**MARKETING**

***Professor Boichuk***

**Name:** Fill In

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**Weight:** 20% of COMM 3020.

**Submission Format:** Email ([boichuk@virginia.edu)](mailto:boichuk@virginia.edu)), using “Marketing Final Exam Submission” for the subject line and the following convention to name the file you submit “Block # last name, first name” (e.g., “Block 6 Ross, Stephen.docx”).

**Special Instructions:**

Address the following question:

*Should Under Armour continue to “*[*sign good athletes*](https://www.washingtonpost.com/news/dc-sports-bog/wp/2015/06/23/jordan-spieth-and-under-armour-a-former-redskins-defensive-linemans-golf-bet-pays-off/)*” and athletics teams in traditional sports or focus on a broader set of influencers, such as fashion icons or celebrities?*

As you see fit, you should leverage the case analysis resources on Blackboard, UVA library resources, and content available on the internet as you prepare your recommended action plan.

The case analysis rubric available on Blackboard will be used for grading purposes. Thus, your report will be assessed according to the extent to which it identifies one or two high-level problems (associated with the course of action you decide against) concisely. Your report should put forth sound justification to explain why these problems are urgent and important issues. Top marks will be awarded to reports that highlight long-term, detrimental implications of these problems concretely. Data-driven recommendations must substantiate your report, and the variables, methods, and provenance of the data you use to make decisions must be described clearly. The action plan you recommend should be well reasoned and should solve the problems you’re advancing in a creative manner. Subject Under Armour’s alternative courses of action to relevant decision criteria cogently for this purpose; then, fully discuss what Kuehl needs to do to succeed as he pursues your recommended course of action. Make sure you cover all relevant aspects of the 4Ps. How should success be defined? Offer Kuehl SMART goals to help him understand what to expect. Adhere to the expectations that were set in Communication this semester at all times.

**Length Limitation:** 1000 words (not inclusive of tables and figures).

*On my honor, I pledge that I have neither given nor received help on this examination. I worked alone on all aspects of it and the analysis I present is my own.*

**Signature:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Time & Date:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Use this page as a cover sheet. Do not include any responses on this page.*

**Marketing Case**

Since [Ryan Kuehl](https://www.linkedin.com/in/ryan-kuehl-4b31672/) ([Commerce ’94](https://news.virginia.edu/content/former-uva-football-standout-ryan-kuehl-big-business-team-sport)) became Under Armour’s VP of Sports Marketing and Sponsorships in 2015, the company has padded its [UA Roster](https://www.underarmour.com/en-us/ua-roster) of endorsed athletes with impressive talent.

New additions to the UA team include [Steph Curry](http://www.espn.com/nba/story/_/id/15047018/how-nike-lost-stephen-curry-armour) and [Yale](https://thefly.com/landingPageNews.php?id=2310961&headline=UA;NKE-Under-Armour-to-pay-M-for-Yale-sponsorship-deal-Bloomberg-says), to name just two deals. Further, Kuehl added eight years onto [Jordan Spieth’s contract](http://www.businessinsider.com/under-armour-jordan-spieth-contract-2017-7), which has worked out well for Under Armour. Spieth’s a self-described “[Under Armour guy](https://www.washingtonpost.com/news/dc-sports-bog/wp/2015/06/25/under-armours-kevin-plank-raves-about-jordan-spieth-deal/)” and an all-around athlete that allowed Under Armour to “[get into new product categories](https://www.washingtonpost.com/news/dc-sports-bog/wp/2015/06/25/under-armours-kevin-plank-raves-about-jordan-spieth-deal/),” according to Kuehl.

Despite these gains, [business is down](https://seekingalpha.com/article/4118720-armours-uaa-ceo-kevin-plank-q3-2017-results-earnings-call-transcript) and next steps are uncertain. Adam Peake, Under Armour’s former EVP of Global Marketing rightly stated that the challenge is “[prioritizing priorities](https://www.washingtonpost.com/business/economy/under-armours-athletes-helped-brand-explode-now-comes-the-hard-part/2015/07/19/ffd62738-2c9d-11e5-bd33-395c05608059_story.html).” Going forward what kind of talent and what kind of teams should Under Armour be targeting for its endorsement contracts?

Nike and Adidas are beating Under Armour to the likes of [Kendrick Lamar and Pharrell Williams](https://www.thestar.com/business/2017/11/03/kanye-or-lebron-rihanna-or-steph-curry-fashion-and-celebrity-take-over-in-sneaker-game.html) with great fanfare. Should Under Armour be following this trend and searching for endorsement deals outside of the traditional sports arena?

Kuehl has asked you to outline a near-term strategy for Under Armour in a report by detailing how the company should build out its UA Roster over the coming year.

Choose between prioritizing athletes and prioritizing other kinds of influencers, such as fashion icons or celebrities. And justify the strategic choice you make with a robust set of decision criteria that Kuehl’s team can use to focus its acquisition efforts.

As a way to demonstrate how Kuehl’s team could implement your strategy, suggest who Under Armour’s next endorsement should be and detail how Under Armour should leverage this endorsement to increase its revenue.