

Creating a New Game Plan: Internal Culture



GROUP 27
DECISION DOSSIER

Our Team



Alex
Benson



Andrew
Leshak



Crystal
Mejia



Evan
Roman



Katie
Ferraro



Lindsey
Everson



Breakdown of Overarching Problems



“ Leadership is absolutely about inspiring action, but it is also about guarding against mis-action. ”

- Simon Sinek

Under Armour has deep-rooted issues spanning across:

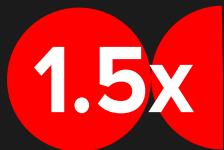
People, Process, and Action

- Non-diverse leadership/sexist culture
- Non-acceptance or exclusion of new employee ideas
- Failure to react to market trends (athleisure vs. high-performance apparel)

Why Internal Culture Matters

The culture at a company is the collection of its values, expectations, and practices.
All team members are guided and informed based on this culture.

Companies with healthy cultures are:



More likely to have 15%+
revenue growth over 3 years



More likely to experience stock
growth over 3 years



Increased employee
engagement



Decreased
turnover



Elevated
productivity

These companies also have:

“ A dysfunctional company culture brings out qualities
that can hinder even the most successful organizations. ”

Our Recommendations



Overview of Our Recommendations



Re-examining Company Objectives

- Listening to the Employee Voice
- Keeping Values Alive
- Teammate Content Feature
- Updating Company Values



Expansion of the Management Team

- Sr. Director of Learning and Development
- Meet the Athlete Impact Board
- Enlisting a Change Manager

Listening to the **Employee Voice**



Trust is built when employees' voices are heard

- Deploy an initiative to compile a comprehensive list of what all employees feel are their **most significant values**
 - Interviews, surveys, etc.
- **Initiate open discussion** between employees, athlete impact board, and executives
 - Classify which of those values are critically important
- Select the values that **embody the cultural vision** of both the people and business

Keeping **Values Alive**

While having values in place is important, Under Armour will need to plan ways to make sure their **values become common practice**.

Offer Rewards



Create a recognition system (eg Bonusly) or an award where employees can be nominated when they represent any of the core values through their work/actions

Incorporate into the entire employee experience

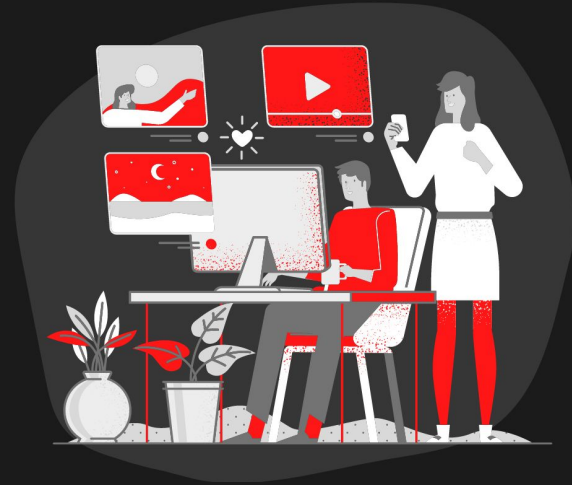


- **Hiring Process** - Include values in job descriptions, center interview questions around the core values and evaluate candidates based on how aligned they are to company values
- **Reviews/Goals** - Center the questions around the values to get the employees thinking about ways to incorporate values into their day-to-day work/experience



Teammate **Content** Features

- Create **inclusive content** around employees of UA, from the interns to the VPs, demonstrating how the culture of the brand begins internally
 - Under Armour does a similar thing with its YouTube series “Beyond the Armour” which features the brand’s professional athletes
 - There is a sprinkling of employee features on Under Armour’s LinkedIn, but people aren’t pictured making it less personal



“ Employees have a unique perspective on company values and culture, and the ability to speak with authenticity can only be earned by their tenure with the brand. ”

- Eric Fuessel

Updating Company Values

UA's current values are unclear as to who these values are meant for (everyone or a select few) and how/where they are showcased through the companies work and involvement



Love Athletes



Celebrate
the Wins



Stand for
Equality



Act
Sustainably



Fight on
Together

Future value statements should consider:

- Supporting the athlete in everyone - inclusivity in our customers and our ambassadors
- Creating equitable spaces - provide different resources and opportunities needed to reach equal outcomes while recognizing all wins and celebrating everyone
- Use all resources wisely - this can include people, materials, and otherwise
- Be the best team/support one another/recognize when we need to shift and refocus

Sr. Director of **Learning and Development**

Objective: To ensure that the new values and mission statement of Under Armour are **communicated and ingrained into the corporate culture**

- Interview team members to identify what they feel are the **most important core values** & understand how UA can best live by them to create a brand versus a business
 - Brief list is compiled and employees have the opportunity to vote collectively
- Be the **driver** and **champion** of the team culture; ensuring the goals of the new values are being lived each and every day



Meet the **Athlete Impact Board**

An advisory board of Mom & Dad “North Stars” and top champions in key markets



Allyson Felix
7x Gold Medalist,
Super Mom



Malcolm Jenkins
Super Bowl Champ



Dell Curry
Former NBA Star,
2x NBA Dad

With the goal of:

- Influencing positive change in communities and the industry
- Creating more credible cultural and sport authority
- Challenging key competitors

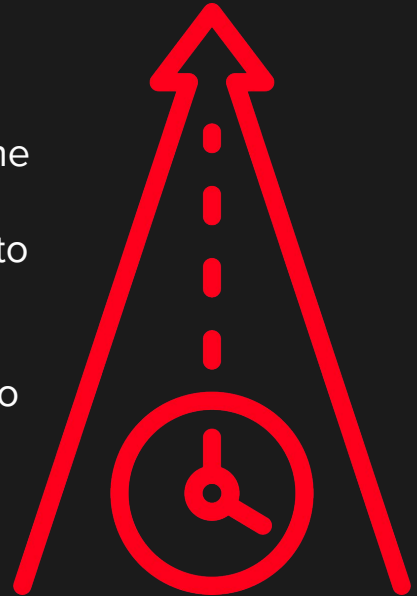
Olympian Allyson Felix says Nike was 'beyond disrespectful' when asking her to be in female-empowerment ads while privately disputing maternity protections



You won't believe how Nike lost Steph to Under Armour

Enlisting a **Change Manager**

- **After creating buy-in** for organizational change from Executive Team:
 - Bring in a Change Manager to support Human Resources in implementing new values, corporate strategies, and processes
- Four phases of change:
 - **Define**—Be transparent with the changes being implemented, the timeline, and the objective
 - **Plan**—Get clear on the effect to stakeholders and create a plan to help them follow the changes
 - **Implement**—Work with leadership to facilitate the change
 - **Sustain**—Continue the conversation with internal stakeholders to ensure the adoption of change



Righting the Ship at **Under Armour**

The addition of new leadership and advisors will better align with UA's **relentless pursuit of innovation**. While, listening to employee voices and keeping new values alive in the everyday workplace will encourage employees to bring **their A-game** everyday.

Company culture is created through consistent and authentic behaviors.

A **great culture** will be the key to **getting UA back on track for business success**.



THANK YOU



GROUP 27

DECISION DOSSIER