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Situation Analysis: Company



Company History

Ray-Ban is a brand of sunglasses and eyeglasses founded in 1937 by the American company Bausch & Lomb. The history of the Ray-Ban Aviator, the most popular style of sunglasses sold by Ray-Ban dates back to the 1930s, when new airplanes allowed people to fly higher and farther. In 1929, US Army Air Corps Lieutenant General John MacCready asked Bausch & Lomb, a Rochester, New York-based medical equipment manufacturer, to create aviation sunglasses that would reduce the headaches and nausea experienced by pilots, which are caused by the intense blue and white hues of the sky, a new kind of glasses were introduced. The "Anti-Glare" sunglasses were modeled with a metal frame and branded as the 'Ray-Ban Aviator.' On May 7, 1937, Bausch & Lomb took out the patent, and the Aviator was born.

Ray-Ban's mission statement can be found on its website as "The Order of Never Hide." This order can be described as "a movement established by humans – for humans – to preserve our most human qualities." These qualities include individuality and eccentricity. Ray-Ban's mission is to celebrate being comfortable in your own skin and therefore, never hiding.

A black and white photograph of a man wearing Ray-Ban Aviator sunglasses. He is looking directly at the camera with a neutral expression. The background is dark and out of focus. Below the photo, the Ray-Ban logo is displayed in its signature script font, with "SunGlasses" written in a smaller, sans-serif font underneath. A descriptive tagline follows: "Ray Ban originals. The timeless aviator and other contemporary classics. Impeccably crafted. With lenses, precision-polished, formulated to give you excellent day-long glare protection. From \$10." The Bausch & Lomb company name is printed in a bold, sans-serif font at the bottom.

Situation Analysis: Company



Style Innovation

In 1939, Ray-Ban launched a new version of the Aviator called the Outdoorsman. It was designed for specific groups such as hunting, shooting and fishing enthusiasts, and featured a top bar called a "sweat bar" that was designed to catch sweat from falling into the eyes. A few years later, in the 1940s, Gradient lenses were introduced. These were mirrored lenses which featured a special coating on the upper part of the lens for enhanced protection, but an uncoated lower lens for a clear view of the plane's instrument panel.

In 1952, Ray-Ban created another classic style, the Ray-Ban Wayfarer, this time with plastic frames. The Wayfarers soon became popular in Hollywood, and can be seen on James Dean in 1955's *Rebel Without a Cause*. The now-standard G-15 green and gray lenses were introduced a year after the Wayfarer, in 1953.

The company also pioneered wrap-around glasses: in 1965, the Olympian I and II were introduced and became popular when the actor Peter Fonda wore them in the 1969 film, *Easy Rider*. In 1968, Ray-Ban released the Balorama, which were best known as the sunglasses Harry Callahan wore in the 1973 film, *Magnum Force*.

Financial

According to moneycontrol.com, Ray-Ban Sun Optics has been increasingly profitable since 2006, starting with an operating profit of \$13 billion. In 2010, Ray-Ban's operating profit was \$20.66 billion. That being said, it can be duly noted that Ray-Ban glasses have been increasing in book value since 2006 as well, beginning with a value of 39.71 in 2006 and reporting a value of 68.10 in 2010. With a value of 68.10, the company's earnings per share came to 8.44.



Brand Personality

Ray-Ban has outstanding brand equity and brand identity. It will always be seen as a classic and timeless brand with consumers both young and old. Some descriptive identity words for the brand are original, outlandish, style, and bold. Its current advertising campaign is simply, "Never Hide". Ray-Ban puts a strong emphasis on the authenticity of life and loving the life you live.

Situation Analysis: Company



Brand Authenticity

To continue to push the authentic feel of Ray-Ban products, Ray-Ban doesn't use famous endorsements for its advertising outside of product placement seen in some classic movies. Ray-Ban encourages its customers to send in photos of them wearing Ray-Bans in their everyday life or in a situation where they were bold. Ray-Ban has developed a strong online presence which is effective since a huge portion of its sales occur online.

Brand Media

Ray-Ban is a huge proponent of individuality, creating and sharing content so it developed technology to allow its consumers to do just that. A section of its website was recently revamped solely for music which includes original mixtapes featuring Ray-Ban sponsored cover art and music videos that use its product in some way. Ray-Ban also has its own app which can be used to create bold, original photos and to keep up to date with its blog documenting all things Ray-Ban.

Ray-Ban definitely has a pulse on what its consumers want and has exceeded at creating an IMC to target them. Ray-Ban creates content that motivates its consumers and encourages them to live a bold, original life.



CAMPAIGNS



APPS



FILMS



NOISE



BLOG

Situation Analysis: Product



Product Overview

Ray-Ban, the iconic, high quality, eyewear company, is more than a brand, it's a lifestyle. With a strong emphasis on individuality and self-expression, being bold and being original, Ray-Ban has managed to captivate audiences for decades to become one of the leading eyewear brands internationally. The name Ray-Ban was created to describe that by wearing Ray-Ban products the consumer can expect to ban all of the sun's rays from causing any damage to their eyes, the ultimate protective sunglasses.

Through Ray-Ban's continual and determined innovation in improving lens technology, it continues to be one of the most durable, high quality eyeglass brands available compared to any other company on the market with similar products. Ray-Ban eyewear has a classic yet modern style and is described by many as a timeless and functional fashion accessory that can both evoke feelings of nostalgia in older consumers and bring feelings of trendiness and style to younger consumers.

Guarantee/Features

One of the number one reasons Ray-Ban products stand out from the crowd of eyewear is the high quality guarantee that comes with each pair of sunglasses or eyeglasses. Each purchase includes a two-year warranty against defects in material and workmanship, which indicates the high quality of the product, as most sun and optical glassware retailers don't offer returns or warranties past the first week, if at all. Each purchase of Ray-Bans also comes with a carry case, a branded dust cloth, and the Ray-Ban logo on the upper-right hand corner of the lens. Part of the appeal of the Ray-Ban brand is the genuine authenticity of the high-quality glasses and with all the knock-off products out there it's important for Ray-Ban to ensure high-quality authentic products.

Another feature that Ray-Ban offers on its website is a vast number of customizations which is why Ray-Bans are often referred to as the "Lego" of eyeglasses because of the option to customize virtually every aspect of each pair: the lens color, treatment, and style, frame size, material, style, and color. You can even have your pair personally engraved.



Situation Analysis: Product

Optical/Prescription

Although sunglasses are Ray-Ban's top selling products, its optical glasses have been revamped and are seeing a large increase in sales as well. According to the Ray-Ban website, Ray-Ban separates its optical eyeglass styles into different categories, icon, tech, active, high street, and junior. Icon includes Ray-Ban's more classic, iconic styles such as the Wayfarers and Clubmasters.

The tech category contains more "geek chic" glasses, which have some of the most innovative lens and frame technology. Active is the category that could be described as containing the most conservative style of glasses which were designed for everyday wear and more catered to an older target audience than the other categories. The two final styles offered are high street and junior, one contains the "flashy" style of Ray-Ban glasses, while the other targets children as the consumer with smaller sizes and kid-friendly styles.



Situation Analysis: Product



Lens Technology

Ray-Ban boasts some of the most cutting edge technology when it comes to its lenses which is separated into four different categories. The classic category contains lenses that come in green and brown and block 85% of visible light according to the Ray-Ban website. Depending on the color of lens one chooses, there is the option to change the contrast of the lens, which is one of Ray-Ban's top features.

The gradient lens category has a very complex tinting process that allows Ray-Ban sunglasses to have one of the smoothest transitions in shading from light to dark. The next category is the special lenses, which include Ray-Ban's famous mirror and legends lenses that are the lenses used in the top-selling style of Ray-Ban sunglasses, Aviators.

GRADIENT

GRADIENT LENSES

CRYSTAL - The crystal lens is tinted on the backside using high vacuum processes. This allows the adhesion of thin layers of oxides to the lenses to achieve smooth colour transitions.

PLASTIC - The plastic Ray-Ban lens achieves a transition in shading from dark to light thanks to a precise chemical immersion process.

INFINITE CHOICE
OF SHADING
FOR A LIFE IN
COLORS

MIRROR

SPECIAL LENSES

• MIRROR | LEGENDS

The mirror coating application on this lens is achieved through an advanced technological process where superheated metal oxides are fused to the lens at molecular level to ensure a uniform layer.

The mirror coating helps to reduce glare, deflect envious glances and give you that unique look.

PERFECTLY
UNIFORM LAYER

Situation Analysis: Product



G-15

CLASSIC LENSES

• GREEN LENSES G-15 | BROWN LENSES B-15

By absorbing 85% of visible light and blocking out most of the blue light, the green lens ensures better clarity of vision and remarkable colour contrast, providing a more 'natural vision'. Life through a lens though you won't notice the difference.



Life through a lens though you won't notice the difference.

ABSORBS 85% OF VISIBLE LIGHT



POLARIZED LENSES

Self-reflection: good. Surface reflection: not so good. Eliminate distracting polarized, aka reflected, light from reaching your eyes. That means a drastic reduction in the brightness of shiny surfaces, like chrome, and large bodies of water.



POLARIZED

ELIMINATES GLARES

ENHANCES CONTRASTS

REDUCE EYE STRAIN

INCREASES VISUAL CLARITY



Lens Technology

Classic and polarized lenses focus on eliminating the glare on shiny surfaces like metal, blacktop, and large bodies of water to reduce eyestrain. These glasses are engineered with the transmission axis oriented vertically to block reflecting light. As a result of this feature many fishermen, water lovers and outdoor enthusiasts favor this type of lens.

Photochromic or transitional lenses are clear while indoor and automatically darken when exposed to sunlight. These lenses allow for full ultraviolet radiation protection. Photochromic lenses are convenient as they reduce the need to switch from prescription sunglasses to indoor prescription glasses.

Situation Analysis: Product



Frame Technology

Ray-Ban has invested many years into experimenting with a variety of different frame materials. As of 2014 Ray-Ban offers: *Memo-Ray* (strong, flexible, and light) *Carbon Fiber* (strong and light) *Light-Ray* (light, strong and hypo-allergenic) *Liteforce*, (durable plastic, strong, and lightweight) and *Titanium* (50% lighter than regular metal frames, 50 percent stronger, and hypo-allergenic).



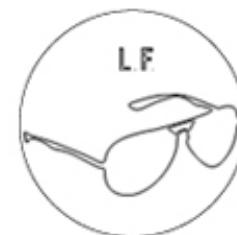
MEMO RAY



CARBON FIBER



LIGHT-RAY



LITEFORCE



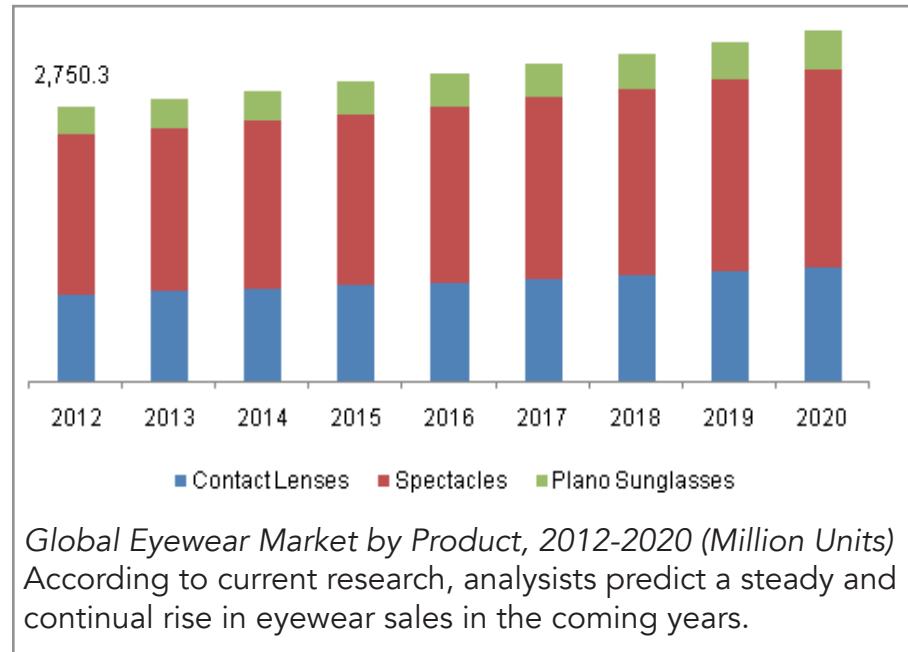
TITANIUM

Situation Analysis: Market



MRI+ Data

Three spreadsheets were especially useful in analyzing the market for Ray-Ban sunglasses in MRI+, all from the Fall 2013 Product database: Adults who spent \$100+, in the last 12 months on sunglasses, adults who wear prescription sunglasses, and adults who wear nonprescription sunglasses. The chief data we used was from the spreadsheets of adults who spent \$100 or more on sunglasses, and adults who bought prescription glasses. By cross-referencing the three different sources we were able to draw the following conclusions about the high-end eyewear market and its consumers.



Age

The age range of consumers in this market is very dynamic. Buyers in the age ranges from 18-54 all had index numbers over 100, the lowest being 45-54 at 114, the highest being 35-44 at 126. These age ranges make up 82.3% of the adult population. In contrast the 55-64 and 65+ age ranges make up only 18% of the adult population, but have index numbers far lower at 68 and 52 respectively. With the prescription glasses information the index numbers are almost reversed. Adults who are 65+ are most likely to have prescription glasses. It can be concluded that Ray-Ban is missing out on a large potential market: seniors. Since consumers buy Ray-Ban products for mostly other reasons than utility, the challenge is how the company can appeal to an older demographic that values utility when it comes to a product like prescription sunglasses.

Gender

Women who are between the ages of 18 and 33 are 23% more likely to spend money on high-end (\$100+) sunglasses than men in the same age range. Following suit in the Fall of 2013 the index numbers for women who bought high-end glasses were consistently 10% higher than their male counterparts, all the way up to the age of 54. Since both male and female population sizes are similar, the data suggests that women buy and use more sunglasses. The nonprescription sunglasses spreadsheet also supports this claim, with nonprescription wearers being on average 17% more likely to be women.

Situation Analysis: Market



Income

Income has a large part to play in identifying the target market for Ray-Ban. Those who make more than \$150,000 per year are 119% more likely to buy high-end sunglasses. Those with incomes in the \$75,000-\$150,000 per year range are 69% more likely to buy high-end sunglasses. Every income level less than that are significantly less likely to buy high-end sunglasses. One point that is worthy to note is that those who make \$75,000 per year and above make up 50% of the market for prescription sunglasses, but only factor in at 40% of the population. This supports the idea that Ray-Ban consumers are less concerned about the utility of the glasses, because they buy sunglasses that are nonprescription. The challenge again is for Ray-Ban to be a contender for those consumers who are buying prescription glasses as well. Although the people in the \$150,000 per year and above range are much more likely to be consumers, they have a population that is two-thirds smaller than consumers that make between \$75,000-\$150,000 per year. For this reason it would be wiser for Ray-Ban to market towards both, or more simply people who make more than \$75,000 per year.

Education

When it comes to education the MRI+ data suggests that the higher education received, the more likely the consumer will buy high-end sunglasses. On all of the three spreadsheets the only education section that had index numbers higher than 100 were people who at least attended college, if not graduated. About 40% of the adult population fall into this range. The highest index numbers were always those who attended some sort of post graduate education. This makes sense when related to demographics mentioned previously, including income. The consumer base of Ray-Ban is centralized around those who have received higher education.

Geography

Geographically speaking about the continental United States, the West has the highest index number at 132, meaning its population is the most likely to spend money on high-end sunglasses. The North East follows at 107, then the South at 91 leaving the Midwest trailing at 76. One very important note though is that while the West has the highest index number, the South has the largest population of actual consumers. In terms of prescription wearers, the Midwest has the most per capita.

Ethnicity

The last demographic we investigated was ethnicity. We found that Asian-Americans are the most likely to buy high-end sunglasses, at an index number of 150. The only race whose index number is lower than 100 is African-American. The margin is huge too; the index number for African-Americans is 53. Index numbers aside, the most sensible course is to market towards white-Americans because of population differences. White-Americans make up roughly 75% of the adult market. Ray-Ban should focus its resources on this demographic, but they could also market in a few niches along the way like the Asian-American market.

Situation Analysis: Consumer



Preliminary Assesment

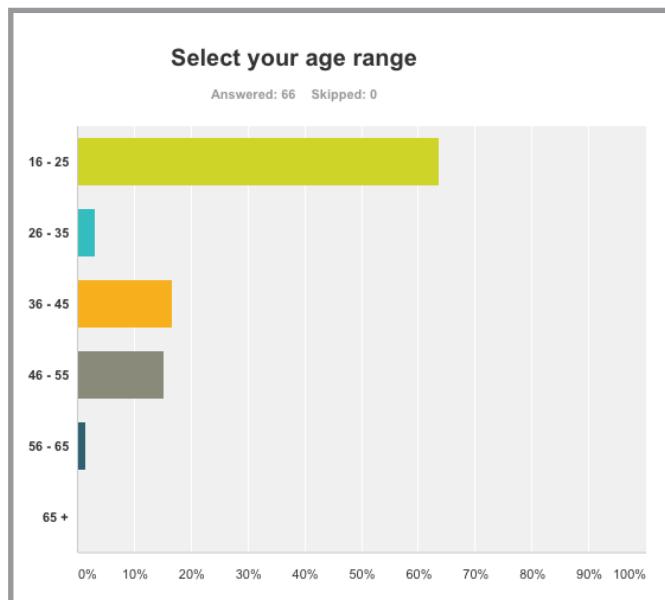
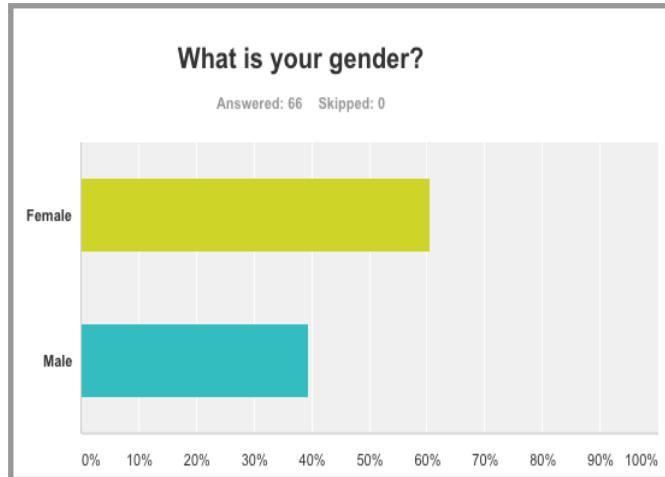
The initial stage of the analysis tackled the views already conceived by most people in regards to Ray-Ban. Concepts like status, wealth, fashion, success, style, age, and income were tossed around in brainstorming sessions. The analysis found that the one connecting link between all aspects of Ray-Ban seems to be money, or rather the worth of the product and the status that comes with it versus the money spent. Most, right out of the gate, stated that Ray-Bans were definitely listed as, "more expensive," than any other sunglass brand. Most also agreed that they aren't always worth the average pricing of \$200, and that the idea of, "worth," stems from the desire for the brands lifestyle approach weighed against that original pricing.

Next, the analysis pondered the question of: What is the lifestyle that Ray-Ban promotes? The answers shared the overarching theme of promotion to status, and never conforming. Continuing on, the analysis branched out from this idea of nonconformity and came to the conclusion that in short, Ray-Ban stands as a high end company marketing a brand that is timelessly in style while staying relevant in the upper echelons of society and maintaining a market throughout all income classes and most demographics of people.

This was only a preliminary assessment from the analysis team, and used as a basis, from which we launched a two-part survey to get a clearer idea of the real consumer view on Ray-Ban. The purpose of the first part of the survey was to gather demographics from the participants.

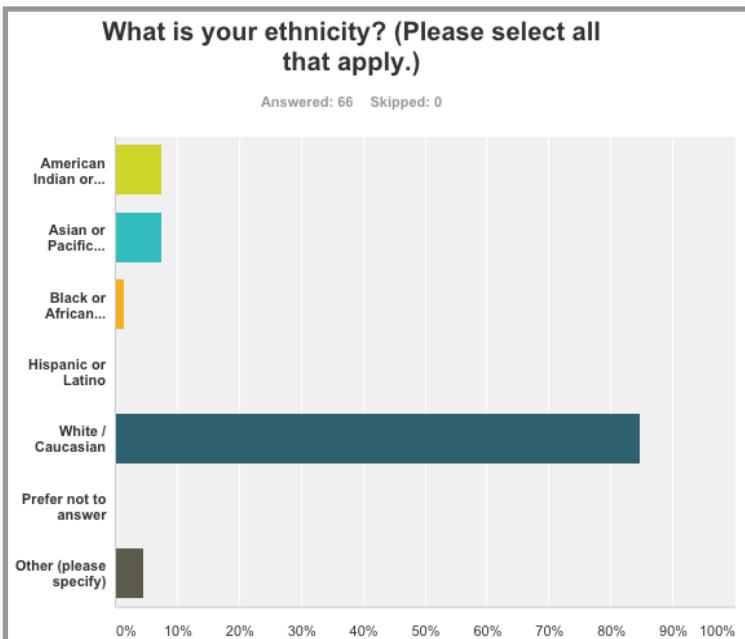


Situation Analysis: Consumer



Survey Demographics

63 people took part in the survey, only one was over the age of 54. The other 62 fell into what would become the biggest range of, 18 - 54 year old adults. Males clocked in at just under half at 41%, while the ladies managed to grab the majority with 59%. The two featured ethnicities are Caucasian and Asian. Only 1 respondent listed themselves as African-American and not a single Hispanic man or woman participated in the survey.



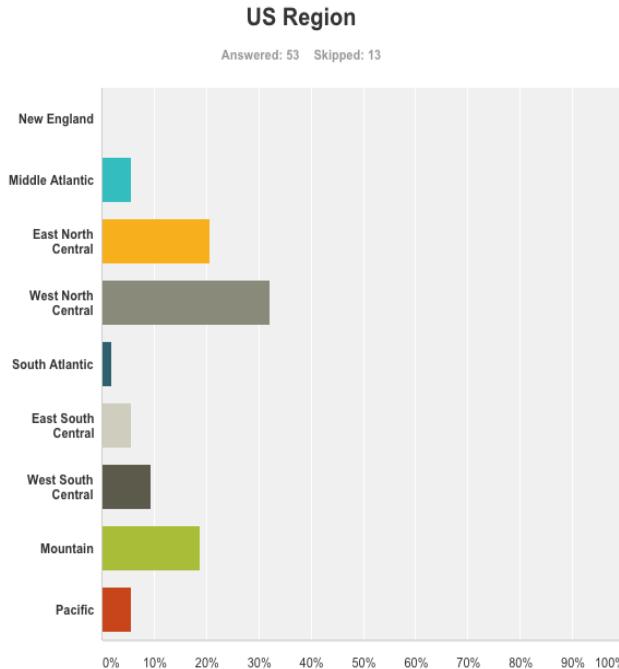
Situation Analysis: Consumer



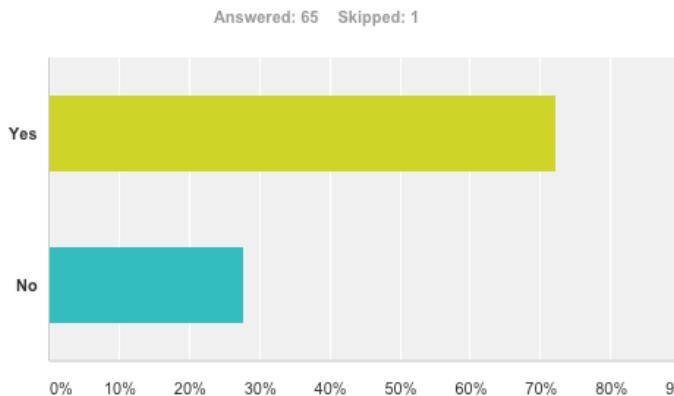
Survey Demographics

56 of the 63 polled respondents listed themselves in some sort of employment. The majority of those polled had responded that they finished a higher education or were in the process of acquiring a degree which alludes to the notion that Ray-Ban tends to attract consumers who value education in their lives. The geographic location of the respondents were primarily from the Midwest of the USA, but that didn't stop large mentions from the Mid-Atlantic, Mountains, Pacific, and West South Central regions as well.

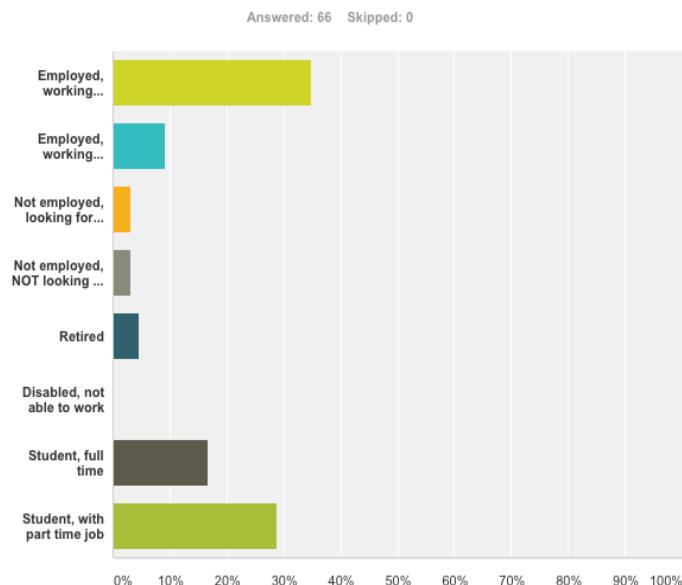
This information in tow, lends to the conclusion that your average Ray-Ban consumer is an employed 18 - 54 year old caucasian or asian male or female who is looking for a product that conveys an appreciation of status and a desire to blaze their own trail.



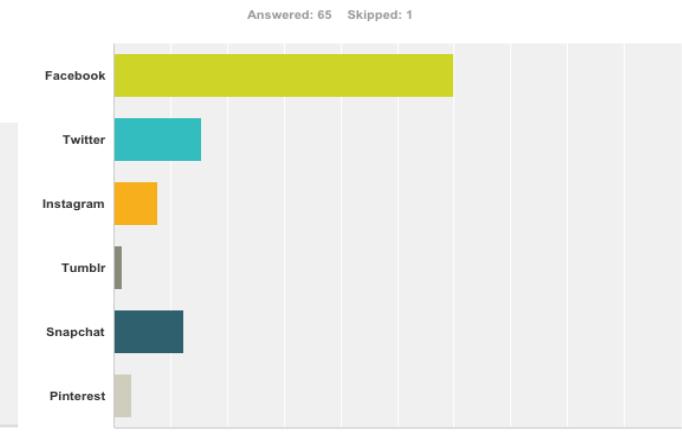
Do you wear glasses and contacts in order to enhance vision?



Which of the following categories best describes your employment status?



What social media platform do you use most?



Situation Analysis: Consumer

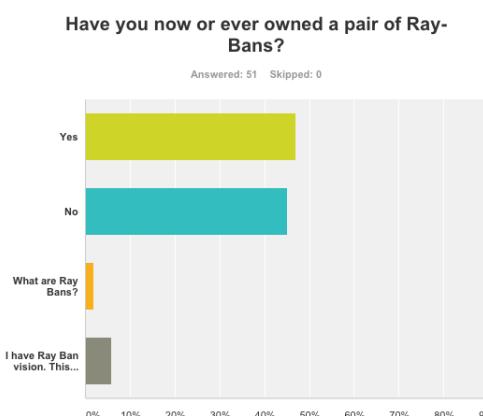


Survey Opinions

The second part of the survey covered a lot of the same concepts originally outlined before releasing it to the public and it confirmed the ideas about the pre-conceived notions behind Ray-Ban, and allowed a better foundation for that knowledge.

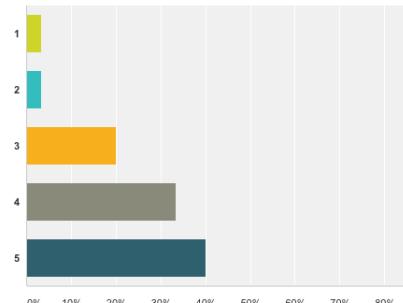
The analysis showed that 53% of all the respondents had purchased at least one Ray-Ban product while 45% had not, and a 2% didn't recognize the brand name. This shows that over half of those polled had a genuine understanding of the product as previous customers and those who hadn't showed a valuable opinion by sharing their views and perceptions of Ray-Ban from the view of a prospective customer.

There were plenty of positive responses to highlight. Namely, that the product is sold to those who value their appearance and wish to look clean and sleek while also being hip and trendy. This concept holds when you look at Ray-Ban profit margins since their induction in 1937. The general consensus is that Ray-Bans are high quality glasses or sunglasses that one would wear to fit in with a group or show a desire to succeed.



If you answered yes to the previous question, rate your investment. (1 = low value, 5 = high value)

Answered: 30 Skipped: 21



Cost Concerns

The final issue that surfaced was the average price point at which Ray-Bans are listed. Regardless of all the good, one constant negative was that the price is simply too high to justify the expenditure. This is difficult because you can't have one without the other, with quality comes a price. It's interesting because the same people who, in one question, would argue and complain about price would then answer another question praising Ray-Ban for their high quality product and ability to be hip and trendy. Ultimately it could be determined through the surveys that people appreciated the product, but the difference between who would buy a pair and who wouldn't was simply up to where they valued their money.

Target Consumer

Ray-Ban's target consumers are between the ages of 18-54, caucasian or asian males and females, who are either employed part time or full, have completed a college education or graduate school, and who convey an appreciation of status and a desire to blaze their own trail in society with a sleek and timeless style.

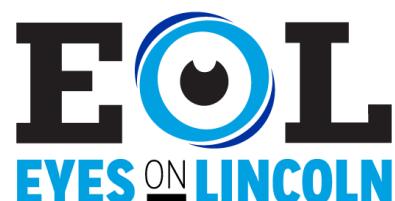
Situation Analysis: Salesperson



Interview Process

After creating a survey more applicable to sales representatives, interviews were performed at local retailers selling different brands of sunglasses. The data and responses recorded compares and contrasts five different stores in the Lincoln, NE area. There are ten questions with five responses to each. As a disclaimer some sales reps did not feel comfortable answering some of the questions, because of confidentiality rules and other aspects of their job contract.

Businesses Interviewed:



Interview Results

Through the interviews performed it was discovered there's been even more of a shift to fashion over function when purchasing eyewear as well as a large increase in sales during summer months. Consumers tend to buy based off of what brand they have had previous success with and what is medically best for their type of correction need (i.e. bi/trifocals).

According to all five shops, the words customer's use when talking about Ray Ban products are usually in regard to status and style. When asked what they thought separates Ray-Ban from the competition the answers included: trusted brand name, modern style, high quality, the bandwagon factor, and icon status. Based off of the interviews, the attitude about Ray-Ban products from the optician and staff standpoint are that they sell well, they're durable, high quality and it's often young men and women, in their teens or twenties who come in with their mind set on buying Ray-Ban's

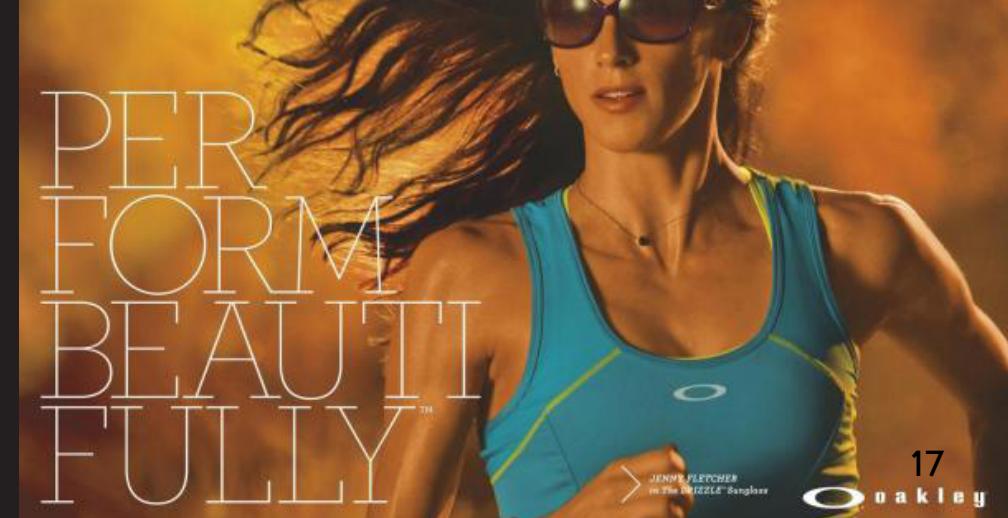
All five shops agreed that what customers look for first when eyewear shopping is style, followed by comfort, price, and familiarity. Each retailer was asked, "What is one word that describes Ray-Ban as a product or a brand?" The five words collected from the five different shops were: Quality, Classic, Iconic, Americana and Chunky. After interviewing the five companies about their thoughts on Ray-Ban in social media they said that they thought the brand was highly promoted, endorsed by many celebrities, and commented that Ray-Ban used ads that weren't pushy or aggressive, they simply promoted the lifestyle of the brand. Those interviewed also stated that Ray-Ban had an efficient online and mobile customer service and Ray-Ban compared to its competition is the more durable brand.

Situation Analysis: Competition

Competition Analyzed

Ray-Ban has established its place in the market, but is surrounded by competitors that offer very similar products. Despite the similarities, Ray-Ban succeeds due to its wide-range of appeal throughout the market; whereas competitors like Oakley have more narrow marketing appeal. Ray-Ban's competitors consist mostly of other luxury eyewear retailers such as Oakley because of the similar price and features. Both also offer customization and innovative lens technology. At a glance it would seem that both companies appeal to the same groups of people, however Oakley zeroes in its marketing budget targeting athleticism much more so than Ray-Ban. While Ray-Ban focuses exclusively on eyewear, Oakley has a wide array of products giving Ray-Ban the advantage of iconism since eyewear is all Ray-Ban is known for. In the mind of the consumer, Oakley sells glasses but Ray-Ban is the brand go to brand for eyewear specifically. Both companies' products and features might essentially mirror each other, however the difference in advertising attracts vastly different consumers. Oakley is traditional, rugged, athletic and sells in its own stores while Ray-Ban is trendy yet retro and primarily sells online.

Another high-end, well-known sunglass company with a similar product is Maui Jim that offers styles for both men and women but caters and appeal to an older demographic. Its products are less customizable, but like Oakley, Maui Jim sells more products than just eyewear and supports an "outdoorsy" lifestyle, albeit less extreme. Maui Jim advertises in a niche, much like Ray-Ban. The key difference is that it targets an older demographic, although it uses the same mediums, online and magazines.



Situation Analysis: Competition



Brand Advantage

Ray-Ban excels where Oakley and Maui Jim are lacking: customization, versatility, branding and specification. Since its competitors have established themselves as companies that make eyewear for certain situations, most consumers think of Ray-Ban glasses as appropriate for many situations. The Ray-Ban brand also holds a sense of status and an affluent lifestyle that is unique in the market.

The brand has a community but also gives the consumer a sense of individuality and uniqueness. Ray-Ban appeals to consumers who want to build their emotional utility, but it also has an opportunity to expand on their existing products by rebranding a segment of their products to appeal to consumers who might otherwise buy from Oakley or Maui Jim.



Situation Analysis: SWOT



Strengths

- Leading seller of eyewear internationally.
- An extensive list of customizable products for virtually every consumer in the eyewear market.
- Represent a timeless style; nostalgia for the older consumers and trendy style for the young.
- High quality products with advanced, innovative lenses.
- Strong brand equity and recognition internationally due long successful history.
- Successful product placement in popular culture has increased awareness of the brand while adding to the personality of the product.

Weaknesses

- Other luxury eyewear companies compete for essentially the same consumers.
- High price influences some consumers to view Ray-Ban glasses as a indulgent luxury they can't afford.
- Could be seen as irrelevant and outdated by some since new trends and styles start so quickly.
- Ray-Ban currently has a limited advertising approach which consists of mainly online and magazine ads which can isolate certain demographics.

Opportunities

- Develop a new sunglass line targeting the more rugged, sporty consumer. Although they introduced products like that in the past, with their release of the Outdoorsman aviator back in 1939, it's now a discontinued product and is something they could redevelop.
- Open an actual Ray-Ban outlet store in an area with a high concentration of buyers such as California or Dallas based on the MRI reports of its sales.

Threats

- Knock-off Ray-Ban products are sold world-wide on street carts and flea markets and are very damaging to the reputation of Ray-Ban as well as cut into its profits.
- Competition with other luxury sunglass brands.
- Eyewear and fashion is a tough business to stay relevant in while also attempting to maintain the Ray-Ban reputation.
- At the mercy of the economy since it's usually viewed as a want not a need



Creative Brief



Brand Promise: The genuinity and timelessness of Ray-Ban eyewear will provide senior consumers with a comfortable, utilitarian product while remaining true to the culture of Ray-Ban.

Brand Personality: Genuine, Timeless, Bold, Universal, Reliable

The Opportunity: Most high-end glasses companies are lacking in appealing to the senior market. Ray-Ban already has mass appeal yet it can transform its current media to captivate an older audience by focusing on quality, utility and timelessness.

Target Market: Seniors, 55+ make up 18% of population and are 25% less likely to buy Ray-Ban glasses than other age groups, but make up more than 44% of the prescription glasses market.

Proposition: Hit an older demographic (a market that has been untapped by Ray-Ban) by pushing the genuinity and timelessness of Ray-Ban glasses to provide senior consumers with a product that has a high amount of utility while remaining true to the culture of Ray-Ban.

Tonality: nostalgic, sincere

They Will Believe It Because: The senior population is a widely untapped market for prescription glasses. According to research, the top three things seniors look for when buying eyewear are price, comfort, and utility. Since the price of Ray-Ban and the comfort of the prescription glasses is comparable with other brands, the utility factor is the one thing Ray-Ban needs to work on. By focusing attention on the utility and durability of Ray-Ban, seniors may be more inclined to purchase them knowing they will last "For Generations to Come." Longevity, durability and the ability to be used as an heirloom are also key points to highlight to seniors.

Creative Brief



ALWAYS CLASSIC



Big (unifying) Idea: Create an ad campaign that targets senior citizens and shows them that buying Ray-Ban products will allow them to enjoy a pair of comfortable, affordable, prescription sunglasses as well as be something they can pass down from generation to generation.

Campaign Theme: "For Generations to Come"

Positioning Statement: Ray-Ban will provide senior consumers with a product that has a high amount of utility while remaining true to the culture of the eyewear company. The statements that will be made during the campaign are backed up by facts and will be communicated in a way that the target audience trusts. Ray-Ban is a genuine, timeless, universal and reliable brand and its glasses will deliver quality, utility and a distinct lifestyle "For Generations to Come".

Story: This campaign will portray the idea that Ray-Ban prescription glasses are highly functional, classic and durable enough to be passed down through your family for generations. It will also portray that Ray-Ban stores everything you have seen and experienced while wearing the glasses, allowing future family members to keep your legacy and memories alive and store their own for generations to come.

Justification: Senior citizens rarely buy Ray-Ban glasses because of the lack of interest in fashion or status and the heavy focus purely on utility.



Objectives



Advertising/Communication

Problem: Senior citizens have specific and limited views and ideas of what Ray-Ban is.

Opportunity: Spread the word about the many uses of Ray-Ban sunglasses/glasses and the different types glasses/sunglasses they sell, especially prescription. In addition, relay information regarding all the key qualities of Ray-Ban that appeal to senior citizens.

Objective: To increase brand awareness and communication between senior citizens and Ray-Ban.

Marketing

Problem: Senior citizens rarely buy Ray-Ban glasses.

Opportunity: Develop an ad campaign that shows senior citizens that Ray-Ban glasses are more than just high quality eyewear, they are heirlooms that can be passed on from generation to generation.

Objective: Increase sales of Ray-Ban prescription glasses by 10% in the first two years of the campaign. Also increase use of "Generations Campaign" (see actual "Generations to Come" campaign) to create a whole new group of loyal customers.

Media

Problem: Ray-Ban only uses media that senior citizens rarely incorporate in their lives.

Opportunity: Use more traditional media (magazines, newspapers, T.V, radio) to highlight the benefits and features of Ray-Ban products targeted to seniors which will increase brand awareness among that age group.

Objective: Increase media spending on platforms that relate to seniors' everyday life, habits, interests and intelligence.



Tactics



Actual Print Ad: All of the models come from the same family, portraying the theme, "For Generations to Come." There are plans to duplicate this with females as well.



Tactics



T.V. Advertisement

A young man enlists for war as a pilot and brings his Ray-Ban glasses so he can see and capture all of his breathtaking flight adventures. Cuts to the future and focuses on that soldier's son exploring the attic and finding those glasses his father wore as a pilot. The son uses the glasses he found throughout his life as a surgeon, operating on countless patients. Finally the scene skips ahead to the surgeon's son getting ready to read his valedictorian speech at graduation. He looks into the crowd and only sees his mother and an empty seat next to her, however he then puts those same glasses on and he sees his father. When he finishes his speech and looks up to throw his graduation cap he sees his grandpa's plane fly by. The commercial cuts to a picture of an old family tree and flashes, "Ray-Ban: For Generations to Come."

Internet Advertisement

This would be a replication of the T.V. ad developed as a pop-up on Youtube and websites frequented by seniors. The print ad will also be placed on Facebook and national and local news websites, two areas that have high senior traffic and involvement online.

Social Media Advertisement

A Facebook page will be created to promote the, "Generations to Come" campaign to the younger generation in order to start a discussion between generations about passing down Ray-Ban products instead of bought over and over because of price. In addition the page can be a trendy place to share family stories with the world and would create brand awareness.

Tactics

How About
a Classic?



"For Generations to Come"

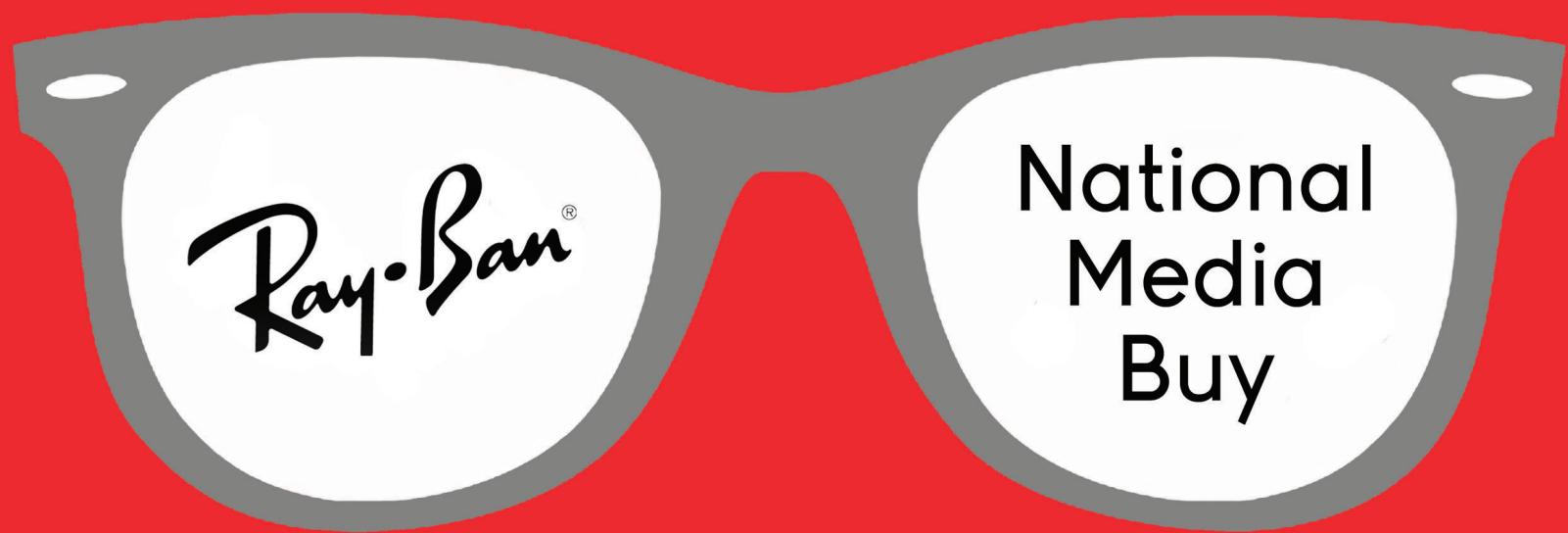
This promotion would allow people to fix broken glasses, frames, and lenses at a reduced price if they intend to pass on the specific pair of Ray-Ban glasses to a family member and bring them into the store.

Open a Physical Location

New York and Phoenix are two cities a physical store would thrive. This would allow seniors to specialize their eyewear product in person with a sales rep which might make them more comfortable. It would also serve as a location to launch the campaign and hold various Ray-Ban promotional events.

Guerilla Advertisement

Since seniors have a high air travel rate, airplanes wrapped with an ad in a way that looks as if the plane is wearing a pair of Ray-Ban glasses would be a subtle yet effective way to draw attention. Additionally a free photo could be held at select cities across the nation for generations of families to participate in.



National Media Buy



Vehicle/Program/Magazine	Size	Cost	RTG	Circ	# of Ads	GRP	Gross Imp.	CPM	CPP	Total Cost
Oscars	:30	\$1,800,000	24.7	43,741,000	2	24.7	87,482,000	\$4.12	\$72.87 4.49	\$3,600,000
Sunday /night Football	:30	\$593,700	12.8	21,700,000	8	25.6	173,600,000	\$2.74	\$46.38 2.81	\$4,749,600
Rolling Stone	FP C4	\$455,500		3,475,000	4		13,900,000	\$13.11		\$1,822,000
Wall Street Journal	M-T B+W	\$125,600		1,728,413	4		6,913,652	\$7.27		\$502,400
FaceBook Ad	2\$ per Click	\$200,000		100,000	2		200,000	\$200.00		\$400,000
NCIS	:30	\$160,264	10.8	17,031,000	8	54	136,248,000	\$0.94	\$14.83 9.26	1,282,112
LA	24 Panels	165,600	2.08	13,697,000	2	50	27,623,040	\$5.99	\$821.00	\$331,200
Wall Street Journal	F B+W	\$153,300		1,981,016	4		7,924,064	\$7.74		\$613,200
Google Ads	2\$ Per Click	200,000		100,000	4		400,000	\$200.00		\$800,000
Grand Totals							454,290,756	\$31.04		\$14,100,51

Media Objective: Reach 60% of seniors +55 of age, using consistent ads that air during early mornings and nights, in 12 Months.

This table shows the spending trend over a 4 week span for media buying purposes. It shows each individual vehicle we chose for a specific type of medium to run our ad on. In addition it shows a lot of critical information allowing us to see the breakdown of each media purchased.

National Media Buy



Media Buy Research

Oscars: The Oscars is one of the most watched programs on T.V and by showing this ad on T.V, it will not only reach a certain % of our audience, it will also creates the illusion that everyone who is wearing sunglasses at the Oscars is wearing Ray-Ban.

SNF: Families are present watching Sunday Night Football.

Rolling Stones: According to research found on the internet, Rolling stones is one of the highest read magazines from the age group of 50-75.

Wall Street Journal: According to research 50-75 year olds are more likely to read a copy of the Wall Street Journal than any other Newspaper.

FaceBook Ad: This platform is not only the main social media platform for 50-75 year olds, but is also the largest for all age groups which will help spread the word of our new campaign, because it involves all generations not just seniors.

NCIS: According to our research NCIS is one of the most watched T.V programs by 50-75 year olds.

LA: A lot of senior citizens and it is sunny most of the year. It is also highly populated with families in the suburbs.

Google Ads: We will use words like "Family, Heirloom, Prescription Sunglasses, Glasses, Sunglasses, Glasses Repair...." to make sure our ad only reaches consumers who are trying to consume what we are offering as a product/service.

Media Tactics

Paid: We will be using the same print ad for both magazine, billboard, newspaper, google ad, and FaceBook cover photo to make sure there is a lot of consistency and people know what product is being talked about when seeing the picture of the three guys. In addition the same video ad will be played at different times throughout the three T.V programs we have selected that we feel best reaches our audience.

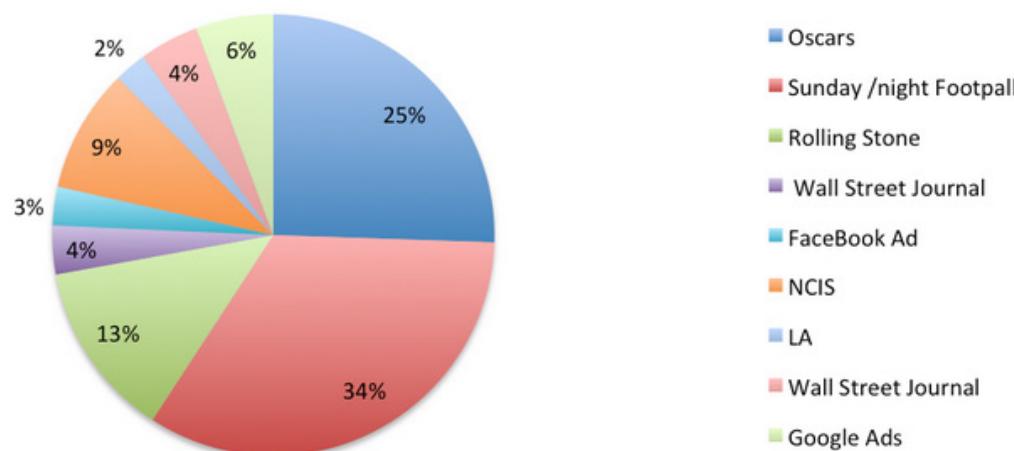
Owned: Our Google ad will have words like "sunglasses, glasses, sale, heirloom," marked as key words to make sure consumers only see our ad if we already know they are interested in buying glasses, sunglasses. In addition Facebook will be more of a getting the word out there from people sharing their stories and people reading about our product when seeing where those stories were allowed to be made/read.

Earned: Because of stunts like free photo shoots around the world and sharing your families history with the rest of the world, people will be sharing the one thing that is most important to everyone: family. With everything that is shared between family and the rest of the world Ray-Ban's logo will be next to showing people where this great conversation was sparked from.

National Media Buy



% Spent On Media



The paid media chosen encompasses areas such as outdoor, digital ads, and ads in well known media publications, newspapers and journals. Couple that with strategic placements within primetime television like NCIS and the Sunday Night Football and there's a great foundation to connect the campaign across all mediums. The paid media will direct people to Ray-Ban products directly and the digital ads online will reinforce that. The paid media from Google will ensure that consumers not looking to invest in Ray-Ban products are not targeted. Whereas the target market will benefit from the specific Google ads. Both of these concepts translates into earned media. Simply put, consumers will plaster their pictures, thoughts and opinions to social media where Ray-Ban will be showcased as a part of their life.

National Media Buy



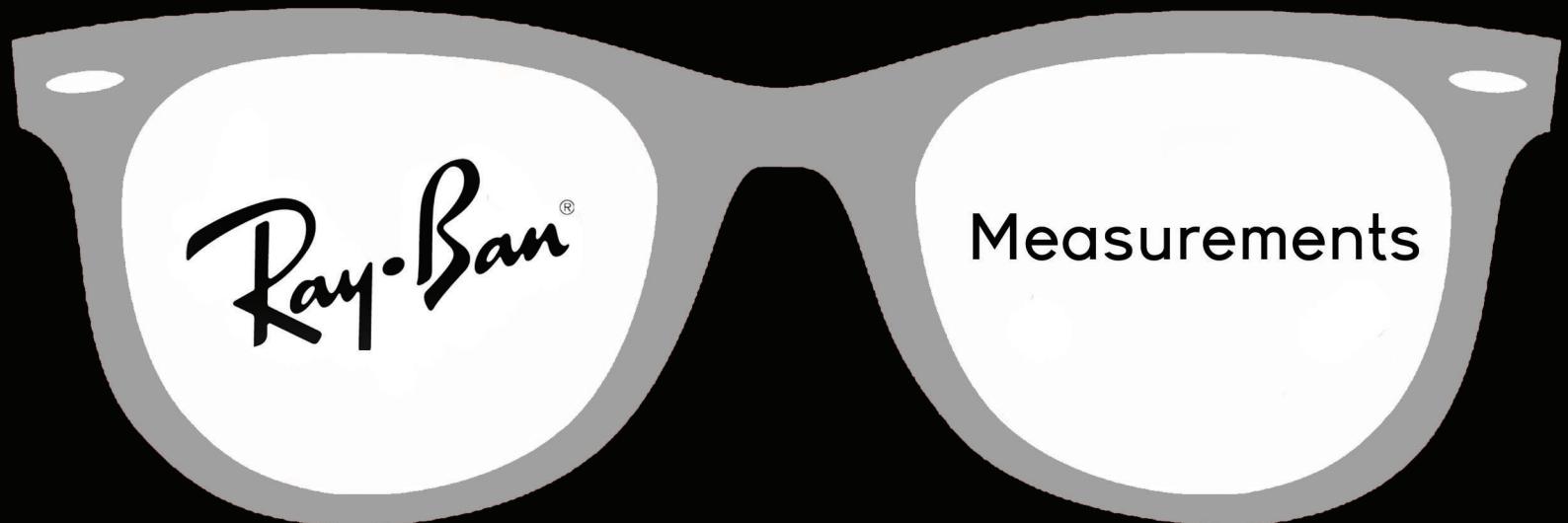
Public Relations

- Free photoshoot located at random cities wearing Ray-Ban Glasses for different families.
- Share With people the many stories of their parents/grandparents on Facebook.
- Concert Sponsored by Rolling Stone, buy one get one half off when attending with son or grandson.
- Interview with People on Wall Street, Phoenix and who have shared their Ray-Ban Generation Stories.
- Online virtual scavenger hunt, that you turn in your final answer online on our website.
- Retweet Contest to receive a free pair of ray bans for the whole family.

Sales/Promotion

- 50% discount to people who repair/replace lenses and frames when they bring in there son or grandson
- Grand opening of the physical stores in Phoenix and LA with massive deals to get people in the door.
- App on both Android and Apple that lets you try on a pair without being at the store, using face recognition
- Comparison of Ray-Ban vs. other competing brands.
- Spring sale nationwide in all department stores carrying all Ray-Ban products.
- Promotional materials showcasing men & women in the 50+ category wearing/sporting Ray-Ban frames.
- Release of the new Ray-Ban Clubmaster sunglasses.

Ray-Ban Ray-Ban Ray-Ban



Measurements

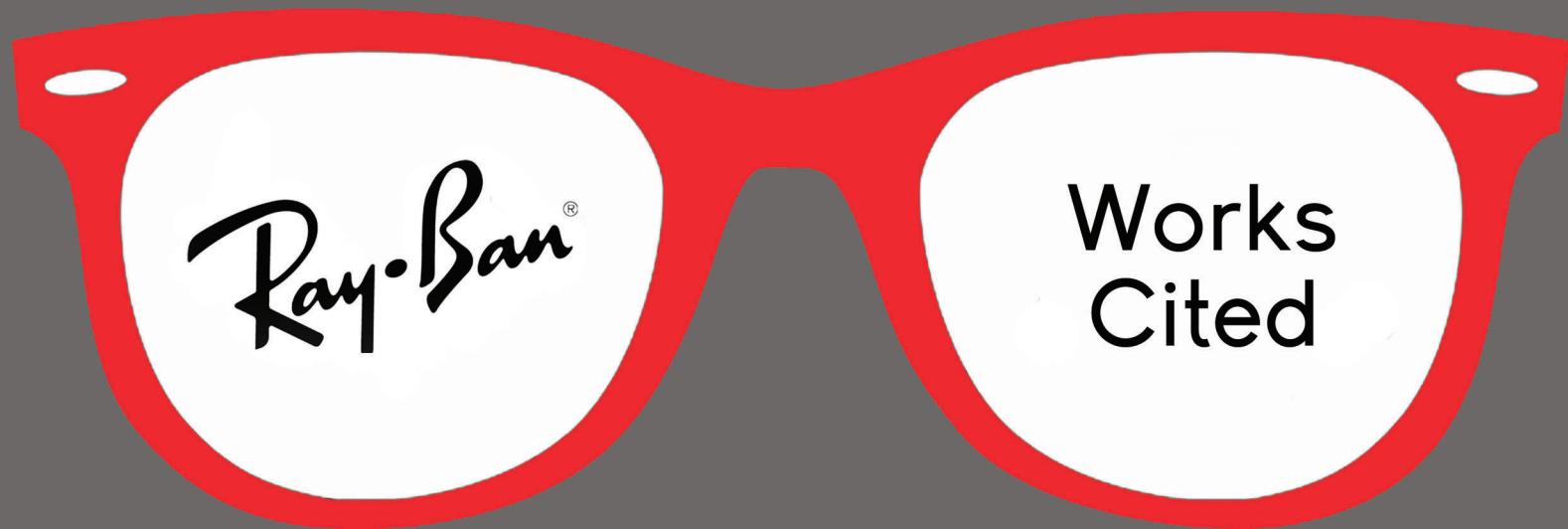


Call optician and department stores that sell Ray-Ban products to see how many people age 50+ bought Ray-Ban glasses in a period of four weeks.

Track how many clicks and turnovers were received by the Google specific ads.

Include a link or QR code on the print ads such as magazines that would virtually lead consumers to the online Ray-Ban shop and track the traffic from there.

Take advantage of the Facebook software that will track users interaction with the Ray-Ban page or ads.



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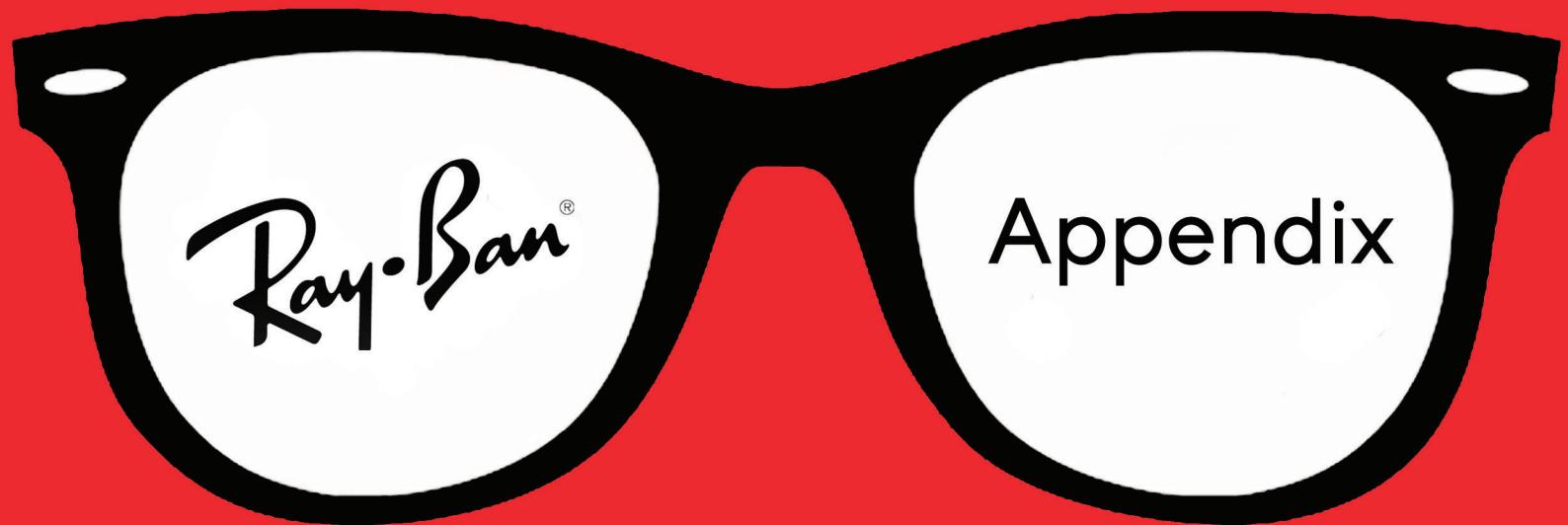
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Appendix



MRI+ Charts

	Fall 2013 Product: Health & Beauty Aids					Fall 2013 Product: Health & Beauty Aids					
	Sunglasses - Amount Spent In Total					Eyeglasses, Contact Lenses & Sunglasses - Personally wear					
	Adults					Adults					
	\$100+ In last 12 months					Prescription Eyeglasses (sun, tinted, regular)					
	Total '000	Proj '000	Pct Across	Pct Down	Index		Total '000	Proj '000	Pct Across	Pct Down	Index
Total	235577	8404	3.6	100	100		235577	83840	35.6	100	100
Men	113610	3760	3.3	44.7	93		113610	36416	32.1	43.4	90
Women	121967	4643	3.8	55.3	107		121967	47424	38.9	56.6	109
Educ: graduated college plus	66457	3543	5.3	42.2	149		66457	27793	41.8	33.2	118
Educ: attended college	44291	1556	3.5	18.5	98		44291	15468	34.9	18.4	98
Educ: graduated high school	70650	1908	2.7	22.7	76		70650	23538	33.3	28.1	94
Educ: did not graduate HS	29509	476	1.6	5.7	45		29509	7640	25.9	9.1	73
Educ: post graduate	27488	1662	6	19.8	169		27488	11800	42.9	14.1	121
Educ: no college	99951	2217	2.2	26.4	62		99951	30749	30.8	36.7	86
Age 18-24	30228	1331	4.4	15.8	123		30228	7425	24.6	8.9	69
Age 25-34	41382	1773	4.3	21.1	120		41382	11420	27.6	13.6	78
Age 35-44	40092	1802	4.5	21.4	126		40092	12227	30.5	14.6	86
Age 45-54	44131	1798	4.1	21.4	114		44131	16239	36.8	19.4	103
Age 55-64	38065	925	2.4	11	68		38065	17110	44.9	20.4	126
Age 65+	41680	776	1.9	9.2	52		41680	19420	46.6	23.2	131
Adults 18-34	71610	3104	4.3	36.9	121		71610	18845	26.3	22.5	74
Adults 18-49	133371	5852	4.4	69.6	123		133371	38605	28.9	46	81
Adults 25-54	125605	5372	4.3	63.9	120		125605	39885	31.8	47.6	89
Men 18-34	35723	1399	3.9	16.6	110		35723	7674	21.5	9.2	60
Men 18-49	66086	2757	4.2	32.8	117		66086	16441	24.9	19.6	70
Men 25-54	61836	2475	4	29.5	112		61836	17492	28.3	20.9	79
Women 18-34	35886	1705	4.8	20.3	133		35886	11171	31.1	13.3	87
Women 18-49	67286	3095	4.6	36.8	129		67286	22164	32.9	26.4	93
Women 25-54	63769	2898	4.5	34.5	127		63769	22393	35.1	26.7	99
Occupation: professional and related occupations	31639	1674	5.3	19.9	148		31639	12544	39.6	15	111
Occupation: management, business and financial operations	22708	1569	6.9	18.7	194		22708	8730	38.4	10.4	108
Occupation: sales and office occupations	32377	1354	4.2	16.1	117		32377	11775	36.4	14	102
Occupation: natural resources, construction and	12848	582	4.5	6.9	127		12848	3202	24.9	3.8	70
Occupation: other employed	41840	1489	3.6	17.7	100		41840	11655	27.9	13.9	78
HHI: \$150,000+	25578	1995	7.8	23.7	219		25578	9872	38.6	11.8	108
HHI: \$75,000-\$149,999	66739	4015	6	47.8	169		66739	26556	39.8	31.7	112
HHI: \$60,000-\$74,999	25079	773	3.1	9.2	86		25079	9119	36.4	10.9	102
HHI: \$50,000-\$59,999	18916	347	1.8	4.1	51		18916	6742	35.6	8	100
HHI: \$40,000-\$49,999	20752	353	1.7	4.2	48		20752	7320	35.3	8.7	99
HHI: \$30,000-\$39,999	23129	350	1.5	4.2	42		23129	7867	34	9.4	96
HHI: \$20,000-\$29,999	22839	243	1.1	2.9	30		22839	7305	32	8.7	90
HHI: <\$20,000	32546	327	1	3.9	28		32546	9059	27.8	10.8	78
Census Region: North East	42904	1633	3.8	19.4	107		42904	16074	37.5	19.2	105
Census Region: South	88114	2859	3.2	34	91		88114	29586	33.6	35.3	94
Census Region: Midwest	51129	1388	2.7	16.5	76		51129	19953	39	23.8	110

Appendix



Salesperson Notes

1. Tell me about how consumers make the decision to purchase glasses/sunglasses?

Consumers make the decision to purchase sunglasses more so in the summer time because of the harsh rays the sun gives off and they want to protect their eyes.

2. What words do your customers use when talking about the product? Customers use words like UV protection, quality, make, & design because those are all important factors when purchasing a new pair of sunglasses.

3. What do you think separates Ray Bans from the competition?
Ray Bans are a well-known brand so the name alone gets people to look into purchasing them. Ray Bans are a very modern looking sunglasses with popular styles and sleek design. Ray Bans tend to be on the pricier side but the quality is one of the other factors that customers like as well as the UV protection it provides, so most people say it is worth it.

4. What is the attitude about Ray Bans from consumers or staff?
Ray Bans are very well known high quality sunglasses that will last you years in comparison to other cheaply made pairs. You buy them with the intent to wear them a lot, and keep them nice to be able to wear them for years to come.

5. What is your perception on what customers are looking for?
Customers are looking for good UV protection to protect their eyes but also a good quality pair of sunglasses that doesn't break easily but also looks fashionable and are an appealing frame to wear

6. What is one word to describe Ray Bans?
Quality

7. Why did you decide to allow customers to design every aspect of RayBand Sunglasses when purchasing them on the web?

We wanted to give the customer the option to get Ray Bans however they wanted because everyone is different. They might like a certain aspect of a pair, but not another aspect, so they can just mix and match to create exactly what they want because we just want the customer to be satisfied

8. What are things that you see on social media about your product?

Ray Bans are a very highly promoted product on social media, celebrities often wear them and have multiple pairs so that is a huge way to get the positive word out about Ray Bans sunglasses

9. What do people think of your customer service and how does that benefit or hurt your reputation as a company?
Ray Ban customer service works very well with the customer, which is something that would get more people to want to buy from them again if they had a good experience in the past. They have a message box online where you can send your concerns and they will get back to you as soon as they can, as well as a phone number where you can call for faster, more direct answers.

10. If you could compare Ray Bans to another product in terms of quality what would it be?

Ray Bans in comparison to the Oakley brand sunglasses often last a lot longer. Ray Bans are very sturdy and seem to be able to take a lot of wear and tear while multiple pairs of Oakleys get scratched very easily or lenses pop out, the arms break off, etc.

11. What do customers seem to buy when purchasing RayBans?
Customers tend to stay away from active or tech Ray Ban models of the sunglasses but purchase the more modern glasses for fashion purposes.

Appendix



Salesperson Notes

Eyes On Lincoln: (402-475-1030) 3200 O street. Stephanie Thomas

1.Tell me about how consumers make the decision to purchase glasses/sunglasses?

Most patients with a need for glasses need prescription correction, which makes the choice clear between contacts and glasses. There's been a shift recently in consumers preference on style of glasses to pick. Glasses any more are a fashion statement and bolder frames and styles are accepted as well as multiple pairs.

Sunglass choices whether prescription or plano lenses are decided by personal style. Rayban sunglasses have classic looks with the Clubmaster, Wayfarer, and other classics that are memorable to the brand. When people think of aviators many immediately think of RayBan.

2.What words do your customers use when talking about the product?

Classic, Cop glasses, Wayfarer, Bold colors. Geek, nerdy frames, hipster brand.

3. What do you think separate ray bans from the competition?

Brand name, quality, classic looks.

4. What is the attitude about Ray bans from consumers or staff?

Staff personally like the RayBan they sell well and the brand has good customer service. Patients enjoy the brand for the brand name and the color options.

5. What is your perception on what customers are looking for?

Style immediately, then comfort. Many times do patients look for style over functionality and the optician's job is to steer them to an option that will work best.

6. What is one word to describe ray bans?

Classic

7. Why did you decide to allow customers to design every aspect of RayBan Sunglasses when purchasing them on the web?

N/A

8. what are things that you see on social media about your product?
We have brands icons and photos of promotional material occasionally on our social media page

9. What do people think of your costumer service and how does that benefit or hurt your reputation as a company?

We have the best customer service. We are knowledgeable and always strive to do the best for our customers

10. If you could compare ray bands to another product in terms of quality what would it be?

Other Luxottica products (i.e. Versace, Polo, D&G)

11. What do customers seem to buy when purchasing RayBands?
Mainly ophthalmic frames

Optical Gallery/Target Optical: Ashley N. Wilcox

1.Tell me about how consumers make the decision to purchase glasses/ sunglasses?

Patients typically consider price point, style, shape, color and prescription needs when choosing glasses.

2.What words do your customers use when talking about the product?
Sleek, comfortable, cool, sporty, geeky

3. What do you think separate ray bans from the competition?
Their iconic look that has been well advertised via movies and magazine ads, price point (in some cases), athletic styling

4. What is the attitude about Ray bans from consumers or staff?

Appendix



Salesperson Notes

5. What is your perception on what customers are looking for?
Trendy, professional, classic.

6. What is one word to describe ray bans?
Iconic-American

8. what are things that you see on social media about your product?
Well advertised though movies and magazines

9. What do people think of your costumer service and how does that benefit or hurt your reputation as a company?

10. If you could compare ray bands to another product in terms of quality what would it be?
Raybans are known for their quality and durability. They truly do hold up better than many brands and are able to withstand many Rx needs

11. What do customers seem to buy when purchasing RayBands?
Top of the line lenses

Eye Glass World: Just went into randomly and asked Carol at the front desk

1.Tell me about how consumers make the decision to purchase glasses/sunglasses?
Based mostly on what they have been most comfortable in previously or what is medically best for their type of correction need mostly commonly with bi/trifocals

2.What words do your customers use when talking about the product?

Most people do not use the proper verbiage when asking about lenses and often mix up glasses from frames or lenses otherwise most people assume glass is a lens we still use however we never use the material unless for welders or other specific occupations the term glasses is misleading since we most often use types of plastic

3. What do you think separate ray bans from the competition?
Nothing more than style and an established name band

4. What is the attitude about Ray bans from consumers or staff?
Customers tend to not have much of an attitude but most commonly these are purchased, most often by young men and women in their teens or twenties

5. What is your perception on what customers are looking for?
Most of all comfort and what is most familiar and what seems to fit best with personal style, meaning louder of younger people want more color and variety and older or more quiet people want simple

6. What is one word to describe ray bans?
Chunky

8. What are things that you see on social media about your product?
Mostly just pushing an established name brand

9. What do people think of Ray Bans costumer service and how does that benefit or hurt your reputation as a company?
I have never had to deal directly with the company

10. If you could compare ray bands to another product in terms of quality what would it be?
I would say it does not have a lot of variety or uniqueness they have