









MARKETING PLAN

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executive summary

Style and affordability has tailored women's fashion expectations for decades when the shopping consisted of flipping pages through a catalog. The in-store shopping experience has allowed for lifestyl to evolve with different and higher consumer expectations. We have identified two lifestyles profiles that will launch JCPenney, JCP, into the current digital era, our 'Mobile Moms' and 'Digital Divas'. The concept and strategic execution in this plan take hold of the advancing digital platforms to host and push the traditional JCP message with a savvy social media twist.

JCP provides us the moments in life when we feel secure, happy, and at ease. Whether we are gathered for Thanksgiving dinner, driving our kids to their first day of college, at a bar when that attractive man looks at you from across the room, or simply when the weekends arrives and we all exclaim 'TGIF'! Acronyms are not only fun, but also contagious. They are used frequently, especially when exchanging text messages or engaging in social media; LOL=laugh out loud, W.E.=whatever, TTYL=talk to you later.

Research shows that our audience is constantly on the go, always on the forefront of any new digital trends. They stay in touch and update each other through their mobile devices. They use social media often to share news, deals and experiences. Sharing allows them to feel that their opinion matters. We devised a plan that will effectively communicate with the target engaging them now and retaining them in the future.

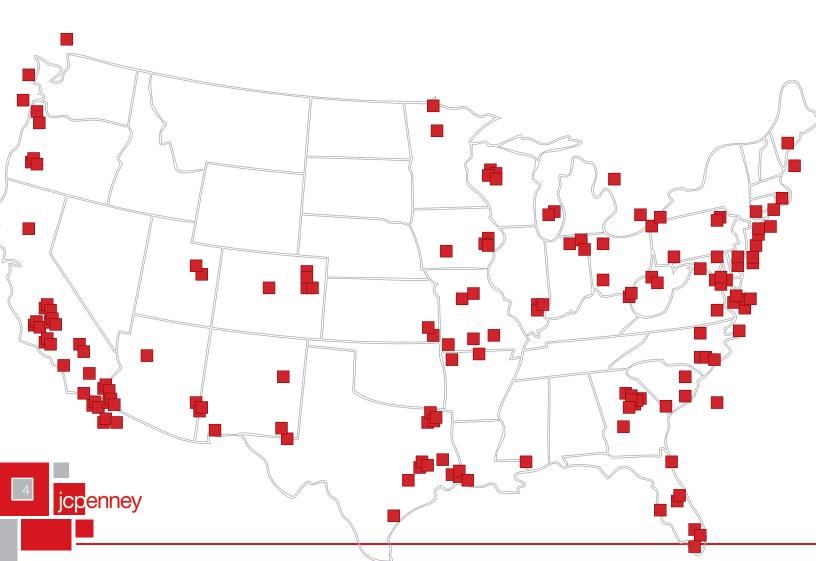
category description

CATEGORY

JCP is a leading department store retailer with 1,108 stores in the United States and Puerto Rico as of 2010. The company divides its merchandise into several categories which include: men's apparel, women's apparel, children's apparel, accessories, cosmetics, footwear, home furnishings, leisure and recreational equipment, jewelry, and watches.

PRODUCT FORM

JCP offers a wide variety of clothing, designer brands, appliances, optical/eyewear, salon and hair care, bedding, home décor, and more.



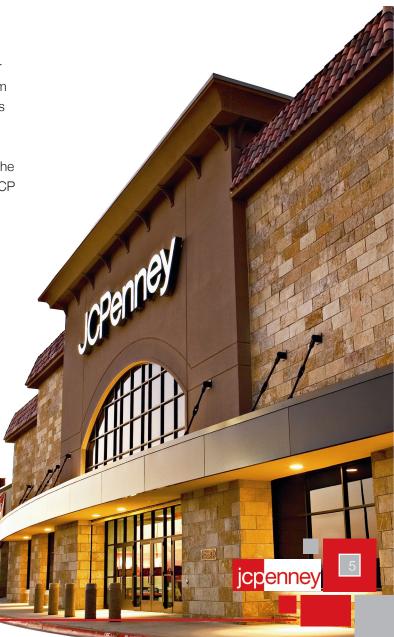
jcpenney

INDIVIDUAL BRAND

JCP is a leading department store retailer of apparel, accessories and home furnishings. They produce their own private brands, in addition to selling products from other companies. Due to the recession, the company's sales decreased by 6.9% during 2008, and another 5.0% in 2009. However, widespread discounts and strict inventory control were implemented to prevent the company's sales from decreasing even further. Now JCP is facing a new brand transitioning and makeover.

GROWTH POTENTIAL

If JCP utilizes the trends in technology they have the potential to increase their sales considerably.



consumer description

Cross Cultural Consumer Characterization (4C'S) by Y&R depicts the basic motivation of a consumer's brand choice and will help uncover the appeal JCP has on them based on their attributes.

THE MAINSTREAM

This is the JCP customer that comes in looking for quality at the most compelling price and much like a mom, will purchase for others before herself. They will look to JCP as a friend that has all the answers (style, home essentials, and low prices). They respond positively to JCP ads as they communicate messages that involve their everyday lifestyle.

THE SUCCEEDER

JCP's compelling prices would not speak to succeeders. As control freaks and goal seekers they will feel there might be something better. Low prices may not paint 'quality' in their minds. Although, they may come in on occasion, this could be through an impressive window display or a luring banner ad that can be seen from the outside of JCP.

THE REFORMER

They will not be captured easily with JCP ads. They tend to challenge trends by imposing their own unique style and unpretentious ways. They are the ones who would be most likely to go straight to the clearance section.

THE ASPIRER

The aspirer is a trend seeker. They look to JCP to host fashion forward brands and items that will have them look as if they spent more than they did. Aspirers tend to create debt in order to stay up to date with current trends. They are imaginative, and JCP's lifestyle approach helps the aspirer to envision JCP in their closet.

THE RESIGNED

These people are regular JCP customers. They recognize and know what to expect from the brand. They know what they are there for so if something is to be offered to them, it has to be a straightforward message with a key benefit, no gimmicks.











JCP would not be the ideal brand for an explorer. Communicating to them would be to change how we speak about the brand. JCP has a straightforward and clear message describing who we are and what we provide.





Strugglers look at JCP as the ideal lifestyle. They walk into JCP as window shoppers. The lifestyle they lead is one that is the opposite of JCP's image, therefore communicating to them that they will be of no profit.



target market

- 64% of JCP consumers are females.
- 54% of all JCP female consumers are married.
- 66% of them have an average to middle income.
- 84% are currently not college students
- 61% like to browse the internet
- 54% enjoy cooking baking

TRENDS IN TARGET MARKET

The women in the target market (Digital Divas & Mobile Moms) are looking for affordable and chic fashions that compliment their busy lifestyle. They are technologically savvy and have all the latest styles and information right at their fingertips. They want variety, and good quality items that represent their individuality and flare.

MEDIA USE

- 62% of these JCP female customers engage on Facebook.
- 32% watch videos on YouTube.
- 77% of this group say they prefer to go to a store.
- 33% spend 3 hours or more on the Internet for personal use.

DURING THE PAST 30 DAYS

- 44% engaged in social networking
- 50% shopped online
- 41% watched a video online.
- 89% listen to the radio (AM/FM)
- 19% listened to radio online
- 59% of this group watched cable TV



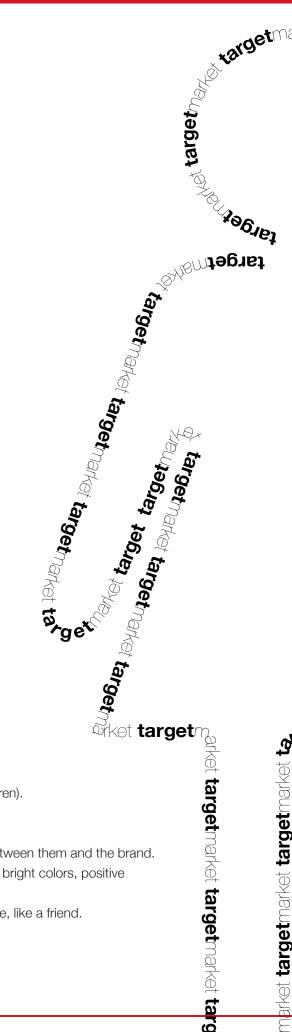
- 75% of women are conventional users of technology
- Women control 73% of U.S. household spending.
- 40% of women shop online during work hours.
- Clothing is the number one online purchase choice for women.
- 22% shop/browse online at least once a day
- 92% pass along information about deals or finds to others
- 171: average number of contacts in their e-mail or mobile lists
- 76% want to be part of a special or select panel
- 58% would toss a TV if they had to get rid of one digital device
- 51% are moms

DIGITAL DIVAS (THE ASPIRER)

- Their image is defined by their experiences, careers, where, and what they buy.
- They seek to live up to what people perceive them to be.
- An ad with an imaginative appeal draws them in.
- They are insecure when it comes to decision-making, whether life or purchase decision.
- Seek brands that define personal image through what's 'in'.

MOBILE MOMS (THE MAINSTREAM)

- The decision makers
- Price conscious, save for the future (especially with their children).
- They are conventional, involved in the neighborhood.
- They like routine, and are very organized.
- Messages with an emotional appeal, creates a connection between them and the brand.
- When communicating to them via ads, Impression must have bright colors, positive energy and clear simple messages.
- They seek brands that commit to their promise and are reliable, like a friend.



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DIGITAL DIVAS



Women 25-34, single, transitioning into the next level in their lives. Their carees revolve around themselves and their world.

MOBILE MOM



Women 25-34, who have a home, are working mothers and their spending decisions are based on the needs of the family rather than herself.

RATIONALE

JCP hosts trendy fashion brands that can amplify or maintain a Digital Divas' image of an 'In-the-know' woman. JCP is there to help her emit her confidence in style.

For Mobile Moms, JCP is the go-to destination for their last minute needs or the missing piece to their at-home puzzle (pillow, serving tray, sofa, appliance), without throwing off her day, since she lives on a daily routine because of family and/or work.

swot analysis

STRENGTHS

- Great quality clothing
- Affordable pricing
- 1,100 stores nationwide including Puerto Rico
- Variety of product (One stop shopping)
- Online shopping presence
- Brand affiliates such as Sephora, Liz Claiborne, MNG by Mango, Cindy Crawford.
- Appeals to wide consumer segment through each department
- Great value in tough consumer economic climate
- Long -standing brand recognition

WEAKNESSES

- Weak visual merchandising
- Lack of in-store experience and interactivity
- Current consumers' perception of the brand is conservative and not trendy
 - Women influence 85% of household purchase decisions.
 - Launching exclusive product labels/ partnerships
 - Evolving technology has opened new communication channels.
 - Social media (Facebook, Twitter, and 4Square)
 - Smart phones (applications, e-mail access)
 - Tablets (Digital magazines)
 - Consumers are looking to make their lives more health-conscious and attainable.
 - Globalization is expanding the consumers' knowledge of trends and cultures.

OPPORTUNITIES

THREATS

- Domestic market saturated with other department stores.
- Economic Decline.
- Rising fuel prices may impact in store traffic.
- Online spending is rivaling in store purchases.
- The cost of commodities is rising (cotton).
- Brands are communicating relevant information to consumers.

marketing goals & objectives

GOALS

- To establish JCP as a leader in this industry, while becoming the preferred retailer for apparel, accessories and home goods among women 25 to 34.
- To own a greater share of wallet among female existing customers ages 25 to 34.
- To increase in-store shopping frequency among female customers ages 25 to 34.

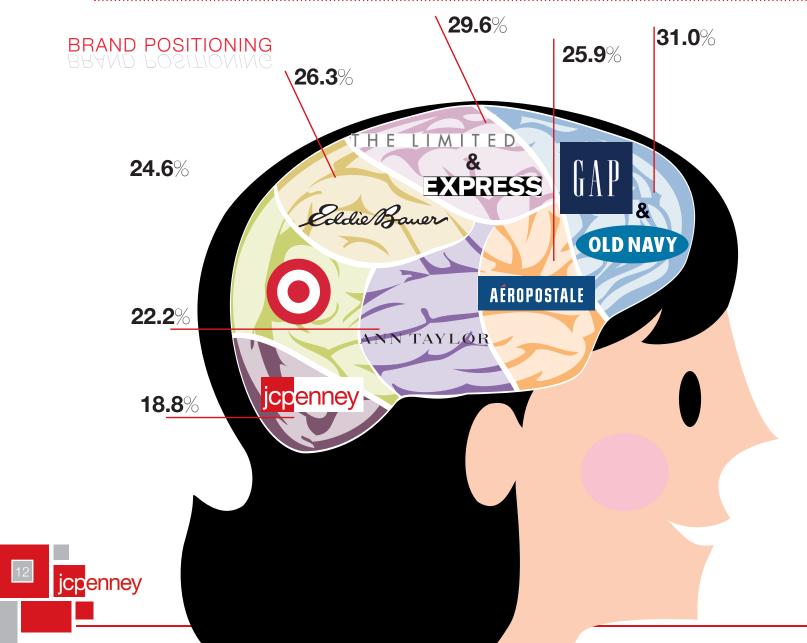
OBJECTIVES

- To change negative brand perceptions through our campaign by advertising JCP partnership brands within traditional and non-traditional media over the course of one year.
- To launch promotional and incentive programs, in order to grow and maintain share of wallet by increasing 20% from the existing baseline data by the end of the year 2012.
- To implement QR codes within the store and print material by the end of the year 2012.
- To implement a digital mix media team to track, analyze and report findings from advertising through the end of the year 2012.



"We Make It Affordable, You Make It Yours"

This campaign centers on JCP's affordability and how it can relate to the consumer's personal identity and lifestyle. It's more than buying clothes, it's how you look and feel when you wear them. This campaign manages to segment all their target markets, letting all ages, races, and genders know that affordable styles can represent their personal lifestyle. This gives existing customers more reasons to shop, while also attracting new customers to JCP. The launch of this campaign also featured the beginning of JCP's social media movement, which incorporated Twitter and Facebook, to attract new shoppers and increase consumer relationships.





When we think of Macy's, we think of big brand names, big parades, and chic advertising. Macy's offers their customers an array of items ranging from designer clothing, jewelry, and home goods. Pricing at Macy's varies depending on the product, brand, and exclusivity. They have monthly sales and discounts available to their loyal customers. If an item is reduced in price within 14 days of when it is purchased, they will refund the difference in price when you present your original receipt. You may also present your order number, and they'll look it up. From Times Square to Los Angeles, Macy's designer fashions can be found across the U.S. Macy's is currently advertising in print, TV, web, radio, and apps. They also organize the Thanksgiving Day Parade every year, which has become an American tradition.



Wal-Mart is the place where you can go and buy almost anything. From clothes to bikes, Wal-Mart is a one-stop shop. It is notorious for their low prices and blue light specials. Even though Wal-Mart is the price leader, the store locations are what makes them so convenient. Wal-Mart advertises on TV, print, and apps.



Target offers their shoppers a variety of products ranging from clothes, food, cosmetics and even groceries. In addition to your health and beauty or electronic needs, Target also has a range of higherend items that lead to amazing deals and shopping steals. Their ads consist of TV, print, billboards, and smart phone applications. Their commercials and ad campaigns have been celebrated and praised as they have instilled great brand awareness that allows for their iconic logo to stand-alone.

KOHLS expect great things

Kohl's is an upscale mass-merchandiser with brands specifically available to Kohl's stores. Candies is one of the most notable brands that helped put Kohl's on the map. They are moderately priced and target middle-income customers. Kohl's is relatively new to the department store niche. They have continued to open up new stores and market themselves as a higher end retailer with amazing brands at affordable prices. Kohl's promotes on TV, print, and the web. They do not have a strong digital presence, which may present a challenge for their growth.

marketing strategies

PRICING

JCP is known for affordable prices and amazing sales. They make themselves known for their affordability, letting the consumer know you don't need to sacrifice style when you're on a budget.

PLACE

With over a thousand locations worldwide, JCP also offers catalogue distribution making it easy to get what you need no matter where you are. In our campaign, selective distribution will be used to focus on the specific target market.

PROMOTION

Commercials, print ads, billboards, and smart phone apps. With catchy slogans and upbeat commercials, it's proving to target a more youthful and fashion-savvy group of consumers. Placing all the strategies in traditional and non-traditional formats: digital, broadcast, out of home, print. The promotional message will consist of informing and persuading methods. The AIDA model will be utilized, (1) to get attention, (2) to stimulate interest, (3) to drive desire, and (4) to solicit action.



Communication is an important part of the success of a campaign. Through our marketing campaign we will be setting the following communication objectives in order to achieve our goals.

PRE-CONTEMPLATION STAGE

- Increasing the perceived social importance of the behavior.
- Creating awareness of JCP's new campaign, its products, and willingness to modernize.

CONTEMPLATION STAGE

- Educate the target audience about the JCP experience, such as new products, services, and its appeal to style.
- Communicating social support for the action.

PREPARATION AND ACTION STAGE

- Teaching skills needed to carry out the behavior, that JCP provides what you need in every aspect of your life.
- Rewarding and motivating employees who can help make the behavior happen.

MAINTENANCE STAGE

- Telling stories of success
- Connecting with the customer
- Promoting excellent customer service
- Combating negativity

The critical issue of communication will be to develop an emotional appeal, introducing individuals to the new look of JCP or making individuals who know JCP, aware that there has been a positive change.

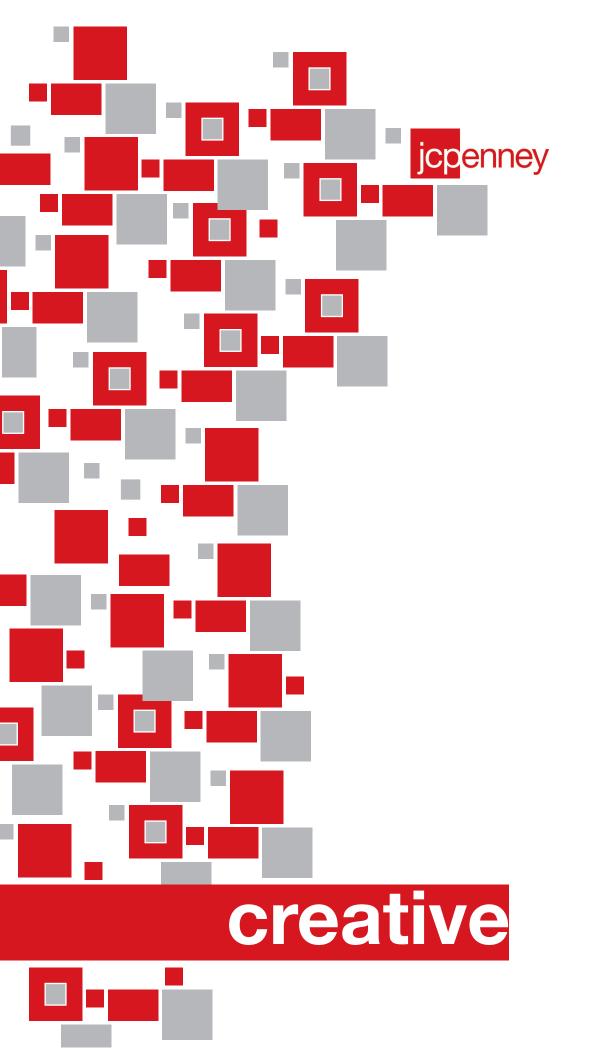
Source: Andreasen, Alan R., Kotler, Philip (2008). Strategic marketing for Nonprofit Organizations. Prentice Hall, Upper Saddle Rover: New Jersey.

positioning

JCP has to compete with many other retail stores. How can JCP position itself among its competition? One way is to select an existing target that has not been saturated in appeals, and develop and create an appeal specific to that audience. This model is called concentrated marketing.

The book, The Battle for Your Mind, Al Ries and Jack Trout describe how positioning is used as a communication tool to reach target customers in a crowded marketplace. Ries and Trout explain that while positioning begins with a product or service, the concept really is about positioning that product or service in the mind of the customer (Ries & Trout, 2000). Positioning of a service or product is very important because the fact is, consumers are bombarded on a daily basis with advertising from other brands, that it's quite difficult to change the consumers mind once an impression is formed.

We are positioning JCP, in the minds of women ages 25 to 34, as the brand that meets the needs of their everyday life with exceptional brands and pricing, copulated with today's digital movement.





OVERVIEW

Shoppers Will Discover a Whole New JCP: "New look. New day. Who knew" March 7, 2011, JCP obtained an exclusive retail sponsorship with the Academy Awards, to promote its campaign, "New look. New day. Who knew", Myron E. (Mike) Ullman, III, chairman and chief executive officer stated: our new, integrated marketing campaign is designed to show America what they will discover at JCP.

CREATIVE GOAL

The creative goal is to create awareness and change the perception that JCP is not an outdated brand, but rather a modern, stylish, and evolving brand that you can share with "your" world. Staying within JCP "New Look. New Day. Who Knew", the creative goal of this campaign is to not only promote and reinforce this new marketing campaign, but to develop awareness among the target audience 25-34 year old women, both with and without children, that JCP is the new style destination in their lives.

In order to accomplish the creative goal, a campaign has been develop to create a buzz among women 25-34, referring to the tag-line "It's JCP Time (JCPT)". This acronym JCPT represents the lifestyles of JCP's mobile moms and digital divas.

TONE OF COMMUNICATION

Findings presented that 30% of women 25-34 are considered mainstreamers. These are women who live in the world of the domestic and the everyday. But, what is everyday?

With today's world of innovative devices, technology has opened the doors to new communication channels including social media, smart phones, and digital magazines. The tone of this campaign is to harness this technology by engaging our target audience in the JCP experience, interacting with an array of fun and functional media communications that will provide answers to their shopping questions.

BIG DEA

Create a buzz among women 25-34 years of age, which JCPT will create a reaction in their minds that they need JCP to fulfill their desires.

CREATIVE MESSAGE

Provide everything you need for the moments in life that mean the most.

conceptual process

STYLE GUIDE

TYPEFACE

Helvetica Neue

COLOR

C: 0

M: 100

Y: 100

K:10

LOGO

jcpenney

C: 0

M: 0

Y: 0

K: 0







creative execution



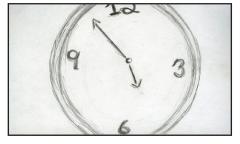
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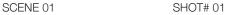
Although TV may not be as popular form of media as it was before, viewing is holding steady. Women age 25-34 spend an average of 24 hours a week watching TV. In order to introduce our campaign to our Digital Divas and Mobile Moms, we will begin our campaign with a series of TV commercials that will help them interpret what JCPT means, and know how to "use" it.

COMMERCIAL #01

DIGITAL DIVAS: Not Suitable

A Digital Diva, 25 to 34, in her work office. She's dressed in a pencil skirt and a casual jacket. Five o'clock comes along when her phone alarm goes off notifying her that happy hour has started and she is to meet her friends there. She's getting ready to head out the door, and realizes she purposely wore a halter top with the wrong bra and not remembering she would need to take off the jacket later on. She thinks 'How do I fix this?' 'JCPT!' She quickly texts her friend Lucy to notify she'll be a little late because she needs a new blouse, quick, followed by JCPT. She walks into JCPenney and goes to the MNG by Mango section debating on a red blouse or a green blouse. She goes to the dressing room. She tries on the green blouse, snaps a picture from the mirror with her phone and using the JCPenney Pocket Shopper application, sends it to Lucy. The caption reads 'The red one or the green?' Lucy quickly replies 'The green blouse!' Our Digital diva then 'Likes' the winning blouse on the application and heads to the checkout counter. She walks out wearing her new blouse, and in through the bar doors, bra straps nowhere to be seen. She's feeling confident and ready for happy hour.







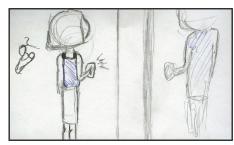
SCENE 01 SHOT# 02



SCENE 01 SHOT# 03



SHOT# 04 SCENE 02



SHOT# 05 SCENE 03



SCENE 04 SHOT# 06

20 SECOND VIRAL VIDEOS

Youtube and Hulu are a great way to grab the attention of our target market. Over two billion videos are streaming everyday on Youtube and a hundred million unique videos visit the site every month in the United States alone. Hulu on the other hand, is the web's leading premium content library to effectively reach millions

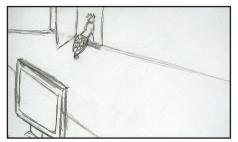
COMMERCIAL #02

MOBILE MOMS: When Life Gives You Lemons

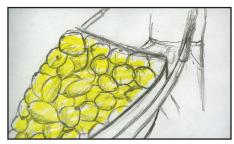
The commercial begins with a Digital Diva, age 25 to 34, at work. Five o'clock comes along and her phone alarm goes off notifying her that happy hour has started. She's getting ready to head out the door, and realizes she's wearing a halter top with the wrong bra. Completely forgetting she would need to take off the jacket at happy hour. She asks herself "How do I fix this?" 'JCPT!'. She texts her friend Lucy to notify she'll be a little late because she needs a new blouse. "I'll be late but I'm coming JCPT" she writes. She walks into JCPenney and goes to the MNG by Mango section debating on a red blouse or a green blouse. She goes to the dressing room, tries on the green blouse, snaps a picture from the mirror with her phone, using the JCPenney Pocket Shopper application. She sends it to Lucy. The caption reads 'The red one or the green?' Lucy quickly replies 'The green blouse!' Our Digital diva then 'Likes' the winning blouse on the application and heads to the checkout counter. She walks out wearing her new blouse, and in through the bar doors, bra straps nowhere to be seen. She's feeling confident and ready for happy hour.



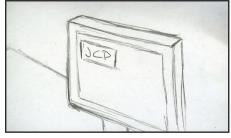




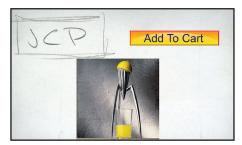
SCENE 01 SHOT# 02



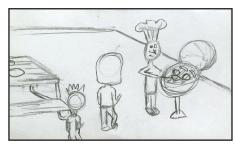
SCENE 01 SHOT# 03



SCENE 01 SHOT# 04



SCENE 01 SHOT# 05



SCENE 02 SHOT# 01



ATIONALE

Our Mobile Moms and Digital Divas are constantly on the go. Whether they are in the car, or streaming radio online, in order to leverage our TV and print campaign, we will continue to run ads on the radio. We will keep reminding the target that it's JCP time!

SCRIPT

Estimated time: 30 seconds

Women Voice: (music background)

Sync it to your phone, set an alarm on your calendar and share it with the world. It's JCPT!

Wherever you are, whenever you feel it's JCPenney's time in your world, use our JCPocket Shopper App to help you find the hottest outfit, home goods, and more.

You can share it, rate it, and upload pics to your social networks straight from our app! JCPenney also sends you alerts when we have special offers, or if we see something you might like.

Whenever you're in the mood for great shopping and great prices, you know what time it is! JCPT!

Like us on Facebook, and share your ideas with us on Twitter using hashtag JCPT.



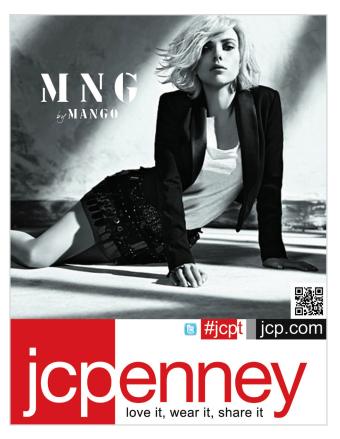
ATIONALE

To supplement our TV commercials and continue the buzz of "JCPT" we will also have a series of print ads with the same concept. By placing these ads in the magazines that our target reads, we can continue to communicate with them. Our ads will implement Hashtags (#) and QR codes that allow the target to interact with JCP.

MAGAZINE



MAGAZINE



VERTICAL BANNER

(In-store experience)



FourSquare is a powerful tool in social media marketing. By "checking in" to JCPenney on their mobile phone, users will be able to receive discounts on their in-store purchases, as well as advertising that they are at JCPenney at the moment, which shows up on their followers on Twitter. Our Digital Divas love this because they get to share their experience with their friends while they are on the go and our Mobile Moms will enjoy the possible interactive coupons.

RATIONALE



BILLBOARD





CINEMA



ATIONALE

As stated above, our target is always on the go. They might be battling the morning rush hour on the way to work, dropping the kids of at school, going to school themselves, running to the corner for lunch, meeting the girls for happy hour, hitting the gym, or taking their kids to soccer practice. By strategically placing the out of home ads, we'll be able to communicate with the target effectively.

BUS STOP SHELTER





AIRPLANE BANNER



TAXI

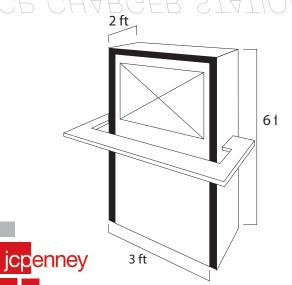


PASSENGER INFORMATION MONITOR





JCP CHARGER STATION



Digital Divas and Mobile Moms need a fully charged phone battery to continue being who they are. We've all experienced a situation where we're running out of battery by mid-day. Either we forgot to charge it the night before, or we've been constantly using our phones, and it's running out of battery. That's where JCP comes to the rescue. Although mobile phones are not sold at JCP, our consumers are constantly on them. By placing the kiosk inside the mall, preferably close to a JCP store, we'll be able to attract consumers to the kiosk for a quick charge up. While they're waiting for their phones to charge, they'll be viewing a screen that will be looping JCP ads. On the back side of the kiosk, will be JCP's current in-store kiosk, where they'll be able to discover more about the new designers and products available.



BANNER ADS

As our Mobile Moms and Digital Divas are online, shopping, paying bills, or just staying connected with their social network. They are always being exposed to online ads. Instead of just placing banner ads in websites where they might be visiting, we will advertise on email homepages such as Yahoo, MSN, and AOL. If our target checks their mail at least once a day, we'll be able to consistently stay top-of-mind.

"Women 24-35 pay attention to online advertising and will click on a sponsor that speaks their language."

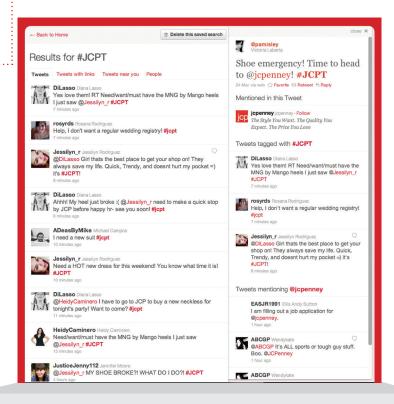
VERTICAL BANNER



EMAIL BLAST



To reach out to our target market as they are increasingly engaging in social media to share and stay updated with news and events. We want to reach out and interact with our target to create relationships. Through a JCPT hash tag we can cluster our target and followers to an ongoing feed where they can share their experiences and latest buys at JCP and we can follow them and offer in-store deals, styling tips and connect with their life. By placing the hash tag to JCPT on our ads we are reinforcing the TV commercial message and creating a buzz among our target.



TWITTER

iAd















JCP currently has an app on the market, but we added a feature called Pocket Shopper. Pocket Shopper has three features to engage the target. The consumer begins by creating a profile, and signing in.

STYLE POLL

Based on our research, we found women would rather shop alone, but do want the advice of their friends before they purchase. Once they find the right outfit, they'll snap a picture with their camera phone, and text it to their friends. The Style Poll takes care of that for you. While trying on the outfit, you snap a picture and it automatically sends it to three friends (chosen by the user) and they have the option of giving it a thumbs up, or thumbs down by clicking below the picture.







RATIONALE

PRICE MATCH

JCP will prove that they have the best prices around by allowing the consumer to scan the barcode on a JCP product, and compare it to competitors that carry the same product. If JCP doesn't have the lowest price, the consumer automatically receives 25% off their next purchase (limit \$100).









BARCODE SCANNER

To keep the target engaged, the last feature will be a barcode scanner. The barcode scanner will allow the target to scan QR codes from JCP ads to receive 25% off their next purchase (limit \$200)









	FEBRUARY					MARCH									MAY				JUNE				JULY					
START DATE*											APRII											_						
START DATE	1/30	2/6	2/13	2/20	2/27	3/5	3/12	3/19	3/26	4/2	4/9	4/16	4/23	4/30	5/7	5/14	5/21	5/28	6/4	6/11	6/	18	6/25	7/2	7/9	7/16	7/23	
NETWORK TV (:30s)																												
LATE NIGHT PROGRAM ABC, FOX, CBS, NBC																						+						
PRIMETIME PROGRAM																						+					_	
ABC, FOX, CBS, NBC																												
CABLE TV																												
BRAVO, CMT, E!, FOOD																												
LIFE, MTV, STYLE, VH1																												
COM, TBS, HALLMARK																												
RADIO (:30s)																												
FM RADIO																												
PANDORA																												
WEB																												
Banner Ads (PAY/CLICK)																												
yahoo.com																												
hotmail.com																												
aol.com																												
youtube.com																												
hulu.com																												
Facebook ads																												
PRINT (& ONLINE)**																												
Glamour																						_						
People																						_					-	
Cosmopolitan																						-					-	
American Baby																						+						
InStyle																						+					-	
Vogue																						+						
vogue																						+					_	
OUT OF HOME																												
Digital Billboards																												
Billboards																												
Taxi & Bus Stops																						7						
Cinema																												
S.i.lollid																						1						
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NOTES:																												

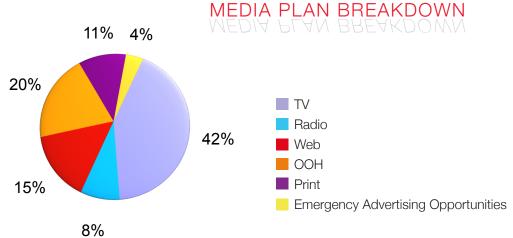
NOTES:

 $^{^{\}star\star} \text{Ads will be placed in print format and corresponding online page (i.e., COSMOPOLITAN and www.cosmopolitan.com)}$

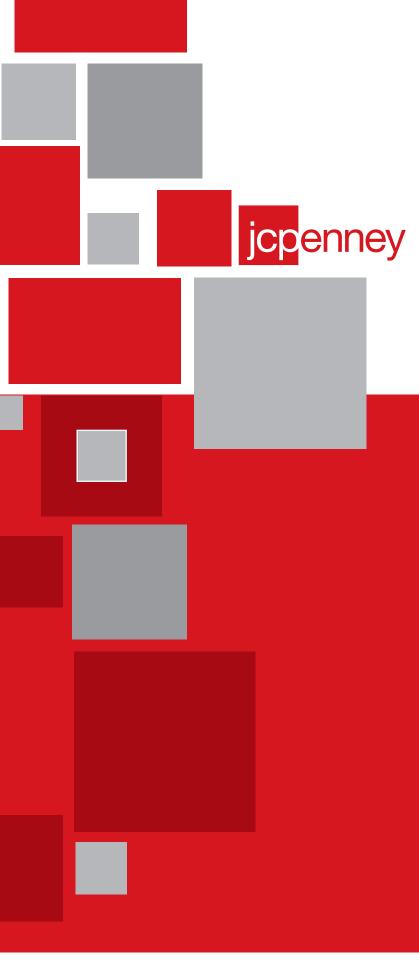


^{*}START DATE based on 2012 - 2013 broadcast calendar











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