

Integrated Media Communications Plan



Lululemon for Men

Course: AMM-501

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Table of Contents

Brand Review	Page 1
Overview	Page 4
Target Market Analysis	Page 9
IMC Objectives	Page 10
Creative Strategy	Page 11
Creative Execution	Page 14
Media Recommendations	Page 17
Scheduling	Page 15
Budget	Page 20
Treatment	Page 22
Conclusion	Page 23

Brand Review

Lululemon Athletica is an athletic apparel company based in Kitsilano, British Columbia. Founded in 1998 by Chip Wilson; the first store opened its doors in November of 2000. The company's mission is "to provide components for people to live a longer, healthier and more fun life," and the vision "to elevate the world from mediocrity to a place of greatness" (Lululemon Athletica, 2013).

The company grew rapidly in size and stature in the last decade, becoming one of the biggest players for women's athletic wear in Canada. To expand its potential customer base, Lululemon has made a concerted effort to try and make headway into the men's market, but have been unsuccessful so far. How can they rebrand themselves to have more success?

Lululemon's Product

Lululemon manufactures yoga-inspired apparel and gear, designed for those with an active lifestyle. Borrowing heavily from the core tenets of yoga, its product designs are always simplistic and practical.

Through innovative technology, Lululemon's apparel is engineered to provide maximum comfort and quality for those with an active lifestyle. Many of the company's products are made from Luon, its signature fabric that is preshrunk, stretchy, and help wicks sweat away quickly. (Lululemon Athletica, 2013)

Brand Image

The brand has also solidified itself, amongst a crowded group of competitors, as the brand for personal well-being. When its loyal customers see the Lululemon logo, they see it as a path to a healthy mind and body.

While its women's apparel is incredibly popular in Canada, the men's line is largely ignored as a major player in the athletic gear market. The reason, however, is not that Lululemon doesn't have a distinct image to males—it does, just not in a good way: The brand itself is often perceived as feminine, because of its ties to yoga, and its history as a female-centric brand.

Lululemon also competes on quality. However, the company has faced previous public relations challenges regarding quality issues with its material, when a number of their signature yoga pants became see-through. It's important to note

that Lululemon has, for the most part, weathered these challenges, and have instituted programs to safeguard its future product quality.

As well, Lululemon has established itself as a higher end brand, eschewing mass appeal. Perhaps taking it a step too far, founder Chip Wilson, in responding to a question about material balling and rubbing in the thigh area, said: “some women’s bodies just don’t work for it...rubbing through the thighs” (Wilkinson, 2013). The company is in the midst of dealing with the backlash from Wilson’s comments.

Positioning

While its quality is perceived as high, even in the male target market, Lululemon trails significantly to its competitors—Under Armour, Nike, Adidas—when it comes to image because, again, of its history as a yoga and female centric brand. (Please refer to the positioning map in appendix A) Those aforementioned companies are more established, and have already solidified their image as the trusted brands *for men*.

The key, then, in achieving any marketing success for Lululemon’s men’s line, is to reposition its image to make it more palatable to active males. The brand doesn’t have to turn its back completely to its yoga-inspired roots, in fact, it can leverage it to its advantage: Yoga’s main focus is on the self. It is a very internalized activity, and Lululemon for Men can position itself as the vehicle for self-improvement, to continuously better themselves.

Unique Selling Point

By positioning Lululemon for Men as the brand for the self, it appeals to a higher sense of aspiration than the rest of the competitors on the market.

In practical terms, then, Lululemon’s unique selling point is this: With its quality apparel based on innovative technology and simplistic design, Lululemon is the brand that helps men continuously become better versions of themselves.

Place in the Industry

As the new kid on the block, Lululemon for Men’s faces a daunting challenge to establish itself in a field of strong competitors:

- In terms of price, its products are sold at a higher price point than its competitors.
- Its product is seen as high quality and practical.
- Lululemon has an extremely loyal following amongst young, health-conscious women. Some of this might spill over to the men's target market, as those women will purchase Lululemon gear for their boyfriends, getting those males to try the product and bypassing their guard.
- Lululemon stores are predominantly staffed by females—men might feel apprehensive about walking in.
- Traditionally, Lululemon has relied mostly on word-of-mouth, print, and PR for publicity, while staying away from television. Its competitors, on the other hand, have at one point or another blitzed the broadcast media.

Overview

The Challenge

As Lululemon tries to gain a foothold in the male active wear market, the biggest challenge facing the brand is how those males perceive it. As alluded to earlier, it's still widely seen as a feminine brand. Men wouldn't voluntarily admit they like Lululemon, let alone walk into a store. For the company's line to be successful, this perception must be eradicated. The Lululemon for Men rebranding initiative will include efforts to:

- Maintain the philosophy that has made Lululemon the unique brand that it is today
- Expand imagery into masculine sports and athletic apparel
- Align the brand with men who can represent the image of confidence, activity, outdoors, Cross Fit, individuality

Market Analysis and Industry Overview

The current market in Canada for women's apparel with Lululemon is saturated so room for growth is extremely limited; expanding to target males is one of the ways Lululemon can continue to grow its business.

- Competition in the industry is intense, and trends and technology are quickly copied and imitated.
- More and more, consumers are focused on product quality and performance. (Passport GMID, 2013)
- There is room for growth in the market, as sales of sportswear in Canada increased in 2012 by 5%, reaching a total of \$5.4 billion CAD. Sales are forecasted to exceed \$6 billion by 2015. (Passport GMID, 2013)
- Sports participation among Canadians has actually been decreasing. However, customers are seeking apparel that is both fashionable and functional, indicating that the purpose for which they wear sporting gear is changing. (Passport GMID, 2013)

Market Influences

Demographic Trends:

- Generation Y coming of age - youthful, image conscious, self-motivated, professional, high disposable income

- They are becoming employed and will have disposable income to spend on personal fitness

Technology

- Lululemon uses Luon with sweat wick technology
- Concerns with competition's similar technology
- Social media makes sharing and connecting with consumers much easier, however brands can get lost in the clutter
- Access to consumer data

Social Trends

- Trend toward healthy and active lifestyles
- Men as a whole are more concerned with their appearance and it is no longer seen as a negative to be well-styled.

Economic Overview

The Canadian economy is still recovering from the 2008 recession. However, as a country it was not hit quite as hard as the United States of America, so Canadians have more available income to spend on luxury items and self-improvement (Shaw, 2012). According to Hollie Shaw (2012), Generation Y in particular is driving the luxury sales in the Canadian market.

Competitive Analysis

Lululemon is in direct competition with the market leaders Nike, Under Armour and Adidas.

1. Nike

- Market Capitalization as of December 1, 2013 \$70.4 Billion US (Market Watch Inc., 2013)
- Market leader worldwide across all sportswear, sports gear, and athletic footwear
- Strong social media following and online communities; people like to share their Nike in a positive light
- Marketing strategy shifting from celebrity endorsements, especially in running and cross-training, from celebrity endorsements to mass appeal

(for example, running as a group activity)

2. Under Armour

- Market Capitalization as of December 1, 2013 \$ 8.5 Billion US (Market Watch Inc., 2013)
- Men, women, and youth's clothing
- Products available worldwide however they are mostly sold in North American markets
- Gaining celebrity endorsements
- Perceived more as performance-enhancing, and less as fashion

3. Adidas

- Market Capitalization as of December 1, 2013 \$18.73Billion Euros (Adidas Group, 2013)
- Athletic gear and footwear is main concentration however clothing is available
- Used to be seen as predominantly technical (and perhaps boring) Think the stereotype of German engineering—solid and efficient.
- Recently, however, the brand has made a concerted effort to freshen its image by adding bright colors to its product line and endorsing celebrities like Katy Perry and Selena Gomez.

SWOT Analysis

Strengths

- Established Canadian Brand
- Strong consumer base who are willing to pay the high price
- Cult like following from women who would have strong influence over men in their lives
- Generally perceived as good quality
- Not only a fitness brand as many women wear it for fashion; women like to be associated with the brand and seen wearing it
- Strong community feeling across the stores
- Attractive philosophy
- Extensive sales/retail training and knowledgeable staff

Weakness

- Logo and Name are seen as feminine
- Negative media attention from transparent pants and comments about women's thighs from Chip Wilson
- Pigeon-holed as a yoga only brand
- Men are hesitant to buy/wear the existing products
- High price can be a deterrent for those looking to try new products
- Sweat wick material is now industry standard
- Concerns with quality from previous recalls
- Currently lacking of mass marketing/campaigns
- Not top of mind for men's athletic gear
- Not very strong international presence
- Men aren't really looking to buy this type of clothing -may need to be convinced to shop and buy
- Not as much capital to compete with established companies

Opportunity

- Each store is in charge of their own marketing which allows for personalization to the community
- Leverage existing female market
- Potential for men's stores + additional lines no other
- Metrosexuality and healthy lifestyle is currently trending—the brand's theme of "well being" can be a marketing opportunity
- Extreme sports challenges are becoming trendy which gives opportunity for sponsorship and brand alignment
- Growing number of male celebrities and athletes praising yoga and Pilates helping to eliminate preconceived notions about the sports as feminine without Lululemon needing to get involved

Threats

- Big, financially strong, already established competitors: Nike, Under Armour, and Adidas
- Economy is still not fully recovered from the 2008 recession—premium price point may be a deterrent
- Imitations of the gear and material are becoming more widespread and often are priced much lower

- Boutique companies offer more customization
- Other brands are beginning to shift its marketing message towards “well-being”

Target Market Analysis

Meet “Eric”, the embodiment of Lululemon for Men’s target market:

- Man between 25-35
- University educated
- Lives mostly in urban areas but is also occasionally in suburban areas
- Young professional but has surpassed the entry-level job. He is part of the MOPE: managers, owners, professionals and executives
- He makes \$60,000 a year and upward
- A very active lifestyle. Already perceived as “good looking” and takes pride in taking care of himself.
- He has been active in sports since childhood and has excelled at most of the ones he plays
- Eats well generally however it is not a religion; Eric still enjoys eating out with his friends and is a social craft beer and premium alcohol drinker
- Big sports fan: he likes basketball, football and hockey. He is loyal to his teams and plays in fantasy leagues
- Extremely competitive, especially with himself. While he enjoys beating his friends he also takes great pleasure in beating his own personal bests
- He is very confident and this can occasionally come off to others as cockiness.
- Likes nice things and is willing to pay the money for something of high quality and that looks good (TVs, cars, clothing, haircuts)
- Single (or has a non-serious relationship). No kids.
- Takes pride in personal appearance in all facets- clothing, grooming and physicality
- He is a social person but is independent. He enjoys working out alone just as much as he enjoys a pick up game of basketball with his friends. Often, doesn’t think of “social work outs” as the same as his regular work outs and instead views them as a fun pastime.
- He has high expectations of himself and those around him.

IMC Objectives

The following are the IMC objectives for the campaign:

1. Change consumer brand perception of Lululemon for Men from effeminate to gender-neutral within the 6-month campaign
2. Stimulate consumer purchasing through interactive initiatives within the 6-month campaign.

Who

Professional males aged between 25-35, mainly living in urban areas. The campaign will look to target them specifically through relevant media.

Where

The key markets for this campaign are downtown Toronto and Vancouver. Therefore, media that cover those markets—TV stations, magazines, out of home billboards—will be used. In addition, there will also be experiential events taking place in downtown areas.

When

The campaign will come in two waves. The first wave—a mini blitz—starts in February with TV and magazine and will taper off. After which comes a higher spending in social media to continue the buzz and the message. The second wave arrives in April, with high spending across media. These months are correspondent to sporting events, and will be explained in further detail in the media strategy section.

How

The focus for this particular campaign is on frequency. There will be enough spending to ensure adequate reach, but frequency is more important because it takes repeated attempts to change perception. As well, reach becomes less of an issue since Lululemon has always done well leveraging word of mouth marketing, through its community outreach and PR efforts, and it's very possible that any new male converts will look to preach to his friends.

Creative Strategy

Creative Objective

To portray Lululemon for Men as the catalyst for young, professional men aspiring to perfect themselves.

The Big Idea

The big idea for Lululemon for Men is *Limitless*.

Why? Because the concept of *Limitless* represents the lifestyle and attitude of the target market.

That young, professional, urban dwelling man—Eric—is confident enough to not let anybody or anything dictate his way of life. He’s been there already—he’s competed against his friends and won, whether it’s bragging rights or their admiration. He knows he’s good, and he knows what’s good for him. The prime reason, at this stage in his life, as to why he works out, is one and one only: for himself.

He wants to clear the bar that he set. He wants look, and be, better than who he was yesterday, to keep conquering, for no special reason except “just because”. It’s naturally what’s next. He wants to keep breaking his limits.

Limitless.

Considering the competitive landscape, this is what makes the most sense for Lululemon for Men. Nike and Adidas market cross-training and running as mostly communal activities, with perhaps a slight mention of its technology and innovation, while Under Armour emphasizes self-improvement, but from a celebrity endorsement point of view (please see Appendix B for their ads.)

In those three companies’ marketing messages, there is always, figuratively speaking, “somebody else in the picture” in terms of aspiration, whether it’s a companion or a sporting celebrity that the consumer should supposedly emulate. Meanwhile, the idea for that potential consumer to keep being a better version of himself has been left untouched.

The desire to become the best version of one’s self is a noble aspiration and it is through this lens that Lululemon for men will appeal to its target market. More importantly, “striving to be better” is not exclusively a male or female idea—it’s

universal. Not only is this is a message that will be received well by males, at the same time it will not give off the feeling that it's overcompensating.

In fact, this “too-cool-to-care” attitude that comes with branding the line as *Limitless* and appealing to those who have already gone through that phase can leverage the brand's weakness—ties to yoga and its supposed feminine connotation—and turn it into the strength: these men don't care what other people think, but instead is focusing on doing what's best for himself. Lululemon is, then, above all that macho posturing.

Central Theme

All messages in the visual media (TV, print, out of home) will feature young men, in the target age range and in good physical shape “breaking their limits” in some way, shape, or form. They will also be exercising alone. In addition, the Lululemon logo and the hashtag #limitless will feature in every piece of marketing communications.

Appeal Technique

The message will use primarily a lifestyle appeal. The concept of limitless, plus the images of men pushing their physical limits, are the exact things the target market aspire to doing everyday.

Style and Tone:

Limitless is:

- Confident
- Sleek
- Smoldering
- Internalized determination
- Inspiring
- Serious

What it translates to, practically, is the following. Promotion materials will be:

- Simple and minimalistic, with one main focal point per image/shot

- Understated colours to demonstrate the dramatic and intensive tone
- Images of men in the target market, in good physical shape, partaking in workout activities, by themselves
- The men will sport understated (or internalized) yet still expressive emotions
- “Breaking limits” – different representations of these men breaking their limits
- The Lululemon logo will appear as black and white in all promotional materials, to “masculinize” the brand.

Ultimately, the goal for the campaign’s visual promotion is to evoke one thought from the viewer: “I have to be better, and Lululemon for Men will help me get there.”

Creative Execution

The campaign will utilize television, print, out of home, digital, and experiential marketing. The primary goals are to generate awareness of the Lululemon men's line, and giving the brand a shot of masculinity.

The digital aspect will serve as the hub, as the URL for the campaign's microsite and hashtag will appear consistently in all promotions.

TV:

Television commercials will start off with a 45 second "launch" spot, after which they will be edited down to 30 seconds for repeat airings. Taking full advantage of the nature of TV, the focus will be on these "ideal selves" of the target market being active—running, training, lifting—and really create an emotional connection with the potential consumer, hammering home the point that Lululemon for Men helps break their limits. The following paraphrased quote, by author Marianne Williamson, will appear on the television ads:

Our deepest fear is not that we are inadequate. It's that we are powerful beyond measure.

Print Advertising

The campaign will include 4-colour advertising, placed in various magazines with the greatest potential to reach the target market. Carrying on from the television spots, print ads will also focus on these ideal selves and illustrate how they're breaking their limits with Lululemon for Men's.

Because of print's static nature, the concepts will be much simpler—but just as effective. Each ad will require two consecutive right side pages. They both consist of the same image—a man exercising—with a stat underneath it. On the first page, the stat (for example, (40 minutes to run a 10k race) is crossed out. On the second page, that stat will be replaced by a new, and more importantly better, one (35 minutes).

Out of Home

Out of home billboards will be very similar to the print ads, again showcasing various male models as the ideal selves breaking their previous records.

Experiential/Sponsorship

The experiential component will begin April 4th at the Toronto Blue Jays home opening game and run biweekly until June 22nd. It will feature small booths run by female models (dressed in an athletic-chic style) challenging passers by to test themselves in a batting cage, or to pitch against a radar gun. The association with a professional sports team (without specific celebrity endorsements) presents a great opportunity to toughen the brand's image without comprising the core theme that each person is doing it for himself.

In addition, these booths—with small obstacle courses substituting for batting cages—will be set up at events throughout Toronto and Vancouver as well as on Thursdays or Fridays in the downtown areas of the cities, which are central hubs for the target market.

People who partake (both men and women) will receive small prizes like shirts, water bottles, and towels. The prizes are incentives to participate but also act as samples so that individuals can interact with the products to work around their natural defenses towards the brand. These events will be covered extensively on social media accounts while acting as a major promotion for the concurrent social media campaign.

The obstacle courses are a visual draw, especially in the downtown core during regular working hours—concentrating on the lunch rush during the end of the week. This is when the target market is finishing work and will be with other coworkers where they will not want to turn down a challenge. Obstacles will include small footraces, pull-ups, aim tests, push-ups and yoga positions. Larger events will have inflatable obstacle courses with climbing challenges, sumo suit wrestling matches, and human foosball tables. These challenges may not push individuals to a new limit, however they appeal to their competitive side and also encourage them to experience new activities when they least expect it.

Along with these experiential booths, Lululemon for Men will also sponsor marathons, half-marathons, and “Tough Mudder” obstacle courses. By getting their name associated with such events will not only help the brand expand beyond the yoga world, but also let viewers associate it with images of men pushing their physical limits. As well, it offers opportunities to hand out samples to individuals who are physically attending these events, which again, can work around these men's natural defenses against the brand.

Digital/Interactive

With the URL of the microsite and the hashtag limitless appearing on all promotional materials, Lululemon for Men's digital presence will become the hub and "gathering place" for the campaign.

Lululemon for Men will have active social media accounts on Instagram, Facebook and Twitter where videos and images will be posted frequently along with inspirational quotes and images for followers. They will interact with followers, not only post their own content to bring the in-store community online. . The microsite (<http://www.lululemon.com/breakyourlimits>) will serve as a blog and will collect images and words from social media sites to share in one central location.

The interactive social media campaign will run from March 19 to June 8th across Facebook, Twitter, and Instagram. Users will hashtag "limitless" (or tag Lululemon for Men when appropriate) with images of themselves where fans post pictures and short clips of how they were pushing their personal boundaries and living limitless. Examples would be skydiving, hiking, high scores during sports games, achieving a new bench press score and whatever else they've accomplished.

Weekly prizes of Lululemon gear will be awarded and top weekly images/videos will be automatically entered to win one of three "limitless" trips. The first is a zip-lining adventure to Costa Rica, the second is mountain biking and hiking trip to British Columbia, and the third is snorkelling in Hawaii. Other prizes of Lululemon gift cards will be awarded to honourable mentions. Prizewinners will be determined through a mix of fan votes and by a panel of Lululemon for Men experts to ensure that there is no fake accounts voting multiple times.

This digital component can not only present the image of Lululemon for Men as an athlete's brand, but also help masculinize it in consumers eyes, not the least because of the simple fact that there will be visuals of so many men in great physical shape breaking their own limits.

Media Recommendations

Media Objectives

The following are the media objective for the campaign:

1. Reach 80% of our target market across all platforms within the duration of the campaign.
2. Increase brand experience by 50% among target audience.

The Media Blocking chart, seen below, outlines the plans for media execution throughout the Lululemon for Men: Limitless campaign.

Lululemon Media Blocking Chart

Task Name	Q1			Q2			Q3		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1 <input type="checkbox"/> TV									
2 Superbowl Ad		Superbowl Ad							
3 Olympics		Olympics							
4 NHL Playoffs				NHL Playoffs					
5 Blue Jays Schedule				Blue Jays Sch					
6 TSN Sportscentre			TSN Sportscentre						
7 Rogers Sportsnet			Rogers Sportsnet						
8 Hockey Night in Canada			Hockey Night in Canada						
9 News at 6			News at 6						
10 <input type="checkbox"/> Online									
11 Superbowl Ad		Superbowl Ad							
12 Online Banners				Online Banner					
13 Twitter/ Instagram campaign			Twitter/ Instagram campaign						
14 Microsite		Microsite							
15 <input type="checkbox"/> Experiential									
16 Blue Jays Home Opener				Blue Jays Home Opener					
17 Experiential activities				Experiential activities					
18 Outdoor									
19 Billboards		Billboards							
20 Transit Shelters		Transit Shelters							
21 Magazines									
22 Sharp Magazine			Sharp Magazi						
23 Sportsnet Magazine			Sportsnet Mag						

The target audience are avid sports fans who enjoy watching athletes compete, and strive to live up to similar expectations themselves.

Their television consumption centres on sports. These men will either try to catch the game live or watch highlights on stations such as TSN and Rogers Sportsnet—in fact, 20% of the target market in Canada tune in to each station at least once a week for highlights or sports games (Print Measurement Bureau, 2013). CBC's *Hockey Night in Canada*, as well, is a great program to catch the target as 19% of them have tuned in to the broadcast at least once a month (Print Measurement Bureau, 2013).

The target market also makes an effort to be in front of the TV for major sporting events, such as:

- The Olympics—15% of the target market in Canada tuning into the Vancouver winter Olympics in 2010 (Print Measurement Bureau, 2013)
- The Superbowl—20% of the target market viewed the event (Print Measurement Bureau, 2013)
- And playoffs for the North American major sports

Staying current is also a concern for the target market that enjoys watching the news and staying on top of current events. PMB research indicated that 21% of males between the ages of 25-34 watch CityNews at 6 (Print Measurement Bureau, 2013) at least once a week, and 15% of the target market tune into CTV National (Print Measurement Bureau, 2013).

In addition to television viewing, the target market has a social media presence as well. These men are heavy internet users. According to statistics Canada 77% males aged 25-44 within the third and fourth highest quartile household income use social media (Statistics Canada, 2013).

Scheduling

(Please refer to Appendix D to see the Media Scheduling Chart, showing the breakdown levels of media use and scheduling.)

February

The campaign will kick off during the Superbowl on Sunday February 2, 2014, showing the launch TV commercial. The next day, Sharp Magazine and Sportsnet Magazine will feature two one-page layout print advertisements within the same magazine, which will be continued until the end of the campaign. In addition, billboards and transit shelters will be included in the campaign in order to keep the message afloat until later in the week.

The Olympics are scheduled for February 7 – February 23 and is expected to draw a large Canadian audience, representing another ideal time to advertise. This will be the official start of the television campaign after the Superbowl “one-off”. Ads will be placed on CityNews, *CTV National*, *Sportscentre*. However, because of the time difference between Canada and Sochi, Russia, it will not be as effective to buy ads during the live games—considering the fact that the brand’s target market will most likely be at work—instead, the campaign will be better off advertising during Canadian roundup shows.

March

TV will then take a break, as the focus of the campaign shifts to digital-- the microsite, which goes live on the day of the Superbowl, and various social media. The social media contests will begin on March 19 and last until the end of the campaign.

April and onwards

April marks the start of the second blitz. Chances are that the weather is warming up and the target market is starting to think about the summer months and, more importantly, beginning to really get in shape.

The blitz begins with the Toronto Blue Jays season opener on April 4, followed by experiential initiatives later in the month, lasting all the way until June, when the weather’s all warmed up and the male target market are well into their workout routines.

The television campaign will also surge during this time, with the commencement of the NHL playoffs on April 16. The playoffs are a proven large draw, with CBC estimating that 9.2 million Canadians within the ages of 25 and 52 tuned in at some point to watch (CBC, 2012). As a result, there will be a large increase of television advertising during the first round of the playoffs, with a slight decline in frequency of advertisements during the later rounds.

Budget

Please refer to the budget breakdown below for a detailed look at the specific pricing for the campaign (more details on ad rates can be found in appendices C through E).

TV	Scheduling	Frequency	Length (sec)	Price	Total
Superbowl	February 2 (one off)	1	45	\$ 165,000.00	\$ 165,000.00
NHL Playoffs	2 months (every game)	60	30	\$ 20,000.00	\$ 1,200,000.00
Blue Jays Regular Games	4 months (1 x per week)	16	30	\$ 15,000.00	\$ 240,000.00
City News at 6	3 months + 1 week (1x per week)	13	30	\$ 15,000.00	\$ 195,000.00
CBC National News at 6	3 months + 1 week (1x per week)	13	30	\$ 15,000.00	\$ 195,000.00
TSN Sportscentre	3 months + 1 week (2x per week)	26	30	\$ 15,000.00	\$ 390,000.00
Rogers Sportsnet	3 months + 1 week (2x per week)	26	30	\$ 15,000.00	\$ 390,000.00
Online					
Online Banner (Leaderboard) (Sharpformen.com)	65,000 unique visitors/mo	6500		\$ 33.00	\$ 214,500.00
Twitter Instagram Campaign				\$ -	\$ -
Experiential					
Blue Jays (Booth)	April 4 (one off)	1		\$ 25,000.00	\$ 25,000.00
Event (Toronto)	April 4 to June 22 (bi-weekly)	6		\$ 45,000.00	\$ 270,000.00
Event (Vancouver)	April 4 to June 22 (bi-weekly)	6		\$ 45,000.00	\$ 270,000.00
Outdoor					
Billboards (Downtown Core)Toronto	3 months regular outdoor full poster 50 daily grp's	12		\$ 111,250.00	\$ 1,335,000.00
Billboards (Downtown Core)Vancouver	3 months outdoor full poster 50 daily grp's	12		\$ 39,750.00	\$ 477,000.00
Transit Shelters	3 months outdoor backlit 50 daily grp's	12		\$ 25,500.00	\$ 306,000.00
Magazines					
Sharp Magazine Full Page	February to July (1 per issue)	6		\$ 14,000.00	\$ 84,000.00
Sportsnet Magazine	February to July (1 per issue)	6		\$ 14,000.00	\$ 84,000.00
Total Dollars					\$ 5,840,500.00

The initial budget was set at \$5 million, in order to complete a successful campaign. However, this perfect storm in February through April—the Superbowl, Olympics, NHL playoffs—presented an ideal opportunity to really maximize frequency as well as audience impact at the beginning of the campaign, which will have a positive, domino-like effect on the rest of marketing initiatives. In the end, it is too good of an opportunity to pass up. As a result, the campaign will exceed the budget by \$840 500.

Station/Program Summary



Superbowl 47 will be held on February 2, 2014 and will be broadcasted on CTV in Canada. The Superbowl is one of the highest viewed television events every year.



CBC will be the Canadian broadcaster for the Sochi Olympic games, occurring February 2 – February 23, 2014. It is expected that its *News at 6* will carry highlights of important Olympic events.



The Sports Network (TSN) is a Canadian Specialty Channel with a focus on sports. It is the oldest and highest rated specialty channel in Canada, delivering a range of sporting events and in depth sports analysis.



Rogers Sportsnet is a specialty network covering a wide range of sporting events and provides sports news and information.



Hockey Night in Canada on CBC is known for its Saturday night broadcasting of the NHL across Canada. The program expands past Saturday night during the NHL Playoffs, following Canadian teams.



CityNews is offers news and current affairs on the City network in Canada. It is broadcasted as a local network in Toronto.



CTV National is CTV's flagship newscast, airing at 11pm local time across all CTV stations in Canada.

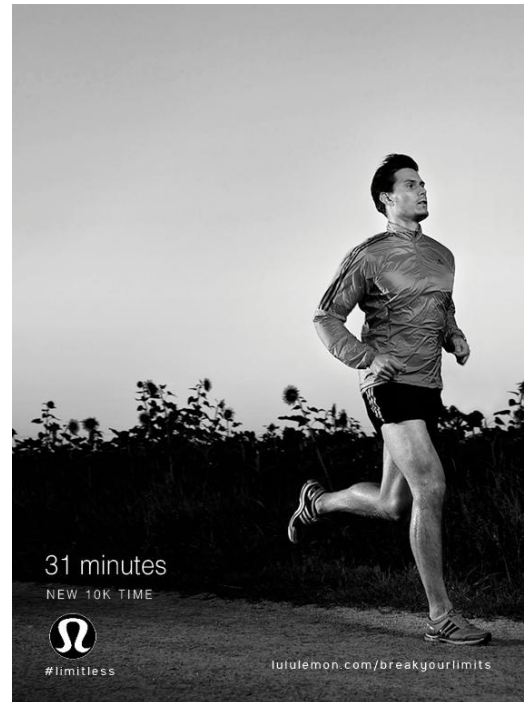
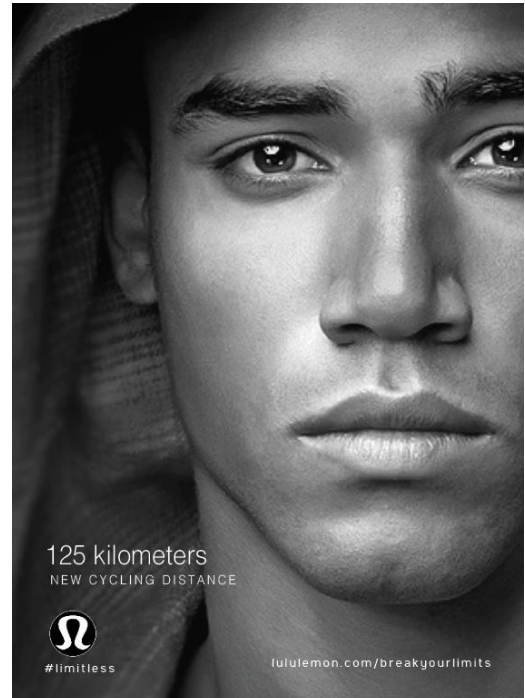
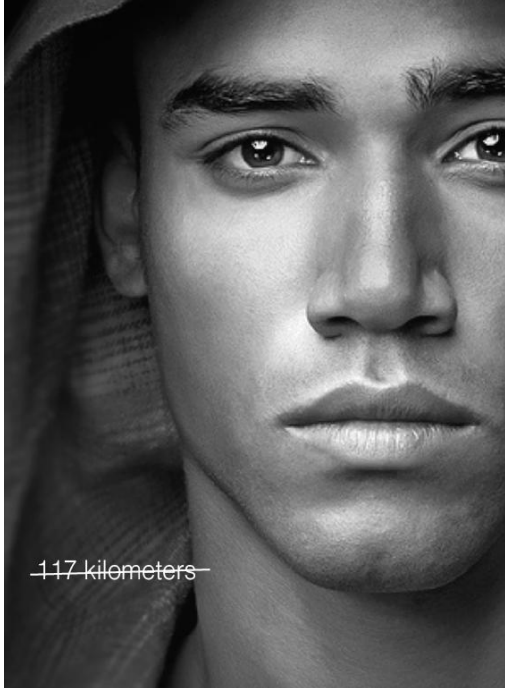
Treatment

TV

The Lululemon TV ad is viewable here:

<https://vimeo.com/80862004> (password: imclululemon)

Print and Out of Home



Conclusion

The men's sportswear market is a competitive one. Big brands like Nike, Adidas, and Under Armour have established themselves as major players, and all have clearly defined market positioning. Lululemon has its work cut out because of its history and reputation as a yoga and female-oriented brand.

Is it a major challenge? Yes. Is it solvable? Absolutely.

By branding its men's line as *Limitless*, the brand rises above all the macho posturing. It appeals to a higher, nobler aspiration of the target market, and deflects the question of masculinity/femininity, and instead invites interested men to keep on reaching new heights. Once the brand has gained enough converts, it's only a matter of time before the rest follow.

The message, coupled with the execution—the heavy emphasis on ad placements during sporting events, print advertising in selected publication that are almost tailor made for the target market, plus a digital campaign that allows men to show the world just how much faster they ran, how much longer they biked, how much heavier they lifted today, compared to yesterday—will no doubt erase any lingering perceptions of Lululemon being a female-centric brand. As well, the experiential stream will get Lululemon products into the right men's hands, bypassing any defenses they may have about walking into the store—the issue was never about quality, but rather convincing the customer to try the product.

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Appendix A



Positioning map based on target market's current perceptions

Appendix B

Figure 1.0

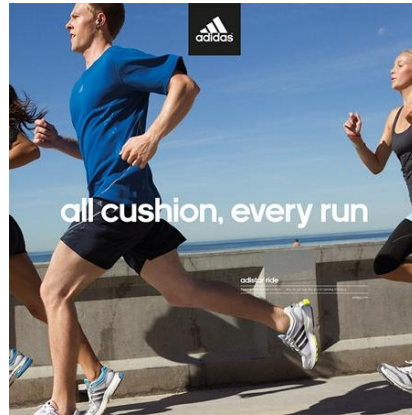


Figure 2.0

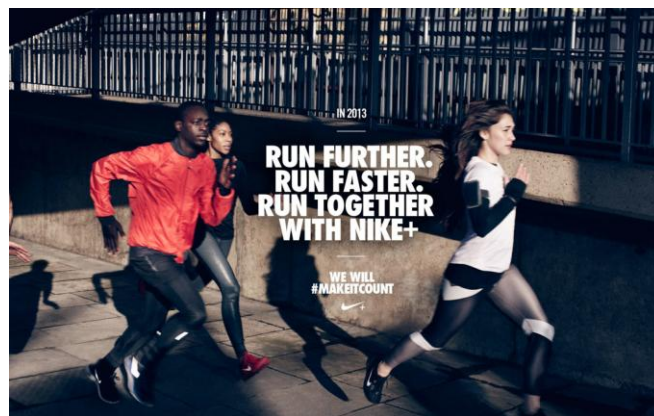


Figure 3.0 (Georges St-Pierre, mixed martial artist)



Appendix C

Figure 1.0

MARKET	25 DAILY GRPs		50 DAILY GRPs		75 DAILY GRPs		100 DAILY GRPs	
	Approximate Number of Faces	4 Week NET Cost	Approximate Number of Faces	4 Week NET Cost	Approximate Number of Faces	4 Week NET Cost	Approximate Number of Faces	4 Week NET Cost
QUEBEC CONTINUED**								
Sherbrooke	8	\$3,080	15	\$5,775	23	\$8,855	31	\$11,935
Trois-Rivieres Extended	6	\$2,310	12	\$4,620	18	\$6,930	24	\$9,240
ONTARIO								
Durham Region GTA	24	\$10,800	48	\$21,600	71	\$31,950	95	\$42,750
Ajax / Pickering	10	\$5,000	19	\$9,500	29	\$14,500	40	\$20,000
Oshawa / Clarington	9	\$4,500	16	\$8,000	25	\$12,500	34	\$17,000
Whitby	7	\$3,500	13	\$6,500	19	\$9,500	25	\$12,500
Oakville GTA	7	\$3,325	14	\$6,650	21	\$9,975	28	\$13,300
Ottawa	25	\$11,250	51	\$22,950	76	\$34,200	102	\$45,900
Owen Sound *	-	-	-	-	-	-	-	-
Toronto ***	-	-	-	-	-	-	-	-
Toronto Core	93	\$51,150	187	\$102,850	280	\$154,000	373	\$205,150
Toronto ESA (including Durham & Oakville)	124	\$55,800	249	\$112,050	372	\$167,400	496	\$223,200
Toronto :: Bus Barn****	1	\$600						
North Bay	3	\$1,025	6	\$1,990	9	\$2,880	12	\$3,710
Sudbury	7	\$2,555	14	\$4,830	21	\$6,615	28	\$8,260
Thunder Bay	5	\$2,000	10	\$4,000	15	\$6,000	20	\$8,000

Figure 2.0

MARKET	Estimated 5+ Population 2012	SPOT BUY 4 Week NET Cost*	25 DAILY GRPs		50 DAILY GRPs		75 DAILY GRPs	
			Approximate Number of Faces	4 Week NET Cost	Approximate Number of Faces	4 Week NET Cost	Approximate Number of Faces	4 Week NET Cost
MAJOR MARKETS - 1 MILLION+								
Montreal CMA	3,729,300	\$2,900	27.29	\$68,000	54.58	\$136,000	81.87	\$204,000
Toronto CMA/Hamilton CMA/Oshawa CMA	6,725,600	-	83.89	\$148,350	168.176	\$296,700	252.262	\$445,050
Calgary CMA/Lethbridge CA/Medicine Hat CA	1,340,600	-	20.22	\$37,275	40.44	\$74,550	59.65	\$110,050
Edmonton CMA	1,093,700	\$2,800	17.19	\$26,100	33.37	\$50,750	50.54	\$75,400
Vancouver CMA/Abbotsford CMA/Chilliwack CA	2,549,800	-	26.28	\$53,109	52.56	\$106,218	78.84	\$159,327
MAJOR MARKETS - UNDER 1 MILLION								
Halifax CMA	384,100	\$1,850	8.10	\$13,050	16.18	\$24,650	24.26	\$36,250
Quebec CMA	728,500	\$2,100	6	\$12,650	11.13	\$25,300	17.19	\$37,950
Ottawa-Gatineau CMA (ON)/Pembroke CA/Patawawa CA	929,300	\$2,600	20.22	\$38,850	39.43	\$75,850	58.64	\$112,850
Kitchener CMA/Bramford CA/Tobacco Belt Towns	871,300	-	24.26	\$35,625	47.51	\$69,825	71.77	\$105,450
London CMA/Sarnia CA/Woodstock CA/Ingersoll CA	621,900	-	14.16	\$19,125	29.31	\$38,250	42.46	\$56,100
Winnipeg ESA	779,900	-	12.14	\$19,500	24.26	\$37,500	35.39	\$55,500
Regina CMA/Moosa Jaw CA	228,000	\$1,800	5	\$7,000	8.10	\$12,600	12.14	\$18,200
Saskatoon CMA	239,100	\$1,800	5	\$7,000	8.10	\$12,600	13.15	\$19,600
Victoria CMA	361,300	\$1,540	5	\$5,500	9.11	\$11,000	13.15	\$15,400

Rates effective January 1, 2012. Rates are NET and subject to change without notice. Rates are subject to applicable taxes. Media cost does not include installation of extensions or stunt boards. Please contact your Account Executive for production and installation details.
 * Spot Rate excludes premium boards.
 ** Markets available through Calgary office.
 *** Markets available through Edmonton office.

Appendix D



ADVERTISING RATES

PRINT PRICING	1x	4x	8x	12x	16x	20x	22x
Full Page	\$16,442	\$15,949	\$15,620	\$14,798	\$14,470	\$13,976	\$13,154
2/3 page	\$13,976	\$13,557	\$13,277	\$12,579	\$12,299	\$11,880	\$11,181
1/2 page	\$11,510	\$11,164	\$10,934	\$10,359	\$10,129	\$9,783	\$9,208
1/3 Page	\$8,221	\$7,974	\$7,810	\$7,399	\$7,235	\$6,988	\$6,577
Banner	\$9,043	\$8,722	\$8,591	\$8,139	\$7,958	\$7,687	\$7,235
DPS	\$29,596	\$28,708	\$28,116	\$26,636	\$26,046	\$25,157	\$23,677
1/2 DPS	\$23,348	\$22,648	\$22,181	\$21,013	\$20,547	\$19,846	\$18,678
OBC	\$20,544	\$19,938	\$19,527	\$18,499	\$18,088	\$17,471	\$16,443
IFC	\$18,082	\$17,539	\$17,178	\$16,273	\$15,912	\$15,369	\$14,466
IFC DPS	\$37,818	\$36,683	\$35,927	\$34,036	\$33,280	\$32,145	\$30,254
IBC	\$18,911	\$18,344	\$17,965	\$17,020	\$16,642	\$16,074	\$15,129
DPS BANNER	\$16,277	\$15,700	\$15,464	\$14,650	\$14,324	\$13,867	\$13,023

Appendix E

2013 RATES AND SPECS

SHARPFORMEN.COM

Type	CPM (Net)	Dimensions	Max. File Size	Looping	Rich Media+(15%)
Leaderboard	\$33	728 x 90 pixels	50k	4x, :15 max	Yes
Big Box	\$33	300 x 250 pixels	50k	4x, :15 max	Yes
Takeover (sideboards)	**	150 x 690 pixels	50k	4x, :15 max	No
Splash Ad	**	Tailored			

** Contact your Account Manager

GIF or JPEG format and other Rich Media formats supported.

SHARP INSIDER

Type	CPM (Net)	Dimensions	Max. File Size	Looping	Rich Media+(15%)
E-Newsletter Leaderboard	\$125	728 x 90 pixels	50k	4x, :15 max	Yes
E-Newsletter Big Box	\$125	300 x 250 pixels	50k	4x, :15 max	Yes
E-Newsletter sponsorship	**	(Includes leaderboard and bigbox as the exclusive advertiser)			

** Contact your Account Manager

GIF or JPEG format

SHARP iPad

Type	CPM (Net)		
Tablet FP with tap-through URL	\$1,500		
Tablet FP with Embedded Video	\$2,730		
Tablet FP with Expandable descriptions	\$2,730		
Tablet FP with 3D	\$5,460		
Type	Dimensions	Resolution	Button Click through Safety
Portrait	1536 x 2048 pixels	72 dpi; no transparency	150 px from top and bottom of page
Link	If you would like to link to a website, please submit the tap through URL.		

Appendix E



2013 RATES, DATES
AND SPECIFICATIONS

CIRCULATION: 146,512 NATIONAL

Targeted Circulation Channels

- Selected National Post, Vancouver Sun and Montreal Gazette subscribers
- Partnerships with premium men's health clubs
- Selected distribution to Toronto core business elite (Roltek)
- Air Canada Maple Leaf Lounges
- VIA Rail One
- Select urban newsstands
- Subscription
- Special VIP events

Ontario	93,012	Quebec	11,518
British Columbia	25,025	Atlantic	4,482
Alberta	12,475		

ABC Audited

ADVERTISING DATES

Issue	Release date	Material date	Booking deadline
April	March 27	February 27	February 20
May	May 1	April 3	March 27
June	June 5	May 8	May 1
September	September 4	August 7	August 1
November	October 16	September 18	September 11
December	November 20	October 23	October 16

ADVERTISING RATES (NET)

	1x	3x	6x
DPS	27,720	26,080	24,210
Full page	15,430	14,330	13,270
Half page	9,590	8,660	8,000
1/3 page	6,360	5,790	5,270
IFC (DPS)*	29,990	28,720	26,970
IBC*	18,700	17,380	15,790
OBC*	19,930	18,550	17,250
Scent strip	18,550	17,610	16,680

*Covers non cancellable

Appendix F

