 177 shows on the survey. Plus, reruns of The Simpsons are aired daily, which will increase the frequency of the spot. Viewers will be exposed to it several times after its initial airing.

- :30 spot
- Sunday, Nov 13

Velocity Communications recognizes that the male segment of the teen market cannot be reached through traditional media vehicles like magazines. However, an effective and innovative way to reach this segment of the market is through product placement in video games. Research shows that most male teens play video games during their leisure time. They play by themselves and with a groups of friends. Today's video games are very advanced, demanding players' full attention and engaging them for several hours at a time.

- Nov 05, Dec 05, April 06, Jul 06
- 15 total units
- Majority of units during holiday season

## Cinema:

A 2003 Arbitron study found that cinema audiences are highly receptive to in-theatre advertising. Research gathered from Choices 3 software illustrates that one of the primary ways teens spend their time is attending movies and is one of the top two categories searched by teens on the Internet. Due to the age range of our target market, it is necessary to monitor what movies show our advertisement. Screens will be purchased according to expected audience demographics and psychographics for upcoming films, allowing Yahoo! to reach the teen market.

- :30 spots on 10,000 screens nationwide
- Nov 05, Dec 05, April 06, July 06
- 1 unit/month
- Suggested screens: films reaching the teen market



## New Media:

The amount of shopping malls in the United States has increased from 100 in 1950 to 50,000 today. Advertising in malls is a unique and rarely utilized medium., which is why Velocity Communications proposes tapping into this media vehicle. Research shows that teens habitually visit shopping malls for social and functional needs. Choices 3 software and the surveys we conducted regarding teenagers' weekly patterns revealed that females in our target market go to the mall with their friends, while males tend to shop with their family. Consequently, all segments of our market spend leisure time at the mall. Research indicates that teens make 40% more trips to the mall than any other shopper. As this medium has become more popular, technology has enhanced the quality and amount of ads that can be displayed. Currently, many shopping malls have dual-sided stands throughout the building that appear similar to directories. However, instead of mall information, these structures display advertisements. These are strategically located at high-traffic points in the malls and display magazine-quality graphics. These signs rotate to reveal several impressions and are backlit. We recommend putting images from our print advertisements in malls.

- Poster size, 4 color, 5,000 malls nationwide
- Aug 05 – Jul 06
- 1 unit/month
- Suggested malls: within major cities and high traffic shopping centers

# media

## Media Flow Chart

	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	TOTAL
Magazines	4	6	1	2	2	1	1	1	5	2	5	2	32
Television													659
Network	20	20	6	4	4	10	13	17	18	11	20	10	153
Cable	40	40	12	8	8	20	26	34	36	22	40	20	306
Co-Op (Best Buy)				100	100								200
Book Covers (Yahoo!101)	10,640,000												10,640,000
Product Placement													16
Simpsons				1									1
Video Games (Sony PS)				5	5				3			2	15
Cinema				1	1				1			1	4
New Media	1	1	1	1	1	1	1	1	1	1	1	1	12

## Media Statistics

	UNITS	TOTAL COST	IMPRESSIONS
Magazines			17,800,528
<i>Seventeen</i>	13	\$ 1,040,000.00	
<i>Teen People</i>	10	\$ 795,000.00	
<i>YM</i>	9	\$ 702,000.00	
Television			450,000,000
Network			
<i>Fox (Weekday Early Fringe)</i>	153	\$ 1,530,000.00	
Cable			
<i>ABC Family (Weekend Daytime)</i>	82	\$ 328,000.00	
<i>Comedy Central (Weekday Primetime)</i>	65	\$ 260,000.00	
<i>MTV (Weekday Primetime)</i>	91	\$ 364,000.00	
<i>TBS (Weekday Early Fringe &amp; Weekend Day)</i>	68	\$ 272,000.00	
Book Covers			37,240,000
	10,640,000	\$ 212,800.00	
Product Placement			158,000,000
<i>Simpson (Weekend Primetime)</i>	1	\$ 500,000.00	
<i>Video Games (Sony PS)</i>	15	\$ 750,000.00	
Cinema			176,000,000
	4	\$ 800,000.00	
New Media			150,000,000
	12	\$ 300,000.00	
<b>TOTAL</b>		<b>\$ 7,853,800.00</b>	<b>989,040,528</b>



# Best Buy promotion

## Objectives

- 25% increase traffic for Yahoo! Search.
- Increase use of Yahoo! Mail.
- Increase Yahoo! LAUNCHcastPlus and Yahoo! Games subscriptions.
- Incorporate Yahoo! tagline into Best Buy creative executions.

## Highlights

- Use Yahoo! email account to send Ultimate Wish List.
- 10 teens win \$5,000 Wish List.
- Friends and relatives can easily purchase holiday gifts.
- Search Best Buy site to add Wish List items.

We suggest that Yahoo! team up with Best Buy to coordinate the ultimate Holiday Wish List giveaway. The giveaway will be accessible to students, ages 13 to 17 that have a Yahoo! email account. From their email accounts, students will be able to access Best Buy's website and view Best Buy products. Users will then be able to compile a Holiday Wish List to email (through their Yahoo! account) to family and friends. This wish list compilation not only gives students the opportunity to receive their items from family and friends, but compiling the Wish List automatically enters them in the Holiday Wish List giveaway, in which ten teens will win their \$5,000 Wish List.



## benefits

### Teens:

- Teens get exactly what they want through detailed wish list.
- One month free access to LAUNCHcast Plus or Yahoo! Games when list is sent to 5 or more people.

### Relatives/Friends:

- No longer must guess what teen wants.
- Can easily shop online as teens' gifts are just a click away.

### Best Buy:

- Best Buy logo and link placed on Yahoo! homepage.
- Users will be brought to Best Buy website where they can browse all of their products.
- Sales, online shopping, and Best Buy customer base will increase significantly.



### Yahoo!:

- Email accounts and Yahoo! users will increase.
- Yahoo! logo will be placed in all Best Buy advertisements and online.
- Advertisement during holidays will further strengthen Yahoo!'s yodel, logo, and new tag.
- Trials and subscriptions of LAUNCHcast Plus and Yahoo! games will increase.

# yahoo! 101 promotion

## Objectives

- Increase Yahoo! mail accounts.
- Create strong need for student account.
- Increase traffic to Yahoo!.
- Increase students, parents, and teacher comfort with Yahoo!.
- Increase brand recognition.
- Enhanced positive public image.

## Feature Highlights

- Virtual filing cabinet
- Yahoo! scholarly search
- Online study sessions
- Links to other Yahoo! services
- Yahoo! University

The key function for the Yahoo! 101 promotion is to personalize the brand. This new and exciting product helps teens in their everyday academic lives, while promoting all of Yahoo!'s key products and services. 101's online desktop serves as storage for teens' papers and files, a planner for their school's upcoming events, and a communication link between their teachers, parents, administration, and teens themselves. For teens and their schools to take advantage of all of 101's aspects, it is necessary to sign up for an email address and messenger screen name, which naturally increases traffic to Yahoo!. Furthermore, teens will begin to develop complete loyalty to Yahoo! through this increased usage. This product will start out in high schools of a specific target region in order to give Yahoo! the opportunity to test market and fine-tune 101 before selling the idea to high schools across the nation. This product successfully correlates with Velocity Communication's new Yahoo! tagline, as it truly is a life engine into teen's academic world.

## key features

### Key Features of Yahoo! 101:

1. Virtual filing cabinet properly files and saves all past academic work. Students will be able to organize their assignments, past and present, as well as allow parents to access their work to check in on their progress.
2. Yahoo! Search expands to include "scholarly" option, Yahoo! Librarian and Reference Guide. The scholarly Yahoo!

Search will generate peer-reviewed sites and the Yahoo! Librarian will help students evaluate sources.

3. 101 Study Break and Yearbook offer students places to go to take a break from studying. Yahoo! Games, LaunchCast, and Entertainment can all be found in Study Break, while Yahoo! Photos can be used to develop personalized yearbooks through a variety of available templates.

4. Online student-teacher conferences and study sessions on Yahoo! Messenger offer a convenient alternative for students to contact teachers rather than meeting before or after school, which may interfere with sports, jobs, etc. Student progress and ideas or questions about current assignments can be discussed, in addition to having online study sessions in group or individual format.

5. Links to Yahoo! Yearbook, LAUNCHcast, and Games from Yahoo! Messenger increase user knowledge of Yahoo! services as well as increase usage for these services.

6. Yahoo! University serves as a place where teens can research and compare colleges and universities across the nation. Students can view the opinions of current college students and easily compare features of their prospective colleges.



who is your World series pick for '05?  
Cubs  
Red Sox  
Yankees

[click and view results](#)

yahoo 101

[my 101](#)

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[yearbook](#)

[study break](#)

[teachers](#)

search



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[my files](#)



[my mobile](#)

how to 101-  
find out how to  
customize your  
own clipboard  
calendar and  
photo gallery!

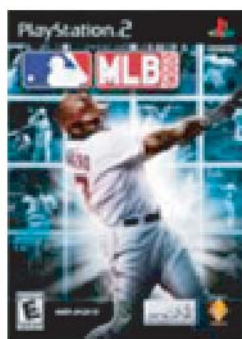


beauty



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whats hot



2006

check out this  
season's latest game  
picks @yahoo games

in theatres



Wedding Crashers starring Vince Vaughn and Owen Wilson. More info and showtimes at [Yahoo movies](#).

# yahoo! 101 promotion

## student benefits



- It's convenient. Students no longer have to worry about writing down assignments in a notebook; it is all done for them online.

- There is always help for students if they are stuck on homework.

Yahoo! provides homework help chat room, classroom message board, or class chat room for students to get help once they have gone home from school.

- Its fun! Yahoo! Study Break offers students a place where they can be connected to their friends online more easily than ever before! Online chat rooms have been specifically designed to only allow other students and teachers from within the same school to join. Yahoo! Yearbook offers students the option of keeping an online photo album that can easily be seen by classmates.

- Yahoo! Games provides a much-needed time out from homework, research, and studying.

- Yahoo! LAUNCHcast offers students the opportunity to create their own station that they can listen to during their study break, while they are doing their homework, or just surfing the Internet.

## parent benefits

- Parents are kept informed about their children's performance in school. Just by logging into Yahoo!, parents can see their child's assignments and performance, allowing them to keep their student on track in a convenient manner.

- Parents are more able to bond with their children because they are more informed on what is going on in their teen's school life.

- Yahoo! University is a powerful and effective college search tool for parents and their children who are about to enter college.

- Parents can rest assured that this is a safe usage of the Internet. Yahoo! 101 rooms only allow people from within the same school to enter and they are filtered to cut out inappropriate language.

## faculty + administration benefits

- Teachers can conveniently accomplish their work whether they are at home or in the classroom.

- Teachers can submit lesson plans, update online grade books, and even field questions from their home office. Also, if a teacher is sick, they can post the lesson plans and handouts for the substitute teacher without having to leave home.

- Teachers are able to connect with parents on a level that is normally not available in the junior high and high school years. Having such a close connection between teachers and parents will enhance student performance.

- Teachers and administrators that adopt the program will make their school eligible to win a free computer lab for their school.

# yahoo! 101 promotion

- Provides Yahoo! with the opportunity to supply schools nationwide with a communicative infrastructure that provides organization and convenience to students, parents, and administrators.

- Enhances product awareness and usage of Yahoo!'s variety of services.


- Provides Yahoo! with the ideal teen site that teens have wanted.

- Yahoo! 101 site is designed to maintain the "fun" of the Yahoo! brand.


- Enhanced positive image in the public eye.

why 101 appeals to Yahoo!


would you rather travel like this...



or like this?



www.geico.com



my 101

homework

yearbook

study break

teachers

+ gaming zone

+ my photos


+ cool stuff

+listen on launch


+yearbook

101 study break


look+listen+feel



want to look good at the beach this summer? work-outs + what to wear...




listen to tracks from the soon to be released coldplay album...




feelin' you need a taste of something new? study break snacks you can make...


info + news



starving in sudan...  
-where is sudan?  
-the crisis in darfur  
-how can i help?



-in the gym: how to lift right for your age  
-info on suppliments  
-chat with other workout buffs



-your school!  
-sign up to get your school events, happenings, and news sent to your 101

yahoo yearbook

username

password


-sign up now!

-keep track of all your friends

-write in their online yearbooks

-make your own page layouts

+photos








I want to be your everything

movies.music.games.videos

www.sony.com

spring things

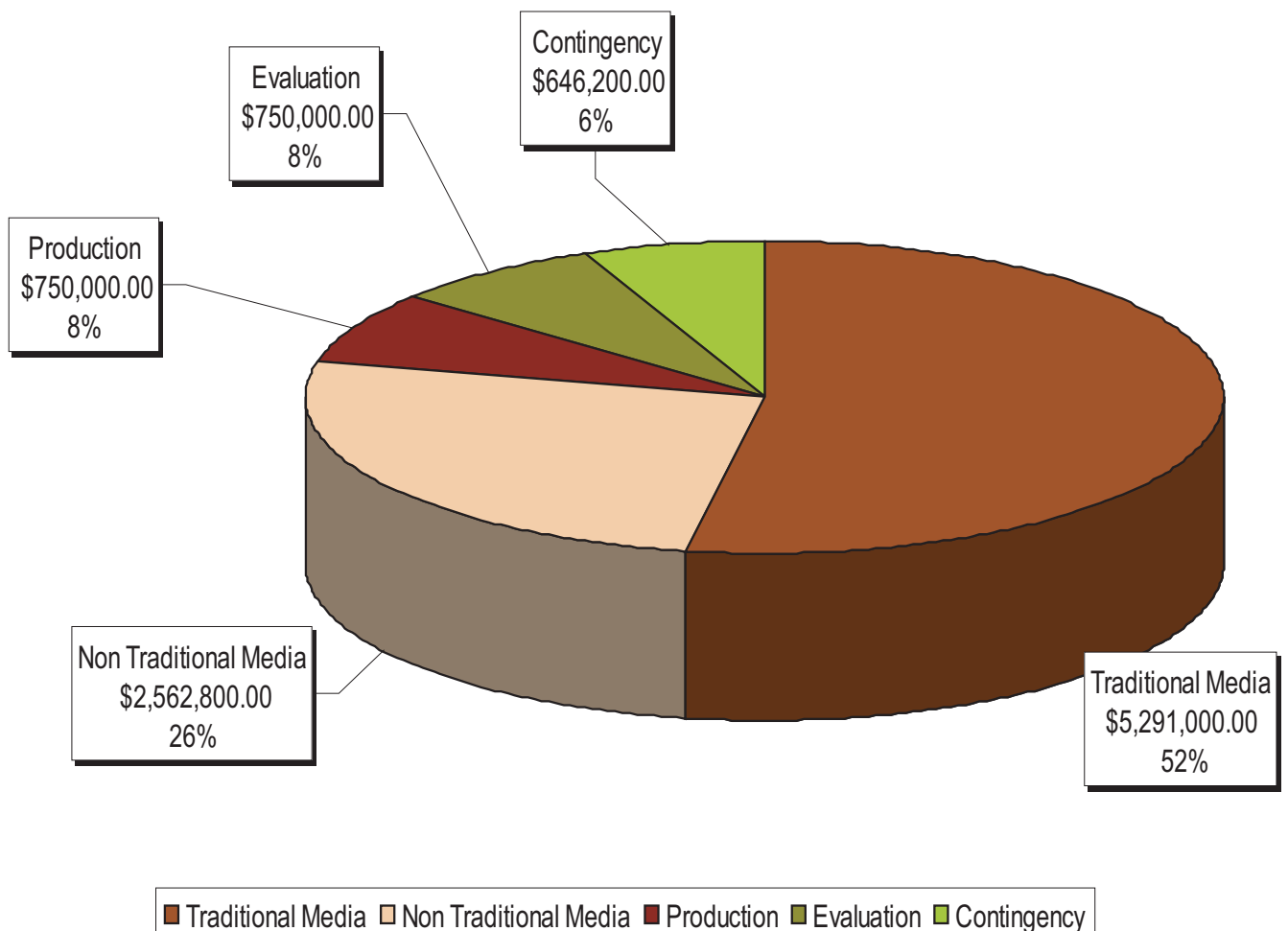






click for our shopping guide

# budget & evaluation

	AMOUNT	%
<b>TRADITIONAL MEDIA</b>	<b>\$ 5,291,000.00</b>	<b>53%</b>
Magazine	\$ 2,537,000.00	25%
Television	\$ 2,754,000.00	28%
<b>NON-TRADITIONAL MEDIA</b>	<b>\$ 2,562,800.00</b>	<b>26%</b>
Book Covers	\$ 212,800.00	20%
Product Placement	\$ 1,250,000.00	13%
Cinema	\$ 800,000.00	8%
New Media	\$ 300,000.00	3%
<b>PRODUCTION</b>	<b>\$ 750,000.00</b>	<b>8%</b>
<b>EVALUATION</b>	<b>\$ 750,000.00</b>	<b>8%</b>
<b>CONTINGENCY</b>	<b>\$ 646,200.00</b>	<b>5%</b>

**TOTAL** \$ 10,000,000.00





# budget & evaluation

## evaluation

Velocity Communications understands that evaluation does not occur at the conclusion of an advertising campaign; rather, it is present from the initial stages, and allows the strategy to be successfully adapted to the needs of the audience. Furthermore, our evaluative measures are designed to correlate with Yahoo!'s objectives.

### Drive registered Yahoo! users up 50%

Velocity's suggested promotions and creative executions draw users to register with Yahoo! for various services. To ensure that our tactics are beneficial, analysis of users will be computed upon the completion of each promotion. However, evaluation of our creative execution will follow our heavy-up media schedule in order to see how our creative executions affect our target market. In July 2006 registered Yahoo! users will be calculated and compared to user numbers at the beginning of our campaign in August 2005.

### Increase "average time spent" on Yahoo! by 25%

The creative executions we developed, along with our promotions, were designed to show teens the wide array of services Yahoo! offers. As users become more familiar with Yahoo!, their use of products will continue to increase. Therefore, evaluation of these increases will not only be measured by the amount of "hits" Yahoo!'s homepage has, but also in its variety of services. These hits can be measured by built-in tracking devices and will service to justify average time spent on Yahoo!. Comparisons will be made every three months throughout our campaign. We are confident that with our tactics, the goal of a 25% increase will be met.

### Grow use of Yahoo! products by one on average

Once again, our creative concepts are based around the variety of services Yahoo! provides. Promotions not only encourage, but also require users to add products to their everyday lives. With such components we believe that growth in use of products per person will naturally increase. In order to justify this, we will compare data throughout our campaign to data of July 2005. These comparisons will show us which products are increasing, the rate at which they are increasing, and any necessary correlations between preferred products. Additionally, we will be able to track our various executions' effects by analyzing data following their launch dates.

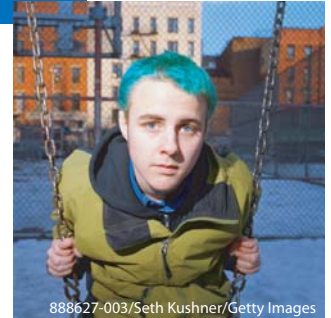
### Increase "Differentiation" measure for Yahoo! by 10%

Although differentiation cannot be directly measured, we believe that our plan encourages brand loyalty among our target market - a market that currently doesn't have a significant relationship with any Internet network. We believe that our Yahoo! 101 concept will best show teens how Yahoo! has the ability to meet all their everyday needs. All of Yahoo!'s services targeted for market increase are included within this plan component. To ensure that the objective of differentiation is met, emails will be sent to new email accounts two months post registration. These emails, with LAUNCHcast Plus subscription incentives, will survey users on which Yahoo! features they use frequently, especially in comparison to competitors' features. Using our Internet Usage Survey, with over 250 respondents, we will be able to justify a 10% differentiation measure to the proposed email survey when compared.

# plan summary

## the plan objectives

- Increase teen use of Yahoo! Mail, Messenger, mobile, music, and Search by 50% during the time period of August 1, 2005 to July 31, 2006.
- Increase average time spent by teens on Yahoo! by 25% during the same time period.
- Foster strategic relationships with powerful companies which influence teens.
- Establish top-of-the-mind awareness of Yahoo! as teens' top leading global Internet communications, commerce, and media company.



## the market

- Form psychographic/lifestyle segments from the U.S. teen population between the ages of 13 and 17.
- Discover teens' interests and needs and use them to generate effective and creative executions.

## positioning statement

YAHOO! PROVIDES A SUCCESSFUL BRAND NAME AND VARIETY OF PRODUCTS THAT HAVE THE ABILITY TO BE POSITIONED AS "COOL" AND FOLLOW TEENS THROUGHOUT THEIR LIVES AS THEIR ULTIMATE LIFE ENGINE.

## the creative concept

The "It's your life. Make Yahoo! your life engine" tag line conveys that Yahoo! is there in every step of your life, even through the many changes that teens experience. As teens go through different stages of their lives, they seek more and more independence and the "your life" portion of Yahoo!'s tagline acknowledges that.

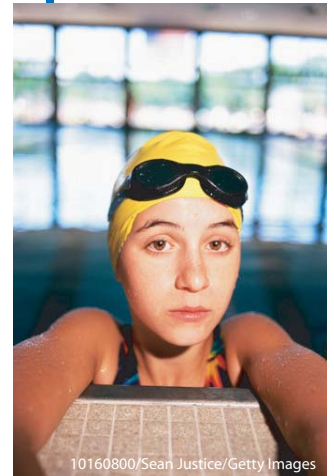
## the strategies

- Capitalize on target's interests and needs by linking the services they want with relevant Yahoo! provided services.
- Feature one-of-a-kind services to gain differentiation and competitive advantage.

## the results

- The "Life Engine" tagline will build a "cool" image of Yahoo! which will attract teens.
- Teens will view Yahoo! as a comprehensive branded network of services – a "One Stop Shop" – which they can rely on for all of their needs.
- Teen loyalty built through using Yahoo!'s services will extend to those with whom teens share their knowledge and expertise.

it's  
your



life  
engine.

