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EXECUTIVE SUMMARY

For more than a century JCPenney has been a dependable retailer and a regular shopping destination for the American family. Founded in 1902 by James Cash Penney, the department store was established on the principle of the golden rule. Throughout the years they have developed a reputation for putting their customers first and providing them with their everyday needs.

However, in the minds of women between the ages of 25-34, the image of JCPenney has not been consistent. For a demographic so interested in fashion, these women prefer to do most of their shopping in specialty clothing stores and small boutiques.

We’ve come to understand our target market’s rationale when deciding where to shop. Atmosphere, style, and brands are essential components of an enjoyable shopping experience. Women want to purchase styles that are on the forefront of the runway.

We believe the JCPenney marketing strategy needs a fresh change to better connect with this demographic. The perception of JCPenney fashion will change in the minds of these women with an emphasis on quality, brand names, and digital technology. The addition of the JCP boutique will provide them with exclusive designer brands and enhance their overall shopping experience. These changes will be communicated using traditional and non-traditional media that will direct that market to innovative digital strategies.

This campaign will give JCPenney the tools it needs to become a fashion destination, in line with the goals of JCPenney CEO Myron Ullman who said himself, “We have centered the merchandising leadership at JCPenney in a way that will allow us to best focus our efforts on confirming JCPenney as a style destination.”

JCPenney is “Ready for Change.” We believe women will be excited to see the bold, new changes that JCPenney is making. Most importantly, this campaign will make great strides in helping JCPenney become a style destination.
RESEARCH
methods & objectives

campaign objectives
Improve the perception of JCPenney as a fashion destination among women ages 25-34.
Increase target market’s interaction with JCPenney digital and interactive media.
Create a unique shopping experience that women in the target audience are excited about.

research objectives
What is the target market’s perception of JCPenney and its competitors?
How important are prices and brands to the target market?
How can JCPenney merge fashion and the digital world?

secondary
MRI data
CAR (Computer-Assisted Reporting)
U.S. Census Bureau
Articles from online sources dealing with fashion, digital media, and shopping behaviors

primary
125 Intercept interviews
31 In-depth interviews
3 Focus groups
3 Expert interviews

Because of the explosion of available data in the last 10 years, the ability to analyze data and extract meaning from it is no longer the province of math majors and data geeks.

- Matt Waite, University of Nebraska - Lincoln Adjunct Professor of Journalism and 2009 Pulitzer Prize winner, on the uses of CAR in the field of advertising.
The problem
Currently, JCPenney is not a style destination for this target market; when they go shopping, the store is not top of mind. Women in this target market need to believe that JCPenney keeps up with the latest styles and trends, and has the fashions they want.

**STRENGTHS**
- exclusive brands
- iconic retail reputation
- affordable prices
- digital marketing experience

**WEAKNESSES**
- perceived as dated
- not seen as fashion destination
- ineffective media strategies
- poor market penetration

**OPPORTUNITIES**
- wide use of innovative digital strategies
- increased interest in designer brands
- young market looking to become brand loyal
- recovering economy with more disposable income

**THREATS**
- competitors’ digital strategies
- competitors’ strong brand loyalty
- popularity of specialty fashion stores
- few exclusive designer brands

**RESEARCH**
**situational analysis**

**the brand**
JCPenney has established a strong name for itself in the department store industry by providing quality home goods and apparel for the whole family at affordable prices. Under the direction of new leadership, JCPenney aims to become a fashion destination.

**the competition**
The two main competitors are Kohl’s and Macy’s. Kohl’s emphasizes low prices and brands, while Macy’s uses celebrities to promote its image as an up-scale department store and has recently launched a heavily digital marketing campaign.
I feel like jcpenney kinda skips my generation of shoppers. There is juniors stuff, that’s too young for me, kids stuff for moms (I’m not there yet), and older women’s clothing but nothing for in-betweeners like me!

- Marissa, 29
The target market is among some of the heaviest digital users. They want brands to connect with them through modern mobile efforts but also by incorporating interactive technologies into the in-store experience. These women want the convenience and immediacy that digital technology can provide.

“"I honestly think strong digital is the only way to go. I only go for digital coupons, emails, Groupon, and text messages; this is the only way marketing will reach me.""
- Maggie, 26

“I like shopping online because I’m able to take my time to research a product. It’s convenient, and I like being able to get things I can’t find in stores.”
- Emma, 28

90% of women studied wished their favorite brands sent them more tailored offers.
- iMediaConnection 7/9/10

67% feel the online experience is merging with in-store experiences.
- iMediaConnection 7/9/10
The target market associates low prices with lower quality products. They want the thrill of getting a good deal, but don’t want to think that they are getting cheap items. Although price is important, they will spend more when it comes to quality items that they know will last, such as designer brands. Quality of jcpenny household items and other basics receive praise, but the store is not viewed as a destination for quality fashion.

“We are more consumers are becoming loyal to their primary retailers, and quality is the top reason for being loyal.”
- Young Ha, University of Nebraska Lincoln, Assistant Professor of Textiles, Clothing and Design

“When I see items that are always on “the biggest sale ever,” I feel like they’re saying that they aren’t worth paying the original amount for anyways.”
- Lisa, 31

“Price plays a part when I’m shopping, but I’m willing to spend more on handbags and items that I wear a lot in which I want better quality and fit, like designer jeans.”
- Miranda, 25
Although consumers head to jcpenney primarily for their clothing needs, they often find the fashion selection to be lacking. Brand names are important to them and are often what attracts them to shop at a specific store. They know that good brands mean good quality, which is essential to creating a loyal consumer. However, few of these women were able to name a brand jcpenney carried that they felt they could identify with.

**brands most named:** Sephora Arizona Carter’s

- **0 brands (60%)**
  
  "I know big brands are worth the money, and they always fit."  
  - Megan, 27

- **1 brand (20%)**
  
  "I wear brands based on the judgments I want from people."  
  - Alex, 25

- **2 brands (17%)**
  - **3 brands (3%)**

number of jcpenney brands that interviewees were able to name
The atmosphere of a store affects the target market’s choice to visit just as much as the products do. They want a store that is clean, easy to navigate, and most importantly, not cluttered. They want more space and to eliminate the process of digging through racks. They feel that their age group is alienated – too old for the juniors’ section, but too young for the women’s section.

I don’t like it when things are really crowded; I don’t like to have to dig for clothes on a rack.

- Alison, 26

Store experience also remains a top priority for loyal consumers. Visual merchandising, product display, fixtures, lighting, cleanliness, promotional signage, and background music are critical store attributes that increase consumers’ pleasant experience.

- Young Ha, University of Nebraska-Lincoln
  Assistant Professor of Textiles, Clothing and Design
<table>
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<th>Problem</th>
<th>Solution</th>
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<td>The perception that jcpenney has lower quality products.</td>
<td>Price will no longer be the main focus. Instead, advertising will emphasize the changes jcpenney is implementing in order to become a fashion destination.</td>
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<td>The perception that jcpenney does not have stylish, designer brands.</td>
<td>Advertising will showcase the jcpenney exclusive designer brands that will communicate the store’s modern approach to fashion.</td>
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<td>The target market feels stranded between the juniors and current womens’ sections.</td>
<td>The jcp boutique will be created using a store-within-a-store concept, and will include jcpenney designer brands that are targeted specifically to this market.</td>
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<td>jcpenney marketing efforts are not reaching this target market.</td>
<td>A mix of traditional, non-traditional, and digital media will send a powerful message, emphasizing that jcpenney is ready for change. Digital media will be especially important in reaching this specific target market.</td>
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CREATIVE BRIEF

brand idea
jcpenney is the department store that is ready for change. It’s the destination store for women living in the digital age who desire the styles of specialty store apparel and accessories.

brand personality
jcpenney is established, innovative, versatile, stylish and value-minded.

target market
The lives of women ages 25-34 are constantly changing. They are independent singles, wives, mothers and young professionals, and they all want the latest fashions. They love the thrill of finding a bargain without being told they’re getting one. Although they value price, they are willing to spend more on quality items and brands they trust. Becoming increasingly familiar with mobile and digital technology, they expect their favorite stores to connect with them beyond the basic in-store experience.

so this is why are we advertising
To create brand awareness of jcpenney as a fashion destination. To attract new customers within this target market and increase shopping frequency of current customers.

our proposition is...

READY FOR CHANGE

the target market will believe this because
jcpenney is introducing new fashion forward brands such as MNG, Allen B., I Heart Ronson, and Aldo’s Call It Spring, that appeal to the target market’s style preferences. By arranging these brands using an in-store boutique layout, the jcp boutique, jcpenney will achieve a specialty store atmosphere. jcpenney will keep up with this target market’s heavy digital lifestyle by incorporating an exciting digital in-store experience as well as mobile apps for customers.
Phase one of our campaign focuses on the exciting changes jcpenney has made. Multiple :15 spots will run online to pique interest in jcpenney and the “Ready for Change” campaign, and will run on various online video platforms. “What’s Next” displays the progression of how customers see new fashion, first via catalogs, then via a tablet app. “Shopping Bags” shows both the trendy designers that will make jcpenney a destination and its commitment to going green with reusable designer bags.
CREATIVE
video :30

“date night”

(FVO): Hmm what are the rules for a second date? These pants with this top? Too casual.

(AVO): Dinner party with the firm? Let’s see, I need to make a good impression.

[Open on female pulling smartphone out of pocket]

(AVO): These euro-chic dresses will leave you feeling bold and sexy.

(FVO): This is perfect, now I’m ready.

(AVO): jcpenney now has fresh styles so you can make a lasting impression.

[Swiping continues, outfits change]

[She finds the perfect outfit as her date arrives]

[They exit, revealing the jcpenney logo]

These spots prove that no matter how women interact with jcpenney, they can revitalize their wardrobe. “Date Night” shows how the jcpenney app for smartphones can help women make a great impression for a date.

jcpenney now offers exclusive lines like MNG by Mango.

Dinner party with the firm? Let’s see, I need to make a good impression.

These euro-chic dresses will leave you feeling bold and sexy.

This is perfect, now I’m ready.

jcpenney now has fresh styles so you can make a lasting impression.

jcpenney, Ready for Change.

jcpenney, Ready for Change.
“Girls’ Night Out” presents a common scenario for women in the target market: a night on the town with friends. The spot features the tablet application, showing just how simple it is to change into the perfect outfit.
The print ads act as a mini lookbook for jcpenney fashions. Flipping the pages allows brands such as MNG by Mango, I Heart Ronson and Allen B. to be showcased on a single model. QR codes allow readers to instantly access and purchase each outfit via their mobile device. The white backdrops and bold headlines further push the high-fashion look jcpenney desires.
These radio spots convey the changes occurring at jcpenney. The :15 spot, which will run on Pandora radio stations, mentions the exclusive lines jcpenney carries. The :30 spot expands on the “Ready for Change” idea with a conversational tone that explores the benefits of shopping with jcpenney.

:30 spot

(FVO): Hey, what’s that? (AVO): Looking for the hottest fashions from top designers? jcpenney has exclusive lines like I Heart Ronson and MNG by Mango. jcpenney is the place to go for the latest trends from around the globe. With these great lines and more, jcp boutique is your own fashion destination.

(FVO): It’s great. It allows me to look through an interactive jcpenney catalog, and view items from the jcp boutique in ways I could never do before. I can watch the items on the runway, look at them from different angles, and if I like something, I can order it straight from here, or I can put it on hold at a store. (FVO 2): jcpenney. Ready for change.

(FVO 2): jcp boutique is your own fashion destination.

(FVO): Wow. That’s so cool.

(FVO 2): I can even see what designers like Allen Schwartz and Charlotte Ronson have recommended.

(FVO): Where can I find it?

(FVO 2): You can download it for free from the iTunes App Store.

(MVO): jcpenney. Ready for change.
CREATIVE
non-traditional

Out-of-home advertising gives jcpenney a unique opportunity to reach the target audience in new and innovative ways. Urban environments become dedicated spaces to show jcpenney and the jcp boutique selection. Transportation advertising attracts attention while the target market is already on the move. Subway takeovers confront the viewer with bold proclamations of change, while still showing fashion and brand name designers. QR codes on the subway advertisements allow viewers to find out more about the new brands at jcpenney.

airport walking escalator "red carpet" wrap
escalator fashion wrap
jcpenney subway takeover
Creating a desirable in-store experience is a key part of attracting the target audience to JCPenney. This addresses a main concern - that JCPenney is seen as “cluttered” and is an undesirable location. The JCP Boutique will serve as a “specialty store” inside JCPenney, with each designer line given its own section in the boutique. Technology will also be seamlessly integrated, as customers can take advantage of tablets in the dressing rooms to scan QR codes on clothing tags, creating the perfect look.
CREATIVE
virtual interaction

pandora
Research shows the women in the target market spend a considerable amount of time listening to online radio. JCPenney will be responsible for a Pandora sidebar takeover. As an image of a model bleeds through to the station selection menu, listeners can instantly change the tempo of their current station through a few quick clicks. Three presets help determine the shift in mood and tone for the user’s playlist. The Pandora takeover also includes a call to action to visit jcp.com and to download the JCPenney app on their phone or tablet.

iAd
Since members of the target market are heavy users of mobile devices, we created iAds that are placed inside of mobile applications. Once opened, the model walks on screen and access points appear, allowing the user to explore the featured outfit. The iAd also invites users to visit jcp.com and to download the JCPenney app.
The smartphone application will also feature a QR code scanner that allows JCP boutique customers to scan the 2D matrix barcode found on the labels of items. It will allow them to search boutique inventory, buy online, or put the item on hold at another store. In addition, designer and customer reviews and recommendations will be available. The application will also allow users to find stores and view JCP Rewards account information.
The JCP boutique tablet application will offer a digital catalog for boutique items, displayed in motion, as well as still frames. By using the app’s QR Inventory Scanner, the customer can scan the code on items to obtain information about available sizes and colors, put the item on hold at another store, or directly order it online. The Digital Outfit Builder will allow users to suggest products as well as view recommendations from the designers themselves.
WEBSITE ENHANCEMENT

boutique microsite
With the implementation of the jcp boutique, we recommend that jcpenney add a jcp boutique tab and microsite to jcp.com, which will serve as the host for all of the new brands coming to the boutique. This microsite will provide information about the boutique and its technology, along with links to the Boutique Critique and all other jcp boutique social media.

boutique critique
The Boutique Critique is an opportunity for customers to give feedback about the jcp boutique. QR codes printed on all boutique receipts can be scanned to direct the customer to jcp.com to complete a quick survey in return for a 10% off coupon.
biggest change contest
This interaction will allow women to submit a video describing a “big change” in their lives. JCPenney will choose the top five most inspiring changes and post them on the JCP boutique Facebook page. Fans of the JCP boutique page will then vote for their favorite contestant, and for every vote JCPenney will donate one dollar. Winners will be awarded a $5,000 shopping spree to JCPenney and a $5,000 donation to the charity of their choice.

traditional social media
In addition to the current social media efforts made by JCPenney, a JCP boutique tab must be added to the existing Facebook page. Followers will be able to shop boutique fashions through the Facebook page as well as being directed to jcp.com. The target market will also access social media through outdoor QR code displays and digital applications.

flash mob fashion show
JCPenney will execute impromptu fashion shows on the streets of New York, Chicago, Dallas, Miami, and Los Angeles. Models in JCP boutique’s designer brands will storm the streets at night with attention grabbing lights and music. Onlookers will be intrigued by the commotion and, upon realizing they are observing a flash mob event, will share their experience via social media. The official JCPenney highlight video from these events will go viral through YouTube and Facebook.
PARTNERSHIPS

alice + olivia
We recommend that jcpenney develop a fashion partnership with the brand alice + olivia. The brand describes itself as “sophisticated, yet eclectic brand with playful sensibility.” alice + olivia has a history of collaboration with other fashion retailers and will bring variety and style to jcp boutique. This partnership will demonstrate the commitment to change and modern fashion that jcpenney is ready to make.

TLC’s What Not to Wear
We recommend that jcpenney collaborates with TLC’s What Not to Wear, a fashion reality show. Nielsen ratings indicate TLC is the most watched cable channel by women. What Not to Wear will increase reach with product placement by showcasing jcp boutique brands and in-store technology. The show appeals to the target market and directly relates to the message of our campaign: change.
Women ages 25-34 are experiencing various life stages. According to the jcpenney case study, these women are “forming families, pursuing jobs, and completing their education.” Through mobile and social media, these women are able to manage their busy and transforming lives with the click of a mouse or the touch of a screen. They are the “new savvy.”

According to the 2010 U.S. Census, women ages 25-34 constitute 13% of the total U.S. population, a market of 40,136,919 individuals.

This campaign will create the perception amongst the target audience that jcpenney is a style destination that offers a store-within-a-store shopping experience with fashionable yet affordable styles.

With the $100 million budget, this integrated media plan will heavily emphasize the use of interactive media to reach the target market and create and maintain a relationship with them.

The February 2012-2013 “Ready for Change” campaign is focused in the top 50 U.S. markets, plus all markets in highest potential areas (Texas, California, and Florida), totaling 77 markets and covering 72.9% of all U.S. households. Message weight for the campaign reflects the typical annual sales pattern of jcpenney, and will reach up to 85% of the target market during high sales periods, 6 times each month. Reach and frequency goals reflect only traditional media strategies, as interactive and non-traditional media deliver less accurate measurements.
$32,225,500

mobile
In-application mobile advertisements for jcpenney mobile application and opt-in text messaging, February through February
Selections: iAd advertisements for demographic-selected applications.
Recommended genres include: bridal/wedding, music, news and entertainment, parenthood and women’s fashion.
Rationale: Up to 98% of target audience has a cell phone, and up to 53% of those have Internet access from their cell phones. Up to 19% download apps, and up to 31% receive text alerts.

$10,225,500

online video
15- and 30-second commercials during the highest sales peaks
Selections: YouTube.com and Hulu.com
Rationale: Women ages 25-34 are light TV viewers and are more likely to watch streaming video online. These women are 61% more likely to watch videos on YouTube.com and 29% more likely to watch videos on Hulu.com than the average person.

$10,000,000

online radio
15-second commercials and page sponsorship during the highest sales peaks
Selections: Pandora.com
Rationale: Women ages 25-34 constitute 32% of Pandora’s total users.

$3,000,000
social media
Pay-per-click advertisements on Facebook, promoted tweets on Twitter, and check-in promotions on Foursquare, February through February
Selections: Facebook, Twitter, Foursquare
Rationale: Social media encourages feedback and participation. More than 6 million U.S. women between the ages of 25-34 are members of Facebook, and jcp has built a substantial presence on Twitter and Foursquare. Up to 45% of the target market accesses Facebook at least once a day.

coupon services
Localized daily deal promotions during the highest sales peaks
Selections: Groupon, Living Social
Rationale: 80% of Groupons will get redeemed, 68% of Groupon users fall between the ages of 18-34. Up to 25% of target market sends text messages to receive coupons from retailers via mobile phone.

website SEO
Optimize jcp website content to increase traffic from natural search results
Selections: jcp.com
Rationale: 40-42% of women ages 25-34 visit jcp.com for online shopping. Highest sales peaks: February and March, May and June, August and September, November and December
$57,774,500

$25,923,100
television
30-second commercial spots running in primetime during the high sales peaks
Network Television
Selections: ABC, NBC, CW, CBS, FOX
Rationale: Television offers national reach that is key for introducing a large-scale message of change for jcpenney.

Cable Television
Selections: Bravo, E!, Style, TLC
Rationale: Fashion-oriented formats target women and legitimate jcpenney as a fashion destination.

$20,868,000
magazines
4-color, 6 full page inserts with ¾ page overlays in high sales months;
4-color full page ads
Selections: Allure, Elle, Glamour, InStyle, Lucky, Marie Claire
Rationale: Women ages 25-34 are three times more likely than the average person to read a style-oriented magazine. Placing advertisements in fashion magazines legitimates jcpenney as a fashion destination, and magazines are a good medium to visually showcase the new jcpenney brands.

$5,065,200
radio
30-second spots running in all targeted spot markets during evening drive time, February through February
Selections: Weekdays and weekends 3 p.m.-7 p.m. and 7 p.m.-midnight
Rationale: Women ages 25-34 are up to 15 percent more likely than the average person to be listening to the radio during these times.
out-of-home
Billboards
4-color, 50-show billboards, November and December
Selections: New York, Los Angeles, Chicago, Miami, Las Vegas, Dallas
Rationale: Geographically flexible medium offering high reach and frequency to mobile audiences in these fashion forward metropolitan areas.

Escalator Wrap
Ads ascending stairs and escalators placed in malls and public transit, November and December
Selections: New York, Los Angeles, Chicago, Miami, Las Vegas, Dallas
Rationale: Geographically flexible medium that reaches consumers on their way to points of purchase.

Subway Station Ads
Ads placed all over subway area consisting of posters and mats, November and December
Selections: New York, Los Angeles, Chicago, Miami, Las Vegas, Dallas
Rationale: Subway stations are high traffic areas that will build large reach and frequency and catch consumers on their way to points of purchase.

Walking Escalator Wrap
Ads placed on walking escalators in airports, November and December
Selections: New York, Los Angeles, Chicago, Miami, Las Vegas, Dallas
Rationale: These ads emphasize jcpenny as a fashion destination. Airports offer captivating messages with high reach and frequency to women ages 25-34 in these fashion forward metropolitan areas.
Pulsing best fits product categories that are sold year-round but have heavier concentrations of sales at intermittent periods.

– Advertising Media Planning by Jack Z. Sissors and Roger B. Baron
### MEDIA campaign schedule

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<td>Billboards, stair wraps, subway station ads, walking escalator wraps</td>
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Nearly one-third of urban media consumers watch TV on non-traditional platforms.

– MediaPost Publications

MEDIA distribution & budget breakdown

<table>
<thead>
<tr>
<th>Media Type</th>
<th>Budget</th>
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<tr>
<td>Television</td>
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<td>Mobile</td>
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<td>Out-of-Home</td>
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<tr>
<td>Radio</td>
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<td>Social Media</td>
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- 5.9% Non-Traditional
- 10% Contingency
- 32.2% Interactive Media
- 51.9% Traditional Media
## MEASURES OF SUCCESS

### Media Evaluation
- **Media Objective:** Reach 85% of women ages 25-34 at least six times in the highest sales months.
- **Actual Media Results:** Reached 91.7% of the target audience at least 6.4 times in the highest sales months.

### Campaign Evaluation

<table>
<thead>
<tr>
<th>Objective</th>
<th>Execution</th>
<th>Evaluation</th>
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</thead>
<tbody>
<tr>
<td>Improve the perception of jcpenny as a fashion destination among women ages 25-34.</td>
<td>Video spots</td>
<td>jcp boutique purchase tracking</td>
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<tr>
<td></td>
<td>Print</td>
<td>Mid- and post-campaign focus groups</td>
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<td>Virtual interaction</td>
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<td>Mobile applications</td>
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<td>Promotions</td>
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<td>jcp boutique</td>
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<tr>
<td>Increase target market’s interaction with jcpenny digital and interactive media.</td>
<td>Mobile applications</td>
<td>Application downloads</td>
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<td>Website enhancement</td>
<td>Google Analytics</td>
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<td>Virtual interaction</td>
<td>QR code tracking</td>
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<td>Promotions</td>
<td>Number of entries in contest</td>
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<td>Viral video hits/shares</td>
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<td></td>
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<td>Social media follower increase</td>
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<tr>
<td>Create a unique shopping experience that women in the target audience are excited about.</td>
<td>jcp boutique</td>
<td>jcp boutique purchase tracking</td>
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<td>dressing room tablet application</td>
<td>Mid- and post-campaign focus groups</td>
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<tr>
<td></td>
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<td>Boutique Critique survey results</td>
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</table>
The University of Nebraska–Lincoln NSAC team would like to thank the College of Journalism faculty and staff who made this year’s jcpenny campaign possible. Their knowledge, insights, creativity and encouragement are much appreciated.

We would like to extend a special thank you to Rich Bailey, who provided his time and expertise to help us with this year’s campaign. Without his contributions, our NSAC participation would not be possible. Mr. Bailey’s passion for advertising is an inspiration to us all.

We would also like to thank Phil Willet, our advisor for this year’s competition. His creative background and knowledge of the industry helped guide our agency from research to the final creative executions.

Finally, we would like to thank the following individuals for their contributions to the project: