

Under Armour

Strategic Plan Outline

Group F:

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Executive Summary:

- Company information/background/history
 - Founded 1996
 - Kevin Plank is the founder and CEO
 - Corporate Office Baltimore MD
- Mission Statement
 - Make all athletes better through passion, design and the relentless pursuit of innovation.
- Target market
 - Men, Women of all ages, with active lifestyles, runners and athletes
 - Synthetic performance apparel merchandise
- Basic financial position/statistics
 - 17.96 Billion Market Share
 - Current stock price 83.20
 - 3.96 billion annual
 - Net income 2.3257 million
 - 739 on Fortune 1000

Internal Environment:

- Strengths
 - Innovative design
 - Superior customer service
 - strong brand recognition nationally
 - Steady Growth
 - Increasing Product Variety keeps them more competitive and visible
 - Highly visible marketing campaign
 - Top profile endorsements
 - Products are reasonably middle priced
 - Good quality products
- More detailed financial Information
 - \$208 million in profits
 - Return to Investors 55%
- Corporate social responsibility
 - No forced labor
 - No child labor
 - Employee wellbeing, and safety
 - No discrimination
- Weakness
 - Has not established a strong brand image in other countries
 - Don't manufacture their own products
 - Small corporation compared to competitors
 - Low economies of scale

External Environment:

- Competitors
 - Nike, Columbia Sports Wear, Adidas, Puma
 - Trying to reach the same target market
 - They have more locations than Under Armour
- Opportunities
 - Growth strategy in advertising pertaining to younger generation
 - Innovative products
 - Expanding their market into other countries, international recognition.
 - Celebrity Endorsements
- Threats
 - Established competition globally
 - Barriers of Entry
 - Large competition in international retail chains for floor space
 - Lower margins

Strategy Development and Implementation:

- Manufacturing and distribution strategy
- Advertising/marketing strategy
- Location/Expansion strategy

Recommendation:

- Management (COO and CFO just stepped down)
Marketing (Celebrity Endorsements, Social Media)
- Operations (Manufacturing)
International (Global expansion)
- Technology (international expansion, new technology, connectivity of products)

Conclusion:

UA needs focus on global expansion, global brand awareness, penetration on technology in their products outside of NA, manufacturing their own products, and strategic plans to service.

- Appendix