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Executive Summary

According to Lululemon, their primary target market includes men and women ages 15 to 45 years old. However, almost 70 percent of their market is made up of women. The brand is continuously expanding its product line and targeting men in addition to women. The goal of the following research project is to gain insight regarding consumer preferences, shopping habits, lifestyles and athletic wear choices. In particular, we are trying to discover information on males ages 15-45. This consumer market is largely untapped and a potential market for Lululemon to target.

To determine the most effective and efficient means of reaching this largely untapped market, the following research will consist of a qualitative in-depth interviews and a quantitative survey. The data obtained will be used to discover trends, consumer preferences and make strategic recommendations for Lululemon to better market their products to men.

creativity is maximized
when you are living in the moment

nature wants us to be mediocre because we have a greater chance to survive and reproduce. mediocrity is as close to the bottom as it is to the top, and will give you a lousy life.

that which matters the **most** should never give way to that which matters the **least**

practice yoga
so you can remain active in physical sports as you age

do not use cleaning chemicals on your kitchen surfaces, someone will inevitably make a sandwich on your counter.

friends are more important than money

a daily hit of athletic-induced endorphins gives you the power to make better decisions, helps you be at peace with yourself, and offsets stress

10-15 friends allows for **real** relationships

children are the orgasm of life. just like you did not know what an orgasm was before you had one, you won't know how great children are until you have them.

sweat once a day to regenerate your skin

your outlook on life is a direct reflection of how much you like yourself

live near the ocean and inhale the pure salt air that flows over the water (Vancouver will do nicely)

LOVE

jealousy works the opposite way you want it to

dance, sing, floss and travel

the pursuit of happiness is the source of all unhappiness

breathe deeply

listen listen listen then ask strategic questions

do one thing a day that scares you

the conscious brain can only hold one thought at a time

choose a positive thought

drink fresh water and as much water as you can. fresh water flushes toxins from your body and keeps your brain sharp.

have you woken up two days in a row uninspired? change your life!

©2012, lululemon athletica, inc.



Research Question

Lululemon is commonly perceived as an exclusive yoga apparel brand for women. What can Lululemon do to redefine their brand and expand their target market to an athletic apparel brand for both genders?

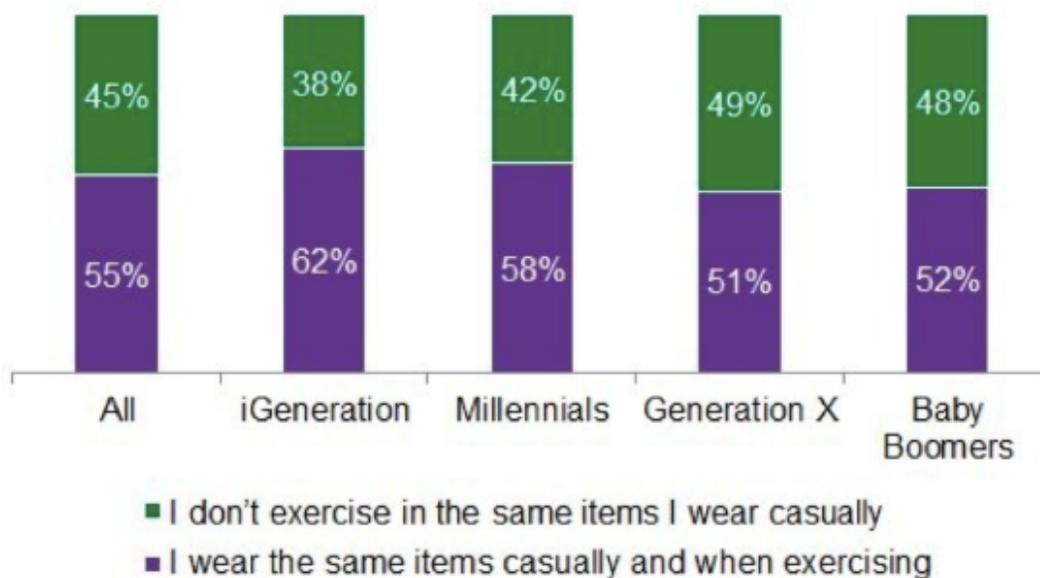


Situational Analysis: Industry Analysis

Lululemon can be placed in the performance apparel industry. Mainly retailing athletic and yoga apparel, Lululemon also offers a variety of yoga accessories. The industry environment is highly competitive, and brand loyalty is important. Consumers expect the quality, innovation, and style of Lululemon to be very high (Lululemon).

The activewear market is continually growing to appeal to a broader market which has overall has an increase in spending compared to the entire apparel market. Consumers are choosing to have health be in the center of their lives which causes an increase in the activewear market. There has also been a mix of high fashion to incorporate streetwear and athleisure. There tends to be a new focus also on comfort and casualization in all types of wear. Activewear has been taking advantage of the new consumer interest on the subject and is adapting by either focus on quality or on style. They are also opening more opportunities for growth in new markets including children, seniors, and plus-sized customers (Lululemon). The market has had a continual gain in sales for the last few years and is expected to grow through 2022. The market shows a potential increase in 5 percent in adults aged 25-44 from 2018 to 2023. This will be a major benefit because that target market is the customers who will spend more than any other age bracket (Mintel).

*“Which of the following statements best apply to you?
Please select the most applicable in each pair of statements.”*



Preferences regarding how activewear is worn, by generation, July 2018 (Mintel)

Base: 1,463 internet users aged 18+ who have purchased activewear in the past 12 months

Company Analysis

General:

Lululemon Athletica Inc. is a well-known designer and retailer of premium athletic apparel and related accessories. The brand mission is to “create transformational products and experiences which enable people to live a life they love and have developed a brand for those pursuing an active, mindful lifestyle (Lululemon).”

The yoga-inspired apparel brand offers an extensive product line for men, women and female youth. Their main retail products include pants, shorts, tops, underwear, bags, jackets, yoga mats, and water bottles. Although the company specializes and typically markets itself as a women’s and girls’ clothing company, expanding upon their line of clothing to men as well. A key principle of the Lululemon brand is the design and development of its products, advanced fabrics, and innovative functional features.

While the direct-to-consumer segment, which includes online and app sales, accounts for about 20 percent of the total revenue. The remaining 10 percent comes from warehouse sales, wholesale operations, showrooms and licensing and supply agreements (Marketline). Most of Lululemon products are manufactured in third-party markets across South and Southeast Asia. In the 2018 fiscal year, Lululemon reported sales revenues of 2,649.2 million. Their 2018 sales revenue increased by 13 percent from the 2017 fiscal year. The company has worked with an operating margin of 17.2 percent which is lower than 2017 which was about 18 percent (Marketline).

History:

Lululemon was founded in 1998 by Dennis “Chip” Wilson, in Vancouver, British Columbia. The first Lululemon store started as a design studio during the daytime and turned into a yoga studio in the evening (Lululemon).

Wilson’s vision for Lululemon was to create more than an athletic apparel store, but rather “a place where people could get gear to sweat in, we wanted to create a community hub where people could learn and discuss the physical aspects of healthy living, mindfulness and living a life of possibility (Lululemon). According to the brand, Lululemon strives to set their goals based on their company vision and ever-evolving trends of modern society.



Sales and Growth:

The majority of Lululemon sales transactions are from company-oriented stores and the direct-to-consumer market. A large portion of revenue also comes from outlet stores, wholesale accounts, showrooms, and warehouse sales. As of 2018, Lululemon had approximately 404 stores in 12 countries. In addition to in-store sales, Lululemon also retails products online. The brand has an extensive online website and mobile app store which can be found on Google Play and Apple App. To continue to grow Lululemon, the brand is working to expand its product line and penetrate additional markets outside of North America (Stastica.com).

A table of Lululemon company-operated stores organized by brand and country from January of 2017 to January of 2018.

| | January 28, 2018 | January 29, 2017 |
|------------------------------------|---------------------|---------------------|
| lululemon | | |
| United States ⁽¹⁾ | 270 | 246 |
| Canada | 57 | 51 |
| Australia | 28 | 27 |
| China ⁽²⁾ | 15 | 6 |
| United Kingdom | 9 | 9 |
| New Zealand | 6 | 5 |
| Singapore | 3 | 3 |
| South Korea | 3 | 2 |
| Germany | 2 | 1 |
| Japan | 2 | — |
| Ireland | 1 | — |
| Switzerland | 1 | 1 |
| | 397 | 351 |
| ivivva | | |
| United States | 4 | 42 |
| Canada | 3 | 13 |
| | 7 | 55 |
| Total | 404 | 406 |

⁽¹⁾ Included within the United States as of January 28, 2018 and January 29, 2017, was one company-operated store in the Commonwealth of Puerto Rico.

⁽²⁾ Included within China as of January 28, 2018, were three company-operated stores in the Hong Kong Special Administrative Region and one company-operated store in the Taiwan Province. As of January 29, 2017, there were three company-operated stores in the Hong Kong Special Administrative Region and no company-operated stores in the Taiwan Province.

Brand Manifesto:

The Lululemon brand manifesto reads, "Lululemon Athletica creates components for people to live longer, healthier and more fun lives. If we can produce products to keep people active and stress-free, we believe the world will become a much better place (Lululemon)." The purpose of Lululemon brand manifesto is to share its brand culture with the community. The brand utilizes this community-based marketing approach to build brand awareness, generate consumer loyalty. Developing a strong consumer base has helped the brands financial performance and place in the market. The core values of Lululemon take into account "personal responsibility, nurturing the entrepreneurial spirit, acting with honesty and courage, valuing connection, and choosing to have fun (Lululemon)."

Competitors Analysis

Lululemon positions itself as a premium athletic brand as it produces high quality and stylish athletic wear. When compared to other notable athletic wear brands, Lululemon is typically priced at a slightly higher rate. This includes companies such as Under Armour and Nike. Despite the competition at hand, Lululemon has created significant value for consumers that have helped them achieve a competitive advantage and has contributed to Lululemon's strong performance. In addition to Under Armour and Nike as the brands two direct competitors, Adidas and Athleta stand as two of Lululemon's biggest indirect competitors.

Currently Under Armour Inc., is Lululemon's top competitor. Under Armour is one of the strongest sports brands in the performance apparel industry with a generated revenue of \$ 5 billion in the 2017 fiscal year. The company designs and manufactures footwear, fitness apparel and accessories for both men and women. UA's main focus is to provide a solution for athletes looking to increase and improve their sports performance.

Nike is another direct competitor of Lululemon. The American multinational company designs and manufactures sports footwear, apparel, as well as accessories for both men and women. Nike is a leading athletic apparel brand and maintains a global presence with a total of 1,182 worldwide stores. In the 2018 fiscal year, Nike generated a total of \$36.26 billion in revenue, and its brand value is said to be \$28.03 billion, according to statista.com. Nike's strengths stand with its strong brand reputation as being of the biggest sports brands. In particular, Nike is known for their footwear which has given the brand a competitive advantage over Lululemon.

Along with Nike, Adidas is the second largest shoemaker in the world. Adidas not only offers sports footwear but also offers an extensive variety of products that make them another large indirect competitor to Lululemon. According to Marketwatch, Adidas holds an annual revenue of \$21.92 billion in 2018. While Adidas and Nike have been leading competitors in the market for sports footwear, Lululemon announced in April 2019 that they have plans to expand into the footwear market within their five-year growth plan which is expected to double revenue and online business by 2023 (Bloomerang).

Lastly, Athleta is an indirect competitor of Lululemon and is owned by Gap. Athleta is a performance and active lifestyle retailer for yoga lovers similar to Lululemon. The brand is currently expanding its store base, and the company has been successful in creating consumer loyalty due to its slightly cheaper price points.



[LULULEMON INVENTORY TURNOVER \(TTM\)](#), DATA BY [YCHARTS](#).

Despite the high-cost of Lululemon products, the brand has maintained a higher inventory turnover ratio when compared to their direct and indirect competitors including Nike, Under Armour and Adidas (ychart.com).

Consumer Analysis

In the eyes of consumers, Lululemon is a popular and high-quality yoga and athletic apparel brand. Lululemon products are considered as high-end athletic wear as most products are relatively expensive compared to competitors. Lululemon consumers are typically very loyal and make repeat purchases. In recent years, there has also been a significant increase in the athleisure style. The Merriam-Webster defines athleisure as “casual clothing designed to be worn both for exercising and for general use (Merriam-Webster).” Currently, Lululemon is dominating the athleisure market. Consumer markets including millennials and slightly older generations typically wear athleisure clothing on a daily basis.

According to Lululemon, their primary markets includes men and women ages 15 to 45 years old. However, almost 70 percent of their market is made up of women. The brand is continuously expanding its product line and targeting men in addition to women. The brand targets markets that aim to live an active lifestyle, enjoy quality athletic apparel or leisure apparel. Due to the high cost of Lululemon products, consumers typically have a medium to a high level of disposable income and are in the upper to the middle class (Thangavelu).

Target Markets

LULULEMON

Demographics:

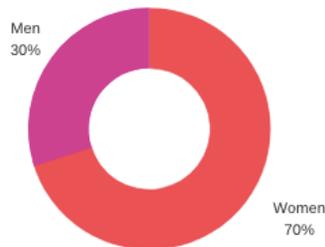
Male
Female
70% women
Middle to upper class

Geographic Areas:

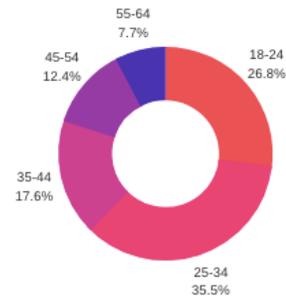
Global markets
Majority of consumers in
the U.S. and Canada

Psychographic Habits:

Health-conscious
High-quality &
fashionable clothing
Interested in sports, yoga
or athletics



By Gender



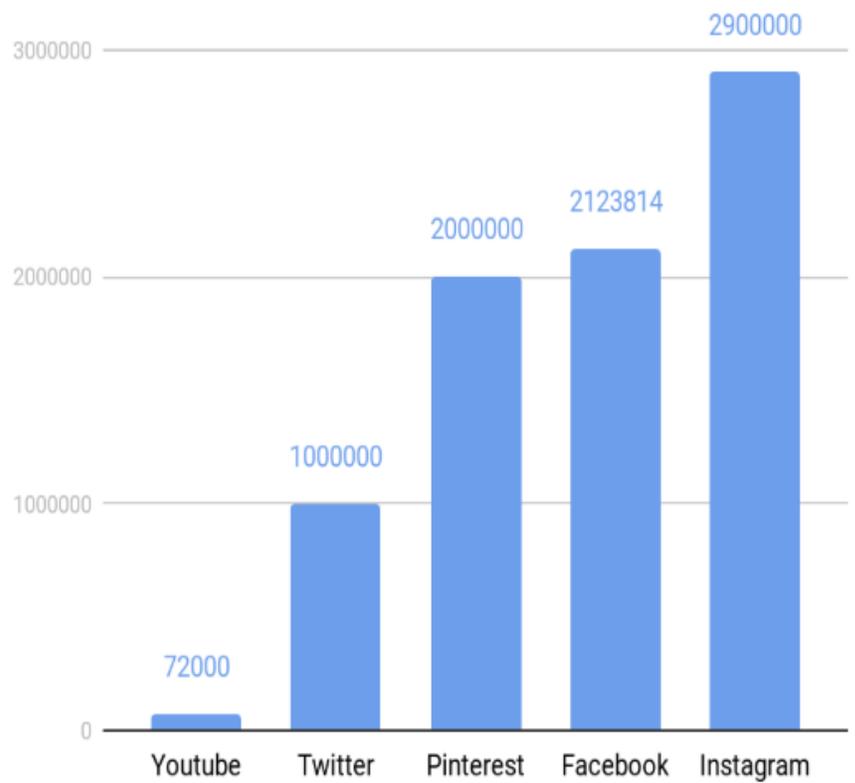
By Age

Social Media Analysis

Lululemon has a large presence across various social media platforms and posts regularly on Twitter, Pinterest, Youtube, Facebook, and Instagram. Lululemon capitalizes on their online presence and following and uses it as a way to establish relations with consumers. Lululemon also utilizes their social media platforms to create a strong brand personality and reach prospective customers. As a result of Lululemon's strong online presence, customers tend to interact and share their, mostly positive, experiences. Currently, Lululemon is most active on Twitter and often use their account to update and interact with consumers. If a customer shares a question, concern, or complaint on Twitter, they respond to nearly every tweet promptly and with a great attitude.

Across all platforms, Lululemon expresses their brand message consistently. They coordinate their social media based on which type of content is best received by users of different platforms. Currently, they post pins and create boards on Pinterest, post stories, short videos and photos on Instagram, and upload longer videos on Youtube. On Facebook, Instagram and Pinterest Lululemon shares unique and visually appealing informational and promotional content. Every piece of content the Lululemon puts out is aligned with both their overall brand personality and their marketing objectives.

This chart indicates how many followers Lululemon currently has on each of their social media platforms.



 **Ann V** @annwhoops · 22h
Should I treat myself to Lululemon ❤️❤️💰💰❤️💰💰❤️💰💰❤️💰💰

2 1

 **lululemon** ✓
@lululemon

Replying to @annwhoops
Short answer—yes. Long answer—heck yes.

Lululemon is most active on twitter, and replies to almost every mention .

SWOT Analysis

S

- Quality of clothing, innovative features, and styles (highly durable, prohibits odors)
- Utilizes multiple channels to advertise/market products (e-commerce, social media, ad campaigns)
- Community-centered marketing approach
- Cult-like brand loyalty
- Strong company culture and brand
- Extensive employee training
- Premium retail locations
- Operational activities

W

- Products are expensive when compared to brands competitors
- The brand is commonly perceived as a yoga apparel brand.
- Lululemon is working to expand product line and markets
- Need to expand demographic to more than just women. This is the strength of its competitors.
- Exclusivity of product
- Narrow product line
- Reliance on suppliers to provide fabrics

O

- Majority of sales come from the US and Canada, there is an opportunity to expand to the global market
- Product innovation
- Opportunity to strengthen relationships with customers
- The growing market for yoga/ athletic apparel
- Untapped markets expand to men's fitness wear
- Product extension: maternity or plus-size
- Contracts and Agreements
- Growing apparel market in Canada

T

- Athletic wear is a highly competitive industry with powerful competitors (Nike, Adidas, Under Armour, Athletica, Amazon, Fabletics)
- Cultural trends and personal preferences change
- Prevent the brand from becoming a "fad"
- Niche market
- Increasing Labor Wage Costs in Canada may dent the company's profitability
- Competition
- Fast changing fashion trends and pricing pressure

Primary Research

Overview:

According to Lululemon, their primary market includes men and women ages 15 to 45 years old. However, almost 70 percent of their market is made up of women. The brand is continuously expanding its product line and targeting men in addition to women. The goal of the following research plan is to gain insight regarding consumer preferences, shopping habits, lifestyles and athletic wear choices. In particular, this research is intended to discover information on males ages 15-45, as this consumer market is largely untapped and a potential market for Lululemon to target.

The following research project consists of in-depth interviews and surveys to gain knowledge on men's athletic wear preferences and shopping habits. The data obtained will be used to discover trends, consumer preferences and make strategic recommendations for Lululemon to better market their products to men.

Rationales:

To answer the stated research question, we thought conducting surveys would be most useful in answering specific and important questions on a diverse range of topics. Before conducting the surveys, we strategically planned and structured the survey to get the most relevant, accurate and unbiased data.

The advantages of conducting surveys include high representativeness, easy to administer and cost-effective. We chose to conduct surveys to obtain quantitative data because surveys allow for multiple questions to be asked on various topics and include a large number of respondents. The data obtained includes information regarding attitudes, opinions and consumer shopping habits. Moreover, surveys provided a high level of generalization and are typically representative of a large population.

With that in mind, there are also downfalls to conducting surveys. The main disadvantage of the surveys is the reliability of data. The reliability of data can be impacted by respondent honesty and comfortability. To increase the reliability of our research, all surveys were conducted in person and were recorded to ensure accuracy. Moreover, to increase research validity, our survey did not include any close-ended questions.

Qualitative research was conducted in order to gain consumer insight and determine ways for Lululemon to appeal to both men and women.

Methods

Quantitative Method: Survey

Method: Survey

Population: Men ages 15-45

Sample: 42 men located in Florida

Survey Method: Qualtrics

Qualitative Method: In-Depth Interview

Method: In-depth Interview

Population: Men ages 15-45

Sample: 42 men located in Florida

Method:

1. Create interview guide
2. Secure appropriate location to conduct interviews
3. Recruit interview participants * over-recruited by 20% to ensure there are enough participants interview participants
4. Analyze and interpret data to find trends and discover information

Results

Quantitative Results: Survey

After surveying 30+ males regarding athletic wear and apparel, our data confirmed that there is definitely a substantial untapped market for Lululemon to market and expand their product lines. Data showed that men value comfort and quality when choosing athletic wear. Moreover, men prefer in-store shopping compared to online shopping. preference in finding the right items for them.

A vast majority of respondents choose Nike as the brand they are most loyal to. Additionally, most respondents agreed if Lululemon were to have additional locations for men-only stores, they would be more likely to buy their products.

Qualitative Results: Interview

After conducting 6 in-depth interviews it was apparent there were similarities among men's preferences in terms of athletic wear. In conclusion, the interviews found that men value:

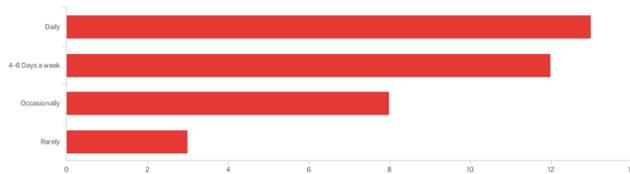
1. Comfort
2. Quality
3. Ease of shopping experience
4. Cost of products
5. In-store shopping rather than online shopping

The respondents also emphasized the importance of simplicity of design and quality for long-lasting apparel.

In addition to personal preferences, each interview also included questions regarding men's opinions and knowledge of Lululemon. All respondents believe Lululemon was mainly a brand for women and perceived as expensive. Moreover, most of the respondents had little to no knowledge of Lululemon products. Based on the in-depth interview results, we are confident in the following tactics to help increase brand awareness, target new markets, and ultimately, increase sales.

Examples of survey questions administered to respondents

Q3 - How often do you wear athletic clothing?



Q5 - What do you look for in athletic apparel?



Research Conclusions

Survey Conclusions

Most men have never purchased Lululemon products

Men are more likely to pay higher prices for quality products

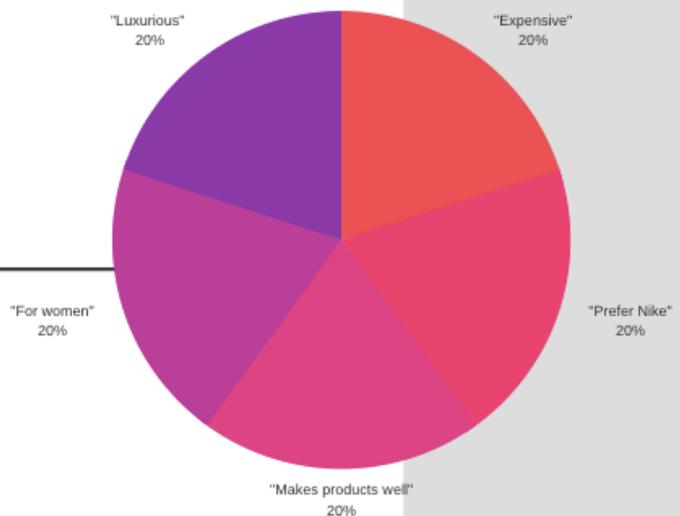
Men prefer to shop in-store rather than online

Men would be more likely to purchase Lululemon products if there were specific retail locations for men

Qualitative Research Results

IN-DEPTH INTERVIEW

Perceptions of the Lululemon Brand



Strategic Recommendations

| | |
|---|--|
| Strategic Recommendations | Lululemon For men |
|  |  |
| Advertising Campaigns | Community Events |

| | |
|----------------------------------|--|
| Strategic Recommendations |  |
| |  AD CAMPAGIN Launch new campaign targeting men |
| |  AD CAMPAGIN New ad campaign target women to purchase mens clothing |
| |  COMMUNITY EVENTS Generate awareness of brand and menswear with unique and fun community events |

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Appendices

Qualitative Research Interview Guide

Introduction:

Hello, my name is _____, I am conducting interviews so I can suggest changes that Lululemon can make to help redefine their brand as an athletic apparel brand for both genders. I would like to thank you beforehand in agreeing to participate in this interview. As I mentioned in my email, this interview will focus on gaining insight in athletic wear brands like Lululemon Athletica Inc. and their target's preferences, shopping habits, and lifestyles. This interview will take around 30 minutes and will be recorded with your approval. I would like you to feel comfortable as we go through this interview. Do not think of it as an interview but as a conversation. Before we begin, I would like to point out a few things. There are no right or wrong answers. I am simply interested in knowing your ideas and opinions in the discussion we are going to have. Feel free to be frank and share your thoughts and experiences. If you wish to stop at any time please feel free to let me know.

Background Question:

First off, could you answer some simple questions about your gender, age, budget, lifestyle etc.

1. What do you do for a living?
2. Do you have a family, are you single, or married?
3. What kind of climate do you live in?
4. How do you spend most of your days?

Discussion Questions:

Concept 1: The first set of questions will be on the knowledge you may have on top athletic performance wear and the reasons why you might purchase these products.

Q1. Do you exercise often?

Q2. What do you usually wear when you go to workout?

Q3. What is your opinion on athletic wear compared to regular comfortable clothing?

Q4. How much athletic apparel do you own?

Q5. What categories do you tend to shop in? Shoes, accessories, gear, men, women, or children?

Probing Questions

Could you tell me more about what you look for in your athletic apparel?

What are some of your reasons for choosing certain athletic wear?

Would you be able to justify spending more for higher quality?

Based on your response, can you tell me more about that?

Concept 2: Thank you for that. Now, let's move on into more detail about specific athletic wear brands for men.

Q1: Do you have a preference in shopping in-store or online?

Q2: What would you say is your go-to athletic brand?

Q3: What is your second favorite brand?

Q4: What are some brands that you feel have great in-store experiences?

Q5: How much do you usually spend on athletic apparel?

Q6: Which brand would you say are you most exposed to when going into a gym or work out scenario?

Probing questions

1. Could you explain why you prefer either shopping in-store or online?
2. What do you look for and enjoy in in-store experiences?
3. What are some things that you look for in a brand you that you are buying from?

Concept 3: Thank you for that. Now, let's talk about the specific brand Lululemon Athletica Inc.

Q1: Have you ever purchased anything from Lululemon?

Q2: What do you think makes Lululemon different compared to other athletic wear companies?

Q3: What are your thoughts on Lululemon's prices?

Q4: What price points for Lululemon would satisfy you, knowing that you are getting quality products that you know will last a long time?

Probing questions:

1. Could you give me an example of some items you have purchased in Lululemon?
2. What is the reason for not purchasing any items from Lululemon?
3. What do you think of when you think of "Lululemon"?

Wrap-up:

Thank you very much for taking the time to discuss your ideas and opinions with me.

You provided us with some great insights and gave us a lot of valuable information to work with as we try to expand our demographics to a broader audience.

Is there anything else that you would like to add that you think could help us reach our goal?

May I contact you in the future for any follow-up questions?

Quantitative Research Survey Questions

1. Are you a male?
 - Yes
 - No
2. How old are you?
 - <15
 - 15-24
 - 25-34
 - 35-44
 - 45-55
 - >55
3. How often do you wear athletic clothing?
 - Daily
 - 4-6 Days a week
 - 1-3 Days a week
 - Rarely
4. What kind of climate do you live in?
 - Cold
 - Cool
 - Mild
 - Warm
 - Hot
5. What do you look for in athletic apparel?
 - Quality
 - Comfort
 - Price
 - Style
6. Which one of these brands are you the most loyal to?
 - Nike
 - Adidas
 - Underarmour
 - Lululemon
7. Do you prefer to shop online or in person?
 - Online
 - In-person
8. What size would you use to describe your collection of athletic apparel?
 - Very Small
 - Small
 - Average
 - Large
 - Very Large

9. Can you justify spending more for higher quality?

Yes

No

10. What is the most you would be willing to spend on a high-quality athletic apparel?

11. Have you ever purchased anything from Lululemon?

Yes

No

12. If Lululemon had branding and locations specifically for men I would be more interested in shopping there.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

13. Which social media platform do you use regularly?

Instagram

Facebook

Twitter

Snapchat

14. Where do you go for advice on the fitness industry?

Youtube

Google

Instagram

15. When looking for athletic wear/accessories which platform are you most likely to use?

Amazon

Google

Instagram

Facebook

16. Do you follow athletic wear brands on any of the following social media platforms?

Instagram

Facebook

Twitter

Pinterest

Snapchat

17. How do you feel about ads on social media?

Like

Dislike

Moderate

18. How likely are you to click on a pop up ad that pertains to your interests while browsing a social media platform?

Very likely

Somewhat likely

Not likely