

UNDER ARMOUR

THE
STRATEGIC
BRAND CONCEPT

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MISSION STATEMENT

**“TO MAKE ALL ATHLETES BETTER THROUGH
PASSION, DESIGN AND THE RELENTLESS PURSUIT
OF INNOVATION”**

EQUALITY
CONTEMPORARY
POWER

BRAND VALUES

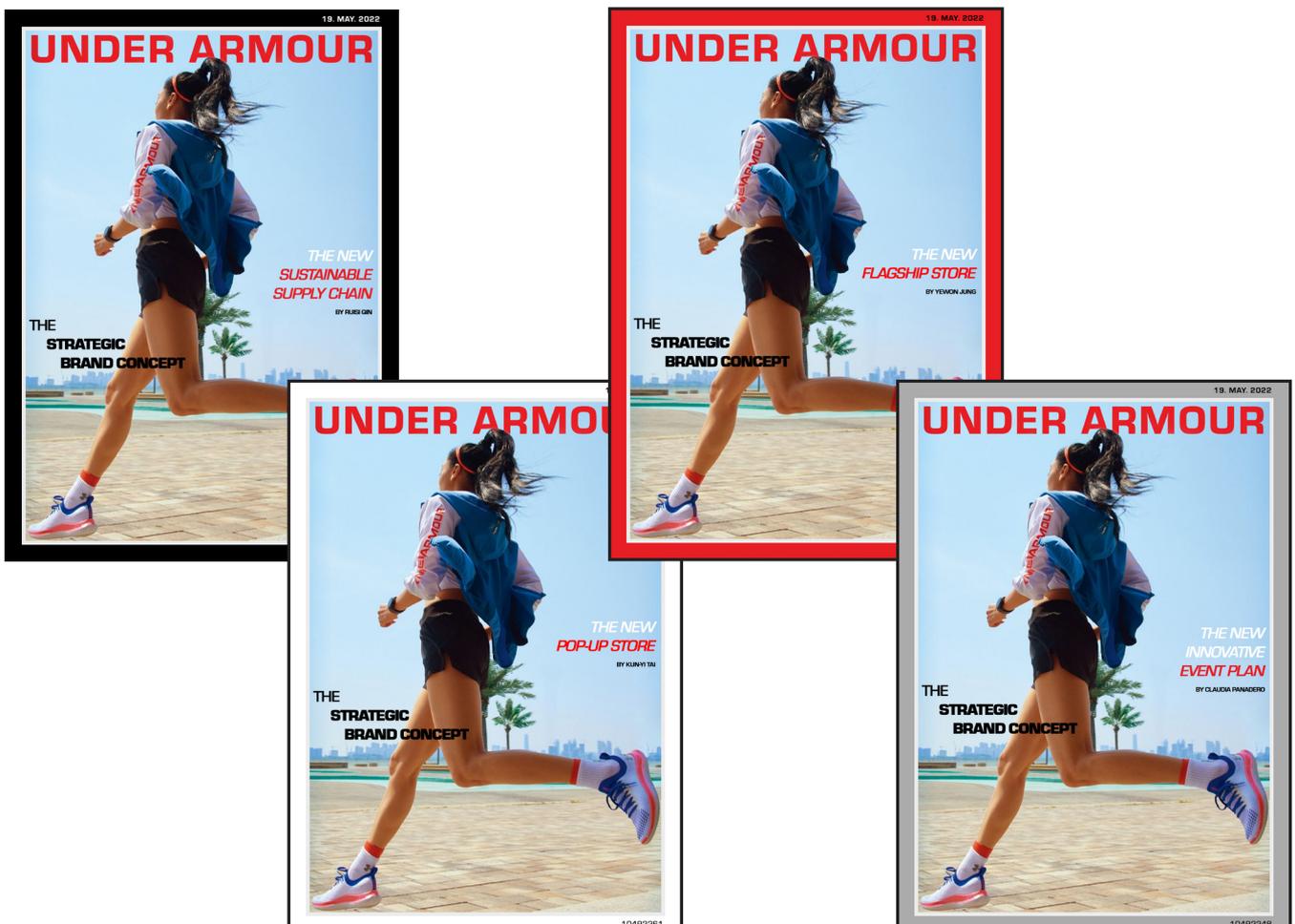
- 1. LOVE ATHLETES**
- 2. CELEBRATE THE WINS**
- 3. STAND FOR EQUALITY**
- 4. ACT SUSTAINABLY**
- 5. FIGHT ON TOGETHER**

ABSTRACT

Under Armour (UA) started in 1996 with the simple idea of building a better T-shirt, this positioned the brand at the upfront of performance apparel with famous gear-lines.

However, due to the impact of **COVID -19** the company has suffered to recover and gain its competitive advantage back. Specifically, as a global brand they mostly operate their business in America but lack presence overseas. Hence, four brand concept ideas are being developed to achieve a better performing business to **amend the market gap**. These are: **Event Management Plan, Flagship Store, Pop-up Store and Sustainability Plan**.

The goal of this proposal is to **enhance** the brand positioning in the market by shifting the strong masculine brand image that they currently have to a more **contemporary, updated and gender equal** company. Therefore, each of the recommendations will include and demonstrate how UA can use their potential to compete in the market through various points of view which could be merged together to boost future profits, attract a larger number of consumers and increase brand awareness in the UK market.



UNDER ARMOUR - EVENT MANAGEMENT PLAN - CLAUDIA PANADERO



UNDER ARMOUR

SUMMARY

Under Armour is mainly known to be an extremely masculine brand, but due to the rise of women being keen on working out and active. The womenswear sports market has expanded and created an opportunity for the brand to grow. Hence, in this visual layout we can see a visualisation of how a brand event concept is being developed to draw attention to this opportunity for UA. The event involves creating a **moving gym that travels around the UK**, experiencing different sceneries and environments (seaside and forest) for a new customer adventure which is most likely to increase the company's sales, as well as elevating UA's brand image. Moreover, it should be noted that an unexpected drop of 14% sales due to Covid lockdowns in China (CNBC, 2022) has undoubtedly affected the company and has put Under Armour at a disadvantage. Consequently, this new perspective and strategy is most likely to strengthen its presence amongst other brands and within its own consumer base, which could be developed overseas.

RESEARCH & ANALYSIS

Extensive research has been undertaken considering different events that have been already carried out by other sports brands (Adidas, Nike Tournaments & Puma) and fashion companies in order to captivate the costumer's attention, increase their company's popularity and sports spirit. Consequently, Under Armour can utilise these events as an inspiration when developing theirs.



Figure 1. Road to Records, Adidas

Figure 2. Nike Tournaments



Figure 3. House of Hustle, Puma

In addition, Table 1 summarises Under Armour's product overview offering and the difference between the male and female product quantity. There is a drastic quantity difference when comparing the male section and female section besides not having a wide range of colours. This connotes an inequality within the product offering only adding to the male consumer.

	Men	Women
Products	1,513	844
Assortment	Tops 39.5% Bottoms 26% Footwear 12%	Tops 34.8% Bottoms 25.9% Footwear 15.3%
Colours	Blacks 39.6% Greys 16.4% Whites 13.7%	Blacks 38.5% Whites 12.6% Pinks 12.3%

Table 1. Under Armour's Comparison of Products, Edited, 2022

Furthermore, as not many events have been done due to the pandemic. The brand has an ideal chance to increase its sales with marketing strategies. Not only using male endorsements which was effective in the past but now with an inclusive, innovative and attention drawing event that captivates the consumer effectively.



Dwayne Johnson, 'The Rock'



Stephen Curry

OUTPUT VISUALISATION

To visualise how the event will be carried out as a still developing idea, a mood board and images are provided below to envision the event:



A moving gym with a decided route will travel around the UK. Several environments will be explored: beaches, forests & hiking spots

If people are not able to attend, sport VR glasses can be purchased previously alongside with the UA's workout garment pack to participate in the event from home



Potential beach location



Included garments inside the pack for the event



Forest races & marathons



New Under Armour bra for women



JUSTIFICATION

1. Identify the CHALLENGE - sales dropping and profit not being made

2. What ACTION needs to be made - improve consumer engagement by promoting the brand, involving the customer with eye-catching events

3. Expected RESULT - customer feels more involved and immersed within the brand and is more likely to buy from Under Armour



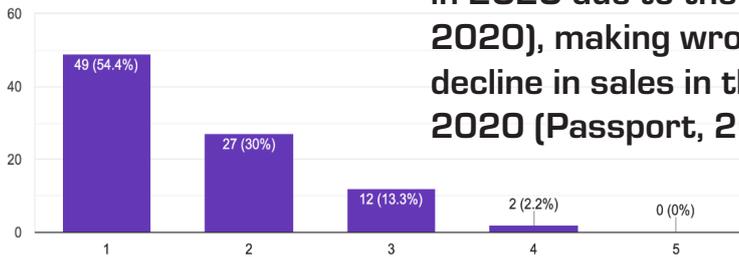
This event plan is done for Under Armour to place the brand upfront of the sportswear market. As mentioned on the previous report, the **female representation within the brand is not as powerful as the male one**. Thus, even though the event was initially made for just women and attract their attention. The event is open to everyone that wants to attend, if not it would end up making it seem that the event is **discriminatory towards other genders**. Nonetheless, the women that sign up to the matter have priority when purchasing in the flagship and pop-up store to boost the expansion of the products in that women section but making it an inclusive event for all the UA's consumers. Therefore, developing into the existing market will reposition Under Armour's totalitarian male-directed brand image to a wider audience and be considered to be a progressive company that **regards all genders with equal product availability and services**.

UNDER ARMOUR - POP UP STORE - KUN-YI TAI

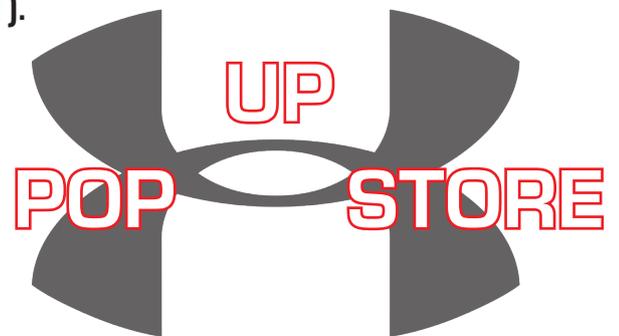


UNDER ARMOUR

How often do you shop at under Armour
90 responses



It is identified that 41% of brand revenue was declined in 2020 due to the COVID-19 pandemic (Safdar, K., 2020), making wrong strategic decisions led to a 23% decline in sales in the first and second quarters of 2020 (Passport, 2021).



Strategic objectives that are proposed and will be focusing in the report is presenting new products targeting women to build a new brand image for Under Armour to the society and reach potential customers by restructuring in store experience with the support of implementing new technology and marketing strategy.

Under Armour creating a Pop Up store providing new female focus products to change the brand image of sweaty and masculing sports brand, using VR and AR technology in store providing customers a unforgettable instore experience.



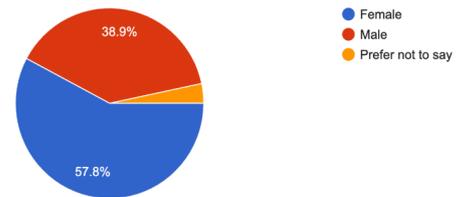
Top Results Of Pop-Up Shops For Global Retail Professionals



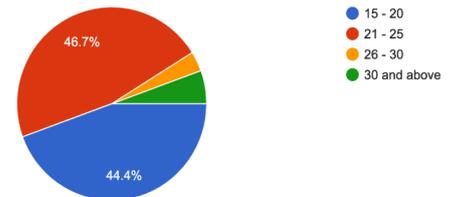
According to a survey from Storefront, 80% of global retail brands have implemented the pop-up store strategy and achieve successful result, 58% stated that they are likely to use the tactic again

Pop Up Store	
Advantage	Disadvantage
<ul style="list-style-type: none"> - Increase brand awareness - Reach new potential customers - Market research and testing - Improve customer relationships - Scarcity effect to create sense of urgent to purchase - Driving website traffic, sales, and engagement - Encourage spontaneous purchase 	<ul style="list-style-type: none"> - Wrong Location - Can sometimes be expensive to structure and operate - Limited time period - Limited stock availability -

Gender
90 responses



Age
90 responses



As emergent technology are drastically disrupting retailing, it is essential for retailers to think through their strategic decisions. Using new technology such as mobile technologies, computing power, internet, AR, and AI that grant customers unprecedented access to more information and consumption channels (Grewal et al., 2021). Benefits of emergent technologies can add value to the product and can be shared by different stakeholders, for instance, using technology to achieve a more cost effectively way of managing customer exchanges when purchasing, without hiring more employees, at the same time providing convenience, better customer service, and reduce the wait time (He and Bond, 2015). Technologies helps employees to have less stress for work, offers more customer satisfaction, as well as receiving more profits to the company (Xi and Hamari, 2021).





Under Armour's marketing team will be taking out promotion through social media and internet before the Pop Up store informing potential customers to visit instore and introducing the technologies that will be use during the event.

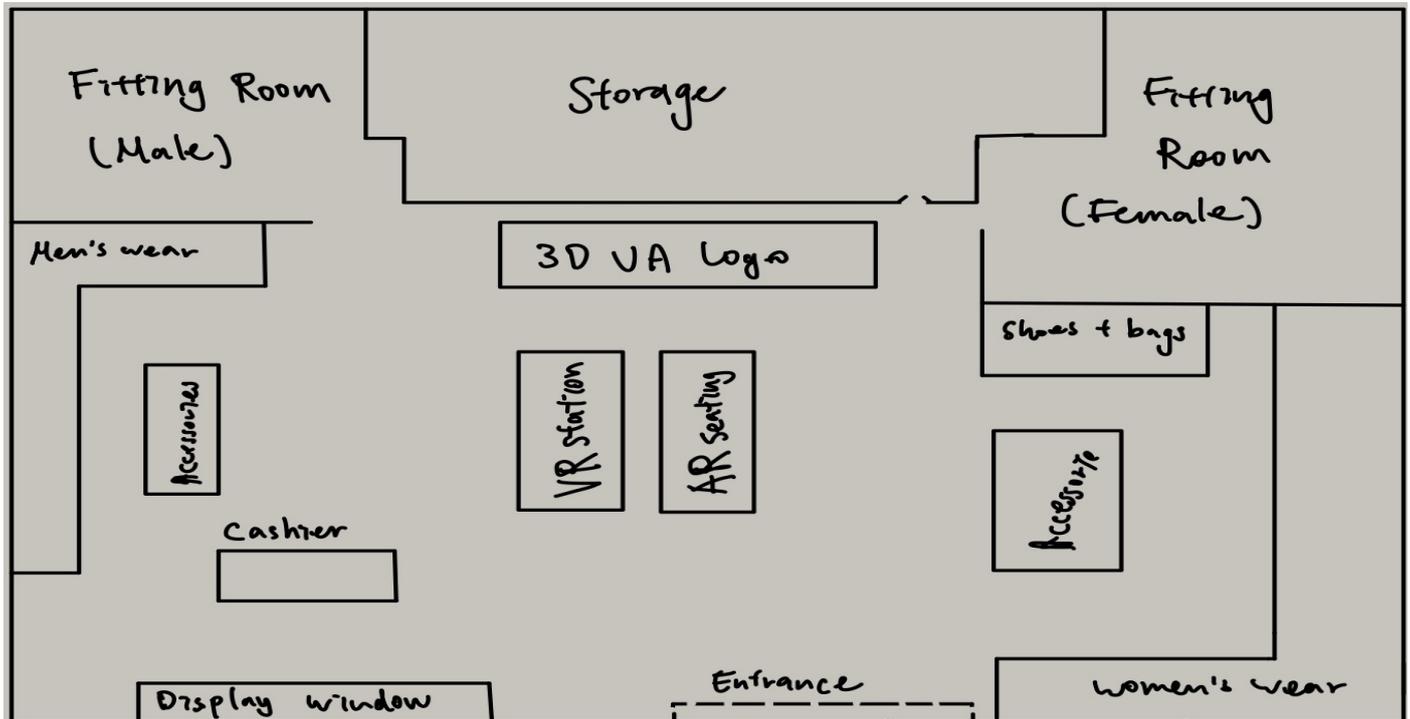
underarmour_group10 Pop-Up shop coming soon! SOON
 12.05.2022 - 19.05.2022
 Location : London Manchester Birmingham

Join us to shop the newest athleisure collection

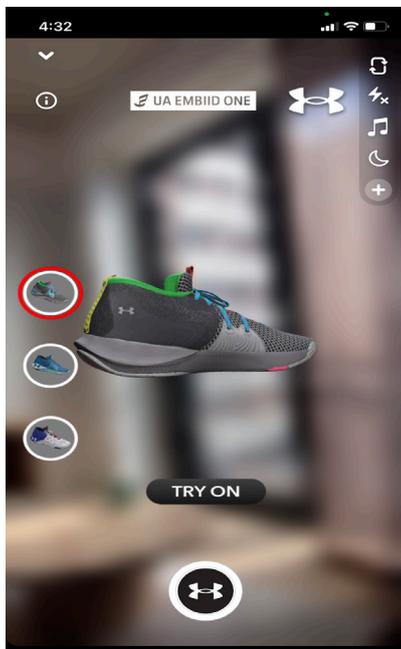
We can't wait to see you! 🥳🥳

underarmour_group10 Introducing the newest collection
 12.05.2022 - 19.05.2022 | LONDON MANCHESTER BIRMINGHAM

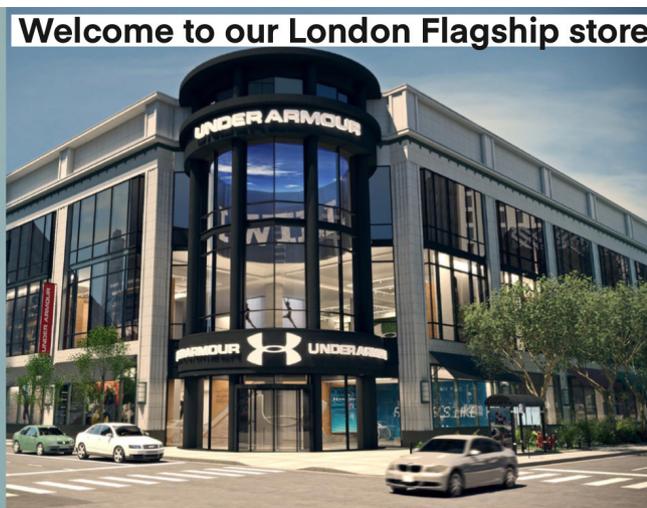
Join our Pop-up store 12.05.2022-19.05.2022 for VR and AR experiences!



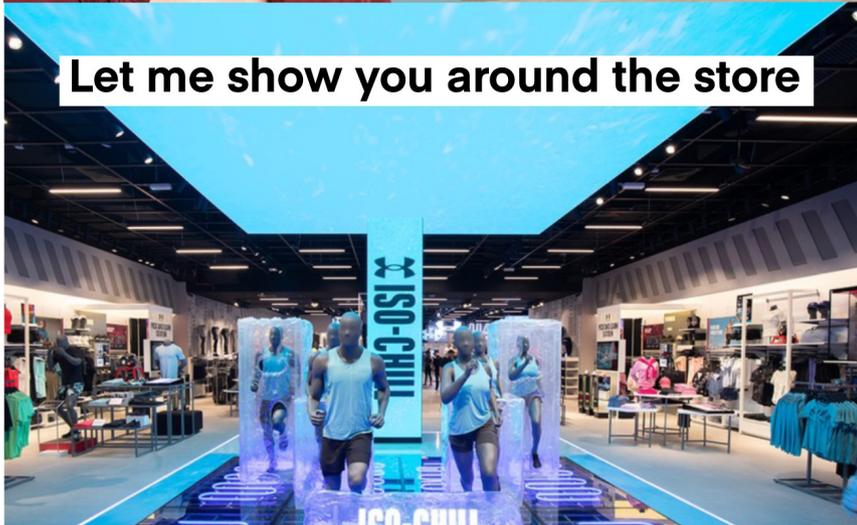
Pop up store is a new market strategy for Under Armour to help them achieve their business goals. There are less than 10 Under Armour stores located in the UK, and they are mostly found in sports retail stores with many other brands, meaning that it is then less likely for Under Armour to stand out comparing to their competitors. The Under Armour Pop Up store will be located in the top three major cities, London, Manchester, and Birmingham. The aim of this Pop Up store is to improve business performance, allowing target audience to shop the newest collection by creating an instore environment for customers to engage and interact.



In order to achieve the best experience, augmented reality technology will also be used to support VR technology. To access this feature, customers will have to download the Under Armour app on their phone. AR technology will allow customers to try on different garments of the collection, other than that customers can take pictures in the outfit they chose with their favourite athlete wearing the same products in the app.



Welcome to our London Flagship store



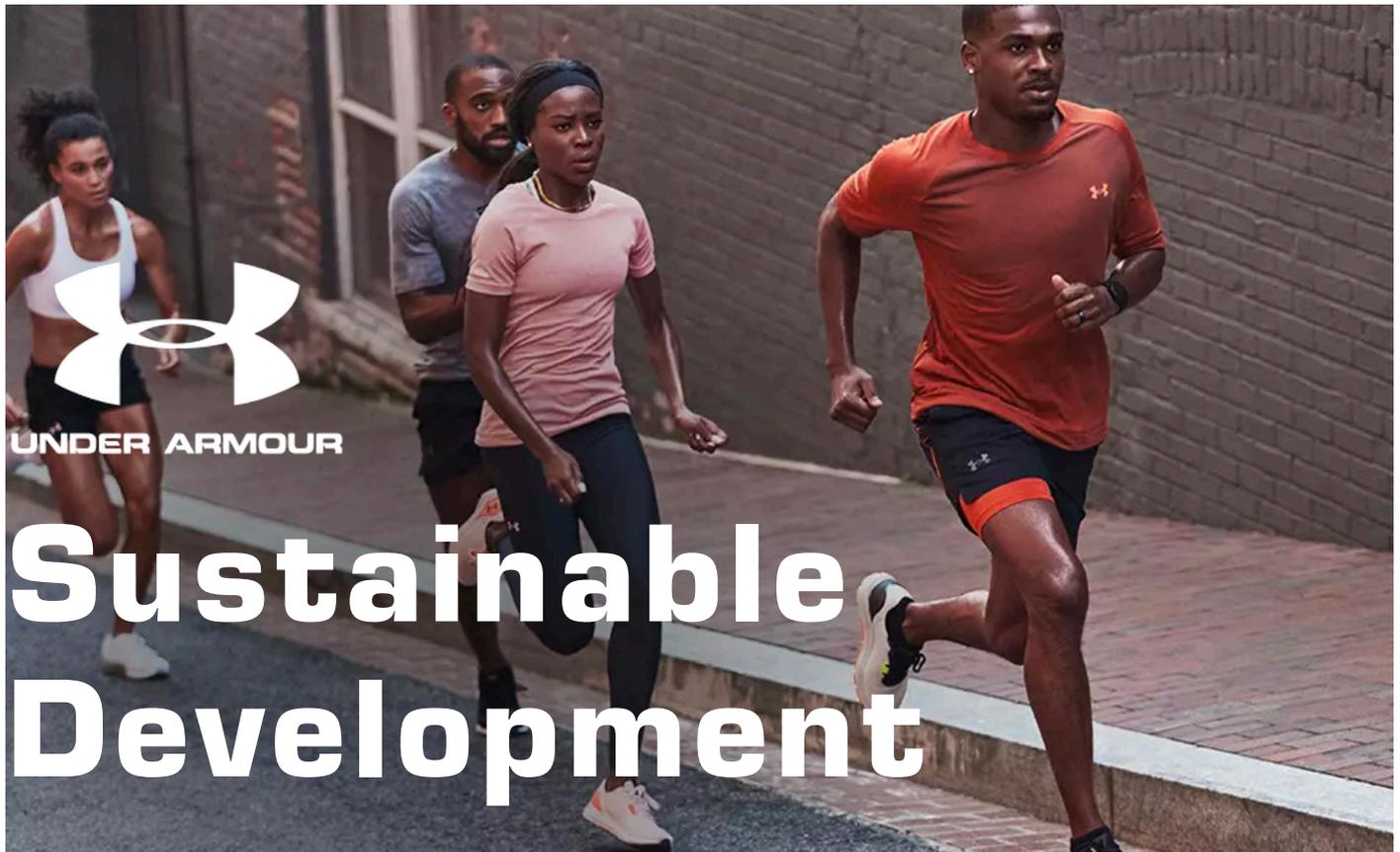
Let me show you around the store

Watch Our newest collection

Virtual Reality technology experience will be introduced to the customers during the Pop Up store event. Providing VR headsets for customers to watch the latest collection in a fashion show worn by athletes and allowing them to buy immediately afterwards. Other than that, the VR headsets are also able to show customers the production process step

by step giving customers ideas of how the products are made from raw materials and make an impression to them. The VR headset in Pop Up store also has another feature to show customer the new Under Armour flagship store located in London, making customers curious and want to visit the store.

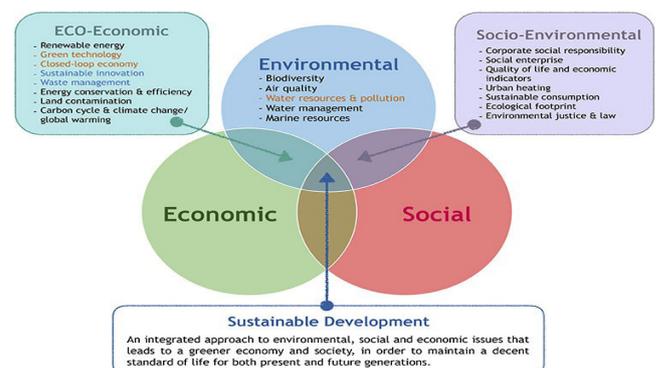
UNDER ARMOUR - Sustainable Supplychain - Ruisi qin



Sustainable Development

In pursuit of lower production costs, clothing companies have taken advantage of lower environmental awareness and looser environmental regulatory systems in developing countries.

Global textile consumption is estimated to exceed 30 million tonnes per year, which has serious social and environmental impacts in the **supply chain**.



For Under Armour, sustainability is a way to promote its social and environmental responsibility, as well as gain a competitive advantage in the marketplace through this aspect. An effective sustainable fashion supply chain helps companies to enhance their brand image and reach a wider range of ethical consumers.

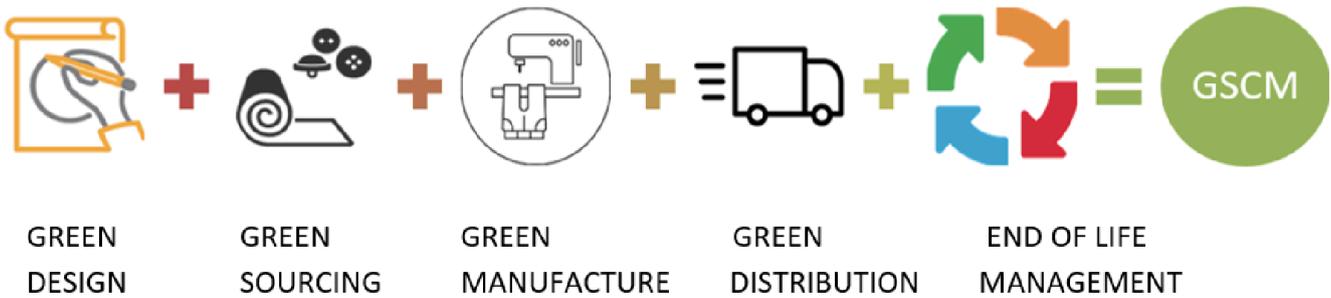
	Under armour	Lululemon	Nike	Adidas	Sweaty Betty	Puma
Planet	2/5	2/5	3/5	3/5	2/5	3/5
People	2/5	2/5	3/5	3/5	2/5	3/5
Animals	2/5	3/5	2/5	2/5	4/5	2/5
Overall rating	6/15	7/15	8/15	8/15	8/15	8/15



good on you[®]

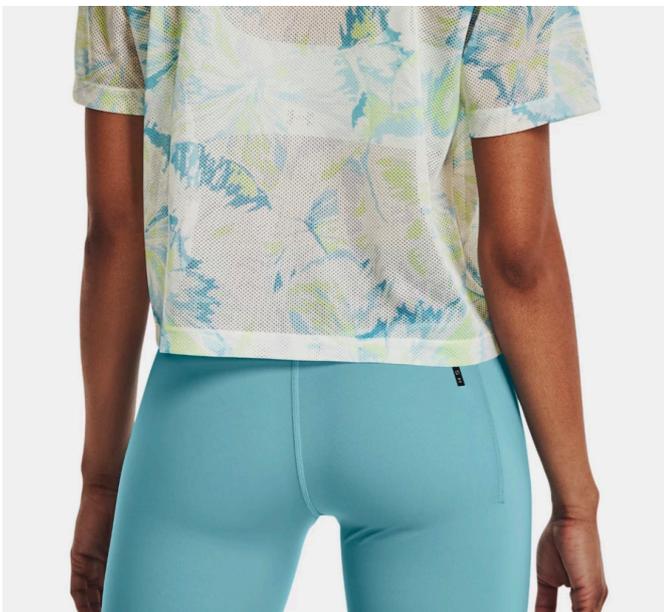
RATED: Not good enough	RATED: Not good enough	RATED: It's a start	RATED: It's a start	RATED: Not good enough	RATED: It's a start
PRICE: \$\$-\$\$	PRICE: \$\$\$-	PRICE: \$\$\$-	PRICE: \$\$\$-	PRICE: \$\$\$-	PRICE: \$\$\$-
LOCATION: United States	LOCATION: Canada	LOCATION: United States	LOCATION: Germany	LOCATION: United Kingdom	LOCATION: Germany

According to the good on you survey, the majority of sports brands do not perform well in the area of sustainability. Under Armour, however, was the worst performer of the six brands surveyed, scoring low points on both planet, people and imports, and receiving an overall **'not good enough'** rating.



The sustainable fashion supply chain includes ecological material preparation, sustainable manufacturing, green distribution, green retailing and ethical

consumers. For consumers, buying sustainable fashion as a psychological human need is a way to express their attitude towards equality and sustainability.



Beard suggests that posting sustainable information about new collections on the internet can help promote eco-fashion brands. Fraj and Martinez claim that consumers are increasingly interested in buying eco-fashion, but they lack the appropriate information, so providing adequate information on eco-materials, sustainable manufacturing, green distribution and green retailing can help to better promote eco-fashion among consumers. products.

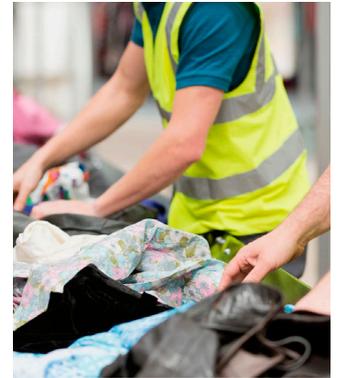


UNDER ARMOUR SUSTAINED

BETTER ATHLETES IN A BETTER WORLD HERE' S THE FUTURE WE WANT TO SEE: THE BEST PERFORMANCE IMAGINABLE ON THE CLEANEST EARTH POSSIBLE. THAT' S WHY WE' RE WORKING TO FIX THE PROBLEMS ATHLETES DON' T EVEN KNOW THEY HAVE IN THE MOST ETHICAL, EFFICIENT, AND SUSTAINABLE WAYS WE CAN. THIS PLANET IS OUR HOME FIELD. IT' S THE ONLY ONE WE' VE GOT... AND WE' RE GOING TO PROTECT IT.



SUSTAINABILITY AT UNDER ARMOUR



COMMUNITY

SUSTAINABILITY AT UNDER ARMOUR



THINK BEYOND

HERE'S THE FUTURE WE WANT TO SEE:
THE BEST PERFORMANCE IMAGINABLE
ON THE CLEANEST EARTH POSSIBLE.

WE'RE WORKING TO CREATE INNOVATIONS THAT FIX THE PROBLEMS ATHLETES DON'T
EVEN KNOW THEY HAVE IN THE MOST ETHICAL, EFFICIENT, AND SUSTAINABLE WAYS
WE CAN. THIS PLANET IS OUR HOME FIELD. IT'S THE ONLY ONE WE'VE GOT...
AND WE'RE GOING TO PROTECT IT.

Sustainable information is presented to consumers through the brand's website so that consumers interested in green products can be directed to click through.

Design with sustainability in mind from the outset, consciously using recyclable organic fabrics etc.

Use fully recyclable/reusable packaging after the consumer has completed their purchase.

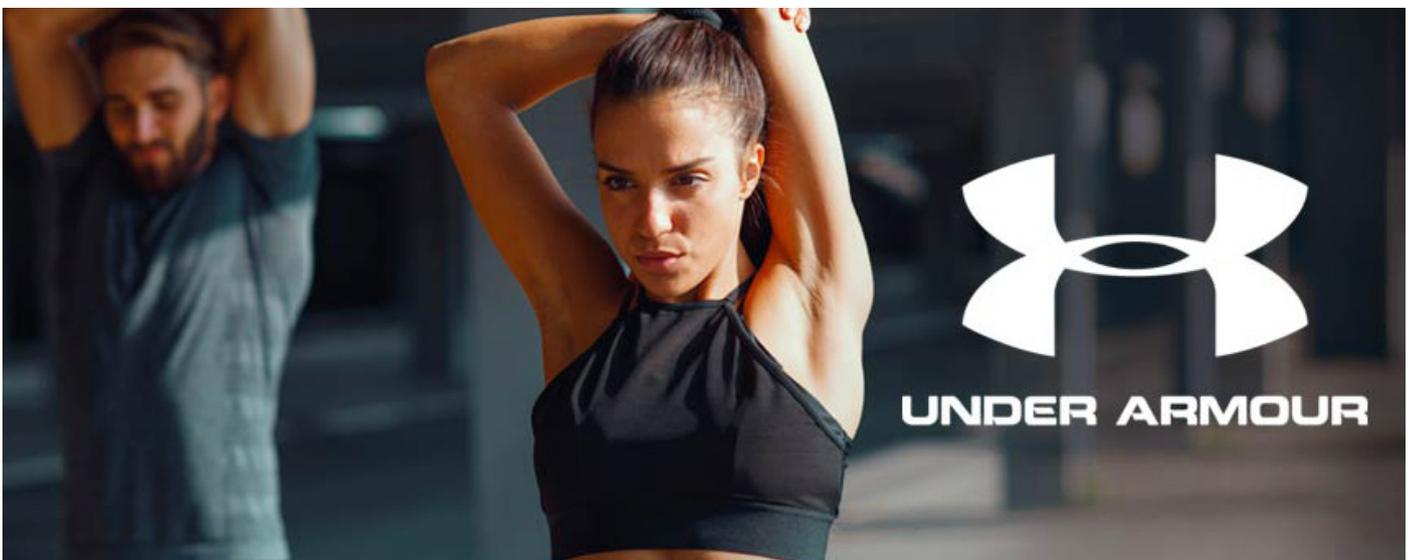
Provide recycling stations to collect unwanted clothing and shoes, etc., and reuse them through dedicated staff, etc.

At Under Armour, sustainability drives performance through innovation. Striving for efficiency, accountability and adaptability in business practices.

A commitment not only to making better products, but to creating a better world - and to continually raising the bar. This dedication drives forward as well as constant thinking.



WE STAND FOR EQUALITY.



THE NEW

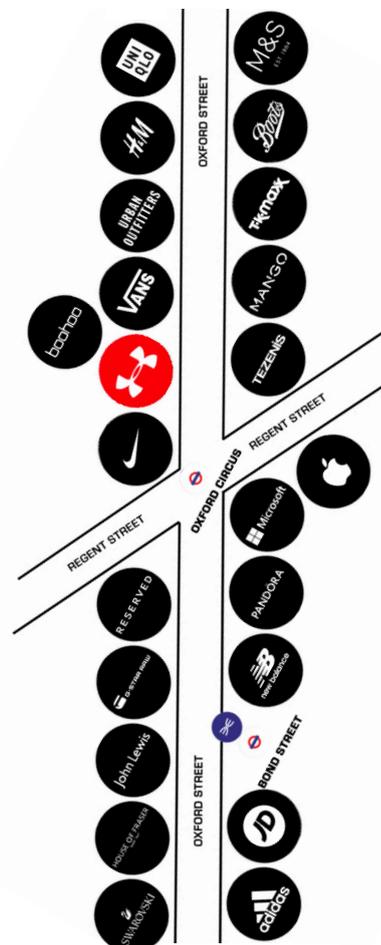


FLAGSHIP STORE

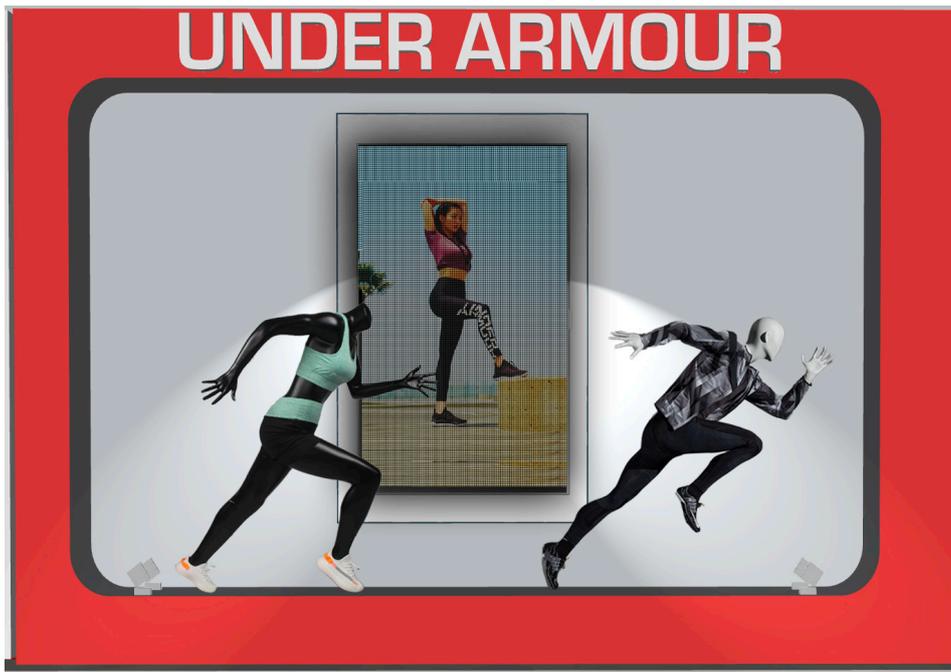
WHY FLAGSHIP?

There are currently 8 Under Armour (UA) stores around the UK but, most of them are in minor cities or small outlets such as York Designer Outlet, Bicester village, Livingston, Portsmouth, Swindon, Ellesmere Port, Mill Green and Ashford. In order to approach to **a larger population** and **gain its competitive advantage**, the new flagship store will be located at the capital city, London, specifically on **Oxford Street**. This would develop the overall **brand performance** in the market as it allows the brand to approach a larger group of consumers. People who visit surrounding stores might also potentially visit UA store which could **increase the store traffic** and lead to future purchases. This flagship store will **restructure the brand image** through creative **visual merchandising** via both exterior and interior aspects.

THE LOCATION



WINDOW DISPLAY



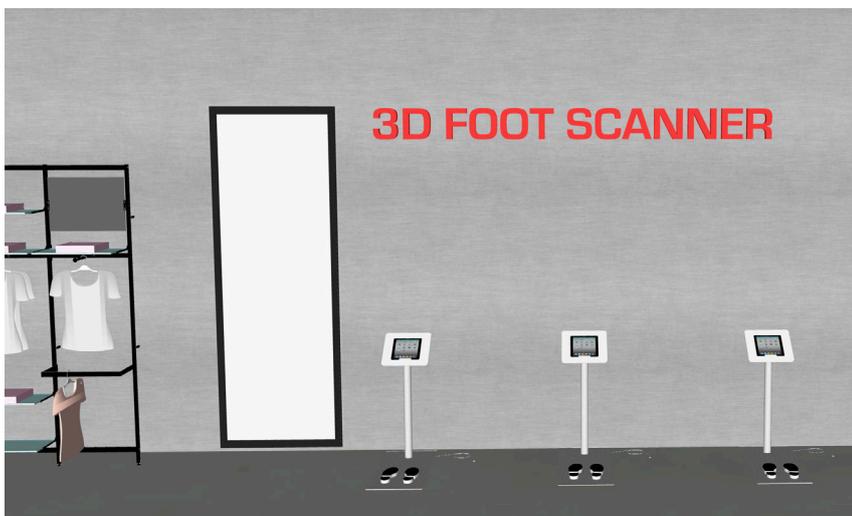
For the main window display, UA will exhibit both female and male **running mannequins** to portray a gender-equal sportswear brand image with the new product lines which would follow the current **athletic trend**. The **digital TV screen** will be placed in between the two mannequins and its main role will be to **promote** the **latest brand campaign**. The **lighting** that illuminates the mannequins would help draw the **customers' attention** towards the new product range and **latest innovation** clothes by creating an **alluring display**.

STORE EXPERIENCE



- **Pick and Learn:** This system allows customers to access the full range of UA's footwear by finding the shoes from the pick up station underneath the screen.

- **3D Foot Scanning:** The AI will create a 360-degree scan of the customers' feet which allows them to find the most suitable shoes among the UA footwear line (high-performance, training, or everyday comfort).



- **10N1 Coaching & Styling :** This is personalised coaching & styling system where customers can book the programme online in advance and trained staff can help them to test UA's products. There are places to play basketball or run on a treadmill in the store to have an actual feeling of the products before making purchase decisions. The styling system will provide UA stylists which would help the customers find a more unique trend within the items that suits them.

STORE LAYOUT

CURRENT UA STORE LAYOUT (@ YORK)



- Too much yellow lights giving a blander store ambiance.
- Over crowded products displays
- Mainly menswear items (biased layout)

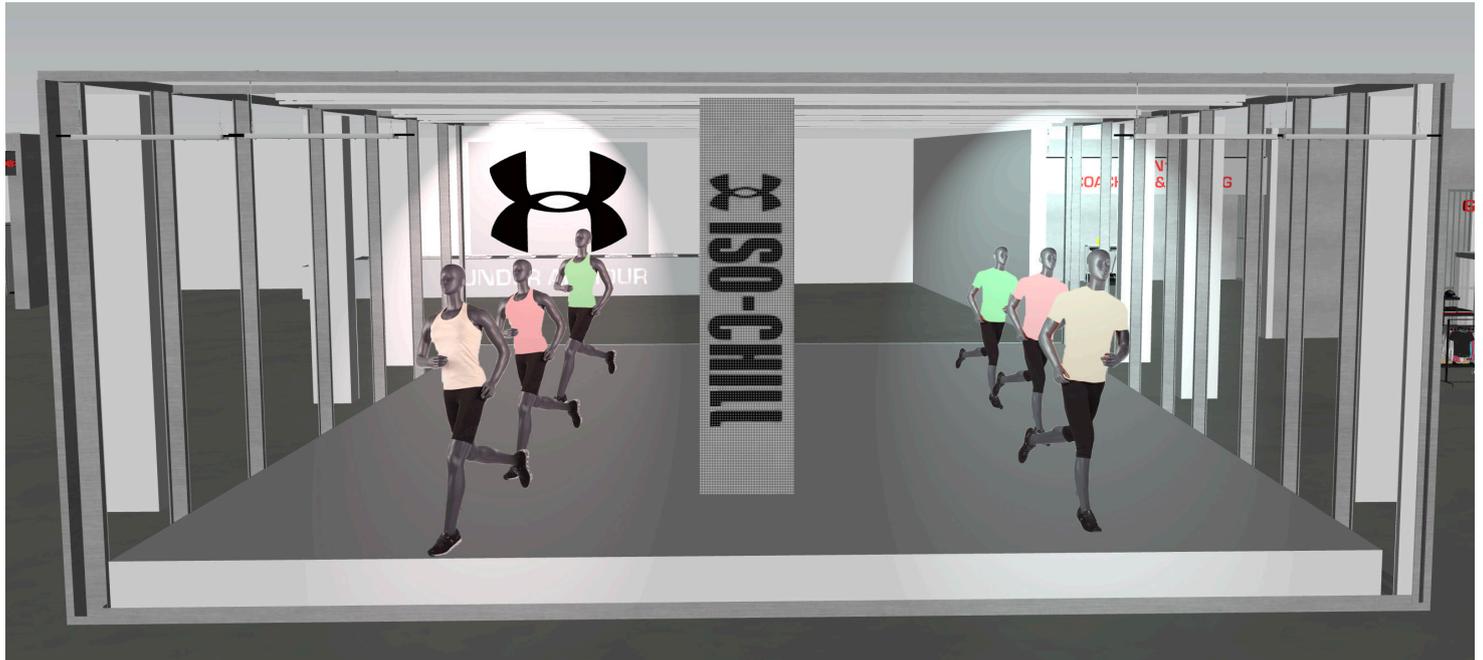
THE NEW FLAGSHIP STORE LAYOUT



- Futuristic atmosphere with more interesting, expressive lighting featured on the LED columns
- Spaced out product displays that utilise the large product spaces
- Equal weighting between mens and womenswear

JUSTIFICATION

IN-STORE FRONT DISPLAY



THE FOUR REALMS OF EXPERIENCE

<p>EDUCATION</p>	<p>- The Pick & Learn station will provide information about the full range of UA's current footwear, allowing customers to have better knowledge. Customers can even compare size, fit and price in one place before making a purchase.</p>
<p>ENTERTAINMENT</p>	<p>- UA provides 3D Foot Scanning and 1ON1 Coaching & Styling programme which creates a memorable and more intimate customer experience where consumers can try products before making purchase decisions.</p>
<p>ESTHETIC</p>	<p>- Both the interior and exterior of the flagship store are essential in offering an immersive experience to customers. The overall ambience of the store will feel futuristic and 'cutting-edge' through digitalised elements and metal grey colours, white lighting as well as LED columns to highlight the store.</p>
<p>ESCAPIST</p>	<p>- This experience involves total immersion and active participation. The flagship store can provide a world of future, fantasy and allow consumers to escape from reality (Pine & Gilmore, 2011). While shopping in the flagship store, customers can imagine themselves being in digitalised future era.</p>

The new Flagship store for Under Armour has been developed to **support** the **new product range** in order to **gain** a more **competitive advantage** and to **transform** their **brand image** from strong masculinity to a more contemporary gender equality. UA will develop its brand by providing a **digitalised store atmosphere, equal layouts** for men and womenswear products and allowing customers to have **immersive in-store experiences** in the flagship store. The store will approach **a larger population** which increases potential customers leading to the **regeneration** of the brand and a more updated brand image.



UNDER ARMOUR

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GROUP 10