

NEXT MOVE

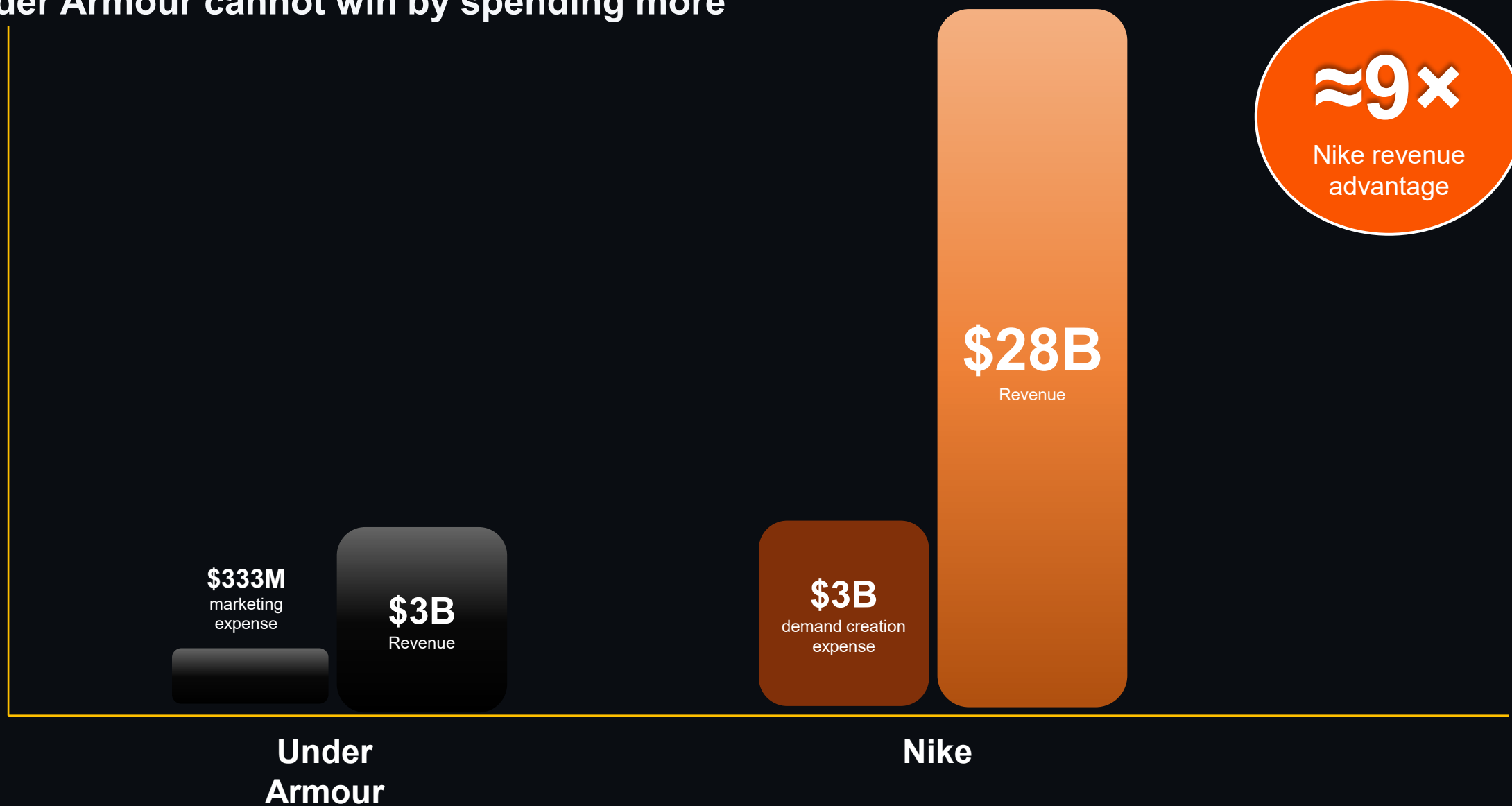
Finding a defensible growth position for Under Armour

By Samuel Buti, MBA

Portfolio adaptation of an MBA case analysis



Under Armour cannot win by spending more



RECOMMENDATION

TARGET INSTEAD

Unorthodox female athletes

Not “women” as a broad demographic,
but a sharper identity with better strategic fit.

- **Highest growth rate**
- **Strong usage behavior**
- **Successful campaign = proven winner**
- **Brand fit in open category**

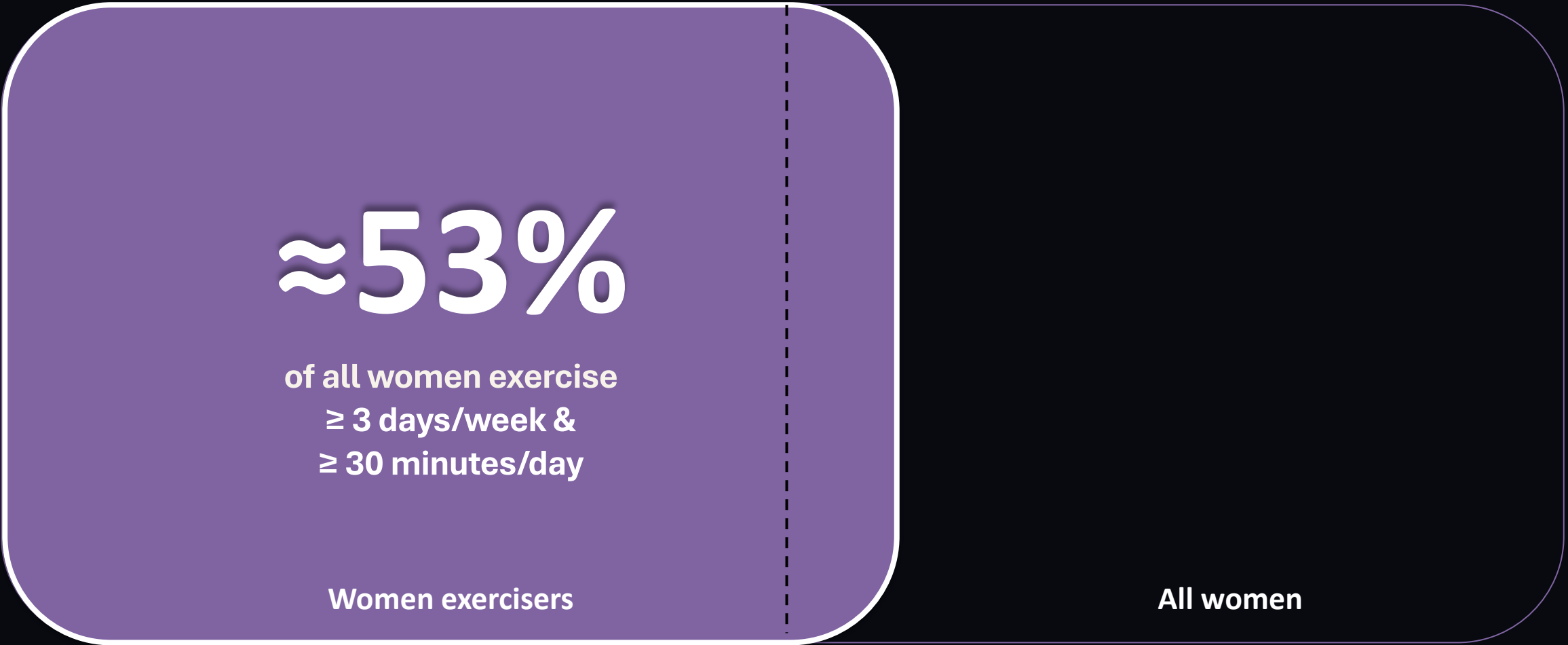


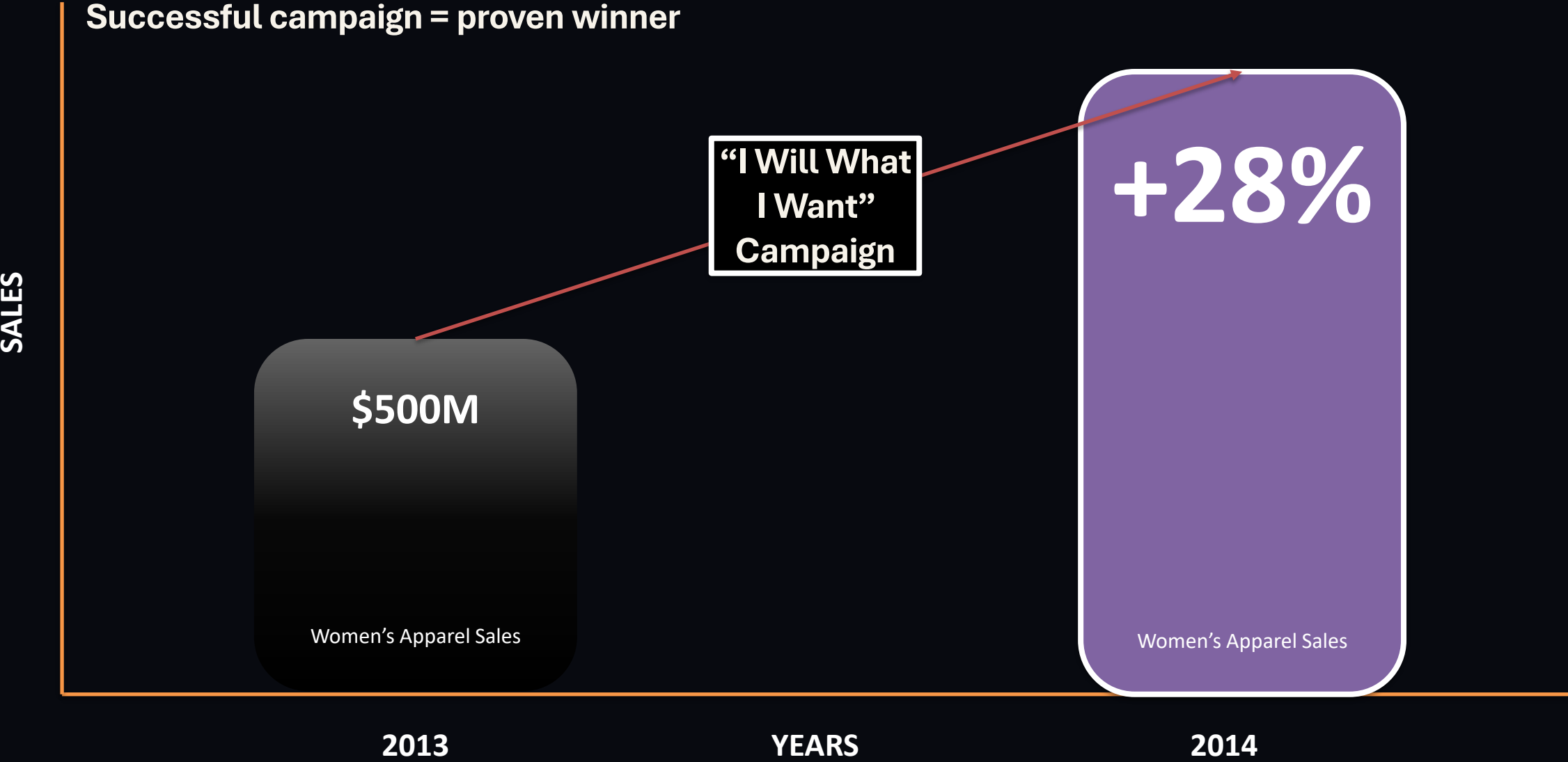
Women's apparel = highest growth rate market segment

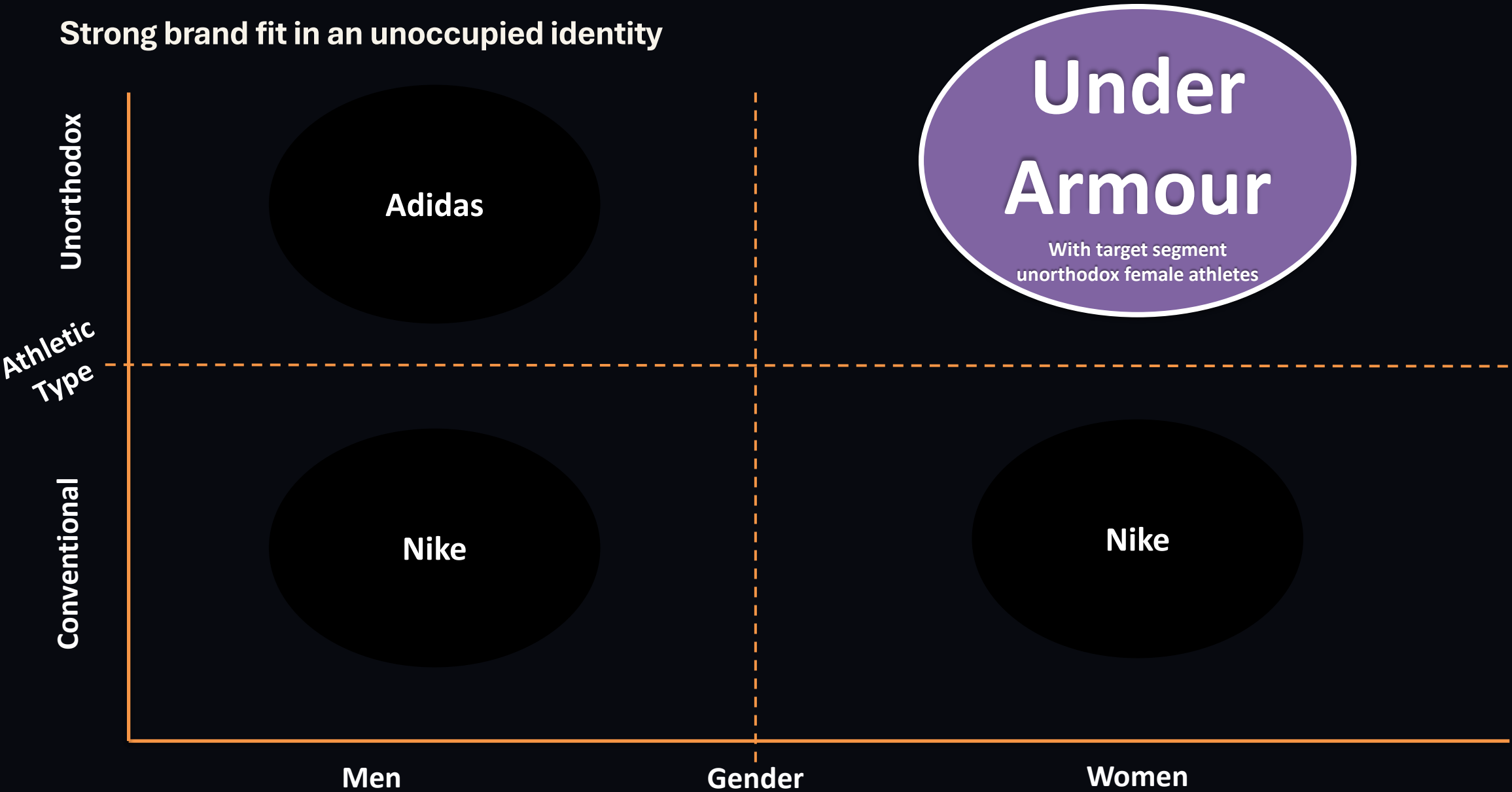


Worldwide Apparel Market estimate = **\$184B by 2020**

Women’s apparel usage behavior leads to strong demand







But this only works if Under Armour differentiates on identity—not athleisure

COMPETITIVE THREAT

\$1.8B

**lululemon 2014
total revenue**

A powerful
incumbent
already serves
women athletes
+ athleisure.

SO WHAT?

Can't win in "women's athletic
apparel," but can own
**unconventional female
athletes**

Distinctiveness reduces direct comparison

Make

Unorthodox female athletes

The STORYTELLERS

- Unorthodox is the key
- Women athletes > stars
- Family & friends FIRST

all consumers

92%

trust recommendations from family & friends



TARGET UNORTHODOX FEMALE ATHLETES

01

TARGET

Unorthodox
female athletes

02

POSITION

Will +
individuality +
nontraditional
athletic identity

03

ACTIVATE

Credible athlete
stories + social
proof before
expensive
celebrity reach

Women remain the opportunity | **Unorthodox Athletes** focus the segment and tell the story

What this portfolio case study is built from.

CASE	Saghian, M., & Murray, M. (2016). Under Armour's Willful Digital Moves (UV7147). University of Virginia Darden School Foundation.
ANALYSIS	Segmentation, competitive positioning, counterargument, and strategic recommendations by Samuel Buti.
VISUALS	Selected athlete visuals were generated with OpenAI image generation for the original academic assignment.
PORTFOLIO EDIT	Adapted from the original MBA comparison deck to foreground the author's own analysis.