



UNDER ARMOUR

Integrated Marketing Communication Plan

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COMPANY BACKGROUND

Under Armour was created in 1996 by former University of Maryland football player, Kevin Plank, and grew to become one of the fastest growing sports apparel brands. The company is known for innovation and attracted attention for its moisture-wicking clothing that became popular with both amateur and professional athletes.

From the start, Under Armour had a strong presence among football players. In 1999, Under Armour supplied apparel to the football actors in the movie *Any Given Sunday*. This exposure provided Plank with the drive to make the bold move to buy advertising in *ESPN the Magazine*. The move successfully generated more brand awareness, furthered by fostering relationships with professional sports leagues and major retail outlets. Both its corporate culture and its advertising uses imagery of male athletes exuding muscular endurance, positioning it as a very masculine brand.

Historically, Under Armour has targeted elite athletes, even in the more recent campaigns which have included women. The company's mission, vision and values are all tied to making all athletes better through passion, design and the relentless innovation. The company's stated values are all tied to standing up for equality, fighting adversity together, fearlessly leading, living at the centre of the consumer's life, staying true enough to be perfectly imperfect, building better athletes, and celebrating victory. These can be leveraged for this campaign that seeks to reach an untapped market.

SUMMARY OF COMMUNICATION PLAN

Despite its successful entry into the athletic wear market, Under Armour has been facing an ongoing run of slumping sales in the last 18 months, in part due to losses in its female apparel line. The company's recent and current campaigns focusing on elite female athletes have failed to improve sales of women's wear, even though there's significant potential for growth in that market.

An integrated marketing campaign can shift the focus towards the strength of women in everyday life and cater to their specific needs for active/leisure wear that fits their lifestyle and their self-image. This campaign will re-position the Under Armour brand and make a splash with a series of cliffhanger videos featuring female protagonists who fits the untapped target public of Generation X and Generation Y women who pursue fitness as part of a balanced, busy life. Becoming a new kind of summer blockbuster, the videos will appear on all of Under Armour's social media networks, in addition to the pre-shows of movies that appeal to women, and on the in-house channels of fitness clubs with large female memberships.

In the same time period, a series of pop-up fashion shows will help re-position Under Armour as the brand for its target markets. Potential customers will receive exclusive invites to these shows through a direct marketing campaign. This integrated marketing campaign will bring all these elements together to reach women who've been overlooked in the company's previous marketing campaigns. By telling compelling stories about the target markets, and connecting their values to the values of the brand, this campaign will grow brand awareness and its social media following, as well as increase its share of the lucrative female athleisure-wear market.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p>Sales of women’s sportswear increased by 10% between 2006 and 2016.</p> <p>Under Armour currently holds 30% of the brand’s value in its women’s clothing line</p> <p>The current and recent advertising campaigns featuring elite female athletes have already tied the brand to the marketable concept of female empowerment</p> <p>Under Armour has a history of successfully fostering relationships with major brands such as Major League Baseball, the National Hockey League, the Baltimore Marathon, as well as large retail outlets.</p> <p>Under Armour has built and maintained a strong presence on all major social media networks, including Facebook, Twitter, Instagram, YouTube and Pinterest, so it already has a thriving means to nurture and grow relationships with its target publics.</p>	<p>Sales of UA’s women’s athletic wear have been in decline since the end of 2016</p> <p>UA failed to increase its share of the women’s activewear market, even as the company grew</p> <p>UA struggles to appeal to women due to its past perceptions as a very masculine brand with ads that focused on male figures exuding muscular endurance</p> <p>A male dominated corporate culture is focused on traditionally male interests</p> <p>Many women aren’t aware that Under Armour even has a women’s line</p> <p>The company faced three consecutive quarters of losses in 2017 due to declining sales of women’s training apparel, outdoor outfits and basketball shoes, forcing it to reduce staff and retail outlets.</p> <p>Under Armour has just over 3% of the sports apparel market, putting it 4th overall in the market.</p>
OPPORTUNITIES	THREATS
<p>Women’s activewear is currently a booming industry.</p> <p>Diversifying UA’s women’s athletic wear into lines that target specific activities, not just sports, would appeal to a wider range of female consumers.</p> <p>The current social climate is elevating the empowerment and strength of women, establishing a trend UA can leverage by tying female empowerment to the brand.</p> <p>Women are assuming a greater number of roles in society, creating a potential demand for apparel that is tailored to those roles.</p> <p>Many women participate in female group events, creating an opportunity to appeal to sisterhoods and women empowering each other.</p>	<p>Adidas leads the worldwide market share of sports apparel with 11.6 %</p> <p>Nike holds the second leading place in sales of sports apparel with 10.8% of the market</p> <p>Both Adidas and Nike reports that sales of its women’s line are growing faster than sales of its men’s apparel, and both have plans to expand.</p> <p>Lululemon and Nike have already made significant gains in the female market by leveraging “athleisure,” and creating designs for all-day women’s wear.</p> <p>Women do most of the shopping for members of their family, so their purchasing power may not translate into higher sales for women’s products exclusively.</p>

PUBLICS

Public #1: Ms. Hustle and Bustle

Ms. Hustle and Bustle does it all. Her calendar is full of playdates for the kids, meetings at work, and social events like book clubs with the ladies. She is smart, prioritizes her obligations and gets them done in style. Ms. Hustle and Bustle isn’t necessarily a mom, but a mature, strong woman with multiple responsibilities. She is a working woman who knows how to juggle her time, and prefers to do in it “athleisure” clothes so she can hit the gym along the way.

Values	<ul style="list-style-type: none"> ● High quality gear ● Health is highly regarded ● Fitness that’s fun instead of regimented routines ● Work/life balance ● Brand loyalty
Attitudes	<ul style="list-style-type: none"> ● Self-sufficiency ● Interventionist and protective parents ● Skeptical and likely to question authority
Lifestyles	<ul style="list-style-type: none"> ● Spend more than 3 hours a day on social media sites ● Multiple demands limit their time for fitness ● Actively pursues fitness but uninterested in super high intensity
Demographics	<ul style="list-style-type: none"> ● Age: Generation X, between the ages of 38 and 53 ● Education: Highly educated. Most are post-secondary graduates ● Income: Average income over \$50,000
Communication Preferences	<ul style="list-style-type: none"> ● Facebook is their preferred social media ● Instagram and Twitter are the next most preferred ● Comfortable with face-to-face communication ● Appreciate direct and informal approaches ● Frequent users of email ● More likely to interact with television content spread through social media than men or other generations

<p>What does this mean for the campaign?</p>	<ul style="list-style-type: none"> ● They are parents and are becoming a generation caring for their own parents, so they do the apparel shopping for many members of their family ● They came of age when group aerobics classes were popular and continued to influence the fitness industry by developing group fitness formats. Their influence could be leveraged to reach more potential customers. ● Their independent spirit is a good fit with a female-empowerment campaign ● They spend even more time on social media than Gen Y, making them very accessible online
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Public #2: Fitspo Gal

She’s so much more than what she posts on social. The fitspo gal is a typically young, energetic, athletically-enthused girl who likes to make time for a good workout. A healthy lifestyle takes priority along with hanging out with friends, and going to school or work (on her way to becoming Ms. Hustle and Bustle.) Fitspo Gal is not limited by too many obligations, and has more time to commit to her routine. She’s active within the fitness social community and promotes athletic side by posting on social media and sharing workout/fashion tips.

<p>Values</p>	<ul style="list-style-type: none"> ● Fitness not the main priority but highly valued ● Style prioritized, brand recognition matters ● Diversity, creativity, individualism ● Social-responsibility
<p>Attitudes</p>	<ul style="list-style-type: none"> ● Socially responsible ● Futurist ● Team players, unite as a generation
<p>Lifestyles</p>	<ul style="list-style-type: none"> ● Uniquely curated by each individual ● Creative, non-traditional ● Practices work/life balance ● Technologically savvy
<p>Demographics</p>	<ul style="list-style-type: none"> ● Age: Generation Y, between the ages of 20 and 35 ● Education: Almost all are post-secondary graduates ● Income: Average salary of \$35,000

<p>Communication Preferences</p>	<ul style="list-style-type: none"> ● Prefers short and effective communication via technology such as email, text, and social media. ● First preference: mobile device ● Second preference: computer ● Prefers communication accessible at their own time and through their own research
<p>What does this mean for the campaign?</p>	<ul style="list-style-type: none"> ● Capitalize on social media platforms especially Instagram, Twitter, and Pinterest ● Use shareable, eye-catching, trending content to stand apart ● Appeal to Gen Y’s desire to connect and belong by promoting use of hashtag on social media platforms ● Appeal to Gen Y’s liberal, socially aware sensibilities by promoting gender equality and the strength of everyday women through campaign initiatives

GOALS AND OBJECTIVES

<p>GOALS</p>	<p>OBJECTIVES</p>
<p>1. To grow brand awareness and social media following, and become the top of mind sportswear choice for female athletes.</p>	<p>Grow @underarmourwomen Instagram account from 676,000 followers to 776,000 by the end of 2018.</p> <ul style="list-style-type: none"> ● Under Armour Women is straggling behind its competition: <ul style="list-style-type: none"> ○ Nike Women: 7,300,000 ○ Lululemon: 2,300,000
<p>2. To increase market share in the female activewear space.</p>	<p>Increase women’s line sales from \$1 billion in 2016 to \$1.5 billion by the end of 2018.</p> <ul style="list-style-type: none"> ● In 2016, Under Armour’s women’s line was responsible for nearly 30% of the brand’s total revenue, up from 20% the decade prior, demonstrating significant potential for growth.

BRANDING AND MESSAGING

Under Armour Currently	Under Armour of the Future
Under Armour’s branding is hyper masculine and prioritizes function over form.	Rebrand UA to be more appealing to female fitness enthusiasts who are not elite athletes and celebrate women’s outer and inner strengths.
The brand does not use any distinct colours in its logo, opting to simply use grey and black.	Infuse a unique colour into the logo - periwinkle - to lend personality but not overpower the original grey/black colour scheme.
The product line is currently intended for elite athletes only, alienating many people among potential publics.	Rebrand UA by mirroring popular athleisure brands such as Lululemon, Fabletics, etc.
The brand’s product line offers athletic function, but lacks the style and the fashion sense of brands popular with women such as Adidas and Lululemon.	Continue to offer products of a quality suitable for elite athletes but with a new focus on fashion and style.

Up until this point, Under Armour apparel has been targeted at elite athletes. The brand has prioritized function over form. The lack of style and absence of a feminine touch prevents women from taking notice of the brand and alienates the public of female fitness enthusiasts who are not elite athletes.

This campaign aims to show women who prioritize fitness that UA is, in fact, for them. The key message are these:

- Under Armour is for YOU. UA understands that you prioritize fitness and appreciate functional but highly stylish workout gear. We know you have a busy calendar, full of work and family obligations, but still remain wholly committed to your health. We know your fitness gear needs to take you from yoga, to brunch, to the laundromat, to the PTA meeting. Under Armour is for YOU.
- The #UnderArmourInnerStrength hashtag reinforces the brand’s celebration of psychological and physical strength embodied by the target publics.

TACTICS

Tactic 1.0 - Advertising

- **Out-of-home: Video Storytelling**

1.1: Hire a creative agency to produce an 8-part series of innovative, cliffhanger videos, with a version tailored to each social media network: Facebook, Instagram and YouTube. The YouTube videos will be linked to the Under Armour’s Pinterest account and the company’s Twitter account will also promote the videos and link to the company’s website where all the videos can be viewed as they’re released.

The videos tell an ongoing story of active, busy everyday women who give their time to many demanding interests between work, family, friends and volunteering, while still making time for fitness, and looking stylish in Under Armour apparel while doing it all. Each of the first seven videos ends with our protagonists in peril, generating buzz with compelling storytelling. This highly shareable video blitz will be the talk of the summer of 2018.

The videos showcase the #UnderArmourInnerStrength theme depicting women who fit the target market profile wearing Under Armour while demonstrating the inner strength that often goes unsung as they juggle demanding jobs, caring for family members, and other personal challenges that test them.

1.2: The videos will form a summer blockbuster for 2018, playing on social media, as well as in movie theatres and fitness clubs with a large female membership. Under Armour will secure a deal with Cineplex Odeon to screen the videos in theatres during the pre-show ahead of films that appeal to women.

One of the videos will be a cross promotion with the producers of Wonder Woman 2 (slated for release in December 2019), and feature the star of Wonder Woman Gal Gadot as a different kind of wonder woman in her off-screen life while she’s filming the movie.

Under Armour will also form a business relationship with Goodlife Fitness and its affiliate Fit4Less, to buy time on the fitness chain’s in-house TV programming viewed by members as they’re working out in the club.

Tactic 2.0 - Direct Response

A targeted invitation to pop-up events with a promo code to shop online, via the permission-based text messaging subscription service, TextMarks.

- This tactic will distribute a personalized invitation to upcoming UA pop-up events.

- The invitation will be distributed to all UA subscribers who have opted in to receive text messages. The intrigue of the invite will be elevated with the promised appearance of one of the stars of the much talk-about #UnderArmourInnerStrength cliffhanger videos.
- By receiving a personalized text message from UA (a communication method widely used by both of UA's key publics for this campaign); subscribers are more likely to consider attending this event that's positioned as an exclusive opportunity.
- The promo code included in the text message invitation encourages everyone, even those who are unable to attend the events, to shop online.

A successful direct response advertisement is comprised of three components: product information, a convincing sales message, and a way to respond. This targeted social media invitation is made up of:

- **Product Information:** Introducing UA's newly rebranded female activewear line
- **Convincing Sales Message:** An invitation to attend pop-up shops or peruse online, and an offer of an exclusive promo code and an opportunity to see one of the stars of the #UnderArmourInnerStrength cliffhanger videos
- **Response Method:** RSVP to pop-up shop online; Tracking of redeemed promo codes online.

Tactic 3.0 – Experiential Events

A pop-up fashion show and shopping experience will help generate excitement, build brand awareness and promote the UA brand shift in leveraging female shoppers with experiential marketing. The event will reveal the new line of UA clothing with an outdoor fashion show, and feature one of the stars of the #UnderArmourInnerStrength cliffhanger videos. The show will also provide a chance to shop and browse the inventory truck. The pop-up event will appear in four to six highly populated, high-traffic cities within Canada. Over a two-week period, the UA brand will make its way across Canada, unveiling its brand repositioning.

3.1 - Labels and branding decor

This experiential event will travel Canada, similar to a concert tour using two to three UA branded trucks known as teaser trucks.

- Trucks will be fully branded, inside and out with logos, campaign photos including images from the cliffhanger videos and space for the target audience to enter the truck and browse the new Under Armour line.

3.2 The ‘Teaser’ Truck

The pop-up teaser truck will have limited inventory, the intent of this experience is not necessarily to promote shopping, but to build anticipation and ultimately improve brand awareness among the target audience.

- The shop will tease visitors for what they can expect to hit stores in a few weeks to come, and help build conversation and anticipation of their favourite new brand.
- Direct marketing- there is an opportunity for direct response in the future as visitors of the teaser truck will be offered to sign up for future events and inventory promos once the launch is released to stores.

3.3: Staffing and training

- The staff, made up primarily of women, are representatives of the brand who will model the clothing during the events.
- The teaser truck will not be open during the time of the show as promo crew will be performing in the show.

3.4: The fashion show

The fashion show will provide an opportunity to surprise the city and promote the new line of Under Armour for women. The fashion show will not only reveal the product but it will showcase the re-positioning of Under Armour. Featuring diverse models of the age of our target markets, including of the video stars, the brand will reflect women who practice a healthy, active lifestyle in the many ways that can be embodied.

- The stage and equipment will travel with the staff and crew, much like a concert tour. Set up will take place prior to the event.
- The fashion show and sneak-peek teaser truck will include opportunities for social media sharing. The fashion show will be media friendly, and many photo opportunities will be set up with full Under Armour branding for visitors to capture the events and share with an extended audience.

BUDGET

The Under Armour brand repositioning will cost about **\$914,000**, with a maximum budget of **\$1,000,000** to accommodate contingencies. Over 75 percent of this cost is required for the video campaign alone. The direct marketing tactic is a low-cost avenue of **\$5,000** that supports the experiential marketing campaign, estimated to cost about **\$130,000**.

Cost Breakdown:

Video Production and Screening \$779,000	Direct Response \$5000	Experiential Events \$130,000
Creative Services and Production and Talent Fees: \$350,000	3-month corporate subscription to TextMarks, an SMS text messaging service used by UA to communicate with its subscribers \$3000	Stage equipment, sound/lighting, truck rental and fuel, insurance, Under Armour labels and decor for branding purposes \$100,000
Theatre screen time: \$269,000 (30-second ad costs about \$1345/month/screen x 2 months x 100 theatres)		
Fitness clubs screen time: \$160,000 (200 clubs x \$400/month/club x 2 months)	Salaries of UA communications specialists who will roll out the invitations and track responses \$2000	Salaries for UA staff to run the shows over a two-week period \$30,000

TIMELINE

DATE	TACTIC AND TASK	WEEKLY BUDGET
Week 1 : June 2018	All: Digital creatives will design labels and posters for branding purposes 1.1 Recruit production crew for video shoot 1.2: Begin video content creation: storyboard, theme and concepts 2.0: Strategize the targeted invite current Under Armour social subscribers	\$100,000
Week 2 : June 2018	1.1: Storyline is complete by end of week 1.1: Complete schedule and organize a week 3 video shoot 2.1: Continue to strategize the targeted invite to current Under Armour social subscribers 3.1: Digital creatives have completed branding samples, decisions are finalized by end-of-week	\$15,000
Week 3: June 2018	1.2: Video shoot for 7 days with full-time production crew 2.0: Send the direct targeted invite to UA subscribers 3.1: Under Armour branding is sent to printers for labeling of trucks, photo-ops, and teaser truck	\$250,000
Week 4: June 2018	1.2: Storytelling video content edited over next 2 weeks 3.1: Continue to monitoring printing of labels 3.2: Book tour trucks for August	\$70,000

Week 5: July 2018	<p>1.3: Launch the cliff-hanger video ad campaign July 1st on social media, movie theatres and fitness clubs</p> <p>2.0: Send direct response texts 3-days following video launch</p> <p>3.2: Strategize what items of clothing will be featured in the fashion show</p> <p>3.3: Recruit current Under Armour employees for modeling and promotional work</p>	\$100,000
Week 6: July 2018	<p>1.3: Continue posting and screening of cliff-hanger video ads, segmented weeks apart as a continued story</p> <p>3.2: Order a measured number of items for teaser-truck inventory</p> <p>3.1: Continue to monitor printing of branding labels</p>	\$30,000
Week 7: July 2018	<p>1.3: Continue posting and screening of cliff-hanger video ads, segmented weeks apart as a continued story</p> <p>2.0: Continue direct response messaging as invite to event</p> <p>3.4: Plan and strategize fashion show music, set and lighting</p> <p>3.1: Continue to monitor printing of branding labels</p> <p>3.2: Continue to monitor inventory delivery</p>	\$40,000
Week 8: July 2018	<p>1.3: Continue posting and screening of cliff-hanger video ads, segmented weeks apart as a continued story</p> <p>2.0: Continue direct response messaging as invite to event</p> <p>3.1: Continue to monitor printing of branding labels</p> <p>3.2: Continue to monitor inventory delivery</p> <p>3.3: Staff training week: including fashion show direction, makeup and modeling practices, re-branding information and inventory knowledge.</p>	\$50,000
Week 9: July and August 2018	<p>1.3: Continue posting and screening of cliff-hanger video ads, segmented weeks apart as a continued story</p> <p>2.0: Continue direct response messaging as invite to event</p> <p>3.1: Branding labels have been received, equipment is ready to be picked up</p> <p>3.1: Branding labels are placed on equipment</p>	\$30,000
Week 10: August 2018	<p>1.3: Continue posting and screening of cliff-hanger video ads, segmented weeks apart as a continued story</p> <p>2.0: Continue direct response messaging as invite to event</p>	\$100,000

	3.4: Pop-up event commences	
Week 11: August 2018	1.3: Continue posting and screening of cliff-hanger video ads, segmented weeks apart as a continued story 2.0: Continue direct response messaging as invite to event 3.4: Pop-up event continues	\$89,000
Week 12: August 2018	1.3: Continue posting and screening of cliff-hanger video ads, and release final closing of story 1.2: Return equipment 2.0: Send out direct messages thanking attendees 2.0: Shift-focus to continue subscriber promos for Under 3.4: Armour Inner Strength store launch	\$40,000

EVALUATION

Tactic #1: Advertising Video Storytelling	Tactic #1 will be considered successful if:
Tied to the following goals: <ul style="list-style-type: none"> • Build brand awareness and social media following 	<ul style="list-style-type: none"> • Google+, Twitter, and YouTube followings grow by 5% each • Instagram following grows by 15% (platform of choice for Generation Y) • Facebook following grows by 15% (platform of choice for Generation X)

Tactic #2: Direct Response Personal Invitations to Pop-Ups Events	Tactic #2 will be considered successful if:
Tied to the following goals: <ul style="list-style-type: none"> • Build brand awareness and social media following • Increase market share in the female activewear space 	<ul style="list-style-type: none"> • 30% of those invited RSVP “Yes” to event • 50% of those invited use promo code to shop online

Tactic #3: Experiential Pop-Up Events	Tactic #3 will be considered successful if:
Tied to the following goals: <ul style="list-style-type: none"> • Build brand awareness and social media following 	<ul style="list-style-type: none"> • 20% of those invited attend pop-up event • UA trends on social media during events

CONCLUSION

This integrated marketing campaign can reverse Under Armour’s ongoing decline in sales by reaching out to two target markets that previous campaigns have overlooked. The brand will be repositioned so that it first attracts women’s attention and then shows Fitspo Gal and Ms. Hustle and Bustle how the brand is perfectly suited to their values and lifestyle. The advertising, direct marketing and experiential events will make the summer of 2018 most memorable to a new range of customers, and begin Under Armour’s renewed trend toward profitability.