adidas®

BEYONCÉ

INTEGRATED MARKETING COMMUNICATIONS PLAN

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INTEGRATED MARKETING COMMUNICATIONS PLAN: ADIDAS AG
katherine rainbolt & jordan wehe

In recent years, Adidas AG (Adidas) has experienced great success through high-profile collaborations with popular designers, athletes and pop culture icons. It has capitalized on their co-branders' communities to not only boost sales, but also increase creativity, credibility and desirability, specifically within the sports footwear market. Based on this model, we plan to launch a new, North American women's footwear collaboration with Beyoncé Knowles-Carter. The new collection will debut in stores across North America in late 2019. A limited release in North America was chosen due to Beyoncé's strong local following and Adidas' desire for growth in the U.S. athletic footwear market. The following is our marketing and communications plan for the street style icon's collection.

COMPANY OVERVIEW

Adidas AG is an international Fortune 500 sportswear company headquartered in Germany with global operations in North America, Europe, Asia, South America, and Africa. It is traded on the Frankfurt Stock Exchange (FWB) under the ticker symbol ADS and has a current stock price of $112.90 (MarketWatch, 2019). In terms of company size, in 2017, Adidas reported net sales of $21.22 billion, net operating income of $2.07 billion, total assets of $14.52 billion and earnings per share of $7.05 (Adidas AG, 2017). Adidas currently operates over 2,500 retail locations worldwide and employs 56,888 employees (ibid).

Adidas mission is "to be the best sports company in the world," by providing athletic clothing, equipment and footwear (Adidas AG, 2017, p.2). "Everything we do is rooted in sport," (Adidas AG, 2017, p. 61) as it seeks to overtake the competition in terms of market share, brand desire, and customer loyalty. To accomplish this overall goal, its 'Creating the New' long-term strategic business plan focuses on speed, cities, open source and sustainability. In other words, Adidas is working to decrease production time from design to consumer, win important consumers in key global cities, innovate further via collaboration with the real athletes and consumers utilizing its products, and integrating sustainable practices across business operations (Adidas AG, 2017).

BRAND GOALS

With a current marketing budget of over €2.75 billion, Adidas dedicates substantial resources to improving customer experience, creating a community of sports enthusiasts and active lifestyle aficionados, and increasing brand desirability, recognition and preference (O'Reilly, 2017). It seeks to maintain consistent messaging across marketing efforts, while also integrating authentic consumer experiences, and, ultimately, consumer-created content. The goal is to engage with the Adidas community of consumers through the meaningful, impactful and life-changing avenue of sport. To look more specifically at the new Beyoncé collaboration, brand objectives

will center around creating an obsession with Adidas within the female lifestyle footwear space. After all, Adidas has identified women as the *key* dimension to drive overall brand growth (Adidas AG, 2017).

NORTH AMERICAN MARKET OVERVIEW

The sportswear, footwear, and athletic apparel industry in North America is dominated by a few key brands. In the United States, in 2017, Nike had 9.5% market share in the sportswear and athletic apparel market (Statista, 2017). Meanwhile, Under Armour had 5.2% market share and Adidas had 3.3% market share (ibid). However, Adidas has grown its market share from 6.3% in 2016 to 11.3% in 2017, a percent change of 79.4% (Roberts, 2017). Unsurprisingly, this growth occurred at the expense of Nike, which saw its market share fall both for the Nike brand (35.9% to 34.7%) and the Jordan brand (14.8% to 11.8%) (ibid).[1] Though Adidas has gained significant traction in the North American footwear market in the past few years, it is still solidly in second place. *Table 1*, below, includes a detailed analysis of the internal strengths and weaknesses as well as external opportunities and threats facing Adidas.

Table 1: SWOT Analysis for Adidas

STRENGTHS	WEAKNESSES
- Global legacy and heritage brand - Varied, global distribution network - Diversified portfolio (multisport, multichannel and lifestyle) - Strong financial performance - Varied lifestyle and sport branding sponsorships and alliances (celebrity endorsements, global sponsorship of organizations, teams, and leagues such as FIFA, Olympics, Bayern Munich, etc.) - CSR collaborations dedicated to fair labor, sustainability, material recycling, etc.	- Operate in a highly competitive North American marketplace - Products are typically more expensive due to superior technology and high R&D expenditures - Currently trail Nike in U.S. footwear market share (35.9% to 11.3%)
OPPORTUNITIES	THREATS
- Exploit new marketing campaigns, including "Original is Never Finished," "Unleash Your Creativity," "Don't Be Quiet Please," and "Here to Create" to engage consumers - R&D leads to superior innovation (e.g. Adidas Boost) - Penetrating new markets not controlled by Nike or Under Armour - Increased demand for premium/retro products	- Competition - Government regulation (minimum wage, worker rights, etc.) - U.S. foreign policy changes (e.g. isolationism, Trump's tariffs, etc.) - Currency fluctuations - Factory control (currently work with over 800 factories worldwide)

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[1] For reference, the next four brands by market share are: Skechers (6.3%), New Balance (3.7%), Nike-owned Converse (3.6%), and Under Armour (2.4%) (Roberts, 2017).

• New environmental policies dedicated towards CSR efforts and recycled material • Reebok turnaround/rebranding • North America, as a region, offers the biggest opportunity for growth, given current small market share	

TARGET CUSTOMERS

Though the overall Adidas brand targets consumers of all ages, including men, women and children, the 2019 Adidas + Beyoncé collaboration collection ("Run The World") will target females between the ages of 20 years and 35 years of age. Similar to Beyoncé's own audience, yet still in line with the Adidas brand, our target customer is an inclusive and multicultural group of fashion and pop culture-oriented women who want to maintain a fashionable air while engaging in athletic pursuits.

To reach said consumer group, we will dedicate significant resources from Adidas $438 million (Statista, 2017, p. 31) annual advertising spend and continue efforts across platforms such as websites, social media, mobile applications, paid partnerships, sponsored events, community experiences, and limited television advertising (O'Reilly, 2017).

DATA

MINTEL

1. Collaborations, Sponsorships and Partnership Opportunities (Baram, 2018).
   a. 45% of consumers in the footwear market like cross-brand collaborations
   b. Adidas collaborated with Stella McCartney to release a vegan version of its Stan Smith shoes
   c. 20% of footwear buyers find vegan footwear appealing
2. Consumer behaviors (DeSalva, 2018).
   a. Consumers becoming more comfortable purchasing footwear online
   b. Pre-purchase research becoming more popular (online reviews, etc.)
   c. The majority of shoes still purchased in store with replacement being the top reason for purchase (60%)
   d. Retailers need to find ways to appeal to both online and in-person channels
3. Innovative Product Placement (Mintel, 2010)
   a. Lady Gaga's "Telephone ft. Beyoncé" received positive reception from millennials for its product placement. The music video featured: Miracle Whip, Plentyoffish.com, and the Chevrolet Silverado "Pussy Wagon" from Tarantino's *Kill Bill*

        b. Young consumers respond positively ("have a positive favor of") to digital product placement opportunities, such as video games, music videos, etc.

4. Social Media Trends (Hulkower, 2018)
    a. 56% of the age group 19-34 use four or more social media services daily, compared to 10% of those 45 and over
    b. 46% of women age 18-34 click on social media ads and 39% of them have made a purchase because of a social media advertisement
    c. 71% of social media users share some type of content, but the content tends to be personal (photos, videos, status updates). Only about 10% of users share sponsored content volitionally
        i. Brands may need to incentivize users to include brand name/products in social posts
5. Celebrity and Athlete endorsements (Mintel, 2018)
    a. List of new and noteworthy endorsements (October, 2018)
        i. Fabletics brings on Demi Lovato
        ii. Under Armour signs Dwayne "The Rock" Johnson
        iii. Rihanna partners with Puma
        iv. Ariana Grande creates with Reebok
        v. Nike hires Colin Kaepernick for controversial "Believe in Something" advertisement
        vi. Adidas partners with Kanye for "Yeezy" collaboration
            1. Kanye once partnered with Nike (pre-2013) but left the brand due to lack of royalties
    b. 38% of males 18-34 tend to have a more favorable perception of a brand due to celebrity and athlete endorsements
    c. 25% of females 18-34 tend to have a more favorable perception of a brand due to celebrity and athlete endorsements
        i. "it's quite likely that consumers may not be willing to admit the influence that endorsers have on their perceptions of brands or may not even consciously be aware of it."
6. Strong connections exist between the choice of music and the racial and ethnic backgrounds of millennials (Mintel, 2012)
    a. 48% of blacks aged 18-34 listen to hip hop/rap
    b. 29% of whites aged 18-34 listen to alternative rock
    c. 38% of Asians aged 18-34 listen to Pop R&B
        i. "because of the power and potency of music in youth culture, these musical tastes should be very important tools for marketers in creating associations with different products and even in shaping retail environments."

STATISTA

1. Nike dominates in apparel and footwear as the top overall apparel company worldwide (Statista, 2019)
2. Nike dominates in the North American market handily (21% vs. 4.7%), whereas Adidas is close behind in other geographic regions (Statista, 2019, *Footwear*). This presents quite an opportunity stateside.
7. In the United States, "comfort," "good fit," and "good value" are the 3 most important factors that consumers consider when purchasing sporting goods (Statista, 2019, *Sporting goods*).
8. Point of purchase breakdown in the United States (Statista, 2019, *Sporting goods*):
   a. Specialty store (Dick's, Foot Locker): 58.65%
   b. Department store (Macy's, JCPenney): 57.98%
   c. Online department store (amazon, zappos): 42.06%
   d. Directly from manufacturer (adidas.com, nike.com): 21.09%
   e. Directly from manufacturer in person: 18.26%
   f. Specialist store online (eastbay.com): 14.89%
9. Brand Preferences in United States (Statista, 2019, *Sporting goods*):
   a. Top 3 brands that Americans are familiar with: Adidas 88.9%, Nike 88.8%, and Reebok 84.7%
   b. Top 3 brands that Americans call their favorite for sports apparel: Nike 27.15%, Under Armour 10.02%, Adidas 8.08%
   c. Top 3 brands that Americans call their favorite for sporting accessories: Nike 56%, Adidas 48%, New Balance 29%
10. Social media (Statista, 2019, *Leading Fashion Brands by followers*)
    a. Adidas has 17.5 million Instagram followers, ranked 11th in the world among leading fashion brands
    b. Adidas Originals (32.16 million fans), Adidas Soccer (28.66 million fans), and Adidas Football (28.66 million fans) rank 15th, 19th, and 20th in the world, respectively, in terms of product brands with the most Facebook fans
    c. Adidas originals has 3.41 million followers on Twitter, ranked 11th in the world among leading fashion brands

CONTENT

As a Brand to Consumer company, our goal is to promote Adidas commitment to a healthy, active lifestyle by launching and highlighting a fashionable and accessible lifestyle footwear collaboration with Beyoncé Knowles-Carter. Secondarily, the collaboration-focused content will speak to Adidas innovation, superior quality, inclusiveness, and sustainability with the hope of creating a consumer obsession with Adidas products via Beyoncé's universal appeal and global cult-following.

VIDEO

We will use video content to tell an authentic story that captures the fashion, energy and passion of Beyoncé's iconic personal brand combined with Adidas branding and commitment to sport. Video allows us to create the greatest impact and elicit the greatest emotional connection from the audience. Videos can be released on both Adidas' and Beyoncé's social media platforms.

IMAGES

We will use still images, GIFs, and cinemagraphs to further connect with tech-savvy female consumers. While remaining true to our brand, we want to create easily digestible content that highlights the iconic persona of Beyoncé. This content will focus on Adidas commitment to a healthy lifestyle, the superior quality of Adidas products and a focus on fashionable fitness.

CONSUMER DRIVEN ORGANIC CONTENT

In an effort to further develop our credibility as a footwear and apparel powerhouse, we will also use consumer created, organic content of both video and still images. The goal of this subset of content will be to show real people using real products to pursue their sports/ leisure passions on a day-to-day basis, thus changing their lives and engaging with their communities along the way.

BRAND DEVELOPMENT

BRAND BREAKDOWN

In line with its mission "to be the best sports company in the world," (Adidas AG, 2017, p.2) Adidas operates three unique brand divisions: Adidas and 'The Badge of Sport,' adidas originals, and adidas core. In addition to these three core divisions, Adidas also has regional branding (e.g. adidas NYC, adidas MX, etc.) and sport-specific branding (e.g. adidas running, adidas football, etc.). Descriptions and logos of these unique sub-brands are included in *Table 2*, below.

Table 2: Adidas sub-brands

Adidas and 'The Badge of Sport'	adidas originals	adidas core
Purpose: Marked by the traditional three stripes, Adidas and 'The Badge of Sport' is a sports apparel and footwear brand dedicated to providing top sporting apparel, footwear, and gear to athletes.	**Purpose:** Marked by the iconic Trefoil logo and launched in 2001, adidas originals is a lifestyle brand that draws inspiration from the history and legacy of the Adidas brand. **Note:** We plan to utilize this sub-brand for the "Run the World" collaboration	**Purpose:** Marked by a modern logo, adidas core (stylized lowercase) is an accessible footwear brand dedicated to inclusiveness, innovation, and style.

SOCIAL MEDIA ANALYSIS

According to CEO Kasper Rorstead, Adidas is no longer just an apparel and lifestyle company, but a digital company (Klingelhöfer, 2018). As such, the company's social media handles are engaging, inspiring, community-driven, and personal. Adidas currently operates over 193 social media platforms, including 76 Facebook pages, 64 unique Twitter handles, 28 distinct Instagram handles, 23 individual YouTube channels, and 2 LinkedIn accounts (Unmetric, 2018). Each one of these specific handles are dedicated to a specific region or product line, successfully addressing consumers in various locations and groups. *Figure 1*, below, displays a sampling of the company's various Instagram handles.
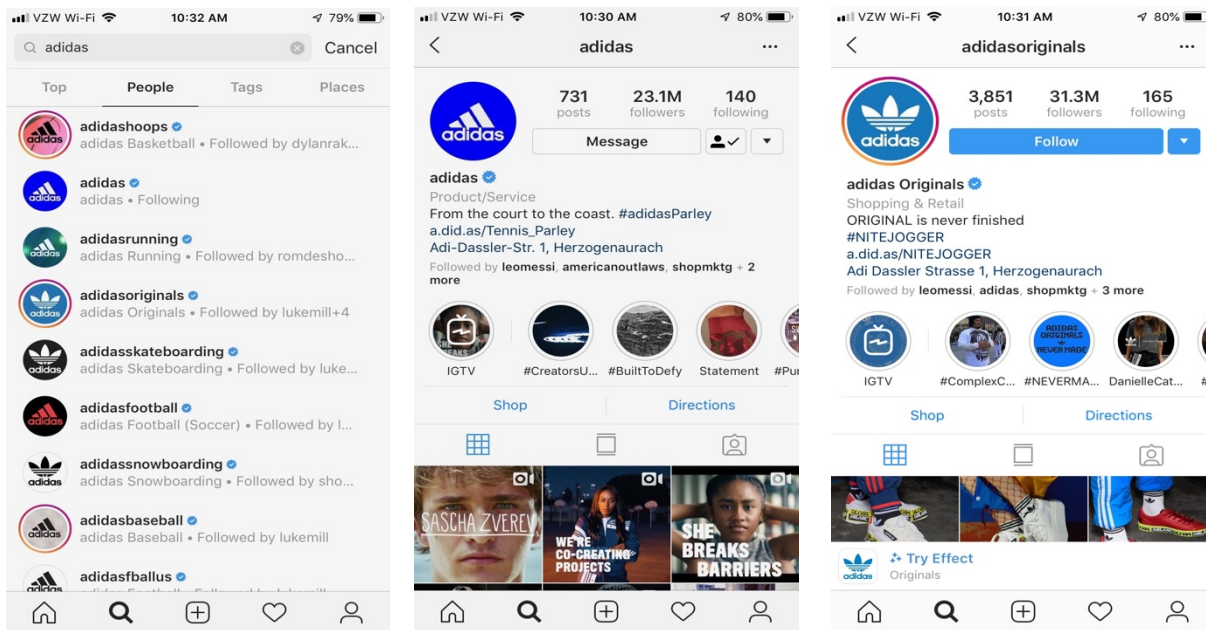
Figure 1: A Sampling of Adidas's Instagram handles, including a search for all Adidas Instagram handles (Left), Adidas (Center), and Adidas Originals (Right)

Featuring sporting events, regional events, product releases, celebrity collaborations and brand-specific hashtags, Adidas uses a combination of images, videos and stories to engage with its target audience(s) on social media. Per branding guidelines, any and all Adidas posts must be: authentic, timely, inspirational, engaging (not just selling), community-driven, warm and personal (Adidas AG, 2017). *Table 3*, below, evaluates the company's presence on the top 4 social media platforms.

Table 3: Social media evaluation

Platform	Engagement of Top-Level Brand	Audience	Strategy	Content
Facebook	35M Likes	-Parents and guardians -Household purchasers -Fitness gurus -Sports enthusiasts -Regional audiences -Brand loyalists	-Product awareness -New releases -Display reliability of brand for family audience -Generate awareness for regional events	-Hashtags -Videos -Photos -Events

Instagram	23.1M followers	-Millennials and Gen Z -Highschool, college, and casual athletes -Fashion and lifestyle aficionados -Younger audiences/first time buyers -Brand loyalists	-Community engagement -Product awareness -Adidas targets athletes -Adidas lifestyle targets fashionistas -Experiential opportunities -Encourage consumer generated content with hashtags and brand contests	-Hashtags -Stories -Live Videos -Videos -Photos -Shop
Twitter	13.7K Followers	-White collar workers -Fashion and sport gurus -Highschool, college, and casual athletes -Followers of Adidas-sponsored teams	-News -Discussion -Product awareness -Collaboration announcements -Encourage consumer generated content with hashtags and brand contests	-Photos -Videos -Tweets -Inspirational posts
YouTube	860K subscribers	-Millennials and Gen Z -Highschool, college, and casual athletes -Fashion and lifestyle aficionados -Younger audiences/first time buyers -Brand loyalists -Casual consumers	-Events -Product awareness -Generate nostalgia and inspire new creators and sport enthusiasts	-Videos -Curated playlists -Commercials -Event announcements -Brand-specific announcements -Ads for external creators/ sponsored athletes and teams

Unsurprisingly, Adidas had the most visible brand on social media in 2018 with over 6.6 million logo images posted per month (Lince, 2018).[2] Following Adidas were Nike (5.1 million logo shares), Google (3.8 million logo shares), Emirates (2.8 million logo shares), and Puma (2.7 million logo shares) (ibid).

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[2] Images include those posted both by consumers and the company itself.

WEBSITE DATA ANALYSIS

The brand-specific Adidas website features engaging content related to specific sports, styles, sub brands and collections. In terms of organic research in the United States, Adidas has 71.5M web visitors via organic search, 20.8 million web visitors via paid search, and 56.6 M backlinks (Semrush, 2019). *Figure 2* and *Figure 3*, below, display the website's performance in the United States, our target market, and Germany, the company's parent country. Organic Search and Paid Search are both significantly higher in the United States, suggesting growing brand equity and recognition in North America.[3]
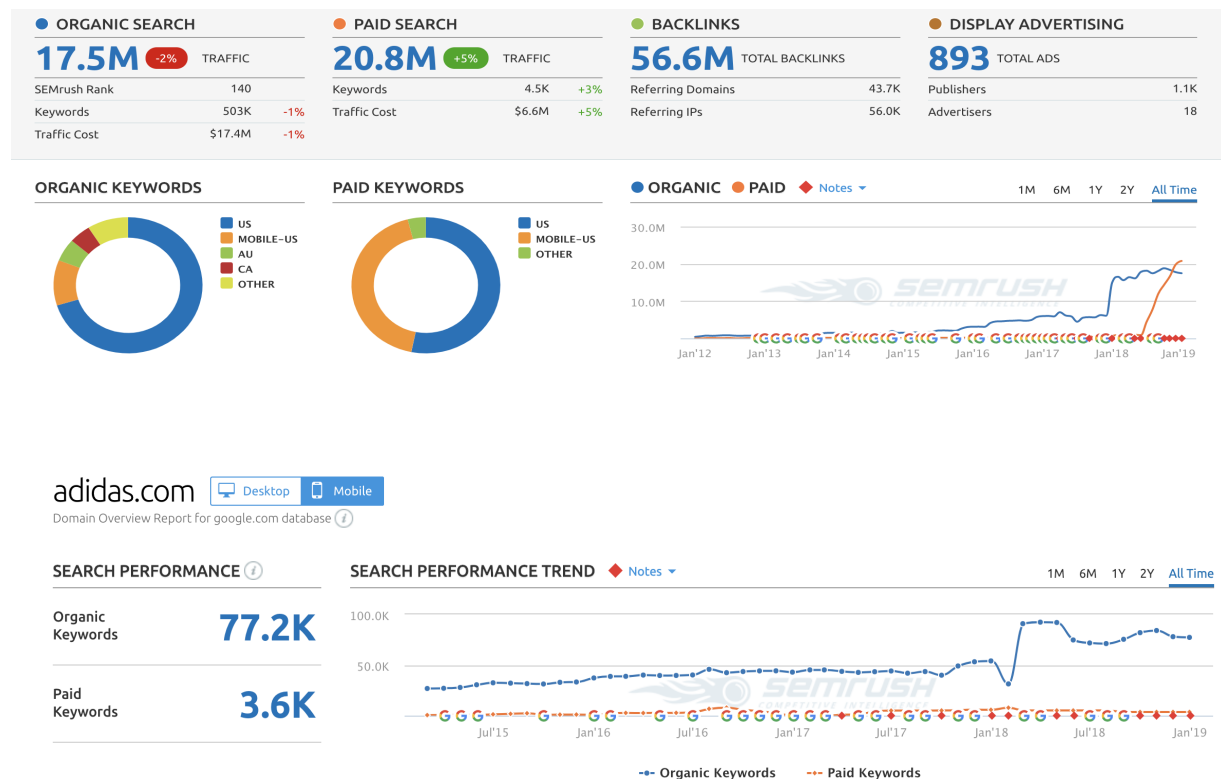

Figure 2: Adidas Website Performance in the United States for Desktop (Top) and Mobile (Bottom)

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[3] This web performance comparison was based on adidas.com in both Germany and the United States, not adidas.de in Germany and adidas.com in the United States. Interpret results with caution.
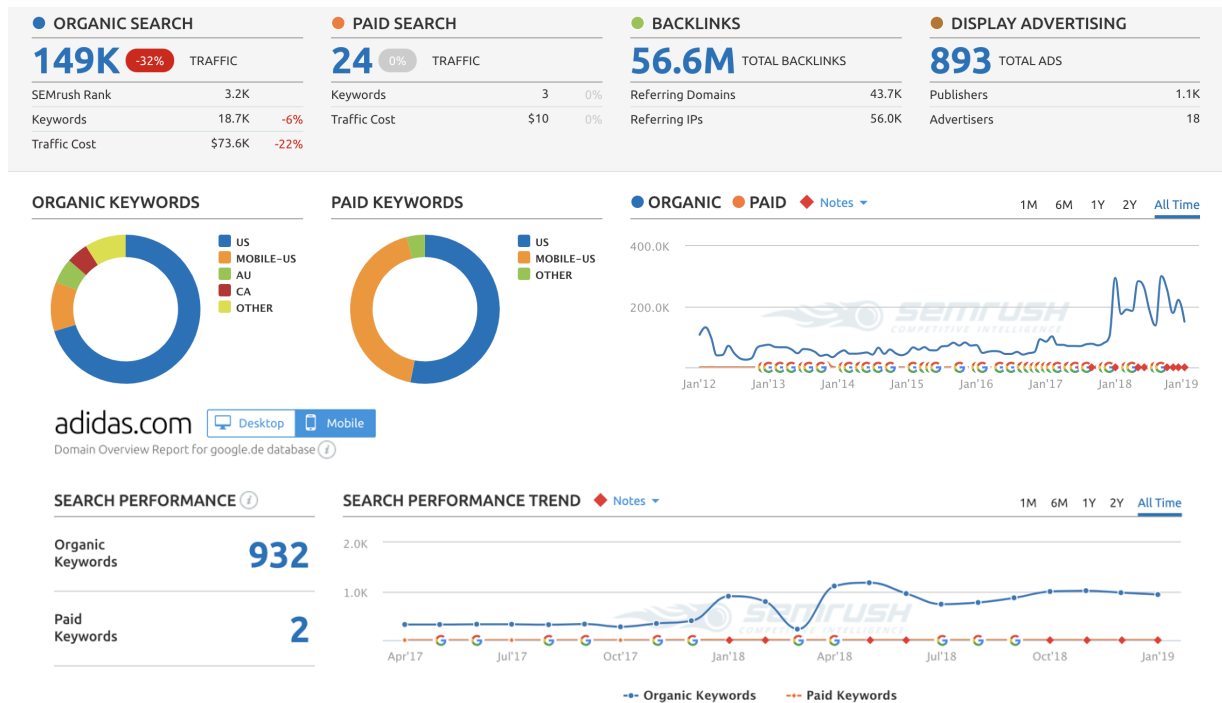
Figure 3: Adidas website performance in Germany for desktop (top) and mobile (bottom)

In comparison to its chief competitor, Nike, Adidas had 51.85M fewer total website visits in the United States and a 19.1% higher bounce rate (SimilarWeb, 2018). *Figure 4*, below, displays the performance of Nike's website (Orange) and Adidas's website (Blue) in the U.S. throughout the last 6 months of 2018.
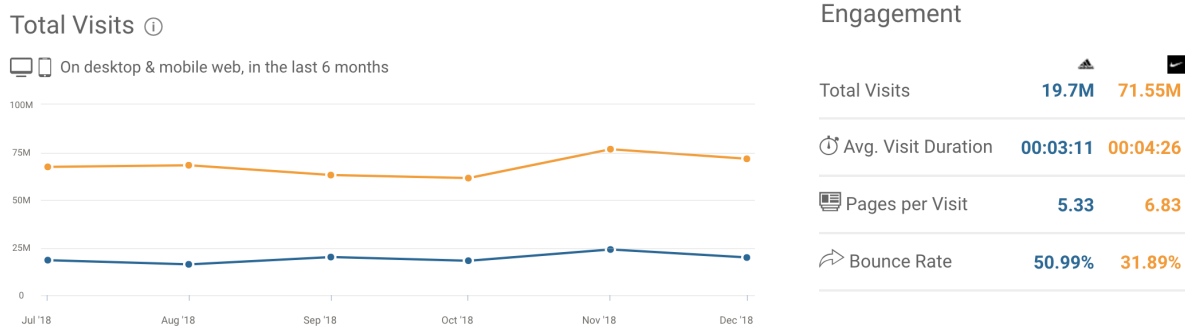

Figure 4: Comparing total website visits and engagement of Adidas and Nike in the United States in 2018

In terms of traffic, during the same period, Adidas outperformed Nike in both direct visits and referral visits (SimilarWeb, 2018). *Figure 5*, below, displays the traffic sources of Nike's website (Orange) and Adidas's website (Blue) in the U.S. throughout the last 6 months of 2018. Interestingly, Adidas outperforms Nike in direct traffic and referral traffic, but struggles mightily in the areas of search, social, mail and display. Included further down in this marketing plan are suggestions on how to improve Adidas's digital presence by implementing an improved digital strategy.
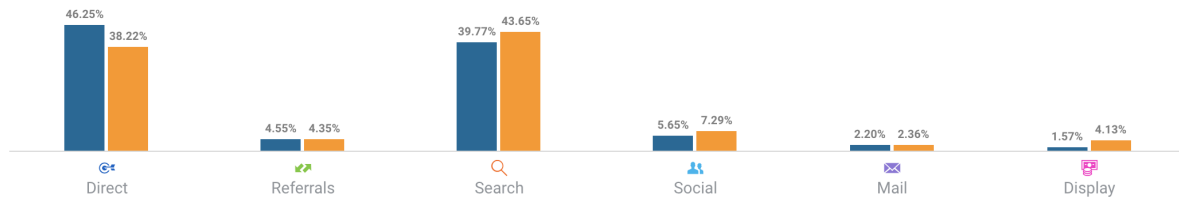
Traffic Sources ⓘ

🖥 On desktop

Figure 5: Comparing traffic sources for Adidas (Blue) and Nike's (Orange) websites in the United States in 2018

CUSTOMER PERCEPTIONS

Drawn to Adidas because of its connections to both sport and culture, consumers view Adidas performance products as high-end and its lifestyle products as desirable and relevant (Woolf, 2017). With new collaborations, such as the Yeezy Collaboration with Kanye West, Adidas has cultivated a niche market among younger audiences, specifically millennials and Gen Z (ibid).

In terms of brand perception, Adidas is growing substantially in North America, as regional sales have increased by 20% or more for nine consecutive quarters (Petroff, 2018). Still, Adidas is not without its troubles. In late 2018, Kanye West said some polarizing things regarding slavery in the United States. In a calm and reflective manner, the Adidas CEO, Kasper Rørsted, addressed these concerns, passing off all liability from the Adidas brand to Kanye himself. To date, these comments have not had a noticeable effect on Adidas's brand perception or local sales, despite some calling for Adidas to part ways with the musician.

BRAND ASSETS

INTERNAL

At its core, Adidas values the emotions of sport, the power of sports to change lives and the ability of sports to bring people together above all else (Adidas AG, 2017). Secondly and of similar importance , the brand values originality, creativity, innovation, collaboration, sustainability, superior quality, and speed. Staying in line with these key values, Adidas is positioned as a high quality, innovative, creative and inclusive _sports_ brand. They are the supporters and creators themselves who provide the apparel, footwear and equipment that athletes need to excel, that communities utilize to come together, and that everyday people use to live their lives (Adidas AG, 2017).

As a result of its brand position, the Adidas brand voice is resoundingly supportive, encouraging, positive, inclusive and energetic. For example, the company's current

campaigns are "Original is Never Finished," "Unleash Your Creativity," "Don't Be Quiet Please," and "Here to Create;" even the internal strategic business plan is titled "Creating the New" (Adidas AG, 2017, p. 28). Adidas is constantly telling staff and consumers alike to take creative _action_ through sport, to make improvements and to be their best selves. For as an approachable and dependable brand that also strives to stay at the forefront of technology and popular sports culture trends, Adidas attempts to corner the unique selling position as the go-to brand for both everyday active lifestyle participants and elite professional athletes. Though Adidas is not alone in this pursuit, it does hold a place as one of the most inclusive, creative and sustainable worldwide apparel brands.

In an effort to internally reflect the values that it externally extolls, Adidas dedicates significant time and energy to maintaining a positive and inclusive corporate culture. At the core of its "People Strategy" is an effort to support the dedication, performance, mental and physical well-being of all its employees (Adidas AG, 2017, p. 81). To accomplish this goal, the organization focuses on four key factors, human resource policies that not only attract, but retain talented individuals, mentors who inspire their staff, a commitment to diversity in all forms and a dedication to a corporate environment that actively encourages creativity (Adidas AG, 2017).

EXTERNAL

Put simply, Adidas = the three stripes. From logo representation in retail signage, advertisements, print materials and social media images to the design of its apparel and footwear, the three stripes are everywhere. To see examples of the three stripes in advertising, please visit _Appendix A_. However, as illustrated in _Table 2_ above, and the proliferation of iterations identified in _Appendix A_, the brand identity of Adidas is a bit confusing, to say the least. True, it all comes back to the three stripes, but it is likely difficult for unfamiliar consumers to discern the difference between the three brand divisions. As such, subsets of consumers may be looking for Adidas products without being able to locate what they truly want. As with many sports and apparel companies, Adidas aligns with popular athletes, designers, musicians, organizations and sports teams via sponsorships and memberships. In 2017 alone, some highlights of Adidas sponsored athletes include the superstars identified in _Table 4_, below (Adidas AG, 2017; Badenhausen, 2018; PR Newswire, 2017).

Table 4: 2017 Adidas athlete sponsorships

Athlete	Sport	Gender	Country of Origin
Von Miller	Football	Male	United States
Aaron Rodgers	Football	Male	United States
James Harden	Basketball	Male	United States
Damian Lillard	Basketball	Male	United States
Candace Parker	Basketball	Female	United States
Karlie Kloss	Supermodel	Female	United States
Lionel Messi	Soccer	Male	Argentina
Paul Pogba	Soccer	Male	France
Lindsey Horan	Soccer	Female	United States
P.K. Subban	Hockey	Male	Canada
Carlos Correa	Baseball	Male	Puerto Rico
Paige Tapp	Volleyball	Female	United States
Garbine Muguruza	Tennis	Female	Spain
Angelique Kerber	Tennis	Female	Germany
Sascha Zverev	Tennis	Male	Germany
Dominic Thiem	Tennis	Male	Austria
Jo-Wilfried Tsonga	Tennis	Male	France

In addition, Adidas partnered with the following individuals in 2017 (Adidas AG):

- Pharrell Williams (Musician)
- Ariana Grande, Reebok line (Musician)
- Kanye West (Musician/Fashion Designer)
- Victoria Beckham (Fashion Designer)
- Alexander Wang (Fashion Designer)
- Stan Smith (Tennis Player)
- Major League Soccer
- German, Spanish, Russian, Japanese, Colombian, Argentinian, Mexican, Belgian, Egyptian, and Moroccan National teams (FIFA)

As the battle for most impactful endorsement continues, Adidas may dominate in the soccer market abroad, but it still lags far behind in the sports unique to the North American market.

From a business or investor perspective, Adidas has a strong public relations strategy that centers around openly sharing financial reports, new sponsorships and partnerships, exciting developments, and other purely business-related news. Consumer-facing communications are predominantly distributed via formal marketing channels (e.g. email marketing, advertising, social media, Adidas website) or one of the three main blogs run by the brand.

In an effort to continually provide fresh, relevant and engaging content, Adidas maintains three distinct blogs. The first is the Adidas "ALL DAY" blog which only includes content created by Adidas itself. It covers general fitness, workouts, nutrition, beauty and overall well-being with several curated articles each month (Adidas, 2019, *ALL DAY*). The second blog is a community effort where posts are curated from the blogs of independent bloggers in the Adidas community. Similar topics are covered, but there is a more informal and collaborative feel to the brand voice on the general "Adidas Blog" (2019). Finally, the "Gameplan A" Blog (2019) is dedicated as a space specifically for creators and entrepreneurs in the sports sphere with resources to help with work-life balance, motivation, career development, personal development, and creativity, all from the mindset of an athlete (Adidas, 2019). Each blog has a distinct personality and a distinct content focus to connect with differing subsets of Adidas consumers.

Moving beyond content, the Adidas blogs are also invaluable from a brand community perspective. They create a shared space for consumers and influencers to share their passion for sport, lifestyle advice, fashion tips, and even business acumen. The open community allows individuals from across the globe to not only engage with the brand, but contribute to and collaborate with the brand, thus deepening their own commitment and loyalty to Adidas culture (Adidas, 2018).

COMPETITIVE INTEL

In an industry as competitive as sports apparel, branding is crucial. Knowing where your competitors' brands stand is equally as important. Though Adidas may compete with all apparel companies, its key competition in the sports world include Nike, Under Armour and Puma. *Table 5*, below, is a summary of where the competition currently stands on many of the key metrics examined above.

Table 5: Comparing brand profiles of key sportswear and apparel companies in 2019.

Category	Nike	Under Armour	Puma
Logo			
Social Media	Facebook: 32.5 M likes Instagram: 83.8 M followers Twitter: 7.69 M followers YouTube: 906 K subscribers	Facebook: 10.2 M likes Instagram: 6.7 M followers Twitter: 967 K followers YouTube: 198 K subscribers	Facebook: 20.0 M likes Instagram: 9.1 M followers Twitter: 1.61 M followers YouTube: 367 K subscribers
Total Website Visits (last 6 months of 2018)[4]	71.55 Million	10.62 Million	4.26 Million
Blogs	Nike News Nike blog	Record Blog MyFitnessPal MapMyRun	Puma Finish Line
Key Sponsorships	LeBron James (Basketball) Kevin Durant (Basketball) Tiger Woods (Golf) Roger Federer (Tennis) Serena Williams (Tennis) Odell Beckham Jr. (Football) Colin Kaepernick (Football)	Stephen Curry (Basketball) Tom Brady (Football) Misty Copeland (Ballet) Lindsey Vonn (Skiing) Jordan Spieth (Golf) Clayton Kershaw (Baseball) Dwayne "The Rock" Johnson (Moviestar)	Adriana Lima (Supermodel) The Weekend (Musician) Selena Gomez (Musician) Usain Bolt (Track) Rihanna (Musician)

PUBLIC RELATIONS STRATEGY

GOALS

Storytelling is the key to a successful public relations strategy. Public relations efforts should tell the desired story of the brand, provide desirable information to consumers via credible sources, and create buzz about the community, actions and values of the brand. For Adidas, it tells the story of sport. The story of the power of sport, the story of creativity, the story of speed, innovation, sustainability, and more recently, fashion. This year, Adidas will tell this same brand story through a new campaign and a new collaboration with Beyoncé Knowles-Carter. The following press release calendar, media outreach and editorial calendar, contributed articles, speaking opportunities, blog and crisis management strategies are the vehicle through which the brand will tell the story of this new endeavor.

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[4] SimilarWeb. (2018). *Adidas.com: December 2018 overview*. Retrieved by
https://www.similarweb.com/website/adidas.com

PRESS RELEASE CALENDAR

Generally speaking, Adidas issues no more than two press releases in a given month, and no more than 20 press releases in a given year. Press release topics are predominantly related to finance and investor relations, with limited product-related inclusions. Still, as we saw with the Adidas + Yeezy collaboration, large partnerships do indeed merit a formal release strategy (Adidas AG, 2016). In keeping with Adidas's existing press release strategy and collaboration models, *Table 6*, below, provides an outline of key press release dates and content surrounding the Adidas + Beyoncé collaboration "Run the World" campaign. To maximize exposure and capitalize on Beyoncé's existing media relationships, press releases will be issued as joint efforts on behalf of both Adidas and Beyoncé, when appropriate.

Table 6: Press release calendar for the release of Adidas + Beyoncé

Date	Subject	Content Details
Early February 2019	Partnership Announcement	- Timing in line with lead up to NY fashion week 2019 - Joint effort with Beyoncé's PR team - Collaboration/Partnership announcement - Expected collection details, availability and release dates - Direct quotes from Beyoncé and Adidas CEO
May 2019	Adidas Annual General Meeting	-Reinforce the goal behind the collaboration -Explain to shareholders and employees the nature of the collaboration, plus expected results
July 2019	Launch Event Details	- Joint effort with Beyoncé's PR team - Who, What, When, Where and Why of the launch party/show with Beyoncé. - Include link to event registration - Exclusive drop details for 200 pairs of the new product - Include link to Adidas "Release" webpage
September 2019	Product Launch Live	- Joint effort with Beyoncé's PR team - Description of collaboration models, sizing, expected MSRP and availability (include images) - Announcement that sales are live - Include link to Adidas + Beyoncé microsite (www.Adidas.com/Beyonce)
January 2020	Q4 Results	- Q4 earnings report - Adidas + Beyoncé first year sales results

MEDIA OUTREACH & EDITORIAL CALENDARS

Adidas is an incredibly well-connected company with media connections across the globe. In addition to having strong relationships with fashion journalists, Adidas currently runs its own newsrooms in 12 cities around the world (Joseph, 2016). Thus, we plan to leverage these existing structures to promote the Adidas + Beyoncé collaboration. Adidas's existing media list includes industry specific publications, local newspapers in key cities (e.g. LA and NYC), general news sites, key partners, fashion and lifestyle blogs, and social media. In terms of editorial calendars, we plan to connect primarily with the *New York Times, Los Angeles Times* and *ESPN* (both the broadcast and the magazine). *Figure 6*, below, displays the editorial calendars for the *New York Times* and *Los Angeles Times*. *Figure 7* displays the editorial calendars for *ESPN Magazine* and *Figure 8* displays the editorial calendar for non-sport specials at *ESPN Broadcasting*.

Figure 6: Editorial calendars for the New York Times (left) and the Los Angeles Times (right)

Issue	Sports Conversation	On Sale	Ad Close	Premium
December/January	Dominant 20 of 2018 (Double Issue)	12/14/18	11/26/18	10/19/18
February	Place Your Bets: Featuring Super Bowl LIII	1/25	1/4	11/30/18
March	Athlete Takeover	2/15	1/25	12/21
April	World Fame	3/15	2/22	1/18
May	Who's Next	4/12	3/22	2/15
June	Women's World Cup: An espnW collaboration	5/17	4/26	3/22
July	Heroes	6/21	5/31	4/26
August	Blockbuster Entertainment	7/12	6/21	5/17
September	Football!	8/16	7/26	6/21
October	BODY	9/6	8/16	7/12
November	NBA Preview	10/18	9/27	8/30
December	NFL Mid Season Report	11/15	10/25	9/27
January 2020	Dominant 20 of 2019	12/13	11/22	10/25

Figure 7: Editorial calendar for ESPN The Magazine

SPECIALS

CrossFit Games
Black History Month
Scripps Spelling Bee
The ESPYS
One Nación (Hispanic Heritage Month)
Nathan's Hot Dog Eating Contest
Tribeca Film Festival
New York City Marathon
MLK
Drone Racing League
Special Olympics Abu Dhabi Games
World Series of Poker
American Corn Hole

ESPN | @ESPNADSALES / ESPNCMS.COM

ESPN+ | STREAM MORE SPORTS WITH ESPN +. THOUSANDS OF EVENTS AND ESPN ORIGINALS ON-DEMAND EVERY DAY.

Figure 8: Editorial calendar for non-sport specials at ESPN Broadcasting

Following Adidas tradition, the announcement will first be published on the Adidas group website, including in the Adidas Blog, followed by an announcement on both Adidas and Beyoncé's social media platforms.

In an effort to appeal to both the pop culture/music audience and Adidas loyalists, joint media efforts will be conducted with Beyoncé's press team. On the day of release, creative media drops will be conducted in both NYC and LA. These media drops will include a special press release about the collaboration.

CONTRIBUTED ARTICLES

Given the product at hand, Adidas + Beyoncé, and the target market of females between the ages of 20 years and 35 years of age, specific fashion, health and lifestyle print and digital media outlets were selected for byline and contributed article efforts. Of the eight selected outlets, four focus on sports and women's health, three address current fashion and beauty trends and one covers the general female lifestyle. All eight outlets also target an inclusive female audience within the

desired age range. *Table 7*, below, includes a detailed breakdown of each publication's name, print distribution, digital exposure and Adidas' desired content or topic.

Table 7: Selected publications for Adidas + Beyoncé contributed articles

Publication Name	Print Distribution & Digital Exposure	Proposed Topic
Women's Health[5]	Print: 16 M Digital: 9 M Social: 16 M	Health + Popular Culture - a day in the lift of a Beyoncé (diet, workouts, gear, etc.)
Health[5]	Print: 8 M Digital: 7 M Social: 11 M	Celebrity tips for taking control of your personal fitness. Look good = feel good = play good.
Shape[5]	Print:5 M Digital: 6 M Social: 5 M	Beyoncé weekly workout breakdown + online video workout exposure
Runner's World[6]	Print: 2.24 M Digital: 20.7 M Social: 4.5 M	Technical focus on Adidas + Beyoncé product features and performance. Functional + fashion Case study-esque reviews
InStyle[5]	Print: 8 M Digital: 8 M Social: 12 M	Fashion focus on "athleisure" and sports footwear crossovers to streetstyle
Allure[5]	Print: 6 M Digital: 7 M Social: 4 M	Product reviews and focus on product features in "Best Of" section. Case study-esque reviews
Glamour[5]	Print:10 M Digital: 8 M Social: 14	Sports + Women's empowerment. Focus on Beyoncé personal brand of strength, femininity and style.
Cosmopolitan[5]	Print: 16 M Digital: 26 M Social: 20 M	Beyoncé feature + photo spread How she balances her health, babies and world domination.

[5] Women's Health. (2019). *Women's Health media kit*. Retrieved from https://hmg.h-cdn.co/files/wh-mediakit-2018-1534426489.pdf

[6] Runner's World. (2019). *Runner's World full media kit*. Retrieved from: http://www.runnersworldmediakit.com/ r5/showkiosk.asp?listing_id=5614358&category_id=79522

SPEAKING ENGAGEMENT OPPORTUNITIES

The first verbal announcement of the new collaboration will occur at the collaboration launch in early February 2019. Because of the strong brand equity of both Adidas and Beyoncé, collectively and individually, the announcement should generate sufficient buzz about the new collaboration and its forthcoming product(s). After the launch announcement, we plan to leverage existing Adidas-sponsored events, including conferences, special visits, and meet and greets to generate further exposure. It's important to note that Beyoncé must be present for these engagements. Adidas will also create and enact a large-scale event specific to the 2019 Adidas + Beyoncé collaboration, which is discussed further in the marketing strategy section.

BLOGS

Despite the rise of social media, blogs still have a very prominent following among select groups. Adidas, as a brand, values the "ability to inspire, share, and connect through the power of sport" (Adidas Blog, October 2018) and this includes blogs and blogging platforms.

Upon extensive research, we have found that blog performance in our desired demographic is not strong. Research reveals that only 19% of females regularly read blogs (Mintel, 2010). Additionally, only 20.2% of women find blogs *very* influential when looking for content related to topics of fashion, wellness/health/fitness, food, and/or parenting, compared to a combined 45.4% of women who find blogs related to this content neither influential nor not influential (25.7%), somewhat not influential (7.9%), and not at all influential (11.2%) (Statista, 2019, *Blog Influence*). However, 39% of those 18-29 read at least 1 blog on their smartphone in the last four weeks, while 47% read at least 1 blog on their desktop in the last four weeks (Statista, 2019, *Blog Readership*). Obviously, despite poor performance with females, we cannot ignore blogs altogether. Therefore, with the Adidas + Beyoncé collaboration, we plan to, first, blog about the product and its release on the Adidas Blog, and second, collaborate with third party retailers and distributor channels, such as Dick's Sporting Goods, FinishLine, Runner's World, etc. to ensure product placement on their corporate blogs.

CRISIS MANAGEMENT

With any partnership or product release, crisis management must be considered at the outset. For the sake of this analysis, crisis management strategies will be strictly related to the collaboration with Beyoncé, not the Adidas brand as a whole. *Table 8*, below, discusses a few key negative scenarios that could arise, as well as appropriate responses to said scenarios.

Table 8: Crisis management strategies for Adidas + Beyoncé collaboration

Scenario	Historical Reaction	Appropriate Response
Beyoncé says and/or posts something controversial	Following controversial comments made by Kanye West, one of Adidas's other creators, in 2019, CEO Kasper Rorsted said, "We neither comment nor speculate on every single comment that our external creators are making" (Weaver, 2018).	Beyoncé is a wonderful creator and is very important to our strategy. We will not comment on everything she does or says.
Injury to Beyoncé, an Adidas employee, Beyoncé staffer, and/or consumer at an Adidas + Beyoncé event	There are no public records of such injuries occurring, but we cannot rule them out altogether.	Ensure insurance is taken out prior to any Adidas-hosted event. Medical personnel should be on standby. Speak with event coordination staff to ensure proper safety and security. Release medical/health information related to someone's well-being only when approved by that person or his/her family.
Faulty product or recall	Following other product recalls, Adidas first starts by posting a description of the product, the reason for the recall, and an admission of responsibility on the Adidas group website (under the media - news archive section). Sales are stopped immediately, and refunds/exchanges are processed, if the item was purchased firsthand from Adidas.[7]	A published letter on the Adidas group website describing the product, the reason for recall, and an admission of responsibility. Sales must be stopped immediately, and refunds/exchanges will be offered in accordance to Adidas's refunds and exchanges policy.
Email marketing/social media blunder	Following other email marketing and social media blunders, Adidas has responded by releasing a formal apology, both on its website and on its main social media handles.	Apologize and own the specific wording or issue in the email/social media post.

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[7] Refunds and exchanges are also processed through other retailers, but consumers must go to the original point of purchase to process such a transaction.

ADVERTISING STRATEGY

With half of the total marketing budget dedicated to digital advertising, traditional advertising, point of sale promotions and various grassroots efforts, Adidas dedicates significant resources to its advertising strategy (Adidas AG, 2017). The company pursues television, radio, print and digital for the overall brand, with each sub-brand (e.g. Adidas originals and Adidas core), sport specific brand, regional brand and/or collaborative product line making use of these various avenues in differing concentrations and with slightly different tactics. The following is a detailed advertising strategy in television, print and digital for the Adidas + Beyoncé collaboration and its "Run The World" Campaign.

TELEVISION

As a Fortune 500 company, Adidas has the resources to secure some of the most coveted primetime television spots during events like the Super Bowl, the World Cup and Sunday Night Football. Given these resources, we plan to strategically secure 30-second and 60-second spots during both special annual events and regular weekly series. Based on our target demographic of multicultural females, ages 20-35, special events will include broadcasts of the Super Bowl, World Cup, Grammy's, Video Music Awards (VMA's), and other awards shows. Based on their high viewership and likely popularity with our target audience, weekly series will include broadcasts of both scripted and reality shows such as *Empire*, *The Voice*, *The Bachelor*, and *The Bachelorette*, as well as more general spots during reruns on *E! Network* (Poggi, 2018).

Despite the desire to secure strategic television spots, most of our video content will be repurposed for digital marketing. We will produce a full length 1 minute and 30-second TV commercial that can then be edited down to create 60-second, 30-second and 15-second versions for various TV audiences and digital efforts. Additional digital exposure for our videos will be accomplished through YouTube advertisements and preroll, as well as Facebook and Instagram content.

Looking to the details of the Adidas + Beyoncé collaboration "Run the World" campaign, we plan to emulate the fast-paced, energetic, montage style of the 2018 World Cup "Create the Answer" commercial (Rollins, 2018). By following in this stylistic footstep, we can ensure that our tactics, style and branding remain consistent with Adidas, while still allowing us to include the iconic Beyoncé flare seen throughout her music video arsenal. Our commercial will be shot in predominantly greyscale with pops of color highlighting the central visual foci - Beyoncé, the Adidas logo and the new collaboration shoe. All text will be black, grey, white or pale pink. As shown in *Figure 9*, below, the narrative will follow Beyoncé in her day to day hustle and grind as she transitions her Adidas athleisure shoe from a pre-dawn workout to post-concert song writing on the tour bus, and all the activities in between. The central message will focus on how her passion, drive and creativity are central to her success, and how her Adidas + Beyoncé gear are instrumental every

step of the way. Audio from Beyoncé's hit song, "Run the World" and desired voiceovers from Beyoncé herself will grab viewer attention, drive the story forward and reinforce the message of the campaign.

Finally, the call to action will direct consumers to visit the Adidas + Beyoncé collaboration microsite via a custom URL (Adidas.com/Beyoncé) and purchase the newly released product line. A custom hashtag, #AdidasRunTheWorld, will also be included to further encourage engagement with the product, brand and larger Adidas community.
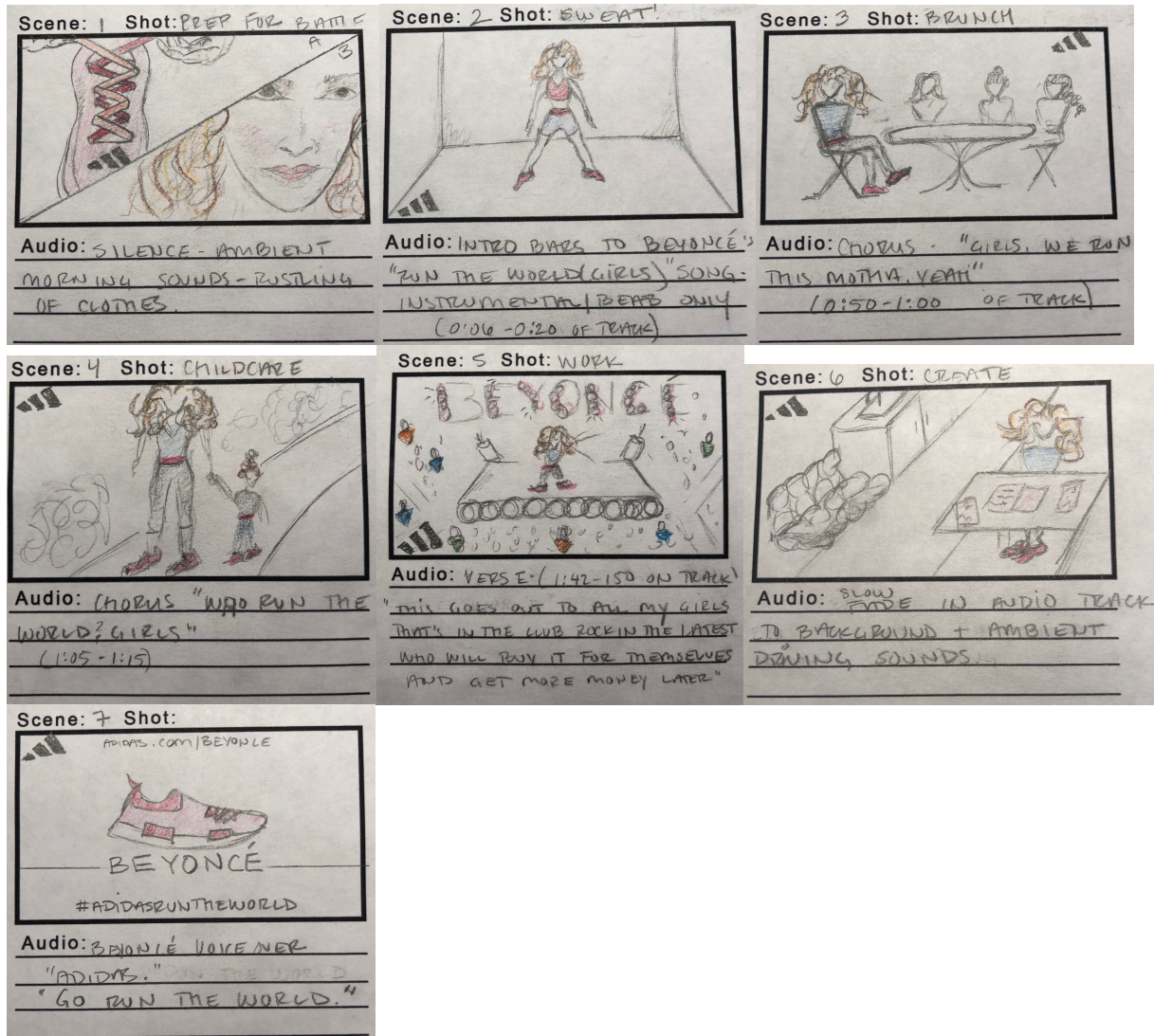

Figure 9: Adidas + Beyoncé "Run the World" campaign storyboard

PRINT

With the changing communication landscape and the multitude of ways in which companies seek to engage with consumers, some believe that print advertising is on a downhill slide. However, when used in conjunction with public relations and digital strategies, print advertising can provide a valuable touch point in a series of engagements. This is precisely what Adidas will seek to do in the Adidas + Beyoncé campaign. The company will incorporate print advertisements in strategic print outlets, use strategically located billboards to its advantage, and continue to generate excitement and sales with a new form of "print" media: street art advertising.

First, though full page advertisements are indeed expensive, the budget allows for strategic purchasing of ad space with high profile publications. To build on the relationships already established via the public relations strategy, in particular the contributed and byline articles, Adidas will advertise in those same magazines outlined in *Table 7* above, as well as *The New York Times, Los Angeles Times* and *ESPN Magazine*. We will also purchase a package with additional digital ad space on their digital counterparts, as it will only increase our exposure during key PR dates. Once again, these outlets were selected based on either their inclusive female audience within the desired age range, their widespread viewership in desired geographic locations or their sport specific content.

In regard to billboards, the "Run the World" campaign will follow the same visual guidelines as billboards from past campaigns. They will be featured along high traffic roots in New York City and Los Angeles, with eye-catching graphics that focus on four central components - Beyoncé, the collaboration shoe, the Adidas logo and our campaign catchphrase "Run The World." Graphics will be bold, using the previously discussed theme of greyscale and pale to medium pinks. The text will use the same font as the print ads, television spot and digital campaigns, so that all channels are consistent in style and message. The primary visual will be Beyoncé herself, and will utilize a similar composition to the Adidas Billboard shown in *Figure 10*, below.

Figure 10: Example of an Adidas billboard style and composition[8]

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[8] Booye, J. (2013, June). *Adidas "Dire."* Retrieved from https://www.jaredbooye.com/adidas-dire

The final component of the Adidas + Beyoncé print campaign will be widespread formal and informal collaborations with local street artists to create contextual street art advertisements. Adidas has successfully utilized street art in campaigns of the past (Braun, 2014), and has thus capitalized on an authentic relationship to urban communities because of these efforts. As the brand seeks to connect with a multicultural, urban, young, female community, it should connect on an everyday level, using an artform that has long been able to convey powerful messages of self-expression, passion and creativity (Schur, 2015). Adidas can contribute to the visual community while simultaneously promoting the new product and embracing the culture of its desired consumers. Due to the collaborative nature of many of these ads, the specific style will be artist dependent; however, several examples from past campaigns are included in *Figure 11*, below. In addition to the benefits discussed above, the street art campaign will also provide and invite people to engage in the perfect photo opportunity for consumer created content, especially when the key text is simply #AdidasRunTheWorld. This, in turn, allows the brand to benefit from the current "selfie" supremacy in social media postings.
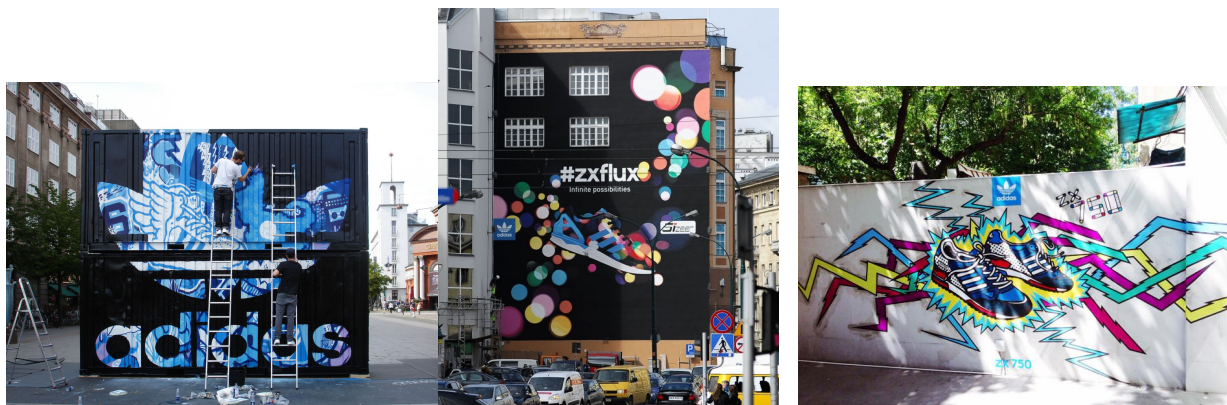
Figure 11: Sample Street art campaigns run by Adidas[9]

DIGITAL

GOOGLE TRENDS & KEYWORDS

The goal of our Google Keywords campaign is threefold: 1) generate hype and awareness of the Adidas + Beyoncé collaboration, 2) generate sales of the product, 3) drive traffic to the collaboration website. As such, Adidas should be using a combination of the following keywords: adidas, adidas shoes, adidas lifestyle, Beyoncé, sportswear, sports, athletic apparel, lifestyle apparel, lifestyle, sports

[9] Ex Tempore. (2017, June 23). *Summary: Forecasting global design features*. Retrieved from
        https://lauragaldi.wordpress.com/page/2/

Good Looking Studio. (2019). *Adidas ZX Flux*. Retrieved from http://goodlooking.pl/portfolio/adidas-
        zx-flux

Jocelyn. (2013, October 13). *Adidas Originals ZX750*. Retrieved from
        https://cargocollective.com/jtsaih/following/jtsaih/Adidas-Originals-ZX750

apparel, sporting goods, women shoes, women's shoes, footwear, women's footwear, women's fashion, fashion, athleisure, running, adidas + Beyoncé, Beyoncé tickets, Beyoncé tour dates, Beyoncé collaborations, Adidas collaborations, Jay Z and Beyoncé, Coachella, Wanderlust, Beyoncé world tour, and the name chosen for the specific product (e.g. "Yeezy 500" or "BMW i8"), Run The World 1. *Figure 12*, below, displays a screenshot of interest over time between the Adidas brand and the Beyoncé brand via Google Trends.
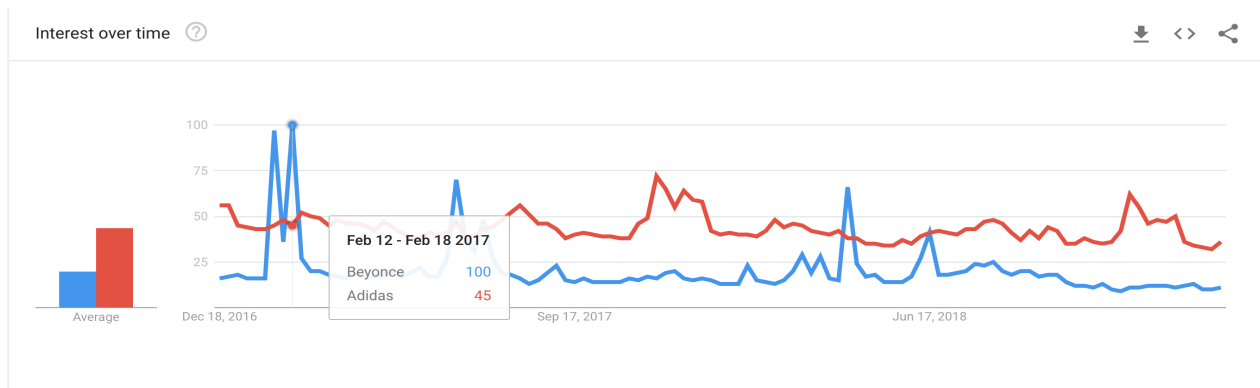
Figure 12: Interest overtime in the United States for Beyoncé (blue) and Adidas (red) from 2016 - present

According to *Figure 12*, both Beyoncé and Adidas resonate with American consumers. In 2016, Beyoncé reached 100% interest due to the release of her hit album, *Lemonade*. in 2018, Adidas experienced steady interest, largely due to the FIFA World Cup. *Figure 13*, below, shows the breakdown by (American) city for these two brands over the last 3 years.
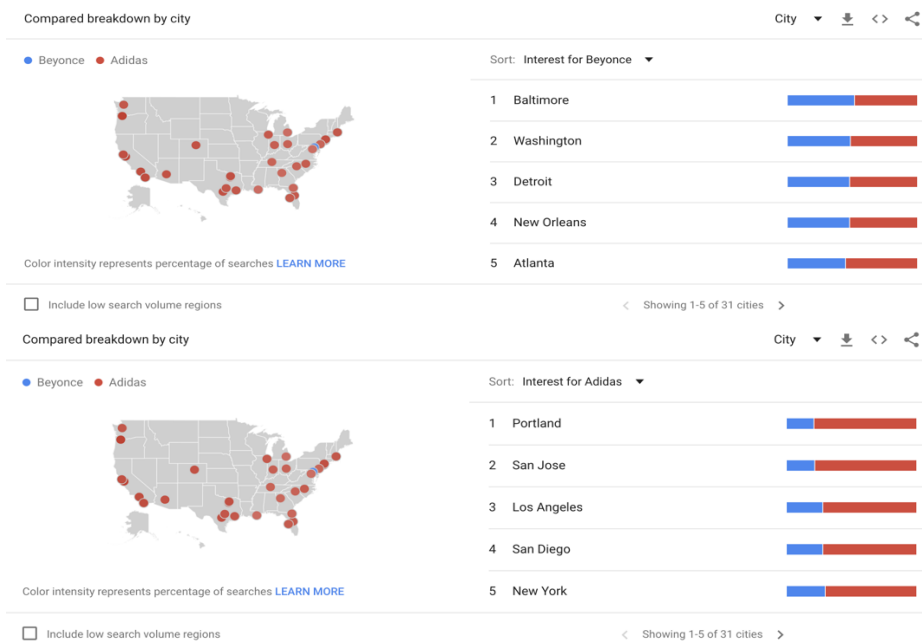
Figure 13: Brand breakdown by city (top 5) for Beyoncé (top) and Adidas (bottom)

Beyoncé, shown in blue, resonates heavily in metropolitan areas in the East and Mid-Atlantic regions of the United States. Adidas, on the other hand, shown in red, resonates heavily in the Western half of the United States: 4 of its top 5 cities are located in Oregon and California. Portland, the home of Adidas' headquarters in the United States, is not a surprising number one. Between Beyoncé's strong interest in the East and Adidas's strong interest in the West, we believe the Adidas + Beyoncé collaboration will perform well, especially as we launch the collaboration in Los Angeles and New York.

FACEBOOK & INSTAGRAM

Social media advertising is crucial to both the advertising of the Adidas + Beyoncé launch event and the sales of the Adidas + Beyoncé product. For the sake of this project, we will focus exclusively on the latter in this section.

Similar to Beyoncé's own audience, yet still in line with the Adidas brand, our target customer for these ads are fashion and pop culture-oriented women who want to maintain that fashionable air while engaging in athletic pursuits. Specifically, for the Facebook advertisement, this audience includes multicultural, urban females between the ages of 20 and 35, who like sports, fashion, and music. Geographically, the ad will be specific to Los Angeles, CA (50+ mi) and New York, NY (25+ mi) and will appeal to those who speak English (UK & English), Portuguese, Spanish, Arabic, French (Canada & France), and German. Both New York City and Los Angeles were chosen because of their heavy influence on culture, fashion, music, and sport in North America. Unsurprisingly, these cities are where the Adidas PR and guerilla marketing teams are actively engaged in editorial, print, and street art campaigns. The specific audience for this ad is included in *Figure 14*, below.

Audience

Create New   Use a Saved Audience ▼

adidas

Location:	United States: Los Angeles (+50 mi) California; New City (+25 mi) New York
Age:	20 - 35
Gender:	Female
Language:	Portuguese (Brazil), Spanish, English (UK), Arabic, Portuguese (Portugal), French (Canada), German, English (US) or French (France)
People Who Match:	Interests: Athleisure, Women's empowerment, Hip hop fashion, Concerts, Fashion week, Adidas Fans, Baseball, Adidas Shoes, Association football (Soccer), Music festivals, Rhythm and blues music, Hip hop music, Lifestyle brand, adidas Women, Fashion design, Adidas, Music videos, Pop music, Women's health, Nightclubs, Basketball, Women's basketball, College soccer, Running, Marathons, adidas originals, Football, Street fashion, Soccer Fans, Nike & Adidas, Lifestyle, Snowboarding or Women's clothing, Behaviors: Soccer fans (moderate content engagement) , Employers: Fashion or adidas Originals

Edit

Audience Definition

Specific   Broad

Your audience is defined.

Potential Reach:560,000 people ⓘ

Estimated Daily Results

Reach
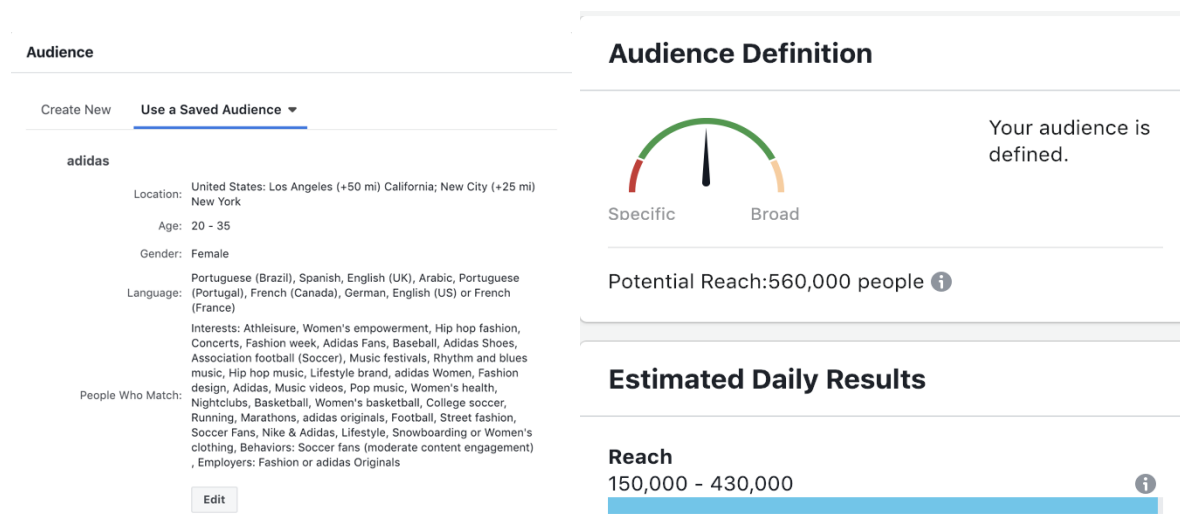150,000 – 430,000   ⓘ

Figure 14: Targeted audience for the Adidas + Beyoncé ad (left) and its corresponding audience definition (right)

Following the aesthetic outlined by the Adidas Yeezy Collaboration and the TV spot described above, the Facebook & Instagram ads for the Adidas + Beyoncé Collaboration will include a simple backdrop with the product centered and the adidas originals logo in the upper left-hand corner. *Figure 15*, below, displays the ad created for this collaboration.

Figure 15: Adidas + Beyoncé advertisement

This advertisement, following the parameters outlined above, will appear in the Facebook platform, under the aforementioned conditions. These same conditions will also be used for targeted Instagram ads and will be deployed both in stories and in scrolling. *Figure 16*, below, displays how the ad will appear in the Facebook and Instagram platform (scroll), respectively. The ads appearing in Instagram stories will consists of clips from the Adidas + Beyoncé Collaboration TV spot.
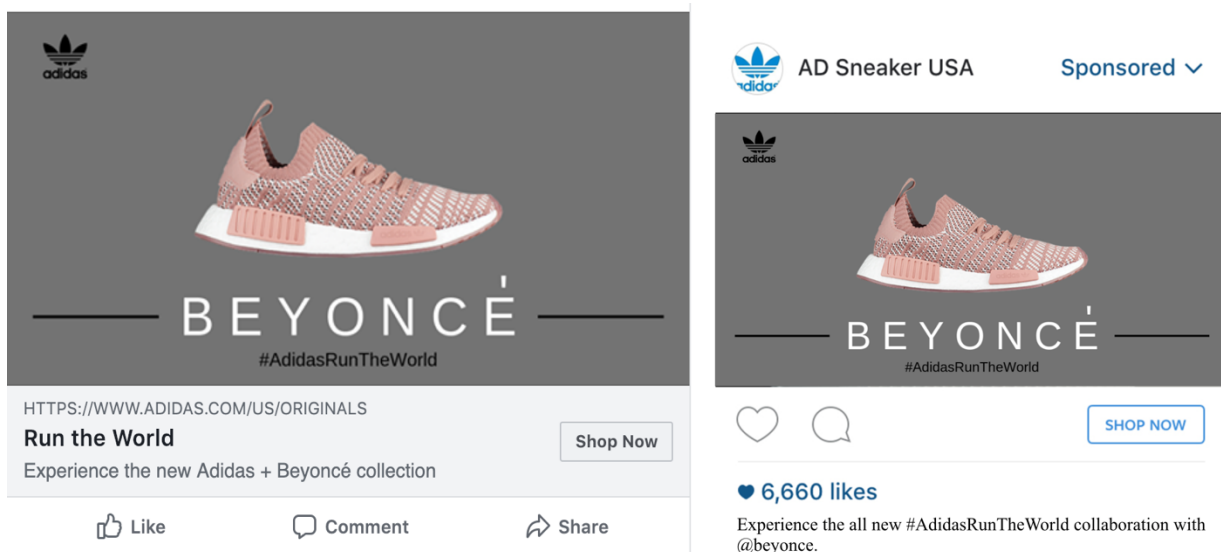

Figure 16: Adidas + Beyoncé ad on Facebook (left) and Instagram (right)

DIRECT MARKETING STRATEGY

DIRECT MAIL MARKETING CAMPAIGN

Though digital is touted as the way of the future, direct mail campaigns continue to provide value to companies like Adidas by rounding out the overall marketing strategy. According to researchers at Statista, direct mail marketing campaigns are still used by 54% of companies and continue to provide a median ROI of almost 30% (Statista, 2017, *Median ROI*). While email marketing admittedly provides a much higher median ROI, direct mail remains on par with social media, and in our opinion, continues to provide a valuable touchpoint for certain business purposes (ibid).

In general, the goals of our direct mail marketing strategy for the "Run the World" campaign are to create awareness about the Adidas + Beyoncé Collaboration, promote a high-profile launch event, boost engagement with the #AdidasRunTheWorld campaign, and increase sales of the new product line. However, as is evidenced in *Table 9*, below, not all content pieces will serve the same purpose for the same segment of the desired market. Rather, unique graphic content and limited, yet purposeful, text will further the purpose of each piece in a manner that was strategically chosen for each goal. Particular attention will be given to two key groups *within* our target market of multicultural, urban females between the ages of 20 years and 35 years of age: 1) past purchasers of Adidas footwear and 2) past purchasers of Beyoncé albums or concert tickets.

Table 9: Direct mail calendar for Adidas + Beyoncé collaboration campaign

Date	Segment	Goal	Content Details	Call to Action
Early February 2019	Adidas Past Purchasers	Build Awareness	- Type: Custom-sized Postcard - Graphics: Scene 1 still from "Run The World" campaign TV Spot. - Collaboration Announcement - Focus on new product details and release date - Run The World	Visit Adidas.com/Beyoncé
Early February 2019	Beyoncé album and concert ticket past purchasers	Build Awareness	- Type: Custom-sized Postcard - Graphics: Scene 1 still from Run The World TV Spot. - Collaboration Announcement - Focus on the connection to Beyoncé - Include product release date	Visit Adidas.com/Beyoncé

May 2019	Adidas past purchasers & Beyoncé Past Purchasers	Boost Engagement		#AdidasRunTheWorld
July 2019	Adidas past purchasers & Beyoncé Past Purchasers	Promote Launch Event & Boost Engagement	- Type: Standard Postcard - Graphics: Image from "Run The World" campaign billboard with Beyoncé front and center. - Who, What, When, Where and Why of the launch party/show with Beyoncé.	Registration Website? #AdidasRunTheWorld
September 2019	Adidas past purchasers & Beyoncé Past Purchasers	Increase Sales	- Type: Custom-sized Postcard - Graphics: Scene 2 still from "Run The World" campaign TV Spot.	Buy Now - Limited Availability Adidas.com/Beyoncé
November 2019	Adidas past purchasers & Beyoncé Past Purchasers	Boost Engagement & Generate Sales	- Type: Standard Postcard - Graphics: New iteration of "Run The World" digital advertising campaign images. - Keep focus on Beyoncé and her use of the product	Adidas.com/Beyoncé #AdidasRunTheWorld

Email Marketing Campaign

In alignment with Adidas' brand goals and the goals for the direct marketing campaign, the goals of our email marketing strategy for the "Run the World" campaign are to create awareness about the Adidas + Beyoncé Collaboration, promote a high-profile launch event, boost engagement with the #AdidasRunTheWorld campaign, and generate sales of the new product line.

For consistency across the collaboration and the Adidas brand at large, all emails related to the Adidas + Beyoncé Collaboration will follow the same visual guidelines as the video and street art campaigns and will be optimized for both mobile and desktop viewing. The tone and voice of all emails will be consistent with the Adidas brand and must be authentic, timely, inspirational, engaging, inclusive, warm and personal (Adidas AG, 2017). *Table 10*, below, displays the general date, segment, goal(s), subject line, and calls to action used for this campaign.

Table 10: Email marketing calendar for Adidas + Beyoncé collaboration campaign

Date	Segment	Goal	Subject Line	Call to Action
Early February 2019	Adidas Past Purchasers	Build Awareness	*Who runs the world? Adidas + Beyoncé*	Visit Adidas.com/Beyoncé
Early February 2019	Beyoncé album and concert ticket past purchasers	Build Awareness	*"Product name:" Made by Beyoncé*	Visit Adidas.com/Beyoncé
May 2019	Adidas past purchasers & Beyoncé Past Purchasers	Boost Engagement	*Flawless: Meet the all new "Product name" Feat. Beyoncé*	Visit Adidas.com/Beyoncé
July 2019	Adidas past purchasers & Beyoncé Past Purchasers	Promote Launch Event & Boost Engagement	*You're Invited: Adidas + Beyoncé are ***Flawless*	Registration Website #AdidasRunTheWorld
September 2019	Adidas past purchasers & Beyoncé Past Purchasers	Generate Sales	*Upgrade U: Check out the all new "Run the World" from Beyoncé*	Buy Now - Limited Availability Adidas.com/Beyoncé

In addition to the content in *Table 10*, we plan to conduct some simple A/B testing of subject lines to better gauge the effectiveness of song lyrics and artist puns in email performance (click rates, response rates, customer orders, etc.). The results from these A/B tests will be used to inform future product releases, both related to this product line and future collaborations.

SOCIAL MEDIA STRATEGY

To effectively design a social media strategy for the #AdidasRunTheWorld campaign, the specific Campaign for the Adidas + Beyoncé Collaboration, we must first begin with an assessment of Adidas's social media presence. Currently, Adidas owns and operates over 193 social media platforms, including 76 Facebook pages, 64 unique Twitter handles, 28 distinct Instagram handles, 23 individual YouTube channels, and 2 LinkedIn accounts (Unmetric, 2018). As of December 2018, Adidas had 17.5 million Instagram followers, ranked 11th in the world among leading fashion brands (Statista, 2019, *Leading Fashion Brands by followers*). Adidas Originals, the Adidas sub-brand being used to launch the collaboration, has 32.16 million fans on Facebook, ranked 15th in the world (Statista, 2019, *Leading Fashion Brands by followers*). Obviously, the Adidas brand has an incredible digital presence. Thus, we plan to leverage this presence in order to build awareness and generate hype for the Adidas + Beyoncé collaboration, including both the launch event and the subsequent product release.

FINDABLE

Based on the social media, Google Trends, and website analytics data presented in previous sections, the Adidas brand is already highly findable. However, for this product, we want to make both the launch event and the product highly findable. Therefore, we will use a clever combination of schema to highlight and optimize specific data points on the collaboration webpage. *Figure 17* shows the optimized JSON-LD code to be included in the Adidas.com/Beyoncé webpage for both the high-profile release event and the final collaboration product. *Figure 18* displays the schema tags which will be used for the event and product.

```
<!-- JSON-LD markup generated by Google Structured Data Markup Helper. -->
<script type="application/ld+json">
{
  "@context" : "http://schema.org",
  "@type" : "Event",
  "name" : "Run the World Launch",
  "startDate" : "2019-09-13",
  "location" : {
    "@type" : "Place",
    "name" : "Madison Square Garden",
    "address" : {
      "@type" : "PostalAddress",
      "streetAddress" : "4 Pennsylvania Plaza",
          "AddressCity" : "New York",
          "addressCountry" : "USA",
      "postalCode" : "10001"
    }
  },
  "image" : "https://adidas.com/beyonce",
  "description" : "Led by Beyoncé, #AdidasRunTheWorld is an interactive, engaging, and consumer-first launch event that celebrates the power and impact of females in the world.",
  "performer" : {
    "@type" : "Person",
    "name" : "Beyonce"
  },
  "offers" : {
    "@type" : "Offer",
    "price" : "Free"
  }
}
</script>
```

```
<!-- JSON-LD markup generated by Google Structured Data Markup Helper. -->
<script type="application/ld+json">
{
  "@context" : "http://schema.org",
  "@type" : "Product",
  "name" : "adidas + Beyonce Run The World 1",
  "image" : "adidas.com/beyonce",
  "description" : "The inaugural adidas + Beyonce Run the World 1 launches in September 2019. A celebration of the power and impact of females in our world, the Run the World 1 combines the award-winning adidas BOOST technology with the fashionable appeal of modern athleisure. The sneaker features a cream midsole which wraps around Boost cushioning to create a pristine version of the silhouette. The shoe is finished with a blush mesh, giving the shoe a fashionable, yet athletic appearance.",
  "brand" : {
    "@type" : "Brand",
    "name" : "adidas",
    "logo" : "https://adidas.com"
  },
```

```
      "offers" : {
        "@type" : "Offer",
        "price" : "$264.99"
      },
      "aggregateRating" : {
        "@type" : "AggregateRating",
        "ratingValue" : "★★★★",
        "ratingCount" : "4 Reviews"
      }
    }
  </script>
```

Figure 17: JSON-LD markups generated from the Google's Structured Data Markup Helper for the launch event (top) and Run the World 1 product (bottom)
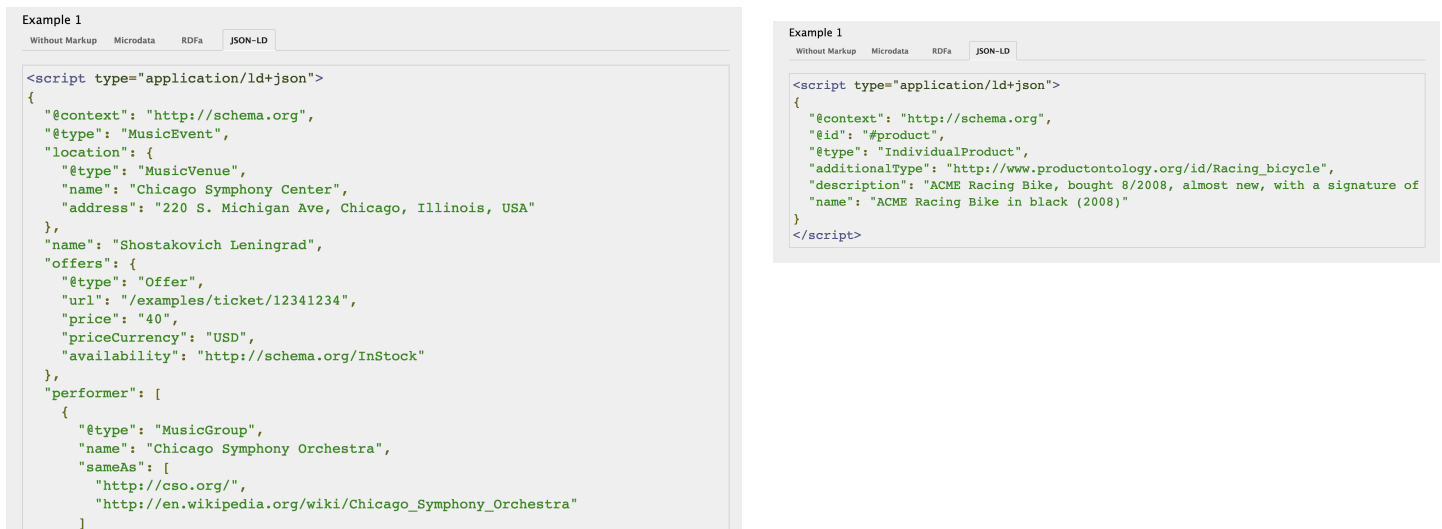

Figure 18: Schema tags to be used for the launch event (Left) and individual product (Right)

In addition to schema tags and data markup tools, we also plan to optimize the collaboration's digital assets. All videos and photos will have highly targeted, specific file names, narratives, and stories to explain the collaboration, the high-profile launch event, and the product. Sitemaps will be available via the index page of the adidas.com website. Additionally, and finally, we plan to leverage Adidas's strong social media presence to add descriptions, cards (YouTube only), and captions to all video and photo ads. The YouTube cards will have the date(s) and details of the launch event as well as a link to the adidas.com/beyonce page for event registration and product sales.

RECOMMENDABLE

As a brand, Adidas is highly recommendable. The company's products constantly receive positive reviews, and, with this product, we do not expect any deviation from the norm. The product will be produced with Adidas's award-winning BOOST technology, eco-friendly material and fashionable appeal.

INFLUENCER CAMPAIGN

Two key parts of being recommendable as a brand are both the number of recommendations and the legitimacy of those that recommend you. One way to increase brand advocacy, brand awareness, recommendations, penetration in target markets and even sales is through an influencer campaign (Statista, 2018, *Leading goals*). Since the target market for the Adidas + Beyoncé collaboration is urban females between the ages of 20 years and 35 years of age, we must create content that is likely to engage this audience. Research shows that 36% of individuals between the ages of 18 and 24, and 25% of people between the ages of 25 and 34 engage with content created by influencers on social media (Mintel, 2018, *Social Media Trends*). Based on this data, as well as an anecdotal feel for the target customer habits, we plan to manage an extensive social media influencer campaign.

As the key partner in the Adidas + Beyoncé "Run The World" campaign, Beyoncé is a built-in influencer for the new product line. She will be required to share a contracted number of social media posts and stories across her platforms, and with 123 million dedicated followers on Instagram alone, her effect will be widespread and impactful.

Moving beyond the Queen Bee (i.e. Beyoncé), the "Run the World" campaign will make use of the existing in-house team for managing our broad-scale social media influencer campaign. In the past year, Adidas' VP of Global Entertainment and Influencer Marketing touted the importance of micro-influencers in the increasingly saturated world of celebrity influencers (Verry, 2018). He highlighted the necessity to work with influencers who are true subject-matter experts, who are dedicated to deep dives of their narrowly defined area(s) of focus (ibid). In line with this company-wide perspective, we will target female micro-influencers and bloggers in the areas of athleisure, lifestyle, and sports. We will continue to work with some high-profile celebrities, like we have in the past, but the key cover girl is once again Beyoncé.

TRANSPARENT

As a global athletic and footwear apparel company, it may be difficult for Adidas, as a brand, to appear "authentic." However, for this collaboration, we expect Adidas to act well within its branding guidelines and collaboration agreements. From a public relations point of view, if there is ever a misstep during the collaboration, the company will follow the aforementioned public relations and crisis management plan located above in *Table 8*.

The product(s) produced as a result of the collaboration will feature Adidas's award-winning BOOST technology, eco-friendly material, and fashionable appeal. Though increased transparency related to the production process of the product - including the BOOST technology production process and the repurposing of recovered ocean plastic to create shoes - may prove beneficial to winning over additional customers, this is not the primary focus of this product line. However, that said, if Adidas, as a brand, successfully released content related to its production/manufacturing process, our product team would consider doing a special 30-90 second TV/social media spot on the production/manufacturing process of the "Run the World" shoe.

Without question, as stated before, Beyoncé is the cover girl of this campaign. Leading up to and during the collaboration, we expect Beyoncé to be _fully_ and _authentically_ Beyoncé. Thus, we imagine she will do and say the things that she normally does and says. We also expect her to post as she normally posts, remembering the contracted number of social media posts about the collaboration. Aside from any specific limitations listed in Adidas collaboration agreement, very little limitations will be placed on her. Her authentic and transparent self resonates with audiences worldwide and we want to capture this in the collaboration.

COLLABORATION

For the Adidas + Beyoncé "Run The World" campaign, two collaborative spaces will be used. The first, and most important, will be the creative space used with Beyoncé to create the launch event and the product. The second, and supportive arm, will be the Adidas MakerLabs, a physical space dedicated to creativity and collaboration in three core Adidas markets (Closa, 2017).

First, as a brand, Adidas has a strong history of working with high-profile collaborators. In recent years, Adidas has collaborated with popular designers, athletes, and pop culture icons. The brand has capitalized on the co-branders' communities to not only boost sales, but also increase creativity, credibility and desirability, specifically within the sports footwear market. Based on this model, the purpose and sole goal of the Beyoncé collaboration is to grow Adidas' brand within the aforementioned target audience of multicultural females aged 18-35.

Of all the celebrities, athletes, and musicians in the world, Beyoncé was not selected at random. She was purposely chosen because her personal brand is very much in alignment with Adidas's core brand - both brands are resoundingly supportive, inspiring, positive, inclusive and energetic. From an influencer point of view, Beyoncé has 123 million Instagram followers (8th most followed person in the world), over 64 million Facebook fans, and roughly 268,000 Twitter followers (Google, 2019). Her network effectively places the Adidas brand into the hands of every Beyoncé loyalist, hip hop and R&B supporter, and _Destiny's Child_ fan. With the release of her 2016 album, _Lemonade_, Beyoncé reached 100% interest in some areas of the United States, suggesting a strong local presence in our desired North American market (Google

Trends, 2019). Obviously, a strong influencer and global pop icon, Beyoncé's social media presence is not only large and extensive, but highly targeted and deeply engaged within the market we hope to reach with the collaboration.

Secondly, to encourage activism and creativity within the entire Adidas brand, Adidas owns and operates three MakerLabs. Located in Herzogenaurach, Germany; Portland, Oregon; and Brooklyn, New York, these spaces are used by the Adidas brand to engage professional designers, creators, and artists in further collaboration and creativity. As it relates to the Adidas + Beyoncé Collaboration, these spaces, specifically the Brooklyn location, will be used to model an effective collaboration space within the collaboration's launch event. Specific details for how/when this space will be used are included in the events marketing section, below.

CO-CREATIVE

Though Adidas may seek to co-create with general sports, fashion and lifestyle communities in the future, co-creation with a larger group of the general public is not the goal of the Adidas + Beyoncé Collaboration line. Rather the goal is a strategic partnership with one particular brand, Beyoncé.

That being said, the "Run The World" campaign will involve co-creative efforts for the social media campaign. As mentioned previously in the content section, this campaign will seek to make extensive use of consumer-created, organic content of both video and still images. Such content will be shared across appropriate social media channels and should highlight real people using real products to pursue their passions on a day-to-day basis, thus changing their lives and engaging with their communities along the way. The goal of these co-creative social media efforts will be to increase engagement, promote sales of the new product line and also further develop Adidas' credibility with the young, urban, female audience.

INSTAGRAM CONTESTS

A key part of any user-generated content strategy is how to encourage consumers to not only create the content you want, but share it, tag your brand and essentially promote your products in an organic and enticing way. For the Adidas + Beyoncé collaboration, Adidas will run an initial Instagram photo contest. Contestants will seek to answer the question "how do you run the world?" in an image or video clip featuring at least one Adidas product. Then, participants must post said content to Instagram and include #RunTheWorldContest in their caption. Resulting content could include athletic pursuits, day-to-day activities that leave women feeling empowered, or even just friendly bonding time. After the designated submission period, consumers will then be able to browse a gallery of top entries on Adidas.com and vote for the winning content piece. The winner will receive an exclusive pair of the Adidas + Beyoncé Run the World 1 shoes and two VIP passes to the two-day launch event (described in Events Strategy below) which includes backstage access and a one-on-one meet and greet opportunity with Beyoncé herself. Subsequent photo contests will

require the use of the Adidas + Beyoncé products specifically within the content produced and will include prizes on a much smaller scale. Additional prizes to be announced at a later date.

To capitalize on the existing Adidas and Beyoncé social media followings, both brands will promote the contests on their own websites and social media pages. Additionally, Adidas will run an Instagram advertising campaign that solely promotes the contest and will encourage the Beyoncé brand to do the same.

Overall, the benefits of the Instagram contest include boosted engagement with both brands, the creation of user-generated content for the "Run the World" campaign which can be reposted, buzz about the new product line and ultimately increased sales. On top of that, by enabling and encouraging voting within the contest, Adidas will be able to collect emails from clearly interested consumers for ongoing email marketing campaigns (Wishpond, 2015).

EVENT MARKETING STRATEGY

EVENTS

Despite a 2019 initiative to reduce the overall marketing spend and number of partnerships (Adidas AG, 2018), Adidas continues to focus on high profile, strategic event partnerships. For example, it is building its partnership with international yoga festival, Wanderlust, in an effort to grow its share of the booming female market. Keeping in line with the overall Adidas strategic initiatives, we will pursue the event sponsorships, webinars, launch events, and event social media strategy detailed below.

In line with the aforementioned strategies, we plan to promote this high-profile event through a combination of email, television advertising, print advertising and social media marketing strategies. Specifically, email marketing will be used for transactional purposes like event invitations and ultimately event registration, while TV, print and social will predominantly be used to build awareness of the collaboration launch event.

EVENT SPONSORSHIP

As one of the top three athletic apparel brands in the United States, Adidas has the necessary funds to provide several event sponsorships (Roberts, 2017). From the FIFA World Cup to the Olympics, major Adidas events sponsorships can be seen worldwide; however, despite expensive sponsorships for the overall Adidas brand, the company does not typically secure sponsorships in the name of various sub-brands or collaboration lines. The goal of this marketing and communications plan is to remain dedicated and specific to the Adidas + Beyoncé Collaboration, and, as such, event sponsorships must also remain specific. Based on this goal, only one event sponsorship fits for both the launch and the inauguration of the "Run the World" campaign: Beyoncé's next world tour (dates and specifics are TBD). By sponsoring Beyoncé's

world tour (at a reasonable price tag given the nature of the collaboration), Adidas will be able to directly relate to a large segment of the target market in a high visibility and high value manner.

Moving beyond the first year, opportunities for additional event sponsorships may be revealed that would effectively continue to build the collaboration product line credibility, awareness and sales. Potential future event opportunities include, but are not limited to, Wanderlust, which is an existing partnership (Adidas AG, 2018), Coachella, Austin City Limits, NY Fashion Week events and LA Fashion Week.

ADIDAS + BEYONCÉ LAUNCH WEBINAR

To create, solidify, and deepen relationships with distributors, a webinar platform will be used to share information about the Adidas + Beyoncé collaboration, the products, and the high-profile release. This webinar will be extended to sales executives at sports or footwear specific stores, including, but not limited to, Lady FootLocker, Dick's Sporting Goods, FootLocker, Adidas Outlet, etc. The sales deck, in *Appendix B*, reveals details about our product to these stakeholders.

ADIDAS + BEYONCÉ LAUNCH EVENT: RUN THE WORLD LAUNCH

The high-profile launch event, coined "Run The World Launch," has three primary goals: 1) generate awareness and excitement for Adidas and the new "Run the World" campaign, 2) serve as publicity for the new "Run the World" Adidas + Beyoncé collaboration shoe, and 3) serve as the first point-of-sale for the collaboration shoe (limited availability to retain exclusivity). Unfortunately, specific event marketing budgets for the Adidas group could not be found. However, in 2017, Adidas reported a marketing budget of over €2.75 billion with an executive mandate to grow market share in North America (O'Reilly, 2017). Thus, seeing that this event is located in our target market, we expect to be able to use a significant portion of this €2.75 billion to produce an impactful and memorable launch event.

In accordance with the previously stated goals, several metrics have been created to gauge overall event success. The first metric is in regard to general attendance. With a venue capacity of 20,789, we hope for attendance between 18,000 and 20,000 throughout the course of the two-day event, with the final Beyoncé performance selling out at 20,789. Typical Beyoncé concerts draw crowds between 36,000 and 90,000 attendees (Waddell, 2016), indicating that we should be able to meet our attendance goals.

The second and third metrics of success are centered around sales. More specifically, we aim to sell out of the initial limited-release of Adidas + Beyoncé Collaboration shoe, Adidas Run The World 1, which will include just 200 pairs in each of the six available color offerings (Blush, Dove, Black, White, Raspberry and Charcoal) priced at a premium price point. We also aim to sell significant merchandise (specific

amount still to be determined) related to the collaboration, adidas originals and other lifestyle products via the Pop-Up Shop detailed in *Table 11*.

Finally, we hope to generate substantial user-generated content across all of Adidas' social media platforms. Instagram contests, hashtags and other promotions, discussed below, will seek to connect with a broad audience, including non-physical attendees who will be able to attend via Facebook LiveStream for certain elements of the two-day event.

Starting from the general and moving to the specific, the Adidas + Beyoncé Collaboration "Run the World" launch event will take place in New York City, New York. Two factors led to this selection. First, it is one of our key geographic markets for digital advertising, email and direct marketing campaigns, with both Adidas and Beyoncé scoring high Google Trends percentages of interest in the New York City metropolitan area. Secondly, the launch event is timed with the New York Fashion Week Spring/Summer 2019 fashion shows. By holding the event on Friday and Saturday, we may conflict with other fashion shows, parties, events, etc.; however, celebrities are not our target attendees. We will indeed recruit high profile athletes, celebrities, fashionistas and influencers to participate in certain aspects of the launch event, but the general public is our true target. By holding our launch during this time, our hope is that attendees will feel a part of fashion week via access that they never before thought possible, thus adding to the events overall appeal.

In terms of high profile, iconic, sports venues in the heart of Manhattan, there is no better venue than Madison Square Garden (4 Pennsylvania Plaza, New York, NY, 10001). The indoor arena's facility provides an ideal location to align with New York Fashion Week, state-of-the-art facilities and amenities for large scale events, built-in name recognition and publicity potential as an iconic sports house, and an intense connection to the pinnacle of local sports culture (Luxify, 2018). Madison Square Garden (MSG) is indeed smaller than typical venues for Beyonce concerts (only 20,789), yet we believe this adds to the special, intimate nature of the event. This is not a single stop on a Beyoncé world-tour; it is an Adidas launch event, and as such we feel the other positives that MSG brings outweigh the perceived negative factor of lower capacity.

To look at the event details of the Adidas + Beyoncé Collaboration "Run the World" launch event, it will be a two-day event beginning on the morning of Friday, September 13, 2019 and ending on the evening of Saturday, September 14, 2019. The event will commence with Registration and a Beyoncé Meet & Greet opportunity and will conclude with a live Beyoncé concert experience. Component events will include an Adidas Pop Up Shop, Adidas Playground, Adidas MakerLab, Adidas "Meet The Team" opportunity and Adidas "Run The World" Panel, as well as the aforementioned Beyoncé Meet & Greet and concert. Full event details including date, time, location and related social media promotion are outlined in *Table 11*, below.

Table 11: Adidas + Beyoncé collaboration "Run The World" launch schedule

Date	Time	Location*	Event	Details	Social Media/ Promotion
Friday, September 13, 2019	8:00am - 5:00pm	7th Avenue Entrance + Help Desk Outposts at Tower A, B, C and D entrances	Registration	- Event Registration is available online at Adidas.com/Beyonce - Attendees must visit the registration table for badge pick up - Separate lanes for VIP check in as needed	-2-3 posts of registration area, event venue, and event signs -Post to Instagram, Instagram story, Twitter, Facebook -add #AdidasRunTheWorld
Friday, September 13, 2019	2:00pm	Existing Main Concourse Stores and Booths	Adidas Pop Up Shop	- The Pop-Up Shop will remain open throughout the entirety of the launch event - Will include sales of Adidas + Beyoncé Collaboration branded gear, but not the actual footwear. - Will include sales of other Adidas lifestyle and originals apparel	-2-3 posts of pop up shop, its products and featured Adidas + Beyoncé Collaboration gear -Post to Instagram, Twitter only -add #AdidasRunTheWorld
Friday, September 13, 2019	5:00pm - 8:00pm	Lexus Level Suites	Beyoncé Meet & Greet	- Per contracted Terms, Beyoncé will conduct a three hour meet and greet with VIP ticket holders and select contest winners.	-photo contest described above -use #RunTheWorldContest
Saturday, September 14, 2019	8:00am - 5:00pm	7th Avenue Entrance + Help Desk Outposts at Tower A, B, C and D entrances	Registration	- Registration will be open on both days of the event to allow for maximum access - Attendees must visit the registration table for badge pick up - Separate lanes for VIP check in as needed	-2-3 posts of registration area, event venue, and event signs -Post to Instagram, Instagram story, Twitter, Facebook -add #AdidasRunTheWorld
Saturday, September 14, 2019	8:00am - 5:00pm	Existing Main Concourse Stores and Booths	Adidas Pop Up Shop	- The Pop-Up Shop will remain open throughout the entirety of the launch event - Will include sales of Adidas + Beyoncé Collaboration branded gear, but not the actual footwear. - Will include sales of other Adidas lifestyle and originals apparel	-2-3 post of pop up shop, its products and featured Adidas + Beyoncé Collaboration gear -Post to Instagram, Twitter only -add #AdidasRunTheWorld

Saturday, September 14, 2019	8:00am - 5:00pm	7th Avenue Side Floor Seats Sections D,E,F,1,2,3	Adidas Playground	- Attendees to test athletic skills against Adidas athletes' standards and other consumers - Playground to remain open the whole day - Social media photo opportunity	-2-3 posts of the athletic skills challenge -Post to Instagram, Instagram story, Twitter, Facebook -1-2 min video of the highlights from the skills challenge to be posted to YouTube and adidas.com/beyonce afterwards -Use #AdidasRunTheWorld
Saturday, September 14, 2019	8:00am - 5:00pm	Event Level Suites 1-18	Adidas MakerLab	- Modeled after the MakerLab in London (TBD), consumers will have a chance to engage with Adidas design professionals, express their creativity and compete in a design contest for a future product in the Adidas + Beyoncé Collaboration line.	-2-3 posts showing individuals interacting with Adidas designers -Show some examples of early shoe designs -Post to Instagram/Twitter only -Use #AdidasRunTheWorld
Saturday, September 14, 2019	10:00am - 1:00pm	7th Avenue Side Floor Seats Sections D,E,F,1,2,3	Adidas "Meet the Team"	- Similar to professional sports team "meet the team events" female Adidas athletes from across various sports will be in the Playground to "compete" against attendees at sport specific skills test.	-2-3 posts of event attendees interacting with female adidas athletes -Post to Instagram, Instagram story, Twitter, Facebook
Saturday, September 14, 2019	2:00pm - 3:00pm	Existing Main Concourse Stores and Booths	Adidas + Athleisure	- Pop-Up Shops will close to the public for influencers from social media campaigns, other lifestyle bloggers, etc. to have exclusive access to the products. - This will provide time for them to livestream, post photos, try on items without large crowds. - Access to be determined in advance.	-Influencers must post 2-3 times across their channels -1 video product highlight/special -Use #AdidasRunTheWorld

Saturday, September 14, 2019	4:00pm - 6:00pm	Concert Stage + Seating on Floor Sections A,B,C	Adidas "Run The World Panel"	- Panelists will include Beyoncé, Ariana Grande, Candace Parker, Karlie Kloss, Caroline Wozniacki, and others - Topics will include women's empowerment, professional development efforts, creativity, the power of sport, fashion in sports, etc. - The panel will also be available via livestream on Adidas.com/Beyonce	-5-6 posts from the panel -In addition to pictures/stories, Adidas creators will also create infographics from notable phrases/quotes from the panel and post to Instagram/Twitter -Livestream on Adidas.com/beyonce and Facebook -Post on Instagram, Twitter, Facebook --Use #AdidasRunTheWorld
Saturday, September 14, 2019	8:00pm - 11:00pm	Madison Square Garden Concert Setup	Beyoncé Concert	- Per contracted Terms, Beyoncé will conduct a full-scale concert performance. - VIP ticket holders and select contest winners will receive backstage passes to said event	-5-6 posts from the concert -Post still photos on Instagram, Twitter, Facebook -Use #AdidasRunTheWorld

Event location selections based on Madison Square Garden Concert Setup (The Madison Square Garden Company, 2019)

Mockups, inspiration and overall event visuals have not yet been determined. However, the feel of the launch event will follow the guidelines of previous Adidas events. The event will also incorporate the color scheme of the collaboration collection (and related advertisements), as well as graphics from the street art campaign. Technology, music and lighting will be included in all aspects of the experience as a way to highlight the brand and the product, while also adding to the wow factor of the event. The following, *Figures 19-22*, represent the starting inspiration for the Adidas + Beyoncé Collaboration "Run The World" Launch.
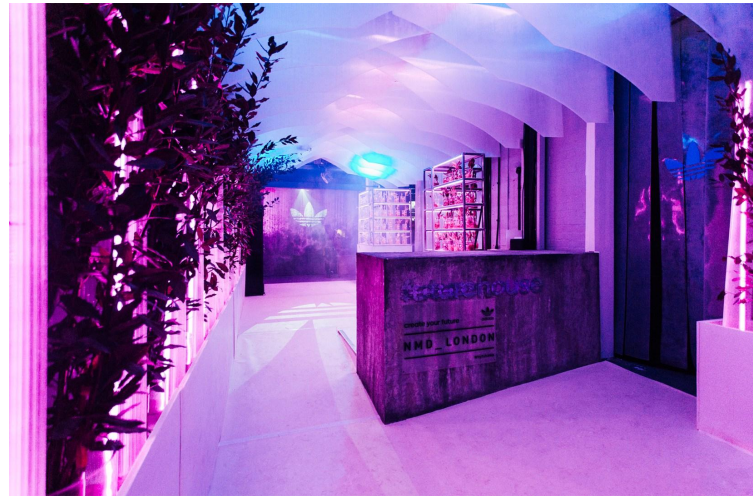
Figure 19 (Left) & Figure 20 (Right): Adidas Run The World Launch store inspiration (Visionarism, 2018; Fleuriot, 2016)

Figure 21: Adidas Run The World Launch "Playground" inspiration (Tay, 2016)

Figure 22: Adidas Run The World Launch exterior lighting inspiration (Barco, 2013)

SOCIAL MEDIA FOR EVENTS

Though the primary goal of the 2-day launch event is to kick off the Adidas + Beyoncé collaboration, additional goals include generating hype and awareness through UGC and creating brand exposure and recognition through the various events over the 2-day launch. The overall tone of the event is one of positivity, energy, and inspiration. As such, the social media posts summarizing the event should be of similar quality and fashion. To generate hype for the event, we plan to employ the social media for events strategy located in *Table 12*, below.

Table 12: Social media for events strategy

Before	During	After
-Post (TV ad, product ad, specific ad for the launch) about the event on all Adidas Originals and Beyoncé social media handles -Promotion of the Instagram contest outlined on the Adidas Originals Instagram page and the adidas.com/beyonce website	-Post about specific events during the 2-day launch on all Adidas Originals and Beyoncé social media handles -Content to be posted on Instagram, Twitter, and snapchat in real time -Content to be posted to Adidas Originals & Beyoncé Facebook pages 2-3 times/day -Twitter to be reviewed throughout the launch to	-Wrap up video to be posted on all social media handles for both adidas originals and Beyoncé. -Video to be posted on the adidas.com/beyonce site and YouTube -Follow up posts about additional Adidas + Beyoncé Collaboration product releases -Use emails collected at the event for follow up email

	maintain customer service standards -Tag influencers present from: NYC fashion week, lifestyle blogs, athleisure stars, etc.	marketing

SALES STRATEGY

As a brand to consumer parent company and a brand to consumer collaboration product line, the Adidas + Beyoncé collaboration results in a minimal need for a traditional sales deck targeting consumers. Our sales plan with regards to consumers is essentially the marketing and communication plan discussed throughout the entirety of this document. However, that being said, Adidas will need a sales deck as we work with new and existing distributors for the Adidas + Beyoncé collaboration. The purpose of the sales deck is two-fold. First, it will serve as a traditional sales tool for our regional sales teams as they seek shelf space in sports or footwear specific stores. With 58.6% of footwear being purchased in a specialty store (Statista, 2019, *Sporting goods*), we will target Lady FootLocker, Dick's Sporting Goods, FootLocker, Adidas Outlets and others across the nation. Second, as previously mentioned in the Webinars section, this sales deck will serve as a key component of an Adidas + Beyoncé collaboration webinar component to share information about the Adidas + Beyoncé collaboration, the product itself, and the high-profile release. It will provide the informational background for the invaluable relationship building that is paramount to our continued distribution across the United States.

Keeping in line with the stated purposes, the sales deck (see *Appendix B*) includes the Adidas mission, an introduction to the Adidas + Beyoncé collaboration, an explanation of the business problem at hand, descriptions of the shortfalls of other potential solutions, proof that our new product line is indeed the best solution, product details, and product demonstrations.

MOBILE MARKETING STRATEGY

BASIC MOBILE BREAKDOWN

In a world that is becoming increasingly mobile, every company, including Adidas, needs to develop and implement a thoughtful, consumer-first mobile marketing strategy. According to the Interactive Advertising Bureau (IAB), an advertising business organization that develops industry standards, conducts research, and provides legal support for the online advertising industry, total search ad revenue (mobile + desktop) increased by 19% from 2017 to 2018 to a total value $22.8 billion (Interactive Advertising Bureau, 2018). Additionally, total video ad revenue (mobile + desktop) increased 35% from 2017 to 2018 to a total value of $7 billion (ibid). These findings are of particular interest to Adidas, and, subsequently, the Adidas + Beyoncé collaboration, as both our product and our high-profile launch event depend on

customers searching for and finding us online, as well as viewing and watching our product's video spots. Whether they are viewing on mobile or desktop should not matter - it should be easy and effortless, regardless of medium, for a customer to find content related to Adidas Run the World 1.

A global brand with many sub brands, Adidas owns and operates several websites, digital mediums, and applications. The product or sub brand most similar to the Adidas + Beyoncé collaboration is the Adidas Yeezy brand, a collaboration between Adidas and rap artist Kanye West. As shown in *Figure 23 and Figure 24*, below, the Adidas Yeezy website (adidas.com/yeezy) is considered mobile friendly. Aside from a few necessary loadability improvements, we expect the Adidas + Beyoncé collaboration to achieve a similar result.
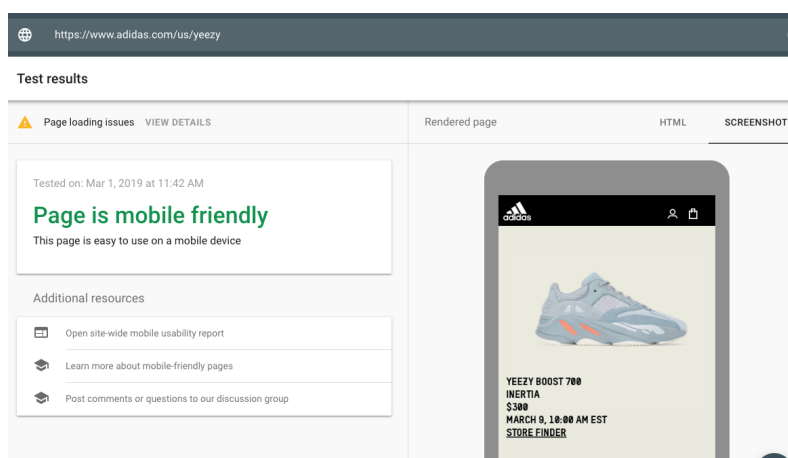

Figure 23: Results of the mobile friendly test for Adidas.com/yeezy, Part 1
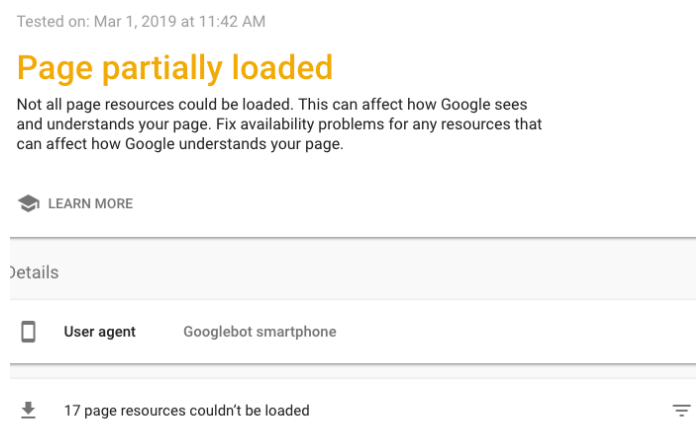

Figure 24: Results of the mobile friendly test for Adidas.com/yeezy, Part 2

According to PageSpeed Insights, Google's optimization tool to enable faster web pages, the adidas.com/yeezy website received a mobile score of 25 (slow) (PageSpeed Insights, 2019). The field data reveals that this particular webpage has an *average* speed compared to other pages. Opportunities for improvements include: 1) avoiding

multiple page redirects, 2) eliminating render-blocking resources, 3) deferring unused CSS, and 4) enabling text compression. Results from the test are presented in *Figure 25* and *Figure 26*, below.
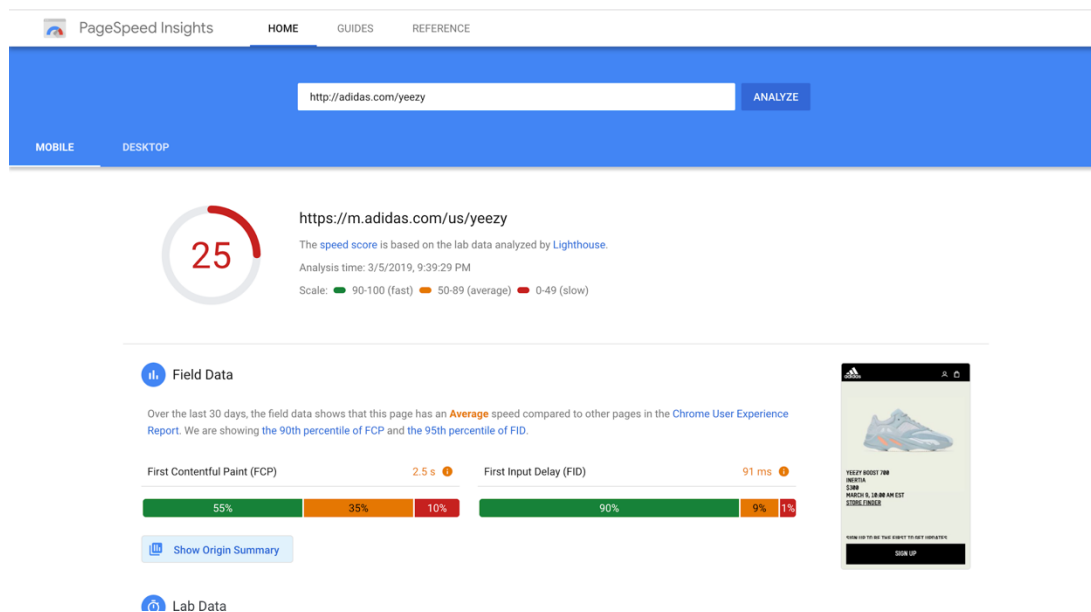

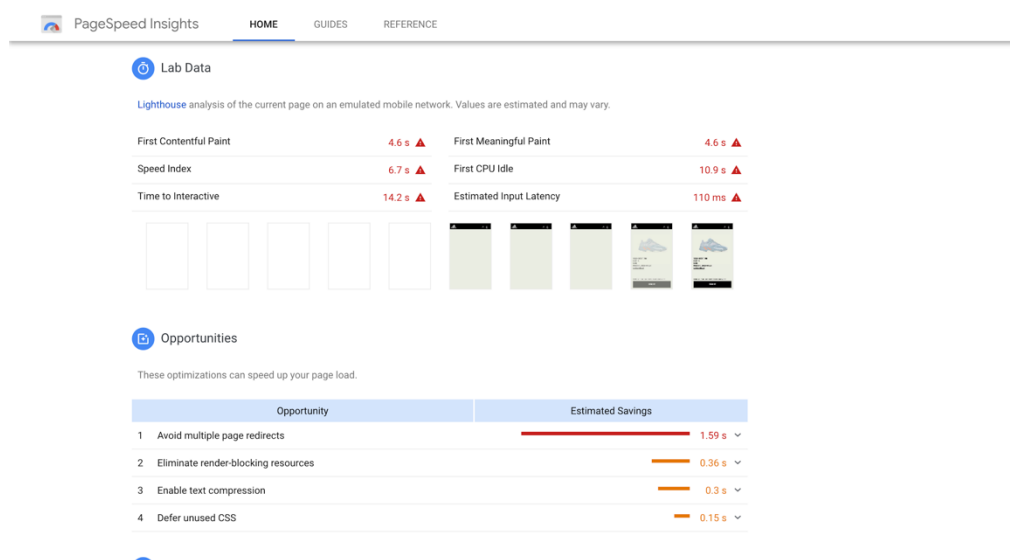*Figure 25: Results of the PageSpeed Insights test, part 1*

Figure 26: Results of the PageSpeed Insights test, part 2

In addition to Adidas's mobile websites, Adidas currently owns and operates two mobile applications: adidas - Sports & Style, a shopping application dedicated to finding and purchasing Adidas products, and adidas Tango, a community application dedicated to soccer enthusiasts. For consumers looking to shop, the adidas.com website, when loaded on mobile, redirects consumers to the mobile application, as shown in *Figure 27*, below. For convenience, consumers can decide whether to view

the application or continue shopping on the mobile website. At this time, there are no plans to develop a specific application for the Adidas + Beyoncé collaboration. However, products will likely be available down the road on both the Adidas.com website and Adidas mobile application. and therefore, these items must be considered.
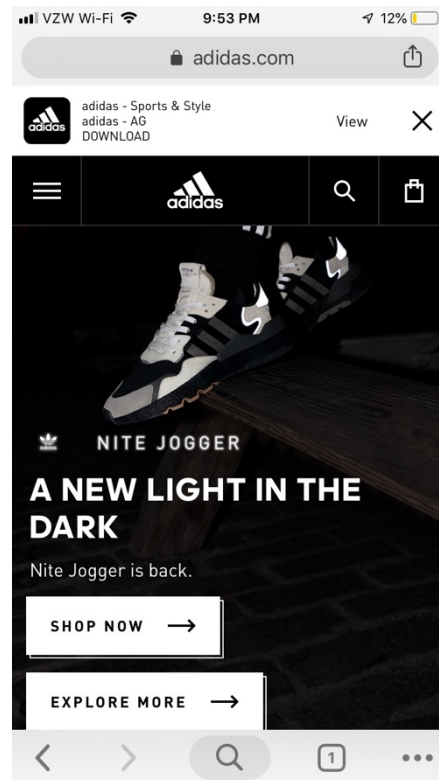

Figure 27: Adidas.com mobile website with application redirect

USABILITY

Moving beyond basic mobile optimization, Adidas must also strive to keep up an effortlessly usable mobile website. Generally speaking, the main Adidas website makes use of many key usability best practices, including a clear and prominent call to action, a distinct, filterable, findable and easy to use search function, efficiently designed forms, scalable and easily visible product images, and intuitive navigation and menu functions. However, areas for improvement remain. For example, though a live chat function is present in the bottom right hand corner across all category pages, there is no "click to call" feature, which makes it challenging for consumers who desire auditory communication when they need assistance. Another improvement that we would suggest is to ensure omni-channel consistency so that consumers can more easily resume their purchase pathways across devices (Google, 2014).

As with the above discussion, the Adidas + Beyoncé "Run the World" campaign is even more concerned with practices seen on a specific product collaboration page, like Adidas.com/Yeezy. Currently, the Adidas and Kanye West collaboration mobile

website is considered minimal at best. There is indeed a clear call to action, buy the only available model of the Yeezy Boost 700 by signing up for the email newsletter, but this is the only information available, as seen in the screenshot of the Adidas + Yeezy landing page in *Figure 28*, below.
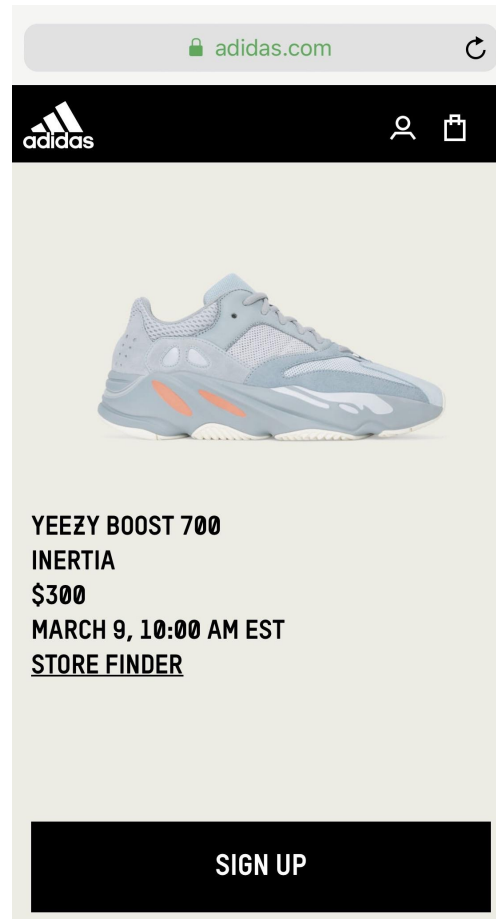

Figure 28: Screenshot of Adidas.com/Yeezy mobile landing page

Upon closer examination, it is clear that this mobile site contains no navigation menus or filters, no search function, no product details, no scalable images, no help features, such as chat or "click to call," no purchase option and essentially no functionality beyond an email newsletter signup. Based on the current sub-par collaboration page, significant work must be done to ensure that the new Adidas + Beyoncé collaboration mobile site (Adidas.com/Beyonce) is modeled after Adidas' home page, not Adidas.com/Yeezy.

MESSAGING

In 2018, 63% of total digital advertising (desktop + mobile) revenue was actually accounted for by mobile advertising efforts (Interactive Advertising Bureau, 2018). With spending on mobile advertising projected for continued growth, it is important to consider various avenues of mobile advertising. One such area is advertising within

mobile messaging platforms. In 2016, only 0.8% of location targeted mobile advertising dollars were spent on mobile messaging; and while this percentage is expected to grow to 5.1% by 2020, it remains relatively small and as yet, unproven (Statista, 2019, *Distribution of location*). Along these same lines, mobile advertising revenue only accounted for $395 million worth of revenue in North America in 2016, compared to $19.5 billion for display advertisements and $18.5 billion for search advertisements (Statista, 2016, *Mobile advertising*). While we recognize the potential for growth in mobile messaging advertising, and a potential future benefit, the current Adidas brand values, image and goals of the Adidas + Beyoncé collaboration "Run the World" campaign are not in line with said practice. In addition, we feel it may be viewed as intrusive and consequently will not pursue advertising in this space.

BOT ASSESSMENT & POTENTIAL APPLICATIONS

As a technology company that makes sports clothing, it would be practical and pragmatic for Adidas to adopt some form of machine learning and/or deep learning intelligence. At this time, Adidas operates a basic chat bot on its mobile website - discussed at length in the forthcoming chat section. For this collaboration specifically, in the short term, we'd like to see product and product launch details integrated with Apple's Siri, Apple's AirPod, Amazon's Alexa, Google's mobile AI via the Google App, and Google's HomePad. This, in turn, will ensure that our product(s) are queued appropriately when searched. Additionally, we'd also like to see these bots alert and notify customers when new details about the product or product launch are released. When combined, integration into these bots will allow Adidas to market one-to-one with current and future customers.

In the long term, bots could be employed by Adidas as a whole (not specific to this collaboration) to assist in customer service inquiries (phone, chat, etc.), product purchasing opportunities, and/or shoe/clothing production.

CUSTOMER SERVICE STRATEGY

HELP DESK

At this time, Adidas offers a variety of help options throughout the brand's electronic platforms. Available through its website (Adidas.com/us/help), the Adidas help desk includes five main sections: custom search, most asked questions, support topics, order tracking, and Adidas customer login. The first four sections include significant content related to self-help. Customers seeking knowledge in these realms can create their own service requests, review frequently asked questions (FAQs), and find information related to the shipment and processing of their Adidas orders. The self-help design is effective not only in empowering customers, but also in saving the company a significant amount of money. The customer login section, on the other hand, does offer some self-help, but functions primarily as a customer portal (invoice history, order history, communities, etc.).

In terms of the specific Adidas + Beyoncé collaboration, we expect to utilize Adidas' internal help desk system to assist collaboration customers. Now, because of our position (external auditors and brand collaborators), we do not have access to Adidas' internal help desk system; however, we recommend the brand implement both a web-based knowledge base tool - complete with real-time reports, dashboards, metrics, and business analytics - and a comprehensive Asset Management System, if they currently do not have these in effect (Avignone, 2017). Together, through a knowledge base tool and an asset management system, we believe the company can become more efficient and effective, which, in turn, can streamline and improve the brand/collaboration experience.

KNOWLEDGE MANAGEMENT SYSTEM

Though not particularly glamorous, knowledge management systems and processes can make or break a customer service experience. They are concerned with allowing help agents to access information from a variety of sources and document types across an organization. The completer and more seamless the information gathering and access, the more efficiently and effectively customer service issues can be resolved. Unfortunately, we are unable to examine the internal knowledge management system of Adidas, as we are not employees of the organization. It is also possible, even likely, that they have proprietary system, which makes gleaning information about its knowledge management system even more unlikely. Despite this lack of access, we have several recommendations about the ideal knowledge management system that Adidas should employ.

Primus Knowledge Solutions (2002) offers several best practices of knowledge management systems; of these, three are most important to the overall Adidas brand, and subsequently the Adidas + Beyoncé collaboration "Run the World" campaign. First, it is imperative that all types of information within Adidas AG is available to knowledge workers in all types of support environments. All file types (.doc, .pdf, .jpg, .png, etc.) should be accessible, and the internal search function for said documents must be robust, both in search depth and relevancy (ibid). If such conditions are met, it reduces duplicative efforts and ultimately leads to more efficient and effective problem resolution. Next, all levels of Adidas staff must buy in to the necessity of vigilant management of the knowledge management system. To achieve this at the knowledge worker level, initiatives should reward support environment staff for their efforts and adherence to knowledge management processes (ibid). Finally, the internal knowledge management system must include analytical tools, standard reports, and customizable reporting features to help highlight areas of improvement (ibid). Quantifiable results not only increase the support of c-suite executives and middle management, they also provide invaluable feedback to knowledge workers and serve as the basis for a potential reward structure that can further increase buy in. Perhaps most importantly, analysis and reporting tools identify gaps or shortcomings in current processes and systems that need to be addressed if Adidas hopes to provide the best possible customer experience.

CALL CENTER

Adidas operates a customer call center from 8am to 11pm EST, seven days a week. Though we cannot be sure, Adidas, like many large, global companies, likely outsources its call center capabilities to create a cost-effective, streamlined and accessible customer care center for clients and customers. The standard call center voice recorded options include order status, existing orders, returns, and press release information, with other inquiries quickly directed to an agent. From a service standpoint, Adidas call center operates quite smoothly with a caller being able to connect with an actual agent in well under a minute. It also likely collects substantial metrics to determine the success of the call center strategy, as well as optional post-call customer surveys. Generally speaking, Adidas overall call center strategy is in line with typical industry standards.

In thinking about the specific Adidas + Beyoncé collaboration strategy, there are a few key items to discuss. First, Adidas singles out the Yeezy product, customer service issues related to the Yeezy line, and press requests around Yeezy as top priority during key events and efforts to push said product line. As such, the first two options on the voice recorded call center are specific to the "Yeezy product" and the "Yeezy drop," only then can consumers access the remaining menu. The "Run The World" campaign, then, will make use of this same strategy.

Secondly, we plan to make the customer care phone number easier to find, more prominent on previously identified purchase pathway pain points, and ultimately front and center in the footer of each and every webpage. Specifically, the current customer care call out, displayed in *Figure 29* below, will be reformatted to fit the existing footer across all desktop sites. Customers should not have to search for help, rather they should be able to easily seek assistance in resolving any and all customer service issues. In addition to these changes on the desktop site, Adidas should add a "click to call" option on each mobile webpage. Streamlining the assistance process and improving the overall customer care experience via the Adidas call center can drive huge dividends for the Adidas brand.
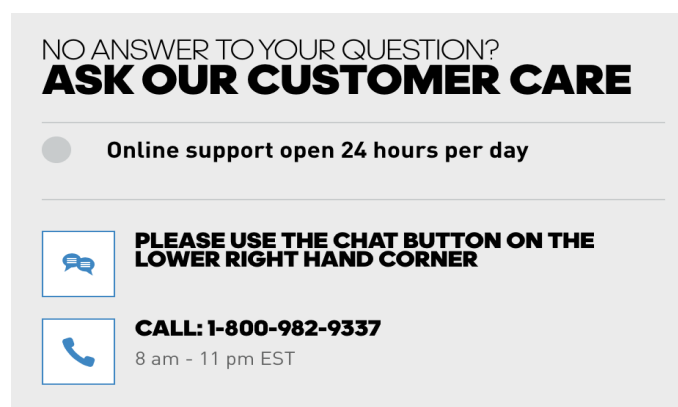

Figure 29: Adidas desktop customer care callout on Adidas.com/us/help

LIVE CHAT

As chat, specifically live chat, increases in popularity and in usage, Adidas will have to adapt its current chat practices to be more available and more accessible. Currently, live chat is only available through Adidas's mobile website; chat is not available on the adidas.com desktop site or in the adidas - Sports & Style mobile application. *Figure 30*, below, shows screenshots of Adidas's live chat on the company's mobile website. Though the chat function takes a long time to load, it does appear on every webpage throughout the mobile site. Additionally, notice how, in alignment with chat best practices, the chat button appears in the bottom right hand corner.
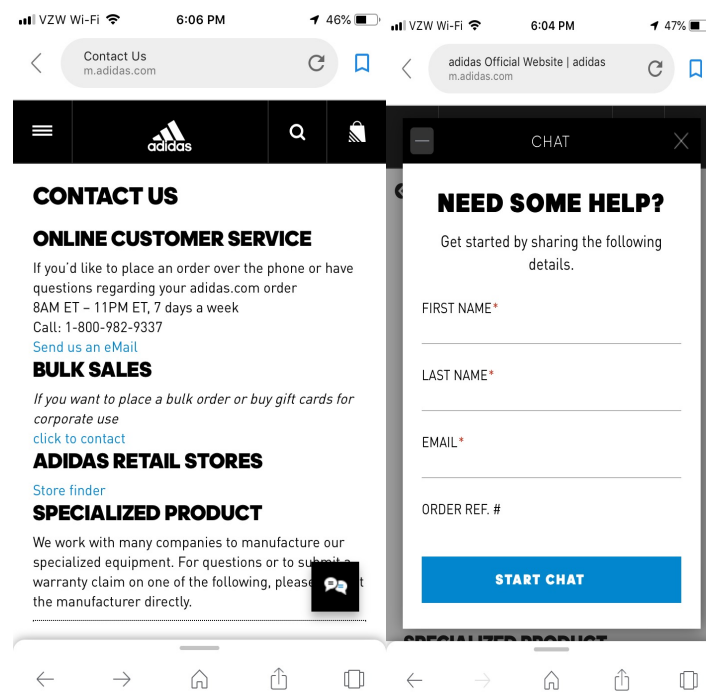

Figure 30: Adidas' live chat option on mobile (left) and Adidas's start a chat inquiry form (right)

At this time Adidas's collaboration-specific websites, including the Yeezy collaboration, do not have live chat functions on their website, be it on mobile or desktop. To keep consistency and coherency across the brand, as well as the individual collaborations within the Adidas brand, we do not recommend integrating a live chat into the adidas.com/beyonce website. However, we do suggest making live chat more accessible through the desktop adidas.com website and the adidas - Sports & Style mobile application. When the time comes for proper chat integration into these mediums, we recommend Adidas employ the best practices located in *Table 13*, below.

Table 13: Chat Best Practices[10]

Practice	Benefit to the Brand
Bright colored button located in bottom right corner	• Easily identifiable for customer • Improves customer UI • Improves brand experience • Increases likelihood of conversion
Presence of chat on every page	• Grants additional touch point with customer • Easy for customer to locate help • Improves customer UI
Small Chat Pop Up	• Prevents unnecessary site bounces • Improves brand experience • Increases likelihood of conversion

Effective Communication:
  1) Systematic, Standardized Brand Voice
  2) Human and Personal Interactions
	• Makes voice consistent across the brand
	• Increases likelihood of conversion
	• Makes the customer feel valued and respected

Respond timely and accurately (*Standard: less than 60 seconds*)	• Prevents unnecessary site bounces • Improves brand experience • Increases likelihood of conversion
Adopt co-browse or share screen functionality	• Improves customer UI • Improves brand experience • Increases likelihood of conversion
Integrate CRM with chat	• Improves customer UI (syncs with individual customer identity) • Helps track potential leads • Allows for follow up on qualified leads

SUMMARY

The Adidas brand is built on creativity, uniqueness, sustainability and ultimately a passion for and belief in the power of sport. As seen above, the North American women's footwear collaboration with Beyoncé Knowles-Carter, entitled Adidas + Beyoncé collaboration "Run The World" Campaign, will further enhance the overall brand image, capture crucial market share, and increase sales. We believe that by targeting an inclusive, urban, multicultural, youthful female audience, the collaboration line will increase creativity, credibility and desirability, specifically within the sports footwear and athleisure markets.

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APPENDIX A
ADIDAS LOGO REPRESENTATION
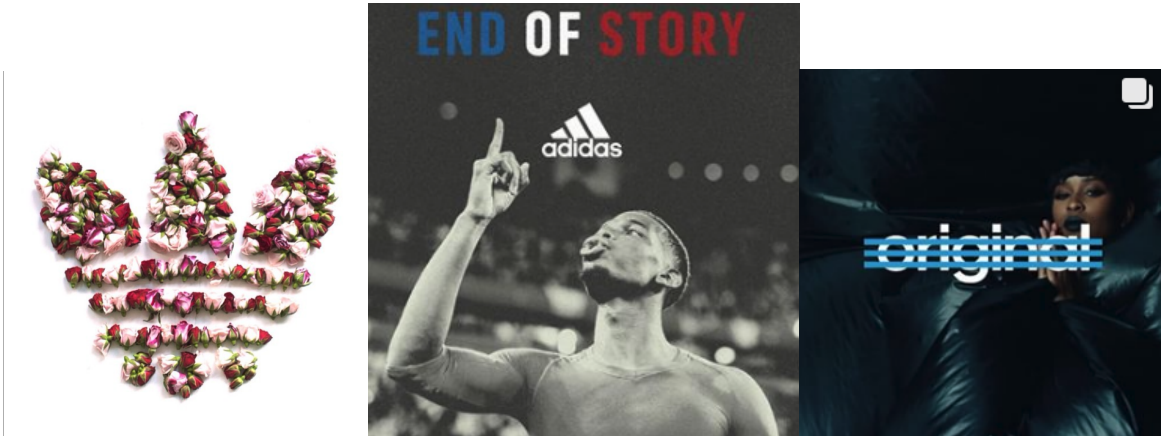
STORE SIGNAGE

(Öçalan, 2018;)

PRINT ADVERTISEMENTS

(@adidasfootball, 2014; Rivera, 2017)

SOCIAL MEDIA

(@adidas, 2104; @adidas, 2018; @adidas, 2017)

FOOTWEAR & APPAREL

(Adidas, 2019, *Camouflage hoodie*; Adidas, 2019, *Superstar shoes*; Adidas, 2019, *Trefoil tights*)

(Adidas, 2019, Solar glide shoes)

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APPENDIX B
RUN THE WORLD 1 SALES DECK

capturing female athleisure sales in a competitive market

Katherine Rainbolt | Jordan Wehe

"to be the **best** sports company in the world"

adidas mission

adidas + **BEYONCÉ** + 🧍

High Profile Brands   Female Market

#AdidasRunTheWorld

athletic

+

leisure

=

athleisure

(Baram, 2018)

current market trends

$35 billion athletic footwear industry

45% of consumers want cross-brand collaborations

strong consumer response to celebrity endorsements

shoes designed for athletic & fashionable females

adidas

athleisure footwear is everywhere, so why adidas?

adidas

88.9%

adidas has the highest brand familiarity among American consumers

followed by Nike (88.8%) and Reebok (84.7%)

———

(Statista, 2019, *Sporting goods*)

adidas

45%

of consumers in the footwear market like cross-brand collaborations

examples: Post Malone & Crocs, Rihanna & Puma

———

(Baram, 2018)

adidas

123M/6M/268K

Beyoncé's following on instagram/fb/twitter, respectively

leveraging her influence helps us best reach young, multicultural females

——————

(Instagram, 2019), (Facebook, 2019), (Twitter, 2019)

adidas

58.65%

of consumers purchase sports apparel/footwear from specialty stores

this positions you as a market leader for the collaboration

——————

(Statista, 2019, *Sporting goods*)

adidas

the inaugural adidas + Beyonce Run the World 1 is a celebration of the power and impact of females in our world. This shoe combines the award-winning adidas BOOST technology with the fashionable appeal of modern athleisure.
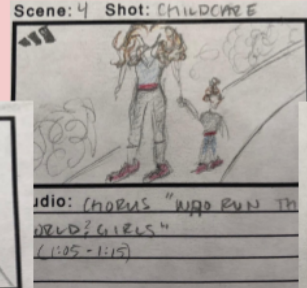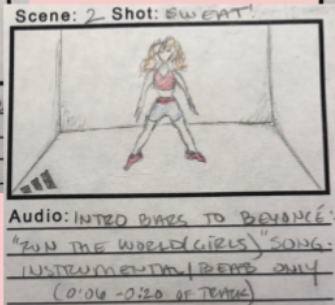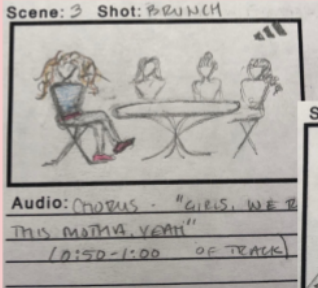
product details

- **name**: adidas + Beyonce Run The World 1
- **suggested MSRP**: $264.99
- **sizes**: Womens 3.5 - Womens 13
- **colors**: Blush, Dove, Black, White, Raspberry, Charcoal