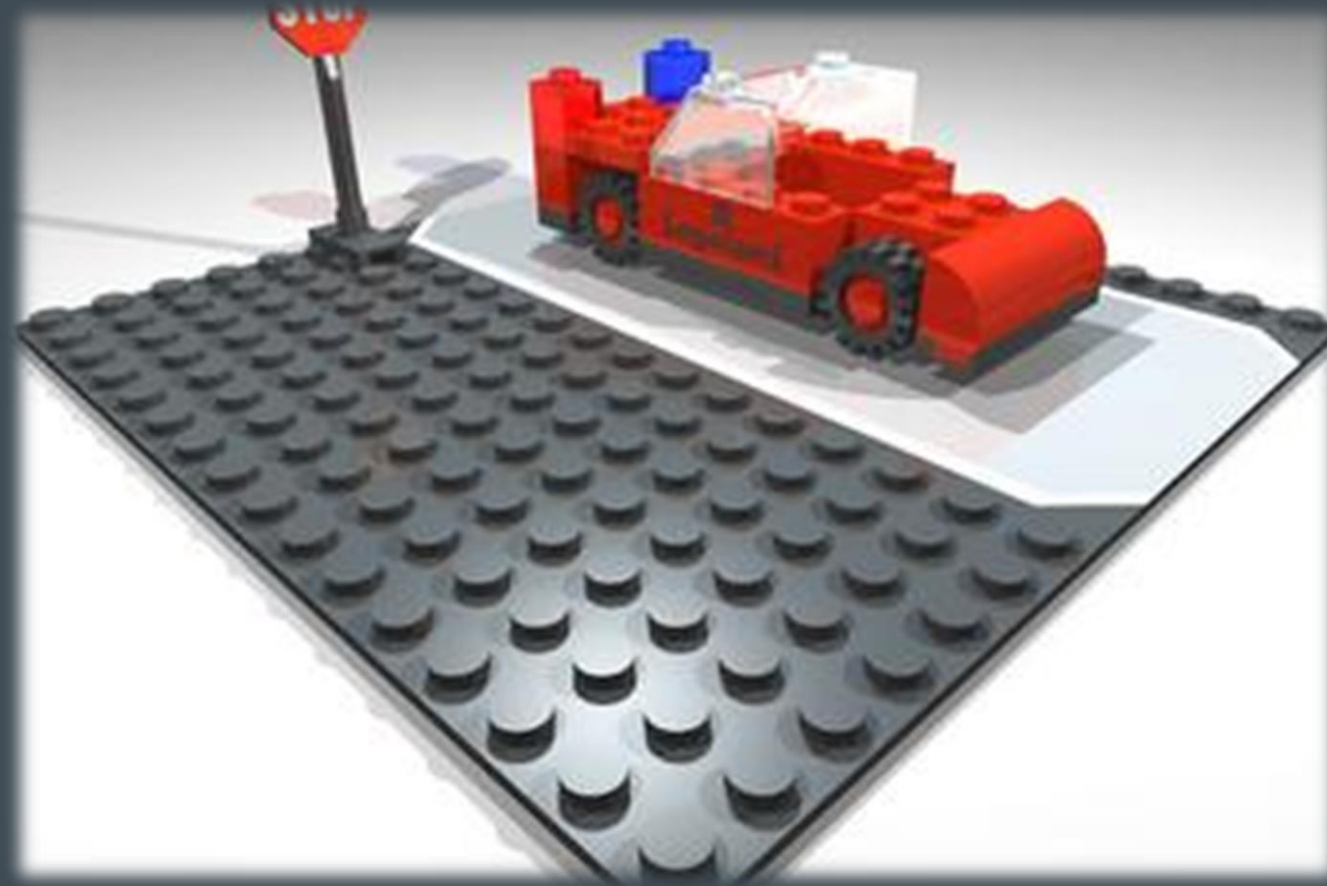


Partnership Brand Management and LEGOLAND, Volvo Cars of North America

Channel Innovation in Action



Founded in 1934

- Still remains a family-owned and managed company in Billund, Denmark
- Currently the third largest toy company in the world

98% Awareness

- Among households with children 12 and under

Top 15 Brand

- Among all consumer brands in terms of quality image according to Equitrend

≡ LEGOLAND California



LEGO

- One of the most powerful brand names
- Kids, family and toy arenas
- LEGO built on its name and reputation by opening its first theme park in the United States



LEGOLAND

- Carlsbad, CA, North of San Diego
- Southern California's newest theme park
- 50 rides, shows, and attractions in six themed areas



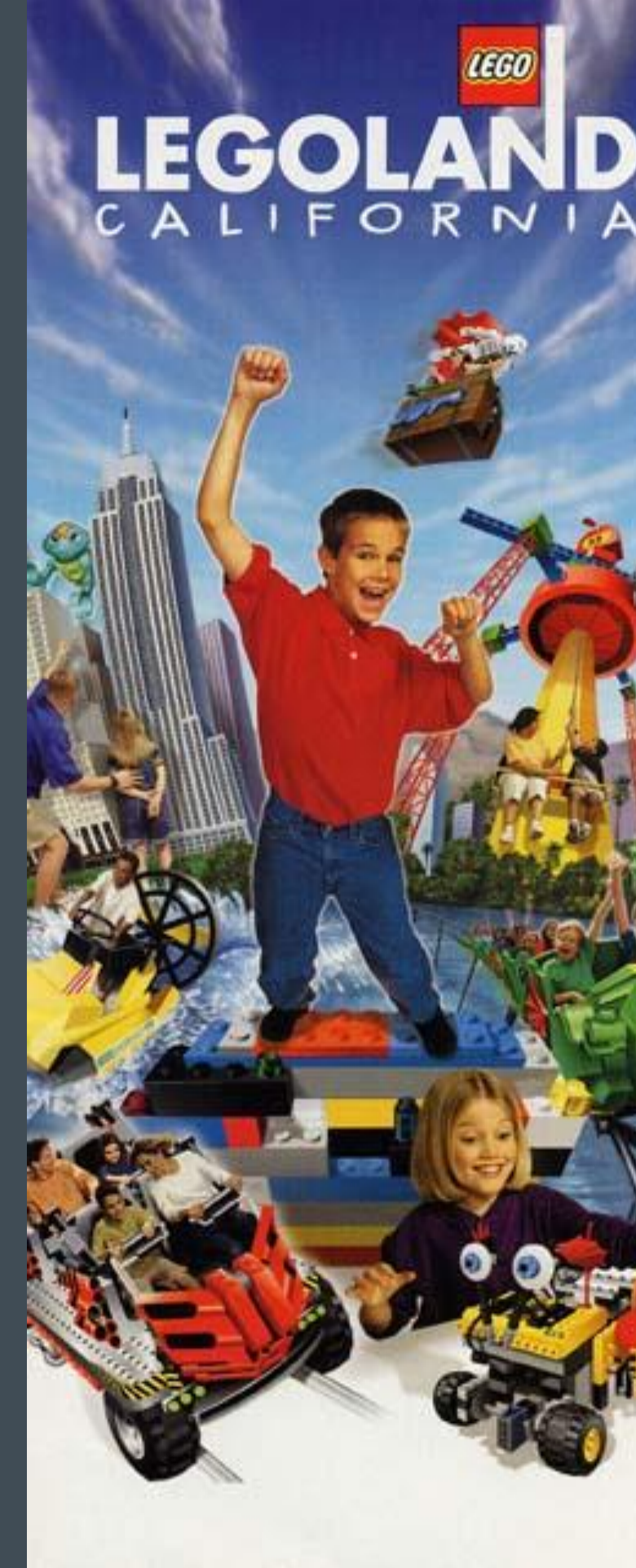
The Brand

- Represents the wholesomeness, creativity, ingenuity, and imagination that attracts and reaches kids and families alike

≡ Client – LEGOLAND California

Opportunity

Create channel innovation and strategic corporate alliance program by identifying targeted brands with similar core values





The Concept

Align with globally-recognized family-oriented and automotive brands
with similar customer profiles

L

Experiential

- Consumer Program delivers:
 - 1) Captive Audience
 - 2) Increased consideration for Volvo and LEGO

E

Test Drives

- Exponential test drives
- Enhanced dealer experience
- Leads to more sales

G

Upgrades Park

- Brand enhancement within LEGOLAND
- Fixed and existing real-estate and destination locations

O

Increase Sales

- Drive business to Volvo dealers nationally
- Increase LEGOLAND gate attendance



Goal

Create Channel Innovation
Partnership Program With Leading
Auto Manufacturer

- Identify similar customer profiles
- Align like brand equities
- Open new channels of distribution
- Drive business growth for both brands



Result

11-Year Strategic Alliance With Volvo Cars Of North America



VOLVO
Driving School
Driver License

LEGOLAND
CALIFORNIA

©2007 The LEGO Group

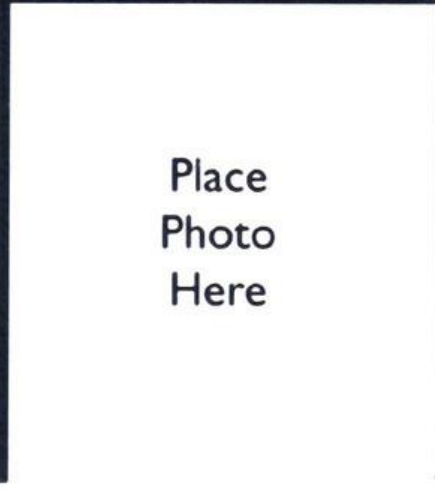
This license certifies that

Name _____

Date _____

has mastered the LEGOLAND® California
Volvo Driving School Test and is authorized to drive this class vehicle.

Signature **X** _____





Result

11-Year Strategic Alliance With Volvo Cars Of North America

- Volvo is "Official Car" of LEGOLAND
- Volvo featured at LEGOLAND's Driving School – Flagship attraction
- Driving School renamed –*"Volvo Driving School"*
- LEGO-Volvo became one of the longest running strategic alliances in the United States



L E G O

Solid Collaboration

- Volvo cars placed at LEGOLAND California
- LEGOLAND and LEGO Toys marketed in Volvo auto dealer channel
- Life-size Volvo LEGO car
- Delivers LEGO into auto channel
- Joint Advertising
- Cross Promotions
- Dealer component
- Volvo is partner at LEGOLAND California
- Special Events
- Corporate/Employee Programs



≡ LEGOLAND and Volvo

Taking the LEGO
and LEGOLAND
Brand on the road:
Utilizing the brand
equity of Volvo



≡ LEGOLAND and Volvo



And we made a red LEGO Volvo XC90...

≡ LEGOLAND and Volvo

LEGO and LEGOLAND penetrated the Auto Show Channel at the NY and LA Auto Shows





New Channel Of Distribution

- South Coast Plaza Shopping Mall in Newport Beach, CA
- More than 2MM consumers visit the mall annually



LEGOLAND California and Volvo Cars of North America

And How Many LEGO Bricks Does It
Take To Build The Volvo XC90?

LEGOLAND California and Volvo Cars of North America

201,076



- Weighs 2,930 pounds
- Three LEGO designers three weeks to design
- Five LEGO model builders two months to build



Web Marketing
Bringing LEGO and
LEGOLAND onto the
Volvo Website



HOW MANY LEGO BRICKS DOES IT TAKE
TO BUILD A VOLVO XC90?

 x =

[GUESS](#)

[HINT](#)

[HELP | GIVE UP!](#)



That's it!
Now click some of the links to find out more about Volvo
and LEGO.

500? 10,000? A gazillion? If you think you know, take a
guess. Even if you don't know, take a guess anyway. You have
nothing to lose.

 [> Random Fun](#)

As the recognized safety leader in the automotive industry,
Volvo, the "Official Car" of LEGOLAND®, CA, is working with
the theme park to promote driving safety for the park's



Getting It Right

How Many LEGO Bricks Does It Take To Build A
Volvo XC90?

- That's It!
- Now click some of the links to find out more about
Volvo and LEGO
- As the recognized safety leader in the automotive
industry, Volvo is the "Official Car" of LEGOLAND, CA
- Volvo is working with the theme park to promote
driving safety for the park's estimated 1.3 million
visitors annually.

≡ LEGOLAND and Volvo

COME PARTY WITH US
- FROM MAY 7 TO MAY 27 -
AND SEE THE ALL NEW VOLVO S40

**GALPIN
VOLVO**

15500 Roscoe Blvd. STORE HOURS:
Van Nuys, CA 91406 Monday - Friday 9:00am - 9:30pm
(877) 462-4257 Saturday 9:00am - 9:00pm
Sunday 9:00am - 8:00pm

www.galpinvolvo.com

**1.9% APR FINANCING FOR 60 MONTHS
FOR QUALIFIED BUYERS**

with the purchase of any qualifying 2004 Volvo

Customer must agree to the purchase of a new and unused 2004 Volvo vehicle during the promotion period ending 5/31/04. Offer is subject to credit review and approval by Volvo. This offer is not available for lease. This offer is not available for any other Volvo model. See dealer for details. Offer ends 5/31/04. Offer available for the New York, New Jersey and New York City area only. ©2004 Volvo Cars of North America, LLC. All rights reserved.



**RECEIVE 2 COMPLIMENTARY LEGOLAND
TICKETS WITH A DEALERSHIP VISIT!**

**PURCHASE ANY VOLVO THROUGH OUR OVERSEAS DELIVERY PROGRAM AND
RECEIVE 2 AIRLINE TICKETS TO EUROPE ON SCANDINAVIAN AIRLINES.**

Volvo Overseas Delivery offers a unique way to buy your new Volvo car as well as a unique way to see Europe. All Volvo cars are delivered from the Volvo factory in Gothenburg, Sweden. See your Volvo dealer for details.

**YOU'RE INVITED
TO EXPERIENCE THE ALL NEW VOLVO S40**

**FOR SAFETY
FOR FUN
FOR CALIFORNIA**



THE 2004 VOLVO XC90

WELL EQUIPPED AT **\$38,820****

COMPLIMENTARY SEATING FOR SEVEN*

- *Seated at over \$22,900
- **Third-row seats with seat belt pretensioners
- Rear headPHONE outlets
- Normal Self-Leveling Rear Suspension
- Third-row air conditioner

2.9% APR**
FINANCING FOR 36 MONTHS ON APPROVED CREDIT

CARE BY VOLVO

Care By Volvo® Factory Scheduled Maintenance included on all new 2004 models for 3 years or 50,000 miles, whichever occurs first.*

Los Angeles Times

CAN YOUR SUV SURVIVE A HEAD-ON COMPARISON?

	VOLVO XC90	ACURA MDX	BMW X5	LEXUS RX350
GYROSCOPIC ROLL STABILITY CONTROL SYSTEM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WHIPPLASH PROTECTION SEATING SYSTEM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INFLATABLE SIDE CURTAINS FOR ALL 3 ROWS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	* *	* *
SEAT BELT PRETENSIONERS FOR 7 SEATS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	* *	* *

*Third-row seats not available on BMW X5 and Lexus RX350

JUNE FOR SAFETY.

JUNE FOR SAVING.

ACTUALLY, THE WORLD DID NEED ANOTHER SUV.

THE 2004 VOLVO XC90 HELPS PROTECT DRIVERS AND PASSENGERS WITH AN ARRAY OF INNOVATIONS THEY WON'T FIND IN ANY OTHER SUV AT ANY PRICE. TOP TO BOTTOM, FRONT TO BACK, THE XC90 TAKES VOLVO SAFETY FURTHER THAN ITS EVER GONE BEFORE—ALL THE WAY BACK TO THE THIRD ROW AND BEYOND! THE XC90 IS THE RECIPIENT OF 30 INTERNATIONAL AUTOMOTIVE AWARDS, AND IT WAS NAMED "BEST PICK" BY THE INSURANCE INSTITUTE FOR HIGHWAY SAFETY™. VOLVO'S JUNE FOR SAFETY, JUNE FOR SAVING EVENT IS HAPPENING RIGHT NOW. THERE'S NO BETTER TIME TO COME IN FOR A TEST DRIVE. AND WHEN YOU BUY OR LEASE A NEW 2004 VOLVO XC90, YOU'LL RECEIVE A COMPLIMENTARY HALF-DAY DRIVING COURSE CONDUCTED BY SKIP BARBER DRIVING SCHOOL INSTRUCTORS. FOR DETAILS, VISIT WWW.VOLVOCARS.US/OWNEREXPERIENCE OR SEE YOUR VOLVO RETAILER TODAY.

VOLVO
for life

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VOLVO CELEBRATES SAFETY WITH FAMILIES

Volvo Cars Of North America Unveils Driving Safety Initiatives At LEGOLAND® California To Hundreds Of Families

CARLSBAD, Calif. (May 2004) - It's never too early to learn the rules of the road. This was the focus of Volvo Cars of North America, LLC (VCNA) this weekend as Volvo celebrated the recent partnership with LEGOLAND® California to promote driving safety and family values. To kick-off the sponsorship agreement between the subsidiaries of the two Scandinavian icons, the newly renovated Volvo Driving School and Volvo Jr. Driving School, as well as the Volvo XC90 made entirely of LEGO's famous modeling bricks, were unveiled for the first time to hundreds of families in a dedication ceremony at the theme park.

LEGOLAND®'s popular Driving School (ages 6 to 13) and its Jr. Driving School (ages 3 to 5) were reintroduced to carry Volvo's name and reputation for safety. These popular park attractions offer children the opportunity to drive electric-powered vehicles made to look like LEGO bricks, with Volvo vehicle cues, within the controlled environment of the drive course. The rules of the road are emphasized, as well as good safety habits such as buckling up seatbelts. Vic Doolan, president and CEO of VCNA, and John Jakobson, president and GM of LEGOLAND® California, unveiled the new Volvo Driving School signage and vehicles to the excited families and eager children.

"Volvo is strongly committed to safety and family, and will emphasize these values while working with LEGOLAND to develop innovative safety awareness activities," said Doolan. "By encouraging safety as a learned behavior at an early age, we all benefit - it's never too early to learn about the rules of the road."

Doolan also revealed the life-size replica of Volvo's award-winning SUV, the XC90, made completely of LEGO bricks. As the recognized leader of safety in the automotive industry, Volvo is the "Official Car" of LEGOLAND® California. In this role, the Volvo XC90 made of LEGO bricks will reside in the theme park as a symbol of the two companies' commitment to safety and family.

How many LEGO bricks does it take to build a full-size SUV? To add a little more fun for everyone across America, Volvo announced an online contest to guess just how many bricks it took to build this amazing Volvo XC90. Contestants can enter their best guess on www.volvocars.us and learn more about the Volvo XC90 made of LEGO bricks.

VCNA, part of the Volvo Car Corporation of Gothenburg, Sweden, provides marketing, sales, parts, service, technology and training support to Volvo automobile retailers in the United States, Canada, Mexico and Puerto Rico.



Print Advertising

Get two LEGOLAND tickets with a Volvo Dealer Visit

Local Dealer Ads

Southern California Dealer Marketing

Public Relations

Gaining incremental PR exposure for LEGOLAND and on the Volvo Website

☰ Volvo In The Park

Volvo becomes
"Official Car" Of
LEGOLAND
California



≡ The New Driving School



Volvo Cut-Away Shows Off Safety And Luxury

- ❓ Volvo XC90 Part of Ride Cue
- ❓ Safety Video Introduces Kids and Families To Volvo
- ❓ Entertains and Informs





Finally, a photo
for the annual
report

The Future of Volvo





TV Advertising

LEGOLAND produced featuring Volvo

Voiceover – "I can't wait to get my very own license at the Volvo Driving School..."



In-Park Marketing

Volvo logo part of LEGOLAND famed MINILAND

32,496,352 LEGO bricks.
Give or take.

W E B

Solid Integration

Volvo Driving School – Fun Town

You don't have to be 16 to get your driver's license at the Volvo Driving School, where everyone can learn about signaling, turning, stopping and going. Strap on your seatbelt and put yourself in the driver's seat in real electric cars to earn an official LEGOLAND driver license. Minimum age: 6 years. Maximum age: 13 years.

Volvo Jr. Driving School – Fun Town

Youngsters get to drive their own LEGO car – and it's not even on a track! Strap on your seatbelt and put yourself in the driver's seat in real electric cars to earn an official LEGOLAND driver license. Minimum age: 3 years. Maximum age: 5 years.



≡ The Results



\$252.7MM

- 11 years Alliance
- 5,500 Volvo Test Drives annually
- 57,750 Test Drives
- 12.5% of test drives result in purchase
- 7,219 Volvo car sales
- \$35K MSRP
- \$63.175MM Profit For Volvo



\$201.76MM

- 10 straight years of growth
- Expanded greatly over time
- Created new lands with attractions
- Volvo Driving School is Flagship Attraction
- Annual gate attendance is 1.7MM
- 10% annual lift attributed to Volvo Alliance
- Average ticket is \$117
- 170K new visitors annually
- \$19.2MM annual revenue due to Volvo
- Partner fees estimated at \$2MM



Volvo and LEGOLAND

- Volvo earned 57,750 Test Drives
- Volvo Total Revenue \$252.7MM
- LEGOLAND earned 170K in incremental annual gate attendance
- LEGOLAND Total Revenue \$201.76MM



The Consumers Win!

Longest Running Automotive and Theme Park Strategic Alliance in History

Serves as benchmark for Global Strategic Alliances

- Automotive with Theme Parks
- Other brands want to be part of this alliance worldwide



Gives consumers more reason to visit LEGOLAND



Delivers more comfort and safety appeal with Volvo



Increased perceived price value relationship



Drives sales for both brands where they don't compete



The Next Generation

Florida and Ford



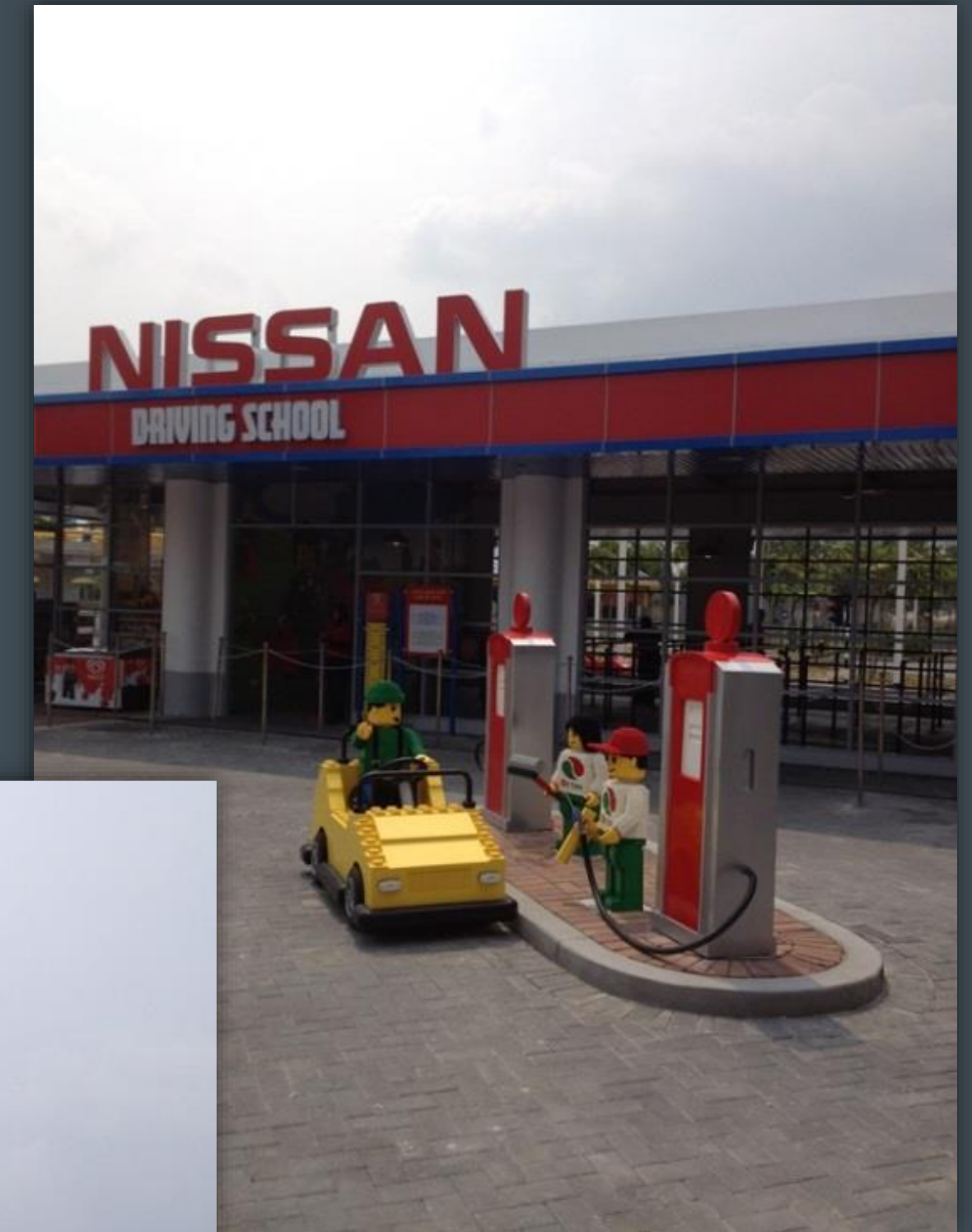
The Next Generation



Deutschland and Hyundai

The Next Generation

Malaysia and Nissan





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