



# CITIZEN

## EcoSphere Product Launch Strategic Communications Plan

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## **Executive Summary**

In a world of choice, the reasons we purchase one product over another can be driven by multitude of factors. As concerns about the environment continue to build momentum, brands sustainability efforts will profoundly affect the competitiveness of a brand. This is particularly true within the ultra-competitive mid-market watch segment where market share is consistently being threatened. As brands that demonstrate commitment to sustainability outperform those that do not, Citizen is uniquely positioned to take maximum advantage of the EcoSphere product launch as it provides a first-mover advantage. This will not only impact sales of EcoSphere wristwatches, but also across other product lines that are powered by Eco-Drive technology.

However, based on our research and insights, we have identified key challenges along with opportunities to maximize the return on invest for EcoSphere, which will also positively impact the master brand of Citizen. Similarly, through this product launch, we aim to further augment customer-based brand equity by creating and reinforcing core associations in the minds of Citizen's desired target audience. Through this comprehensive strategic communication plan, we have identified and delineated the optimal approach for the EcoSphere product launch.

## Background

As the world's largest producer of watches and watch movements, Citizen's portfolio of watch brands includes not only Japanese (Citizen), but also American (Bulova) and Swiss (Frederique Constant, Alpina, and Arnold & Son) watch brands.<sup>1</sup> As the first in the industry to create quartz crystal and titanium timepieces, Citizen was an early pioneer in advocating for the environment. The company launched the first light-powered wristwatches with its proprietary Eco-Drive technology in 1976, thus adding eco-mindfulness as a core value. Eco-Drive technology is Citizen's commitment to sustainability and is the power source of almost every wristwatch.<sup>2</sup>

Moreover, as with many established brands, Citizen has a core audience of consumers that sits squarely in the GenX/Boomer generation. In order to generate future value and increase its market share, the brand aims to age down by attracting and retaining a younger audience that is eco-mindful. With the brand's clean energy technology and its commitment to sustainability, Citizen plans to launch EcoSphere wristwatches in the U.S. market in the spring of 2022. EcoSphere will be Citizen's most sustainable wristwatch within its portfolio to date. This wristwatch contains additional sustainable components including the strap and dial, and is powered by Eco-Drive technology. The product is currently positioned to women with an emphasis of athleisure in design and offers five color variations (see appendix A) with a MSRP (Manufacturer's Suggested Retail Price) of \$295.<sup>3</sup>

## Research Methodology

Primary and secondary research was conducted to gain a comprehensive understanding of Citizen's desired target audience and whether the brand's current product positioning would be effective with this audience. Our research focused more broadly on female consumers between the ages of 25-44 and this macro level audience was segmented into two age bands: 25-34 and 35-44. As these age brackets are finely tuned to Citizen's interests, this approach was used to assess more deeply their attitudes, behaviors, beliefs, and motivations within the wristwatch category and its broader relevance to sustainability in consumers' minds.

Our research was aimed at investigating the client's challenge(s) more broadly, and identifying potential opportunities for Citizen to engage and appeal to the younger target audience(s) with its EcoSphere product launch. The data analysis of the two target audience segments was focused on identifying psychographic and behavioral gradations –i.e., differences and similarities –to determine our strategic approach for messaging and channel selection to garner optimum resonance and reach, respectively. Moreover, throughout the research process,

<sup>1</sup> Thompson, J. (2021, June 23). *In-Depth: Citizen Starts Its Second Century*. HODINKEE.

<https://www.hodinkee.com/articles/citizen-starts-its-second-century>

<sup>2</sup> CITIZEN Technologies. (n.d.). Citizenwatch-Global. <https://www.citizenwatch-global.com/technologies/eco-drive/>

<sup>3</sup> Citizen Client Proposal. (2021). *Columbia University*

we utilized desk research on an ongoing basis and we deployed a mixed methods approach to collect primary data: focus group, quantitative survey, and in-depth interviews. The table below provides a summary of our research methods.

Research Methods	Overview
Desk Research	Analyzed relevant data from industry reports, white papers, and major research publications (e.g., Mintel, Pew Research Center, McKinsey, Nielsen, Euromonitor, among others), to Citizen's internal research and documents. Through desk research, we evaluated the brand to understand how it resonated with different demographics (i.e., from a consumer-based brand equity perspective), industry and competitive landscape, sustainability, and the target audiences' psychographic and media consumption habits.
Focus Group	The focus group was conducted with 6 eco-minded participants (5 females and 1 male) between the ages of 25-40, who are in the market to buy a watch for \$250-\$500. The participants already have or have had a watch from Citizen or a watch from a competitive brand, such as Seiko, Tissot, Cassio, and Fossil, at a similar price point.
Quantitative Survey	147 racially and ethnically diverse females across the United States were surveyed with an age range of 25-65. These participants were either planning to purchase a wristwatch in the next three months for \$175-\$1000 or had purchased a wristwatch in the past 9 months in the same price range. All survey participants were eco-minded and were interested in athleisure, and consisted of a mix of mechanical and/or digital watch users and were non-rejectors of mechanical watches in general. Additionally, the survey data was categorized into three age bands for analysis: 25-34 (40%), 35-44 (30%), 45-65 (30%).
In-depth Interviews	10 in-depth interviews were conducted with eco-minded females ages 25-44 that have purchased a Citizen wristwatch or a competitor's wristwatch in the past.

## Situation Analysis

### *The Brand Assessment*

From a brand level, Citizen's core values include technical precision, innovative mindset, quality craftsmanship, and design excellence. Similarly, grounded in the Japanese notion that elevates society above self, the brand takes a forward-thinking, socially responsible, and inclusive world view (see appendix B for Citizen's positioning statement).<sup>4</sup> According to Citizen's 2020 Annual Report, the brand plans to actively communicate its Eco-Drive

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<sup>4</sup> Citizen US-Site. (n.d.). CITIZEN. <https://www.citizenwatch.com/us/en/about.html>

technology to emphasize its unique value proposition to consumers. Although the brand's initiatives are grounded in sustainable technology, our survey data revealed that consumer awareness of Citizen as a sustainable brand –the management of issues related to the environment –was considerably low. For instance, based on our quantitative survey, only 23% of the total sample (i.e., all three demographics) considered Citizen as a sustainable brand, compared to direct and indirect competitors such as Apple, Fossil, and Fitbit at 43%, 33%, and 27%, respectively.

Similarly, only 20% of the total sample indicated ‘sustainable (i.e., made with sustainable materials, practices, or technology)’ as a brand attribute, compared to other core attributes like ‘great quality’ at 61%, ‘comfortable’ at 48%, and ‘durable’ at 43%. Although the brand’s sustainability focus has been integrated into its communications, it could be further augmented to create these critical associations within the minds of consumers. However, Citizen’s sustainability efforts within the wristwatch category, particularly its Eco-Drive technology, is well respected by industry experts. According to Watch Ranker, “The Citizen Eco-Drive is a well-respected solar technology in the watch industry and they are considered some of the best solar watches.”<sup>5</sup> That said, Citizen launched the ‘Power of Light’ campaign in October, 2021 to drive awareness of its Eco-Drive technology and simultaneously re-launched its website which appears to highlight its sustainability and philanthropic initiatives, compared to its previous website layout. Additionally, the table below encapsulates Citizen’s current messaging strategy.

Current Messaging Strategy				
Themes	Sustainability	Technology	Philanthropy	Partnerships
<b>Messaging</b>	‘Building a purposeful, powerful, and sustainable future’	‘Purposeful power’ ‘Powered by any light’	1% to the earth (A pledge to donate 1% of all website sales in the U.S. to support nonprofits focused on the environment, such as <i>Everyday Solar</i> and <i>American Forests</i> .)	Disney + Eco-Drive Alliance  ‘Positively Magical’  (Apart from co-branded wristwatches, Citizen is the official timepiece of Disney, including parks and resorts)

<sup>5</sup> Galero, J. (2019). *Citizen Watch Brand Review | Are They Good Quality Watches?* Watch Ranker. <https://watchranker.com/citizen-watch-reviews/>

## ***Industry Outlook***

According to Mintel, the watch industry is categorized into four price positions: basic < \$180, mid-market/premium \$180-\$3,600, luxury \$3,601-\$30,000, and ultra-luxury > \$30,000, and Citizen operates in the mid-market price bracket (see appendix C).<sup>6</sup> In the mid-market to ultra-luxury watch industry, McKinsey analysis predicts a slower growth rate of 1 to 3 percent each year between 2019 and 2025. Mid-market brands with a core offering between \$180 and \$3,600 are expected to see their gains stagnate, either remaining flat or declining at a rate of 2 percent per year (See appendix D). The market volatility is exacerbated on the one hand by intense competition from digital natives, fashion brands, and the fast-growing smartwatch category, and on the other by well-established luxury brands.<sup>7</sup>

Similarly, according to Mintel, younger consumers who have historically been the main consumers of mid-market brands are increasingly opting for smartwatches as their first buy instead of a traditional wristwatch. McKinsey analysis estimates that by 2025, smartwatches will capture another \$1.3 billion in revenue lost by the mid-market (see appendix E).<sup>8</sup> Online will be the fastest-growing direct-to-consumer (DTC) channel, rapidly expanding from just 5 percent of DTC sales in 2019 to 15 to 20 percent by 2025.<sup>9</sup> Based on the industry outlook, in order to be successful, mid-market brands must revitalize their brand narratives to differentiate themselves, refine their product offerings and create more intimate connections with consumers<sup>10</sup>

## ***Competitive Analysis***

The U.S. watch market is highly competitive, with the presence of both global and domestic players. Among a host of direct and indirect competitors within this category, our analysis was focused on Tissot, Fossil, Seiko, and Casio as they represent a direct threat to Citizen's EcoSphere product (see appendix F for a detailed competitors' description). These direct competitors are focusing on leveraging the opportunities posed by innovation in the market, to expand their product portfolios, so that they can cater to consumer interests in various product segments, especially within the category of integrated analogue and smartwatches. Based on our desk research, it was evident that these players are now focusing on social media platforms and

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<sup>6</sup> Mintel. (2021). Watches and Jewelry - US - 2021: Consumer market research report | Mintel.com. Mintel Store. [https://store.mintel.com/report/us-watches-and-jewelry-market-report?utm\\_source=reports.mintel.com&utm\\_medium=redirect&utm\\_campaign=301redir](https://store.mintel.com/report/us-watches-and-jewelry-market-report?utm_source=reports.mintel.com&utm_medium=redirect&utm_campaign=301redir)

<sup>7</sup> Becker, S. & Berg, A. & Harris, T., & Thiel, A. (2021). State of Fashion: Watches and Jewelry. McKinsey & Company. <https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion-watches-and-jewellery>

<sup>8</sup> Ibid.

<sup>9</sup> Mintel. (2021). Watches and Jewelry - US - 2021: Consumer market research report | Mintel.com. Mintel Store. [https://store.mintel.com/report/us-watches-and-jewelry-market-report?utm\\_source=reports.mintel.com&utm\\_medium=redirect&utm\\_campaign=301redir](https://store.mintel.com/report/us-watches-and-jewelry-market-report?utm_source=reports.mintel.com&utm_medium=redirect&utm_campaign=301redir)

<sup>10</sup> Becker, S., Berg, A., Harris, T., & Thiel, A. (2021). State of Fashion: Watches and Jewellery. McKinsey & Company. <https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion-watches-and-jewellery>

online distribution channels for marketing and branding of their products, to capture the maximum attention of customers.

Our social media audit revealed that Citizen has the lowest engagement and follower count across Instagram, Facebook, Twitter, and YouTube (See appendix G) compared to its key competitors (see appendix H for a comprehensive breakdown of competitors social media presence). We define social media engagement as any interaction a consumer has with Citizen's social media content that displays they are interested in the brand's post(s). For instance, Tissot has 1.4M Instagram and 199.9K Facebook followers, to Fossil's 1.2M Instagram and 5.1M Facebook followers, and Seiko's 1.2M Facebook and 613K Instagram followers, compared to Citizen's 204K Instagram and 190K Facebook followers.

Furthermore, mid-market brands have historically relied on 'quality claims,' which offers little in terms of differentiation and brand image given the similarity of claims across brands. A number of direct and indirect competitors have made major changes to differentiate amidst a saturated market. For instance, Fossil has embraced the smartwatch category and retooled the company under a program called 'New World Fossil.'<sup>11</sup> The Casio brand is offering exclusive collections (such as Casio's rainbow G-Shock collaboration with retailer Kith priced at \$400 that was sold out almost instantly at its launch in March 2021), to Swatch's focus on creating innovative, provocative and fun timepieces as a key differentiator.<sup>12</sup> Therefore, Citizen's Ecosphere product has the potential to provide a first-mover advantage in the mid-market segment and help the brand differentiate within a highly saturated market: echoing its core values to consumers. As Citizen aims to age down and attract a younger audience, it is imperative to imbue sustainability and innovation as core associations in the minds of consumers to gain a competitive advantage.

### ***Target Audience***

Our research focused more broadly on female consumers between the ages of 25-44 and this macro level audience was segmented into two age bands: 25-34 as Cultural Progressives and 35-44 as Ethical Advocates. As these age brackets are finely tuned to Citizen's interests, the analysis was focused on assessing their differences and similarities to ultimately provide a definition of each target persona. Essentially, our aim was to identify how EcoSphere wristwatches could appeal to Citizen's desired target audience and their media consumption habits to inform our strategic approach that would be effective at eliciting product interest and trial.

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<sup>11</sup> Thompson, J. (2021). Business News: Smartwatches Are Both A Blessing And A Curse For Fossil. HODINKEE. <https://www.hodinkee.com/articles/smartwatches-fossil-apple-update-2017>

<sup>12</sup> Mintel. (2021). Watches and Jewelry - US - 2021: Consumer market research report | Mintel.com. Mintel Store. [https://store.mintel.com/report/us-watches-and-jewelry-market-report?utm\\_source=reports.mintel.com&utm\\_medium=redirect&utm\\_campaign=301redir](https://store.mintel.com/report/us-watches-and-jewelry-market-report?utm_source=reports.mintel.com&utm_medium=redirect&utm_campaign=301redir)

### Cultural Progressives (25-34)

Millennials place greater importance on sustainability and expect business to do more in this regard. According to a Deloitte Global Millennial Survey, the top three most imposing societal challenges in 2021 were: resource scarcity, climate change, and income inequality, respectively.<sup>13</sup> Based on our survey data, 69% of cultural progressives consider sustainability at the top of their minds when making purchase decisions. However, pertaining to the watch category, only 53% indicated that ‘Sustainability’ as a critically important factor in their purchase decision. These sentiments were consistent across our in-depth interviews, for instance, as Hannah (age 27) said, “I actually didn’t think about sustainability when I purchased my last watch. If I knew there were sustainable options, I would definitely consider them,” and Melissa (age 31) stated that “I honestly didn’t know Citizen had sustainable watches.”

Additionally, 57% of our survey respondents think it’s very impactful that the watch is solar-powered. But, only 17% of survey respondents attributed Citizen for its ‘use of solar power technology.’ Our descriptive data further supports these findings. For instance, Hannah (age 27) said, “I think eco-drive technology means a company initiative towards being eco-friendly. I didn’t know it meant solar power.” According to a Euromonitor, social media has the greatest impact on millennials’ path to purchase during the research/consideration stage and are likely to rely on brand and product recommendations obtained by influencers and online reviews.<sup>14</sup> According to Cowen Insights, Instagram’s product discovery was most apparent among younger consumers. Over 40% of Instagram users ages 18-34 indicated that they purchased a product from a brand they discovered on the platform. Also, more than 70% of Instagram users aged 18-34 follow a brand on the platform. Of those users that follow a brand, over 50% have made a purchase from one of the brands they follow in the past 3 months.<sup>15</sup> Additionally, our survey revealed that 11% of Cultural Progressives know Citizen through an influencer, celebrity, or athlete on Instagram.

### Ethical Advocates (35-44)

According to the U.S. Department of Labor, Generation X outspends all other generations when it comes to housing, clothing, eating out and entertainment.<sup>16</sup> According to eMarketer, Gen X has a high affinity for brands they trust and are willing to pay a premium for their products. However, they are less interested in trying new brands compared to younger

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<sup>13</sup> The Deloitte Global Millennial Survey: A decade in review. *Deloitte*.  
<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/2021-deloitte-global-millennial-survey-decade-review.pdf>

<sup>14</sup> <https://www.portal.euromonitor.com/portal/Analysis/Tab>

<sup>15</sup> Kernan, J. & Azer, V. & Blackledge, J. (2021). Gen Z/Millennials: Sustainability Supports Durability. *Cowen*.  
<https://www.cowen.com/insights/gen-z-and-millennials-are-driving-force-in-scaling-digital-and-sustainability/>

<sup>16</sup> Lewis, D. (2021). Marketing to Gen X: How Your Ecommerce Strategy Can Successfully Convert Them. *The BigCommerce Blog*. <https://www.bigcommerce.com/blog/gen-x-marketing/>

consumers. Approximately 70% of U.S. respondents reported that brand loyalty was the highest amongst Gen X consumers. More than four in ten of those in this age group stick to brands they like.<sup>17</sup> Moreover, based on our research on media consumption habits, 75% of Gen Xers use YouTube<sup>18</sup> and 74% use Facebook. These two social media channels are especially important to Generation Xers, according to Pew Research Center.<sup>19</sup> Also, the ethical advocates outnumber the cultural progressives on the preference for Facebook. According to Mintel's 2021 US Social Media Trends report, 79% of the 35-44 age bracket indicated that Facebook is among the top three social media platforms that they visit most frequently.<sup>20</sup>

Based on the Global Web Index 2020, 85% of Gen Xers watch traditional television and 36% of Gen Xers discover brands from ads seen on TV, making this channel an important touchpoint for marketing communications.<sup>21</sup> Also, according to Marketing Charts, the 35-44 age bracket are 30% more likely to visit a newspaper or magazine website in a typical month.<sup>22</sup> As Gen Xers tend to live busier lives with larger families, bigger bills to pay, and more responsibilities in general, we postulate that they are less familiar with how to translate sustainability into their everyday life through their consumption behavior(s) compared to millennials. However, according to 'The State of Consumer Spending,' a new survey from FIS Global, indicated that 54% of Gen Xers prefer to buy from sustainable brands.<sup>23</sup>

### Target Audience Personas

While we have described the age groups at large as Cultural Progressives (25-34) and Ethical Advocates (35-44) above within our macro level audience, we have delineated the sub-target audiences as a specific depiction of a consumer through the personas below.

#### *Samantha, the Cultural Progressive*

Samantha is a 28-year-old woman living in Brooklyn, New York. She works at a prominent global fashion brand as a public relations associate. She is an independent thinker that believes

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<sup>17</sup> Generation Pay: Generation X spending habits - Insights | Worldpay from FIS. (2021). *FIS Global*.  
<https://www.fisglobal.com/en/insights/merchant-solutions-worldpay/article/generation-pay-generation-x-spending-habits>

<sup>18</sup> Stone, S. (2021, October 10). *YouTube Statistics 2021 – Demographics and Usage by Generation*. The Shelf Full-Service Influencer Marketing. <https://www.theshelf.com/the-blog/youtube-habits/>

<sup>19</sup> Since 2012, use of Facebook has grown fastest among older generations. (2019, September 9). Pew Research Center.  
[https://www.pewresearch.org/fact-tank/2019/09/09/us-generations-technology-use/ft\\_19-09-03\\_digitaldividegenerations\\_2/](https://www.pewresearch.org/fact-tank/2019/09/09/us-generations-technology-use/ft_19-09-03_digitaldividegenerations_2/)

<sup>20</sup> Poelking, J. (2021). *Social Media Trends - US - May 2021* (N/A). Mintel Group Ltd.

<sup>21</sup> The Brandon Agency. (2020, June 11). *Talking' 'bout my generation. . .Media Usage by Generation X*.  
<https://www.thebrandongroup.com/blog/talkin-about-my-generationmedia-usage-by-generation-x/>

<sup>22</sup> Warren-Payne, A. (2020, January 8). *The Demographic Make-Up of Online Media Audiences: 3 Surprising Takeaways*. Marketing Charts. <https://www.marketingcharts.com/featured-111497>

<sup>23</sup> Generation Pay: Generation X spending habits - Insights | Worldpay from FIS. (2021). *FIS Global*.  
<https://www.fisglobal.com/en/insights/merchant-solutions-worldpay/article/generation-pay-generation-x-spending-habits>

that life is about self-fulfillment and making a difference through thoughtful choices. Samantha has a deep sense of community and seeks warm relationships and close friendships. Social media is an integral part of her everyday life, both in and outside of work, and is used interchangeably for news, entertainment, shopping, and socializing. She spends a lot of her time on Instagram and discovers new products and follows brands she likes. She relies on brand and product recommendations obtained by influencers and online reviews. Samantha has a profound respect for the planet and is a fan of products from businesses that focus on sustainability.

### *Rachael, the Ethical Advocate*

Rachael is a 40-year-old woman who is married with two kids and works as a corporate attorney at a large insurance company in Los Angeles, California. She lives a busy life and has an established routine and makes informed decisions on life choices. Rachael is ethically driven and is concerned about climate change. She is willing to pay a premium for the brands she trusts, and is actively engaged on Facebook, Twitter, and YouTube, compared to other social networks. She discovers brands from ads while watching the news on TV or reading an article on a newspaper or magazine website. She is well aware of brands' attempts at 'greenwashing' consumers, but responds to compelling brand stories and messages that are authentic. With her busy life, convenience is a priority, but she prefers to purchase from sustainable brands.

### **Critical Insights**

Based on market volatility, fueled by aggressive competition from mid-market brands, Citizen must revitalize its brand narrative to differentiate itself to create more intimate connections with consumers. Citizen's competitors are now focusing on social media and digital channels for marketing and branding initiatives to capture the maximum attention of consumers. The insights on the target audience revealed that there is a disconnect between the role of sustainability within the wristwatch category. Meaning that, wristwatches and sustainability are not an immediate connection for consumers. We also uncovered that in consumers' minds, Eco-Drive technology was not synonymous with solar power technology. Our research participants equated Eco-Drive technology as a broader company initiative, to upcycling materials, but failed to make the connection with solar power.

Additionally, as our target audience insights derived from both audience segments of Cultural Progressives and Ethical Advocates, a nuanced messaging approach is deemed unnecessary as they are both united –i.e., with similar belief systems –in the way they think of sustainability and its importance. However, our findings warrant a segmented channel strategy as their media consumption habits were different. For instance, Cultural Progressives media consumption was digital heavy with a strong emphasis on Instagram, and Ethical Advocates preferred more traditional media, but was highly active on Facebook, Twitter, and YouTube.

## ***Problem/Opportunity***

As a mid-market brand, Citizen is experiencing stiff market pressure: squeezed by digital natives, smartwatches, and fashion brands from below, and luxury competitors from above. Also, as most brands are racing to address the growing demand for sustainable products, it will likely create a green sea of sameness. Therefore, we aim to revitalize Citizen's brand narrative through the EcoSphere product launch to differentiate itself as an eco-mindful brand. Essentially, brand-led sustainability infuses a brand's essence and differentiating values into every action that it carries out related to sustainability, thereby transforming eco-mindfulness into a competitive advantage. With this approach, sustainability can become a source of preference, brand value, and ROI for Citizen –extending beyond EcoSphere wristwatches.

## **Campaign Goal**

*Client goal:* raise awareness of EcoSphere wristwatches amongst eco-conscious, values driven consumers.

While the client goal entails raising awareness of EcoSphere wristwatches amongst the intended audience, we also need to make sure that we are establishing the importance of sustainability in the wristwatch category to position Citizen as the leader in sustainable wristwatches. We aim to bring this refined goal to life in our proposed communication strategy.

## ***Objectives***

- **Objective 1:** Sell 10,000 units of EcoSphere wristwatches within the first six months (Q2-Q3) of the product launch as measured by website and POS data.
- **Objective 2:** Increase social media engagement of Ecosphere wristwatches by 40% through influencer partnership by the end of Q4 2022.
- **Objective 3:** Secure earned media coverage of EcoSphere wristwatches and Citizen's commitment to sustainability in fifteen media outlets by the end of Q3.

## ***Investment***

The client has an overall budget of \$750,000 for EcoSphere and has allocated \$500,000 from this budget to paid media.

## **Recommendations**

Our recommendation is grounded in a need to educate consumers of the importance of sustainability in the wristwatch category as a long-term strategy to sell more wristwatches for Citizen. We also seek to address the perception gap between Eco-drive technology and solar

power, as the value proposition of EcoSphere will be diluted if not addressed. It is imperative to imbue sustainability and innovation as core associations in the minds of consumers and have Citizen be known as the leader in sustainable wristwatches to gain a competitive advantage.

Additionally, based on our research and insights, Citizen does not have to nuance/tailor their messaging for each target segment based on our personas as they are united in the way they think of sustainability and its importance –they are interested or wanting to do good for the planet from a sustainability perspective. However, we recommend a customized channel plan based on these segments' media consumption habits. Also, the client is only allocating \$500,000 for paid media and this approach will help the client stay within budget.

### ***Big Idea***

*Overarching Strategy:* Establish the importance of sustainability in the wristwatch category and have Citizen be known as the leader in sustainable watches –and make this association relevant in the minds of consumers.

*Campaign Tagline:* “Feel good, every time you tell time”

Rationale of our key thematic message: ‘Feel good’ is a two-fold approach where the *product* itself makes the customer ‘feel good’ and the *purchase* of an EcoSphere watch makes them ‘feel good’ knowing that they are being eco-mindful with their consumption. Wearing the watch on their wrist provides a symbolic reminder of both the ‘aesthetic/look’ and ‘eco-consciousness’ as emotional triggers of ‘feeling good’ about their overall purchase ‘every time they look at the watch to tell time.’

*Hashtag:* #FeelGoodCitizen

*Visual Representation:* Three-dimensional art installations (print foam) across major cities –on walls and on the ground. This creative execution has the ability to immediately grab attention with a strong emotional response. It is also very interactive (visual experience) to attract social media attention (i.e., user-generated content) and earned media. While these images below are examples, we want the images to reflect the wristwatch battery impact on the environment in an attention-grabbing, emotionally charged way to help create the mental connection of the importance of sustainability in the wristwatch category for consumers.

These creative executions will include our campaign tagline, hashtag, and a QR code that will take consumers to a designated landing page on Citizen’s website to communicate the brand’s involvement in sustainability and the release of the EcoSphere product itself. The big idea applies to both target audiences and is feasible within the allocated budget. Please refer to this [link](#) as an additional visual reference point.



**Key Messages:**

*Cultural Progressives (25-34) and Ethical Advocates (35-44)*

**Primary message 01:** Small purchase, big impact.

- **Reasons to believe:** According to the Environmental Protection Agency (EPA), each year Americans throw away more than three billion batteries.<sup>24</sup> Eco-drive technology eliminates watch battery waste from landfills.
- **Reasons to believe:** For each EcoSphere wristwatch purchase, Citizen commits to planting ‘three trees’ in regions affected by forest fires.

**Primary message 02:** Materials gentle to the earth.

- **Reasons to believe:** First knit strap in the watch industry! The straps are made of recycled polyester (PET) materials.
- **Reasons to believe:** We also use a ‘WHOLEGARMENT’ knit for the strap which eliminates unnecessary yarn.

**Primary message 03:** With light at the heart of our technology, it’s not just a wristwatch, it’s a better future to expect.

- **Reasons to believe:** Equipped with Eco-Drive, your watch can be powered by any light without ever having to replace the battery.

**Tactics**

Pertaining to our proposed tactics, the budget on traditional and digital media placement will be allocated in a 4:6 ratio, and future adjustments could be made based on conversion rate across channels.

I. EcoSphere: Traditional Media Approach

#1. Television Commercial - “Feel good, every time you tell time”

The 30-second commercial is aimed at eco-minded Ethical Advocates to raise awareness of the importance of sustainability in the wristwatches, as it is not an immediate connection for consumers. The ad should start by using audio and visual cues of Citizen at the beginning and end of the commercial to elicit brand recognition and strengthen product recall by showcasing Ecosphere’s features and benefits in action through a strong storyline breathing life into our tagline: “Feel good, every time you tell time.” The ad should trigger an emotional response and seek to interlock sustainability with Citizen in the minds of consumers. The commercial should be slotted during primetime on major television networks such as NBC, ABC, and CBS. The same video will play in digital and social media advertising formats.

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<sup>24</sup> Battery Statistics. (n.d.). Everyday-Green. [https://everyday-green.com/html/battery\\_statistics.html#:~:text=According%20to%20the%20Environmental%20Protection,are%20single%20use%20alkaline%20batteries](https://everyday-green.com/html/battery_statistics.html#:~:text=According%20to%20the%20Environmental%20Protection,are%20single%20use%20alkaline%20batteries)

## #2. Print Advertising: Magazine & Direct Mail

The print ad features an interactive ad in watch and sustainability focused publications and magazines, women's magazines, and direct mail targeting Ethical Advocates. The interactive ad (see appendix I for a visual reference) will contain Citizen's logo and EcoSphere wristwatches in black and white. But when the reader holds the 'page' –that contains the ad –up to sunlight or a bright, artificial light source, the ad will transform into vibrant colors displaying the wristwatches in the five color variations. The ad will also showcase Citizen's environmental commitment to date, going beyond the product, to avoid being perceived as 'greenwashing.' The magazines we recommend for ad placement include Women's Health, Parents, Vogue, Harper's Bazaar, and Redbook.

## #3. Radio & Podcast Advertising

Place 10-15 seconds ads on drive-time radio/talk radio shows and related podcast channels that reach a broad base of eco-minded consumers. Citizen could purchase exclusive sponsorship(s) of popular radio shows and podcasts where the brand receives special mentions.

- (Cultural Progressives: 25-34) iHeartRadio, Spotify podcasts, and Pandora
- (Ethical Advocates: 35-44) Life 106.7, NPR, and XM Satellite Radio

## #4. Outdoor Billboards

Creative advertising and branding (three-dimensional art installations) on high-traffic areas will maximize reach and exposure of EcoSphere wristwatches and Citizen's broader commitment to sustainability. Placing billboards on interstates in 5-10 major cities across the country will amplify EcoSphere's product awareness. Proposed interstate geographic locations include New York City, Los Angeles, Chicago, Houston, and Philadelphia.

# II. EcoSphere Digital Media Approach

## #1. Search Engine Optimization (SEO) & Pay-per-click Advertising (PPC)

To attract targeted leads and achieve higher exposure, Citizen would leverage branded and non-branded keywords related to sustainability for SEO and PPC to improve its ranking in search engines like Google and Safari. With PPC, the ads can start driving qualified traffic to EcoSphere's landing page instantaneously which offsets limited SEO results at the early stages of the launch that will also inform keyword and content strategies for organic keyword targeting and content development.

## #2. Content Marketing: Blog Posts & Articles

Citizen could distribute engaging and educational content through articles and blog posts on sustainability and the brand's commitment to the environment while speaking to the benefits of EcoSphere wristwatches and Eco-drive technology in general. Content marketing is crucial for

Citizen as Google tends to rank websites higher that are providing worthwhile content. Proposed media placement includes Refinery 29, Byrdie, Buzzfeed, Vice, O Magazine, and WatchTime.

### #3. Social Media Marketing

Citizen will advertise the EcoSphere TV commercial on highly targeted channels such as YouTube to further capitalize on the value of the video's emotional influence. Simultaneously, Citizen will leverage social media networks, including Facebook, Instagram, and Twitter to establish connections with the targeted cohort through promotional ads and influencer sponsored content. Our target segments' media consumption preferences include: Cultural Progressives (Instagram) and Ethical Advocates (Facebook, Twitter, and YouTube).

### #4. QR Code: EcoSphere Landing Page

In order to integrate Citizen's offline campaigns into its digital content strategy, a QR code will be created to seamlessly link all major communication campaigns to EcoSphere's landing page. This ensures EcoSphere is accessible for purchase at all times, regardless of the platform or communication touchpoint. We are also incorporating a trackable URL to monitor traffic during the 12-month initiative.

### #5. Stop Battery Pollution: #FeelGoodCitizen

Three-dimensional art installations will include our social media hashtag #FeelGoodCitizen nudging consumers to share the visuals on social media. These installations tap into the emotional benefits of owning an EcoSphere wristwatch. By using emotional motivators as a driver to incite action can deliver optimum results related to product discoverability, social media mentions, and co-creation amongst eco-minded consumers. As a result, deepening the brand message and framing Citizen's Eco-Drive technology as the solution to battery pollution, honing in on the big idea: "Feel good, every time you tell time."

#### *Social Media Engagement Activation:*

- **Comment-to-enter giveaway:** The comment-to-enter giveaway will feature an EcoSphere wristwatch post, prompting followers to comment for a chance to win an EcoSphere wristwatch of their choice.
- **User generated content:** Citizen's Facebook and Instagram page will share photo/video mentions and tag all creators to deepen the brand experience and strengthen social media engagement.
- **Hashtag:** The #FeelGoodCitizen hashtag is used on all related social media posts to monitor mentions and tags.
- **CTA:** Aside from eliciting engagement on social handles, social media posts will also nudge consumers to visit the EcoSphere landing page with a 'call-to-action' button.

## #6. “Lending a hand:” 1:3 Tree Planting campaign

The “Lending a Hand” initiative gives consumers the opportunity to be a part of a meaningful environmental campaign and make a difference at the comfort of their homes. For every EcoSphere purchase made on Citizen’s website, Citizen will plant three trees in regions affected by forest fires. As a token of appreciation, Citizen will send personalized emails to consumers to provide an update on when the tree was planted and the impact their trees have had on the environment. The overarching goal is to forge personal connections with the target audience and place Citizen’s sustainability initiatives in the forefront of its communications –while rehabilitating impacted forests.

### **Evaluation Methods & Metrics**

We have established the following key performance indicators, as depicted in the table, to evaluate the success of the communication campaign:

<b>EcoSphere Communication Campaign: KPIs</b>	
<b>Earned Media</b>	<b>Social Media and Digital Advertising</b>
<ul style="list-style-type: none"> <li>Number of media hits across major online and print publications.</li> <li>Sentiment and Quality of media placement (positive/negative feedback)</li> <li>Number of backlinks created to measure the results of brand awareness post product launch.</li> </ul>	<ul style="list-style-type: none"> <li>Sentiment (positive or negative mentions on social channels)</li> <li>Engagement (retweets, mentions, likes and shares on social channels)</li> <li>Videos (video views, length of views, and click-through)</li> <li>Ads (click-through-rate pre- and -post product launch)</li> <li>Impressions (number of people who saw an ad)</li> <li>Purchase rate (Facebook &amp; Instagram Shops).</li> </ul>
<b>Business Indices (general)</b>	<b>Website</b>
<ul style="list-style-type: none"> <li>Sales units of e-commerce and distribution channels</li> <li>Revenue</li> <li>Leads generated</li> <li>Conversion rates</li> <li>Acquisition of new customers</li> <li>In-store foot traffic</li> </ul>	<ul style="list-style-type: none"> <li>Paid vs. organic traffic</li> <li>Number of sessions per unique user.</li> <li>Referral rates</li> <li>Click-through rate</li> <li>Bounce rate</li> <li>Average number of daily/monthly online sessions (pre-and-post product launch).</li> </ul>

**Calendar**

Updated: 12/8/2021*		Citizen EcoSphere GTM Calendar											
Category	Channel	Q2 2022			Q3 2022			Q4 2022			Q1 2023		
		APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
General Ads	TV Spots												
	Billboard												
	Email												
	Website												
	Direct Mail												
	In-app Push												
Public Relations	Press Releases												
	Magazine & Newspaper												
	Digital News Outlets												
	Broadcasts & Radio												
Digital Content Distribution	SEO												
	Social Media												
	PPC												
	Blog												
Partnership & Affiliate Marketing	Citizen Brand Ambassador Endorsement												
	Paid Influencer												
	Influencer Affiliate Marketing												
Events	Exhibition												
	Anamorphic Landmarks												
	Lending a hand												
	Giveaway Contest												

## Budget

Campaign Budget Outlook *Budgets projected according to industry average*			
Tactics	Details	Quantity	Total Projected
TV Spots & Streaming Service Ads	Advertising on local TV and YouTube	1	\$70,000
SEO & PPC	Leverage branded and non-branded keywords related to sustainability for SEO and PPC. A pay-per-click tactic helps Citizen to offset limited SEO results at the early stages of an SEO campaign; while informing keyword and content strategies for organic keyword targeting and content development.	/	\$75,000
Social Media	Paid promotion posts	/	\$50,000
Influencer Marketing	Paid partnership with macro & micro Instagram influencers focused on lifestyle, sustainability, and watch categories to gain trust among the target audience by utilizing influencer testimonials.		\$100,000
Email	Newsletter-based monthly email sends to the targeted cohort	12/year	/
Media Placement	Magazine, radio, podcast, blog,	/	\$90,000
Billboard	Billboards in major cities (e.g., highway) to attract consumer interest in major metropolitan areas and gain deeper market penetration.		\$100,000
Events	Interactive and visual experience in major cities (e.g., New York, Los Angeles) to attract social media attention and generate earned media	3/year	\$265,000
According to Citizen, the overall budget is \$750,000 for EcoSphere, and we have allocated \$485,000 from this budget to paid media.			\$750,000

## Conclusion

Citizen's EcoSphere product has the potential to provide a first-mover advantage in a highly saturated market to help the brand differentiate and generate future value. It is a strategic imperative to educate consumers on the importance of sustainability within the wristwatch category and help consumers make the mental connection between Citizen's Eco-Drive technology with solar power. These efforts require a long-term investment –going beyond the EcoSphere product launch –through consistent, synergistic brand-building programs. Key brand associations such as sustainability and innovation are paramount in attracting and retaining a younger audience. The proposed communication plan grounds sustainability as a brand-led effort that will not only impact sales of EcoSphere, but will also establish Citizen as the category leader in sustainable wristwatches.

## Appendices

### Appendix A: EcoSphere Wristwatches



### Appendix B: Citizen Positioning Statement

Positioning Statement	
<b>To</b>	Supply better products and services to citizens all over the world.
<b>Citizen is the</b>	innovative, purpose led wristwatch company who offers a wide variety of wristwatches and precision high-tech products
<b>That</b>	fulfills the diversified needs of users worldwide.
<b>That's because</b>	we will continue to leverage our heritage and expertise through unparalleled excellence in creativity, design, craftsmanship, innovation, technology, value, and service.

## Appendix C:

The global retail value of the watch market<sup>1</sup> is expected to grow 1 to 3% between 2019 and 2025

CAGR 2019-2025F

Price position <sup>2</sup>	Asia	Europe	Americas	Other	Total
Ultra-luxury watches (>\$30,000)	2 to 4%	2 to 3%	1 to 3%	0 to 2%	2 to 3%
Luxury watches (\$3,601-\$30,000)	2 to 4%	2 to 3%	1 to 3%	0 to 2%	2 to 4%
Premium watches (\$180-\$3,600)	0 to 2%	-5 to -4%	-5 to -4%	-5 to -4%	-2 to 0%
Total	2 to 4%	0 to 2%	0 to 2%	0 to 1%	1 to 3%

1. Represents watches priced at \$180 and above (premium watches to ultra-luxury watches) in the first-hand market, excludes smartwatches

2. Represents the core product offering of a company, i.e. if a company mainly offers ultra-luxury watches, its total turnover is counted in this category

Source: McKinsey analysis, expert interviews

## Appendix D:

The global watch market<sup>1</sup> will see modest growth except for in the mid-market segment

		2019	2025F	CAGR (2019-2025F)
Overall market	Global watch market value <sup>1</sup>	\$49 billion	\$52-59 billion	 +1-3%
	Asian watch market value	\$24 billion	\$27-30 billion	 +2-4%
Consumer preferences	Share of luxury watch segment <sup>2</sup>	61%	64%	 +3%
	Share of mid-market watch segment <sup>3</sup>	22%	18%	 -3%
	Pre-owned watch market value	\$18 billion	\$29-32 billion	 +8-10%
Channel	Share of DTC watch sales	20%	27-30%	 +7-9%

1. Represents watches priced at \$180 and above (premium watches to ultra-luxury watches) in the first-hand market, excludes smartwatches

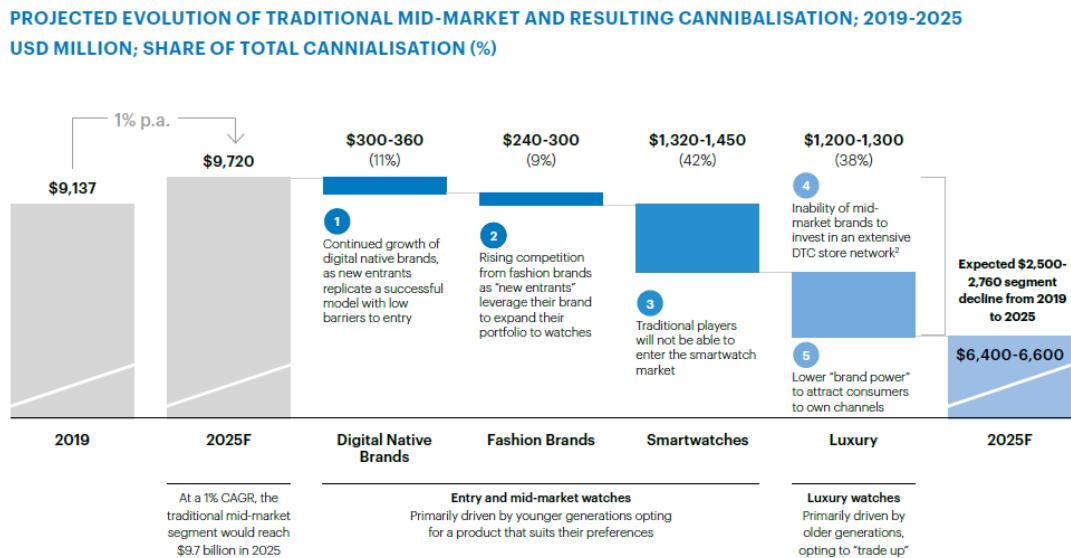
2. Represents watches priced between \$3,601 - \$30,000, excludes smartwatches

3. Represents watches priced between \$180 - \$3,600, excludes smartwatches

Note: All market valuation figures are approximates

## Appendix E:

### The traditional mid-market watch segment<sup>1</sup> could lose an additional \$2.5 billion in value from 2019-2025 if brands do not act



## Appendix F:

Detailed Description of Key Competitors	
<b>Seiko</b>	<p>Founded in 1881 by Kintaro Hattori, the Japanese-based watchmaking company, Seiko has become known for revolutionizing the watchmaking category with the world's first quartz watch. Grounded in its vision- <i>Always one step ahead of the rest</i>, Seiko launched the Seiko Astron, the world's first GPS solar watch in 2012<sup>25</sup>. As Seiko has gained a competitive advantage in its business through innovative technology and utmost design, Seiko's forward-looking goal is to add a new and exciting dimension to the watches - a strong emotional appeal that will enrich the lives of customers.</p> <p>Recognizing that environmental protection is a critical issue facing humankind, Seiko is carrying out various environmental protection initiatives to contribute improvements and solutions to growing environmental problems. In July 2021, Seiko announced an official sponsorship with America's first ocean conservation non-profit - Oceanic Society, PADI</p>

<sup>25</sup> Message | Company | Seiko Watch Corporation. (n.d.). *Seiko*. <https://www.seikowatches.com/us-en/company/message>

	AWARE Foundation to protect the ocean world <sup>26</sup> . Cementing its product expertise and latest technology at the forefront of mass media, Seiko has formed sponsorships with sporting competitions, such as the World Athletics Championships, the International Association of Athletics Federation, and etc.
<b>Tissot</b>	<p>Tissot is a watch company that was established in Switzerland in 1853 and is currently a subsidiary of the Swiss Swatch Group. Rooted in Swiss culture, Tissot's logo symbolizes Swiss quality and reliability. Stand by its signature, <i>Innovators by Tradition</i>; Tissot watch has been recognized as a leading Swiss watch manufacturer and distributor worldwide, exporting more than 4 million watches every year<sup>27</sup>. Ensuring the Tissot name retains its top-line presence, the brand has been named Official Timekeeper and established longstanding partnerships with global events, such as basketball with the NBA and FIBA, cycling with the Tour de France and the UCI World Cycling Championships, motorsports with MotoGPTM, and the FIM World Superbike Championship, and many more besides in the sports of ice hockey, fencing, and rugby<sup>28</sup>.</p> <p>Apart from providing its expertise in the professional sports category, there is also a strong parallel between the evolution of fashion and the watches that Tissot has been creating for women since 1853. Gaining recognition of its richly decorated watches among celebrities since the early 20th Century, Tissot now offers a versatile range of models for all tastes, ages, and occasions for women<sup>29</sup>. For women who care about ecology and pure elegance, Tissot's CEO Dolla reveals in an interview that Tissot will release a women's solar-powered watch similar to the Tissot T-Touch Solar family by 2022<sup>30</sup>.</p>
<b>Casio</b>	<p>Casio is an international electronics manufacturing company founded in 1957 in Tokyo, Japan. Guided by the creed "creativity and contribution," the company commits to contributing to society by offering original and useful products enhancing people's lives<sup>31</sup>. In November 1974, Casio released the Casiotron that displayed the hours, minutes, seconds, and calendar on an LCD display, marking its entrance to the watch business. The Casiotron was the first ever digital watch to include a calendar function and one of the early adopters of LCD technology<sup>32</sup>. After that, Casio released watches with various advanced features, including a</p>

<sup>26</sup> SEIKO JOINS FORCES WITH OCEANIC SOCIETY AS AN OFFICIAL SPONSOR. (n.d.). *Seiko USA*.

<https://seikousa.com/blogs/press/seiko-joins-forces-with-oceanic-society-as-an-official-sponsor>

<sup>27</sup> Tissot - Swatch Group. (n.d.). *Swatch Group*. <https://www.swatchgroup.com/en/companies-brands/watches-jewelry/tissot>

<sup>28</sup> Ibid.

<sup>29</sup> History - LADIES WATCHES | Tissot. (n.d.). *Tissot*. <https://www.tissotwatches.com/en-us/history-ladieswatch.html>

<sup>30</sup> Adams, A. (2020). Tissot T-Touch Connect Solar Watch & Interview With CEO Sylvain Dolla. *ABlogtoWatch*. <https://www.ablogtowatch.com/tissot-t-touch-connect-solar-watch-hands-on/>

<sup>31</sup> Philosophy | Corporate | CASIO. (n.d.). CASIO Official Website. <https://world.casio.com/corporate/principle/>

<sup>32</sup>

	<p>calculator function (C-80 released in 1980) and a dictionary function (T-1500 Walking Dictionary released in 1982)<sup>33</sup>.</p> <p>Casio aims to lead the watch industry with its technology and innovation, and follows a multi-brand strategy that targets different consumer segments and needs. It has the G-SHOCK brand and EDIFICE metal watch brand that are rugged yet technologically refined and could survive almost anything<sup>34</sup>. It also has Baby-G casual watch and SHEEN metal watches for teenagers and young women. All the watch product lines are constantly enhanced with casual or elegant design features and unique technological expertise to differentiate Casio watches from its competitors. Casio has also entrenched itself in the world of street fashion and enhanced this feature by partnering with top-tier fashion brands and designers. From the late 90s, Casio's G-SHOCK has worked with Stussy and Bape for limited edition collaborations<sup>35</sup>. Recently, it continues to expand its partnership list by including Moncler Genius<sup>36</sup> and Clot<sup>37</sup>.</p>
<b>Fossil</b>	<p>Fossil Group is a wristwatch company founded in 1984 in Richardson, Texas by entrepreneur Tom Kartotsis. Fossil is a subsidiary of Fossil Group who owns the product line and other brands such as Relic, Michele Watch, Skagen Denmark, Misfit, WSI, and Zodiac Watches. From a financial perspective, Fossil reported a revenue of 2.21 billion in 2019; and has a stock price of \$12.19. Most wristwatches are priced anywhere from \$50 - \$230 per unit. Fossil considers itself a fashion-forward company that combines style and innovation with its wristwatch collections. The brand tailors its product portfolio based on industry trends and demands of the wristwatch market. Currently, the brand features smart watches, chronographs and hybrid smartwatches. Fossil also sells a myriad of products including handbags, smartwatches, bracelets, jewelry, belts, and sunglasses for men and women.</p>

<sup>33</sup> Wallace, P. (2019, July 25). *The First Casio Digital Watch*. Digital Watch Central. <https://digitalwatchcentral.com/the-first-casio-digital-watch/#:%7E:text=The%20first%20ever%20Casio%20digital,early%20adopters%20of%20LCD%20technology>.

<sup>34</sup> S. (2020, June 11). *The History of Casio*. Jewelry and Watches Blog | HS Johnson. [https://us.hsjohnson.com/blog/2020/06/the-history-of-casio/?gltm\\_campaign=oth\\_r&gltm\\_source=https://www.hsjohnson.com&gltm\\_medium=wi\\_proxy&gltm\\_content=en\\_GB&gltm\\_term=c](https://us.hsjohnson.com/blog/2020/06/the-history-of-casio/?gltm_campaign=oth_r&gltm_source=https://www.hsjohnson.com&gltm_medium=wi_proxy&gltm_content=en_GB&gltm_term=c)

<sup>35</sup> Y. (2016, January 23). *[Live Photos] G-Shock Collaborations History*. Casio Fan Magazine. <https://casiofanmag.com/news/g-shock-collaborations-history/>

<sup>36</sup> Gorsler, F. (2021, November 4). *Moncler Genius x Casio G-Shock GM2100: Where to Buy Today*. Highsnobiety. <https://www.hightsnobiety.com/p/moncler-genius-casio-g-shock-gm2100-release-date-price/>

<sup>37</sup> Chow, A. (2021, November 22). *CLOT Unveils "DW-5600N" Casio G-SHOCK Watch*. HYPEBEAST. <https://hypebeast.com/2021/11/g-shock-clot-collab-watch-dw-5600bbn-release-info>

### Appendix G: Citizen's Social Media Presence and Engagement

Platforms	Followers	Avg Posts	Avg Likes per Post	Avg Comments per Post	
Instagram	204k	6/mo.	1.4k	6	
Pinterest	4.8k	711.5k monthly views			
Facebook	190k	15/mo.	74	3	
Twitter	12.4k	2/mo.	31	2	
YouTube	20.3k	3/mo.	<10	<5	

### Appendix H: Citizen's competitors Social Media Presence and Engagement

#### Tissot

Platform	Followers	Avg Posts	Avg Likes per Post	Avg Comments per Post
Instagram	1.4M	13/mo.	1.4k	133
Facebook	199.9K	10/mo.	2.6k	12
Twitter	65.3k	14/mo.	135	7
YouTube	36.8k	6/mo.	77	6

#### Cassio

Platform	Followers	Avg Posts	Avg Likes per Post	Avg Comments per Post
Instagram	291K	12/mo.	3.9k	15
G-SHOCK Instagram	691k	33/mo.	24.2k	66
Facebook	FOR CALCULATORS AND MUSICAL INSTRUMENTS ONLY			
Twitter	9.8k	21/mo.	8	5
G-SHOCK Twitter	38.3k	11/mo.	84	4
G-SHOCK YouTube	112k	11/mo.	545	13

### Seiko

Platform	Followers	Avg Posts	Avg Likes per Post	Avg Comments per Post
Instagram	613k	12/mo.	10.1k	47
Facebook	1.2m	6/mo.	2.7k	19
Twitter (No update since March 2019)	54.4k	3/mo.	43	3
YouTube	14.5k	6/mo.	60	6

### Fossil

Platform	Followers	Avg Posts	Avg Likes per Post	Avg Comments per Post
Instagram	1.2m	26/mo.	4k	31
Facebook	5.1m	31/mo.	133	7
Twitter	97.6k	9/mo.	67	17
YouTube	137k	13/mo.	24	3

### Appendix I: Interactive Ad

This [link](#) will redirect you to a YouTube video that illustrates the interactive ad.

### Appendix J: Additional Recommendation

Exhibition: “Citizen Time capsule: History and Evolution”



(Photo examples of Louis Vuitton's Volez Voguez Voyagez Exhibition in New York City)

The “Citizen Time Capsule: History & Evolution” is a multidimensional exhibition. The pictures above are visual examples from Louis Vuitton’s Voyagez Exhibition, which integrated digital elements creating an unforgettable immersive brand experience highly regarded by attendees and the media. Perhaps Citizen could consider launching a similar event. The exhibit could serve as

the official product launch of the EcoSphere wristwatch collection; or an engagement/growth tactic to increase brand equity in the market; or deepen the brand message by shedding light to Citizen's environmental business practices and stellar Eco-Drive product portfolio. The return on investment is deemed lucrative and a worthy investment. According to the *Experiential Marketing 2021: Growing Customers Connections report*, 70 percent of people turn into repeat customers after attending experiential marketing events, and an incredible "85 percent of consumers say they're more likely to buy after participating in experiences and events."<sup>38</sup> Through in-person interactions Citizen has the opportunity to provide an immersive brand experience and increase its market share.

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<sup>38</sup> *Experiential Marketing in 2021: Growing customer connections*. Bigeye. (2021, July 13). Retrieved November 8, 2021, from <https://www.bigeyeagency.com/insights/experiential-marketing-in-2021-growing-customer-connections/>.