

## **Thomas Slagle**

Portfolio for ADPR 450: Theory and Strategy

8/9/2018

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## Background

Founded 1946 – Alfred Fleishman and Bob Hillard  
St. Louis, Missouri

1953: Emerson Electric became major client  
1974: John Graham named president  
1977: Handled efforts for visit of Prince Charles  
1987: Established London office, first outside the US  
2007: Helped introduce iPhone with AT&T  
2014: Named PRWeekly's Global Agency of the Year

Parent Organization: Omnicom Group  
CEO: John Saunders

Revenue: Global \$600 million  
Headcount: Global 2,750

**80+ offices in 30 countries across the Americas, Asia Pacific, Europe, Middle East and Africa**



## Clients



## How can we help?

Communications needs are unique. So our products can be tailored to provide the unique support that best solves clients' business problems.

**ARC Proving Grounds**  
**Authentic Executive**  
**Authenticity Gap**

**CelebFluence**  
**FH 2020**  
**GPS Workshop**  
**Media Training**

**Social and Digital Training**  
**Social Blueprint**  
**Social C-Suite**



## Services



## It Can Wait – The Power of a Movement

**Problem:** Lack of awareness of the dangers of texting and driving

**Research:** AT&T's Social Responsibility – Promoting Safe Use of Products

**Objectives:** Change behaviors to create safer drivers

**Strategy:** Create awareness through messaging, engage through events, anti-texting and driving technology

**Tactics:** Advocate Outreach, Annual Pledge Drive

**Results:** 4M+ pledges | 5M+ website views | 4B+ impressions on social media



## Field of Dreams

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Problem: Need to solidify new agreement with San Francisco 49ers

Research: Community Involvement and Sustainability

Objectives: Unite community through recycling efforts

Strategy: Encourage donating jeans, create awareness through media coverage

Tactics: Clothing Drives, Goodwill Job-Training Program

Results: 20,000 jeans donated | 230M+ media impressions



## Under Armour

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After years of booming sales in North America, Under Armour has lost a great deal of market share to rising competition. US customers are abandoning the brand because it lacks a clear identity.

- Source: Anthony Riva, GlobalData Retail

**How will we help?**

Brand Marketing  
Strategic Integration



## *Communications Audit*

### **Step I: Objective**

The objective of this audit is to evaluate the effectiveness of communication channels, alliances/coalitions/partnerships and messages in 2017-2018.

### **Step II: Plan**

*Audit Area:* Communication channels, alliances/coalitions/partnerships and message strategies

*Audit method:* Secondary research

*Publics:* Internal and external publics

### **Step III: Audit**

#### **A. Communication Channels**

***Table 1: Audit of External Communication Channels***

<b>Communication Channels/Tactics</b>	<b>Target Publics</b>	<b>Communication Model Used</b>
Under Armour Press Releases	Media, customers, staff	Public Information
Under Armour Business Website	Media, customers	Public Information
UA Email Newsletter	Customers, community	Public Information
UA Outdoor Advertising	Customers, community	Public Information
Record - UA Blog	Customers, athletes	Public Information
Under Armour Facebook	Customers, community	Public Information
Under Armour Twitter	Customers, community	Two-Way Asymmetrical
Under Armour Instagram	Customers, community	Public Information
Under Armour YouTube	Customers, community	Public Information
Under Armour Google+	Customers, community	Two-Way Asymmetrical
Under Armour Pinterest	Customers, community	Public Information
Under Armour LinkedIn	Community, staff	Public Information

Under Armour has a wide range of communication platforms to reach a wide range of publics. These channels typically use the public information model as a way to spread information about new clothing styles or sporting tips on its blog. Several social media platforms such as Twitter and Google+ utilize the two-way asymmetrical model. Under Armour actively interacts with consumer feedback regarding various topics. Under Armour's current balance of the public information and two-way asymmetrical models provides an effective middle ground for distributing important information and receiving valuable feedback. Social media platforms using the two-asymmetrical model makes more sense since they are designed for exactly this function; two-way interaction.

## B. Stakeholder Analysis



Under Armour has several stakeholders influencing and affecting the organization in many ways. Those viewed as high power, highly interested people will be shareholders and customers. Each of these groups directly affect the well-being of Under Armour. Fully engaging and putting the greatest efforts behind these two will result in the greatest outcome. Those viewed as high power, less interested people would be Under Armour staff. They have a great deal of power since they are the ones allowing the organization to do anything. They also have a limited interest in Under Armour's success. While each employee may want a positive outcome, there is limited benefit to this result. Low power, highly interest people such as the community, potential customers and the media are best informed and can play a helpful hand with project details. Lastly, those who are viewed as low power, less interested people would be suppliers and the public. Under Armour suppliers have some power and interest, but they would only become a factor in the case of a major issue regarding either organization. The general public also has some power and interest, but not enough to spend a great deal of effort on such a broad group.

### **C. CSR Analysis**

Along with ESPN and the Local Initiatives Support Corporation, Under Armour established, RePlay, to revitalize vacant spaces into places for sports, recreation and play. The program hopes to bring vitality back to local neighborhoods by creating courts, playgrounds and other safe places for youth to play and communities to thrive.

Under Armour has taken part in numerous programs just like this one.

Under Armour has also committed to enhance sustainable practices in its corporate, retail, logistics and owned manufacturing operations. It also intends to improve its materials and design, which determine a significant share of its impacts to promote cleaner and healthier environments.

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After analyzing Under Armour's Facebook posts regarding its messaging strategy, a large majority of its messaging focuses on its corporate ability. In fact, more than fifty percent of posts relate to Under Armour's corporate ability. Regarding Under Armour's corporate social responsibility, only three of its previous thirty posts related to its social responsibility efforts. Lastly many posts were simple, generic posts. These messages incorporated about one third of Under Armour's Facebook posts. Under Armour has a fair balance of posts, but an increase in messages regarding its corporate social responsibility may benefit the organization.

### **D. Alliances, Coalitions and Partnerships**

Under Armour currently has forty-two athletes from various sports on its "team." Names from Tom Brady to Misty Copeland may be found. Under Armour does not openly provide any organizational partnerships, but several projects have included top-name organizations.

Under Armour may try to develop a partnership with celebrities such as Drake or Bruno Mars. Many shoe brands have begun partnering with singers as a way to reach new customers. While Under Armour focuses on sports partnerships, they have yet to partner with other influencers. Under Armour produces several stylish shoes which are not used for sports which may be appealing to nonsporting customers. Drake and Bruno Mars have had excellent reputations during their careers. At this time, neither partner appears to be likely to cause any issues for Under Armour.

Another partner Under Armour may team up with is Patagonia. With a focus on sustainability, Patagonia would be able to boost Under Armour's image regarding sustainable products. Both brands focus on different sports, but they would be able to use this to promote enhanced sustainability for all athletic apparel brands. This would be able to bring the different cultures together and produce a positive result for each brand.



#### **E. 4-I Engagement Model**

Social media engagement may be examined by reviewing an organization's involvement, interaction, intimacy and influence. When reviewing involvement, the organization is looking to boost site traffic, page clicks or other link clicks. Website insights may be viewed to see any influence from the post. Interaction shows an influence with posting, comments and shared photos. Organizations may view social media insights to measure interactions with users. Intimacy focuses on an analysis of sentiment, and an organization's influence focuses on its impact on others. These two factors may be examined by reviewing the previous involvement and interactions. If messaging is influential, users will interact more with posts and click links.

After examining Under Armour's Facebook page, several issues are quickly obvious. From an involvement standpoint, it is doing well promoting its products and encouraging users to view them on its website. Under Armour does not interact with any Facebook posts. Aside from simply posting, there is no other interaction with comments or visitor posts. From this analysis, it can be determined Under Armour's intimacy and influence are rather weak. With over 9 million followers, Under Armour is missing the mark. The organization has the opportunity to show what they stand for and why you should buy Under Armour products. Currently, users simply view products with fancy copy to tag along. This approach does not connect with customers making them want to purchase products.

#### **Step IV: Recommendations**

Under Armour has a great deal a diversity when distributing information. Each desired public is being reached and appropriate messages are being conveyed — internally and externally. The balance between public information and two-way asymmetrical models provides an effective middle ground for distributing important information and receiving valuable feedback. This is one area Under Armour does not need to address.

When analyzing Under Armour's CSR on Facebook, very little messaging implements this strategy. In fact, more than fifty percent of posts relate to Under Armour's corporate ability. Regarding Under Armour's corporate social responsibility, only three of its previous thirty posts related to its social responsibility efforts. Lastly many posts were simple, generic posts. These messages incorporated about one third of Under Armour's Facebook posts. Taking advantage of Under Armour's established CSR, would be a great benefit to its causes. This is one area Under Armour must reevaluate in order to boost positive perceptions.

Under Armour has a great "team" of partners, but as trends change organizations must move with them. Under Armour has seen sales drop and by adding different influencers to its products, Under Armour may branch into a new public.

Looking back at Under Armour's use of the two-way asymmetrical model, they seem to miss a large amount of feedback from Facebook users. By not interacting or allowing an interaction with customers, Under Armour is showing its user it does not care what they think. This also allows Under Armour to miss out on potentially valuable feedback. Boosting interaction with users will also help boost engagement on Facebook which is rather minimal for such a large following. Under Armour must reevaluate its social media interactions and begin creating a relationship with its users.

To follow up with Under Armour's communication strategies, it would be beneficial to research what strategies other athletic apparel brands utilize in their messaging. Organizations are constantly battling for the top spot in the market. Research into current trends may reveal communication strategies not yet implemented by Under Armour.

Facebook Posts	Messaging Strategy
Willson Contreras knows when to #ShowUp. 🍌	N/A
The hometown hero delivers. <a href="#">Bryce Harper</a> is your 2018 #HRDerbychampion. #WEWILL	N/A
Approval rating = 🏆. We've got <a href="#">Bryce Harper</a> looking right tonight in his limited edition HR derby cleats. 🇺🇸 Shop now: <a href="https://undrarmr.co/2zJuT6P">https://undrarmr.co/2zJuT6P</a>	CA
-Look good ✅ -Feel good ✅ -Play good ✅ We got after it <a href="#">Deion Sanders</a> style in the lone-🌟 state. The best skilled players in the country got better at Prime 21 Camp. #WEWILL	CA
Texas two-step on 'em. 📺 <a href="#">Deion Sanders</a> Prime 21 camp brought out all the moves today. #WEWILL	N/A
In Episode 1 of #HomeCourt, our host Sarunas Jackson takes you to the city of Baltimore to talk basketball culture with local legends Aquille Carr and Terry Hosley. Sarunas also meets up with rising stars from Will Barton's Team Thrill and St. Frances Academy to talk about what makes B-More's basketball scene so unique throughout the city. <a href="https://undrarmr.co/2Lb78Jm">https://undrarmr.co/2Lb78Jm</a>	CSR
It's time for a new system update. Level up in the new #Curry5. Shop now. <a href="https://undrarmr.co/2Lg9FyX">https://undrarmr.co/2Lg9FyX</a>	CA
Run with us into a new dimension of cushioning. Cop the #UAHOVRPhantom "Twisted Knit" pack now. <a href="https://undrarmr.co/2KOHUkN">https://undrarmr.co/2KOHUkN</a>	CA
The takeover continues. Cop the latest #Curry5 this Friday. #WEWILL	CA
Goodbye gravity. 🍌 Hello #UAHOVR. Cop the new Phantom "Twisted Knit" pack Thursday. #WEWILL	CA
They 📺 on Kareem Hunt last season. Now that the league knows his name, he's making sure we will never forget it. #WEWILL	CA
Only the elite #ShowUp. <a href="#">Bryce Harper</a> and <a href="#">Justin Verlander</a> headline our sqUAd of starters and pitchers to make <a href="#">MLB</a> 's All-Star game. Click through to see who else from #TeamUA got the nod in the field and on the hill. #WEWILL	CA
Strength + Mobility. <a href="#">Danielle Scott</a> showing us how to ladder 📺 on the core work. #WEWILL	N/A
Stay out the way or you'll find yourself getting reposted. 🍌 #UnleashChaos 📺 <a href="#">Overtime</a>	N/A

Summer 🍷 on deck 🍷 New #UAHOVR Phantom “Twisted Knit” pack coming 7/12. #WEWILL	CA
Fireworks scheduled to start as soon as we hit the field. 🌞 #WEWILL	N/A
Last year <a href="#">Leonard Fournette</a> made you believe. It’s time to reiterate. Put your <a href="#">#GameOnAnotherLevel</a> in the UA Highlight MC. Shop now. <a href="https://undrarmr.co/2KIBi3o">https://undrarmr.co/2KIBi3o</a>	CA
They’re not working like we’re working. Get the spotlight ready. 😎 #WEWILL	N/A
We don’t know how to “back down”. We only chase greatness. Build the belief in <a href="#">Dwayne The Rock Johnson's</a> latest signature collection. Shop now. <a href="https://undrarmr.co/2yUffAu">https://undrarmr.co/2yUffAu</a>	CA
<a href="#">Bryce Harper</a> keeps his kicks elite. Show up to DC in the limited edition <a href="#">MLB All-Star Game #UAHOVR Phantom</a> . Shop now. <a href="https://undrarmr.co/2yYuTQ2">https://undrarmr.co/2yYuTQ2</a>	CA
No brakes all 🌀 during the <a href="#">Under Armour Lacrosse All-American game</a> . 🎯 #WEWILL	N/A
Summer jam. Hit ‘em with the shimmy. <a href="#">#UnleashChaos</a> 🍷 @Overtime	CA
<a href="#">Dwayne The Rock Johnson</a> designed the uniform for the hardest workers in the room. Build the belief in the latest installment of <a href="#">#ProjectRock</a> now. Shop now. <a href="https://undrarmr.co/2N7kwMY">https://undrarmr.co/2N7kwMY</a>	CA
In the gym or in the street, the summer style 👑 is yours for the taking. Shop the UA Breathe Lace now. <a href="https://undrarmr.co/2KnJlCu">https://undrarmr.co/2KnJlCu</a>	CA
<p>“As we continue to fight for equality and inclusion in sport and beyond, we collectively give permission to everyone to be their authentic selves and live with joy and love.” – Nika Ouellette, three-time All-American and pro javelin thrower. Photography by Jasper Soloff</p> <p>-</p> <p>UA advocates for equality, inclusion and opportunity for all athletes. Our UA <a href="#">#Pride</a> Collection supports <a href="#">Athlete Ally's</a> work to eliminate bias in sports. Shop now: <a href="https://undrarmr.co/2tzoypk">https://undrarmr.co/2tzoypk</a></p>	CSR
<a href="#">Lindsey Vonn</a> doesn't make excuses. She conquers the challenge in the <a href="#">#Pride #UAHOVR Sonic</a> . Shop now. <a href="https://undrarmr.co/2tFaHwW">https://undrarmr.co/2tFaHwW</a>	CA
Can they beat us? NO! <a href="#">Cam Newton</a> got our Monday mentality right. ✅ Let’s get it this week. #WEWILL	N/A
<p>"I stand proud as a transgender athlete and hope to inspire as many people as I can to live an authentic life." – <a href="#">Harrison Browne</a>, former pro hockey player, two-time Isobel Cup Champion, and the first openly transgender athlete on a U.S. pro sports team. Photography by <a href="#">Myles Loftin</a>.</p> <p>-</p>	CSR

UA advocates for equality, inclusion and opportunity for all athletes. Our UA #Pride Collection supports <a href="#">Athlete Ally</a> 's work to eliminate bias in sports. Shop now. <a href="https://undrarmr.co/2KhrAog">https://undrarmr.co/2KhrAog</a>	
Tiny steps = big gains. 🍊 #WEWILL	N/A
Downhill or sideline to sideline – it doesn't matter. We got speed like <a href="#">Patrick Peterson</a> . Shop our new UA Spotlight MC Football Cleat to lockdown the field all season long. <a href="https://undrarmr.co/2KcKSvb">https://undrarmr.co/2KcKSvb</a>	CA
<b>CA: 17   CSR: 3   N/A: 10</b>	

# **CRISIS MANAGEMENT PLAN**

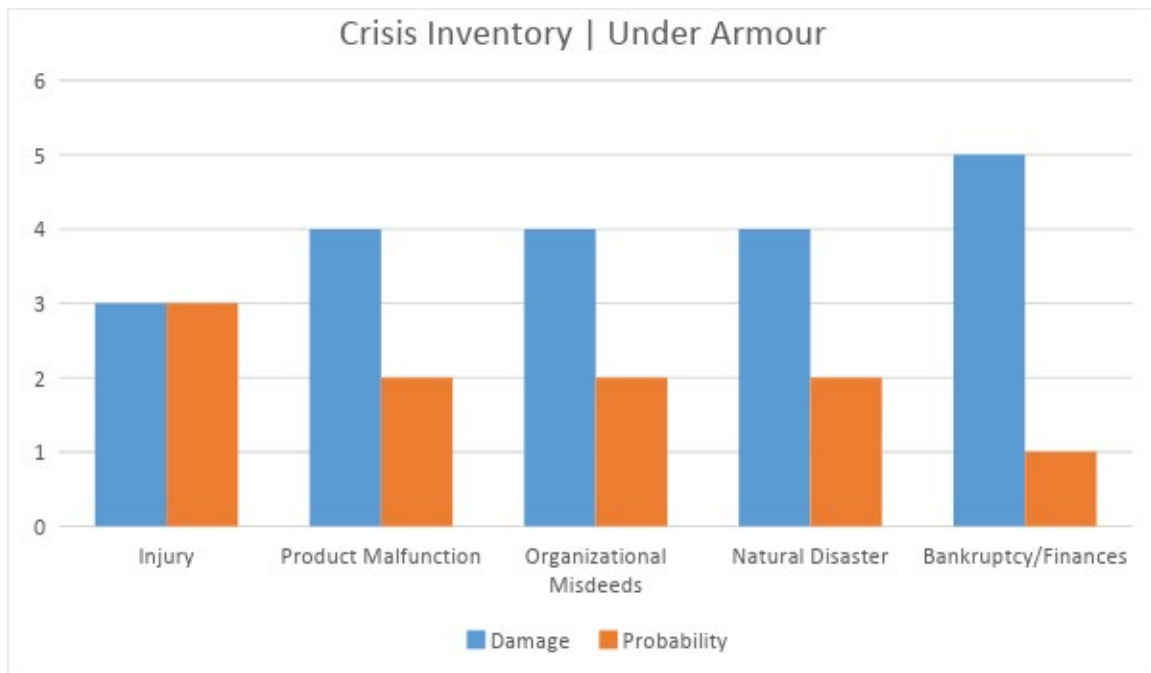
## **Under Armour**

## CRISIS INVENTORY

### How to Use It:

Under Armour is a globally recognized brand with locations across the world producing a wide range of athletic apparel. In its pursuit to bring customers the best experience possible, there are many potential obstacles Under Armour may endure. With thousands of employees across the world, the potential for a work place injury is likely, but little damage will result from the incident. A malfunction with a product is an unlikely event, but has potential to be damaging to the reputation already established. An organizational misdeed such as a scandal amongst upper tier employees and a natural disaster each have a small probability of occurring, but may have large consequences for the organization. Lastly, bankruptcy or other financial issues would be devastating to Under Armour in the competitive market of athletic apparel. While the probability is small amongst the popular brand, being prepared for such an event will help lessen any damages.

Source: Environmental Scanning, Issues Management and Crisis Planning (Lecture Video: Week 03c)



## ANALYSIS OF KEY PUBLICS

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### How to Use It:

In the event of a crisis, Under Armour must begin distributing information regarding the issue to the public. Similar to its inventory formation, the messaging is broken down by importance to each public. In the case of less damaging crises such as injury, fewer publics are considered top tier or active publics. This situation is reversed in the case of more damaging events. Those including bankruptcy and organizational misdeeds have more active publics requiring a more direct line a communication. Lastly, aware publics are the most common amongst all crises. Allowing enough yet not too little information to these publics will allow for an appropriate communication process.

Source: Theories of Stakeholders and Publics (Lecture Video: Week 02g)

Event/Crisis	Active Public	Aware Public	Latent Public
<b>Injury</b>	Staff	Media	Customers, Community, Shareholders, Government, Partners
<b>Product Malfunction</b>	Customers, Shareholders	Media, Community, Partners	Staff, Government
<b>Organizational Misdeeds</b>	Staff, Shareholders, Partners	Customers, Media, Community, Government	
<b>Natural Disaster</b>	Shareholders, Government	Customers, Staff, Media, Community, Partners	



<b>Bankruptcy/Finances</b>	Staff, Shareholders, Partners	Customers, Media, Community, Government	
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## MESSAGE PLANNING WORKSHEET

### How to Use It:

In the event of a crisis such as Under Armour filing for bankruptcy, the organization will be able to review its message planning strategy to develop a well-rounded response to appropriate publics. Planning ahead of a crisis will allow the organization to quickly and efficiently distribute important information. Creating key messages for staff, the media and customers in this case allows summarized information to then be associated to the specific situation.

Source: Messaging Strategy (Lecture Video: Week03k)

### Event/Scenario: Bankruptcy

Audience	Key Message(s)	Supporting Facts	Communication Channel(s)
Staff – Upper and lower level	<ul style="list-style-type: none"><li>- Focus on well-being of all UA staff</li><li>- Business will continue as usual</li><li>- UA staff will be briefed by their department supervisors with follow-up information</li></ul>	<ul style="list-style-type: none"><li>- UA has developed a crisis plan to efficiently inform staff of current issues</li><li>- UA will ensure staff can retain current positions during the event</li><li>- UA manufacturing and distribution centers will continue to operate under previous conditions</li><li>- Supervisors have been informed of all events and will pass along any information to lower level staff</li></ul>	<ul style="list-style-type: none"><li>- Staff Newsletter/Email</li><li>- UA website</li></ul>
Media	<ul style="list-style-type: none"><li>- UA has filed for bankruptcy with the goal to restore and rebuild</li><li>- Poor financial endeavors led to poorer outcomes</li><li>- UA will review all upper level staff</li></ul>	<ul style="list-style-type: none"><li>- UA has filed for bankruptcy</li><li>- Minimal fallout resulted</li><li>- Upper level staff will be reevaluated during the transition period</li><li>- UA intends to restore its image</li><li>- Goal to continue producing quality goods</li></ul>	<ul style="list-style-type: none"><li>- Press release</li><li>- UA website</li><li>- Social media</li></ul>

<b>Customers</b>	<ul style="list-style-type: none"> <li>- UA will continue to provide quality apparel for the time being</li> <li>- You trusted us before, we will continue to deliver</li> <li>- Admit wrong doings; promise to ensure this never happens again</li> </ul>	<ul style="list-style-type: none"> <li>- UA goods are still available for purchase world wide</li> <li>- UA will continue manufacturing goods during the transition</li> <li>- Transition events will rewrite previous promises</li> <li>- UA crisis plans outline messaging for image restoration</li> </ul>	<ul style="list-style-type: none"> <li>- Email</li> <li>- UA website</li> <li>- Social media</li> </ul>
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## Twitter Message Templates

Event/Crisis	Tweets
<b>Injury</b>	<ul style="list-style-type: none"> <li>- We send our condolences to the family, friends and coworkers of #UnderArmour employee, Thomas Slagle, after losing his life during a work place incident.</li> <li>- #UnderArmour strives to promote a safe work place for all staff. We are currently working to ensure accidents and injuries never again affect our goal to make you better. #WEWILL</li> <li>- All #UnderArmour staff will be taking part in a safety workshop in an effort to promote safe working conditions. #WillFindsAWay</li> </ul>
<b>Product Malfunction</b>	<ul style="list-style-type: none"> <li>- A recall of all ICON Curry 5 shoes due to a malfunction with the heel has been issued. Customers may return all products to their local #UnderArmour distributor.</li> <li>- At #UnderArmour, we work every day to do our best so you can continue to do yours. #WillFindsAWay</li> <li>- #UnderArmour is investigating the issue experienced with our ICON Curry 5 shoes. A full evaluation of the incident will be announced in the coming weeks. #WEWILL</li> </ul>
<b>Organizational Misdeeds</b>	<ul style="list-style-type: none"> <li>- #UnderArmour will be undergoing a full evaluation of all upper level personnel after experiencing organizational misdeeds. Read the full release: [UA Business Website].</li> <li>- #UnderArmour is committed to helping you be the best you can be, but first we must prove this ourselves. Read the full release: [UA Business Website].</li> <li>- We apologize for any inconveniences experienced during our time of transition, and are thankful for your continued support. #WEWILL</li> </ul>
<b>Natural Disaster</b>	<ul style="list-style-type: none"> <li>- We send our thoughts and concerns to all those affected by Hurricane Thomas. #WillFindsAWay</li> <li>- We thank everyone for their continued support as we deal with the aftermath of #HurricaneThomas. Read the full release: [UA Business Website].</li> <li>- #UnderArmour will continue to produce the styles you love during this time. Find out how you can support hurricane relief in the Baltimore area at [UA Website]. #WEWILL</li> </ul>
<b>Bankruptcy/Finances</b>	<ul style="list-style-type: none"> <li>- #UnderArmour will be evaluating all upper level personnel in an effort to help rebuild and restore all we have built. Read the full release: [UA Business Website].</li> <li>- #UnderArmour is committed to supporting our staff. We are working to keep all current personnel doing what they do best. #WillFindsAWay</li> <li>- We are here for you! #UnderArmour has been supporting you on your journey, and we hope you will continue to support us. #WEWILL</li> </ul>

## Decision-making Guidelines for Crisis Communication

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**Step 1:** In the event of a crisis, provide instructional information to all victims.

- If in the case of a victim crisis, assess the situation—little action is likely necessary.
- If in the case of an accident crisis, assess the situation—minimal action is likely necessary.
- If in the case of a preventable crisis, assess the situation—extensive action is likely necessary.
  
- **Clarify Facts:**
- Who, What, Where, When, Why, How
- What is unknown?

**Step 2:** Facilitate a care response with an emphasis on sympathy, corrective actions and trauma counseling when needed.

- If in the case of a victim crisis, assess the situation—denial strategies are recommended.
- If in the case of an accident crisis, assess the situation—diminishing strategies are recommended.
- If in the case of a preventable crisis, assess the situation—rebuilding strategies are recommended.

Source: Situational Crisis Communication Theory (Lecture Video: Week 03f)

## **Anticipated Questions**

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- What happened?
- Why did the event occur?
- When and where did the event occur?
- Is Under Armour to blame?
- Has this ever happened before?
- Was Under Armour prepared with precautionary measures?
- What is being done to fix the issue?
- Are victims being helped?
- What can be expected right now and later?
- When will we find out more?

## **SOURCES**

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Environmental Scanning, Issues Management and Crisis Planning (Lecture Video: Week 03c)

Theories of Stakeholders and Publics (Lecture Video: Week 02g)

Messaging Strategy (Lecture Video: Week03k)

Situational Crisis Communication Theory (Lecture Video: Week 03f)

CDC Anticipated Questions

## *Media Relations Plan*

### *Media Pitch*

Subject Line: Under Armour To Take On New Adventure

Under Armour to take on new adventure with Patagonia

Greetings,

As Director of Corporate Communications at Under Armour, I believe your readers would be interested in learning about the upcoming partnership of Under Armour and sustainable clothing brand Patagonia.

Beginning in the fall of 2018, Under Armour will implement a transformative initiative to solely produce sustainable clothing by 2020. Under Armour will be the first of the world's top sports apparel brands to produce sustainable clothing. Under Armour's vision is to inspire others with solutions to make them better. In an effort to inspire other influential brands and individuals, we are taking these steps to drastically decrease our industry's impact on the environment.

To accomplish this great task, Under Armour is partnering with Patagonia. With increased popularity over the past years, Patagonia is another excellent addition to our team. Patagonia has long been an intricate part of the adventure sports clothing market, and with this partnership Under Armour will work alongside Patagonia to begin producing several new adventure sports lines—these products will be available to consumers by fall of 2019.

A partnership of two such influential brands will capture the eye of every reader skimming the headlines. If you would be interested in learning more about Under Armour and Patagonia's future, I highly encourage you to reach out to me at any time with any questions you may have.

I would be thrilled to hear back from you!

- Thomas Slagle  
Director of Corporate Communications  
Under Armour

### Media Contacts

#### **National Geographic Magazine**

Anna Kukelhaus Dynan  
(202) 912-6724  
[anna.kukelhaus@natgeo.com](mailto:anna.kukelhaus@natgeo.com)

#### **Sports Illustrated**

Cara Fowler  
(310) 715-6552  
[cara.fowler@si.com](mailto:cara.fowler@si.com)

#### **Backcountry Magazine**

Patrick Rohrs  
(302) 810-1204  
[pat.rohrs@backcountry.com](mailto:pat.rohrs@backcountry.com)

#### **The Wall Street Journal**

Kristine Vogt  
(204) 230-6381  
[kristine.vogt@wsj.com](mailto:kristine.vogt@wsj.com)

#### **Outdoor Magazine**

Jerry Kane  
(616) 410-4152  
[jerry.kane@outdoormag.com](mailto:jerry.kane@outdoormag.com)



## Press Release



**Under Armour**  
1020 Hull Street  
Baltimore, MD 21230

### Media Contact

Thomas Slagle, (410) 454-6535  
thomas.slagle@ua.com

### FOR IMMEDIATE RELEASE

Under Armour to take on new adventure with Patagonia

*Under Armour works to promote sustainable products – Patagonia tapped to guide transition. Under Armour and Patagonia plan to release adventure sports lines.*

BALTIMORE, MD (Aug. 1, 2018) – Under Armour taps Patagonia to guide transition to sustainable products by 2020 with the goal of encouraging other global brands to follow. An adventure sports line is expected to be released in 2019.

In an effort to inspire the world's most influential brands, Under Armour is teaming up with Patagonia to implement a transformative initiative to solely produce sustainable products. Patagonia is assisting with the sourcing of materials as well as production efficiencies. Under Armour will be the first globally recognized sports apparel brand to commit to an initiative of sustainable products.

"We couldn't be more pleased to have Patagonia agree to team up with us to do what our industry has needed to do for quite some time," said Kevin Plank Under Armour CEO. "Patagonia has just the right attitude we've been looking for to guide us through this exciting time."

The partnership will also include the release of new adventure sports lines. The styles will allow Under Armour and Patagonia to become a reliable part of every athlete's day.

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### About Us

Under Armour, Inc., headquartered in Baltimore, Maryland is a leading innovator, marketer and distributor of branded performance athletic apparel, footwear and accessories. Designed to make all athletes better, the brand's innovative products are sold worldwide to consumers with active lifestyles. The company's Connected Fitness™ platform powers the world's largest digitally connected health and fitness community. For further information, please visit [www.uabiz.com](http://www.uabiz.com).

## *Fact Sheet*

Under Armour to take on new adventure with Patagonia

### **Patagonia – Current Sustainability Actions**

All cotton is certified organic by the Global Organic Textile Standard (GOTS) and Patagonia is bluesign® certified for 56% of their fabrics.

A high proportion of all materials are made from recycled fabrics, including polyester, nylon and wool.

Patagonia belongs to both the Sustainable Apparel Coalition and 1% For The Planet.

Patagonia rejects fast fashion by creating high-quality, long-lasting products and offer a repair and reuse program.

### **Under Armour – Current Sustainability Actions**

Under Armour products are the end result of their value chain, which is comprised of two main segments: upstream (product ingredients, parts, and materials, from when they are built in the factory until they are shipped to them) and downstream (from when their customer receives them to the products' end of life).

All products are backed by their Universal Guarantee of Performance (UGOP): built with exacting quality standards, built to perform and to last.

### **Sports Apparel Industry – Current Sustainability Actions**

Brands with similar transparent, innovative initiatives: Puma, New Balance and Athleta.

Nike released plans to run 100 percent on renewable energy by the end of 2025—little emphasis on sustainable clothing

### **Sustainability**

Sustainability is the use of eco-friendly textiles that are less harmful to the environment or depleting of its natural resources.

## Additional Resource – Sample Press Releases



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October 19, 2016

### Under Armour Announces Partnership With "She Plays We Win" Initiative To Promote Young Girls In Sport

*Under Armour Underscores its Commitment to Advocating and Supporting Young Girls in Sports*

BALTIMORE, Oct. 19, 2016 /PRNewswire/ -- Today, Under Armour (NYSE:UA, UA.C) proudly announced its partnership with photographer Christin Rose, founder of the She Plays We Win project, which celebrates the confidence that young girls build through sports. Together with Under Armour, the She Plays We Win project will continue to support and shine a light on the faces of the future, providing strength for young girls in sport through Rose's inspirational photography. To kick-start the partnership, Under Armour launched a limited edition of She Plays We Win apparel and accessories, which are available on [UA.com](http://UA.com).



Through Rose's powerful photography of young female athletes in action, Under Armour's collaboration with She Plays We Win tells a dynamic visual story, underlining the confidence and strength that sports provide for girls worldwide. Rose's photography will also be integrated into Under Armour's seasonal shoots and will be featured on [UA.com](http://UA.com) and across digital media.

"Under Armour understands the power of sport, particularly among youth, and we are committed to ensuring that girls around the world know that the Under Armour brand supports them in their athletic journey," said Attica Jaques, Vice President of Brand Marketing, Under Armour. "We are excited to team up with the She Plays We Win movement to help shine the light on every girl, in every game, in every corner of the world."

"She Plays We Win acts as a rally cry for fierce girls to share their love of sport and build each other up in a positive, competitive environment. I am both proud and honored to partner with Under Armour, highlighting girls in sport, as they are each individually talented, fearless, and have big ideas for the future," said Christin Rose.

Under Armour's collaboration with She Plays We Win stands as a unified effort to champion the confidence, teamwork, and tenacity that sports provide young girls. Join the conversation on social media with #ShePlaysWeWin, follow along on Instagram at @underarmournext, and visit [www.underarmour.com/en-us/she-plays-we-win](http://www.underarmour.com/en-us/she-plays-we-win) for more on the collaboration.

#### About Under Armour, Inc.

Under Armour (NYSE: UA, UA.C), the originator of performance footwear, apparel and equipment, revolutionized how athletes across the world dress. Designed to make all athletes better, the brand's innovative products are sold worldwide to athletes at all levels. The Under Armour Connected Fitness™ platform powers the world's largest digital health and fitness community through a suite of applications: UA Record, MapMyFitness, Endomondo and MyFitnessPal. The Under Armour global headquarters is in Baltimore, Maryland. For further information, please visit the Company's website at [www.uabiz.com](http://www.uabiz.com).

#### About Christin Rose

Christin Rose is an LA based photographer with a playful & free spirited attitude. Her obsession for supporting women's adventure & athletics drive her work. She's inspired by her home-state of Oregon, care-free kids, fearless young women, creators, & traveling (especially by way of sailboat). When's she's not shooting for clients, she can be found working on her passion project She Plays We Win. The project aims to celebrate confidence & athletic passions among young girls now because that will have a direct correlation on their outcome as they grow up to be strong, independent women in this ever changing world. Her hope is to bring their stories to the forefront of media and get it in front of as many little eyes as possible. By putting these stories out there, she believes that it can support & build confidence for young girls everywhere. For portfolio and more information on the She Plays We Win project please visit [www.sheplayswewin.com](http://www.sheplayswewin.com).