

JCPenney

Campaign

Above the Fold
Advertising

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JCPenney

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About



About Above the Fold Creative Brief Executive Summary

ABOVE THE FOLD

advertising

Above the Fold Advertising emboldens clients to rediscover key missions and values by designing comprehensive and holistic strategic marketing blueprints. We believe that successful marketing campaigns are based entirely on the missions and values of our clients.

This document is an amalgamation of primary and secondary research, creative problem solving and advertising suggestions that allow the J. C. Penney Co., Inc. to address past, present and future media dilemmas. By working to assist JCPenney with primary corporate goals, objectives, strategies and tactics, Above the Fold strives to build the already strong brand image of this 114-year-old company to connect more effectively with target audiences and maximize potential corporate revenues and overall brand profitability.

ABOVE
THE FOLD

CONOR PORTER
RESEARCH DIRECTOR

Born and raised in San Diego,
double majoring in strategic
communications and political
science, loves everything sports
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THE FOLD

DEE RICHARDSON
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Born in Washington D.C. and raised in Maryland, enjoys creating media promotional strategies for marketing purposes

ABOVE
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FAITH RIES
PR DIRECTOR

Soon-to-be KU grad that loves PR, pop culture and time spent feeding her dog Sissy low-fat waffles

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HARRISON ROSENTHAL
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Proud Kansan; loves studying journalism, media law, and – when he's got time – singing opera.

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MEG TALBOTT
CREATIVE DIRECTOR

Born and raised in Kansas, life long Jayhawk, loves design, graphics and the Office

Creative Brief

Client: J. C. Penney Company, Inc.

Advertising Goal: To help expand the brand image of JCPenney from the go-to, affordable shopping destination for working mothers to a gender inclusive retail location for millennial men ages 25 to 35 with at least some college education who make between \$40,000 and \$80,000 annually.

Corporate Goal: To provide quality goods and services at an affordable rate for consumers on a budget. This policy has been the bedrock principle of the company since being founded in 1913.

Target Audience:

- Millennial men ages 25 to 35
- College-educated
- Earn average annual incomes of \$48,000
- Looking for affordable, high-quality clothing
- Looking to enjoy their shopping experience

Product Benefits:

- Partnerships with private labels (allowing for increased style, quality and value)
- Strong omnichannel retail business model (creating a seamless connection between digital and brick-and-mortar operations)
- Affordability

Run Dates: March 1, 2017 to September 30, 2017

Budget: \$4,000,000

Advertising Mandatories: New JCPenney logo (using a darker maroon to appear more masculine) and the slogan, “Power to the Penney”

Our Promise: JCPenney will be your partner for success: saving you pennies as you advance professionally and personally

What We Want To Accomplish: To help young men realize the enjoyable JCPenney shopping experience while also being their lifetime partner in professional and personal success

Strategic Message: The one-stop shop that promises affordable, high-quality clothing for young professional men while simultaneously maximizing the joy of shopping that is too often lost on the male gender.

Main Theme: Power to the Penney – giving young men the power of success through affordable products



Executive Summary

Situation Analysis:

The J. C. Penney Company – which does business as JCPenney and JCP – was founded in 1902 by James Cash Penney who promised consumers an affordable department store alternative to the high-end, expensive New York brands.

JCPenney currently operates a total of 1,021 department stores (in 49 states and Puerto Rico), selling a variety of products including clothing, personal apparel, footwear, jewelry and home furnishings.

Research Summary:

From primary research (i.e., focus group, in-store ethnographic research, online survey analysis), and secondary research (i.e., a comprehensive literature review), Above the Fold Advertising identified five major consumer themes/preferences.

- Male consumers select retail venues based on price, while female consumers select retail venues based on customer service and the overall shopping experience
- Male subjects do not put emphasis on employee-customer interactions
- JCPenney does not have top-of-mind awareness as a provider of professional clothing
- Millennial males consume media primarily through social media channels
- Millennial male consumers value JCPenney because of its store locations, atmosphere, merchandize quality and availability of products

Campaign Budget: \$3,800,000 of \$4,000,000

- Television: 2,492,499.80
- Social Media: 175,900.20
- Promotion: 70,800
- Print: 1,060,800

Campaign Theme: “Power to the Penney”:

- To provide customers with great quality clothing and products for an affordable price.
- To reinforce the idea that your trip to JCPenney will be worth your time and money.
- To inform the target audience that JCPenney prioritizes customers’ in-store and out of store shopping experiences.
- To create a beneficial lifetime relationship with customers and local/regional businesses.



Target Audience:

Based on psychographic, demographic and ethnographic department store trends, the following audience should be targeted with a narrowly tailored campaign so as to maximize advertising return on investment and potential for total corporate revenue millennial men ages 25 to 35 with some college education who earn between \$40,000 and \$80,000 annually.

Advertising Goal:

To reposition JCPenney as the one-stop-shop destination for up-and-coming male, millennial professionals.

Objectives:

Based on the research analysis, Above the Fold Advertising suggests that JCPenney implements marketing strategies to increase in-store foot traffic, improve the in-store shopping experience, increase mobile application usage (e.g., phone and tablet), increase earned media publicity from social media platforms such as (e.g., Twitter, Facebook, Snapchat and Instagram), increase and expand brand awareness to a relatively untapped target audience, improve the shopping experience to make the target audience want to spend time in JCPenney, and to rebrand JCPenney into a top of the mind selection for professional millennial men. Based on this objective “wish list,” Above the Fold Advertising created four major marketing/PR objectives – and three major strategies – to achieve the overall goal.

- Objective 1: Increase store traffic and amount of time shoppers spend in- store
- Objective 2: Improve the JCPenney shopping experience for the “tag-along” shopper, thus improving the active shopper’s experience as well
- Objective 3: Improve in-store aesthetics – especially lighting – to encourage the purchasing decision
- Objective 4: Increase professional clothing sales by 6.5%

Strategies:

- Capitalize on male, millennial media consumption habits by narrowly targeting this audience to promote JCPenney’s brand image.
- Expand on JCPenney’s partnership ideology to include local, target-market specific entities (such as local/regional stores, restaurants, breweries, dairies, doughnut shops, etc.).
- To encourage consumers to utilize the resources provided to them in store to improve in store experience (i.e., the Dress for Success initiatives).

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Situational Analysis



About JCPenney
Competition
SWOT Analysis
Target Audience

About JCPenney

Company History

The J. C. Penney Company, is a publically-traded, Fortune 500 department store chain with facilities operating in 49 states and Puerto Rico. The company sells a variety of products including clothing, personal apparel, footwear, jewelry and home furnishings. Since its incorporation in 1924, JCPenney has grown to include 1,021 department stores that offer exclusive branded labels (e.g., Sephora, Nike, Wrangler, Levi's, Liz Claiborne and St. John's Bay) through exclusive branded partnerships. Out of JCPenney's total number of department stores operated in the continental United States, 19 are in Kansas and 26 in Missouri.

James Cash Penney began his consumer retail venture in south western Wyoming where he opened his first chain store in 1902. Marketed as a mid-value alternative to Neiman Marcus or Saks Fifth Avenue, The J. C. Penney Company saw immediate success. Penney was able to capitalize on the marketplace's need for an affordable, quality clothing retailer.



Penney officially incorporated his company as the J. C. Penney Corporation, Inc. (JCP) in Delaware in 1924. He continued opening stores with the promise to deliver products at a good value to customers on a budget. This motto allowed his company to grow to 175 stores by 1917 and allowed the corporation to survive during the Great Depression from 1929 to 1939.

In 1927, JCPenney went public on the New York Stock Exchange, and two years later, the company had 1,392 stores across the United States. Today, JCPenney stock sells for \$7.15 USD (as of 02/21/2017). During the Great Recession of 2008, JCPenney stock value declined by 81.5 percent (\$85.25 USD on 02/16/2009 to \$15.77 USD on 02/13/2009). JCPenney stock was able to make a slight comeback from February 2009 to February 2012, rising to \$42.69 USD per share (a 170.64 percent increase). However, under the leadership of CEO Ron Johnson (Nov., 2011 to April, 2013), JCP stock fell 36.63 percent. Current CEO Marvin Ellison (appointed August, 2015) has been able to slow the company's poor performance from his predecessor, as the JCPenney stock price has leveled off at \$7.15 USD per share.

JCPenney currently employs 105,000 full-time and part-time employees.



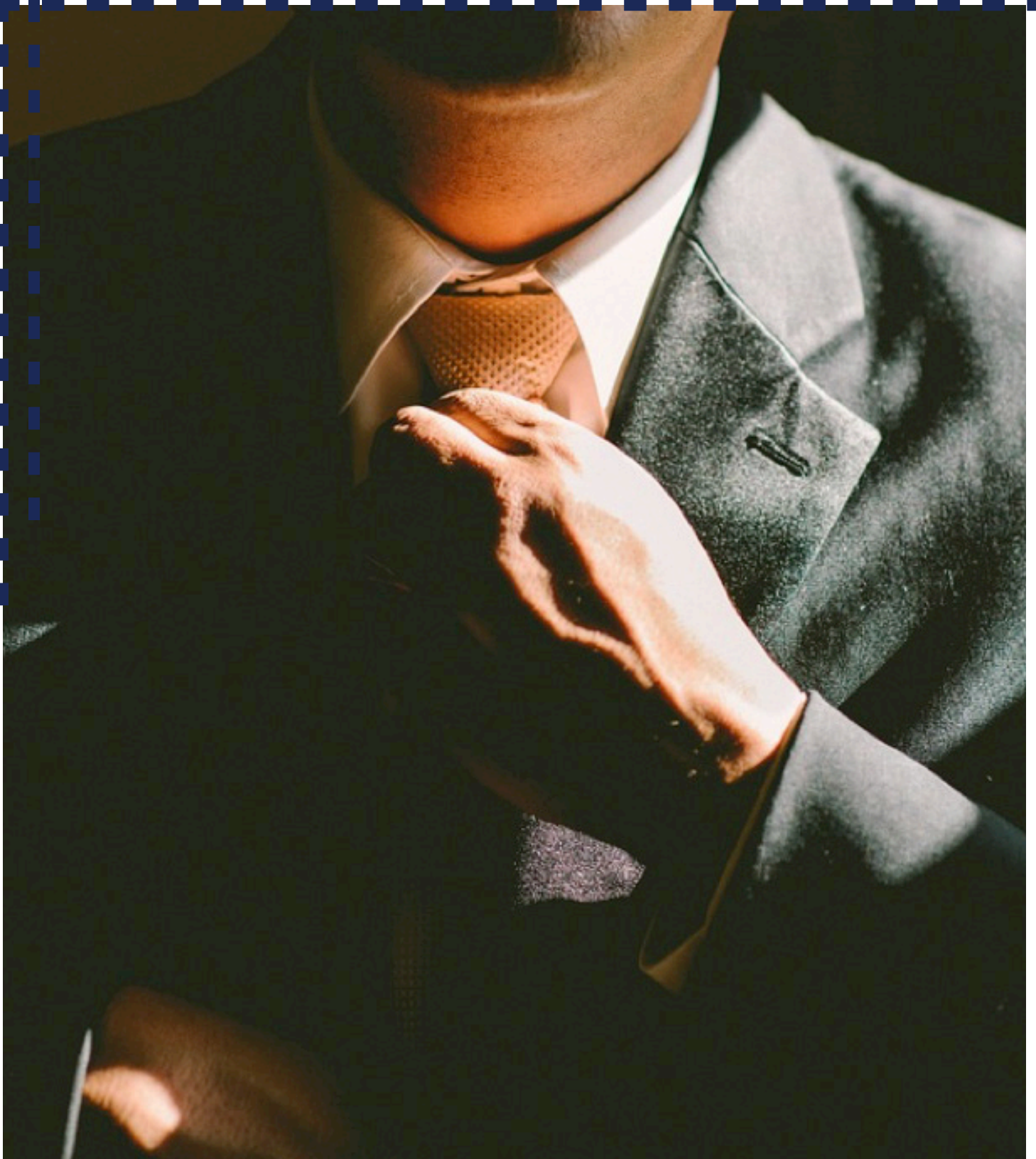
Brand Image

Current Brand Image: JCPenney is known as the go-to, mid-value retailer. Since its incorporation in 1924, JCPenney has been committed to offering quality products at a good value to customers on a budget. The corporation has put heightened emphasis on product affordability and consumer-employee relationships. During the height of the Great Depression, James Cash Penney had to borrow against his own life insurance policy just to meet his corporation's payroll.

JCPenney is committed to staying competitive within its industry classification. According to its website, "if you find a lower current advertised price on an identical item within 14 days after purchase at a competitor, just bring the item to a JCPenney store and we'll beat that price by 5%."

Desired Brand Image: So as to capitalize on the growing retail market of young male professionals, Above the Fold Advertising wants to change JCPenney's current brand image to be more gender inclusive: specifically targeting millennial men with some college education. Moreover, we suggest that JCPenney offers the consumer a more valuable, enjoyable and unique shopping experience. Primary research suggests that millennial men appreciate value-department store shopping that is relaxed, stimulating and innovative, while still satisfying the promise of discounted merchandise.

Brand Image Challenge: The target audience does not fit the historical psychographics or demographics of people who typically shop at JCPenney. Therefore, the primary challenge will be to move the target audience from the current audience (middle-aged mothers) to the desired audience (millennial men). The proposed rebranding effort will focus on giving the male consumer a memorable shopping experience, allowing them to become brand advocates and thrust JCPenney to the top-of-mind department store brand.



Direct Competition

Summary

According to the market research firm Mintel, U.S. department stores are categorized based on socioeconomic marketplace positioning: upscale department stores (e.g., Bergdorf Goodman, Neiman Marcus and Nordstrom); mid-tier department stores (e.g., Dillard's, Macy's and Belk); and value department stores (e.g., JCPenney, Kohl's and Sears).

KOHL'S

Kohl's is a publically traded department store with 39 stores located in Kansas and Missouri. Known as the “value-priced department store,” Kohl's sells men's, women's and children's apparel, footwear, homeware and toys at prices lower than traditional department stores. The company has been able to effectively increase online / mobile traffic through its implementation of Kohl's Cash – electronic coupons that incentivize return customers. After seeing the success of JCPenney's partnership marketing strategies, Kohl's began partnering with private label and branded items/designers (including Under Armour, Vera Wang, Jennifer Lopez and Marc Anthony).

Key Information:

Store Information: 1,164 department stores in 49 states

E-commerce Capabilities: yes at www.Kohls.com

Merchandise: national brands, private brands, and Kohl's only brands

- Private brands include Apt. 9, Croft & Barrow, Jumping Beans, SO and Sonoma Goods for Life.
- Exclusive brands include Food Network, Jennifer Lopez, Marc Anthony, Rock & Republic and Simply Vera Vera Wang

Employees: 140,000 associates, 32,000 full-time and 108,000 part-time



The Sears Holdings Corporation formed as a result of the merger between Kmart and Sears on March 24, 2005. Unlike Kohl's or JCPenney, Sears has good top-of-mind awareness for “hard line” products – including tools and appliances – but is not considered to be a preferred or default destination for clothing and accessories. Kmart stores are typically free-standing units that carry product categories including outdoor living, lawn and garden, food and apparel. 697 stores have in-house pharmacies and 941 stores are classified as “Super Centers:” operating 24 hours a day and offering full-service grocery services. On the other hand, Sears inventory centers around “hard line” products, which include categories such as home appliances and Auto Centers. (However, Auto Centers operate completely independent of full-line Sears stores.) Sears has also tried to foster corporate partnerships exemplified by its “store within a store” initiative with Lands’ End which, operates in 277 Sears stores. The Sears Holdings Corporation is the largest provider of home services in the U.S. with nearly 12 million service/installation calls made annually.

Key Information: Sears Holdings Corporation

Store Information: 1,672 full-line and speciality retail stores

- Kmart: 941 stores in 49 states/territories
- Sears: 705 stores in 50 states and Puerto Rico (primarily mall-based)
 - Kmart: 8 discount stores in Kansas. 5 discount stores in Missouri.
 - Sears: 5 full-line mall stores in Kansas. 4 full-line mall stores in Missouri.

E-commerce Capabilities: yes at www.kohls.com and www.sears.com where consumers can choose benefits such as “free store pickup; buy in store/ship to home; and buy online, return in store.”

Merchandise:

- Proprietary branded merchandise includes KENMORE®, CRAFTSMAN®, DIEHARD®, CANYON RIVER BLUES®, COVINGTON®, SHOP YOUR WAY®, SMART SENSE®, STRUCTURE®, THOM MCAN® and TOUGHSKINS®
- Private partnerships with brands such as Jaclyn Smith, Joe Boxer, Route 66, Cannon, Ty Pennington Style, Levi's and Lands' End Adam Levine and Nicki Minaj collections sold in 500 Kmart stores

Employees: 178,000 in U.S./territories (includes part-time employees)

SWOT Analysis

Strengths

- Strong brand identity build over 114 years
- Loyal customer base
- First mid-value retail corporation to establish partnerships with private branded labels
- Strong omnichannel retail presence
 - Began with a nationally syndicated catalogue – so as to compete with Sears, Roebuck & Co.
 - Strategically located distribution centers (approx. five million square feet) allow consumers to “buy-online-pickup-in-store same day” (BOPIS)

Weaknesses

- Perceived lack of customer service
- Perceived lack of in-store aesthetics and cleanliness (especially in dressing rooms)
- Perceived brand image of being the store of choice for working-class, middle-aged mothers
- Lack of consumer awareness regarding digital, omnichannel shopping options (website, mobile applications, etc.)

Opportunities

- The growing market of millennial men (and the psychographic, demographic, ethnographic and technographic opportunities therein)
- The rapidly changing landscape of the retail industry, viz., mobile and social networking technology is changing the way retailers interact with customers. This provides retailers an opportunity to refine and perfect ecommerce/omnichannel media platforms
- To further expand its broad corporate partnership initiatives with other willing participants (not necessarily limited to the clothing retail industry)

Threats

- Operating in a highly competitive industry
 - Other mid-value department stores are also developing partnerships with private-label brands
- Loss of business to mass merchandisers (e.g., Walmart and Target)
- Potential loss of current customers (people who only shop at JCPenney because of the retail value) to direct competitor. Based on the primary research, JCPenney customers do not have a significant amount of brand loyalty; rather, they shop at the retailer with the best value/lowest prices
- Other retail stores (Nordstrom, Macy's, Banana Republic, etc.) marketing themselves to young professionals as well
- A general decrease in customer traffic (both physical and online) could adversely affect total corporate revenues and profitability

Target Audience

Based on the the psychographic, demographic and ethnographic trends identified by the research team, JCPenney currently targets working mothers who are looking for affordable back-to-school shopping options for their young children. However, based on the growing young male demographic, Above the Fold Advertising proposes that JCPenney creates a narrowly tailored campaign to target millennial men between the ages of 25 and 35. These young men are recent college graduates who need to improve their wardrobe by adding affordable, professional clothing. Before JCPenney considers implementing the specific PR and advertising tactics (infra), we propose that JCPenney uses the Designated Marketing Areas (DMAs) located in Kansas and Missouri as test markets to determine the sustainability of this advertising campaign. Because of the geographic location of these states – and the good mix of psychographic/demographic trends within each – the success of this pilot campaign will be representative of the entire nation.



Justification based on secondary research (Mintel Group):

- Men's clothing sales are expected to increase dramatically over the next five years – growing at a faster rate than women's clothing sales
- Young, professional men (between ages 25 to 35) are an untapped retail market, highly profitable due to their transitional life stage and their relatively high earnings (as opposed to post-millennial men)
- Men's growing interest in personal appearance.
- Recent advances in online and mobile shopping: geared toward men.
- Increased social casualization stops people from dressing up
- Men are becoming increasingly concerned with clothing fit, customization and styling assistance





Research



Research Introduction Key Research Findings

Research Introduction

Methods

Based on secondary investigations into industry trends, we identified that up-and-coming, professional, millennial males pose the greatest marketing opportunity for JCPenney. Through a comprehensive literature review, online survey, focus group and first-hand ethnographic research, we identified consumer preferences regarding the mid-value department store market. These investigations are the foundation for our multimedia marketing strategy and allow for a holistic understanding of the market/situational environment in which JCPenney operates.



Key Research Findings

Ethnographic Research

So as to glean a holistic understanding and situational analysis of the retail marketplace, the researchers conducted ethnographic research at the Lawrence JCPenney location on 2/17/17 at 1530 hrs. This investigation was geared toward acquiring a general understanding of the consumer population that currently shops at JCPenney. Based on the hour-long investigation, the researchers observed four specific shoppers who are discussed below.

Shoppers #1

At approximately 1535 hrs., the researchers came across a husband and wife at the checkout counter purchasing shirts and pants. Both the husband and wife were Caucasian and in their mid-40s. The couple did not have a JCPenney rewards card. The wife appeared to be the driving force behind the husband's purchase decision. At one point the wife commented, "that looks really nice on you; I'm glad you bought it."



Shopper #2

At approximately 1550 hrs., the researchers began observing a male customer shopping for shoes. This Caucasian man in his mid-60s made several laps around the shoe displays while on the phone with a person who appeared to be his wife. While on the phone, the man inquired, “Honey, don’t I have a pair like that already?”

Shoppers #3

At approximately 1510 hrs., while the researchers were conducting proprietary investigations into merchandise layout and store cleanliness, the researchers encountered a man and a woman (who were presumably husband and wife), who were shopping for the man's suit. At one point, the wife said "oh, this would look nice on you." The man proceeded to try on the suit jacket but decided he did not like the suit because of its color. The man moved to another rack, but there were no employees to assist him.

General Observations

Aside from the shoppers mentioned above, most of the customer's observed were Caucasian women around 55 years of age.

All JCPenney employees were extremely kind and pleasant, although they were unavailable to help customers with their purchase decisions.

As previous secondary research suggested, most of the dressing rooms were poorly lit and poorly maintained. The men's dressing room, for example, was being used as a makeshift storage area for an unused table (please see figure 1). Another dressing room was in the process of being converted to a designated storage area, although it was still labeled as a dressing room above the entranceway causing customer confusion (please refer to figure 2).

Although the researchers expected a no-frills experience vis-à-vis customer service, we were pleasantly surprised by the aesthetics of in-store displays and common area cleanliness (please refer to figure 3).

Finally, there were very few sitting areas inside the store, which would make waiting for a companion shopper extremely unpleasant (please refer to figure 4).



Analysis

Based on our investigation, both demographic and psychographic hypotheses were confirmed.

Specifically, the researchers confirmed the average shopper's gender and age, and we confirmed overall mail hesitancy to make an independent purchase decision.

Primary Research

Survey:

The first step of conducting the survey analysis was to cultivate questions that would continue to solidify and narrow our marketing goals, objectives, strategies and tactics. After composing around 50 initial questions, the researchers streamlined the survey to include 18 multiple choice questions, 6 ranking questions, 8 likert-scale questions and 5 open-ended questions.

After finalizing the questions, the researchers determined that Qualtrics would be the best survey host. SurveyMonkey was considered, but the group felt that Qualtrics provided superior resources for data acquisition and analysis. The survey was active on Qualtrics for approximately one week (2/10/17 to 2/18/17). To facilitate an adequate number of responses, the researchers distributed the survey across social media platforms and via email – attempting to solicit responses from people near the age range of our target audience. Additionally, the survey was posted to the University of Kansas Facebook wall. In total, the survey received about 75 responses across all media channels and provided a clear narrative for our data analysis.

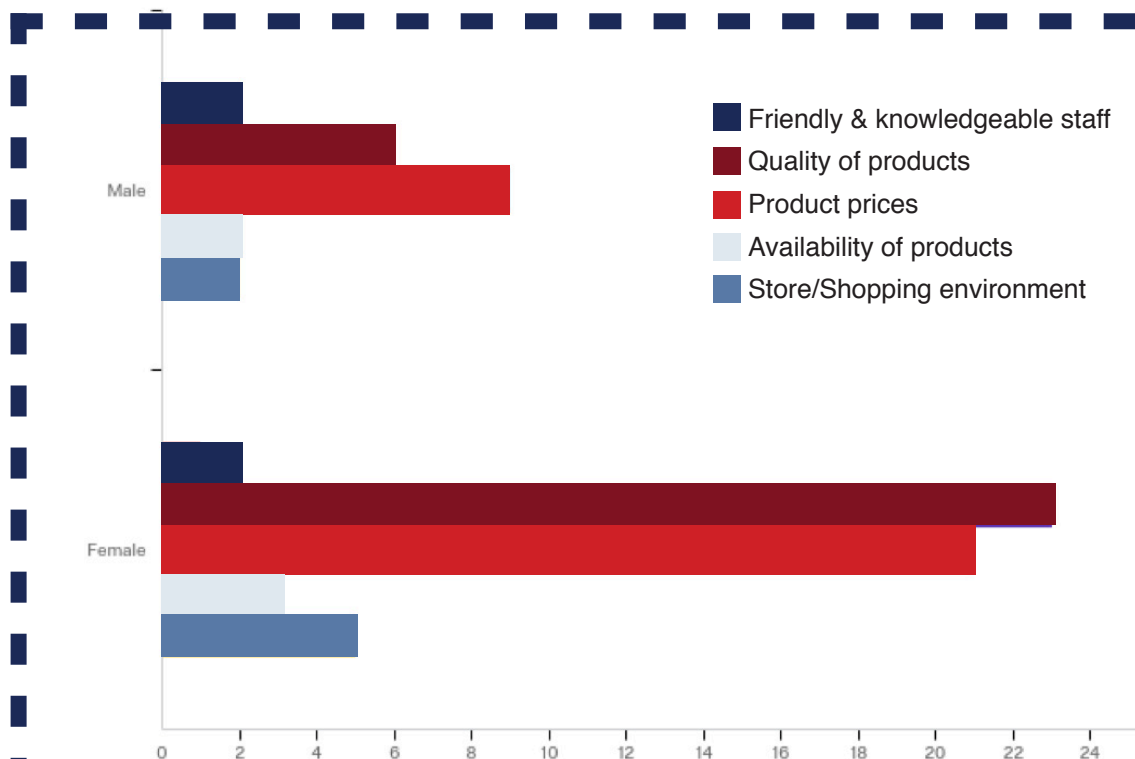
Focus group:

After a preliminary analysis of our survey data, the researchers determined that a focus group was necessary to confirm the hypotheses posed by our literature review and survey questionnaire. This focus group was conducted at approximately 1700 hrs. on 2/20/17, and lasted for approximately 45 minutes. Although we initially procured seven focus group participants, unforeseen events caused all but two to cancel. However, the two participants were both male and between the ages of 20 and 25. Therefore, the researchers were able to procure primary data roughly in line with the psychographics and demographics of the intended target audience.

Theme #1

The first unique theme to arise through our survey research was the preferential differences in stores between males and females. The survey itself was dominated by female responses (53) compared to male responses (21). Although significantly lower in number, our target audience of young males still gave the research team a clear picture. First, 28.57 percent (n=6) of males preferred Target the most. Second, 23.81 percent (n=5) of males preferred Walmart the most. These were the two biggest preferences when it came to the stores listed in the survey. Target and Walmart are not known for their quality, but more known for cheaper prices. According to another question in the survey, 42.86 percent (n=9) of men feel price is the most important component while shopping at department stores. It seems price is the driving force and factor for young professional men while shopping at a variety of stores.

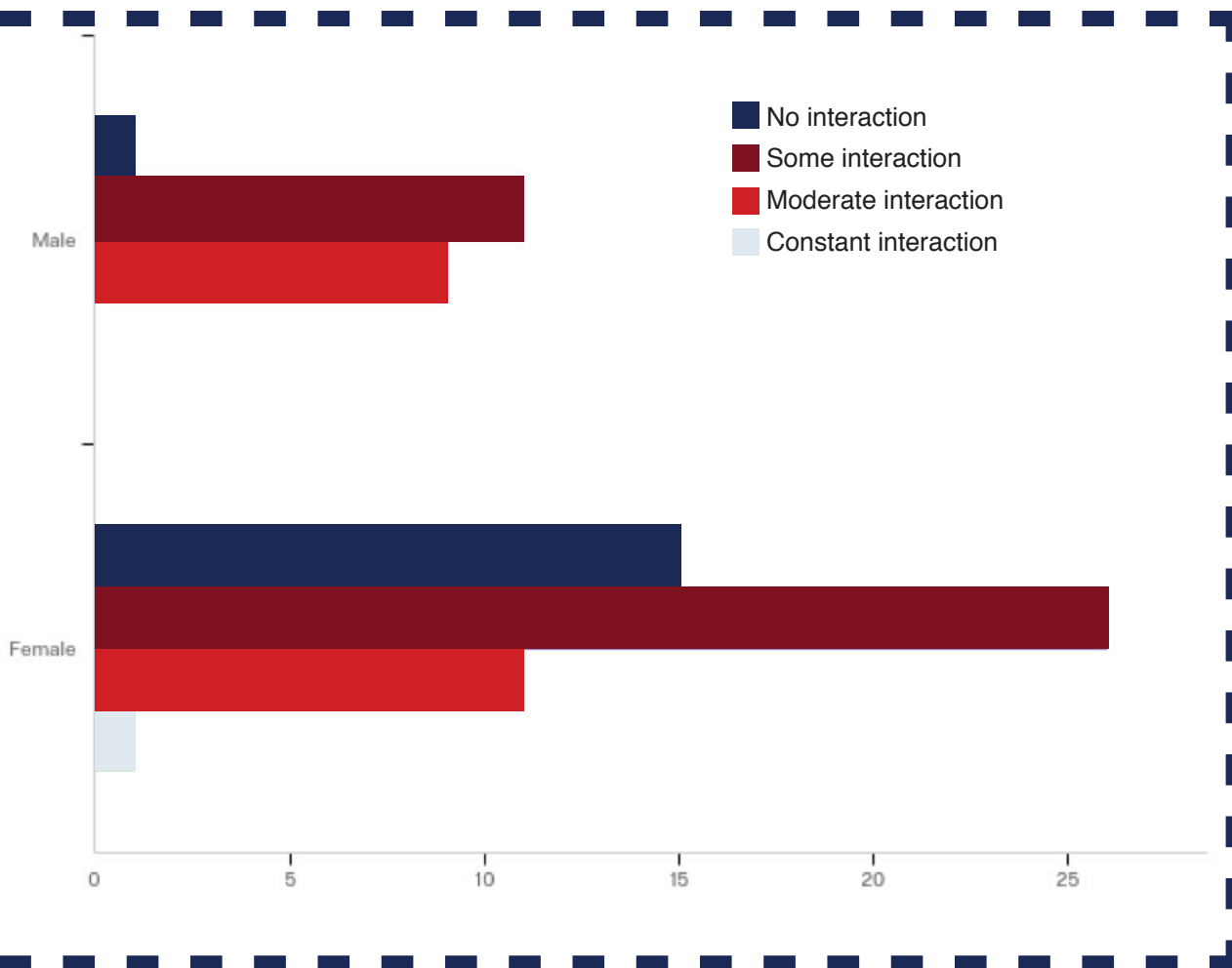
These data were supported by our focus group investigation when both our participants were asked about the most important factor when they shop. The two participants agreed that the price of the products was the most important factor in their shopping experience. The two participants both added that they usually know what they want when they go into department stores. Any extra time looking around was due to both of them searching for a better price.

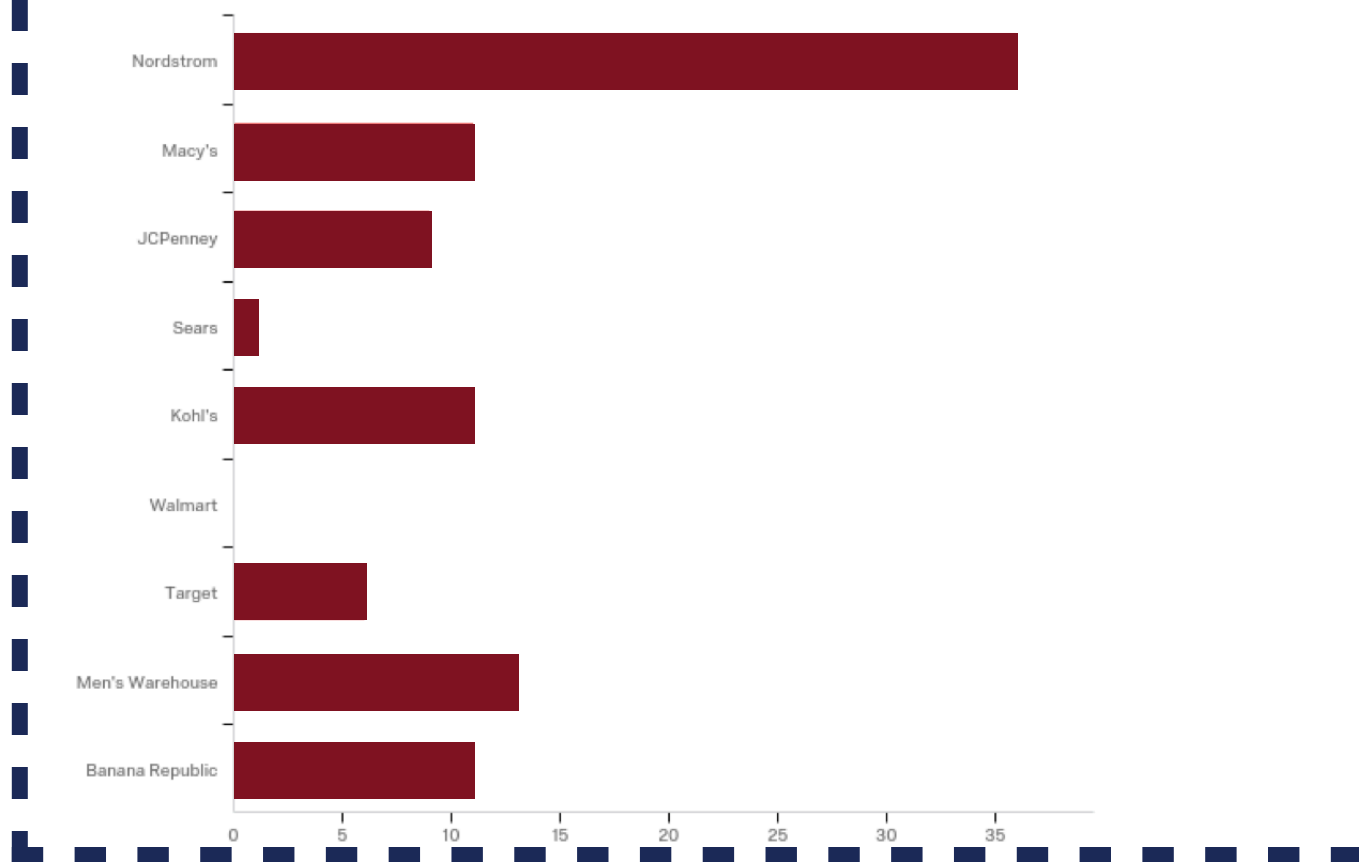


Theme #2

The second major theme that was discovered through the survey was the male preference on in-store interactions. The total population of male survey respondents was still 21. Out of those respondents, 57.14 percent (n=12) wanted little or no interaction when shopping. This theme directly relates to the idea that males focus solely on the price of products. Only 9.52 percent (n=2) of males believed a friendly and helpful staff was the most important component while shopping. For this target audience, males don't believe interaction or store atmosphere is all that important.

The focus group investigation solidified this major theme. One of the participants actually said he gets somewhat annoyed when people ask to help him too much. The other participant explained that he doesn't need help when shopping because he usually knows what he wants beforehand.

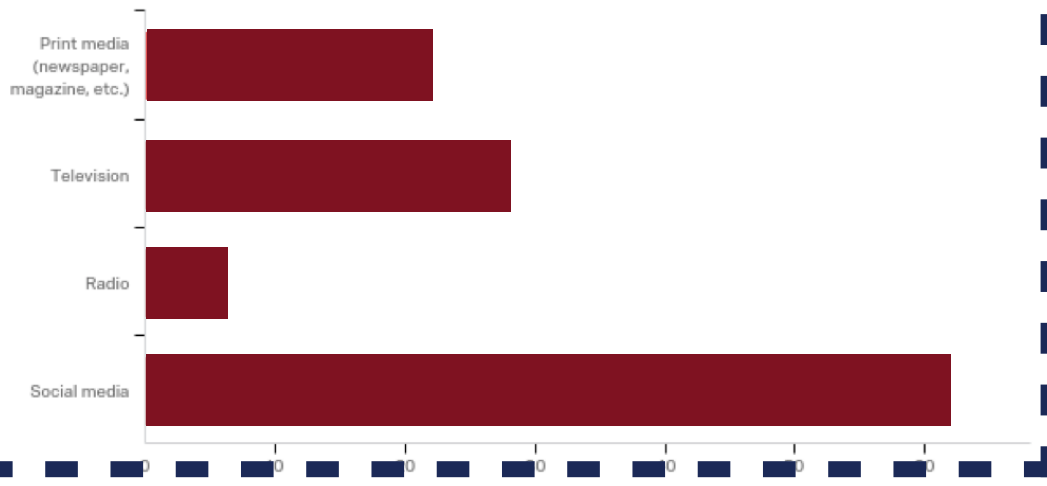




Theme #3

The target audience for this campaign is primarily males establishing themselves in their professional circles. Between the ages of 25 and 35, most people transition from job to job. So, it is no surprise that a significant portion of our 21 male respondents (33.33%, n=7) have 5 or more sets of professional clothes they use for interviews. However, a disconnect was found during our research regarding the preference of stores that male respondents prefer to shop at for professional clothing. Men's Warehouse was the most popular with 52.38 percent (n=11). Nordstrom was the next most popular with 33.33 percent (n=7). JCPenney came in as the third most popular with 9.52 percent (n=2). The research shows that JCPenney has an opportunity to increase its market share if the company focuses on lower prices and convenience to target young male professionals.

The focus group was split on this theme as one participant had bought a suit at JCPenney, while the other had not. The participant that bought his suit at JCPenney believed he would go back to JCPenney to buy his next suit. Although somewhat reassuring, the other participant didn't think of JCPenney when it came to professional clothing. That participant focused more on Nordstrom and Banana Republic for his professional clothing needs.



Theme #4

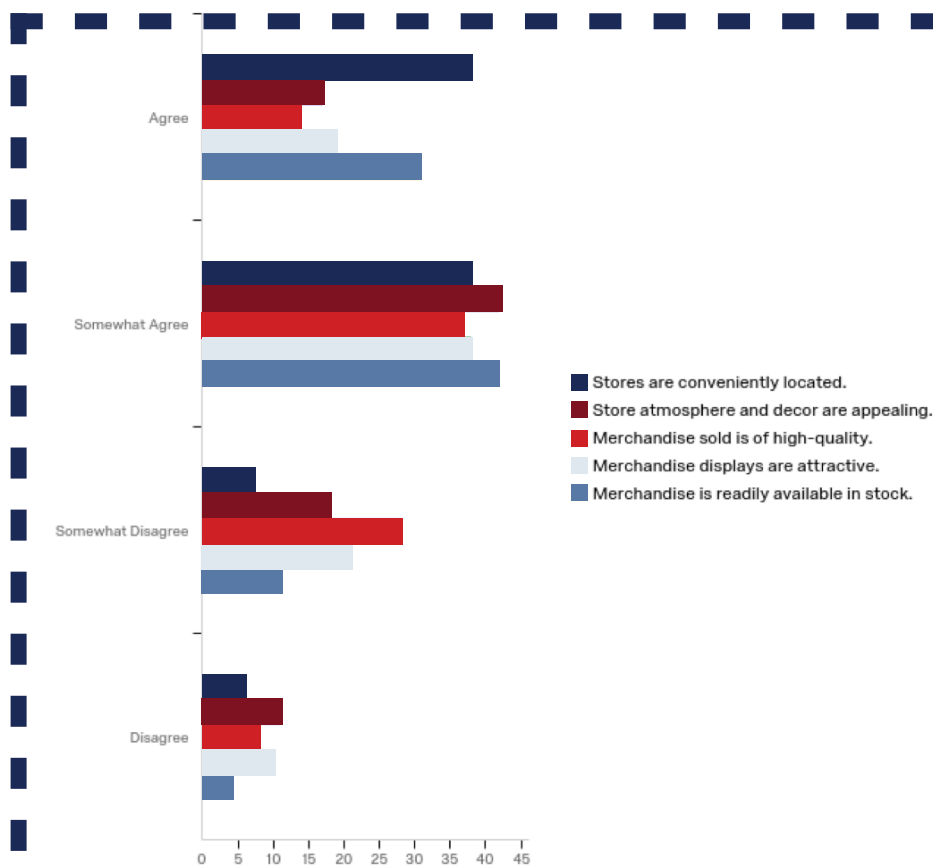
To target these young professionals, JCPenney would have to know the best place to market towards them. According to our research, the biggest problem JCPenney is facing is the fact that out of 21 male respondents, about 48 percent (n=10) don't find JCPenney promotions on any media channel. More importantly, only about 10 percent (n=2) have found these promotions on social media websites. In addition to this question, another question asked the respondents on how they preferred to consume media. Approximately 83 percent (n=17) prefer to consume their media through social media. The most popular ones that were discovered through our focus group were Facebook, Twitter, Instagram and Snapchat. JCPenney currently misses opportunities as the company does not effectively market to the proper audience in both media channels and demographics.

During the focus group, both participants agreed they could not remember the last time they both watched live television. Instead, both added they usually watch TV on their personal devices (phones, iPad, Tablets, etc.). Both participants stated the four most popular platforms among young men were Facebook, Twitter, Instagram and Snapchat. Based on these revelations, it would be convenient for our campaign to target these platforms.

Theme #5

When it comes to store locations, 90 percent (n=18) of male consumers either agree or somewhat agree that JCPenney stores are conveniently located. Additionally, although male consumers do not believe store atmosphere is that important, 68 percent (n=13) agree or somewhat agree that JCPenney stores have appealing store atmosphere and decor. Lastly, 73 percent (n=14) of male consumers agree or somewhat agree that JCPenney has readily available merchandise in stores. These three factors are important as they are very indicative of what male consumers really think of JCPenney. Most of these consumers have positive perceptions of JCPenney when they go into these stores. The problem is that these male consumers don't shop at JCPenney as often as we would like. The campaign should use these positive factors to attract more young male professionals to JCPenney stores.

The focus group participants concluded that they don't often shop at JCPenney. Although the participants don't often shop at JCPenney, they both stated that they enjoyed their limited time in those stores. One of them explained JCPenney is very easily located because he lives close to a mall. The other said JCPenney has a lot of available merchandise in store. All these opinions match the data from our survey that could be positively used to court more young professional men to JCPenney stores.



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Planning & Execution

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Challenges & Opportunities
Strategic Marketing Plan
Creative Strategy

Challenges and Opportunities



Major challenges facing JCPenney include ineffective marketing, not taking advantage of profitable market audiences and brand identity. However, shifting consumer psychographics/demographics could allow JCPenney to reorganize and reorient itself toward more economically sustainable audiences. Based on the research investigation, Above the Fold Advertising identified two primary challenges JCPenney currently faces that are having an adverse effect on sales.

A graphic for 'Challenge ONE' featuring the word 'Challenge' in red and 'ONE' in blue, enclosed in a dashed blue square border.

Challenge ONE

Lackluster Store Appearances

The Mintel Group notes that in-store appearance is a general problem across the department store industry. Because stores appear dated/rundown, consumers are less likely to spend time in stores and, therefore, are less likely to make purchases. Mintel specifically notes this trend to be problematic for JCPenney as the corporation has struggled to successfully implement efforts to improve store aesthetics and the overall shopping experience.

A graphic for 'Challenge TWO' featuring the word 'Challenge' in red and 'TWO' in blue, enclosed in a dashed blue square border.

Challenge TWO

The No-Frills JCPenney Experience

One reason JCPenney is able to offer goods at low prices is because of the relatively simple shopping experience: simple store design, low-end store displays and laid-back customer service. However, mid-value department stores continue to struggle with brand image issues associated with retail simplicity including poor merchandise inventory and poor customer service.

Strategic Marketing Plan

To overcome these challenges, Above the Fold Advertising recommends that JCPenney implement the following strategic marketing plan:

Goal

To reposition JCPenney as the one-stop-shop destination for up-and-coming male, millennial professionals.

Objectives

Objective 1: Increase store traffic and amount of time shoppers spend in-store

Objective 2: Improve the JCPenney shopping experience for the “tag-along” shopper, thus improving the active shopper’s experience as well

Objective 3: Improving in-store aesthetics – especially lighting – to encourage purchasing decisions

Objective 4: Increase professional-wear clothing sales by 6.5%

Strategy

Help millennial male consumers realize the joy of the shopping experience by expanding corporate “partnership” initiatives to include local community-based affiliates who would be willing to offer services inside refurbished stores thereby attracting the target audience. Based on this plan, we suggest the following Advertising and Media tactics.



TV Advertising

Television ads will run from March 1, 2017 to September 30, 2017. The advertisements will run every weekday of each month on two television stations: KMBC 9 News and KCTV 5. The first round of television will start March 1, 2017 and continue to April 30th. During this time, the popular college basketball tournament March Madness and NBA Finals will be taking place which will be an advantage for our viewership. The second round of television ads will begin May 1, 2017 through August 31, 2017, during NBA Finals and baseball season. The television ads will end on September 30th, which is the month football season begins. Planning our television air time around sports will help to attract men. We plan on running the ads in the evening around primetime, after the news and sports have aired, to try and reach millennial men that are getting off work and wanting to catch up on daily sports.

Television Stations

KMBC 9 News

KMBC is a popular local television network for the greater Kansas City Designated Marketing Area (DMA). KMBC 9 serves Kansas City, Missouri and Kansas City, Kansas. This television network starts airing their sport news 20 minutes after the news at 6:20 p.m. and 9:20 p.m. giving us a great amount of time to air our ad while we still have our target audiences' attention.

KCTV 5

KCTV is also another local television network serving the DMA of Kansas City, Missouri and Kansas City, Kansas. As a popular local news station with high ratings and viewership JCPenney will benefit from them significantly.

TV Ad Script

WS— Interior of a sports bar (:02)

MS—Row of men watching a TV (:02)

CU – Three men with worried facial expressions yelling at the TV (:02)

FREEZE FRAME (cut ambient sound) (:05)

WS – Interior of a department store (:02)

MS – A busy women’s section with much activity around the display mannequins (:02)

CU – Row of women in front of mirrors looking at dresses (:02)

FREEZE FRAME (cut ambient sound) (:05)

MS – JCPenney Luxury Lounge (:03)
Men cheering, an obnoxious man yells “touchdown”

ZOOM OUT WS (:01)

WS – Women shopping for clothes in other sections of the store (:01)

CHYRON (Logo centered in frame) (:02)

ANNOUNCER 1 (deep-voiced male):

Let me take a guess. This is *your* idea of a fun Sunday afternoon; but this is your wife’s.

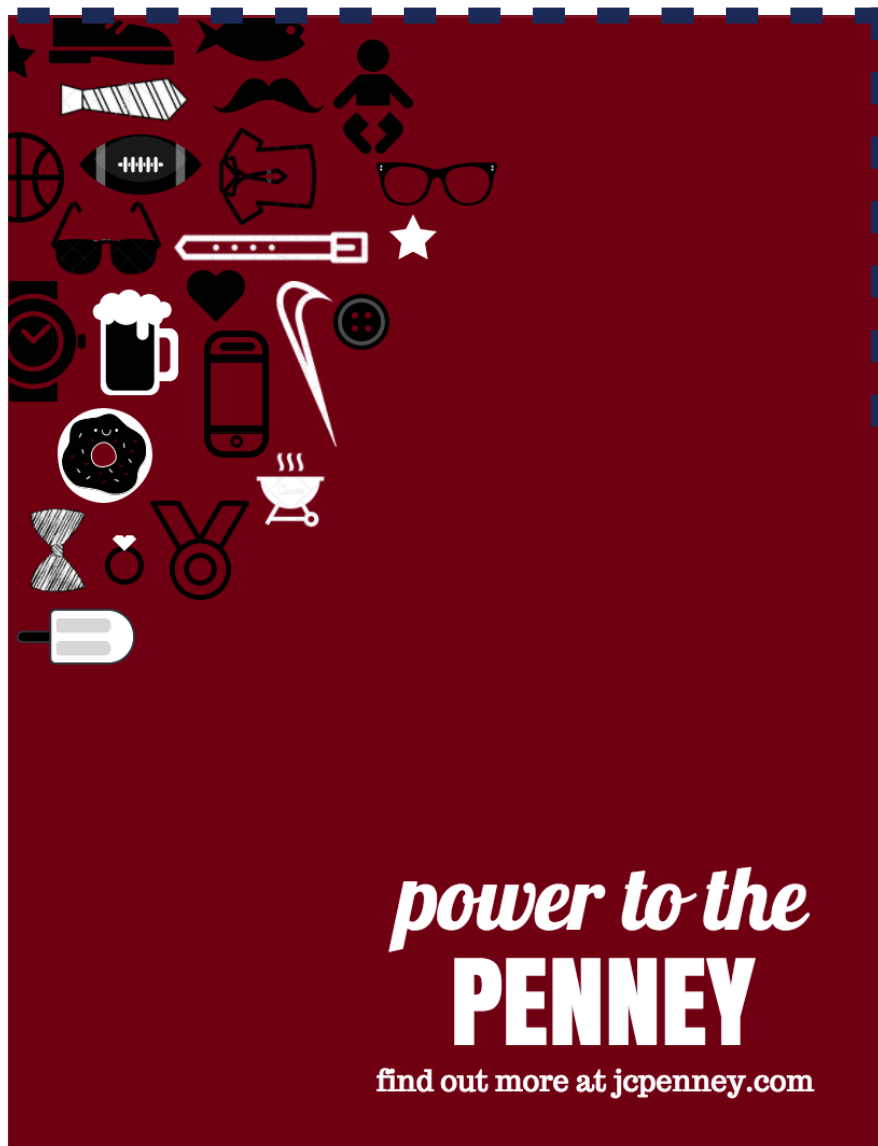
ANNOUNCER 1:

Come to J-C-Penney. With our new luxury lounge, you’ll have the perfect place to sit back, have a beer and watch the game! So you can have more of this...

And less of this...

J-C-Penney. Power to the Penney!





“Ink” Magazine Advertising

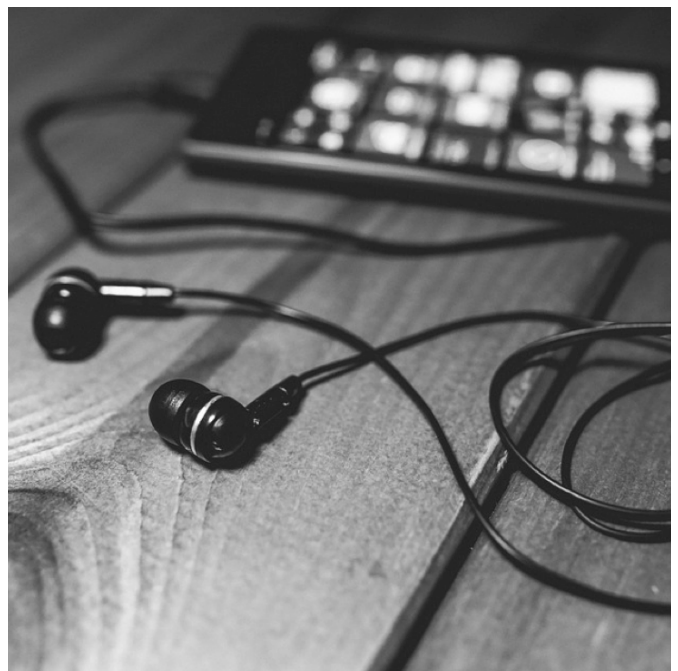
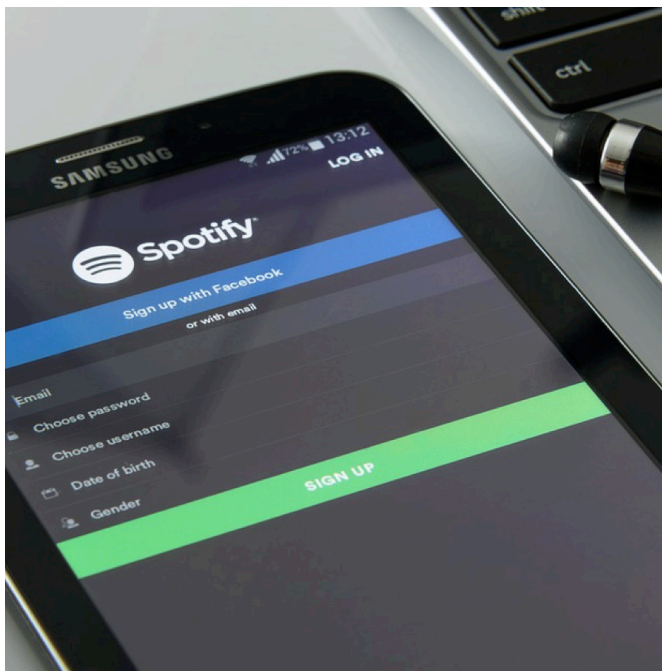
Ink is one of the top 10 magazines in the Kansas City DMA. This magazine is the source of trends for entertainment and professionals. Ink print and online sources target 21 to 35-year-old young professionals in Kansas City. The Ink magazine reaches more than 400,000 local readers. We will run a full page ad in every volume of this magazine’s monthly edition. Ink’s high credibility allows JCPenney to expand on its promotions and goal of being a one-stop-shop for professional millennial men in the Kansas area. Magazine ads will run throughout our entire campaign from May 1, 2017 to September 30, 2017. Running our magazine ads in May will allow JCPenney to target recent college grads that are entering the professional world.

Spotify & Pandora Advertising

JCPenney will feature advertisements on popular music streaming services Pandora and Spotify which are convenient and free of charge for consumers. This gives listeners easy access to the music of their choice. Listeners can tune into these music streaming channels before working out, before/after work and during their leisure time. The average American listens to approximately 4 hours of music a day which increases the chance of listeners hearing a JCPenney ad through Pandora or Spotify. These ads will be 30 seconds long and feature information about location and sales in JCPenney. We will run our ads on music streaming services throughout the entire campaign from March 1, 2017 to September 30, 2017. Pandora has a \$6.85 CPM rate and Spotify has a \$10 CPM rate.

Example Radio Script (see appendix G for full script):

Open with men cheering at a bar watching football. A deep-voiced male announcer will say something like, “Let me guess, this is your idea of a fun Sunday afternoon; but this is your wife’s.” Cut to elevator music and women shopping and gossiping. The announcer will come back and say that men should come to JCPenney to watch football in its new luxury lounge. We think that this type of radio advertisement will be appealing to men because of the sports aspect and that they can now go shopping with their wife and have an enjoyable experience.



Social Media

With social media growing rapidly it would be an effective method for communicating and keeping our target market informed. Social media platforms Snapchat, Twitter, Instagram and Facebook will allow us to have a two-way communication with young millennial men. Each of these social media platforms are consistently growing with over 1 million subscribers. Daily updates and promotions will be uploaded on Twitter and Facebook 5-6 times a day. As a visual photo and video sharing application Instagram will post 3 times a day including sponsored ads. Snapchat will include live photos and videos of in-store guest, apparel, features, etc. All of the social media platforms will include photo, videos, promotions, customer appreciation and news about JCPenney updates. Social media ads and promotions will run throughout our entire campaign from March 1, 2017 to September 30, 2017 created by in-house, social media account executives.

Facebook

Facebook is a popular growing networking site. Facebook currently has 1.86 billion monthly active users. JCPenney will use its Facebook profile to raise awareness about its new in-store features and benefits to promote in-store visits. We will also use Facebook to display the company's significant growth and share photos of our public relation tactics. JCPenney's Facebook profile will be used primarily for promotional purposes, updates and in-store announcements.



Snapchat

Snapchat is one of the leading video/image sharing mobile applications that reaches 41 percent of Americans. Over 150 million people are active on Snapchat daily. JCPenney will have a personal Snapchat filter for when customers visit their local stores. Their Snapchat filter so users will be able to try on a suit with multiple color ties for their personal color preference. The background will be the front of a magazine cover with the caption, “Dress for success, together we can at JCPenney.” A 10 percent discount will be awarded to anyone that shares JCPenney filter on their Snapchat story. This discount is only available in stories and can be used once a month.



Twitter

Twitter is an online networking site that is primarily used for messaging or posting text also known as “tweeting.” JCPenney will use Twitter for promotions and for two-way interaction between its company and customers. JCPenney will use hashtags and Twitter polls to keep customers engaged. JCPenney will post, “Hey brothers! Post your favorite photo of you and your family or friends dressed in professional clothing, then hashtag #TogetherwecanJCP. The best photo will win a \$25 reward card for JCPenney business attire. Another promotional method will consist of JCPenney asking one multiple choice poll question such as: What item are you most likely to invest the most money in for your professional appearance? Their answer selection will be dress pants, suits, collared shirts and shoes.

Home Moments Search Twitter Have an account? Log in

POWER TO THE PENNEY

JCPenney

TWEETS 54.4K FOLLOWING 728 FOLLOWERS 467K LIKES 53.5K Follow

JCPenney @jcpenny
Power to the Penney. Visit our website jcpenny.com for more info.
jcpenny.com
Joined November 2008
4,653 Photos and videos

Tweets Tweets & replies Media

Pinned Tweet

JCPenney @jcpenny · Feb 3

Hey brothers! Post your favorite pic of you and your family or friends dressed in professional attire then hashtag #TogetherWeCanJCP.

New to Twitter?
Sign up now to get your own personalized timeline!
Sign up

You may also like · Refresh

Instagram

Instagram is a social networking photo/video sharing mobile application. JCPenney will remodel its Instagram page to have more of a masculine presence. Its Instagram page will have a variety of men modeling JCPenney great quality professional wear. JCPenney will post a lot of group photos to reinforce the unity and partnership of JCPenney. Photos will also consist of watches, dress shoes, briefcases, etc.



Public Relations

All PR tactics are based on potentially profitable designated marketing areas in Kansas and Missouri. The purpose of these PR strategies is to better integrate JCP into the local retail community. These initiatives seek to drive consumer traffic, provide value, provide unique experiences, promote transparency, increase customer satisfaction and inspire a sense of loyalty and pride in the consumer for JCPenney. The PR initiatives will most importantly allow JCP to relate better with consumers and maximize corporate social responsibility. It is from these ideals that these PR strategies have been created.



PR Breakdown

Objective 1: Increase store traffic and amount of time shoppers spend in-store

Strategy: Give shoppers something local and familiar to snack on while shopping, getting involved with local businesses to show the customer that although JCP is national, JCP cares about and pays attention to the communities that it puts down roots in. Taking an interest in locally-based businesses will create brand advocacy for JCP in communities that will be invaluable. These partnerships will create loyalty and mutually beneficial relationships between JCP, the local businesses involved and their surrounding communities. Tactics are explained on pages 54-57.

Objective 2: Improve the JCPenney shopping experience for the “tag-along” shopper, thus improving the active shopper’s experience as well.

Strategy: Provide shoppers with a comfortable and inviting place to sit down, rest and recharge. This tactic is explained on pages 58 and 59.

Objective 3: Improving in-store aesthetics – especially lighting – to encourage purchasing decisions

Strategy: Improve customer satisfaction with how the clothes look on shoppers. This tactic is explained on pages 60 and 61.

Objective 4: Increase professional-wear clothing sales by 6.5 percent.

Strategy: Get shoppers excited about styling themselves in JCP clothes by holding “Dress for Success” pop-ups across the nation where shoppers get the chance to view and try on JCP clothing in a stylish and fun way, led by a prominent public figure or “style-icon.” This tactic is explained on pages 62 and 63.

[Objective 1]

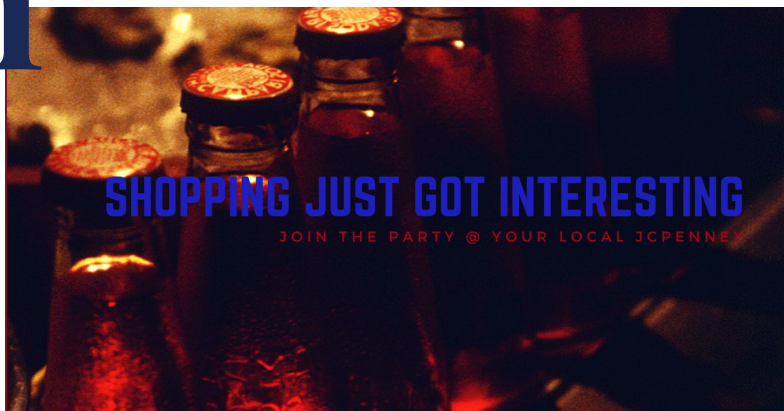
Anheuser-Busch Bar

The addition of an Anheuser-Busch bar in all three of the St. Louis JCP stores will provide a place for shoppers, mainly male shoppers, to go and have a beer during their shopper excursion. It will allow them to relax and take a break for a bit before resuming shopping.

Sheridan's Frozen Custard

Introducing a Sheridan's Frozen Custard bars in all JCP stores in the designated marketing area of Leawood and Overland Park will provide shoppers a place to have a popular local snack that tastes great that they can enjoy while shopping around the store. The ice cream bar will appeal to children and will be a way to keep the kids occupied while mom and/or dad are shopping around.

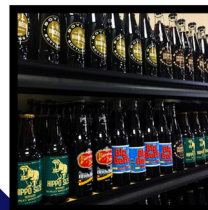
1



2



3



LET'S DO
THIS

SHOPPING
&
SODA

JCPENNEY

Mass St. Soda Bar

We want to create a Mass Street Soda bar in all Kansas JCPenneys. The soda bar will feature a select variety of the 1,300 classic, old-style sodas that are sold at Mass Street Soda. The bar will be dark wood surrounded by dark red barstools that will be a deeper shade of the classic JCP red.

The JCP Soda Bar has two purposes:

- Provide a fun, customizable and interactive in-store experience
- Draw customers both new and old into the store with a non-traditional shopping experience

The Mass Street Soda Bar integration into JCP stores will fulfill the consumer desire to have a unique and fun shopping experience. Shoppers will now not just come into the store looking to “grab and go” but will instead stay longer and enjoy a refreshing old-style soda while shopping. JCP is a family friendly department store and thus expects many families to bring their children along with them. At the Mass Street Soda Bar, families can make memories together while chatting and enjoying a soda as they take a break from shopping. It is for this reason that the Mass Street Soda bar will have several sugar-free and caffeine-free soda options for parents to purchase if they don’t want to get their children hyped up on caffeine or sugar.

Central Dairy Ice Cream Parlor

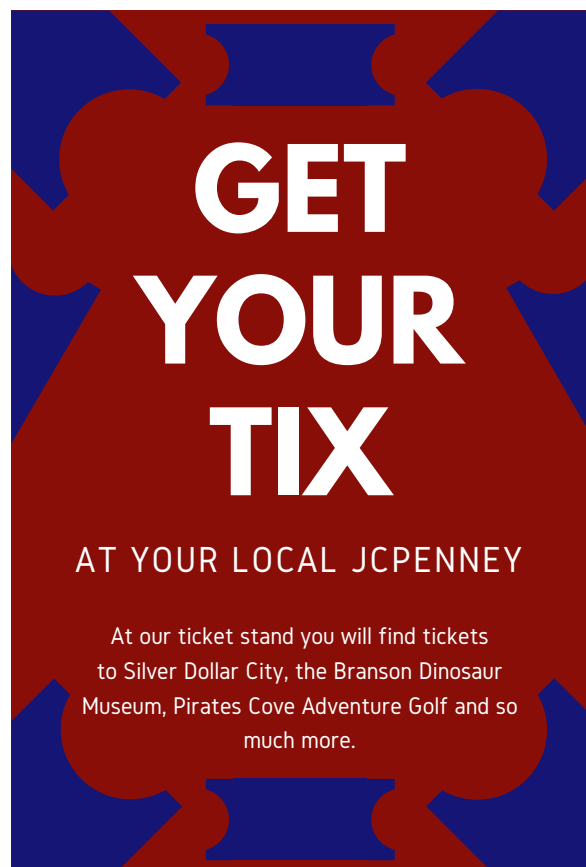
Central Dairy is a staple of the Jefferson City designated marketing area. The idea is to put a Central Dairy Ice Cream Parlor in the Jefferson City JCP that is located in Capital Mall. This will attract locals into the JCP store and allow them to enjoy shorter lines than they might experience at the original Central Dairy location.

Boulevard Brewing Company

Boulevard Brewing Company is the largest and most established Kansas City-based brewery. It is extremely well-known and well-loved by members of the community and would make a sensible addition to JCPs in the Kansas City area. The concept is similar to that of the Anheuser-Busch Bar for the St. Louis JCP locations, only the Boulevard Bar will be localized to Kansas City JCPs.

Discount Ticket Stand

Central Missouri attracts thousands of tourists every year that are looking to experience the many shows and various attractions unique to Branson. The JCP discount ticket stand will feature discount ticket prices for a plethora of Branson activities such as Silver Dollar City, the Branson Dinosaur Museum, Pirates Cove Adventure Golf, Parakeet Pete's Zipline, Splash Country Indoor and Outdoor Waterpark, the world's second largest toy museum, Branson's Wild World, Ripley's Believe it or Not, Branson's Promised Land Zoo, the Titanic museum, Hollywood Wax museum, White Water Branson, Xtreme Racing Center of Branson and the Dixie Stampede.

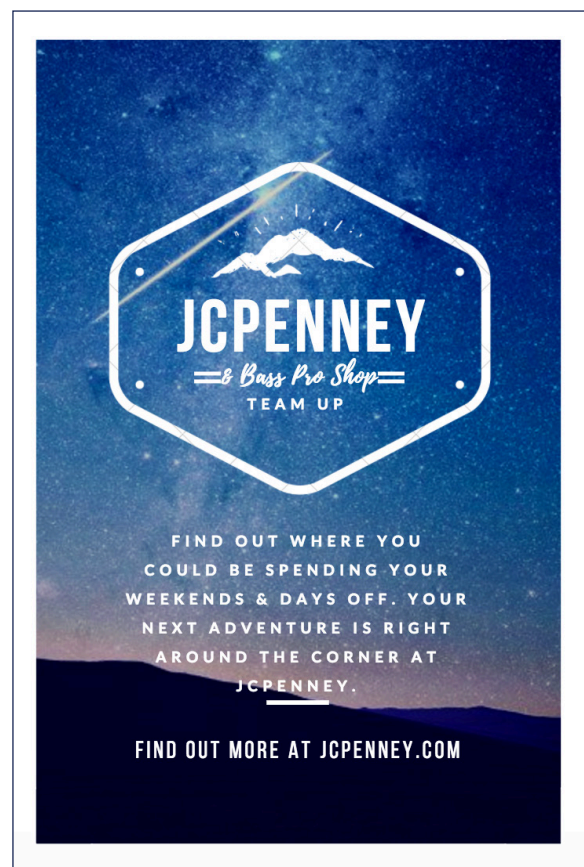


Varsity Donuts Stand

Varsity Donuts is a local donut shop that also operates a late-night food truck in the Manhattan, Kansas DMA that is highly popular among college students (specifically K-State students). Introducing a Varsity Donuts Stand into the Manhattan DMA will drive more people in-store and will especially appeal to college students, pulling in more millennial men into Manhattan JCP stores.

Bass Pro Shop

Bass Pro is based in the designated marketing area of Springfield, and JCP could utilize its wide variety of fishing, boating, hunting and camping gear as well as introducing a Bass Pro inspired aquarium into the store to draw in a larger audience that is native to the Springfield community. By introducing Bass Pro inventory and an aquarium into the Springfield JCP, consumers have more reason to visit the JCP Springfield location. Not only would JCP be a department store, but it would also be somewhat of a tourist attraction with it's large aquarium.



Objective 2

JCP Luxury Lounge

We want to create and provide a resting place for shoppers. The luxury lounge will include three leather recliners, two leather couches, various electronic device chargers, a large coffee table and a television. The lounge will be in the exact center of the store in every JCP so that customers will always know where to find it.

Not all people who visit JCP stores are there by their own choice. Some are “tag-along” shoppers (shoppers that come with their husband, wife, partner, or friend who aren’t particularly interested in shopping and these people are every bit as important as shoppers that are actively engaged). The tag-along shopper can heavily influence the actively engaged shoppers time spent in-store. If the tag-along shopper is bored, they may get antsy or upset and encourage the active shopper to leave sooner than they are ready to. This may result in the active shopper purchasing less inventory than they would have if the tag-along shopper hadn’t influenced them. By providing a place for the tag-along shopper to relax, set their things down, recharge and put their feet up, the active shopper’s experience and incentive to continue shopping is improved and renewed.



JAMES C PENNEY

PRESENTS

JCP LUXURY LOUNGE

SIT DOWN & RELAX IN OUR NEW LOUNGE AREA.
TIME FOR SHOPPING TO BECOME ENJOYABLE AGAIN.

FOR MORE INFORMATION:
WWW.JCPENNEY.COM



Objective 3

Lighting

We want to remove fluorescent, unflattering light from all JCP stores across the United States. In place of the old lighting, we want to provide more natural light by installing more windows. The area surrounding the dressing rooms that have full-length mirrors will feature natural light, and inside the dressing rooms JCP will feature LED lights that cast a clean, more-flattering glow. The LED lights will be positioned around the in-dressing room mirror, as well as two more LED lights placed on the ceiling. This will provide the perfect, balanced, light that customers need in order to see an accurate representation of what the clothes really look like on them, without casting unflattering shadows on the shopper's body. In addition, when it gets too dark in the evening to make use of natural light in store, LED auto-lighting will turn on in all places throughout the store. This will also reduce the amount of electricity JCP stores across the nation use, saving money for JCP.

Finding flattering clothes can be difficult for any shopper, and fluorescent, unflattering light is just another hurdle shoppers have to jump over when trying to pick the perfect outfit. By removing that unflattering light and swapping them with LED light, customers will be provided with light that is more representative of what they actually look like in the clothes. This will also increase shoppers' confidence in that what they are buying. They will not get home and find that the outfit they bought looks nothing like what it did in-store, in turn reducing "buyer's remorse."



Objective 4

JCP Just Professionals

JCP will aid those who may not be very stylishly “literate” by offering suggestions and professional opinions on how to best present themselves for various professional situations. This will be done by holding a seminar on the first Sunday of every month at 5 p.m. The seminar will last one hour (5 until close at 6). The speaker of the month will talk about how to marry style, JCP products and professional wear together.

JCP is considered one of the less stylish department stores. This seminar will help change the public view of that, and show them that JCP’s clothing is both stylish and professional at the same time if put together in the right ways. By doing this it will draw in shoppers that may have in the past been skeptical of buying professional wear at JCP. It will show that professional wear can be both stylish and affordable.



| | |
|------------------|------------------------------|
| WHEN | THURSDAY, MARCH 9, 2017 |
| WHERE | JCPENNEY |
| THE PARTY STARTS | 7:00 PM |
| GUEST | LOCAL BUSINESS PROFESSIONALS |





DRESS FOR SUCCESS

*a workshop on power dressing by
business professionals*

march 9 at 7 pm | JCPenney | free admission



Logistics

Timeline
Budget
Predictions & Evaluations

Timeline

March

— TV

Throughout the entire campaign we will be airing our TV advertisement on KMBC 9 News and KCTV. We will increase air times during popular sporting events, like March Madness.

— Social Media

For social media, we suggest using four different platforms: Facebook, Twitter, Snapchat and Instagram. Ideally, JCPenney will post on all platforms at least once a day.

— Spotify & Pandora

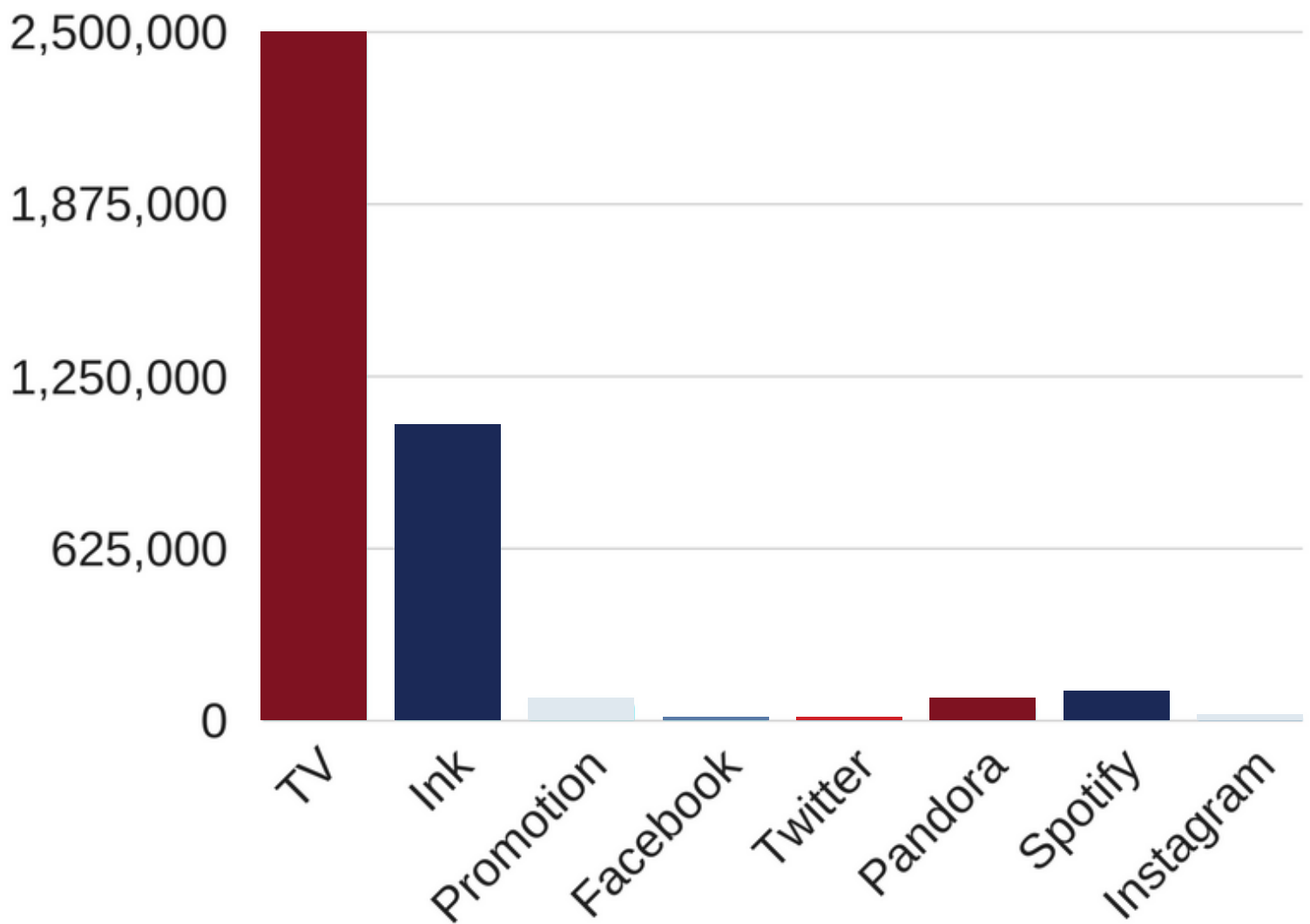
Throughout the entire campaign we will have a 30 second advertisement running on Spotify and Pandora during its “commercial” breaks for users that use the free app.

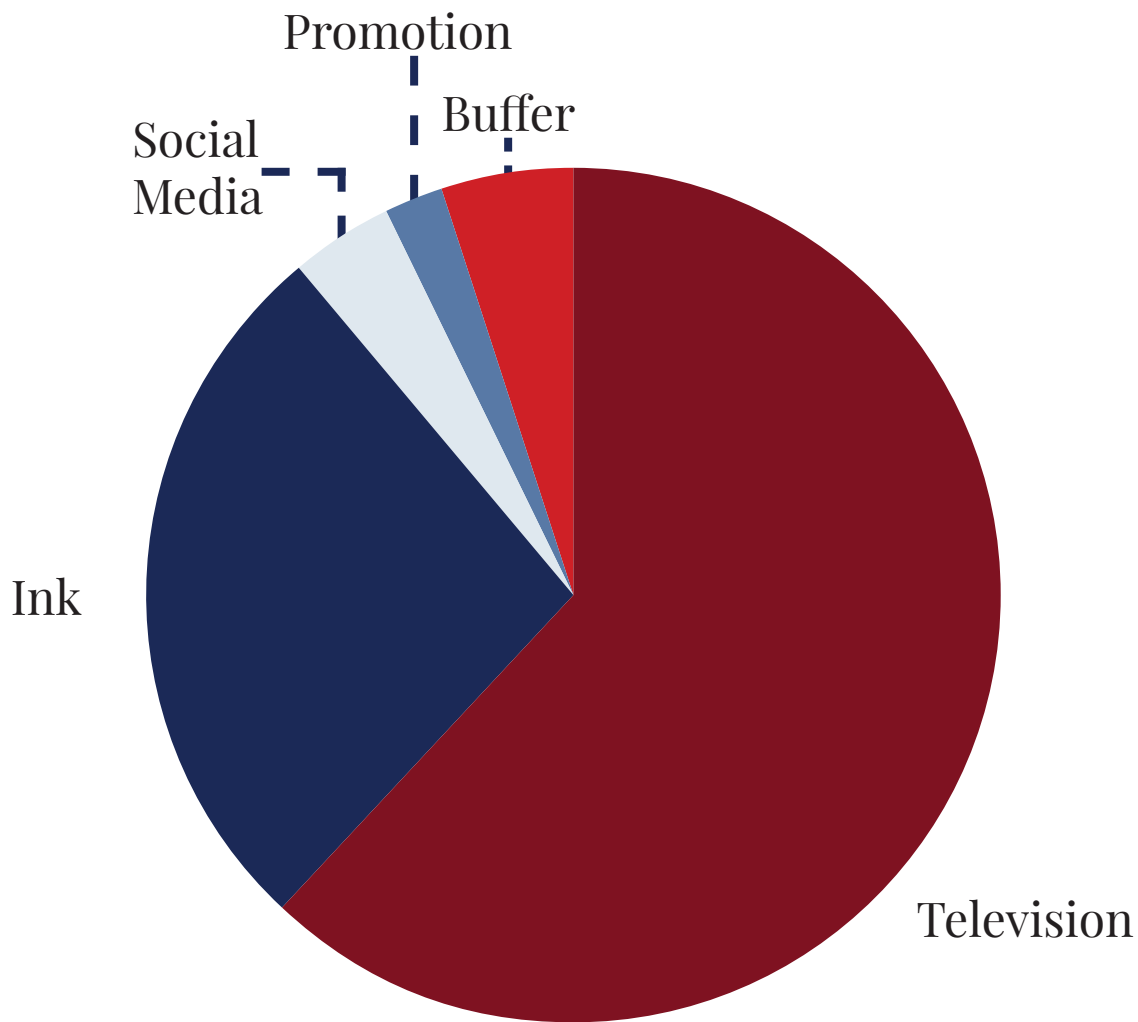
October

■ “Ink” Magazine

Since “Ink” is a monthly issue, we will run a full page advertisement each month between March and October.

Budget





Budget Plan

We suggest JCPenney begin a seven month campaign on March 1, 2017 that continues through September 30, 2017 so as not to compete with other retailer sales. This will allow JCPenney to acquire earned media attention that would otherwise be dwarfed by industry competition. We predict that this campaign will increase brand awareness among young, professional, millennial men and allow them to discover the joy of showing the the joy of the retail experience.

Breakdown:

TV: Airing twice a night, every weekday throughout the entire campaign
 Ink: Publish 9 ads throughout entire campaign at \$88,400 for each publication
 Promotion: Generous amount set aside to pay guest speakers at PR events
 Facebook: \$5.21 CPM, publishing posts five times per day
 Twitter: \$4.50 CPM, publishing posts five times per day
 Instagram: \$6.58 CPM, publishing posts five times per day
 Pandora: \$7.00 CPM, running ads 48 times per day
 Spotify: \$10.00 CPM, running ads 48 times per day

Predictions and Evaluations

Objectives & Predictions

Objective 1: Increase store traffic and amount of time shoppers spend in-store

Prediction: The business partnerships with popular, locally-based establishments will allow millennial male consumers better to connect with JCPenney's national brand. Additionally, the narrowly tailored advertising efforts (to media specific to the target audience's consumption habits) will drive the target audience to JCPenney stores.

Objective 2: Improve the JCPenney shopping experience for the "tag-along" shopper, thus improving the active shopper's experience

Prediction: Primary and secondary research shows that men spend a significant portion of their overall time in department stores so as to accompany a significant other. Through the innovative partnerships with local businesses, JCPenney will exponentially maximize the shopping experience for millennial males.

Objective 3: Improve in-store aesthetics – especially lighting – to encourage purchasing decision

Prediction: Secondary research suggests that poor lighting conditions play a negative psychological effect on consumers. If consumers view themselves in JCPenney merchandise in unflattering light, their desire to purchase the item decreases. We predict that lighting improvements – especially in dressing rooms – will maximize the potential for consumer purchasing.

Objective 4: Increase professional clothing sales by 6.5 percent

Prediction: The primary research showed that millennial men shop at retail outlets based on affordability and convenience. Additionally, one of the focus group participants stated he bought a suit at JCPenney and would return for another. His commitment to the brand was due to the affordability, convenience, and quality of JCPenney professional clothing. This suggests that JCPenney could more effectively market towards millennial men by focusing on those positive shopping factors that young male consumers prioritize (discovered through primary research).

Conclusion and Evaluation

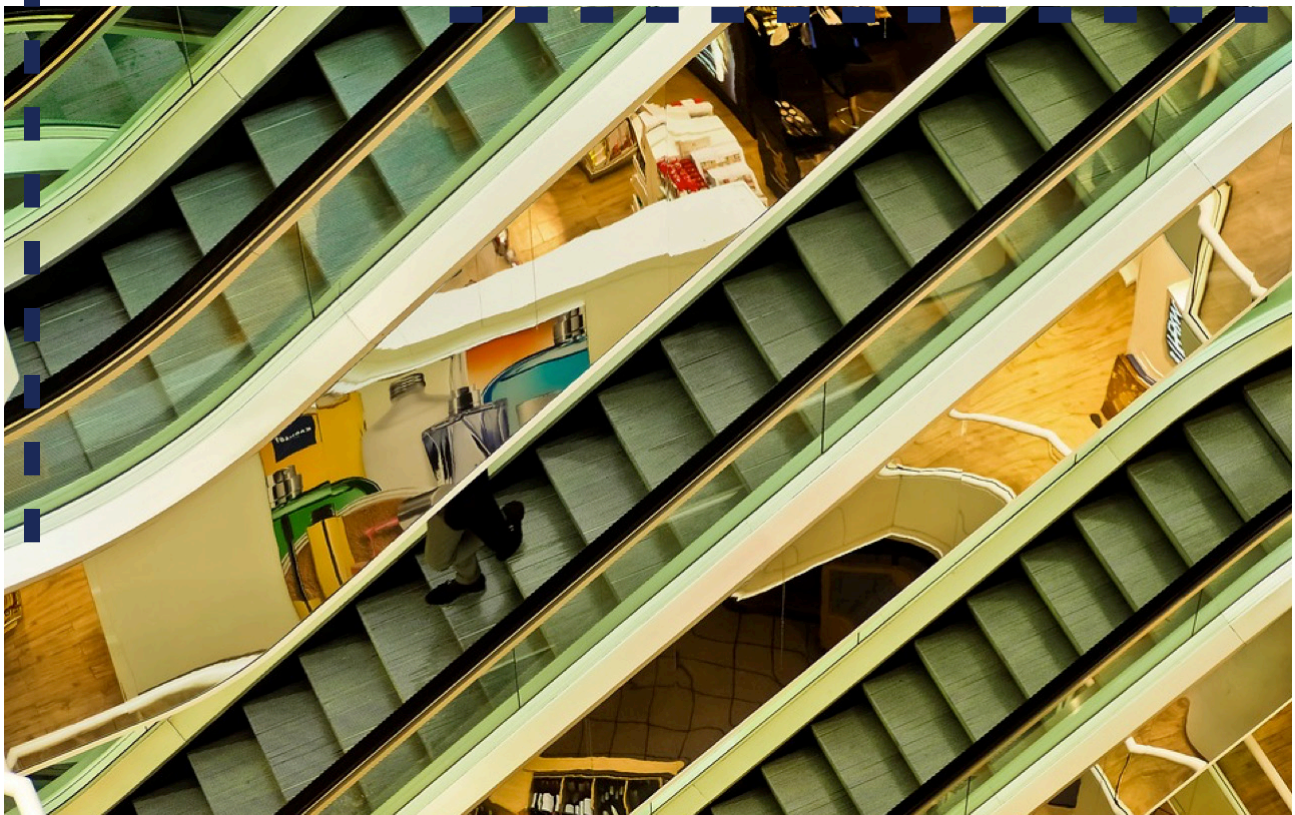
So as to evaluate the success of this advertising/PR campaign, Above the Fold Advertising suggests that J. C. Penney surveys the target audience on a monthly basis to document the increased number of millennial males shopping at JCPenney.

Advertising Goal

To reposition JCPenney as the one-stop-shop destination for up-and-coming male, millennial professionals.

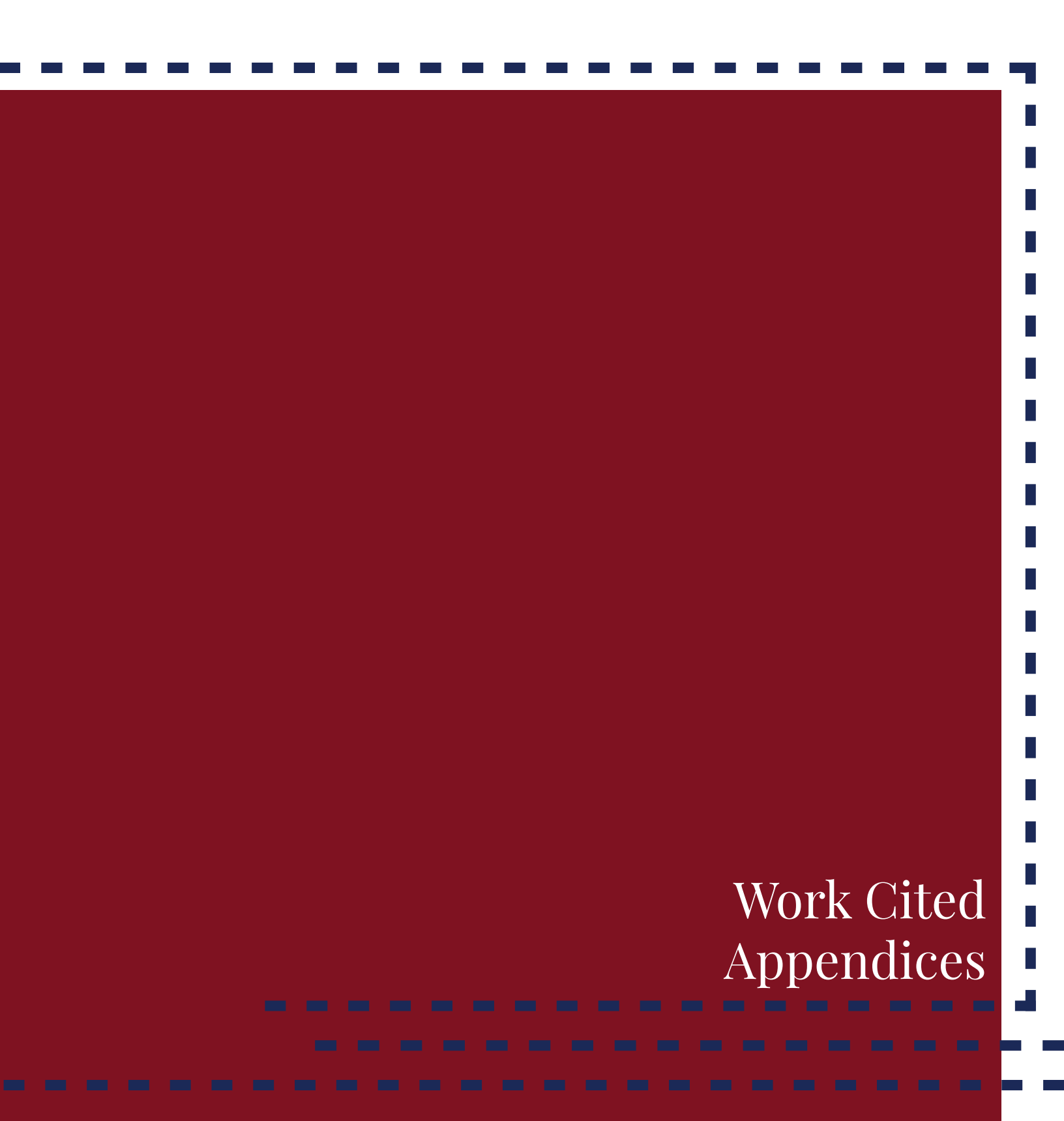
Prediction

Through the implementation of our researched-based tactics, the JCPenney locations in Kansas and Missouri DMAs should see a dramatic increase in male, millennial consumers.





Appendices



Work Cited Appendices

Work Cited

Works Cited & Key Information

1. JCPenney corporate website, Twitter, Facebook, Snapchat

- a. JCPenney values customer experience. It also values offering a wide range of products. Its three strategic priorities are strengthening private brands, becoming “world class omnichannel” and increasing revenue per customer.

2. Kohl’s corporate website

3. Sears corporate website

4. Adweek online trade publication

5. Bloomberg Businessweek online publication

6. Hoover’s Inc. industry and corporate informational database

- a. Hoovers database attributes much of JCPenney’s overall success to its strong brand image and loyal customer base.
- b. JCPenney’s top three competitors are Sears, Roebuck and Co., Kohl’s Corporation and Macy’s, Inc.
- c. JCPenney’s top three industrial classifications are “department stores, retail sector and clothing stores.”
- d. “A century-old name in retailing, J. C. Penney is reinventing itself to modernize its iconic but sagging department store business. The company’s chain of some 1,100 JCPenney department stores in the US and Puerto Rico has found itself squeezed between more upscale competitors (Macy’s) and major discounters (Kohl’s, Target, Wal-Mart).”

7. Mintel Group Ltd. market research firm database

- a. Men’s clothing sales are expected to increase over the next five years (growing at a faster pace than women’s clothing sales).
- b. Men aged 25-34 are key to the mid-value retail market due to their transitional life stage (moving into professional occupations) and due to their relatively higher earnings (*versus* younger men, who also support growth).
- c. Research shows that men have a growing interest in their personal appearance, which is also a driver of current and potential growth.
- d. Because of recent advances in online shopping (especially through corporate efforts to streamline the purchase experience through omnichannel purchase options), the men’s apparel landscape is changing for the better.
- e. Mintel notes several threats/opportunities for potential retail growth including the following:
 - i. Casualization stops people (especially men) from dressing up.
 - ii. Mobile shopping is a highly lucrative yet under-utilized channel. For instance, men are interested in personalized offers sent to their smartphones while they are in-store.
 - iii. Men are interested in fit, customization and styling assistance.
- f. Department store sales are decreasing but they can still be saved. Customer “experience” is very important to shoppers and there is room for improvement in that area for JC Penny. Penny’s would benefit from offering a unique experience of sorts, something that would get millennials shopping there. Consumers value stores that get involved in their community, and cite gifting as a large reason for shopping at department stores. JC Penny is not the top of mind brand; it is behind Kohl’s and Macys.

- g. JCPenney receives 70 percent of total merchandise sales from private and exclusive brands.

8. Business Insider website

- a. Due to a recent decline in business from JCPenney brand advocates, top-level executives have undertaken three major marketing initiatives so as to increase brand awareness and overall corporate sales. The initiatives are as follows:
 - i. Focus on the company's "center core." JCPenney executives understand that the company's most profitable product areas include the sale of jewelry, shoes, handbag, and the partnership with Sephora.
 - 1. Additionally, JCPenney is continuing to pursue private brands (such as Liz Claiborne handbags) so as to curtail certain brands undercutting JCP *via* online and mobile retailing.
 - ii. Executives have worked to develop an omnichannel retail model to integrate online, mobile and in-store shopping experiences.
 - 1. The store's current digital platform/website allows customers to check inventory and allows salespeople to check customers' previous purchases regardless of the channel used (website/mobile app/in-store network).
 - iii. Working to bolster home furnishing department
- b. "Broad product and service offerings, efficient supply chain and strong liquidity position are the company's main strengths, whereas lower inventory turnover ratio and declining profitability remain major areas of concern. In the future, changing fashion preferences, increasing manpower costs in the US and expansion by competitors may affect its growth. However, increasing demand for private label products, expanding retail market in the US and growth of web-based store concept are likely to provide growth opportunities to the company."

9. Advertising Age (Ad Age) online magazine

- a. JCPenney's primary target audience is the "modern American mom looking for deals with little time to waste."
- b. JCPenney has long-established relationships with a variety of private branded labels (including Nike and Sephora) and it is constantly looking to acquire more of these partnerships.
- c. JCPenney is struggling to remodel stores in a way that maximize potential consumer purchases (moving products featured on mannequins nearer to their in-store location).
- d. "That's what department stores need to be today—experiential enterprises. The hotel companies are going through the process as we speak. Millennials, especially, want 'hipper, more happening lobbies and restaurants and better technology in rooms,' according to The Wall Street Journal."

10. Kellogg Insight magazine (of Northwestern University's Kellogg School of Management)

- a. Succession of unsuccessful CEOs failed to give the company a sense of corporate stability.

Work Cited

- b. JCPenney tends to target geographically rural areas, customers who are around the age of 35, and women.
- c. JCPenney's successful partnerships with upscale clothing and cosmetic retailers have been economically successful and able to attract customers (both current and potential) to the company's website.

11. Investopedia, LLC. Investing and financial news website

- a. James Cash Penney founded Penney's in 1902. Penney's was originally called "The Golden Rule dry goods and clothing store."

12. Forbes finance, industry, marketing and investing magazine

- a. According to Forbes magazine, "the best opportunity department stores have is to create products that set them apart," thereby giving consumers a specific reason to shop at one particular store. JCPenney's success lies in its ability to forge partnerships with private brand programs which gives consumers a specific reasons to shop at JCPenney: high-end products offered as reduced prices.
- b. Private brand programs are both expensive and risky. "In the rush to promote private brands, it's easy to forget what the millennials have taught us. It's not about selling what we have, it's about selling what the customer wants that makes the difference."

13. U.S. Securities and Exchange Commission EDGAR database: Form 10-K (FY2016)

- a. Pursuant to section 13 of the Securities and Exchange Act of 1934, publicly traded corporations are required to publish annual reports which are made public through the SEC's EDGAR database. This document gave researchers a holistic understanding of JCPenney's financial situation as well as corporate strengths, weaknesses, opportunities and threats (SWOT analysis).

Appendix A

Survey Questionnaire

JCPenney Campaign

Q14 Welcome! Thanks for agreeing to participate in this important survey that will explore your opinions regarding these topics: department stores in general, consumer perceptions of preferred/current department stores and consumer behavior when it comes to department stores. Your thoughts and opinions are very important to us as we analyze these issues. We will gather your thoughts and opinions to understand how better to serve our group goals. This survey is only for school related purposes and will not be distributed to our client. This survey should only take 10 minutes to complete. All answers you provide for this survey will be kept in strict confidentiality. Again, your thoughts and opinions are very important to us so please answer honestly. Please click '>>' to begin.

Q1 When you go to a department store, which of the following stores do you go to most often?

- ☐ Nordstrom (1)
- ☐ Macy's (2)
- ☐ JCPenney (3)
- ☐ Sears (4)
- ☐ Kohl's (5)
- ☐ Walmart (6)
- ☐ Target (7)

Q7 Rank the following stores in order of preference (most preferred at the top):

- _____ Nordstrom (1)
- _____ Macy's (2)
- _____ JCPenney (3)
- _____ Sears (4)
- _____ Kohl's (5)
- _____ Walmart (6)
- _____ Target (7)

Q2 What consumer goods do you most often buy at department stores? (check all that apply)

- ☐ Clothing (1)
- ☐ Footwear (2)
- ☐ Appliances (Refrigerator, Microwave, etc.) (3)
- ☐ Jewelry (4)
- ☐ Household goods (5)
- ☐ Furniture (6)
- ☐ Toys (7)
- ☐ Cosmetics (8)
- ☐ Electronics (9)
- ☐ Houseware (Pots, Pans, etc.) (10)
- ☐ Gardening (11)
- ☐ Toiletries (12)
- ☐ Sporting goods (13)

Q3 As a consumer, what is the most important component of shopping at department stores?

- ☐ Friendly and knowledgeable staff (1)
- ☐ Quality of products (2)
- ☐ Product prices (3)
- ☐ Availability of products (4)
- ☐ Store/shopping environment (5)

Q37 How much are you willing to spend when you go to department stores?

- ☐ \$0-100 (1)
- ☐ \$100-200 (2)
- ☐ \$200-300 (3)
- ☐ \$300-400 (4)
- ☐ \$400+ (5)

Q38 If you accompany someone at a department store, what do you spend the majority of your time doing?

- ☐ Helping the person shop (1)
- ☐ Shopping for yourself (2)
- ☐ Trying to find a spot to sit down (3)
- ☐ Playing a mobile game (4)
- ☐ Reading a print media (book,newspaper) (5)

Q6 When you go to department stores, who do you go with most often?

| | Often (1) | Sometimes (2) | Rarely (3) | Never (4) |
|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| By myself (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Spouse or significant other (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Friends (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Family member (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Work Colleague (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q17 How many sets of "job interview" clothes do you have?

- ☐ 0 (1)
- ☐ 1 (2)
- ☐ 2 (3)
- ☐ 3 (4)
- ☐ 4 (5)
- ☐ 5+ (6)

Q18 If you are going to buy professional clothes (blazers, suits and dresses) for an interview, what store would you go to?

- ☐ Nordstrom (1)
- ☐ Macy's (2)
- ☐ JCPenney (3)
- ☐ Sears (4)
- ☐ Kohl's (5)
- ☐ Walmart (6)
- ☐ Target (7)
- ☐ Men's Warehouse (8)
- ☐ Banana Republic (9)

Q19 Do you prefer shopping online or in stores for professional clothes (blazers, suits and dresses)?

- ☐ Online (1)
- ☐ In stores (2)

Q20 What level of interaction do you prefer from in-store salespeople?

- ☐ No interaction (except at check-out) (1)
- ☐ Some interaction (2)
- ☐ Moderate interaction (3)
- ☐ Constant interaction (4)

Appendix A

Q21 With your experience in JCPenney department stores, how helpful and knowledgeable were the employees?

- ☐ Not helpful at all (1)
- ☐ Slightly helpful (2)
- ☐ Average (3)
- ☐ Very helpful (4)
- ☐ Extremely helpful (5)

Q39 How do you prefer to consume media?

- ☐ Print media (newspaper, magazine, etc.) (1)
- ☐ Television (2)
- ☐ Radio (3)
- ☐ Social media (4)

Q45 If you checked more than one answer in the previous question, please provide a brief explanation of the variety of mediums you use to consume media:

Q22 How do you typically find out about JCPenney promotions?

- ☐ Social media (1)
- ☐ Newspaper (2)
- ☐ Television (3)
- ☐ Radio (4)
- ☐ Family (5)
- ☐ Friend (6)
- ☐ I don't find JCPenney promotions. (7)

Q46 If you checked more than one answer in the previous question, please provide a brief explanation of the variety of mediums you've seen JCPenney promotions:

Q23 In the last six months, how often have you seen JCPenney ads, promotions, deals, etc?

- ☐ Never (1)
- ☐ Rarely (2)
- ☐ Somewhat often (3)
- ☐ Often (4)
- ☐ None at all (5)

Q8 When it comes to Nordstrom stores:

| | Agree (1) | Somewhat Agree (2) | Somewhat Disagree (3) | Disagree (4) |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Stores are conveniently located. (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Store atmosphere and decor are appealing. (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise sold is of high-quality. (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise displays are attractive. (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise is readily available in stock. (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q24 When it comes to Macy's stores:

| | Agree (1) | Somewhat Agree (2) | Somewhat Disagree (3) | Disagree (4) |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Stores are conveniently located. (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Store atmosphere and decor are appealing. (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise sold is of high-quality. (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise displays are attractive. (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise is readily available in stock. (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| Q9 When it comes to JCPenney stores: | | | | | Q27 When it comes to Kohl's stores: | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|
| | Agree (1) | Somewhat Agree (2) | Somewhat Disagree (3) | Disagree (4) | | Agree (1) | Somewhat Agree (2) | Somewhat Disagree (3) | Disagree (4) |
| Stores are conveniently located. (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Stores are conveniently located. (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Store atmosphere and decor are appealing. (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Store atmosphere and decor are appealing. (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise sold is of high-quality. (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Merchandise sold is of high-quality. (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise displays are attractive. (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Merchandise displays are attractive. (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise is readily available in stock. (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Merchandise is readily available in stock. (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| Q26 When it comes to Sears stores: | | | | | Q29 When it comes to Walmart stores: | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|
| | Agree (1) | Somewhat Agree (2) | Somewhat Disagree (3) | Disagree (4) | | Agree (1) | Somewhat Agree (2) | Somewhat Disagree (3) | Disagree (4) |
| Stores are conveniently located. (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Stores are conveniently located. (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Store atmosphere and decor are appealing. (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Store atmosphere and decor are appealing. (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise sold is of high-quality. (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Merchandise sold is of high-quality. (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise displays are attractive. (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Merchandise displays are attractive. (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise is readily available in stock. (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Merchandise is readily available in stock. (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Appendix A

Q30 When it comes to Target stores:

| | Agree (1) | Somewhat Agree (2) | Somewhat Disagree (3) | Disagree (4) |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Stores are conveniently located. (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Store atmosphere and decor are appealing. (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise sold is of high-quality. (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise displays are attractive. (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise is readily available in stock. (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q31 Please rank the following stores based on cleanliness (best at the top):

- _____ Nordstrom (1)
- _____ Macy's (2)
- _____ JCPenney (3)
- _____ Sears (4)
- _____ Kohl's (5)
- _____ Walmart (6)
- _____ Target (7)

Q34 Please rank the following stores based on helpfulness/knowledge of employees (best at the top):

- _____ Nordstrom (1)
- _____ Macy's (2)
- _____ JCPenney (3)
- _____ Sears (4)
- _____ Kohl's (5)
- _____ Walmart (6)
- _____ Target (7)

Q35 Please rank the following stores based on organization/ease of finding products (best at the top):

- _____ Nordstrom (1)
- _____ Macy's (2)
- _____ JCPenney (3)
- _____ Sears (4)
- _____ Kohl's (5)
- _____ Walmart (6)
- _____ Target (7)

Q36 Please rank the following stores based on price (best value at the top):

- _____ Nordstrom (1)
- _____ Macy's (2)
- _____ JCPenney (3)
- _____ Sears (4)
- _____ Kohl's (5)
- _____ Walmart (6)
- _____ Target (7)

Q32 Please rank the following stores based on family friendly environment (best at the top):

- _____ Nordstrom (1)
- _____ Macy's (2)
- _____ JCPenney (3)
- _____ Sears (4)
- _____ Kohl's (5)
- _____ Walmart (6)
- _____ Target (7)

Q28 Insert three adjectives that you associate with JCPenney:

Q5 In a few sentences, please explain what JCPenney does well as a department store:

Q10 In a few sentences, please explain what JCPenney needs to improve on as a department store:

Q40 Please select your gender:

- ☐ Male (1)
- ☐ Female (2)

Q41 Please provide your age:

- ☐ Below 18 years old (1)
- ☐ 18-24 years old (2)
- ☐ 25-34 years old (3)
- ☐ 35-44 years old (4)
- ☐ 45-54 years old (5)
- ☐ 55-64 years old (6)
- ☐ 65-74 years old (7)
- ☐ 75+ years old (8)

Q47 Do you have a significant other? (boyfriend, girlfriend, wife, husband, etc.)

- ☐ Yes (1)
- ☐ No (2)

Q42 What is your education level?

- ☐ High school diploma/GED (1)
- ☐ Some college (2)
- ☐ College degree (3)
- ☐ Graduate degree or higher (4)

Q48 What is your annual income level?

- ☐ \$0-20,000 (1)
- ☐ \$20,000-40,000 (2)
- ☐ \$40,000-60,000 (3)
- ☐ \$60,000-80,000 (4)
- ☐ \$80,000-100,000 (5)
- ☐ \$100,000+ (6)

Q44 Thanks for completing our survey! Your responses are very valuable to us. Please click '>>' to submit your answers.

Appendix B

Focus Group Consent Forms

Participant Informed Consent Statement

INTRODUCTION

School of Journalism & Mass Communications at the University of Kansas supports the practice of protection for human subjects participating in research. The following information is provided for you to decide whether you wish to participate in the present study. You may refuse to sign this form and not participate in this study. You should be aware that even if you agree to participate, you are free to withdraw at any time. If you do withdraw from this study, it will not affect your relationship with this unit, the services it may provide to you, or the University of Kansas.

PURPOSE OF THE STUDY

The purpose of this focus group study is to understand what you think of JCPenney and similar department stores.

PROCEDURES

You will be asked questions for us to better understand your experiences with JCPenney and other department stores like it. You will be asked to answer questions by me, Conor Porter, Moderator, and/or Faith Ries, Harrison Rosenthal, Meg Talbott and Dee Richardson about your knowledge and attitudes about JCPenney and other department stores. The focus group will take 30 - 45 minutes.

In the focus group, we will audiotape your responses to the focus questions. You will be given the option of stopping at any time. Your confidentiality will be protected.

Your information will be removed in our final reports. Recording the focus group is required for your participation in the study. The recordings will be transcribed and only the five of us will have access to the recordings, which will be stored in password-protected devices. The recordings will be erased after transcription and submission of the data for evaluation.

Please be advised that although the researchers will take every precaution to maintain confidentiality of the data, the nature of focus groups prevents the researchers from guaranteeing confidentiality. The researchers would like to remind participants to respect the privacy of fellow participants and not repeat what is said in the focus group to others.

RISKS

No risks are anticipated in this study.

BENEFITS

You will not receive any direct benefits.

PARTICIPANT CONFIDENTIALITY

Your name will not be associated in any publication or presentation with the information collected about you or with the research findings from this study. The researchers will assign a pseudonym rather than your name. Your name will not be associated in any publication or presentation with the information gathered today about you or with the research findings from this study. Your identifiable information will not be shared unless (a) it is required by law or university policy, or (b) you give written permission. Permission granted on this date to use and disclose your information remains in effect indefinitely. By signing this form you give permission for the use and disclosure of your information, excluding your name, for purposes of this study at any time in the future.

REFUSAL TO SIGN CONSENT AND AUTHORIZATION

You are not required to sign this Consent and Authorization form and you may refuse to do so without affecting your right to any services you are receiving or may receive from the University of Kansas or to participate in any programs or events of the University of Kansas. However, if you refuse to sign, you cannot participate in this study.

CANCELLING THIS CONSENT AND AUTHORIZATION

You may withdraw your consent to allow participation of this study at any time. You also have the right to cancel your permission to use and disclose further information collected about you, in writing, at any time, by sending your written request to: School of Journalism and Mass Communications, 1435 Jayhawk Blvd., Lawrence, KS 66045. If you cancel permission to use your information, the researchers will stop collecting additional information about you. However, the research team may use and disclose information that was gathered before they received your cancellation, as described above.

QUESTIONS ABOUT PARTICIPATION

Questions about procedures should be directed to the researcher listed at the end of this consent form.

PARTICIPANT CERTIFICATION:

I have read this Consent and Authorization form. I have had the opportunity to ask, and I have received answers to, any questions I had regarding the study. I understand that if I have any additional questions about my rights as a research participant, I may call (785) 864-7429, write to the Human Subjects Committee Lawrence Campus (HSCL), University of Kansas, 2385 Irving Hill Road, Lawrence, Kansas 66045-7568, or email irb@ku.edu.

I agree to take part in this study as a research participant. By my signature I affirm that I am at least 18 years old and that I have received a copy of this Consent and Authorization form.

Travis McKenzie
Print Participant's Name

2/20/2017
Date

Travis McKenzie
Participant Signature

Researcher Contact Information:
School of Journalism and Mass Communications
1435 Jayhawk Blvd.,
Lawrence, KS 66045
785-864-0613
jschool@ku.edu

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In the focus group, we will audiotape your responses to the focus questions. You will be given the option of stopping at any time. Your confidentiality will be protected.

Your information will be removed in our final reports. Recording the focus group is required for your participation in the study. The recordings will be transcribed and only the five of us will have access to the recordings, which will be stored in password-protected devices. The recordings will be erased after transcription and submission of the data for evaluation.

Please be advised that although the researchers will take every precaution to maintain confidentiality of the data, the nature of focus groups prevents the researchers from guaranteeing confidentiality. The researchers would like to remind participants to respect the privacy of fellow participants and not repeat what is said in the focus group to others.

RISKS

No risks are anticipated in this study.

BENEFITS

You will not receive any direct benefits.

PARTICIPANT CONFIDENTIALITY

Your name will not be associated in any publication or presentation with the information collected about you or with the research findings from this study. The researchers will assign a pseudonym rather than your name. Your name will not be associated in any publication or presentation with the information gathered today about you or with the research findings from this study. Your identifiable information will not be shared unless (a) it is required by law or university policy, or (b) you give written permission. Permission granted on this date to use and disclose your information remains in effect indefinitely. By signing this form you give permission for the use and disclosure of your information, excluding your name, for purposes of this study at any time in the future.

REFUSAL TO SIGN CONSENT AND AUTHORIZATION

You are not required to sign this Consent and Authorization form and you may refuse to do so without affecting your right to any services you are receiving or may receive from the University of Kansas or to participate in any programs or events of the University of Kansas. However, if you refuse to sign, you cannot participate in this study.

CANCELLING THIS CONSENT AND AUTHORIZATION

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School of Journalism and Mass Communications, 1435 Jayhawk Blvd., Lawrence, KS 66045.
If you cancel permission to use your information, the researchers will stop collecting additional information about you. However, the research team may use and disclose information that was gathered before they received your cancellation, as described above.

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Questions about procedures should be directed to the researcher listed at the end of this consent form.

PARTICIPANT CERTIFICATION:

I have read this Consent and Authorization form. I have had the opportunity to ask, and I have received answers to, any questions I had regarding the study. I understand that if I have any additional questions about my rights as a research participant, I may call (785) 864-7429, write to the Human Subjects Committee Lawrence Campus (HSCL), University of Kansas, 2385 Irving Hill Road, Lawrence, Kansas 66045-7568, or email irb@ku.edu.

I agree to take part in this study as a research participant. By my signature I affirm that I am at least 18 years old and that I have received a copy of this Consent and Authorization form.

Cooper J. Scott
Print Participant's Name

2/20/17
Date

Participant Signature

Researcher Contact Information:
School of Journalism and Mass Communications
1435 Jayhawk Blvd.,
Lawrence, KS 66045
785-864-0613
jschool@ku.edu

Appendix C

Moderator Guide

Harrison Rosenthal, Faith Ries, Conor Porter, Dee Richardson and Meg Talbott
Prof. Dr. Tien-Tsung Lee
Journalism 640: Strategic Campaigns
Monday, Feb. 20, 2017

GROUP MODERATOR GUIDE

FACILITATOR INTRODUCTION:

Good Evening! On behalf of the research team, we thank you for participating in this focus group designed to investigate public perception of the consumer goods and services provided by JCPenney Inc. We find your insight and input extremely valuable as outside young consumers who shop at either JCPenney or department stores like it. We aim to increase our understanding of JCPenney consumer populations by investigating patient demographics, psychographics and technographics. We hope you find this discussion to be both interesting and informative as you will hear what your fellow peers think about JCPenney and other department stores that serve the greater Kansas City area. Your feedback will allow us to investigate how JCPenney is positioned in the marketplace to help guide and inform future expansion efforts.

You may feel free to discuss both professional and personal experiences. Please understand that there are no right or wrong answers to any of the questions that I may ask. Rather, we are solely interested in hearing your thoughts and gathering your opinions for future research analysis. This discussion will last approximately 30 to 45 minutes. However, you are by no means obligated to stay for the full 30 to 45 minutes. You can stop at any time and you don't have to answer any questions that make you feel uncomfortable. Please interrupt me at any time during the discussion to express discomforts or a desire to cease participation.

This discussion will be audio-recorded for the sole and express purpose of research analysis. The audio files are completely confidential and will remain under the purview of the research team. Once the audio files are transcribed, they will be destroyed to maintain participant confidentiality.

If you agree to the parameters of this research investigation, please READ and SIGN this form of consent which outlines the scope of this focus group discussion and your rights as participants in this investigation.

Are there any questions before we begin?

OPENING QUESTIONS: (Ice Breaker Question):
[Begin with a round robin system of participant introductions]¹

¹

Appendix C

[Have participants state their names before answering the following questions]

- Option 1: What is your favorite barbeque establishment in Kansas City?
- Option 2: What is your favorite type of breakfast cereal? Do you have more than one? Did you preference change overtime?
- Option 3: What is your favorite T.V. show? What device do you usually watch this show on?

[transition to introductory questions by using the following]

- Word association tests
 - Nordstrom
 - Macy's
 - Sears
 - JCPenney

INTRODUCTION QUESTIONS:

- What comes to mind when you think about local department stores?
- What is your experience in dealing with JCPenney versus other department stores in the Kansas City area? ²
- What department store do you go to most often? Why?

TRANSITION QUESTIONS:

- Based on your personal experience, how do you view JCPenney?
- How would you rank the overall quality of JCPenney amongst other department stores in Kansas City?

KEY QUESTIONS:

[Knowledge]

- Tell me about JCPenney?
 - Are you familiar with the types of products and services that they offer?
 - Talk about their partnerships with Nike, Sephora and Wranglers.
- When you as young consumers shop at JCPenney and other Department stores, what's the most important factor in your shopping experience? (Price, Quality of Product, Store Atmosphere, Friendly Staff, etc.)

[Perceptions of JCPenney]

- What is your personal perception of JCPenney?
 - How is JCPenney different from other department stores in Kansas City?
 - Do you think consumers choose JCPenney over other department stores? Why?
 - What quality of products does JCPenney provide?
 - Do you personally shop at JCPenney?
 - What type of employees does JCPenney employ? Are they friendly? Are they helpful?

[Experience]

- From a consumer standpoint, how is your experience with other department stores different from JCPenney?
- Who do you usually go with when shopping at JCPenney and other department stores?
 - Do you get bored?
 - Do you shop with that person?
 - Do you shop for yourself?
 - Do you look for a place to sit down?
- Do you see a lot of JCPenney promotions?
 - Where? (TV, Radio, Social Media, Print, etc.)
- How do you usually consume media? (TV, Radio, Social Media, Print, etc.)
- Have you ever had a job interview?
 - What did you wear? Professional clothing? (Suits, Blazers, etc.)
 - Where did you buy the professional clothing?
- Are you more likely to buy professional clothes from JCPenney or other department stores?
 - Why?
- Do you think that JCPenney could benefit from marketing itself to young professionals just joining the workforce?

[Challenges in the indigent care/community health industry]

- What do you think is the biggest challenge facing JCPenney and other department stores?
- Why do you think less people are shopping in stores today?

[Sources of information]

- Where do most people hear about the services provided by JCPenney?

ENDING QUESTIONS:

[Summarize information discussed]

- Does anyone have anything else to add to the conversation?
- Is this an adequate summary?

Thank you again for your time and cooperation. Your opinions are invaluable to the improvement of JCPenney

Appendix D

Power to the Penney Breakdown

Colors:



C: 100 Y: 35

M: 91 K: 31



C: 29 Y: 85

M: 100 K: 37

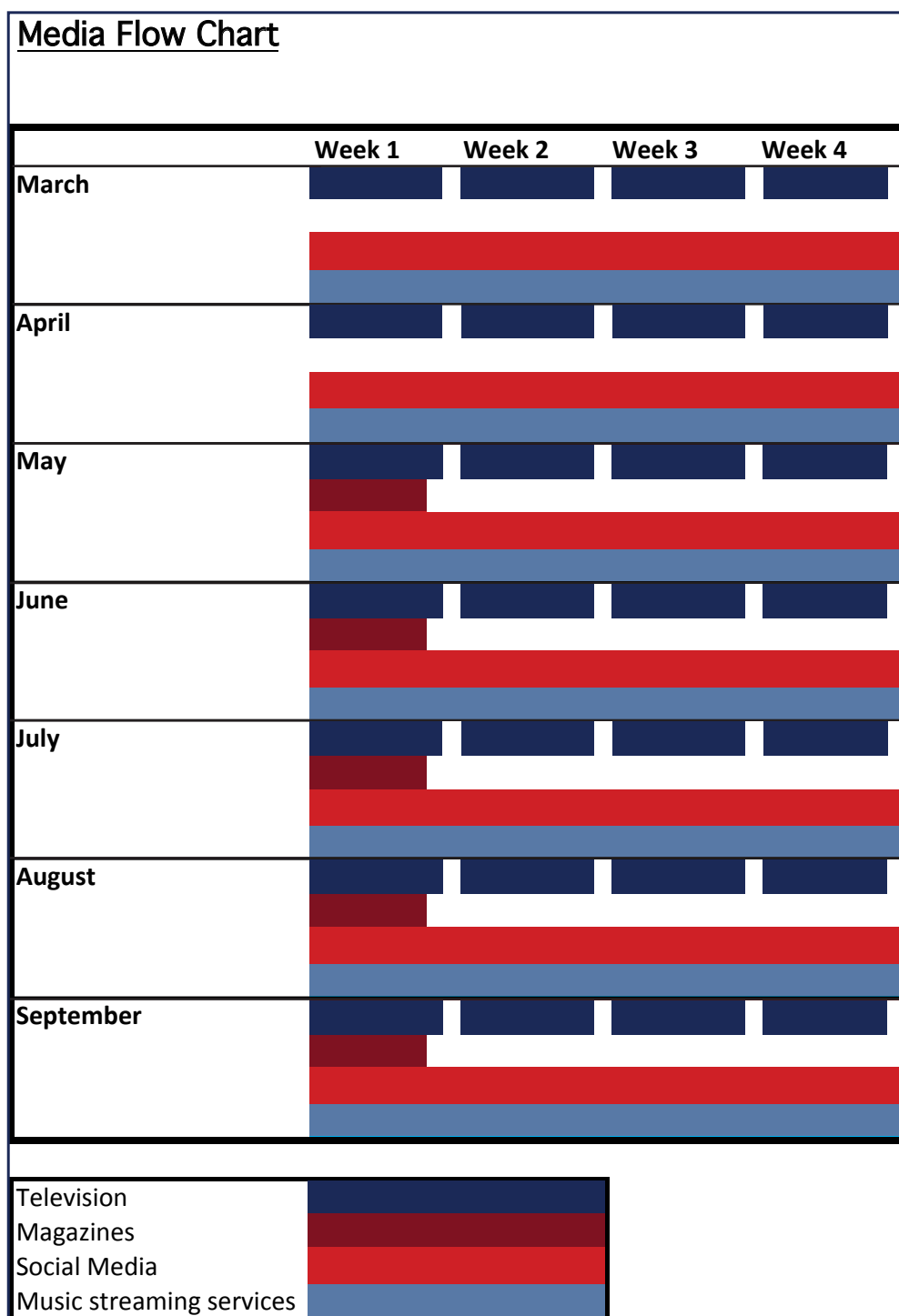
Fonts:

Playfair Display - regular and bold; available for download at www.dafont.com

Helvetica - light, regular and bold; available with all adobe programs

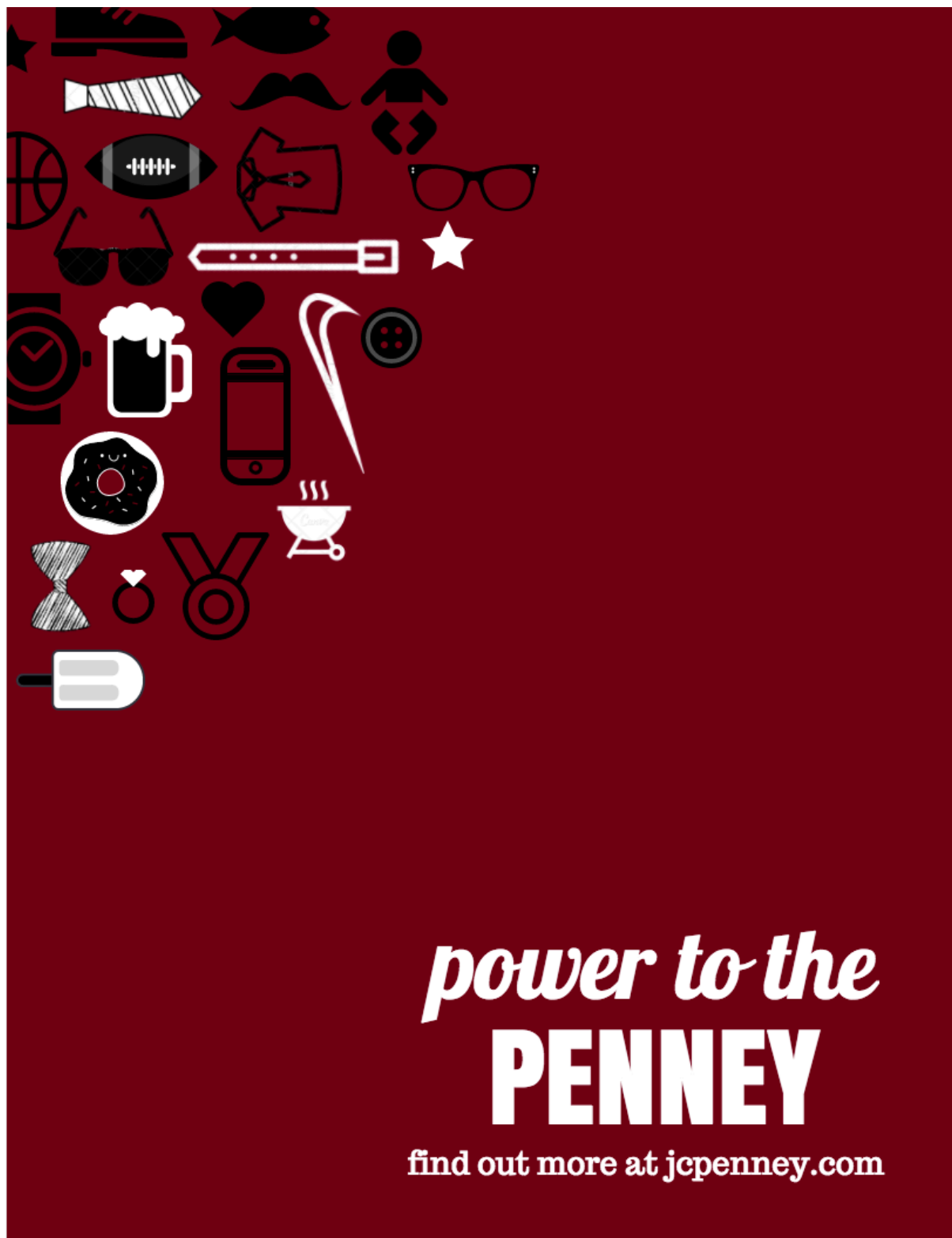
Appendix E

Detailed Media Flowchart



Appendix F

Full Size Ink Magazine Advertisement



Appendix G

Sample Radio Advertisement

Above the Fold Advertising

Medium: Online Music Streaming Services (Spotify and Pandora)

Client Name: JCPenney

Title of Spot: "Touchdown!"

Length: 30 seconds

Air Dates: March 1, 2017 to September 30, 2017

SFX: Ambient sounds of a sports bar:

Men cheering, glasses clinking, an obnoxious man yells "touchdown" (cut to silence at :05)

ANNOUNCER 1 (deep-voiced male):

SFX: Sounds of a department store:

Pleasantly annoying elevator music, someone says "that dress is SOO you" (cut to silence)

ANNOUNCER 1:

SFX: Sounds of men cheering

Same obnoxious man yells "touchdown!"

ANNOUNCER 1:

SFX: Elevator music

ANNOUNCER 1:

(Out at :29)

Let me take a guess. This is *your* idea of a fun Sunday afternoon; but this is your wife's.

Come to J-C-Penney. With our new luxury lounge, you'll have the perfect place to sit back, have a beer and watch the game! So you can have more of this...

And less of this...

J-C-Penney. Power to the Penney!

Appendix H

Sample Television Advertisement

Above the Fold Advertising

Medium: Television

Client Name: JCPenney

Title of Spot: “Touchdown!”

Length: 30 seconds

Air Dates: March 1, 2017 to September 30, 2017

| | |
|---|--|
| WS— Interior of a sports bar (:02) | |
| MS—Row of men watching a TV (:02) | |
| CU – Three men with worried facial expressions yelling at the TV (:02) | |
| FREEZE FRAME (cut ambient sound) (:05) | <u>ANNOUNCER 1 (deep-voiced male):</u> Let me take a guess. This is <i>your</i> idea of a fun Sunday afternoon; but this is your wife’s. |
| WS – Interior of a department store (:02) | |
| MS – A busy women’s section with much activity around the display mannequins (:02) | |
| CU – Row of women in front of mirrors looking at dresses (:02) | |
| FREEZE FRAME (cut ambient sound) (:05) | <u>ANNOUNCER 1:</u> Come to J-C-Penney. With our new luxury lounge, you’ll have the perfect place to sit back, have a beer and watch the game! So you can have more of this... |
| MS – JCPenney Luxury Lounge (:03) <i>Men cheering, an obnoxious man yells “touchdown”</i> | And less of this... |
| ZOOM OUT WS (:01) | |
| WS – Women shopping for clothes in other sections of the store (:01) | |
| CHYRON (Logo centered in frame) (:02) | J-C-Penney. Power to the Penney! |
| RT–:29 | |

Appendix I

PR Press Release

PRESS RELEASE

For Immediate Release
20 February 2017

JCPenney will introduce Mass Street Soda Bar in all Kansas locations

Lawrence, Kan. - JCPenney, one of the nation's largest apparel and home furnishings retailers, announced Feb. 20 it plans to install Mass Street Soda Bars in all Kansas locations. Mass Street Soda, locally based in Lawrence, KS, is a craft soda store that offers more than 1,300 varieties of premium craft soda.

The decision comes in an effort to enhance the in-store experience for JCPenney shoppers while better connecting JCPenney stores and customers with the community. Once the Mass Street Soda Bar concept is introduced in all Kansas JCPenney locations, shoppers will be able to take a break from shopping to visit the bar and choose from a select variety of Mass Street Soda glass-bottled craft sodas. In addition to traditional caffeinated and sugary sodas, the bar will also have several sugar-free and caffeine-free soda options for purchase.

JCPenney hopes that the Mass Street Soda Bar initiative will draw both new and past customers into stores. By connecting with and initiating partnerships with local businesses, JCPenney strives to connect even further with the communities in which it has put down roots.

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STOP