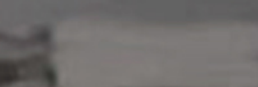




I WILL WHAT I WANT®

JAY CHIAT AWARDS 2015



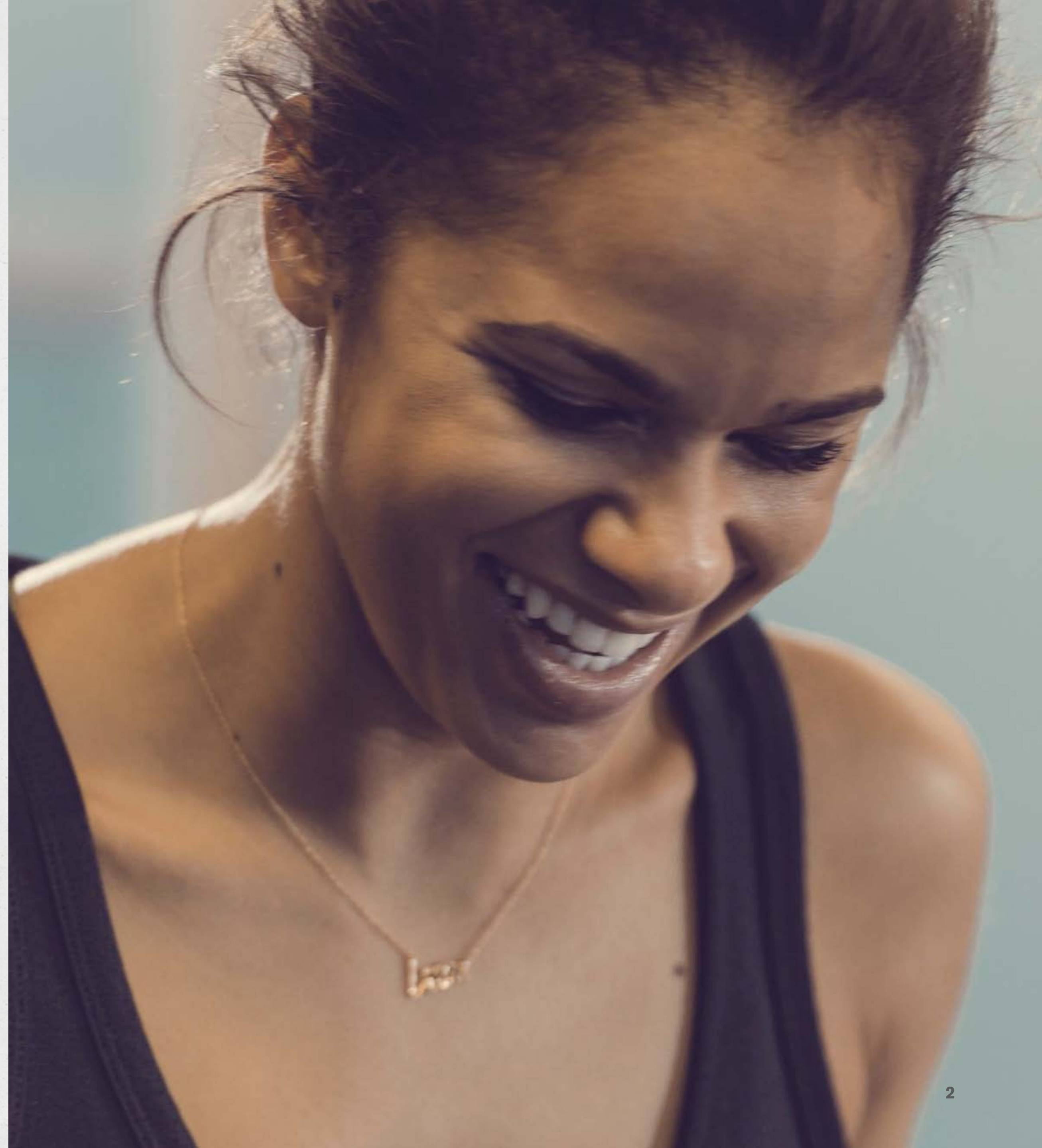




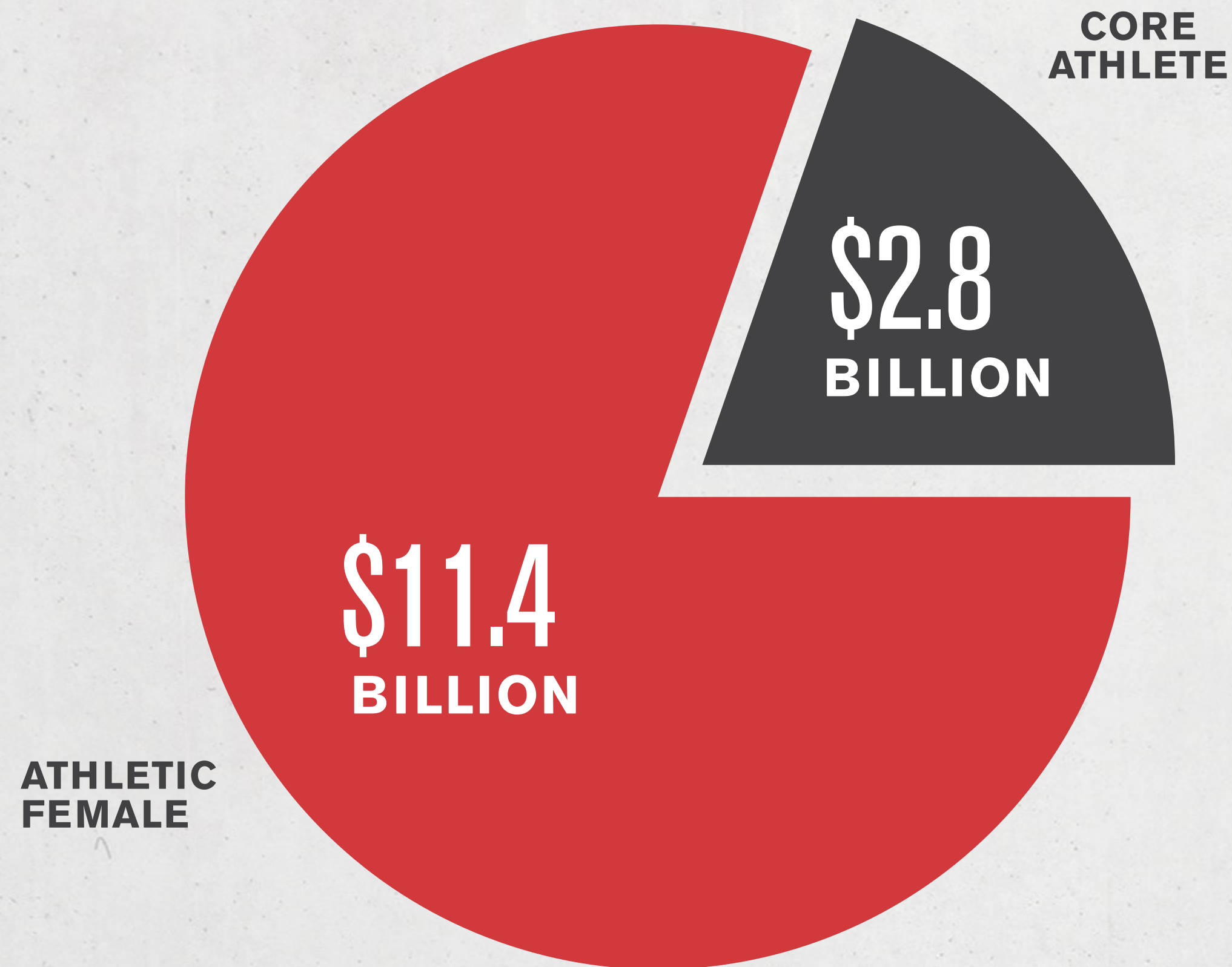
# SUMMARY

**This is the story of how Under Armour turned their uber-masculine sportswear brand into a symbol of female athletic aspiration.**

We set out to solve a critical business problem—how does Under Armour win over a massive new target that outright rejects the brand? It started with a truth about how their new target approaches fitness, then evolved into a big cultural insight about what it means to be a woman in the twenty-first century. This translated into a creative idea that connected Under Armour's strong performance values to the true stories of women today achieving success on their own terms. The campaign put the brand at the heart of a cultural conversation, achieving a complete turnaround in connecting with their new target and an astonishing 28-percent sales increase. Even more, the campaign became a rallying cry that women everywhere could truly call their own.







US Women's Sports Apparel Market Size

# BACKGROUND

Under Armour was born out of football in 1996 with the mission to make all athletes better. Their performance products were game-changing, putting the brand second to Nike in US sportswear.

Their meteoric rise to the top was propelled by overwhelming popularity among male athletes. But at the cost of this, Under Armour had forgotten about half the population.

In 2013, the women's business was seriously lacking, contributing only 17% of Under Armour's total revenue of \$2.3 billion. In the past 24 months, however, women's sportswear brands like Lululemon, Champion, and Victoria's Secret added \$975 million in revenues to their businesses—making women's the fastest growing segment within the sportswear category.

These revenues came from Athletic Women, a target that spends less than Under Armour's current female consumer, the Core Athlete, but is four times their size. New brands like Lululemon were dominating women's sportswear by appealing to this target's desires for brands that are both “empowering” and “stylish.”

**With a brand known for performance above all else, Under Armour was poised to be shut out of the women's category entirely.**



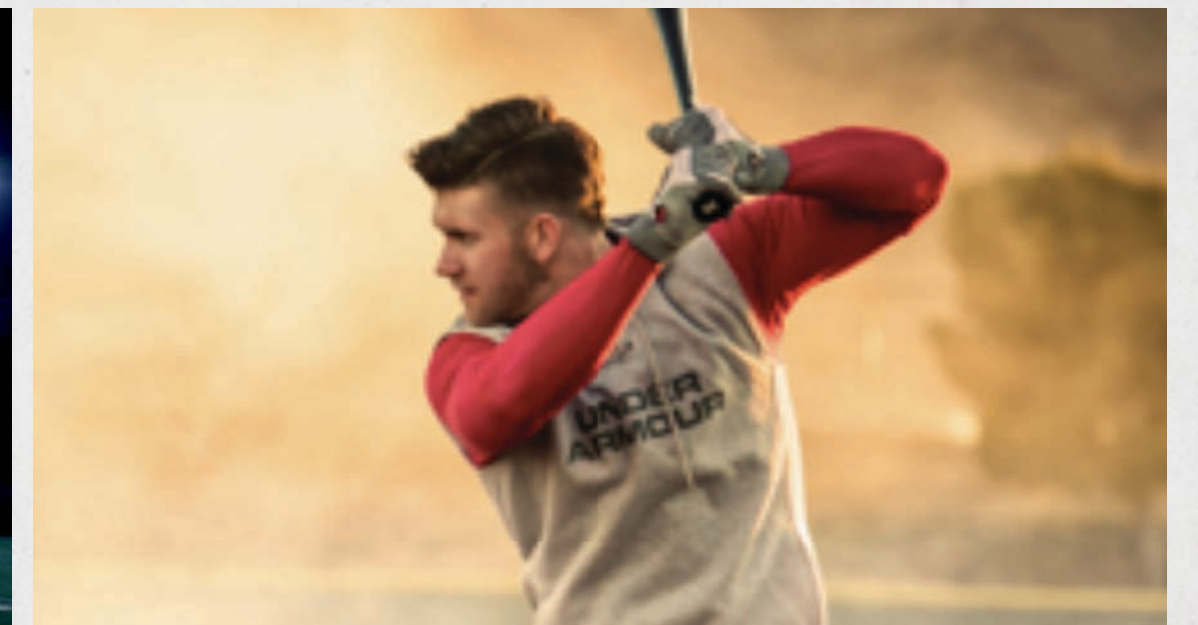


# THE CHALLENGE

In 2013, Under Armour briefed us to re-position and re-launch their women's business. We came in with a sense of urgency. In the past year, they had overhauled the women's collection to compete with the stylish offerings of its new competitors.

But product wasn't going to get them all the way there. There was an even bigger challenge to overcome: **Athletic Women—women who are more focused on fitness than extreme performance—outright rejected the brand.** They saw Under Armour as “meatheaded” (35%), “aggressive” (46%), “purely performance-driven” (64%), and “definitely not for me” (52%).

Looking back on the brand's history, this wasn't a big surprise. After all, the brand was born in football, the ultimate alpha-male sport. And to Under Armour's own admission, previous attempts to appeal to women were to just “pink it and shrink it.”







It dawned on us that we had one chance to get this right. After decades of ads that pandered to her, this woman more than anyone could see through a brand's superficial attempts to appeal to her. For a brand whose origins were male, any small misstep in our message could permanently damage her perception of the brand and prevent future chances of her business. This couldn't be a typical "you go girl" message, brought to her by a sports brand, telling her she can do it "just like the boys."

**We needed a truth that would prove to her that, unlike any other brand, Under Armour understands her.**







# OBJECTIVES

All was not lost. But to set the pace towards their revenue goal of \$1 billion in women's by 2016, we had to move quickly.

We needed a big, emotional brand idea to get Athletic Women to even consider us.

## OUR OBJECTIVES:

1. **Get on her radar** by getting the people around her talking about the brand
2. **Shift her perception** away from a "meathead" brand to one that is "stylish" and "empowering"
3. **Secure a leadership position in the category** by increasing purchase intent and driving sales in our first year







# INSIGHTS AND STRATEGY

Performance is what underpins Under Armour, an equity we couldn't walk away from. But we needed to re-articulate this in a way that fits the needs of the Athletic Woman. To do this, we needed to understand the role of fitness in her life.

Qualitative research gave us a start. Mobile diaries revealed that, across the board, the Athletic Woman doesn't define herself as an "athlete." She defined "athletes" as people who play sports competitively. To her, fitness was a personal endeavor. Whether she's improving a mile time or mastering a yoga pose, fitness is about earning something for herself, not about competing against others.

**To speak her language, we needed to shift performance away from a traditional competitive context and into a personal one.**







With the knowledge that we needed to personalize performance, we next needed to get to the heart of why performance is important to her in life. We curated a group of 10 cultural leaders that our target looks up to, who also happen to be Athletic Women. This included two CEOs, a TED speaker, a NYTimes journalist, a VH1 star, a Comedy Central comic and a women's rights activist.

**Together, they illuminated a powerful truth that no-one had ever tapped into.**







# SURROUNDED BY PRESSURE

The cultural context for this woman is one of struggle. She feels surrounded by a tremendous amount of pressure. Everywhere she turns, she is preached to with messages disguised as help. One expert may say “lean forward,” but another will say “lean out.” One may say “you can have it all” but the very next will say “focus on one thing.” The problem is, these messages don't empower women. They do the very opposite by generalizing what a woman should aspire to, **thereby denying her the power to decide for herself.**







# WILLING BACK CONTROL

In a culture obsessed with debating what a woman should be, the only way for her to free herself from pressure is to define success on her own terms, beyond society's pressure. This wasn't just a truth about fitness, but a truth about what it means to be a woman in the 21st century.

We believed this was synergetic with Under Armour's strongest value around performance, through a culturally relevant truth of achieving goals by tuning out what others have to say.

**By reframing performance as an act of inner strength and focus, Under Armour could connect with their new broader target.**







## OUR INSIGHT

**The Under Armour Woman has the will to impress only herself.**

## OUR STRATEGY

**Present the Under Armour Woman as a woman who doesn't need permission because she has will.**







# THE BRIEF

We brought the brief to life for the creatives via an immersion into the unapologetic spirit of this new woman within culture. Alongside the creative brief, we brought media-thinking upfront to steer where and how we'd capture her attention.

Our engagement principles were to:

1. **Represent women who don't need permission** by telling stories of women who achieve success on their terms.
2. **Prove Under Armour offers more than function** by showcasing nontraditional athletes who resist pressure and reclaim control of their lives.
3. **Ignite communities of women** with a statement they can rally behind.







# THE IDEA

“I Will What I Want” celebrates women who defy expectations and achieve their dreams. The idea champions women who are determined to use will to get what they want, defying a world of contradicting opinions.

To launch this idea, we told powerful stories of women tuning out pressures to define success on their own terms.



# I WILL WHAT I WANT®





# TELLING THE RIGHT STORIES

“I Will What I Want” became a filter for who to feature in the campaign and what stories to tell.

**Strategy brought Misty Copeland from the fringes to the center of the campaign.** Starting a decade too late with the “wrong body,” Misty faced rejection from top ballet schools. But she blocked out the noise and became the first African-American soloist for the American Ballet Theater. We launched with Misty to show how will trumps fate.







Next, we featured Gisele Bündchen. Our client wanted to sign Gisele because she aligns with our target's stylish sensibilities. At first, we weren't sure whether using a woman who symbolized perfection delivered the right message.

**We identified that Gisele needs will to deal with being the subject of so much public scrutiny and yet still confidently pursue her goals.**

An interactive website and film brought her story to life, demonstrating that will beats the outside noise.







# ROLL-OUT

We created a fully integrated, multi-channel platform with social media at the core.

We leveraged high-quality online video, TV, OOH and a live web experience to showcase Misty's and Gisele's stories. Each asset was designed to be shared, picked up by press and start a conversation. Influencers were leveraged to stoke social conversation. Simultaneously, we secured national press coverage and appearances by Misty and Gisele, including The Tonight Show, Good Morning America and NYTimes.

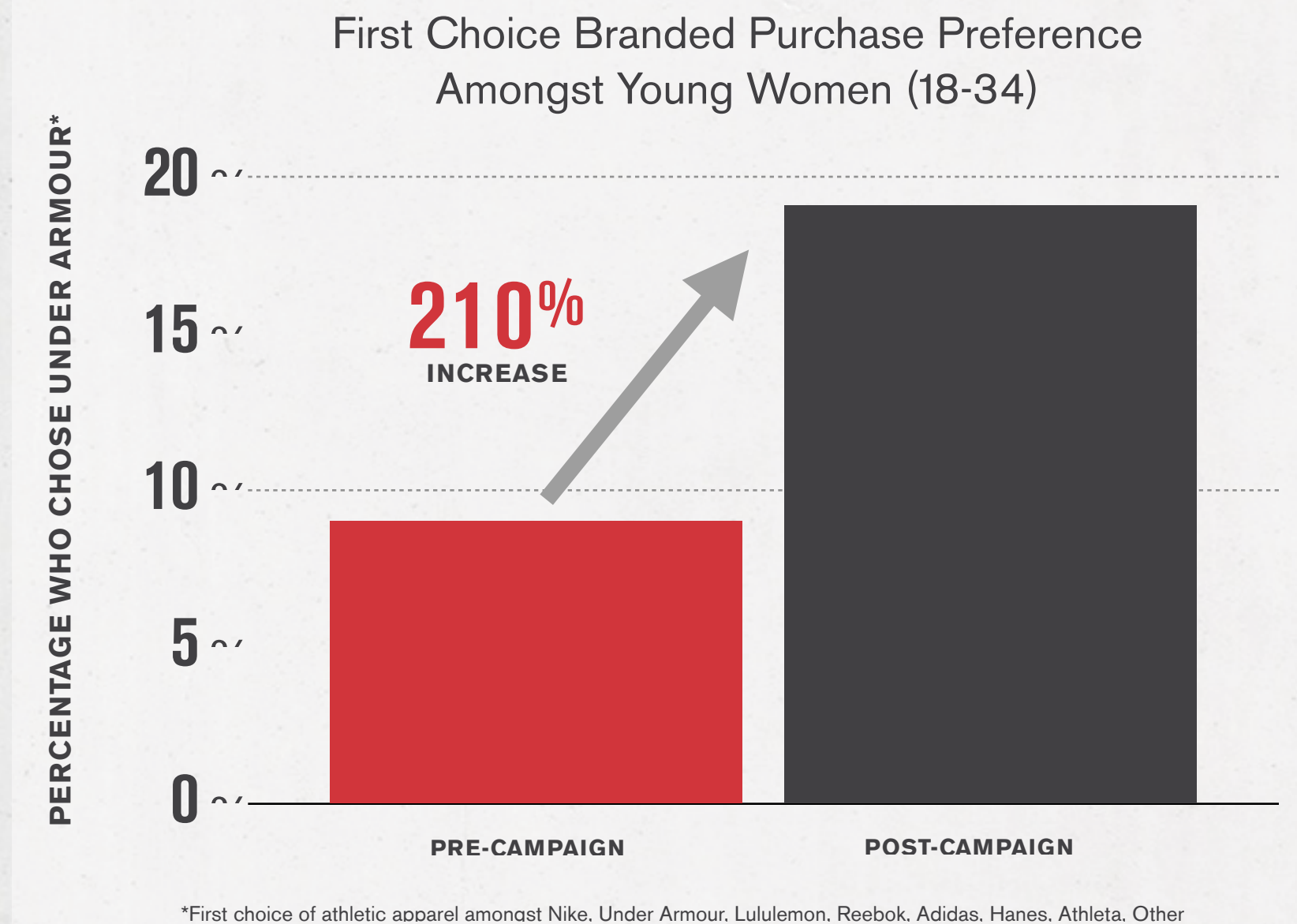
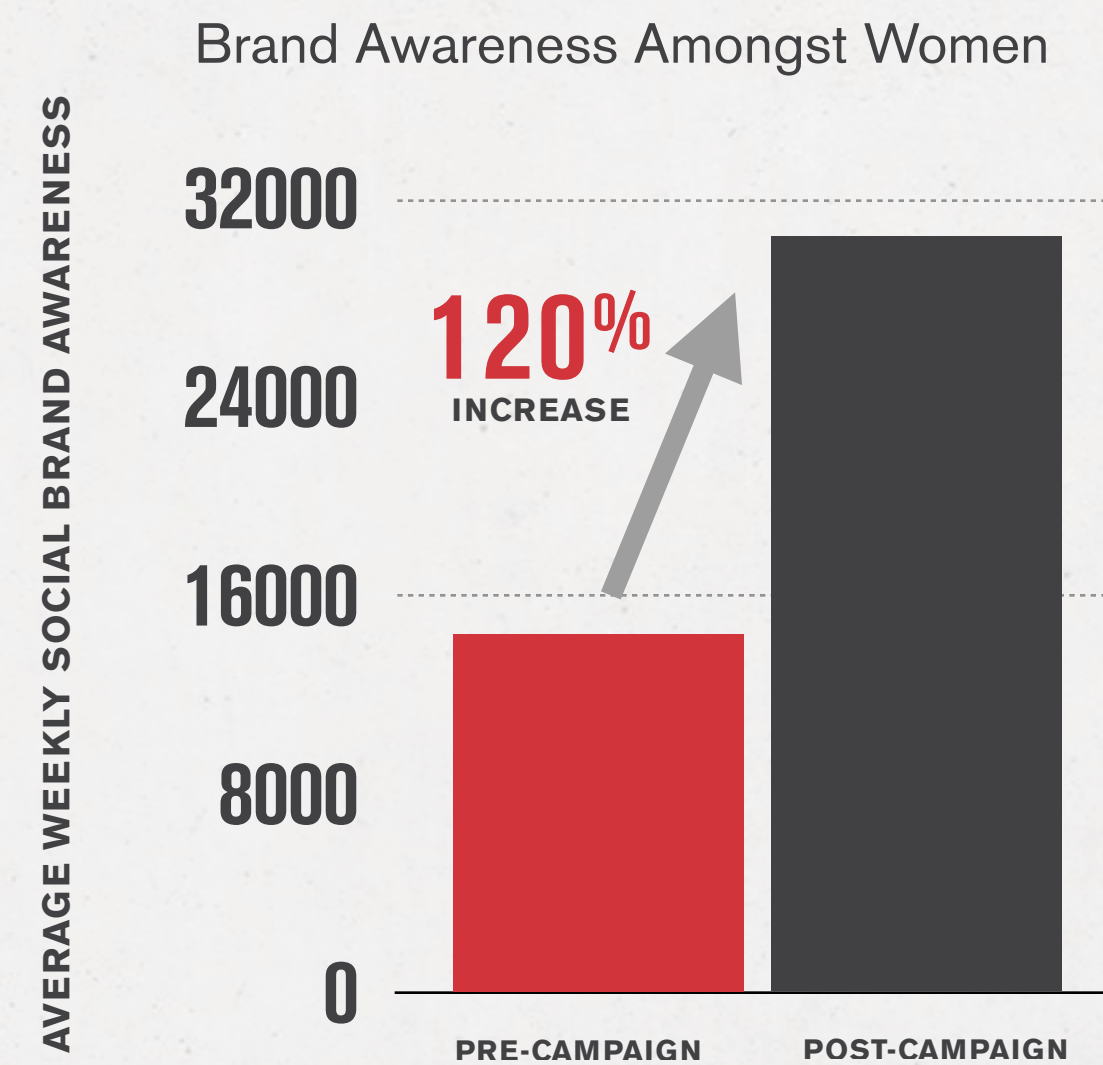






# SUCCESS

The campaign successfully turned uber-masculine Under Armour into a symbol of female athletic aspiration and put the brand at the heart of a cultural conversation, generating **5 billion media impressions** worldwide and more than **\$35 million in earned media**. We achieved a complete turnaround, connecting emotionally with Athletic Women and becoming a **“brand for me.”** The campaign drastically **increased brand health scores** around being “stylish” (9x increase) and “empowering” (7.3x increase), resulting in a **367% increase in purchase intent** and an astonishing **28% increase in sales**.







“The ‘I Will What I Want’ campaign is exemplary in its positive and empowering message for girls.”

—Cheryl Benton, US National Committee



"It doesn't feel forced and manipulated and the same old, 'We can do it, gals,' sort of thing. It's very powerful because [Misty] has a very interesting story and is an inspirational figure."

—Barbara Lippert, Journalist

The New York Times

(Word Count: 1499)

JAY CHIAT AWARDS 2015

POPSUGAR

BALLERINA MISTY COPELAND UNDER ARMOUR AD VIDEO

Prepare to Be Inspired by Ballerina Misty Copeland's New Ad For Under Armour

By Stef May 05/14 • 18 reactions • 120 Shares • Print



If you don't think dancers are athletes, here's a new ad from *Under Armour*, featuring American Ballet Theatre soloist Misty Copeland, that might make you reconsider your position. A sponsored athlete of the UA brand, Misty may not compete in an arena, but anyone who has ever watched into a dance studio knows it is a competitive world, and this new ad speaks to her perseverance. The *balletica* told *The New York Times* that although she never received such a harsh rejection letter as the one featured in the ad, she faced similar criticism, the being too muscular and too big. But it is her muscularity and her dedication that win so admire. This video made us want to dust off our dancing shoes — how about you?

Forbes

BY NIKKA DALCHEN

How Under Armour Smacks Down The Naysayers

Comment Here • Follow Comments

Last week, *Under Armour* published its newest ad spot featuring Misty Copeland, entitled "I will what I want." The athletic apparel company made waves with this incredibly powerful video, which speaks to the necessity of overcoming the naysayers. Plus, this woman's athletic routine is not to be understated. To bring you up to speed to the millions of people who have already tuned in, check out the video:



Adventure

MISTY COPELAND, UNDER ARMOUR'S NEWEST ATHLETE: I WILL WHAT I WANT



Under Armour's newest ad Misty Copeland shows that when you want something, the only thing holding you back is you. You can see the whole Under Armour I WILL WHAT I WANT commercial here: <http://www.underarmour.com>

THE NEW YORKER

WORKS | SEPTEMBER 22, 2014 ISSUE

AN UNLIKELY BALLERINA

BY NIKKA DALCHEN

Comment Here • Follow Comments

On a recent August afternoon, near Nineteenth Street, two young girls with blond hair pulled back in ponytails ran past me, one of them calling out, "Daddy, Daddy, I just saw Misty Copeland!" The tone of voice might as well have been used to announce a sighting of Katy Perry, or Snow White. A few steps later, I entered the tiny lobby of a building on Broadway, where an old electric fan was not quite keeping the doorman cool. A ragged elevator took me up to the third floor, where I passed through a low-ceilinged hallway crowded with unshelved boxes of ballet gear, until I reached an expansive fluorescent-lit room with two walls of slightly swayed mirrors and air-conditioning units sealed into the windows with black electrical tape. The American Ballet Theatre soloist Misty Copeland and Alexander Hammoud were rehearsing the pas de deux from Act II of "Swan Lake," the



Copeland's goal is to become the first African-American principal dancer with A.B.T.

TIME

LINKS MEDIA

Under Armour's Stunning Ballerina Ad Aims to Lure Women From Lululemon

By Dana DiMartino • September 5, 2014



Dancer Misty Copeland turns the sportswear company's new empowerment campaign into a huge viral hit

Most consumers associate Under Armour with the tight-fitting shirts that wick away football players' sweat. But with its new "I Will What I Want" ads, Under Armour is trying to rebrand itself as gear that can empower female athletes, whether they're playing soccer or taking a Pilates class.

Right now those women are turning to brands like Lululemon and Nike for their gear. To compete with those giants, Under Armour is launching the largest campaign aimed at women in its history, costing a total of \$15 million. The company kicked off with a feel-good ad featuring a ballerina that went viral and racked up a



Pink Puma shoes on Gisele's feet make Under Armour's new ad.

Under Armour's new Misty Copeland TV ad.



Right before Under Armour Chief Executive Officer Kevin Plank took the stage today at a splashy launch event for the company's women's business, the brand played a



Gisele Bündchen is the New Face of Under Armour!

USA TODAY SPORTS

Gisele Bündchen's answer for her haters is breathtaking in new Under Armour ad

By Mike Kohn • September 5, 2014



908 shares • 100% positive • 100% shared

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Heute NEWS LESER STARS LIFE SPORT FREIZEIT

18. NOVEMBER 2014 12:11 Uhr

Giße Bündchen reagiert mit Box-Clip auf Shitstorm



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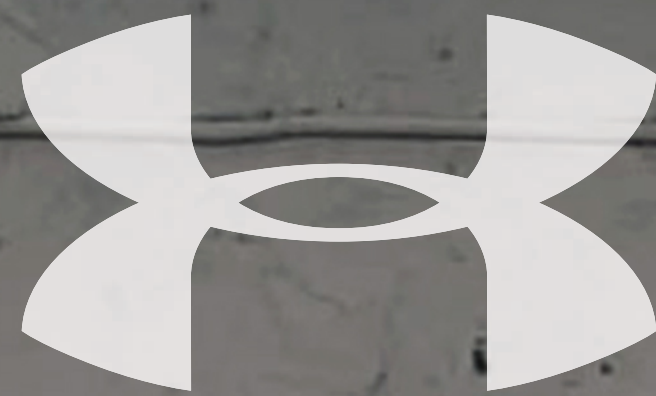
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THANK YOU