

RALPH LAUREN

M.A. Final Project
By Lucabella Ralph



FIFA
WORLD CUP
FIFA



FIFA

TM



“Football is one of the world’s best means of communication. It is impartial, apolitical, and universal. Football unites people around the world every day. Young or old, players or fans, rich or poor, the game makes everyone equal, stirs the imagination, makes people happy, and makes them sad.”

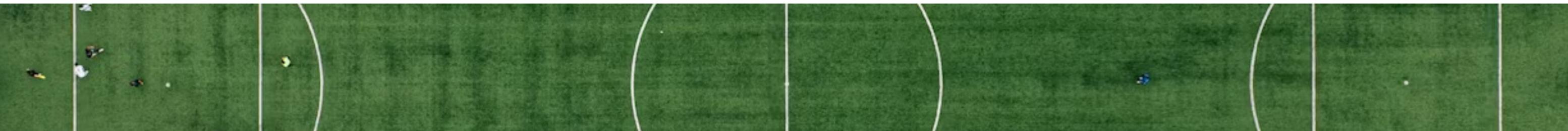
-Franz Beckenbauer



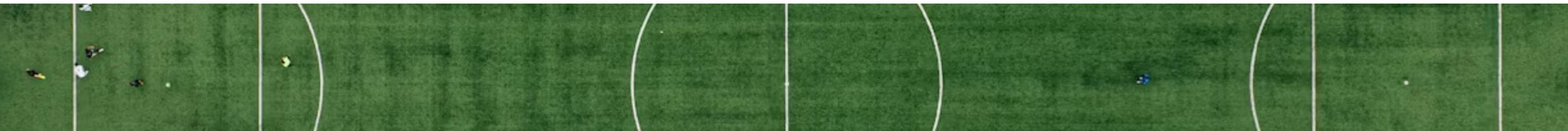
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INTRODUCTION

Sports have the ability to unite the world. Despite geopolitical conflict, language barriers, and differing values, sports always seem to bring a global population together. With approximately 3.5 billion fans worldwide, soccer is the world's largest sport (Kasimov). According to journalist Ian Thomas, the 2026 FIFA World Cup will be hosted in North America from June 11th to July 19th, 2026, and will be the largest World Cup ever held. The tournament will be hosted across 16 cities in three countries, featuring 104 matches from 48 teams. This means nearly half of the world is paying attention to the sport in one way or another. Any brand venturing into soccer, whether through marketing, product, or sponsorship/partnership, has a unique opportunity to capitalize on the massive international fan base. This is an opportunity for brands in many industries and can ideally result in the growth of brand awareness and, in turn, revenue.

Ralph Lauren is a brand rooted in heritage and elegance, yet it has never shied away from the opportunity to promote unity, diversity, and innovation. The brand has been involved in several sports since its conception and is well-recognized for its involvement. While the company has been experiencing an upturn recently, there are signs of North American dependency. With an extensive history within the sports world, the 2026 FIFA World Cup presents Ralph Lauren with a unique opportunity to continue its sports collaboration into soccer and capitalize on its international nature and fan base. The project Ralph Lauren x FIFA aims to utilize the scope of the 2026 World Cup in North America to outline a sponsorship agreement, create a game site experience, and design a capsule collection to increase brand resonance and revenue in international markets while solidifying a domestic stronghold.

METHODOLOGY

Extensive research will be conducted to create an initiative that could realistically create long-lasting benefits for Ralph Lauren. The research will include secondary research from reliable databases and industry publications and primary research in the form of surveys, interviews, and store observation. The secondary research will provide key foundational information in the form of relevant company, industry, and market research to present context and guide strategy. The primary research will aim to fill the gaps by providing consumer information and expectations, invaluable industry expert insights, and key store design implications to consider. In conjunction, the research methods will guide the strategy and decision-making for creating and implementing the deliverable initiatives mentioned above.



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PART 1

SECONDARY RESEARCH



COMPANY RESEARCH

RALPH LAUREN

Company History/ Overview

Ralph Lauren is an industry leader in designing, marketing, and distributing luxury lifestyle products (Ralph Lauren Corporation - Our Company). Grown from humble beginnings, the brand was founded by Ralph Lauren himself in New York in 1967. The brand began as a men's tie company and grew into what it is today, with seventeen fashion brands and four lifestyle brands with product categories of apparel, footwear & accessories, home, fragrances, and hospitality (Roll). While the brand is most recognizable for its iconic products and aesthetic, Ralph Lauren has strived to inspire the dream of a better life through authenticity and timeless style for nearly sixty years. Figure 1 outlines the current brand strategy, which includes the brand's mission, vision, and the distinct Ralph Lauren Way. The Company's brand names - which include Ralph Lauren, Ralph Lauren Collection, Ralph Lauren Purple Label, Polo Ralph Lauren, Double RL, Lauren Ralph Lauren, Polo Ralph Lauren Children, and Chaps, among others - uphold the brand's reputation, image, and message and are highly recognizable. Reflecting a distinctive American perspective, the brand has led and innovated throughout the luxury industry, creating a distinctive position for itself.

OUR PURPOSE

TO INSPIRE THE DREAM OF A BETTER
LIFE THROUGH AUTHENTICITY AND
TIMELESS STYLE

THE RALPH LAUREN WAY

LOVE WHAT YOU DO, BE PASSIONATE, WORK HARD,
EMBRACE INDIVIDUALITY, WORK TOGETHER, TAKE
RISKS, DO THE RIGHT THING, STAND UP FOR WHAT
YOU BELIEVE IN, ASPIRE TO THE BEST

OUR AMBITION

WE WILL BE A LEADING LUXURY
LIFESTYLE COMPANY

The Ralph Lauren Brand Strategy outlines the brand's "why" and distinct outlook. Ideals such as leadership, inspiration, authenticity, love, and unity are consistently present. These emphasized ideals, which are not inherently luxury-focused, promote a deeper layer of the brand and explain the reasoning behind a key brand activity: partnering within the sports community. This is a key characteristic of Ralph Lauren and has been reflected throughout all company activities, most notably product design and marketing. "Prestige sports sponsorships have magnified Ralph Lauren's style and influence at Wimbledon, the U.S. Open, and the Paris Olympics. Ralph Lauren has outfitted the U.S. Olympic and Paralympic Teams since 2008, elevating the brand and exposing it to new customers" (Singer). Further key brand details of Ralph Lauren are outlined in Figure 2, the Ralph Lauren Brand Identity Prism.

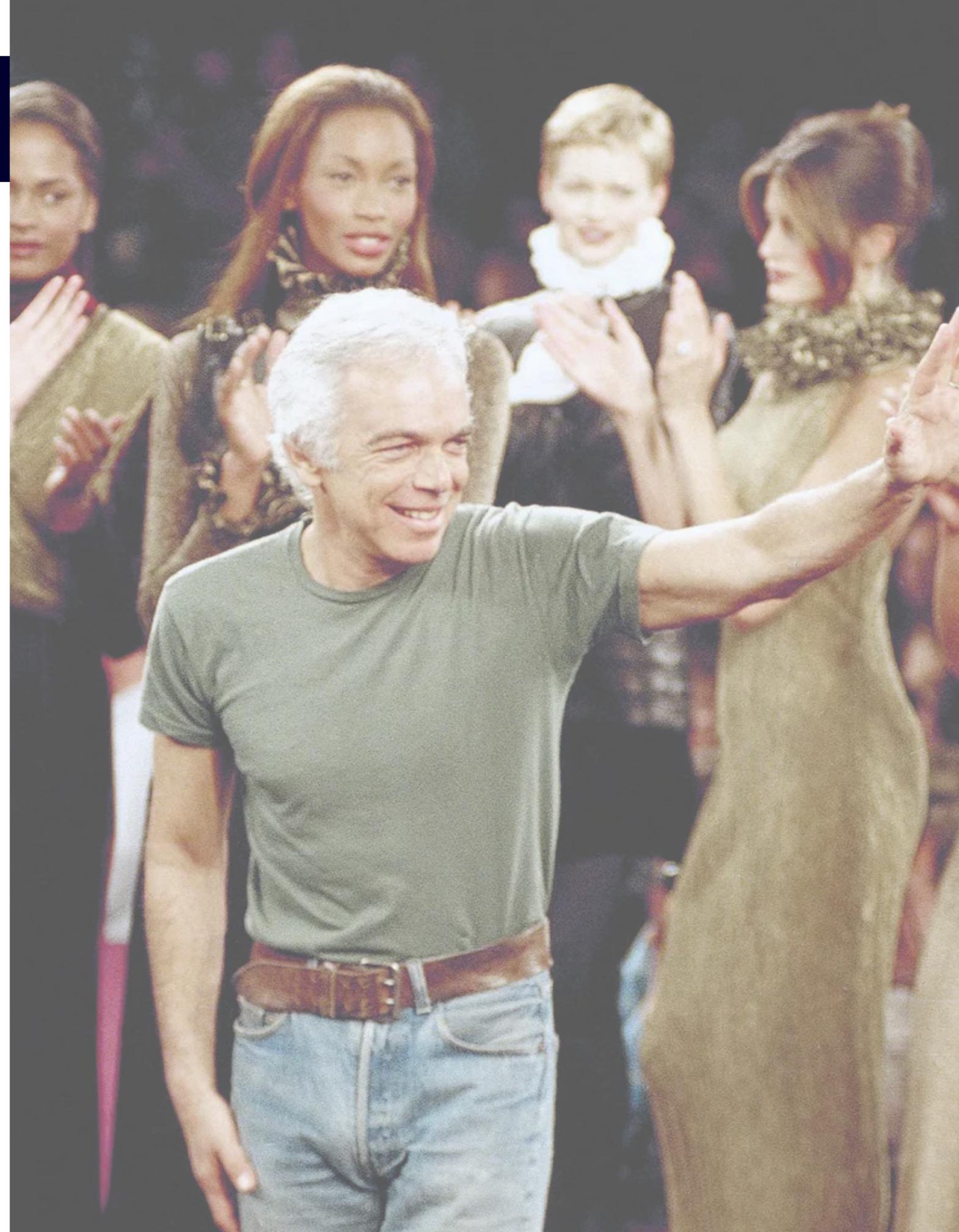


Fig 1. Ralph Lauren Brand Strategy, Lucabella Ralph, 25 January 2025
"Next Great Chapter: Accelerate." Strategy, corporate.ralphlauren.com/
strategy. Accessed 2 Apr. 2025.

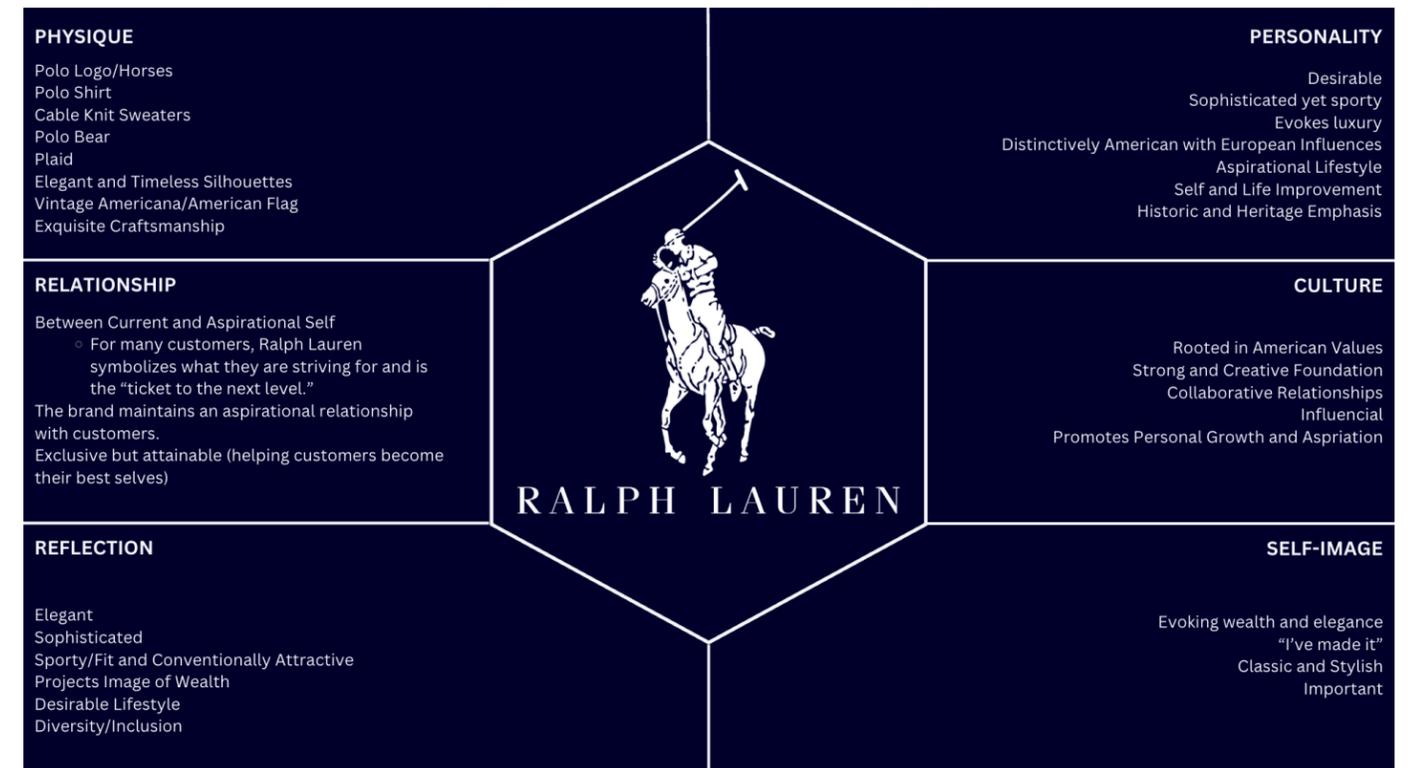


Fig 2. Ralph Lauren Brand Identity Prism, Lucabella Ralph, 26 March 2025

Current Status

Ralph Lauren boasts a positive status and is on the upswing. The brand jumped to fourth on the Vogue Business H1 2025 Index as it surpassed Q1 2025 revenue expectations, continues to be a top performer financially, and leads the way in sustainable/ethical initiatives and innovation (Vogue Business custom insights team in partnership with Phronesis Partners). The brand saw 2024 revenue of 6.63 billion, up approximately 2.9% from 2023 (Statista–Ralph Lauren 2024 Statistics Report). Based on the most recent global apparel industry data reported by the Statista Research Department, Ralph Lauren has an approximate 0.37% market share of the entire global apparel market, which is currently valued at around 1.8 trillion (Statista - Apparel Market Worldwide). Additionally, the brand's stocks have outperformed expectations, with investors seeing a 34% return last year (S&P predicted a return of 25.4 percent) (Singer). Despite the significant revenue and market share, Ralph Lauren's revenue distribution suggests a slight North American dependency. In 2024, nearly half of the brand's revenue (44%) came from North America alone (Statista–Ralph Lauren 2024 Statistics Report). The revenue distribution has diversified since 2022, and the company has shared the urge to win in key international markets in its recently updated Strategic Growth Plan, along with expanding and elevating its lifestyle brand and driving core products (Ralph Lauren Updated Strategic Growth Plan).

Future Outlook

Ralph Lauren's Updated Strategic Growth Plan outlined the brand's goals from 2022 to 2025. These goals included elevating and energizing the lifestyle brand positioning, driving core products, developing new ones, and winning key international cities (Ralph Lauren - Updated Strategic Growth Plan). Considering Ralph Lauren's positive financial and brand image status, the growth plan proved successful, and the future is promising for the brand as it continues to see this initiative come to fruition and develop new ones as 2025 passes. The Brand's revenues continue to climb, and stock performance surpasses expectations, leaving the brand in a favorable position to continue innovation and grow the brand footprint. According to Vogue Business, the company invests in digital innovation, sustainability, and global expansion, particularly in Asia. The continued embrace of extravagant, immersive experiences like the recent fashion show in the Hamptons is expected. All of this is done while keeping up with evolving consumer preferences while maintaining a strong brand DNA (Binkley).



Product, Price, Place, Promotion

Product

Ralph Lauren once famously said, "I am not a fashion person. I am anti-fashion. I am interested in longevity, timelessness, style." This outlook is reflected in all products put out by the brand. The several Ralph Lauren brands currently occupy the categories of men's and women's apparel and shoes, watches and fine jewelry, fragrance, children, pet, home, and dining and hospitality (Roll). Each brand and its products reflect Ralph Lauren's unmistakable physique and brand personality, which emphasizes elegance, sophistication, and quality. Outside of products directly designed and manufactured by Ralph Lauren, the brand has several licensing agreements in categories such as intimates, fragrances, eyewear, and home.

Price

Ralph Lauren uses a premium pricing strategy, which has been a key contributor to its growth and success (Yahoo Finance - Ralph Lauren (RL) shares gain on robust pricing strategy). Prices range from premium to luxury price points based on brand and product. The brand has been successful in steadily offering higher prices, finding the pricing sweet spot, and increasing sales and revenue during a period of downturn in the luxury market (Lee). Figure 3 shows the breakdown of Ralph Lauren's pricing by brand.





Place

The brand uses several distribution methods to provide the product to its consumers. These include secured methods such as directly operated stores (flagship, regular, outlet), franchised locations, the brand's e-commerce site, and controlled distribution through wholesale. The brand is selective when choosing non-secured distribution channels such as department stores, ensuring the ideal brand image is maintained through all forms of distribution (Ralph Lauren—Protecting Our Brands). The brand currently has 564 stores worldwide, with the majority in North America, Europe, and Asia (Ralph Lauren 2024 10K).

Store Look and Feel: Each Ralph Lauren store is carefully designed to provide a distinct brand experience. "The brand's design philosophy emphasizes careful layering of textures, colors, and furnishings to create a harmonious balance of comfort and luxury. By incorporating a diverse array of materials and patterns, Ralph Lauren crafts spaces that feel simultaneously elegant and inviting" (Gibbs). No matter the location or distribution method, Ralph Lauren has a framework for store/merchandise layout and design elements to ensure not just cohesive product presentation but a profound consumer experience.

Ralph Coffee and Polo Bar: Ralph Lauren is a lifestyle brand at its core (Ralph Lauren—Our Company). From its products to its stores and in every event or extension the brand does, the brand image promotes the Ralph Lauren Way and an idealistic lifestyle. To further incorporate Ralph Lauren into people's lifestyles, the brand developed Ralph's Coffee and Polo Bar to create new customer experiences. The brand utilizes similar iconic design philosophies in new environments to create another touchpoint with consumers that focuses on a memorable dining experience. See the image of Ralph's Coffee and The Polo Bar below.

Ralph's Coffee

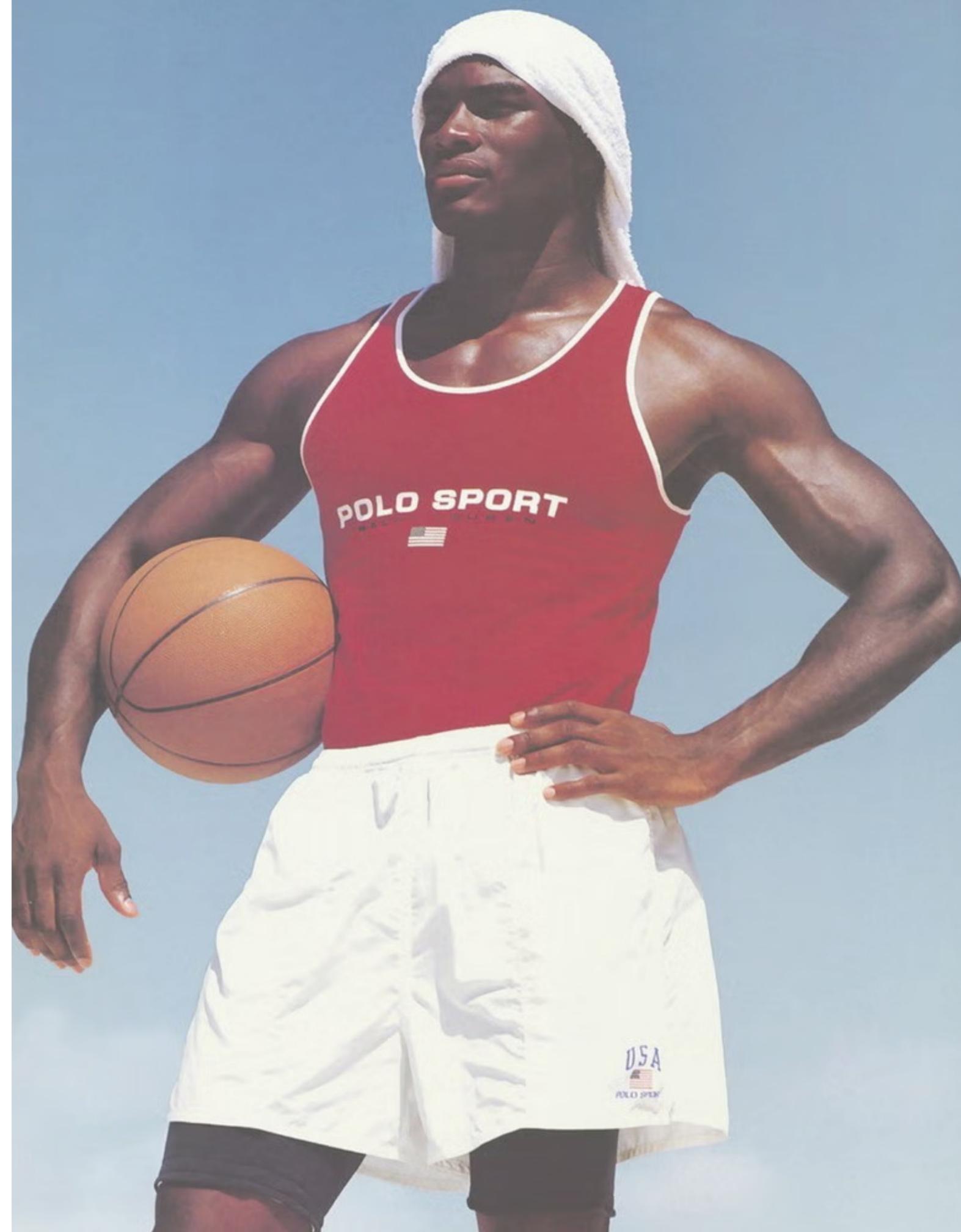


Polo Bar



Promotion

Ralph Lauren's promotional activity is vital to building the idealistic brand image of elegance while promoting innovation and unity. The brand's primary forms of marketing are traditional print and events, keeping with the luxury brand image and emphasizing consistent motifs of family, romance, elegant living, and polo players that symbolize refinement and affluence (Roll). Yet, it has been successful in its digital transformation, which has been key to diversifying sources of revenue (Singer). Sports involvement and sponsorship have remained consistent promotional activities for the brand. Sports have always influenced Ralph Lauren, and since the creation of Polo Sport in 1992, athletics have been a consistent motif in promotional materials and truly part of the brand (Ralph Lauren Corporate - Timeline). The brand's sponsorship and/or collection designs for the several sporting events throughout the brand's history also serve as essential promotional activities.



Importance of Promotion: Though Ralph Lauren has several brands with different product offerings and price ranges, through promotional material, Ralph Lauren portrays a consistent image that draws in a particular consumer. "The Ralph Lauren brand is created for a consumer that values quality, exclusivity, style, fine living, and prestige." (Roll) These characteristics are effectively captured in the brand's marketing and promotional material as the brand brings the American Dream to many. The Ralph Lauren Business Model Canvas below summarizes the companies key business operations.



<p>KEY PARTNERSHIPS</p> <ul style="list-style-type: none"> Manufacturers Distributors Retail/Department Stores Hotels Sports Team and Organizations Sustainability Organizations and Coalitions Other Charities Artist in Residence Partnerships Licensee's 	<p>KEY ACTIVITIES</p> <ul style="list-style-type: none"> Product Design Product Manufacturing Retail Marketing and Storytelling Customer Relations Hospitality (Ralph's Coffee/Polo Bar) 	<p>VALUE PROPOSITION</p> <p>"Our Purpose at Ralph Lauren is to inspire the dream of a better life through authenticity and timeless style. Each word is deliberate, deeply rooted in our history and in our culture. Inspiring the dream of a better life is not about material status, but about a life filled with hope, possibility and a sense of realness that never goes out of style." (Ralph Lauren Corporate)</p> <ul style="list-style-type: none"> High Quality Products Timeless Style Experience Beyond the Product Multiple Price and Distribution Points 	<p>CUSTOMER RELATIONSHIPS</p> <ul style="list-style-type: none"> Provide stylish, timeless, high quality products and service to customers. Wide range of products and price point to provide variety for different consumers 	<p>CUSTOMER SEGMENTS</p> <ul style="list-style-type: none"> Luxury Segment <ul style="list-style-type: none"> Individuals with significant disposable income that value timeless style, impeccable quality, and brand heritage. Older demographic Premium Segment <ul style="list-style-type: none"> Consumers looking for more affordable options but still want the style, quality, and heritage that comes with Ralph Lauren. Age demographic is wider Ralph Lauren Kids <ul style="list-style-type: none"> Products are for the kids segment Targeting parents who purchase their kids clothes
<p>COST STRUCTURE</p> <ul style="list-style-type: none"> Product/ Cost of Revenue Selling/General/Administrative Labor and Related Expenses Advertising Expenses Depreciation and Amortization Restructuring Impairment Other <p>Ralph Lauren Cost Structure Base on the Recent Income Statement</p>		<p>REVENUE STREAMS</p> <ul style="list-style-type: none"> Product Purchases (Wholesale, Retail, Franchise) <ul style="list-style-type: none"> Men's and Women Apparel Shoes/Accessories Fragrance Home Dining/Service Purchases Licensing/Franchise Royalties <p>Ralph Lauren Revenue Base on the Recent Income Statement</p> 		



Competitive Analysis

Ralph Lauren’s extensive brand and price options create a broader competitive landscape. The brand has several competitors throughout the premium and luxury fashion categories, but based on the Ralph Lauren 2024 Statistics Report by Statista and further research, the five outlined in Figure 4 below are the main competitors to consider.

The competitors listed above were chosen based on the brand’s size, product offering, price, and brand image. All the brands chosen are of the size where they are a realistic competitor to Ralph Lauren. Hugo Boss, Armani, and Michael Kors follow a similar multi-brand format to Ralph Lauren, making them strong competitors in terms of their variety of product offerings at different price points, which is valuable to consumers. While at differing price points, Tommy Hilfiger and Burberry have brand image elements that compare and compete with Ralph Lauren’s. Despite its conception being almost 20 years later than Ralph Lauren’s, Tommy Hilfiger is also a brand highly related to its American roots, often using similar colors and motifs but solely focusing on a more accessible price point. Like Ralph Lauren, Burberry’s brand image of classic elegance is rooted in its history and heritage, which appeals to a similar customer.

	PRODUCT	PRICE	PLACE	PROMOTION	FINANCIAL	USP
	Brands: Hugo (sporty/casual and Boss (formal/workwear) Product Range: Men’s and Women’s, tops, bottoms, dresses, outerwear, handbags and accessories, shoes intimates, sportswear, fragrance	Hugo: \$\$\$-\$\$\$ Boss: \$\$\$-\$\$\$	1,418 DOS: Malls, outlets, and Brick-and-mortar (Hugo Boss Annual Report 2023) Controlled: Wholesale Secured: Directly operated stores (flagship, Hugo Boss stores, outlets), online, licensees/franchise	<ul style="list-style-type: none"> • Digital • Traditional • Events: Fashion and sporting events • Sponsorship of athletes 	2024 Revenue EUR 4.3 Billion <small>(Reported by Hugo Boss Group) (Green denotes growth)</small>	"A perfect cut and fit, which customers all over the world appreciate. Two strong brands with distinct target groups. And our commitment to sustainability, culture and sports" (Hugo Boss Group)
	Brands: Burberry Product Range: Men’s and Women’s, tops, bottoms, dresses, outerwear, handbags and accessories, shoes children, beauty and fragrance	\$\$\$-\$\$\$\$	422 DOS: In high-end malls, outlets, and brick-and-mortar stores in luxury shopping areas (Burberry 2024 Report) Controlled: Wholesale Secured: Directly operated stores (normal and outlet), online, licensees/franchise	<ul style="list-style-type: none"> • Digital • Traditional • Juxtaposing Heritage and Innovation: Reestablishing its British heritage while innovating, focusing on the brands' core customer (Shoalib) 	2024 Revenue USD 3.7 Billion <small>(2023-24 Burberry Annual Report) (Red denotes loss)</small>	"Burberry is a highly differentiated luxury brand with a unique history and heritage, and category authority in outerwear and scarves." (Burberry PLC Corporate)
	Brands: Michael Kors (premium), Michael Kors Collection (luxury) Product Range: Men’s and Women’s, tops, bottoms, dresses, outerwear, handbags and accessories, jewelry, shoes, luggage, fragrance	MK: \$\$\$-\$\$\$ MKC: \$\$\$-\$\$\$\$	812 DOS: Malls, outlets, and Brick-and-mortar (Capri Holding 10K 2024) Controlled: Wholesale Secured: Directly operated stores stores, online, licensees/franchise	<ul style="list-style-type: none"> • Digital • Traditional • High Profile: Campaigns feature high profile celebrities and models to portray a idealistic lifestyle 	2024 Revenue USD 3.2 Billion <small>(Reported by Capri Holdings) (Red denotes loss)</small>	"Casual Luxury" "I design for women and men who need clothing and accessories that can keep up with their fast-paced lives and make them feel like their best selves." (Michael Kors)
	Brands: Tommy Hilfiger, Tommy Jeans Product Range: Men’s and Women’s, tops, bottoms, dresses, outerwear, handbags and accessories, shoes, intimates, fragrance	\$\$	+1,800 DOS: Malls, outlets, and Brick-and-mortar (Tommy Hilfiger Bio) Controlled: Wholesale Secured: Directly operated stores, online	<ul style="list-style-type: none"> • Digital: Heavy Focus • Traditional • Classic America cool and preppy • Celebrities • "See now, buy now" 	2024 Q3 Revenue USD 2.25 Billion <small>(Reported by PVH Corp) (Red denotes loss)</small>	"Classic American cool style with a modern twist, blending preppy aesthetics with a youthful, inclusive, and aspirational lifestyle, all while maintaining a focus on accessible, high-quality fashion" (Tommy Hilfiger Bio)
	Brands: Giorgio Armani, Emporio Armani, EA7, Armani Exchange Product Range: Men’s and Women’s, tops, bottoms, dresses, outerwear, handbags and accessories, shoes intimates, sportswear, fragrance	Giorgio Armani: \$\$\$\$ Emporio Armani: \$\$\$-\$\$\$\$ EA7: \$\$\$ Armani Exchange: \$\$\$-\$\$\$	623 DOS: High-end malls, outlets, and brick-and-mortar stores in luxury shopping areas (Armani - The Group in the World) Controlled: Wholesale Secured: Directly operated stores (flagship, outlets), online, licensees/franchise	<ul style="list-style-type: none"> • Digital • Traditional • Different approach for each brand • Events: Fashion and sporting events • Sponsorship of athletes 	2023 Revenue EUR 4.5 billion <small>(Reported by PVH Business) (Red denotes loss)</small>	The minimalist, refined taste and sophistication across several several offerings and price points.

Fig 4. Ralph Lauren Competitor Analysis, Lucabella Ralph, 30 March 2025

Ralph Lauren Competitive Advantage

Besides Hugo Boss, every competitor on the list and many other brands in the premium and luxury sectors saw a revenue downturn during 2024. Despite the relatively comprehensive downturn in the luxury sector in 2024, Ralph Lauren grew its revenue by almost 3% (Lee). This is due to the brand hitting the pricing “sweet spot,” driving its core products and identity, and efforts to expand internationally, all of which give the brand a competitive advantage.

As addressed early in the price section, a Wall Street Journal article states that Ralph Lauren’s pricing strategy provides a competitive advantage. The brand uses a premium pricing strategy, steadily offering higher prices that boost desirability without reaching the overpriced mark many luxury brands have (Lee). This approach has put Ralph Lauren in the “sweet spot” of pricing, ultimately appealing to both aspirational and core luxury customers and allowing the company’s sales to grow. In contrast, other companies gradually price themselves out of the market.

Secondly, the brand created a competitive advantage by focusing on what it is good at and delivering it to customers in a new and evoking way. Ralph Lauren’s 2022-2025 Updated Strategic Growth Plan outlined refocusing on core products and messaging as a primary goal. While many brands look to play to trends and evolve with the times, Ralph Lauren’s balance of remaining true to its DNA while still finding ways to inspire customers with special events and storytelling has proved an advantage.

Lastly, the brand’s efforts to expand internationally created a competitive advantage that fostered revenue growth and diversity (Ralph Lauren - Updated Strategic Growth Plan). Specifically focusing on Asia, the brand recently presented its Spring 2025 collection in Shanghai on top of the original show in the Hamptons, which is only one example of the effort to get the brand in front of new consumers (Hu). The start to obtaining a greater international presence gives the brand more consumer touchpoints and opportunities for sales, which gave it a strong financial position in 2024 and a further leg up on competitors.





Ralph Lauren Conclusion & Key Insights

Ralph Lauren is an iconic American lifestyle brand that exemplifies and promotes the universal pursuit of an extraordinary life through the brand's origin story and evocative promotional material. The brand has been doing well financially, growing revenue and market share, and fostering compelling stock returns. The current financial performance and the brand's history within sports present a promising opportunity to further divert North American revenue dependency through an initiative in soccer with FIFA during the upcoming 2026 World Cup.

Key Insights:

- Ralph Lauren is a lifestyle brand at its core, and providing an experience to customers is just as important as delivering a product.
- Ralph Lauren blends heritage, innovation, and the pursuit of greatness to create the brand's unique positioning.
- Everything the brand does is distinct and recognizable as Ralph Lauren.

COMPANY RESEARCH

FIFA

Company History/ Overview

The Federation Internationale de Football Association, or International Federation of Association Football, better known as FIFA, is the international governing body of football (soccer). The federation was founded in Paris in 1904 by seven national associations – Belgium, Denmark, France, the Netherlands, Spain, Sweden, and Switzerland. The idea behind FIFA was to “promote the game of Association Football (as opposed to rugby or American football), to foster friendly relations among National Associations, Confederations, and their officials and players” (US Soccer – Soccer’s World Governing Body). FIFA was founded on the growing interest in soccer and the number of international matches. Though it has faced controversy over the years, it is the sport’s ultimate administrative authority responsible for all areas of the game, including:

- Regulating the rules of play
- Overseeing player transfers
- Organizing international competitions (such as the World Cup)
- Establishing and maintaining standards for refereeing, coaching, and sports medicine
- Encouraging and facilitating soccer growth around the world
- Promoting positive and unifying ideals within the sport

The federation is structured similarly to a democratic country, led by a secretary-general who oversees operations, and the FIFA Council is the oversight body (FIFA – Britannica). The council consists of 37 members, including the FIFA President and eight vice presidents, among other positions, who are voted in for four-year terms, serving no more than three terms. Legislation is proposed and passed by the FIFA Congress, in which each national organization has a representative. Congress elects the president, approves budgets, and chooses tournament locations. Outside of the council, the Football Tribunal and IFAB (International Football Association) resolve disputes and maintain the game’s governing rules, respectively. Each global region has an association that operates under FIFA and represents all the countries in the region. The structure is outlined in Figure 5.

FIFA performed The Big Count in 2006, which totaled the number of registered players and fans worldwide. While the sport has grown since then, and the numbers are likely higher, the numbers demonstrates the scope of the sport. The count is detailed in Figure 6.

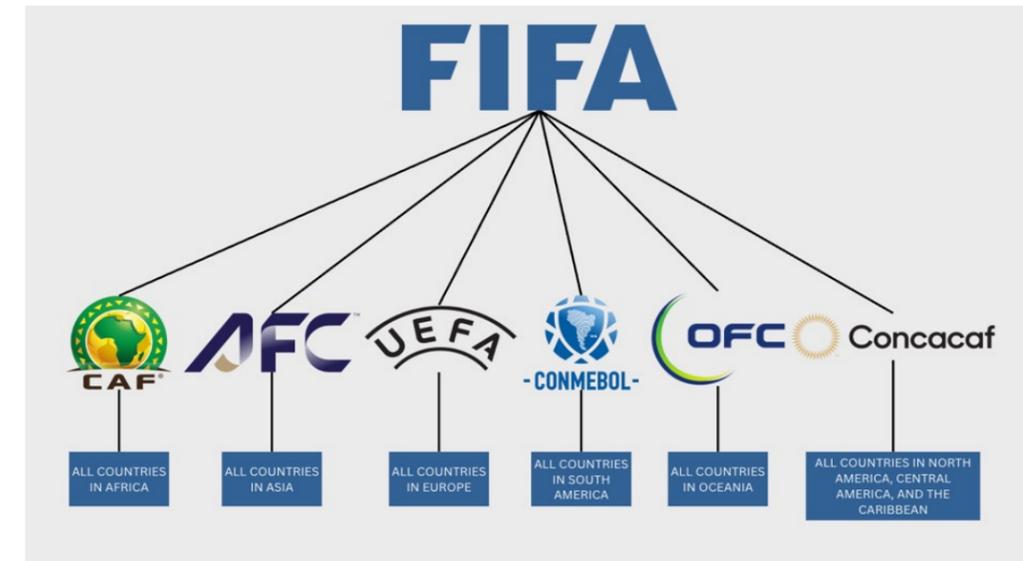


Fig 5. FIFA Regional Organizational Structure, Lucabella Ralph, 5 April 2025
 FIFA. Britannica, Encyclopedia Britannica, inc., 3 Apr. 2025, www.britannica.com/topic/Federation-Internationale-de-Football-Association.



Fig 6. The 2006 Big Count Key Numbers (FIFA), Lucabella Ralph, 3 April 2025
 FIFA. U.S. Soccer, www.usoccer.com/history/organizational-structure/fifa, Accessed 3 Apr. 2025.



Fig 7. FIFA Brand Identity Prism, Lucabella Ralph, 26 March 2025



Current Status

Despite controversy prior to 2015, FIFA, under its new president, Gianni Infantino, has reestablished itself as a strong and well-regarded federation and has led soccer to new growth and more widespread adoption. 2024 was a momentous year for FIFA on and off the field. Seven tournaments were hosted by FIFA in 2024, but the federation, along with most of the world, is preparing for and anticipating what will come with the Club World Cup to take place in 2025 and the World Cup in 2026. Financially, the federation was successful as well. According to FIFA's Annual Report 2024, "FIFA's revenue in 2024 amounted to USD 483 million, of which 8% came from television broadcasting rights, 63% from marketing rights, 10% from licensing rights and 19% from other revenue and income" (FIFA). Based on FIFA's 2024 revenue compared to its budget/spending, the federation maintained a \$190 million surplus. This healthy financial situation allows FIFA to continue growth and innovation that spreads soccer far and wide.

Future Outlook

Growth and innovation have always been foundational to FIFA. Looking into the future, FIFA looks to grow soccer's presence and host global tournaments that unite the world and push the envelope of what is possible through sporting events. FIFA's President, Gianni Infantino, laid out objectives for 2023-2027. The main objectives were upcoming tournaments, making North America 2026 the most inclusive World Cup ever, innovation on and off the pitch, talent development, and renewed commitment to social responsibility (2023-2027: FIFA President lays out objectives for the future).

FIFA, as the governing body of the most popular sport in the world, is responsible for hosting soccer events that are attended by millions and viewed by billions. With this comes a great responsibility to ensure that soccer is consistently presented in a positive and exciting way. As the upcoming 2026 World Cup aims to be one of the most significant sporting events in history in terms of both size and impact, FIFA is also striving to make it the most inclusive World Cup yet (2023-2027: FIFA President lays out objectives for the future). The tournament is expanding to allow 48 teams to qualify rather than the usual 32, providing more opportunities for new and emerging countries/teams on the international soccer stage to qualify for the tournament. Additionally, because of the game location setup, as mentioned in the introduction, with sixteen host cities across three countries, the games and associated events will be more accessible to local communities and those looking to travel.

Apart from innovating the federation's global soccer events, it aims to innovate the sport in general on and off the pitch. This goal is rooted in the growth of technology, as FIFA aims to make it more accessible to all member associations. FIFA President Gianni Infantino emphasized the commitment to introducing VAR (video assistant referee) more universally (2023-2027: FIFA President lays out objectives for the future). This ultimately supports the federation's talent development initiative, striving to provide widespread resources to support and grow new emerging leagues and players.

Finally, FIFA looks to renew social responsibility with initiatives throughout the sport. The organization will continue to utilize soccer's scope and reach to make a positive impact. Whether it be climate, human rights, disease, or disability, FIFA looks to continue using the game's reach and influence to make a positive impact on global events and the world in general.



Product, Price, Place, Promotion

Product

FIFA's product is soccer; every product and service it provides ultimately delivers the game to society. Based on the federation's 2023-2026 cycle budget, revenue is generated through TV broadcast rights, marketing rights, licensing rights, hospitality rights, and ticket sales, among other things (FIFA - 2023-2026 Cycle Budget). Demonstrating that FIFA sells products in the form of access rights to other entities rather than directly to fans.

Price

While there are general thresholds, FIFA does not have set prices when selling rights for things such as TV broadcasting, marketing, licensing, hospitality, and ticket sales; they are determined on a case-by-case basis, depending on the scope. For example, FIFA and DAZN made a \$1 billion broadcast deal for the 2025 Club World Cup (Panja). In exchange for the payment, DAZN gets access to all 63 Club World Cup games and can sub-license the games as the streaming platform wishes. Similarly, Alex Silverman of Sports Business Journal reported that Bank of America signed a global marketing sponsorship deal with FIFA for the 2026 World Cup worth approximately \$100 million (Silverman). Depending on the specific case, which is determined by the level of sponsorship, length of sponsorship, and size/scope of the event being sponsored, the price will be determined.

Place

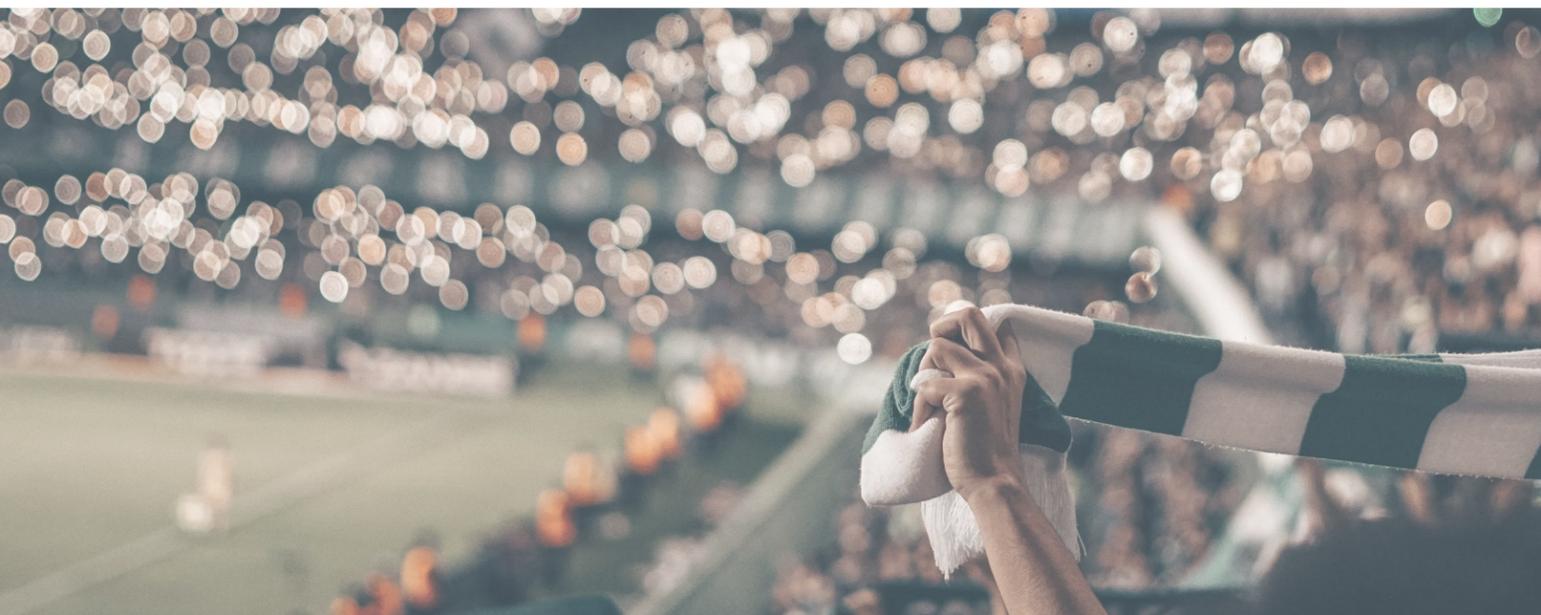
FIFA is headquartered in Zurich, Switzerland, but its operations are present throughout the entire world. Anywhere the sport exists and is played formally is ultimately governed by the federation. The World Cup is the organization's most renowned event and is hosted in a different country every four years. The 2022 Men's World Cup was hosted in Qatar, and the 2023 Women's World Cup was hosted in Australia, while the upcoming 2026 Men's looks different. Instead of being hosted in one nation, the tournament will be hosted across North America with game sites in the United States, Canada, and Mexico in an effort to make the tournament more inclusive and accessible.

Promotion

FIFA uses a mix of digital and traditional promotional methods to achieve its overarching goal of supporting and promoting soccer worldwide. In terms of digital, the federation uses all forms of social media and publishes online articles and newsletters via the FIFA website. Most social media sites have a FIFA account and separate accounts dedicated to major tournaments, including the World Cup, Women's World Cup, and Club World Cup. The organization also has a magazine called Living Football, which is published regularly. It publishes print magazines for the World Cups and other major tournaments (Inside FIFA). All FIFA promotional content aims to provide reliable soccer news about all aspects of the game and share inspiring stories to encourage the sport's growth. Much of the content is also geared to promote partners and sponsors who support FIFA in exchange for being featured by the federation, whose broad international reach and influence are valuable for many companies (Dai et al.).

<p>KEY PARTNERSHIPS</p> <ul style="list-style-type: none"> • Ralph Lauren* • Soccer Teams • FIFA Associated Countries • Tournament Host Nations • Game Venues • Sports Broadcasting Channels • Partners and Sponsors • Third-Party Ticket Sellers • EA Sports (Video Games) • Retailers (Video Games and Merchandise) 	<p>KEY ACTIVITIES</p> <ul style="list-style-type: none"> • Governing and Regulating International Soccer • Hosting/Facilitating Major International Tournaments • Facilitating Game Broadcasting 	<p>VALUE PROPOSITION</p> <p>"FIFA has been able to use the global popularity of football to spread positive social messages to wider society and has led by example by creating departments within its structure dedicated to the fostering of these values. By partnering with high-profile international stakeholders, FIFA improves the chances that those core principles remain strong around the world through football." (FIFA Corporate)</p> <ul style="list-style-type: none"> • Unites Soccer Fans • Provide an International Platform for Soccer • Hosts the World's Largest Soccer Events for People Across the World to See 	<p>CUSTOMER RELATIONSHIPS</p> <ul style="list-style-type: none"> • FIFA provides world class soccer experience for global soccer fans • FIFA unites the global soccer community 	<p>CUSTOMER SEGMENTS</p> <ul style="list-style-type: none"> • Soccer fans of nearly all ages • Tickets are purchased by fans with disposable income • Professional soccer players
<p>COST STRUCTURE</p> <ul style="list-style-type: none"> • Competitions and Events <ul style="list-style-type: none"> ◦ Prize Money and Club Benefit Program ◦ Operational Expenses ◦ ICT ◦ Workforce Management • Development and Education • Football Governance • FIFA Governance and Administration • Marketing and TV Broadcasting • Team Services • TV Operations • Marketing Rights Delivery • FIFA World Cup Items <p>FIFA Cost Structure Based on the 2023-2026 Cycle Budget</p>		<p>REVENUE STREAMS</p> <ul style="list-style-type: none"> • Sponsorship Money From Ralph Lauren* • TV Broadcasting Rights • Marketing Rights • Licensing Rights • Hospitality Rights and Ticket Sales • Other Revenue and Income • FIFA Video Game <p>FIFA Revenue Streams Based on the 2023-2026 Cycle Budget</p> 		

Fig 8. FIFA Business Model Canvas, Lucabella Ralph, 28 March 2025



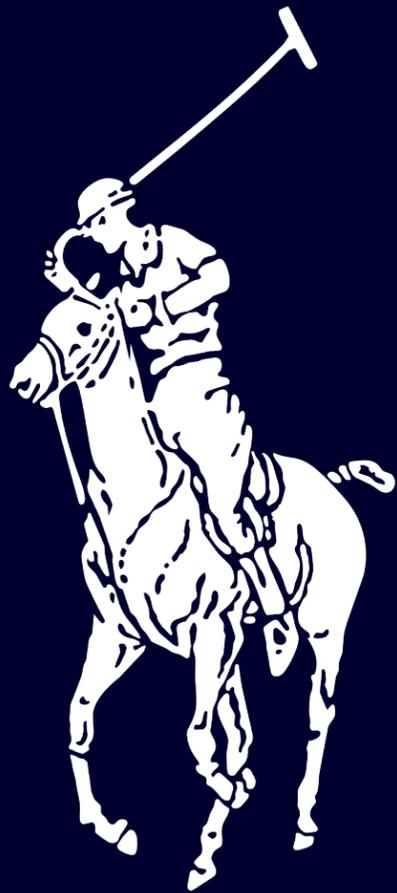


FIFA Conclusion & Key Insights

In conclusion, FIFA is the governing body of the most popular sport in the world, and with that comes great responsibility. Despite controversies within the organization, it remains the definitive face of soccer. Founded in the midst of a growing sport, today, FIFA establishes, organizes, and regulates everything related to soccer with the goal of maintaining a unifying and innovative outlook and influence on the sport now and with future initiatives. As the organization looks to the future in anticipation of the World Cup, it looks to make it one of the largest sporting events in history and a vessel for the continued growth of the sport across North America and the world.

Key Insights:

- FIFA's position and lack of direct competitors make it an ideal sponsorship/partnership for those looking to utilize soccer for marketing and brand growth.
- FIFA promotes innovation and unity across the sport and the world, which are present in all the organization's initiatives.
- FIFA does not sell a product/service but sells rights to companies in every sector to market or sell a product/service via their platform and network.



Company Research Conclusion: Ralph Lauren & FIFA

After research and analysis of both Ralph Lauren and FIFA, there are several key insights that solidify and guide the direction of the collaboration. First, solidifying the collaboration, the brands' images and values align. Both companies are rooted in history and heritage, yet they integrate inspiring messages of creating a path to greatness through unity and innovation. Ralph Lauren is a lifestyle brand at its core, and soccer, partly because of FIFA's efforts, is an integral part of many lives around the world. By utilizing the ideal promotional landscape that is FIFA's international reach, especially during the World Cup, Ralph Lauren can blend its iconic image with the parallel values within FIFA, creating an initiative that is mutually on-brand and thoughtful.

INDUSTRY RESEARCH

FASHION INDUSTRY

Overview

The fashion/apparel industry is a significant part of the global economy and is highly dynamic, driven by constantly evolving trends. It is a heavily saturated market with several “big players” and numerous smaller ones, which makes it unpredictable. According to Statista’s Global Apparel Market Insights, in 2025, the industry’s revenue is estimated to reach \$1.84 trillion, an approximate growth of 2.79% from the 2024 total. The United States and China are among the most significant contributors to that total (Fashion United - Global Fashion Industry Statistics). Companies within the apparel sector choose to represent several segments and markets for broader consumer reach or specialize in specific sectors and markets, focusing on quality rather than quantity. The segments include clothing, footwear, accessories, luxury, and sustainability, while markets such as menswear, womenswear, childrenswear, and unisex are standard across the industry.

The highly dynamic and unpredictable fashion industry is expected to slow down through 2025. Industry consulting firm McKinsey & Company published The State of Fashion 2025, which predicts a “tumultuous and uncertain year for the industry” (Balchandani et al.). The study reveals several factors that will affect the fashion industry in the near future. The following assesses the current state of the fashion industry, key players, influencing factors, and resulting trends.

Key Players

Despite the heavily saturated global fashion industry, several key players hold significant market share and lead the industry in revenue, design, and operations. Figure 9 outlines ten key players in the fashion industry in terms of market capitalization as of September 2024.

Top Fashion Companies Worldwide (Market Capitalization)

Top clothing companies	Market capitalization
1. LVMH	\$359.7 billion
2. Hermès	\$245.3 billion
3. Inditex	\$167.0 billion
4. TJX Companies	\$132.6 billion
5. Nike	\$121.9 billion
6. Dior	\$120.6 billion
7. Fast Retailing	\$96.6 billion
8. Cintas	\$80.6 billion
9. Ross Stores	\$50.6 billion
10. Adidas	\$45.3 billion

Fig 9. Top Fashion Companies Worldwide (Market Capitalization), Oberlo, 3 September 2024
“Biggest Clothing Companies in the World [Updated Sep 2024].” Oberlo, 3 Sept. 2024, www.oberlo.com/statistics/biggest-clothing-companies-in-the-world.



Key Players: LVMH

Top industry performer and luxury leader Louis Vuitton Moët Hennessey (LVMH) is first on the list in Figure 20. The organization is a French multinational luxury conglomerate of luxury brands in fashion, jewelry and watches, beauty and fragrance, wine and spirits, and hospitality. Some of the conglomerate's most popular brands include Louis Vuitton, Dior, Loewe, Bvlgari, and Tiffany & Co. With a total revenue of \$84.68 billion across all brands in 2024, LVMH has a 4.7% market share of the entire global apparel industry (Key Figures - LVMH). With 75 distinguished Maisons (brands) rooted in six different sectors, LVMH remains true to tradition, with each brand building on a specialty legacy while keeping an unwavering focus on the exquisite caliber of its products (LVMH Corporate). The variety of brands allows the conglomerate to lead across several categories.

Key Players: Hermès

Second on the list in Figure 20 is the French luxury brand Hermès. World-renowned for its iconic handbags, the brand is the peak of luxury and quality. With a 2024 total revenue of \$16 billion, the brand has a 0.8% market share of the global apparel market (Hermès - 2024 Full Year Results). Aside from being a financial leader in the industry, Hermès is the benchmark for style, craftsmanship, and business operations. The luxury industry saw a decline in 2024, including a 2% decline compared to 2023, as the luxury customer base shrank by about 50 million people over the last two years (D'Arpizio et al.). Despite this, Hermès saw a 15% revenue growth in revenue (Hermès - 2024 Full Year Results). Laure Guilbault of Vogue Business attributes the brand's success to price discipline, quality assurance, supply control, and the overall timelessness of the brand and its products (Guilbault).

Key Players: Inditex

Third on the list in Figure 20 is the Spanish fashion group Inditex. The group owns several worldwide mass fashion brands, including Zara, Massimo Dutti, Bershka, and Oysho, among other notable brands. Inditex is the first company on the list that does not focus on luxury brands and products, but leads because of sheer size and global accessibility. In 2024, the group generated a total revenue of \$42.3 billion across all brands (FY 2024 Results - Inditex). This gives Inditex an approximate market share of 2.4%. The company's brands, such as Zara and Massimo Dutti, blend luxury aesthetics and designs with affordability, drawing in people around the world.

Current Factors

Because of its trend-driven, global state, fashion is influenced by many factors. The State of Fashion 2025 emphasized a “tumultuous and uncertain year for the industry” as an anticipated slowdown has arrived (Balchandani et al.). Figure 10 is a Fashion Industry PEST (Political, economic, social, and technological) Analysis detailing the factors impacting the supply chain, business operations, and product output of companies in the fashion industry.



FASHION INDUSTRY

P E S T

<ul style="list-style-type: none"> • Geopolitical Instability: According to The State of Fashion 2025, 67% of surveyed executives believe geopolitical instability will affect the fashion industry. (Balchandani et al.) • This has led to diversifying supply chain activities (especially in asia) and near-shoring. 20% point increase inreign direct investment into near-shoring. (Balchandani et al.) • Trade Barriers: Trade barriers have increased 5x since 2015, 3,000 trade restrictions implemented in 2023. (Balchandani et al.) 	<ul style="list-style-type: none"> • Economic Volatility: According to The State of Fashion 2025, 32% of surveyed executives believe economic volatility will affect the fashion industry. (Balchandani et al.) • Greater than a 165% increase in asia to US shipping prices. • Inflation: According to The State of Fashion 2025, 28% of surveyed executives believe inflation will affect the fashion industry. (Balchandani et al.) • Supply Chain Disruptions: According to The State of Fashion 2025, 32% of surveyed executives believe supply chain disruptions will affect the fashion industry. (Balchandani et al.) • Factors such as economic downturns, volatility, inflation, among others, complicate supply chain processes and force companies to make changes. 	<ul style="list-style-type: none"> • Social pressure to meet sustainability goals: 63% of fashion brands are behind on their sustainability and emission reduction goals. (Balchandani et al.) Pressures from society to see these goals through may lead to significant operational changes. • Emergence of influencer-athletes: Influencing the direction of designs toward more sporty/athletic. (Balchandani et al.) • Brands will look to supply authentic messaging amplified by ambassadors. (Balchandani et al.) 	<ul style="list-style-type: none"> • Inventory management: Is a problem in the fashion industry (2.5-5 billion in excess stock in 2023 and 20% average monthly profit loss from improper stock) and technological advancements will look to improve brands inventory process. (Balchandani et al.) (Laster) • Social media, AR/VR and Virtual Events: “There will be a greater need for virtual fashion options” (Laster)
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Fig 10. Fashion Industry PEST Analysis (Market Capitalization), Lucabella Ralph, 28 March 2025

Top Ranked Sourcing Hotspots for the Next Five Years

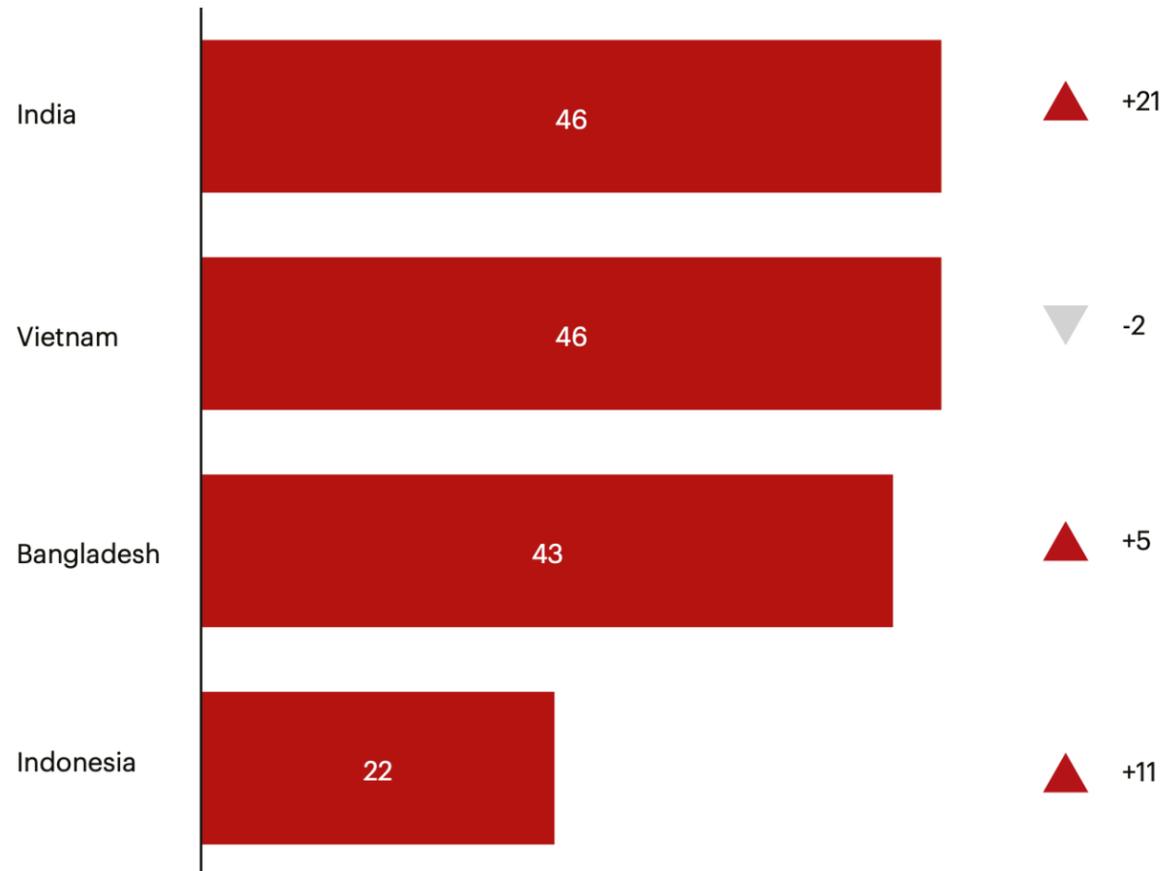


Fig 11. Top Ranked Sourcing Hotspots for the Next Five Years, Lucabella Ralph, 28 March 2025

Fashion Industry Trends & Best Practices

Supply Chain Changes

The PEST Analysis in Figure 10 outlines events such as geopolitical instability, increased trade barriers, and economic volatility, such as inflation, are current and looming threats. Because of this, The State of Fashion 2025 emphasized supply chain trends that will maintain and promote efficiency and supply chain resilience during uncertain times. Nearshoring and diversifying supply chain operations are the most significant trends seen across the fashion industry. Nearshoring to countries with more geopolitical alignment minimizes political and economic threats to supply chain activities by ensuring more control and assurance. "Nearshoring has increased by 20% in the last five years in the United States and by 8% in the EU" (Balchandani et al.). Supply chain diversification has also increased as companies look to acquire more suppliers and manufacturers in their portfolio, providing an edge should another supply chain crisis emerge. Specifically, companies are looking to new Asian nations as they diversify away from China. The key countries are ranked in Figure 11.

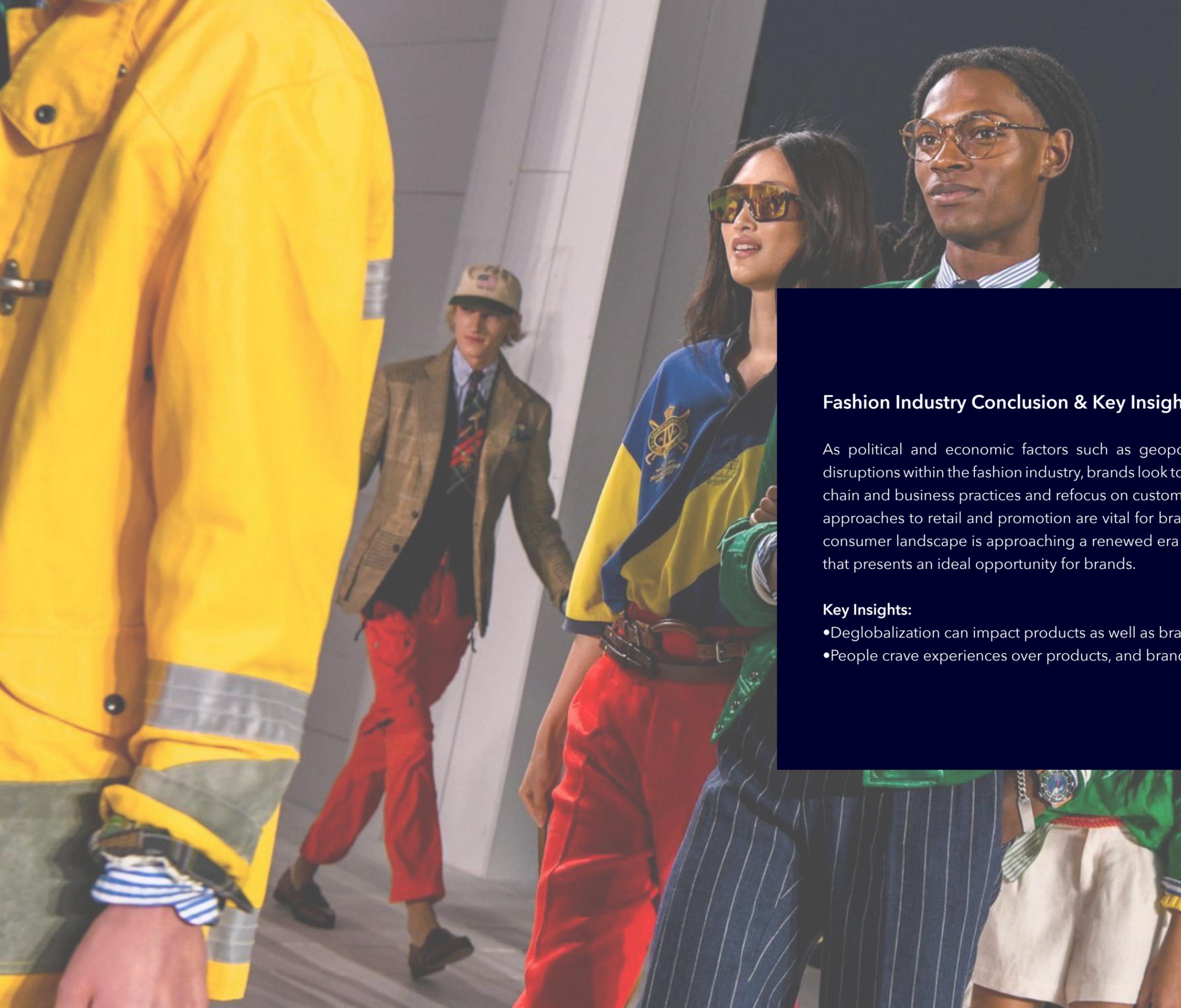
Technology

Technology evolves with the world and impacts nearly every industry. The supply chain-affecting factors discussed have triggered a reaction among companies, resulting in technology-focused trends. According to the State of Fashion 2025 "75 percent of fashion executives plan to prioritize data-driven tooling" (Balchandani et al.). Because of this, technology-focused trends for supply chain and inventory practices have emerged as companies look to persevere through the industry slowdown and meet their sustainability goals.

Focus on Experience and Building Customer Relationships

Brands are capitalizing on consumers' growing interest in experiences to build customer relationships and solidify brand position and image. This comes to combat the industry downturn as the political and economic factors affect the supply and demand of physical products. According to Jeff Fromm of Forbes, "Spending on experiences increased by 65% from 2019 to 2023 in the United States" (Fromm). This is not just true of travel; in general, consumers are looking to spend more on experience than product. Fashion brands are looking to use this to their advantage by creating highly innovative and memorable store experiences and events that can build brand equity at a time when consumers are buying less. The importance of experiential ventures is emphasized by Brian Delp of The Robbin Report, who wrote, "Failing to integrate experiential elements into retail strategies risks irrelevance in a market driven by evolving consumer expectations" (Delp). To capture consumer attention, brands are meeting consumers where they are going and providing new and exciting brand-related experiences to maintain and revitalize interest. Several brands have begun hosting events and pop-ups at sporting events, concerts, etc., to capture attention. Figure 23 below shows examples of brands capitalizing on consumers' desire for experience.





Fashion Industry Conclusion & Key Insights

As political and economic factors such as geopolitical conflict and inflation present potential disruptions within the fashion industry, brands look to technology solutions to strengthen their supply chain and business practices and refocus on customer experience in a new way. Highly experiential approaches to retail and promotion are vital for brands looking to remain strong and relevant. The consumer landscape is approaching a renewed era of desire for brand connection and experience that presents an ideal opportunity for brands.

Key Insights:

- Deglobalization can impact products as well as brand positioning and messaging.
- People crave experiences over products, and brands must adapt to stay relevant.

INDUSTRY RESEARCH

SPORTS/SOCCER INDUSTRY

Overview

The Sports industry has transformed in recent years. Several innovations and industry changes have altered the entire sports landscape from the perspectives of businesses, players, and fans. Factors such as political and economic states, social changes, varying consumer preferences, and technological innovation have influenced the increased accessibility of sports, growing it to be a significant global operation. According to Zak Anani at the Global Institute of Sport, "Sports is the ninth largest industry on Earth," with industry revenues at \$2.65 trillion according to the Best-Howard model (Anani). This means there was a revenue growth of \$338 billion from 2019. This revenue includes all activities in the sports industry that could generate revenue. However, the significant sources include sports-related merchandise, professional sporting event ticket sales, and sports betting, which is a growing factor. The considerable industry revenue growth is visualized in Figure 12.

The current landscape of sports has led to the emergence of sports tourism, playing into consumer desire for elevated experiences beyond the expected. The growth in accessibility of sports means that fans are not just local anymore, and many travel to attend sporting events (Robinson et al.). This has triggered the growth of sports tourism. The following will address key players, industry leaders, and current factors that play a role in the sports industry, specifically addressing the growth of sports tourism.

Global Sports Industry Revenue Growth (2019-2024)

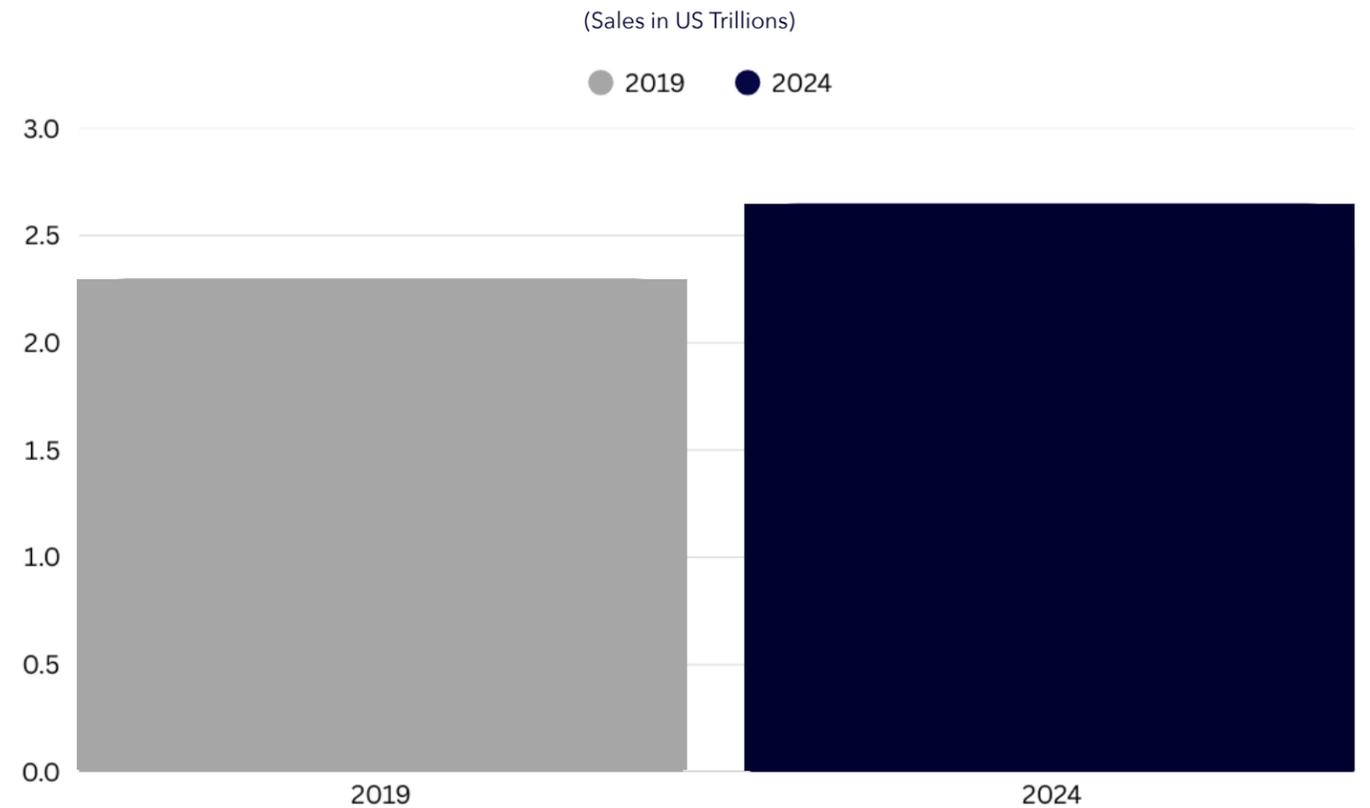
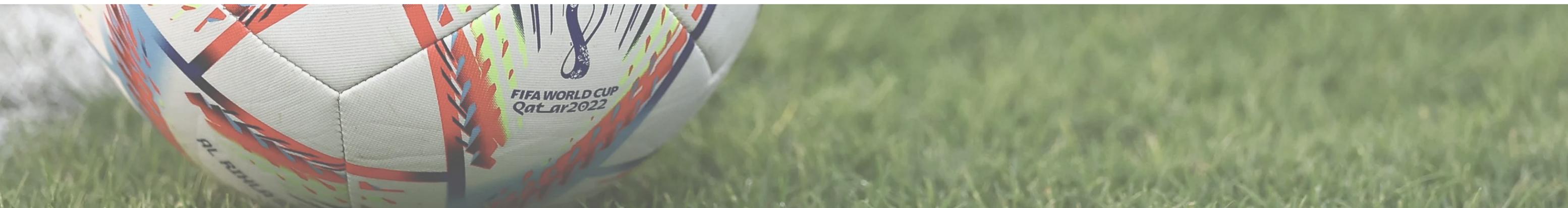


Fig 12. Global Sports Industry Revenue Growth (2019-2024), Lucabella Ralph, 28 March 2025
Gough, Christina. "Global Sports Market Revenue 2028 | Statista." Statista, 2024, www.statista.com/statistics/370560/worldwide-sports-market-revenue/.



Key Players & Industry Leaders

While every major league for each sport has a key player and an industry leader, several leagues and governing bodies have stood out in recent years as comprehensive leaders in growth and innovation. This has made these entities a constant topic of discussion and caught the eye of those outside the sports community.

FIFA: As the governing body of the most popular worldwide sport, FIFA is at the peak of global reach and influence. From the sport's humble beginnings to having more than 3.5 billion fans worldwide, FIFA has become much more than an organization that regulates football; it is an enormous brand that is known all around the world (Joris and Daan). While the federation has been flagged for ethical controversies in the past, now under new leadership, FIFA has renewed a positive path forward. FIFA has and strives to pave the way in terms of sports growth and development, universal innovation, and push for global unity and social changes.

WNBA: The Women's National Basketball Association, which is the premier women's basketball league in the world. The growth of women's sports has been a trend in the sports industry, and the WNBA has led the way. In 2024, the league had the most-watched WNBA regular season on ESPN platforms ever, set a single-game attendance record, and had the highest total attendance in 22 years, and the all-time record for digital consumption and merchandise sales (WNBA - WNBA Delivers Record-Setting 2024 Season). Additionally, all 12 WNBA teams saw at least double-digit year-over-year growth, emphasizing league-wide success and growth. This was heavily influenced by the emergence of a generation of players that, coupled with greater investment into uplifting and promoting female athletes, have paved the way for transformation and league visibility.

Formula 1: Some of the most prestigious and highly sought-after sporting events on the annual calendar are part of the Formula 1 circuit. The sport is an industry leader, specifically in sports hospitality and tourism, with the Formula 1 Grand Prix events being not just for sports spectating but are truly the epitome of a luxury experience. The sport and circuit have seen significant growth over the last several years, which is heavily attributed to the Netflix show *Drive to Survive*. The show follows the teams and drivers in a documentary style throughout the Formula 1 season. 30% of F1 fans cited *Drive to Survive* as a significant reason for becoming fans of the sport (Adgate). Overall, despite the sport's luxury status, it has become widely followed by many fan segments as new approaches and partnerships have turned it into a more universal sport.





Current Factors

Numerous global factors affect many industries, including sports. Like the fashion industry, the sports industry can be highly global, especially with games that are popular across borders, such as soccer. Despite looming threats, the sports industry is generally considered to be at an all-time high in terms of revenue, event viewership, and innovation, as emphasized by the details in the preceding two sections. Figure 13 is a Sport/Soccer Industry PEST (Political, economic, social, and technological) Analysis detailing the factors impacting the supply chain, business operations, and product output of companies in the fashion industry.

SOCCER/SPORTS INDUSTRY

P E S T

<ul style="list-style-type: none"> • Increased legalization of sports betting: Sports betting has become legal in more states since legislation was passed, and it can impact interest in sports and access to capital. (10 Sports Industry Trends UChicago Law) • Geopolitical factors: Nearly every industry is impacted by geopolitical factors and political tensions. Deglobalization of goods, services, people, capital, tech, and ideas is a looming threat that can impact sports industry supply chain and event offerings. Despite this it appears businesses remain interested in cross-boarder economic engagement. (S&P Global Top Geopolitical Risks of 2025) 	<ul style="list-style-type: none"> • Team and league access to capital: The NFL recently began allowing institutional investors to give the league and teams access to capital. (10 Sports Industry Trends UChicago Law) • Private Equity Investment: From an article by Sports Business Journal, at least 24 teams across the five major leagues have incorporated institutional investors (PE) into their ownership structures. (Smith) • Local reaction and buy-in: A study titled Sport Tourism and Regional Economic Development: A Systematic Review explained that local reaction to sports tourism impacts countries' willingness and ability to host major sporting events. (Raso) 	<ul style="list-style-type: none"> • The upcoming World Cup: The increased number of teams, and the associated Club World Cup play a role in the current landscape of the soccer industry and companies decision making (2025 Global Sports Industry Outlook, Deloitte) • Growth of women's sports: The popularity of women's sports has lead to a surge in new teams, leagues, and tournaments (NWSL, WNBA, PWHL, and potential to grow the next Women's World Cup). (2025 Global Sports Industry Outlook, Deloitte) • A overall surge in teams, leagues, tournaments: (Club World Cup and more qualifying teams for 2026 World Cup). (2025 Global Sports Industry Outlook, Deloitte) 	<ul style="list-style-type: none"> • Streaming Disaggregation/ Broadcast Streaming Rights: Broadcast rights for major sporting events have shifted almost entirely to streaming platforms, fans can no longer find all their favorite teams on a few channels. This will impact how and how frequently people view sports. (10 Sports Industry Trends UChicago Law) and (Giorgio et al.) • Stadium Modernization: Rebuilding, updating, and innovating sports stadiums is will impact experience with live sports. (10 Sports Industry Trends UChicago Law) • Fan Data for Monetization: Ways to obtain and utilize fan data and preferences is transforming the sports event experience for fans. (10 Sports Industry Trends UChicago Law)
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Fig 13. Sport/Soccer Industry PEST Analysis (Market Capitalization), Lucabella Ralph, 28 March 2025

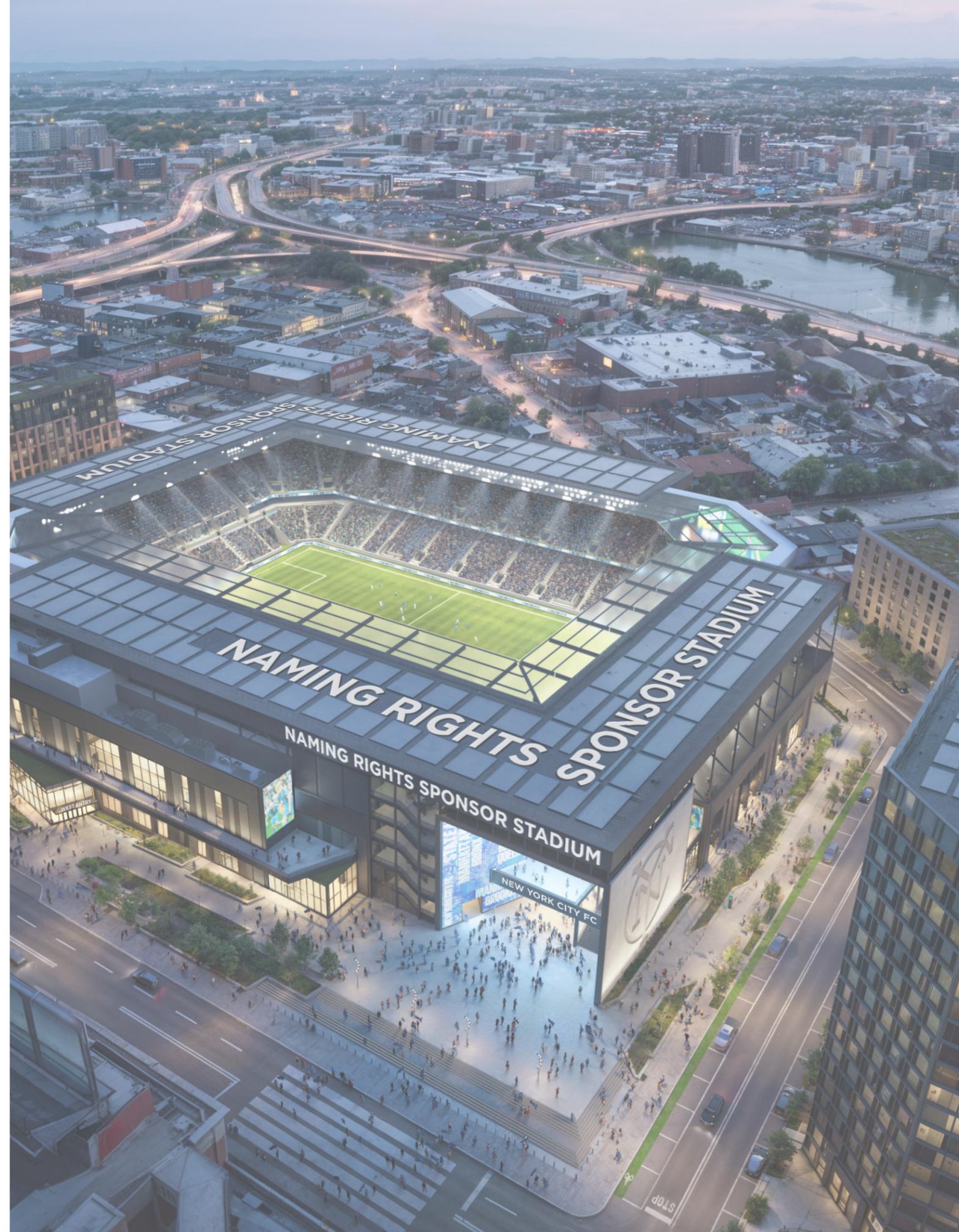
Sports/Soccer Industry Trends & Best Practices

Sports Tourism

Consumer inclination for experiences is not limited to physical product-bearing industries like fashion. Sports tourism has become a strong trend in the greater sports industry as fans become global and regard sporting events as an opportunity to travel and encounter new experiences. PR Newswire states, "Historical data shows sustained growth in sports tourism, with visitor numbers projected to increase due to the allure of live entertainment and experiences" (PR Newswire - Sports Tourism Market to Grow). The same article shares expert speculation of \$771.4 billion in sports tourism industry revenue growth from 2024 to 2028. The industry thrives as key sports industry leaders (FIFA, WNBA, and Formula 1), among others, attract millions of fans and travelers yearly. Figure 14 is a Sports Tourism Industry PEST (Political, economic, social, and technological) Analysis detailing the factors impacting the supply chain, business operations, and product output of companies in the fashion industry.



Fig 14. Sport Tourism Industry PEST Analysis (Market Capitalization), Lucabella Ralph, 28 March 2025



Trends Within Sports Tourism

With a 2024 total industry revenue of \$685 billion, sports tourism makes up approximately 29.7% of revenue for the greater sports industry and is expected to grow (see Figure 15) (Pangarkar). This significant position makes sports tourism more than a sports trend but a viable industry in itself. As such, sports tourism industry-specific trends subsequently affect the total sports industry. Below are the trends that shape the current landscape of sports tourism and sports in general.

Global Sports Tourism Market Revenue Growth (2022-2032)

(Sales in US Billions)

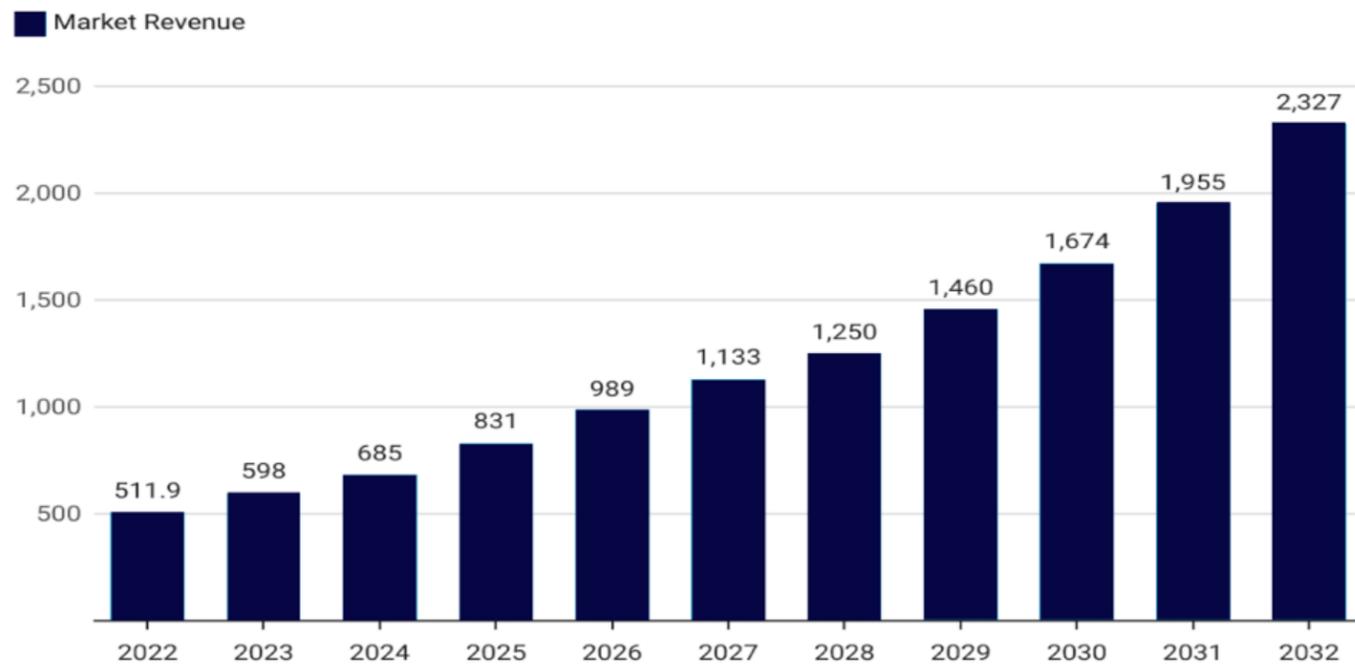


Fig 15. Global Sports Tourism Market Revenue Growth, Tajamuul Pangakar, 13 January 2025
Pangarkar, Tajammul. "Sports Tourism Statistics and Facts (2025)." Market.U.S News, 13 Jan. 2025, www.news.market.us/sports-tourism-statistics/#:~:text=The%20growth%20continued%20in%202024%2C%20with%20total,and%20other%20sports%20at%20USD%2075.4%20billion.

Tour Companies Specializing in Sports: Revenue projections predict growth in sports tourism over the next several years (see sports tourism industry growth in Figure 27). As a result, preexisting travel and hospitality companies have diversified into sports tourism, while new companies have emerged specializing in the specific industry. These offerings include ticket packages, fully curated immersive itineraries, and elevated game site experiences. The emergence and growth of these companies and experiences are "propelled by technological advancements such as augmented reality and virtual reality, which offer engaging and interactive experiences for fans" (Sports Tourism - Hospitality Business Review). The current universal consumer search for elevated and unexpected experiences in all activities has led to a strong focus on sports tourism on behalf of tour companies.

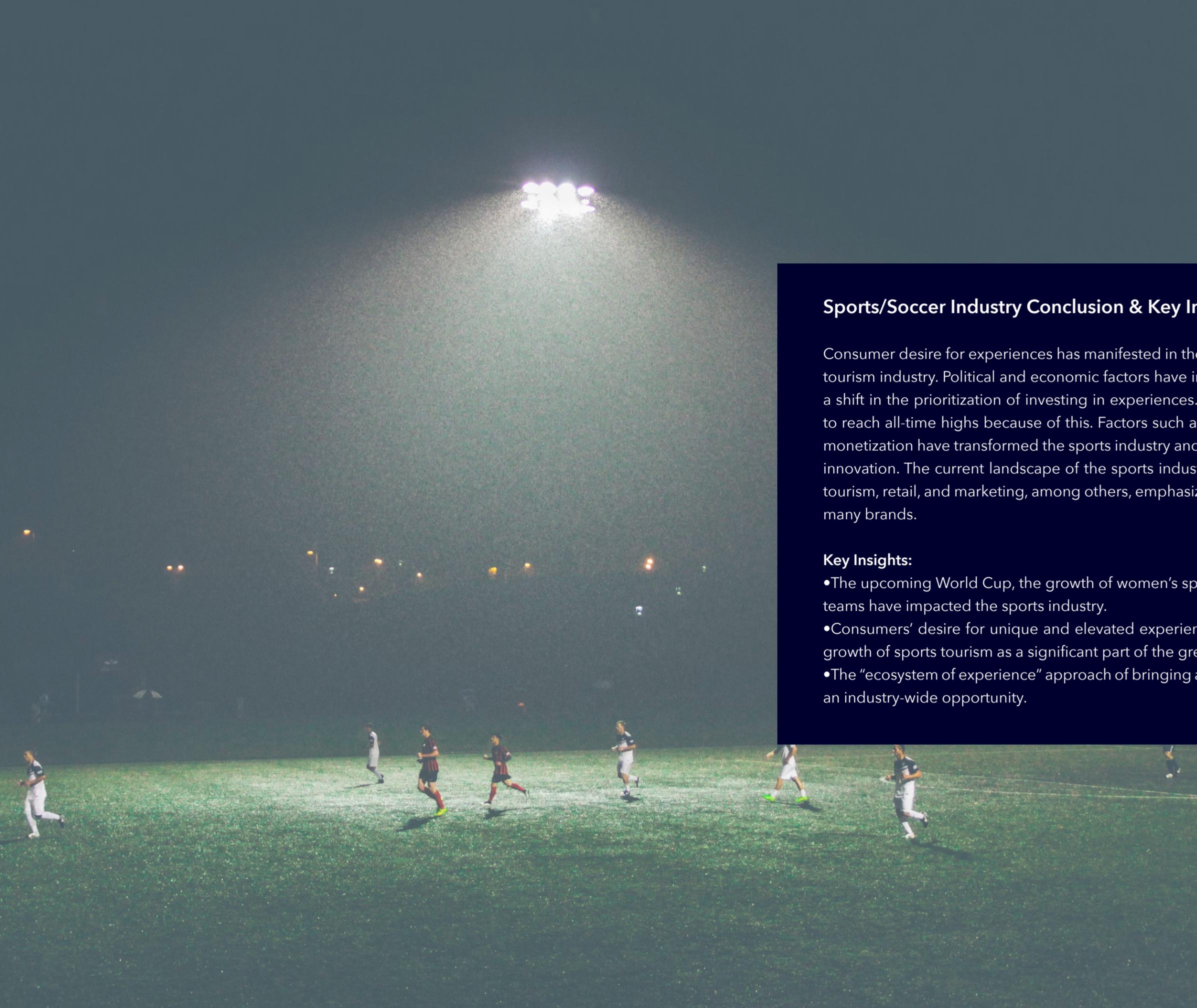
Retail in Sports Tourism: In an effort to meet consumers where they are going and capitalize on the trending experience economy, retail brands are integrating into sporting events in innovative ways. Brian Delp of the Robin Report details unconventional retail strategies and highlights sports venues, "which have evolved into multifaceted entertainment retail venues, blending live events with premium shopping experiences" (Delp). Sports site "ecosystems," as Brian Delp refers to them, such as Atlanta's Battery District, Milwaukee Bucks' Deer District, and Belmont Park Village near UBS Arena on Long Island, all blend a sports arena with other offerings. "These mixed-use districts combine dining, entertainment, and shopping to drive traffic on game days and beyond" (Delp).





Sports Marketing

The growth and transformation of sports and sports tourism are both a result of and result in sports marketing campaigns. These sports-related initiatives have expanded beyond sports companies as brands in every industry look to use consumers' increased engagement with sports to their advantage. According to a Bank of America Report, "Household consumption of spectator sports reached a near 10-year high in Q2 2024" (Bank of America Study -Sports: More Than Just a Game). This emphasizes the growing intake of sport-related content and the potential for increased effectiveness of related marketing. This is especially true in the luxury sector. According to Margaux Constantine, "Demand for luxury tourism and hospitality is expected to grow faster than for any other industry (travel) segment" (Constantin et al.). Highly coveted events such as the Super Bowl, Formula 1 races, and tennis tournaments with steep price tags significantly contribute to the segment. Luke Smith of The Athletic writes, "As shared by the organizers of the Las Vegas Grand Prix (Formula 1) and prepared by Applied Analysis, an economic analysis and consulting firm, the net visitor spending at the race was \$556 million" (Smith). This has led luxury brands to use sports as a promotional pedestal to capture the attention of many target customers. The luxury brand sports sponsorship market has developed as a result and will be evaluated later in market research. Figure 31 below shows Louis Vuitton's approach to marketing as the official sponsor of Formula 1.

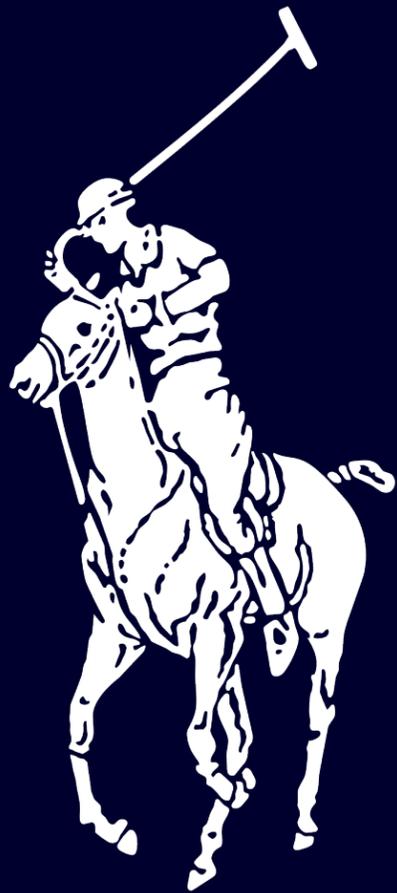


Sports/Soccer Industry Conclusion & Key Insights

Consumer desire for experiences has manifested in the growth of the sports industry and the sports tourism industry. Political and economic factors have impacted consumer spending and resulted in a shift in the prioritization of investing in experiences. Sports engagement and spending continue to reach all-time highs because of this. Factors such as the growth of women's sports and fan data monetization have transformed the sports industry and fan experience, further fostering growth and innovation. The current landscape of the sports industry has led to trends of cross-promotion with tourism, retail, and marketing, among others, emphasizing that sports is an opportunistic venture for many brands.

Key Insights:

- The upcoming World Cup, the growth of women's sports, and the emergence of new leagues and teams have impacted the sports industry.
- Consumers' desire for unique and elevated experiences has manifested in the development and growth of sports tourism as a significant part of the greater sports industry.
- The "ecosystem of experience" approach of bringing alternative offerings to sports venues presents an industry-wide opportunity.



Industry Research Conclusion: Fashion Industry & Sports/Soccer Industry

A slowdown in the fashion industry, with simultaneous growth in the sports and sports tourism industry, exemplifies shifting consumer desires and expectations. As companies adapt to these changes, trends of creating cross-promotional consumer experiences have emerged. They will pave the way for the fashion industry, sports industry, and sports tourism industry going forward. After a global shutdown during the COVID-19 pandemic and a landscape of political and economic threats, consumers want memorable experiences. To reiterate Brian Delp's point, "Failing to integrate experiential elements into retail strategies risks irrelevance in a market driven by evolving consumer expectations" (Delp). A new age of experience-focused has arrived, and sports are an opportunistic venture to explore this vital trend.

MARKET RESEARCH

GEOGRAPHIC MARKETS

The upcoming 2026 FIFA World Cup will be hosted in 16 cities across the United States, Canada, and Mexico (Thomas). This provides several location options for the initiative's World Cup game site experience. Rachel Chang of Condé Nast Traveler ranked the 15 most visited cities in the United States, with New York, Miami, and Los Angeles taking the top three spots, respectively. All three of those cities align with host cities for World Cup 2026 matches, making them front-runners for the Ralph Lauren game site experience. The following provides market research into the potential location options: New York, Miami, and Los Angeles



New York/New Jersey

The New York/New Jersey game site at MetLife Stadium will host eight World Cup matches, including a round-of-32 match, a round-of-10 match, and the World Cup Final match (FIFA–World Cup 26 Match Schedule Explained). With a stadium capacity of 82,500, the site could see as many as 660,000 fans throughout the eight games.

Tourism Potential: New York is a leading tourist city, seeing approximately 8.89 million international visitors in the last year (Chang). As such, the city and surrounding areas will be a leading visitor destination for games and those looking to experience the World Cup atmosphere beyond the games. New York can expect 1 million of the 6 million predicted international tourists to visit during the World Cup, and not all will visit solely to attend games (McCarthy et al.).

Surrounding attractions: A significant factor influencing the selection of the New York/New Jersey game site at MetLife Stadium to host the prestigious World Cup Final is the surrounding attractions and experiences available for visitors (McCarthy et al.). Notably, Liberty State Park, located near the game site, will feature a large fan fest. According to Alexis McDonnell of the Jersey City Times, the fan fest “will open for all 104 matches of the 2026 FIFA World Cup, making it the only confirmed fan fest in the country that will screen every game of the tournament, giving soccer enthusiasts in the region a dedicated space to celebrate the global event” (McDonnell).



Miami

The Miami game site at Hard Rock Stadium will host seven World Cup matches, including a round-of-32 match, a quarter-final match, and the bronze medal game (FIFA–World Cup 26 Match Schedule Explained). With a stadium capacity of 63,326, the site could see as many as 443,282 fans throughout eight games.

Tourism Potential: Miami is another leading tourist city in the United States, with approximately 4.37 million international visitors in the last year (Chang). Miami has been growing as a tourism hotspot and will see a surge of visitors during the World Cup, as supported by the Miami Herald, which reported that Miami can expect approximately 600,000 visitors during the duration of the World Cup (Miami Herald Editorial Board).

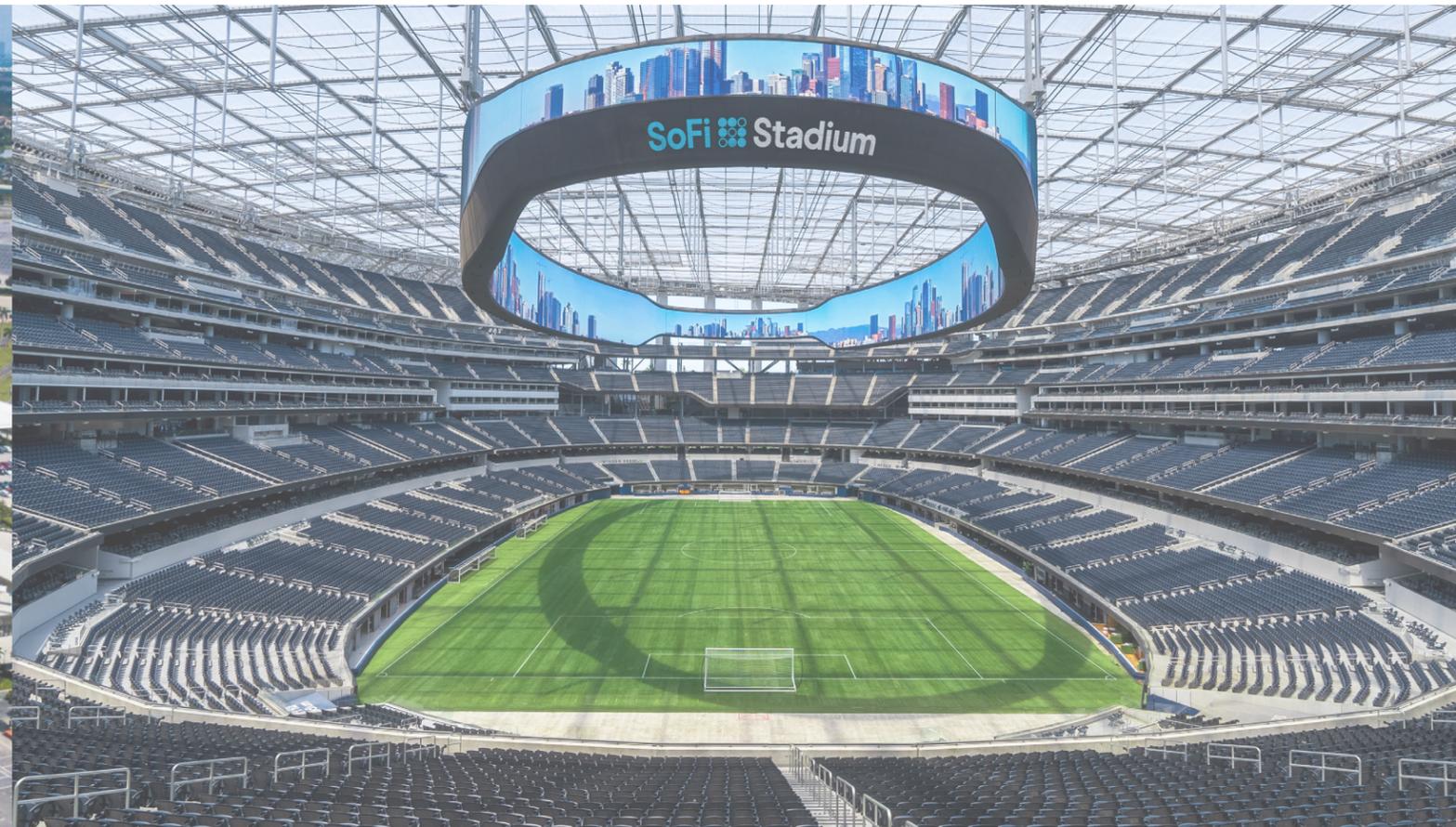
Surrounding attractions: Apart from the vibrant culture, beautiful beaches, and superior dining and nightlife options that draw visitors to the city throughout the year, Miami will have World Cup-specific festivities that will create a welcoming and enjoyable environment for visitors for one month. Like New York, Miami will host World Cup fan fests. Michelle Kaufmann of the Miami Herald shares that “Lummus Park, the Miami Beach Convention Center, and Bayfront Park in Downtown Miami are the proposed Fan Fest sites” (Kaufmann).

Los Angeles

The Los Angeles game site at SoFi Stadium will host eight World Cup matches, including two round-of-32 matches and one quarter-final match (FIFA–World Cup 26 Match Schedule Explained). Within the eight matches, the site will also host the highly anticipated opening match for the host nation, the US Men’s National Soccer Team (Los Angeles Sports & Entertainment Commission). With a stadium capacity of 70,240, the site could see as many as 561,920 fans throughout the eight games.

Tourism Potential: Los Angeles ranks third in the United States in terms of the number of international visitors per year. According to Rachel Chang at Condé Nast Traveler, the city welcomed approximately 3.6 million international visitors last year (Chang). Based on projections, the Los Angeles Sports & Entertainment Commission reports an influx of 180,000 visitors during the tournament.

Surrounding attractions: As a highly visited city, Los Angeles attracts millions of visitors with famous tourist attractions, top-tier dining, and entertainment options. As one of the pre-established attractors, Los Angeles is investing in the fan experience during the 2026 World Cup. From a Los Angeles Sports & Entertainment Commission press release, “The WE ARE 26 campaign has been designed to empower individuals, communities, and cities to play integral roles in the manifestation of the FIFA World Cup 26™ brand” (Los Angeles Reveals Official Host City Brand for FIFA World Cup 26). According to Alissa Walker of Torched LA, Los Angeles will look to create this environment through authentic fan fest experiences and curated hospitality packages (Walker).



MARKET RESEARCH

LUXURY BRAND SPORTS SPONSORSHIP MARKET

Luxury brands increasingly invest in sports to expand their reach, connect with younger markets, and adapt to evolving consumer expectations. According to Jeff Fromm of Forbes, "Spending on experiences increased by 65% from 2019 to 2023 in the United States" (Fromm). This emphasizes the evolving consumer landscape of the fashion market and has inspired the steadily growing sports sponsorship market, which Business of Fashion Case Study, "Fashion's New Rules for Sports Marketing", predicts will grow from 63.1 billion in 2021 to 109.1 billion by 2030 (Miller).

Luxury brands have occupied the sports sponsorship space for several years. Still, a recent notable shift is essential in understanding the reason for the growing scope of sports sponsorships. A Forbes article by Benjamin Voyer, "Why Luxury Brands are Doubling Down on Sports Sponsorships", shares that luxury brands are shifting from the elite sports they typically align with, such as polo and sailing, and broadening horizons to more widely popular sports like soccer and basketball (Voyer). Business of Fashion attributes this to "brands waking up to the soaring commercial value of sports like basketball, football, tennis, and Formula 1 racing" (Miller). Based on information provided by Benjamin Voyer of Forbes and Daniel-Yaw Miller of Business of Fashion, the ultimate goal is to maintain relevance and appeal to new and younger markets with increasing buying power.





COMPANY	INVOLVEMENT	COST	BRAND BENEFITS	USP
	Wimbledon Sponsorship	~\$10 Million (Over 5 Years) In 2010 (Los Angeles Times - Ralph Lauren to Outfit Players at Wimbledon)	<ul style="list-style-type: none"> Intellectual property rights for apparel and marketing Media Impact (\$18.7 million from the event in 2024) (Botelho) Brand visibility Product placement as official outfitter 	
	US Open Sponsorship	~\$8 Million (Over 5 Years) \$28 Million combine between Ralph Lauren and Citizen Watches (Tennis Now - Citizen, Polo Ralph Lauren Renew US Open Sponsorships)	<ul style="list-style-type: none"> Intellectual property rights for apparel and marketing Media Impact Brand visibility Product placement as official outfitter 	
	Australian Open Sponsorship	Between \$6 and \$7 Million (Annually) (Sports Business Journal - Australian Open)	<ul style="list-style-type: none"> Intellectual property rights for apparel and marketing Media Impact Brand visibility and product sales from "World of Ralph Lauren" in Melbourne Product placement as official outfitter 	
	PGA of America Sponsorship	Not Disclosed	<ul style="list-style-type: none"> Intellectual property rights for apparel and marketing Media Impact Brand visibility Product placement as official outfitter 	
	2010 World Cup Capsule Collection	Licensing Agreements (No exact cost)	<ul style="list-style-type: none"> Intellectual property rights for apparel and marketing Media Impact Brand visibility 	

Ralph Lauren's unique selling proposition across the brand sports sponsorships and collaborations is that it contributes to the sporting world in ways that are innovative and authentic to the brand. The brand provides a variety of event/sport-specific apparel that stays true to that brand's elegant and sporty image. Coupled with the sponsorships and collections, the brand creates various on-site initiatives that provide unique experiences and benefit the brand.

COMPANY	INVOLVEMENT	COST	BRAND BENEFITS	USP
	Hugo Boss x NBA 2021 2x Capsule Collection	Licensing agreement/partnership (No exact cost mentioned) (Palmieri - WWD)	<ul style="list-style-type: none"> Intellectual property rights for apparel and marketing Media Impact and capsule revenue Brand visibility in more diverse markets Collection was successful so there was another drop 	Inspiring customers with new and compelling NBA stories through a collaborations with Hugo Boss style.
	Rolex x Formula 1 2013-23 Sponsorship (League official timekeeper)	\$52.2 Million per year (Donaldson - Sports Cal)	<ul style="list-style-type: none"> Media Impact Brand visibility Product placement as official timekeeper 	"The history of Rolex sponsorship is the story of the perpetual pursuit of excellence, which underpins every aspect of the brand's interests, from its watchmaking to the greatest names in sport, exploration and the arts." (Rolex - Behind the Crown)
	LVMH x 2024 Olympics Premium Event Partner	\$160 Million (Berg - Business Insider)	<ul style="list-style-type: none"> Intellectual property rights for apparel and marketing Media Impact (\$53 million) (Richford - WWD) Brand visibility 	"LVMH's partnership with Paris 2024 is both exceptional and highly creative. It has been shaped by something that makes the heart of LVMH and its artisans beat faster than anything else: creativity. Creativity is the cornerstone of LVMH's contribution to these Olympic and Paralympic Games, marking a memorable milestone in our history. LVMH will be the Artisan of All Victories." (LVMH Corporate)
	Lacoste x 2024 Olympics Capsule Collection	Licensing agreement with IOC (No exact cost mentioned) (Olympic Confederation)	<ul style="list-style-type: none"> Intellectual property rights for apparel and marketing Media Impact Brand visibility Product placement as official outfitter 	"Lacoste reinterprets the graphic heritage of the historic 1924 event, infusing it with vintage style codes across a varied range of iconic unisex clothing and accessories." (Lacoste Corporate)
	GA x 2026 Winter Olympics Event Sponsor	No exact cost mentioned	<ul style="list-style-type: none"> Intellectual property rights for apparel and marketing Media Impact Brand visibility Product placement as official outfitter for Italy and for endorsed athletes 	"From Paris 2024 to Milano Cortina 2026, EA7 Emporio Armani has dressed the passion of our athletes in the name of style." (Milano Cortina 2026) The brand will blend fashion and sport in a historic moment for the brand and the country.

Scope of Luxury Brand Sports Sponsorships

An analysis of previous Ralph Lauren Sports involvement and competitor sponsorships was conducted to better understand what luxury brand sports sponsorship entails and what market offerings include.

The charts on the left detail involvement, approximate cost, brand benefits, and unique selling proposition, which portray the landscape of these increasingly popular and diverse luxury brand sports sponsorships. Based on the research and analysis of key brands and their involvement, the exact details vary on a brand-to-brand basis. The three major sports activities for brands are event sponsorship, athlete endorsements, and capsule collections. Costs vary drastically, but industry experts report ranges, specifically for FIFA. NASDAQ reports, "According to The Telegraph, it costs between \$25 million and \$50 million annually to be a FIFA partner and \$10 million to \$25 million to be a major World Cup sponsor" (NASDAQ). Brand return on investment is in the form of rights to intellectual property, which can be used for product and marketing, media impact, and brand visibility, translating into revenue growth.





Luxury Brand Sports Involvement Perceptual Map

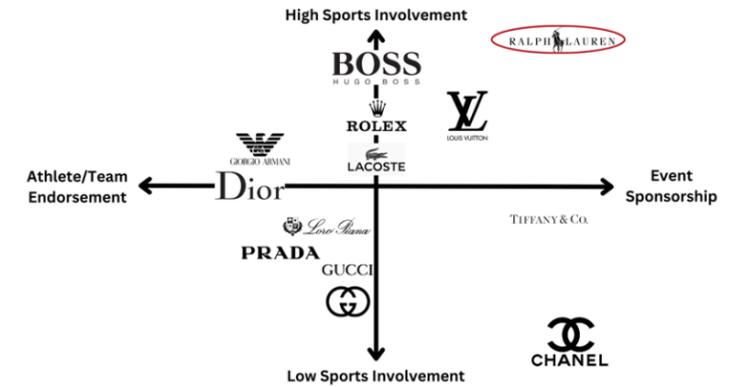


Fig. 17 Luxury Brand Sport Involvement Perceptual Map, Lucabella Ralph, 31 March 2025

Perceptual Maps

Perceptual maps were created based on research into sports sponsorship history to understand the luxury brand sports sponsorship market better and identify key market gaps. Figures 16, 17 and 18 below display maps that evaluate various characteristics of luxury brand sports involvement from the consumer perspective.

Analysis: The map measures the brand's frequency of sports involvement (low sports involvement to high sports involvement) and type of sponsorship (athlete/team endorsement to event sponsorship).

Market Gaps: The left side of the map is more heavily saturated, suggesting that most brands are perceived as more involved with athlete and team endorsements rather than event sponsorship. This creates a market gap for event sponsorships where brands can create a significant presence and make a more substantial impact by differentiating from what major competitors are doing.

Luxury Brand Sports Involvement Perceptual Map

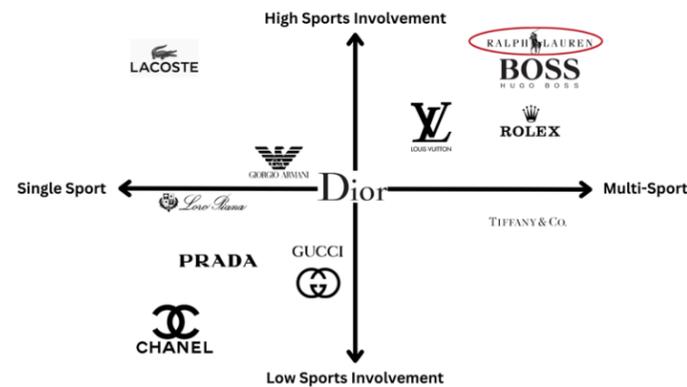


Fig. 16 Luxury Brand Sport Involvement Perceptual Map, Lucabella Ralph, 31 March 2025

Analysis: The map measures the brand's level of sports involvement in terms of frequency (low sports involvement to high sports involvement) and variety (single sport to multi-sport).

Market Gaps: Most brands are perceived as leaning towards single-sport/less-sport involvement, creating an opportunity gap for brands that sponsor or collaborate with multiple sports. Ralph Lauren and Hugo Boss are market leaders in frequency and variety.

Luxury Brand Sports Involvement Perceptual Map

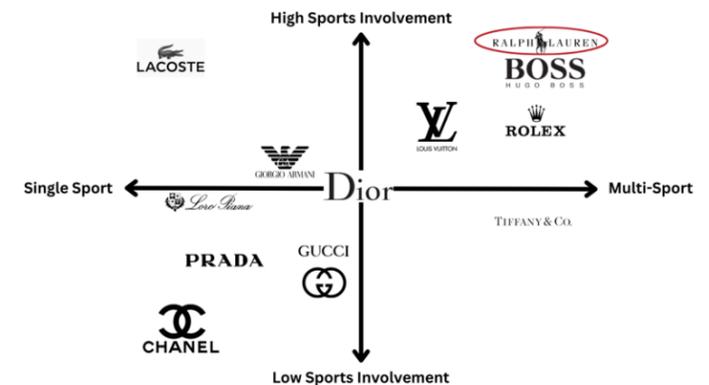


Fig. 18 Luxury Brand Sport Involvement Perceptual Map, Lucabella Ralph, 31 March 2025

Analysis: The map measures the brand's approach to sports involvement and the message portrayed to consumers. This accounts for the initiative's focus (from history-focused to innovation-focused) and appeal (from rational to emotional appeal).

Market Gaps: The map reveals a market gap for a luxury brand sports initiative and associated campaign that balances history and innovation while heavily appealing to consumers' emotional side.

MARKET RESEARCH

SPORT-RELATED CAPSULE COLLECTION MARKET

The sports-related capsule collection market is often, but not always, related to the sports sponsorship market. As the luxury brand sports sponsorships market grows, so does the sports-related capsule collection market, as brands look to integrate brand DNA into the sponsorship.

Scope of Sports-Related Capsule Collections

Based on market research, a competitor analysis of previous sports-related capsule collections was conducted to better understand the product, pricing, place, and promotion for each. This provides an overview of the market landscape and offerings. The charts on the right evaluate a range of tops and bottoms from key market competitors' sport-related capsule collections.

Analysis

Based on the competitive analysis, several top-tier luxury brands have created sports-related capsule collections either as a stand-alone initiative or to complement a greater sports sponsorship. All competitors assessed took a sportier and comfort-focused approach to designs, which range significantly in price. Despite the portfolio of brands and differing sports represented, each unique selling proposition suggests a greater goal of blending sports and fashion in an innovative and interesting way, thus providing consumers with something new and engaging.

COMPANY	ITEM	PRICE	PLACE	PROMOTION	USP
		\$135	Online Select Stores	<ul style="list-style-type: none"> For Hugo Boss' ongoing collaboration with the NBA Uses NBA stars in promotional material 	Inspiring customers with new and compelling NBA stories through a collaborations with Hugo Boss style.
PRADA		\$1,920	Online Select Stores	<ul style="list-style-type: none"> For Prada's Linnea Rossa which is tied to Luna Rossa Prada Pirelli an Italian sailing team. Highly innovative and sporty campaigns Product placement within sailing 	"Prada Linea Rossa combines fashion and sports in a collection that blends innovation, design and function. First presented in 1997, in light of the Luna Rossa team's attendance at the 30th edition of the America's Cup" (Prada Official Website - Linea Rossa Collection)
		\$2,940	Online Select Stores	<ul style="list-style-type: none"> For the 37th America's Cup capsule collection Sponsored the America's cup for over 40 years. Simple and sporty campaigns with sailing motifs 	The collection blends sailing, functionality, and style to create a distinct luxury collection for the 37th America's Cup in Spain.
		\$195	Online Select Stores	<ul style="list-style-type: none"> For 2024 Olympics heritage collection Campaigns are relatively simple and product focused, while adding vintage elements 	"Lacoste reinterprets the graphic heritage of the historic 1924 event, infusing it with vintage style codes across a varied range of iconic unisex clothing and accessories." (Lacoste Corporate)
GUCCI 		Not Currently Listed +-\$5,000	Online Select Stores	<ul style="list-style-type: none"> Playful and colorful digital campaigns Not highly baseball focused. 	"Marks from the New York Yankees™, Pittsburgh Pirates™, New York Mets™, Boston Red Sox™, Cleveland Guardians™, Detroit Tigers™, Oakland Athletics™ and more mix with the House's insignia, echoing how Major League Baseball's imagery has progressed beyond the sporting arena." (Gucci x MLB)

COMPANY	ITEM	PRICE	PLACE	PROMOTION	USP
		\$180	Online Select Stores	<ul style="list-style-type: none"> For Hugo Boss' ongoing collaboration with the NBA Uses NBA stars in promotional material 	Inspiring customers with new and compelling NBA stories through a collaborations with Hugo Boss style.
PRADA		\$1,720	Online Select Stores	<ul style="list-style-type: none"> For Prada's Linnea Rossa which is tied to Luna Rossa Prada Pirelli an Italian sailing team. Highly innovative and sporty campaigns Product placement within sailing 	"Prada Linea Rossa combines fashion and sports in a collection that blends innovation, design and function. First presented in 1997, in light of the Luna Rossa team's attendance at the 30th edition of the America's Cup" (Prada Official Website - Linea Rossa Collection)
		\$1,960	Online Select Stores	<ul style="list-style-type: none"> For the 37th America's Cup capsule collection Sponsored the America's cup for over 40 years. Simple and sporty campaigns with sailing motifs 	The collection blends sailing, functionality, and style to create a distinct luxury collection for the 37th America's Cup in Spain.
		\$117	Online Select Stores	<ul style="list-style-type: none"> For 2024 Olympics heritage collection Campaigns are relatively simple and product focused, while adding vintage elements 	"Lacoste reinterprets the graphic heritage of the historic 1924 event, infusing it with vintage style codes across a varied range of iconic unisex clothing and accessories." (Lacoste Corporate)
GUCCI 		Not Currently Listed +-\$5,000	Online Select Stores	<ul style="list-style-type: none"> Playful and colorful digital campaigns Not highly baseball focused. 	"Marks from the New York Yankees™, Pittsburgh Pirates™, New York Mets™, Boston Red Sox™, Cleveland Guardians™, Detroit Tigers™, Oakland Athletics™ and more mix with the House's insignia, echoing how Major League Baseball's imagery has progressed beyond the sporting arena." (Gucci x MLB)



Perceptual Maps

Perceptual maps were created based on research into sports-related capsule collections and competitor analysis to understand the market better and identify key market gaps. Figure 19 below displays maps that evaluate various characteristics of sports-related capsule collections from the consumer perspective.

Sport-Related Capsule Clothing Collection Perceptual Map

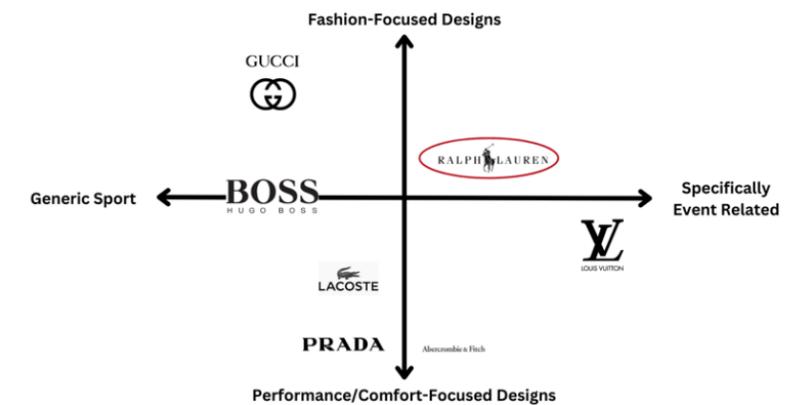


Fig. 19 Sport-Related Capsule Collection Perceptual Map, Lucabella Ralph, 31 March 2025

Analysis: The map measures sport-related capsule collections based on design focus and price (low price to high price) and brand authenticity (deviated from brand image or remained true to brand image).

Market Gaps: The placement of the brands based on consumer perception creates a market gap for a sports-related capsule collection that is fashion-focused and event-specific. Many brands, regardless of their authentic style, lean toward performance/comfort-focused designs when producing capsule collections.

CONSUMER RESEARCH

Rather than bringing typical Ralph Lauren customer segments to soccer, the initiative aims to generate brand awareness from a new and slightly different market by capitalizing on the World Cup's widespread and highly international nature. Research into sports fans and different segmentation methods was completed to complete segmentation that reflects the World Cup market.

Sports Spectators & Segmentation

The Routledge Handbook of Sports Management dedicates an entire chapter to sports spectator segmentation. In this chapter, authors Guillaume Bodet and Iouri Bernache-Assollant discuss how the evolving sports landscape has led to a need for a new approach to segmentation. The chapter notes several key details that guide the segmentation process of sports spectators and fans. The first being that fan segmentation can no longer be reduced to attendance or viewership. The chapter writes, "As for sport viewership, times have changed, and sport crowds are no longer only composed of local sport fans - individuals who have a special attachment or bond to a team or an athlete - but are now full of consumers looking for extraordinary experiences" (Bodet and Bernache-Assollant 254-267) As such, segmentations should reflect differing fans' characteristics and expectations.

The chapter provides insight into segmentation methods and several sports fan/spectator segments. In terms of the segmentation methods, Bodet and Bernache-Assollant explain, "The first one relies on the identification of existing observable groups among the population and explains a posteriori why and how they differ (i.e., from the segments to the variables), whereas the second consists in the identification and the use of one or several relevant variables which help managers to cluster the spectator population" (Bodet and Bernache-Assollant 254-267). The methods include observation-driven segmentation and theory-driven segmentation, including socio-demographic segmentation, psychographic segmentation, one-dimensional psychographic: team identification, and multidimensional psychographic: motivation and involvement.

A combination of observational and multidimensional psychographic segmentation was used to develop World Cup fan segments. According to Bodet and Bernache-Assollant, observational segmentation accounts for observational factors such as common sporting event spectator archetypes, while multidimensional psychographic segmentation considers a range of motivations and involvement (Bodet and Bernache-Assollant 254-267).





World Cup Engagement

Another key detail to consider for a World Cup-related initiative is the highly international nature of the event and what that means for attendees, fans, and general spectators. Adam Crafton of The New York Times reports that approximately 6 million international tourists are expected to visit North America during the 2026 World Cup, and many plan to attend games (Crafton). This is just for game attendance, the viewership, and general engagement surrounding the World Cups continue to be record-breaking. The 2023 World Cup had an international viewership and engagement of approximately 2 billion, and the 2026 World Cup is supposed to see an international engagement of roughly 6 billion (FIFA). These statistics provide insight into the consumer landscape for the World Cup and related initiatives, which can be leveraged to create segments and target the ideal market with advertising and marketing initiatives.

Customer Segments

Below are the World Cup fan segments, developed from the spectator segmentation approaches and characteristics in the Routledge Handbook of Sports Management. The segments are initially separated by reason for their interest in the World Cup, and more detailed characteristics are applied thereafter. The chart below shares five World Cup fan segments and demographic, psychographic, and behavioral characteristics for each.

TEAM SUPPORTERS	SOCIAL ENTERTAINMENT SEEKERS	GLOBAL CULTURAL FANS	OPPORTUNISTIC EXCITEMENT FANS	THE CELEBRINFLUENCER
Interested in the World Cup because of team support	Interested in the World Cup because of the social experience opportunity	Interested in the World Cup because of immense personal connection to the sport and a team	Interested in the World Cup because its a convenient opportunity for a new and exciting experience	Interested in the world cup because they have the opportunity to go
				
Demographic: <ul style="list-style-type: none"> Male and Female Often local to a host country/city Millennial/Gen X Upper-middle class (disposable income or ability to save for the game/s) 	Demographic: <ul style="list-style-type: none"> Male and Female Local to a host country/city or international Gen Z/Millennials Upper-middle class (disposable income or ability to save for the game/s) Range of income/disposable funds 	Demographic: <ul style="list-style-type: none"> Male and Female Visiting or following from another country All Generation and Multi-Generational All income levels 	Demographic: <ul style="list-style-type: none"> Male and Female Local to a host country/city Gen X/Baby Boomers Affluent/Upper-middle class Recently retired or considering it 	Demographic: <ul style="list-style-type: none"> Male and Female From anywhere Gen Z/Millennial/Gen X Affluent and connected
Psychographic: <ul style="list-style-type: none"> Passionate Medium to high interest in soccer Opinionated about soccer Fueled by relatively strong team support 	Psychographic: <ul style="list-style-type: none"> Social and likes to feel part of a community Low to medium interest in soccer Like recognition for their involvement 	Psychographic: <ul style="list-style-type: none"> Extremely passionate Soccer Fanatics Emotionally connected to the sport and their team Soccer is an integral part of their country and life Family-oriented 	Psychographic: <ul style="list-style-type: none"> Content in life Occasionally seek excitement and a change from their day-to-day life. Low to medium interest in soccer 	Psychographic: <ul style="list-style-type: none"> Enjoy big box events Varying interest in soccer Unreliable and can be out of touch
Behavioral: <ul style="list-style-type: none"> They want to be mixed in with other fans, so while some may be able to afford higher tickets or box seats, they will likely go for general admission. Will be excited if their team wins but are not too emotionally attached to the game's outcome. May buy souvenirs, but are mostly there to experience the game. 	Behavioral: <ul style="list-style-type: none"> Use the World Cup and sports in general as a reason to socialize. May attend a game with friends or go to a restaurant/bar to watch. Would attend events related to the tournament even if they don't go to a game. May choose a team to root for on a game-by-game basis. Likely to buy souvenirs and to post on social media. 	Behavioral: <ul style="list-style-type: none"> Fueled by unwavering pride for their country and team Many will save for years for a once-in-a-lifetime experience attending the World Cup, and others will follow closely from home. Emotionally attached to their team's performance May buy souvenirs, but are mostly there to experience the game Want to experience everything they can related to the World Cup. 	Behavioral: <ul style="list-style-type: none"> Don't necessarily support a specific team Take advantage of convenient opportunities to experience excitement. Less likely to buy souvenirs for themselves, may buy them for others Focused on enjoying the experience and what it has to offer 	Behavioral: <ul style="list-style-type: none"> May be interested in soccer, but attending the event for social/promotional reasons. May have been sent to the event by a brand/company; therefore, they didn't pay for their tickets. There is a high chance they will post on social media about their attendance, or a third party will. Their attendance generates buzz in sports and pop culture news Have the ability to spend significant money at the

Segment Analysis

All segments are World Cup fans, yet they have distinct demographics, psychographics, and behavioral characteristics that are key to understanding and attracting them. Three charts (Figures 20, 21, and 22) are provided below to visualize how the segments relate to each other and potential opportunities. The charts measure each segment based on several characteristics, emphasizing points of differentiation.

Measuring Segments' Familiarity with Brand and Resonance with Messaging

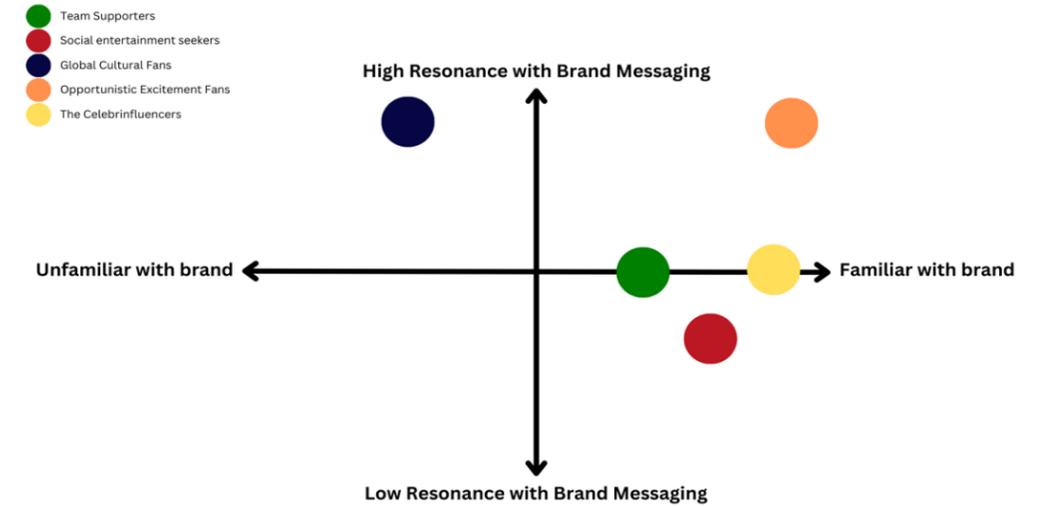


Fig. 20 Measuring Segments' Familiarity with Brand and Resonance with Messaging, Lucabella Ralph, 19 April 2025

Measuring How Segments Prefer to Receive Information

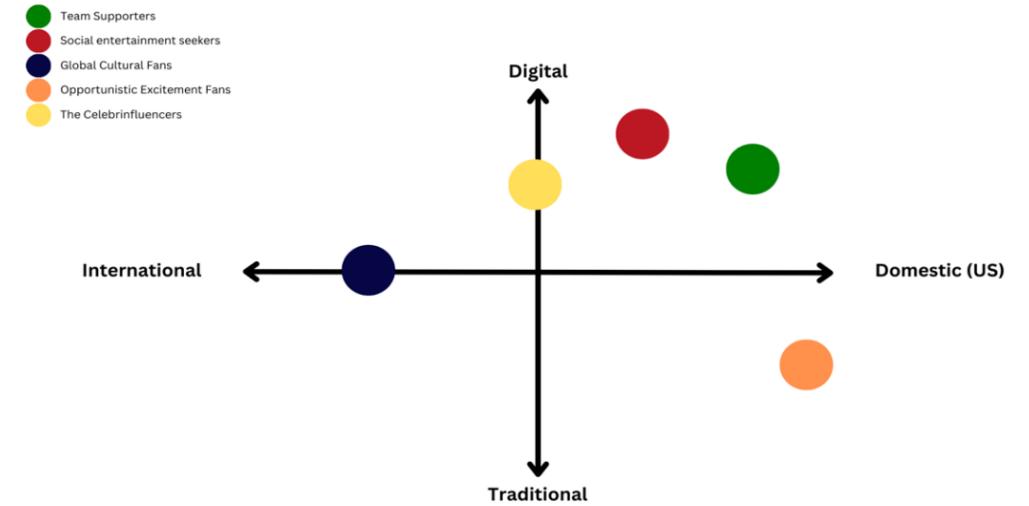


Fig. 21 Measuring How Segments Prefer to Receive Information, Lucabella Ralph, 19 April 2025
Rocco, Scott. "Part 2: How Different Generations Prefer to Receive Information*." LinkedIn, 2 July 2023, www.linkedin.com/pulse/part-2-how-different-generations-prefer-receive-scott-rocco-ed-d-1.

Measuring Attendance Frequency and Priority

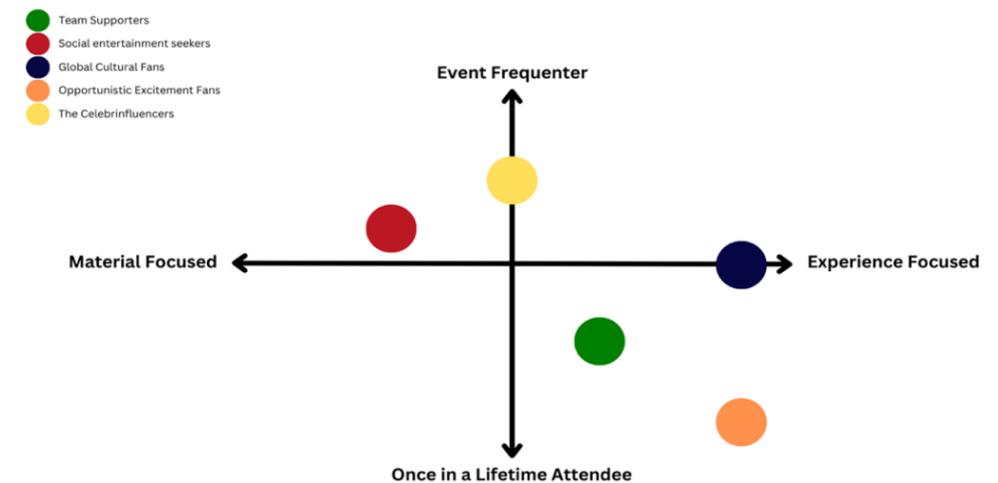
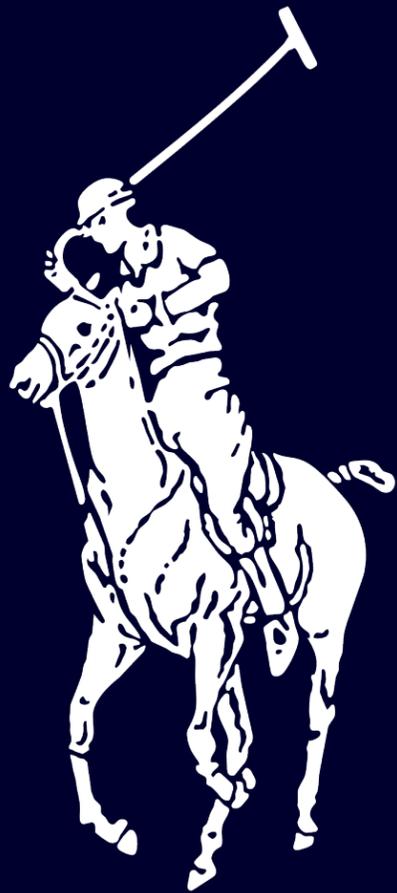


Fig. 22 Measuring Attendance Frequency and Priority, Lucabella Ralph, 19 April 2025



Market & Consumer Research Key Insights:

- Ralph Lauren spends between \$6 and \$10 million on sports sponsorships.
- Perceptual maps show a market opportunity for a sports sponsorship and campaign with high emotional appeal and a capsule collection that is fashion-focused and event-specific.
- Approximately 6 million international tourists are expected to visit North America during the 2026 World Cup, and many plan to attend games (Crafton).
- The 2023 World Cup had an international viewership and engagement of approximately 2 billion, and the 2026 World Cup is supposed to see an international engagement of roughly 6 billion (FIFA).



PART 2

PRIMARY RESEARCH



PRIMARY RESEARCH

CONSUMER SURVEY

Consumer Survey

Objectives and Goals

- To understand what drives consumers' shopping preferences
- To determine what evokes excitement and purchase intent in consumers
- To determine key consumer expectations from a World Cup Experience/Initiative
- To determine what consumers want out of sports-related capsule collections

Procedure

The procedure began with developing the sample parameters and survey questions to provide the potential for the most valuable responses. After the survey was completed, a mix of organic and paid survey-sharing methods was utilized to obtain a total of 131 replies.

Participant Parameters

- 100+ online participants
- Men and women
- Ages 18-55
- Any Location/Country of Origin
- Answer yes to the question, "Are you interested in the 2026 FIFA World Cup in North America?"

Insights

Q1. What social media platform do you frequently use?

- Instagram was found to be the most used, with TikTok and YouTube subsequently following.
- Determining what social media platforms are most frequently used by people interested in the World Cup and related experiences is valuable in developing the marketing mix (Instagram, TikTok, and YouTube should be focused on).

Q2. Do you prefer to shop in-store or online?

- The survey found that respondents were split on whether they preferred to shop online or in-store, with online shopping taking the slight edge (53%)
- This is key to understanding how and where to distribute the capsule collection and whether e-commerce options should be available.

Q3. What draws you to shop in-store?

- The responses show that in-store experience is just as important, if not more important, to consumers than merchandise options.
- This guides the decision over the distribution of priorities with the Ralph Lauren World Cup Experience, emphasizing that the consumer is looking for an experience just as much as or more than they are looking for a product. In this case, the initiative should be highly experiential and interactive.

Q4. What excites you about the upcoming World Cup?

- The 131 replies consistently used keywords and phrases such as excitement, competitive nature, local/hosted in North America, and support for country and community.
- These keywords provide a better understanding of what people love about the World Cup. They should be considered when developing an initiative to draw them in and capitalize on an emotional connection.

Q5. How likely are you to participate in events surrounding the World Cup?

- The survey showed that 69% of respondents shared they were very likely or likely to attend World Cup-related events.
- This helps confirm the interest in the World Cup-related initiatives.

Q6. What do you seek from a World Cup experience pop-up?

- Nearly half of the respondents chose "interactive experiences" as what they seek from a World Cup experience pop-up.
- Based on this knowledge and supporting details from secondary research, including highly experiential and interactive elements beyond just shopping to the Ralph Lauren World Cup Experience would be favorable.

Q7. What do you look for/expect in a sports-related capsule collection? (Select all that apply.)

- Comfort/performance-focused and interesting/fashion-focused designs were both popular answer choices, with comfort/performance-focused slightly taking the edge.
- Respondents expect heavier brand/sports logos from a sports-related capsule collection, but a significant chunk of respondents also look for more subtle branding and logos.
- These responses provide insight into what consumers may want and also what they expect. The capsule collection should blend new and unexpected designs while considering what consumers want and staying on brand.

PRIMARY RESEARCH

FORMAL INTERVIEW: SARAH KORPI

Objectives & Goals

- To deepen knowledge and understanding of the professional sports industry
- To obtain insights on sports sponsorships and partnerships
- To understand the process of creative concept development in sports

Procedure

The interview was completed via email.

Interviewee Information

Sarah Korpi

- Vice President, Content Strategy & Production at Minnesota United FC
- 3x Emmy Award-winning producer focused on sports content production
- Has previously worked for/with Big Ten Network, NBC Sports, CBS Sports, ESPN, Sports Illustrated, National Geographic, HBO, Sacramento Republic FC

Insights

- When developing sports-related initiatives and creating sports content, it must align with the club/brand's "why".
- Sponsors should lean into what drew them towards the sponsorship in the first place. Evoking this in content can ensure it blends both the sponsor and sponsored creatively and authentically.
- When developing compelling marketing strategies, it is important to remember that "People love a good sports story because they are humans who are striving to do the best they can while still dealing with everyday adversities." Using this to create compelling and inspiring content can set a brand apart.
- It can be difficult to measure the exact benefits of a sports sponsorship. However, many brands measure return on investment by compiling social media metrics: views, engagement, ratings, etc. This helps companies determine whether a story or message resonated with a viewer. These metrics can reveal data related to reach, whether the content reached the intended audience, and consumer sentiment.

INFORMAL INTERVIEW: LUC FERRIERE

Objectives & Goals

- To gain insights into luxury brand sports sponsorships
- To understand the implications of a temporary store/brand experience

Procedure

The informal interview took place during the question-and-answer session of the SCAD Financial Intelligence Seminar.

Interviewee Information

Luc Ferriere

- Financial Expert
- Chief Financial Officer, Jacob & Co
- Previously of Lacoste, LVMH, and Louis Vuitton

Insights

- For short-term pop-ups and brand experiences, companies will often allocate pre-trained staff from other nearby locations when possible. It is generally cost-effective and efficient.
- Every sports sponsorship looks different; however, a sponsorship as significant and expensive as one through FIFA for the World Cup generally is an "all-inclusive" sponsorship. This means that, as an official sponsor, brands receive many benefits in return, and there is no additional need for licensing. Additionally, there is no need for further licensing agreements, royalty payments, or contractual changes based on player/team performance, which are present in other sports sponsorships.
- When featuring a limited-edition selection or collaborations, small touches such as specialty bags and bag tags can add a personal touch for customers.





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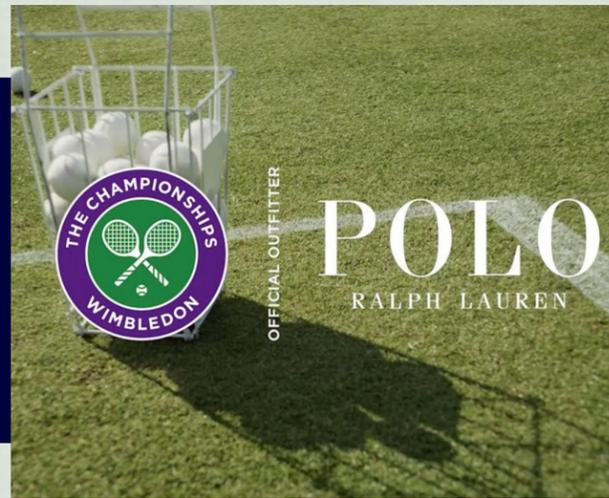
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PART 3

RESEARCH INSIGHTS & SWOT ANALYSIS





1 Reports share that it costs between \$10 million and \$25 million to be a major World Cup sponsor. (NASDAQ)

New York/New Jersey
MetLife Stadium Capacity: 82,500
1 Million International Tourists

Miami
Hard Rock Stadium Capacity: 63,326
600,000 International Tourists

Los Angeles
SoFi Stadium Capacity: 70,240
180,000 Tourists

2 Host Cities and game sites will see significant international tourism during the World Cup.

Key Finding 1

Key Findings:

- Sports Business Journal estimated that Ralph Lauren paid between \$6 and \$7 million for the brand's most recent deal with the Australian Open (Sports Business Journal - Australian Open Continues to See Aces with Brand Engagement, Sponsorship Deals).
- Reports share that it costs between \$10 million and \$25 million to be a major World Cup sponsor (NASDAQ).

Insights:

Based on Ralph Lauren's past sports sponsorship deals and typical World Cup deals, a reasonable estimate for this sponsorship could be \$15 to \$20 million.

Key Finding 2

Key Findings:

- New York Mayor Eric Adams shares that New York can expect 1 million of the 6 million predicted international tourists and that not all will visit solely to attend games (McCarthy et al.).
- New York/New Jersey's fan experience opportunities are a significant reason it was selected to host the World Cup Final (McCarthy et al.).
- New York, separate from the World Cup, is the top tourist city in the United States and welcomes approximately 8.89 million overseas tourists annually (Chang).

Insights:

This makes the New York/New Jersey game site at MetLife Stadium the ideal location for the main Ralph Lauren World Cup Experience on site.



3 Consumers increasingly value experiences over products, which has been reflected in the evolution of sporting events.



4 Consumers look for a blend of sporty and fashionable in sport-related capsule collections that deviate from the expected.

58% Comfort/Performance-Focused Designs	52% Interesting/Fashion-Focused Designs	53% Heavy Brand/Sports Team Logos	26% More Subtle Branding/Logos
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Key Finding 3

Key Findings:

- In the United States, spending on experiences increased by 65% from 2019 to 2023 (Fromm).
- Brands must invest in interactive and unexpected experiential retail or risk becoming irrelevant in a landscape where consumers' values and interests are evolving (Delp).
- The primary research consumer survey found that 49% of respondents seek interactive experiences from a World Cup experience pop-up.
- Based on competitive market and consumer segment research, there is a gap and opportunity for historical and emotional elements in sports-related initiatives.

Insights:

Interactive/experiential elements are essential to prioritize for the Ralph Lauren World Cup Experience. Historical and emotional elements should also be incorporated.

Key Finding 4

Key Findings:

- The primary research survey found a split consumer desire for comfort/performance focus and fashion-focused sports-related capsule collection.
- Based on competitive market research, there is a market gap and opportunity for a more fashion-focused collection that is event-specific and remains true to Ralph Lauren.

Insights:

The capsule designs should consider the brand, market opportunity, and consumer expectations by blending sporty and fashionable. Interactive customization will more accurately provide consumers with what they want in a product and the experiential elements they've been seeking.



5 International visitors and a heavy international fan base are expected to make up a significant portion of those invested in and attending the World Cup and related events.

Key Finding 5

Key Findings:

- Approximately 6 million international tourists are expected to visit North America during the 2026 World Cup, and many plan to attend games. (Crafton)
- The 2023 World Cup had an international viewership and engagement of approximately 2 billion, and the 2026 World Cup is supposed to see an international engagement of roughly 6 billion. (FIFA)

Insights:

The initiative should mirror its target market, which is the more international segment of World Cup attendees and viewers.

S

Ralph Lauren has had a slight North American revenue dependency in recent years. In 2024, 44% of revenue came from North America, while 30% came from Europe, and 24% from Asia. **(Statista - Ralph Lauren 2024 Statistics Report)**. With efforts to win key international markets, the 2024 revenue regional distribution has diversified away from North America, partly resulting in a 2% drop in North American revenue **(Statista - Net revenue of Polo Ralph Lauren 2007-2024, by region)**. The brand has a global presence in stores and product distribution, but the heaviest saturation is in the United States. **(Ralph Lauren Store Locator)** With the brand being a distinctly American brand, international message resonance can sometimes be complicated. The brand needs to balance international growth while maintaining a domestic stronghold.

W

Ralph Lauren has had a strong several years with revenues reaching 6.63 billion in 2024. **(Statista -Ralph Lauren 2024 Statistics Report)** The brand jumped to fourth on the Vogue Business H1 2025 Index as it surpassed Q1 2025 revenue expectations, continues to be a top performer financially, and leads the way in sustainable/ethical initiatives and innovation. **(Vogue Business)** Overall the brands strength and success can be attributed to its continued reestablishment of its core brand image and products while continuously pushing the envelope with iconic and distinctly Ralph Lauren sports and fashion events and collaborations. With a existing spot as a top presence in sports this gives the brand a strong position in partnership and sponsorship negotiations and execution of initiatives.

O

Ralph Lauren has the opportunity to collaborate with FIFA for the 2026 World Cup in North America, capitalizing on the international reach of FIFA and soccer to grow international brand awareness and revenue. There are 5 billion football fans around the world. **(FIFA)** Most of whom's attention will be focused on the upcoming World Cup. This World Cup is expected to be one of the largest sporting events in history **(New York Times)**

Within the luxury brand sports sponsorship space there is opportunity to create an initiative that is true to Ralph Lauren, blending history/heritage with innovation, and an emotionally resonating experience.

Ralph Lauren can stay true to its distinct American story while resonating with a more international customer base by involving itself with an international event taking place in the US.

T

Impending geopolitical factors such as the looming threat of deglobalization pose a potential obstacle for Ralph Lauren and this initiative. Nearly every industry is impacted by geopolitical factors and political tensions. The deglobalization of goods, services, people, capital, tech, and ideas is a looming threat that can affect the sports industry supply chain and event offerings. **(S&P Global Top Geopolitical Risks of 2025)** The World Cup is an international effort in every aspect, and deglobalization efforts could impact the event-related supply chain and attendance.



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PART 4

STRATEGIC PLAN



STRATEGIC PLAN

STRATEGY INTRODUCTION

With the overarching objective of utilizing the significant global nature to grow international brand resonance and revenue while solidifying a domestic stronghold, Ralph Lauren is sponsoring the 2026 World Cup in North America. The strategic plan below outlines the business models, sponsorship parameters, and research-based approach to supporting initiatives' place, product, price, and promotional aspects. Collectively, the strategy aims to create a cohesive Ralph Lauren 2026 World Cup campaign that is authentic, innovative, and emotionally compelling, ultimately achieving the overarching goal.

Updated Business Models

While the sponsorship agreement is a new partnership between Ralph Lauren and FIFA, the initiative aligns with both companies' existing business models. As such, the updated business models have remained the same with minor updates for the initiative.

Ralph Lauren

The updated Ralph Lauren Business Model Canvas in Figure 23 notes the key business activities for the brand's World Cup sponsorship and supporting initiatives. Ralph Lauren's original business model canvas (Figure 3) includes sports sponsorships, a significant brand activity. Therefore, the original business model is equipped for the FIFA sponsorship, which was added under the key partnerships section. Additionally, each section was added to or updated to reflect the activities necessary for the collaboration. The updates are noted with asterisks in the business model.

FIFA

Sponsorships are a pivotal part of the FIFA business model; as such, the updated FIFA business model canvas in Figure 24 remains identical to the original business model in Figure 8, but notes Ralph Lauren specifically as a key partnership and revenue stream.

Unique Selling Proposition

Through a collaboration with FIFA for the 2026 World Cup in North America, including event sponsorship, a game site experience, and a capsule collection, Ralph Lauren creates an authentic and immersive soccer experience. By blending the elegance of Ralph Lauren with an emphasis on soccer's history, unity, and innovation, the brand creates a comprehensive experience that elevates fan participation and exclusive products that commemorate.



Fig 23. Ralph Lauren Updated Business Model Canvas, Lucabella Ralph, 26 March 2025

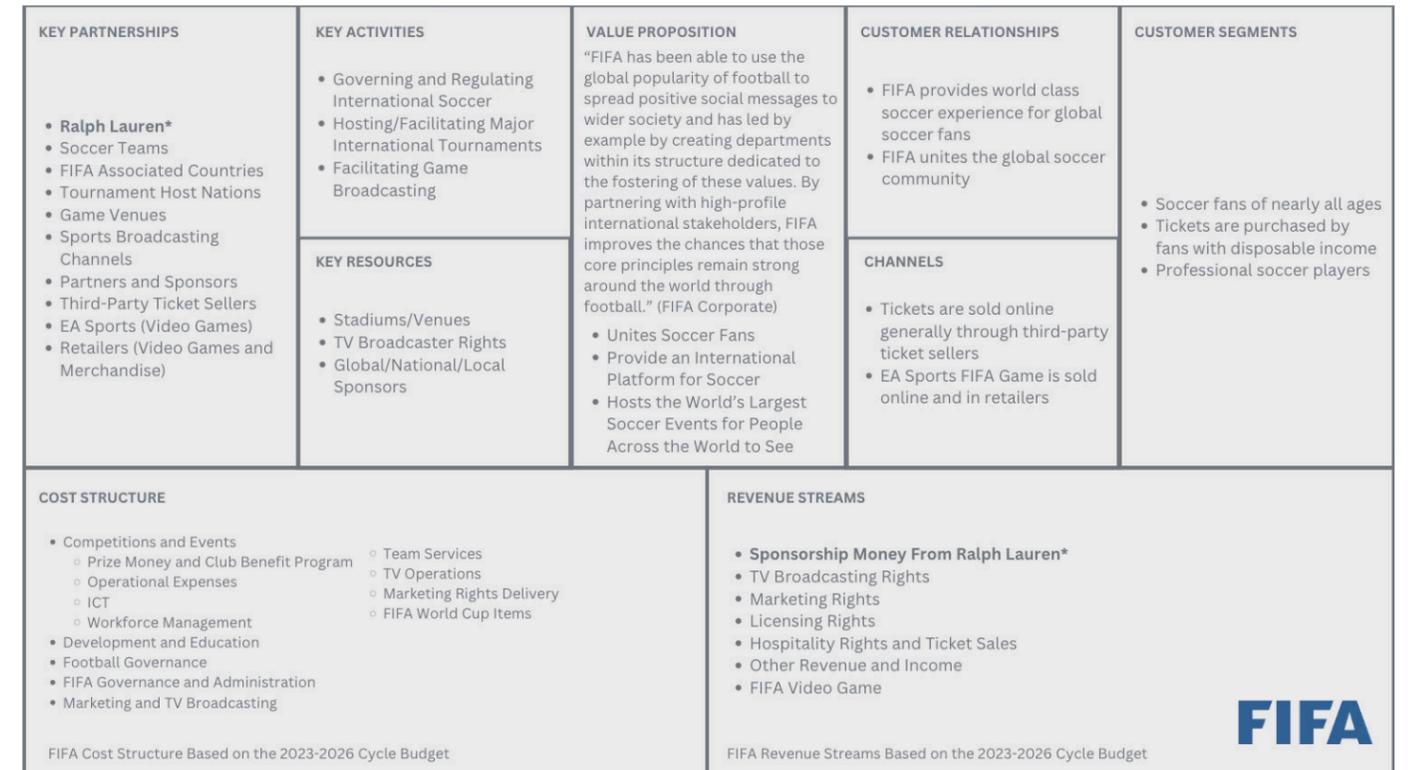


Fig 24. FIFA Updated Business Model Canvas, Lucabella Ralph, 26 March 2025

STRATEGIC PLAN

SPONSORSHIP PARAMETERS

Based on secondary research on past Ralph Lauren sports sponsorships and other luxury brand sports sponsorships, as well as insight from industry expert Luc Ferriere, a realistic outline of the sponsorship and agreement between Ralph Lauren and FIFA was developed.

According to Sports Business Journal, it is estimated that Ralph Lauren paid between \$6 and \$7 million for the brand's most recent deal with the Australian Open (Sports Business Journal - Australian Open Continues to See Aces with Brand Engagement, Sponsorship Deals). However, based on an article from NASDAQ, reports share that it costs a brand between \$10 million and \$25 million to be a major World Cup sponsor (NASDAQ). These numbers provide a relatively educated estimate of the sponsorship payment.

According to insights from industry expert Luc Ferriere, FIFA World Cup sponsorship would be relatively all-inclusive due to the size and upfront cost of such an initiative. Brands receive significant rights and benefits, with no additional licensing agreements, royalties, or potential bonus payments (unlike sponsoring a player or team, which is entitled to more money based on performance).



Cost & Benefits

Cost: Based on the projections discovered through secondary research, an accurate, educated estimate for the total sponsorship cost to be paid to FIFA is \$20 million. This comes with several benefits, which are outlined below and will drive and enable the supporting initiative. Figure 25 is FIFA's Commercial Partnership Structure. Ralph Lauren would fall in the World Cup Sponsor Category.

Benefits: According to FIFA, "The FIFA World Cup™ is the most effective international marketing platform, reaching millions of people in over 200 countries throughout the world. In order to be able to stage an event of such a scale, the support of Commercial Affiliates, who provide vital services and product support for the entire event's operations, is crucial (FIFA -FIFA launches new commercial partnership structure including dedicated programs for women's football and esports)

The standard rights package includes:

- The use of the Official Marks
- Exposure in and around the stadium, in all Official FIFA publications, and on the official website
- Acknowledgement of their support through an extensive FIFA World Cup™ sponsor recognition program
- Ambush marketing protection
- Hospitality opportunities
- Direct advertising and promotional opportunities, and preferential access to FIFA World Cup broadcast advertising

FIFA Commercial Partnership Structure

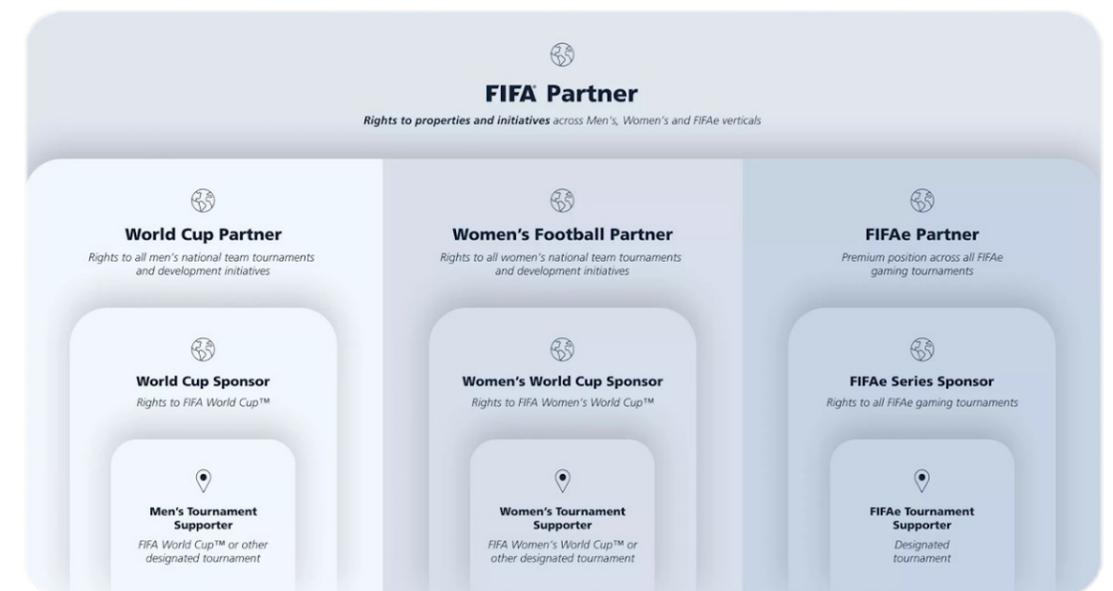


Fig. 25. FIFA Commercial Partnership Structure, FIFA, 13 December 2021
"FIFA Launches New Commercial Partnership Structure Including Dedicated Programs for Women's Football and Esports." FIFA, 2021, inside.fifa.com/women-football/media-releases/fifa-launches-new-commercial-partnership-structure-including-dedicated-programs-for-womens-football.

Complementary Initiatives

As stated in the Business of Fashion Case Study, New Rules for Sports Market, by Daniel-Yaw Miller, "Brands can't expect to build a relationship with the sports community by doing something once, tapping in and tapping out," Said Sugano. It's really about consistency. You have to invest the time and money to connect with the audience you are collaborating with." Simply sponsoring the event does not take advantage of the full extent of the opportunity for exposure and growth. Because of this, complementary initiatives, including a capsule collection, game site experience, and a strategic marketing campaign, have been researched and outlined to create a comprehensive Ralph Lauren World Cup campaign. Based on market research on Ralph Lauren's past sports sponsorships and other luxury brand sports sponsorships, capsule collections, game site pop-ups, and strong marketing campaigns commonly accompany sponsorships.



STRATEGIC PLAN

TARGET MARKET

A target market was strategically chosen based on the overarching objective of capitalizing on the global nature of the 2026 World Cup to grow brand resonance and sales in international markets while solidifying the domestic stronghold. Based on research and goals, the Global Cultural Fan Segment is the ideal target market.

This segment most reflects the many fans who will visit for or during the World Cup and the greater soccer fan population. Research shows that approximately 6 million international tourists are expected to visit North America during the 2026 World Cup, and many plan to attend games (Crafton). Additionally, global engagement is predicted to reach roughly 6 billion (FIFA). Targeting the Global Cultural Fan segment, which is comprised of soccer fans outside of the United States, will provide the best chance of reaching international fans engaging in the World Cup. Similarly, “roughly one-quarter, 27 percent, of U.S.-based sports fans, 83 million, show an interest in soccer, compared to a global average of 40 percent” (SGB Media). This indicates that most soccer fans are from outside the United States. As such, a strategy that targets an international fan segment has the potential to reach and resonate with a greater number of soccer fans.



ATTENDS THE WORLD CUP

CHARLES SMITH



Age 30

London, England

\$150,000

Charles was born just outside of London, but moved into the city when he accepted a job in finance. Over the last several years, he has worked his way up in the company and recently got a new promotion. To celebrate, he and a few of his closest friends decided to visit New York for the World Cup. He and his friends are incredibly passionate about soccer; they grew up playing and are now diehard English National Team fans.

Apart from being a soccer fan, Charles is also interested in fashion. Whether it is a tailored suit or the latest street style, he invests in quality pieces and is intrigued by limited edition items. He purchases several capsule collection items when the collection drops online and visits the London flagship.

Charles is frequently on social media and will post consistently throughout his time at the World Cup, both at the Ralph Lauren Experience and inside the stadium. He mostly uses Instagram and X.

WATCHES FROM HOME

MARIA GONZÁLEZ



Age 50

Buenos Aires, Argentina

\$60,000

Maria was born in Rosario, Argentina, the birthplace of soccer star Lionel Messi, and moved to Buenos Aires when she married her husband, so they could both pursue their careers. Being from Argentina and born in such a significant city to the nation's team, Maria is incredibly passionate about soccer and the Argentinian National Team. She is not attending the World Cup, but is following every game and related event from home.

Maria has a classic and elegant style but doesn't frequently shop at Ralph Lauren, so the brand's World Cup sponsorship catches her eye. As someone who is family-oriented and soccer brings her family together, she purchases capsule items for everyone in her family as a surprise.

Social media is not a priority in Maria's life, but she will post occasionally, especially if Argentina wins a big match. She mainly uses Facebook and occasionally Instagram.

STRATEGIC PLAN

PLACE: GAME SITE EXPERIENCE

Game Site Experience

Determining the Scope of the Experience

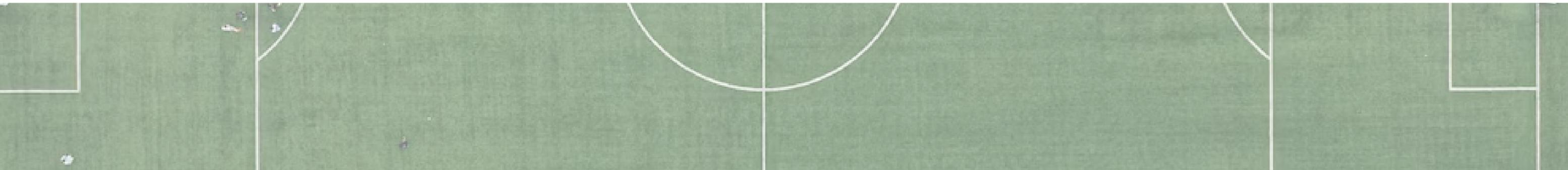
Choosing the type of location for the experience is a strategy in itself, and ultimately, the decision to create the Ralph Lauren World Cup Experience at a game site location was based on several researched details. According to FIFA, "More than five million fans are expected to attend the tournament's 104 matches in Canada, Mexico and the United States" (FIFA - 500 Days to go: Excitement Builds for FIFA World Cup 2026). Many of these attendees will be international visitors (Qatar welcomed over 1 million international fans for the 2022 World Cup) (FIFA - FIFA World Cup Qatar in Numbers). Game sites will have a high concentration of international soccer fans in one place, making them an ideal option for the experience to interact and resonate with a global consumer base.

Apart from the high concentration of the international fan consumer base, sports stadium fashion and retail experiences have become a significant trend in the fashion and sports tourism industries. Based on details from the article titled "Unconventional Experiential Retail Strategies", written by Brian Delp of the Robin Report, "In today's rapidly evolving retail landscape, consumers are increasingly prioritizing experiences over products" (Delp). This notable evolving consumer landscape creates new trends and brand opportunities. The trend of sports arenas being used as an unconventional fashion and retail touchpoint capitalizes on the evolving landscape. "Sports venues have evolved into multifaceted entertainment retail venues, blending live events with premium shopping experiences, fostering deeper emotional connections, and driving long-term loyalty" (Delp). Having the Ralph Lauren World Cup Experience at a game site plays into the trend of experiential retail through sporting events that provide an additional element of interactivity, allowing brands to be part of consumers' most memorable experiences.

Choosing the Game Site

Geographic Market research revealed three compelling game site options for the Ralph Lauren World Cup Experience. Of the 16 cities named as game host locations, New York/New Jersey, Miami, and Los Angeles were the top contenders for the game site experience because of their preestablished positions as top United States tourism destinations. Rachel Chang of Condé Nast Traveler ranked the 15 most visited cities in the United States, with New York, Miami, and Los Angeles taking the top three spots, respectively (Chang). All three have promising experiences for fans, both related and unrelated to the World Cup. Ultimately, the New York/New Jersey game site at MetLife Stadium is the ideal option for several reasons.

New York can expect 1 million of the 6 million predicted international tourists to visit during the World Cup (McCarthy et al.). Miami will see only 600,000 visitors (Miami Herald Editorial Board), and Los Angeles only approximately 180,000 (Los Angeles Sports & Entertainment Commission). Additionally, MetLife Stadium has the largest capacity across the three sites. With 82,500 seats, the site could see as many as 660,000 fans throughout the eight games it will host, contributing to the site being selected to host the coveted World Cup Final Match (The Athletic - World Cup 2026: The Biggest Tournament Yet and a New York Final). This is another compelling justification for selecting MetLife Stadium for the Ralph Lauren World Cup Experience. While the game site experience will only be open on the days of the eight games, the stadium will be used throughout the tournament until the final match, providing longevity for the game site experience and user-generated content potential due to the longer operation time frame. Ralph Lauren's brand history is rooted in the brand's New York heritage, and the location's proximity to the city and the other points mentioned make MetLife Stadium ideal for the Ralph Lauren World Cup Experience.



Space Design Strategy

The evolving consumer landscape emphasizes the need for brands to invest in authentic, immersive consumer experiences. Forbes' Jeff Fromm emphasized this point, sharing that "Spending on experiences increased by 65% from 2019 to 2023 in the United States" (Fromm). Similarly, the consumer survey completed during primary research found that nearly half (49%) of respondents desire an interactive experience at a World Cup pop-up experience. As such, the Ralph Lauren World Cup Experience at MetLife Stadium will be designed to focus on creating interactive experiences for fans, immersing them in Ralph Lauren and soccer. The game site experience will focus on experience rather than product, with the key details outlined below.

Floor Plan & Capacity

The total square footage of the game site experience is 1387.78 square feet. Regulatory codes set the maximum occupancy, which is generally around one person per every 60 square feet (MNDPS – Occupancy Load Determination – Retail/Business). The actual comfortable capacity may be lower to enhance customer experience. Factors such as store layout, merchandise displays, and aisle widths play a significant role. Based on the square footage and occupancy guidelines, the space can hold 23 people at a time, which is based on the general open concept and the outdoor seating area accompanying Ralph's Coffee. This is a realistic, comfortable capacity as well. Figure 60 below is the Ralph Lauren 2026 World Cup Experience floor plan at MetLife Stadium.

Staffing

Based on primary research information from industry expert Luc Ferriere, brands frequently use pre-trained staff from other brand locations for short-term pop-up stores and events when possible. This minimizes staff acquisition and training complexities and costs. This is the ideal staffing strategy for the Ralph Lauren World Cup experience, as there are several Ralph Lauren store locations in New York (29) and New Jersey (10) (Ralph Lauren Store Locator).

With the game site experience only operating on the eight-game days, this would be convenient, cost-effective, and is a standard industry staffing practice, according to primary research. The standard is one employee per every 400 square feet (Metropolitan Washington Council of Government). Using this standard, there is a need for roughly three employees; however, an additional two are needed for the coffee truck (one taking orders and one prepping orders), which would come to a total of five employees. The average hourly rate for Ralph Lauren store employees is \$17.07 per hour (Indeed). In addition to the hourly payment, there will be a \$68 per diem per person to cover food, transportation, and expenses incurred for working the specialty event. \$68 is a professional per diem standard (US General Services Administration). There is only a need for one shift of employees for each match, who will work nine hours per game.

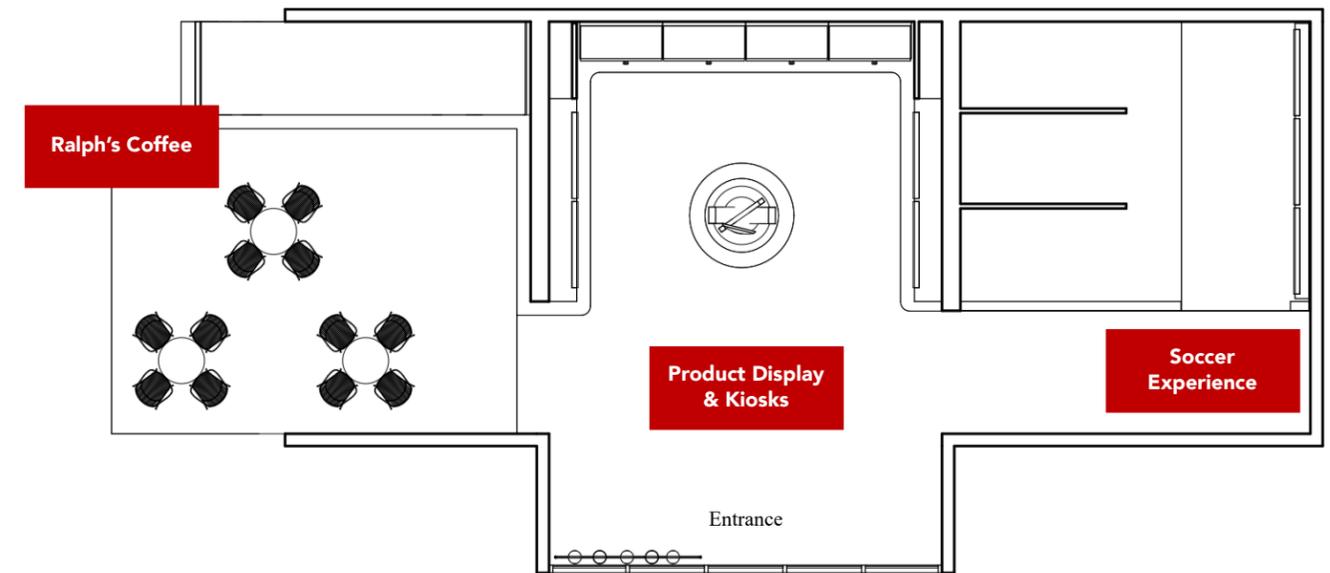


Fig. 25, Ralph Lauren 2026 World Cup Experience Floor Plan, Emily Roseland, 25 April 2025

Online Order Kiosks for Capsule Collection

The Ralph Lauren World Cup Capsule Collection will be available for online purchase through kiosks inside the game site experience, rather than having the physical product on site. This will allow consumers to focus on the experiential aspects, streamline the staffing needs, and promote a simple and enjoyable immersive brand encounter. According to a study published by Deloitte, “A quarter of Gen Z fans say the main reason they enjoy attending live professional sports events in person is to experience the event with friends and family” (Giorgio et al.). Purchasing merchandise is not a main priority for many game attendees, and the inconvenience of waiting in line to check out and carrying it around throughout the game can hinder their experience and what they seek from their game attendance. For fans who want to wear the merchandise to the game, the collection will be available for online purchase before the start of the tournament.



Immersive Soccer Experience

Esports are seeing significant growth, with the number of global users expected to reach 896 million by 2029 (Statista - Esports Market Insights). This emphasizes the growth of technology innovation and implementation in sports. As such, Ralph Lauren ventured into the esports market with a groundbreaking collaboration, launching a G2 luxury capsule clothing collection that bridges the worlds of competitive gaming and high fashion (Gardner). The Ralph Lauren World Cup Experience presents an opportunity to include elements of the growing trend of technology in sports. The game site experience will feature a replica soccer field with goals, targets, and technology aspects allowing fans to shoot on and pass with their favorite soccer players through the use of projectors and virtual reality. According to the study published by Deloitte, the sports world is entering the immersive era, and “Immersive sports will integrate digital channels to fulfill the desires of fans, providing as much, or as little, enhancement to the live event as possible” (Giorgio et al.). This highlights the positive potential for an immersive soccer experience at the game site.



Ralph's Coffee

To add to the fan experience at the Ralph Lauren game site location, there will be a Ralph's Coffee Truck at the experience to provide a dining/concession option. According to a global study from Oracle Food and Beverage, “Nearly all—94 percent—of respondents noted they buy food and beverages while at sporting events” (Oracle). This supports the decision to incorporate the coffee truck and the demand potential. Based on company research, Ralph's Coffee is an essential part of Ralph Lauren's position as a lifestyle brand and is a way to incorporate another revenue stream into the World Cup initiative.



Space Design Mock-Ups by Emily Roseland

STRATEGIC PLAN

PLACE: POINTS OF SALE

Sales Channels

The following details the strategy for the places/sales channels where applicable products (capsule collection and Ralph's Coffee) will be sold.

Online

Many fans may want to wear items from the capsule to games and therefore need access to the collection before the tournament begins. Rolling Stone Magazine reported that 33% of sports fans wear their new sports merchandise to games, revealing purchase motivation (Schreiber). To accommodate this, e-commerce sales of the capsule collection will begin one month before the World Cup, allowing ample time for fans to prepare their ensembles without exhausting the collection before the tournament starts.

Apart from accommodating fan preferences and desires, there are several other reasons why online sales are a beneficial sales channel. Jenn Vande Zande's Forbes article "Ecommerce: Electronic Commerce Definition, Benefits, Types, Examples" explains the benefits of e-commerce, which are detailed below.

- Convenience & Accessibility: Online products are available for purchase from virtually anywhere at any time.
- Increased Selection of Products: Greater stock volume and assortment variety can be sold online, as inventory does not need to be allocated to specific locations before sales.
- International Reach: E-commerce sites are often accessible to consumers in countries and cities where the brand does not have a physical store.
- Target Specific Customers: Using digital marketing, such as social media or email marketing, brands can target specific customer segments and guide them to the e-commerce site, allowing for a sale opportunity regardless of their location.



STRATEGIC PLAN

PRODUCT & PRICE: CAPSULE COLLECTION

Ralph Lauren 2026 World Cup Capsule Collection Design Strategy

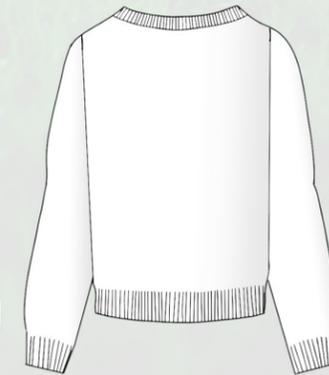
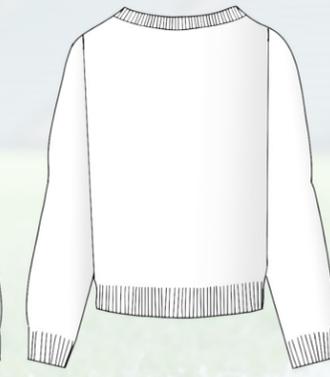
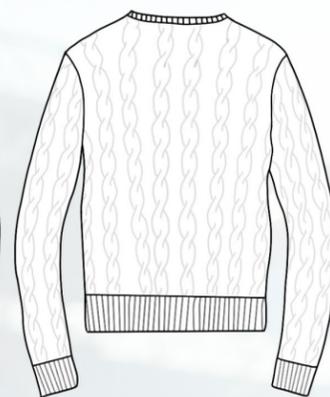
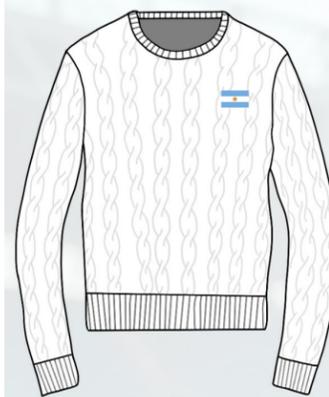
Ralph Lauren has designed several sports-related capsule collections, both related and independent of sporting events and sponsorships. Additionally, many brands have designed and produced sports-related capsule collections within the last several years. Ralph Lauren's and other brands' capsule collections were researched based on several approaches to design and mapped according to consumer perception (refer to Figure 19). This revealed a market opportunity for an event-specific capsule collection with a fashion-focused design approach.

Contrary to the market opportunity discovered from secondary research/capsule collection analysis, the primary research consumer survey revealed a slightly different market direction opportunity based on consumer desires. From the responses gathered from the survey, when asked what they look for/expect in a sports-related capsule collection (selecting all that apply), 58% chose comfort/performance-focused designs, 52% chose interesting/fashion-focused designs, and 53% chose heavy brand/sports team logos. In comparison, only 26% chose more subtle branding and logos. A blended design approach that considers secondary and primary research insights is ideal.

An additional characteristic that can be integrated into any design aesthetic and approach, and further fulfill consumers' desires, is the incorporation of customization elements. According to a Forbes article by Nathan Kondamuri, "In 2022, Harvard Business Review conducted a joint study with Google involving thousands of consumers. This study concluded that personalized brand experiences resulted in a 'comparable revenue effect.' This is not surprising, as post-COVID-19 pandemic - a time that felt so isolating for so many people globally - people want to be seen and have genuine interactions." (Kondamuri) Customization creates a personalized product and brand experience. The World Cup is a global sporting event, and the international fan base wants to wear and support their team. To attract these fans to the Ralph Lauren World Cup Capsule Collection and provide a more emotional and personal experience, country-specific customizations will be available for a select few products.

Ultimately, a Ralph Lauren World Cup Capsule collection that adapts iconic brand pieces to blend fashion-focused and sporty designs, with customization opportunities, is the design approach that addresses market gaps, consumer desires, and brand authenticity and is set up for success. While the sponsorships involve the Ralph Lauren Brand as a whole, the capsule collection will be produced as a part of the Polo Ralph Lauren line (which includes Polo Sport lines), typical of the Ralph Lauren sports capsule collections.









Assortment Plan

The capsule collection product assortment was created based on standard capsule plans (researched in section 3.3 of the market research section) and best-selling soccer fan merchandise. According to the Official U.S. Soccer Store, jerseys are the leading sellers, while long sleeves and sweaters/sweatshirts are also favorites, with bottoms and other merchandise following behind (the Official U.S. Soccer Store - Best Selling Products). As such, a large portion of the assortment is dedicated to tops, with fewer jackets and bottoms. As for accessories, “they are a quicker purchase, and the price point is somewhere a lot of customers feel much more comfortable spending,” said Marly Kos, business development and partnerships manager at Casetify.” (Parisi) accessories are lower-priced, high-selling items, so more are included in the assortment. Figure 26 provides the capsule collection assortment plan.

While the Men’s and Women’s Cable Knit Sweaters and Denim Jackets include a customization of choosing your country’s flag, all of the items can be customized upon request with country flags, player numbers, or match details. Additionally, all merchandise that says “Polo Soccer” can also be made to say “Ralph Lauren Futbol Club”. Global soccer fans are incredibly passionate, and the more they can customize for the support of their team and resonate with their experience, the more they will buy into the collection, sponsorship, and brand.

Apparel	Products	Colors	Sizes	Price
	Men's Official RL World Cup Jersey		3 (6) XS-XXL	\$ 150
	Men's Customizable Cable Knit*		2 (6) XS-XXL	\$ 152
	Men's Soccer Bear Crewneck Sweater		2 (6) XS-XXL	\$ 437
	Men's World Cup Bear Crewneck Sweater		2 (6) XS-XXL	\$ 437
	Men's Customizable Denim Jacket*		1 (6) XS-XXL	\$ 328
	Men's World Cup Jacket		1 (6) XS-XXL	\$ 600
	Men's World Cup Shorts		1 (6) XS-XXL	\$ 127
	Men's World Cup Track Style Pants		1 (6) XS-XXL	\$ 163
	Women's Official RL World Cup Jersey		3 (6) XS-XXL	\$ 150
	Women's Customizable Cable Knit*		2 (6) XS-XXL	\$ 163
	Women's Soccer Bear Crewneck Sweater		2 (6) XS-XXL	\$ 437
	Women's World Cup Bear Crewneck Sweater		2 (6) XS-XXL	\$ 437
	Women's Customizable Denim Jacket*		1 (6) XS-XXL	\$ 328
	Women's World Cup Jacket		1 (6) XS-XXL	\$ 600
	Women's World Cup Shorts		1 (6) XS-XXL	\$ 140
	Women's World Cup Track Style Pants		1 (6) XS-XXL	\$ 163
Accessories	Products	Colors	Sizes	Price
	Official Ralph Lauren x FIFA Game Scarf		1 One Size	\$ 50
	Polo Soccer Socks		1 One Size	\$ 20
	Soccer Bear Socks		1 One Size	\$ 20
	World Cup Bear Socks		1 One Size	\$ 20
	Polo Soccer Tote		2 One Size	\$ 108
	Soccer Bear Tote		2 One Size	\$ 108
	World Cup Bear Tote		2 One Size	\$ 108
	Polo Soccer Adjustable Baseball Cap		2 One Size	\$ 54
	Soccer Bear Adjustable Baseball Cap		2 One Size	\$ 54
	World Cup Bear Adjustable Baseball Cap		2 One Size	\$ 54

*Denotes Customization Options

Fig. 26, Ralph Lauren 2026 World Cup Capsule Collection Assortment Plan, Lucabella Ralph, 16 April 2025

Pricing Strategy

The prices for each item in the Ralph Lauren 2026 World Cup Capsule Collection are determined using a specialty markup. Each item’s design and silhouette are based on pre-existing Ralph Lauren merchandise currently listed with a price on the website (except for the soccer scarf, which was based on a Nike design and price). The listed price was the base price for each item, and a 10% markup was applied. The 10% markup came from evaluating the markup on previous sports-related capsule collection items.

The white Ralph Lauren Cotton Crewneck Sweater, which was used as a gauge, is a recurring item on the Ralph Lauren website. However, the price is raised when the sweater is a part of a specialty collection, like the Ralph Lauren x MLB collection. There was an approximate 7% markup on the price of the sweater. For the sake of simplicity and considering the incredibly high-profile nature of the World Cup and related Ralph Lauren initiative, a 10% markup was chosen to determine the price of each item.

The only item that did not follow the 10% specialty markup pricing strategy was the Official RL World Cup Jersey for men’s and women’s, which was priced based on the Polo Ralph Lauren Dodgers Polo Shirt (part of the Ralph Lauren x MLB collection), which is \$148.

RALPH LAUREN SPECIALTY MARKUP STRATEGY



\$398

Cotton Crewneck Sweater



\$425

Specialty Cotton Crewneck Sweater for Ralph Lauren x MLB

(((\$425-\$398)/\$398) x 100 = ~7% Markup

STRATEGIC PLAN

PRODUCT & PRICE: RALPH'S COFFEE

Ralph Coffee Game Site Coffee Truck

Ralph's Coffee Strategy

Ralph's Coffee's product strategy is to simplify the official menu used at all Ralph's Coffee locations. As such, no product was created, only menu curation. Ralph Lauren himself said, "The smell of freshly brewed coffee evokes so many memories for me. Most of the time is spent with friends and family, the people I love. I wanted to develop these coffee blends in that spirit, and create a place where people could come together and take a break from their busy days" (Ralph Lauren - Ralph's Coffee). This quote emphasizes the goal of the Ralph's Coffee product at the Ralph Lauren 2026 World Cup Experience at MetLife Stadium, focusing on the experience it creates for fans rather than the physical product.

Unique drink sleeves will be available to further build the fan experience, especially for the World Cup Experience. Like the reasoning for including customization options within the capsule collection, the drink sleeves will create a unique and personalized experience. "People want to be seen and have genuine interactions" (Kondamuri). Even something as small as a new cup design can make the moment more special. As the tournament reaches the semi-finals and final, the drink sleeves will feature the flags of the final competing teams.



Assortment Plan

The Ralph's Coffee assortment plan, provided in Figure 27, is a simplified version of the official menu. The menu items maintained were chosen for their ability to be premade or produced quickly.

Pricing Strategy

The game site experience Ralph's Coffee product is priced in alignment with the traditional menu prices at pre-existing Ralph's Coffee locations. While the menu was simplified, prices are not adjusted.

Beverage	Product	Price
	Ralph's Roast	\$ 5.50
	Ralph's Espresso	\$ 5.50
	Cortado	\$ 6.50
	Ralph's Cold Brew	\$ 7
	Ralph's American Breakfast Tea	\$ 6
	Ralph's Iced Tea	\$ 6
	Lemonade	\$ 6
	Cold Pressed Juice	\$ 9
	Bottled Water	\$ 5
	Milk Substitute	\$ 1
Food	Product	Price
	Classic Croissant	\$ 6
	Chocolate Chip Cookie	\$ 6.50
	Ralph's Brownie	\$ 7.50

Fig. 27, Ralph's Coffee Assortment Plan, Lucabella Ralph, 16 April 2025

STRATEGIC PLAN

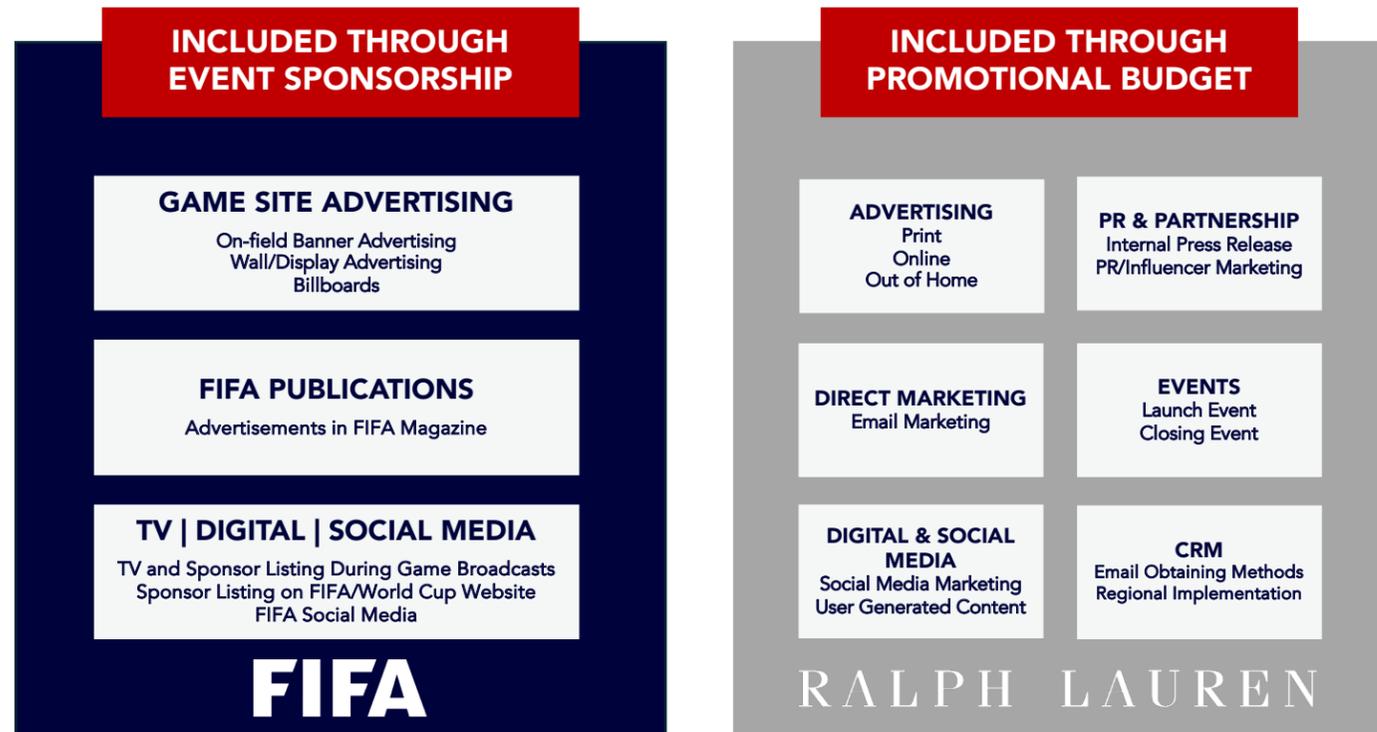
PROMOTION

The following section outlines the researched promotional strategy for Ralph Lauren's 2026 FIFA World Cup sponsorship. The plan is divided into two parts: promotional and advertising activities included through FIFA with the sponsorship and other supporting promotional activities implemented by Ralph Lauren and part of the additional promotional budget.

Promotional Outline and Schedule

The promotional outline and schedule are provided. The goal of the promotional plans and schedule is to boost visibility but not exhaust the excitement factor of the World Cup sponsorship and initiatives too soon before the event and its high visibility begins.

PROMOTIONAL PLAN



FIFA	Ralph Lauren 2026 World Cup Sponsorship Promotional Schedule														
	Pre-Launch					Launch					Post-Launch				
	2025					2026									
	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September
Internal Press Release															
Sponsor Listing on FIFA/World Cup Website															
World Cup Ticket Contest															
FIFA Social Media Marketing															
Social Media Marketing															
Print Advertising															
Email Marketing															
Online Advertising															
Launch Event															
Capsule Collection															
Game Site Experience															
Out of Home Advertising (Non-Game site)															
PR/Influencer Marketing															
TV and Sponsor Listing during Game Broadcasts															
Game Site On-Field Banner Advertising															
Game Site Wall/Display Advertising															
Game Site Billboards															
FIFA Magazine															
Closing Event															
CRM															

FIFA	Ralph Lauren 2026 World Cup Promotional Schedule									
	Pre-Launch				Launch				Post-Launch	
	2026									
	January	February	March	April	May	June	July	August	September	
Internal Press Release										
Sponsor Listing on FIFA/World Cup Website										
World Cup Ticket Contest										
FIFA Social Media Marketing										
Social Media Marketing										
Print Advertising										
Email Marketing										
Online Advertising										
Launch Event										
Capsule Collection										
Game Site Experience										
Out of Home Advertising (Non-Game site)										
PR/Influencer Marketing										
TV and Sponsor Listing during Game Broadcasts										
Game Site On-Field Banner Advertising										
Game Site Wall/Display Advertising										
Game Site Billboards										
FIFA Magazine										
Closing Event										
CRM										

Fig. 28, Ralph Lauren 2026 World Cup Sponsorship Promotional Schedule Lucabella Ralph, 25 April 2025

Promotional Activity Included Through Event Sponsorship

The main goal of advertising through FIFA is to create brand placement in places and on channels with heavy viewership and interaction from the target market, the Global Cultural Fan segment. This will ideally drive these consumers to Ralph Lauren platforms and stores, inspiring brand engagement and sales. The following section addresses the approach to advertising through the methods involved in the initial event sponsorship.

Game Site Advertising

According to Howard Nurse of the BBC, "FIFA is projecting as many as 5.5 million fans will attend the 2026 World Cup in North America" (Nurse). Because 6 million international tourists are expected to travel to the United States during the World Cup (whether they attend games), many game attendees will be international fans (FIFA). This aligns with the target market and goal of the sponsorship. This means that the number of eyes (in general and of target fans) falling on advertising elements at games sites will be significant and effective.

The purpose of the game site advertising is to catch the eye of the millions of fans navigating the stadium and connect them with the brand. Based on expert responses in a LinkedIn discussion titled "What are the key elements to consider when designing a billboard?", it is essential to have clear and concise yet creative imagery and content that inspires recollection and/or action from consumers (Rasi et al.). Most fans will not spend significant time looking at the advertisements, so the most important thing is that the consumer immediately connects the ad to the brand, which can be done through logos, colors, and motifs that are iconic to the brand. Considering this, the advertisements will be versatile and straightforward yet eye-catching and related to soccer, tying Ralph Lauren to FIFA and capturing consumers' attention.

On-Field Banner Advertising

On-field advertising is seen throughout the stadium during the match and can oftentimes be seen on television broadcasts. Because of this, a large and legible brand name and logo that can be read on-screen or from the stands is ideal.





Wall/Display Advertising

Maintaining the versatile, straightforward, yet eye-catching approach to game site advertising, the goal of wall/display advertising remains to blend Ralph Lauren with soccer, using this to capture fan attention and inspire action in the form of purchases, social media posts/interactions, and brand remembrance for future purchases. The advertisement messaging aims to guide these actions utilizing a call to action (examples: “Shop the capsule collection at www.ralphlauren.com” or use #RLXFIFAWC26 on social media) or memorable, compelling taglines that promote brand values (example: Unity. Innovation. The Beautiful Game).

Specifically, a photo cutout board creates an interactive advertisement that calls fans to engage in photography and social media action, leading to user-generated content. The official sponsorship hashtag (#RLXFIFAWC2026) is provided on the board to encourage use, which Ralph Lauren can use as a key performance indicator.



Game-Site Billboards

Like wall/display advertising, the game site billboards will use compelling imagery, visible logos, and simple messaging. The purpose of these billboards is to capture and direct fan attention as they enter and exit the premises. As each host stadium can seat tens of thousands of fans, there will be heavy traffic getting in and out of the on-site parking. As fans wait to exit the parking lots, often at a standstill, they will be surrounded by advertisements and ideally will act on them to pass the time.



FIFA World Cup Magazine

The magazine advertising aims to create as many touchpoints as possible with the global soccer fan community. While only a limited number of people can attend and experience the game site advertising, the World Cup Magazine can be accessed by a greater number of fans worldwide, regardless of whether they can attend matches. The magazine is somewhat of a collector's item, with previous years' issues being resold online for hundreds of dollars. This magazine is something fans may potentially look back at year after year, and each time they will view the Ralph Lauren ad, reconnecting with the brand.

Because the FIFA World Cup Magazine is a book-quality, highly collected magazine, the approach to the design of the advertising spread should be timeless and elegant, remaining true to the Ralph Lauren brand regardless of what year the reader is viewing it.



TV Broadcast Advertising

According to Felix Richter of Statista, “the 2022 World Cup Final between Argentina and France reached an average live audience of 571 million viewers across the globe, with more than 1.4 billion people watching at least one minute of the 120-minute thriller live” (Richter). The viewership opportunity for the TV broadcasts during live World Cup matches makes it a promising advertising opportunity.

While global partners, rather than general sponsors, will receive the most airtime, there is an opportunity for all sponsor placements during broadcast airtime. The standard FIFA formatting for broadcasting sponsors will be used as a framework

Social Media

The final FIFA platform, which Ralph Lauren receives access to through tournament sponsorship, is the federation’s social media accounts. FIFA runs several official accounts on Instagram, Facebook, X (formerly Twitter), and YouTube. The two most active accounts, with the highest following and engagement, are the general FIFA accounts and FIFA World Cup accounts.

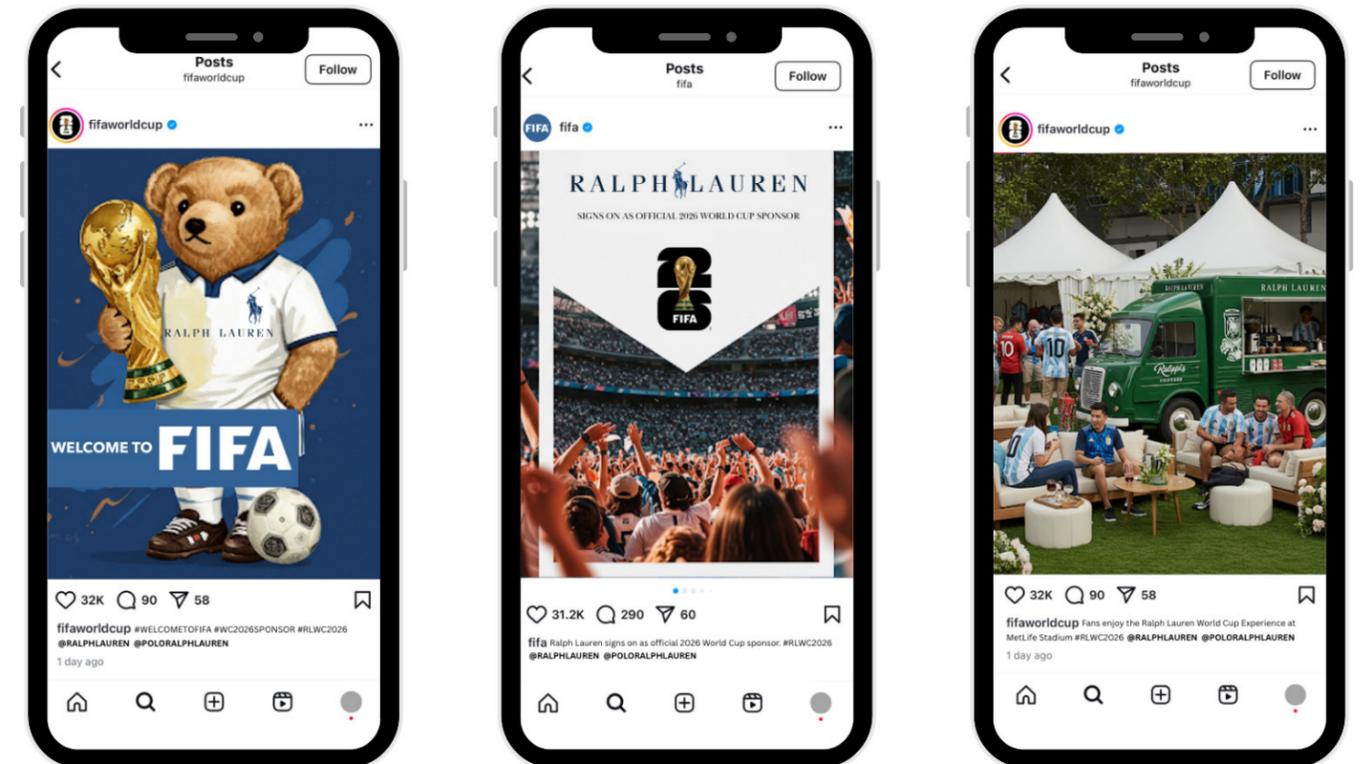
Social media allows for more frequent personal interactions with the target market. Because FIFA’s fan base is highly saturated with Ralph Lauren’s intended target market for the World Cup Sponsorship and related initiatives, the content’s primary purpose is to generate awareness of the sponsorship and foster a connection between the brand and soccer in the minds of these consumers. Kimberlee Meier of Sprout Social shares, “Creating a social media interaction strategy is essential for long-term customer satisfaction” (Meier). Evolving consumer behavior and lifestyles make frequent and convenient social media marketing valuable

FIFA uses a cross-posting strategy across Instagram, Facebook, and X, posting nearly the same content across their accounts. As such, the content posted on all three platforms will be the same. YouTube is used for game replays and highlight clips rather than promotional content, so it will not be utilized for any Ralph Lauren sponsorship content.



Digital Advertising

FIFA publishes its official partners and tournament sponsors on various pages on the federation website. The brand logo is placed among the other partners and sponsors at the bottom of the pages. This brand placement is another simple way to create another consumer touchpoint with global soccer fans.



Promotional Activity Included in the Ralph Lauren Promotional Budget

The promotional access Ralph Lauren receives through the World Cup sponsorship, including game site advertising, FIFA publications, TV broadcast advertising, and digital/social media brand placement, is beneficial because it puts the brand right in front of the target market. Through all channels, FIFA, as the governing body of soccer, draws in the global soccer fan base regardless of the content it produces.

Despite the benefits, there are limitations because of the sheer amount of content and other sponsors that FIFA is responsible for posting. While the platforms are effective at getting a significant number of the target market's eyes on the brand, there is a limit to how much and what can be posted, as well as when. Running a complementary IMC promotional campaign for the sponsorship allows Ralph Lauren to have greater control over the frequency and timing of content and further foster emotional connections with global soccer fans with a greater variety of strategic, evocative content.

The following sections detail Ralph Lauren's IMC promotional plan, which includes traditional advertising, Public Relations and Partnerships, direct marketing, events, and social media. All of which have a distinct purpose, messaging, and measurable key performance indicators.



Print: Mundial Magazine

Mundial is a timeless, collector-quality quarterly magazine that blends past and present iconic soccer stories with fashion and global culture. The magazine's website read, "We tell stories that take time and care to put together, and because you're paying for it, we want you to hold something special that looks wonderful, smells great, and allows you to put down the phone and immerse yourself in something beautiful" (Mundial Magazine). This approach creates a memorable and luxurious experience for readers while they receive their fill of soccer content. As a quarterly publication, the magazine publishes in January, April, July, and October. Ralph Lauren will publish a spread in the April issue in anticipation of the launch of the capsule collection online in May and the start of the World Cup in June.

The purpose of placing a spread in Mundial magazine is to advertise the sponsorship to the target market, which aligns with that of Mundial, in an authentic and editorial way. While society has entered the digital age, print media still has a place in a brand's marketing mix because it receives more undivided attention from consumers than online ads, which often distract consumers from their end goal. In an article from Forbes, Marcus Squier writes. "The experience of paging through a magazine is markedly different from navigating the World Wide Web. So is the way a reader interacts with ads in the publication. It is simply more immersive. Most people who read magazines do so with far more focus and undivided attention" (Squier). A Magazine advertisement spread has the potential to be more effective and memorable to a smaller yet more targeted segment.

To align with the magazine's design approach, the Ralph Lauren spread will be artistic and editorial with minimal text. A short tagline will emphasize the unity, culture, and beauty of soccer, which blends the values of Mundial Magazine and Ralph Lauren.

Print KPIs: Use a QR code to track consumer interaction.

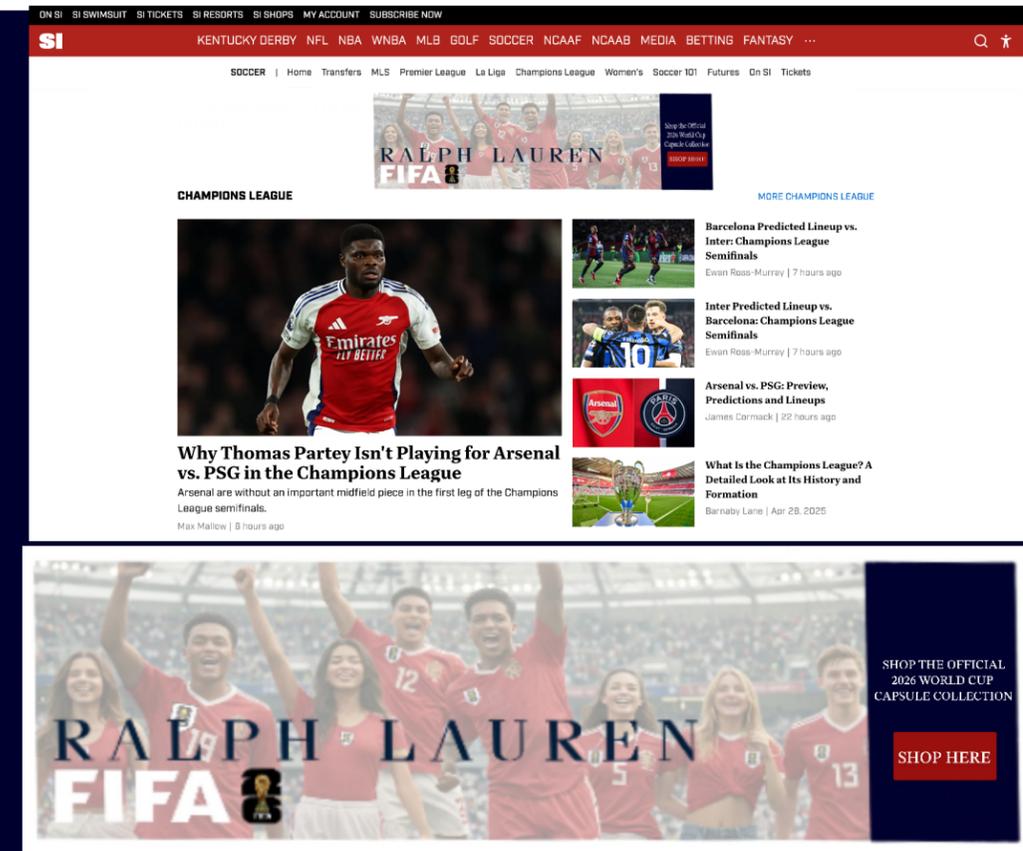


Online: Display Ads

The purpose of the display ads, which will begin running once the capsule collection is launched online (May 2026), is to direct consumers to the capsule collection on Ralph Lauren's e-commerce site from global digital sports/soccer publications and articles to capture the attention of international soccer fans. The average benchmark conversion rate for digital ads is 0.55% (Business Dasher). However, when looking at even one industry-leading sports publication, such as Sports Illustrated, which sees 80 million digital monthly visitors, that conversion would lead to 440,000 people visiting the Ralph Lauren Capsule Collection page from that platform alone (Sports Illustrated Media Kit).

With limited space on display ads, the design will be simple and soccer-focused with call-to-action messaging encouraging click-through and ideally a sale.

Display Ad KPIs: The click-through/conversion rate will be used to measure the ad's success (how much website traffic it generates). The goal is to maintain a 0.55% conversion rate, a benchmark average for display ads (Business Dasher).

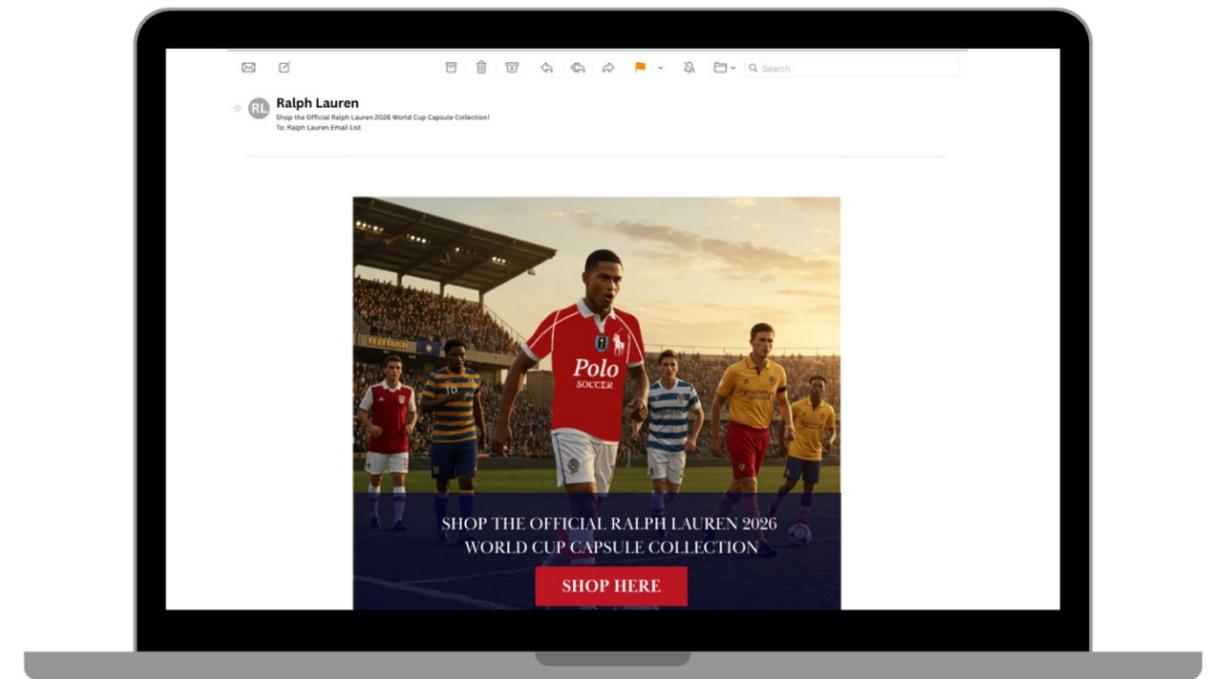


Email Marketing

Email marketing serves a similar purpose to display ads: to direct consumers to Ralph Lauren's e-commerce site to purchase the capsule collection. Unlike display ads, email ads can be directly sent to those on the Ralph Lauren email list, meaning they are already interested in the brand and likely have purchased/will consider purchasing. According to Ian Donnelly from e-commerce experience platform Bloomreach, email marketing remains one of the most effective marketing techniques. He notes, "on average, it delivers an ROI of \$36 for every \$1 spent, with top-performing organizations commanding \$70 per \$1 invested" (Donnelly). Email marketing promoting the Ralph Lauren World Cup Capsule Collection will begin when the capsule is launched for online sales in May 2026 and continue periodically through the end of the World Cup to drive capsule collection sales.

The design features items from the World Cup Capsule Collection, while the messaging directs consumers to click on the link to shop the collection.

Email Marketing KPIs: Common email key performance indicators include open rate (the number of emails opened by recipients), click-to-open rate (the number of recipients who clicked on a link within the email, and bounce rate (the number of emails left undelivered). Ian Donnelly and Bloomreach provided realistic expected benchmarks for these KPIs including: Open rate, click-to-open rate, and bounce rate.

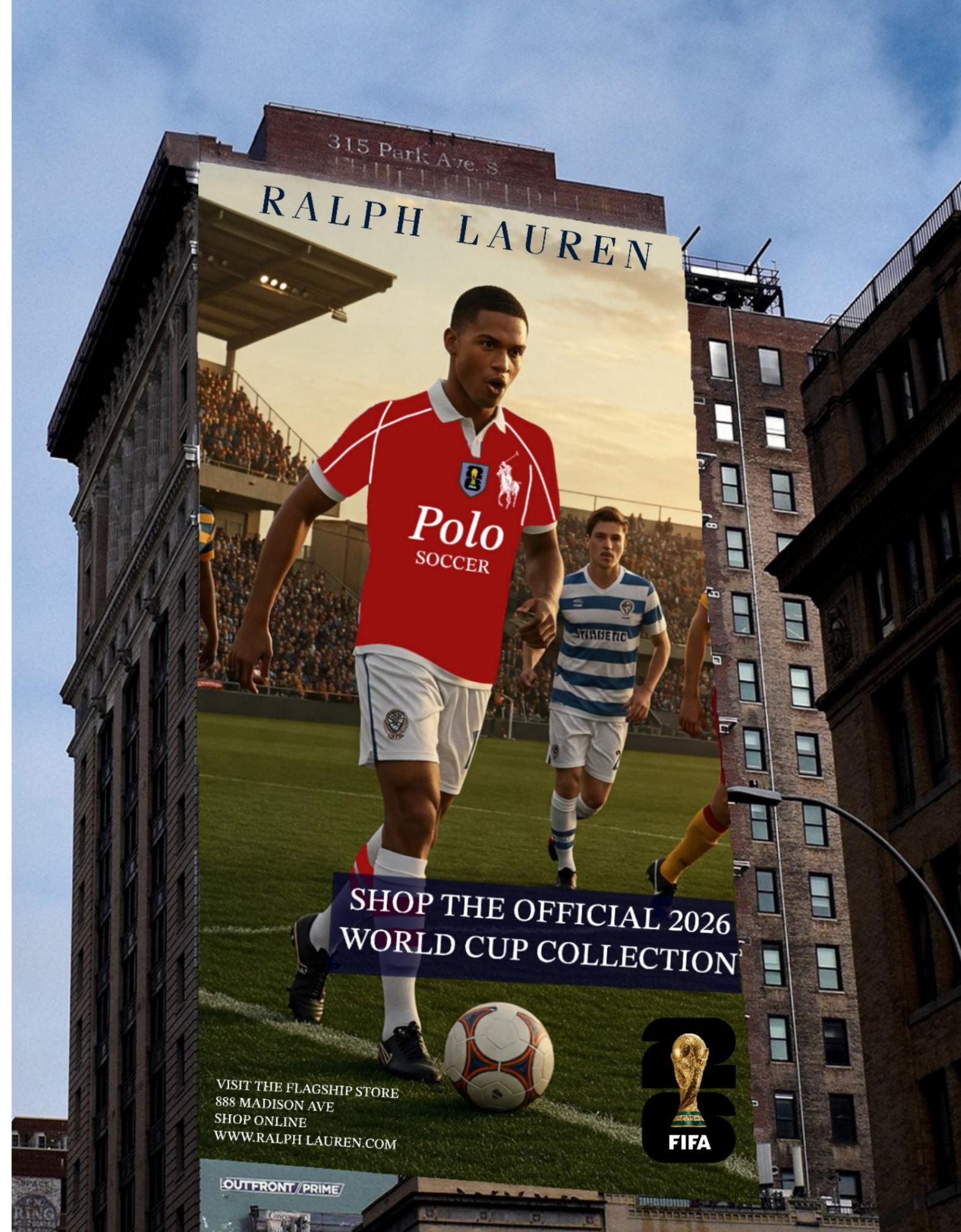


Out of Home: Wallscape Advertising

Wallscape Billboards in high-traffic areas of each of the flagship stores' cities worldwide will encourage and direct foot traffic to the flagship stores to purchase items from the capsule collection (and other pieces). The billboards will be up for one month while the capsule collection is in stores, coinciding with the World Cup's length. According to the Out of Home Advertising Association of America, "OOH advertising methods—including billboards—are between 38% and 86% effective at provoking a consumer response" (OAAA - Out of Home Ads Drive Real-World Action). The Ralph Lauren flagship stores are in cities with some of the highest foot traffic in the world, providing significant visibility and opportunity for engagement.

Wallsapes and billboards require eye-catching imagery and direct and simple messaging to resonate most effectively with fast-passing foot and road traffic (Rasi et al.). The advertisement aims to drive consumers to flagship store locations and to shop the capsule collection. Each will feature the local flagship store address and e-commerce address, presented as a call to action for shopping.

Out of Home KPIs: It can be challenging to track the direct performance of wallscape/billboard advertisements because there are no direct actions taken from the advertisement site. However, traffic data can indicate the number of people seeing the ad (Seixas). Flagship store foot traffic can also be measured, and an increase after the implementation of the wallscape billboards could signify an effective advertisement.



Press Release

The press release officially announces Ralph Lauren's sponsorship of the 2026 FIFA World Cup in North America. The detailed sponsorship acknowledgement and information help avoid false information and speculation from news sources and media outlets. The press release will be written and sent out immediately following the completion of the sponsorship deal so that Ralph Lauren can benefit from anticipatory buzz and natural cross-promotion before the intense promotional plan and initiatives begin.

The press release, formatted as a traditional release, will outline the sponsorship and related initiatives. In addition to the logistical information, the document will also emphasize Ralph Lauren's strong sports history and the brand's authentic and compelling reasons for entering the sport of soccer. Figure 96 below is a mock-up press release announcing Ralph Lauren's 2026 World Cup Sponsorship.

Press Release KPIs: According to an expert panel at Forbes Magazine, measuring the success of a press release and PR efforts can be done in several ways, including:

- Media Reach: Measuring how many news and media outlets act on the press release and publish related content.
- Share of Voice: Measuring beyond traditional media, including social media, online news, and influencer content, giving a comprehensive look at a brand's reach.
- Reach: Measuring how many people saw the brand's message via numerous platforms.
- Sentiment: Assessing media and social platform interaction with press release content to understand consumers' feelings about the sponsorship announcement.

A high reach and share of voice can indicate a successful press release. However, assessing consumer sentiment clarifies if the content reached the correct market and the message was received well.

FOR IMMEDIATE RELEASE

Ralph Lauren Announces Official Sponsorship of the 2026 FIFA World Cup™ in North America
New York, NY – [Date] — Ralph Lauren Corporation (NYSE: RL), a global leader in luxury lifestyle, is proud to announce its official sponsorship of the 2026 FIFA World Cup™, set to take place across the United States, Canada, and Mexico. This landmark partnership marks the brand's continued commitment to celebrating excellence, global unity, and the enduring spirit of sport.

As an Official Partner of the 2026 FIFA World Cup™, Ralph Lauren will debut a range of exclusive collections, from ceremonial uniforms for tournament officials to limited-edition fan gear, embodying the rich heritage, iconic style, and modern American spirit for which the brand is renowned.

"The FIFA World Cup™ is more than the world's greatest sporting event; it is a powerful moment of global connection and celebration," said Patrice Louvet, President and Chief Executive Officer of Ralph Lauren Corporation. "We are honored to bring our brand's timeless style, authenticity, and spirit of optimism to this historic event, particularly as it returns to North America."

Building on its legacy of outfitting some of the world's most prestigious international sporting events—including the U.S. Olympic and Paralympic Teams—Ralph Lauren's involvement with the 2026 FIFA World Cup™ will extend across multiple touchpoints. In addition to providing official uniforms for key event personnel, Ralph Lauren will launch capsule collections and immersive retail experiences to engage fans across all three host countries.

Fans can expect the first Ralph Lauren x FIFA World Cup™ collection to debut just ahead of the World Cup's commencement. As well as a Ralph Lauren World Cup Experience at MetLife Stadium, open for each of the site's eight games.

The 2026 FIFA World Cup™ is set to be the largest in history, featuring 48 teams and matches across 16 cities. Ralph Lauren's sponsorship underscores its dedication to celebrating the world's passion for soccer and fostering moments of shared inspiration and style.

For more information, visit www.ralphlauren.com and follow @RalphLauren on social media.

Media Contact:[Name]
Vice President, Global Communications
Ralph Lauren Corporation
Email: [email address]
Phone: [phone number]



PR/Influencer Marketing

PR/influencer marketing uses public figures who resonate with the target market to generate influential content that creates brand engagement. According to McKinsey & Company, “In 2022, an analysis of more than 2,000 influencer marketing posts found that the strategy does yield a positive ROI for brands” (McKinsey & Company - What is Influencer Marketing?).

The PR and Influencer marketing approach follows traditional methods, such as press and influencer gifting, to encourage content generation that can grow brand awareness. However, a unique approach to a World Cup influencer trip, explained in the “methods” section, will be cost-effective yet emotional, making it more relatable to the target audience.

Press and Influencer Gifting: Top press, such as leading print and digital magazines, and publications, as well as strategically selected influencers/athletes, will be sent a Ralph Lauren Official World Cup Jersey from the World Cup Capsule Collection. These will be sent out just ahead of the collection launching for sale online to create excitement and anticipation.

The jersey will be packaged and sent in simple, elegant packaging that is enjoyable for the recipient to open and entices them to share it on social media. A card will accompany the jersey with a small message and provide social media accounts to tag and hashtags to use for any related content. The Ralph Lauren World Cup PR and influencer gift package mock-up is featured in Figure 97 below.

Paid Social Media Posts: Strategically selected influencers can reach a highly targeted audience with a loyal following who associate trust and credibility with the content creator. Additionally, “Influencer content usually achieves higher engagement rates than branded posts because it’s more personal and tailored to audience interests. This leads to better visibility, more shares, and often, more conversions” (Lou and Yuan). Furthermore, “Nearly half of all consumers (49%) make purchases at least once a month because of influencer content” (Sprout Social - 80+ Must-Know Social Media Marketing Statistics for 2025).



Dressing World Cup Players: Professional soccer players, especially those playing for their country in the World Cup, are significant public figures. Many global soccer fans are heavily interested in and invested in these players, their performance on the field, and their lives off the field. Dressing select soccer players for events surrounding the World Cup is an opportunity for brand and product placement on public figures who are prevalent and inspirational in the lives of global soccer fans.

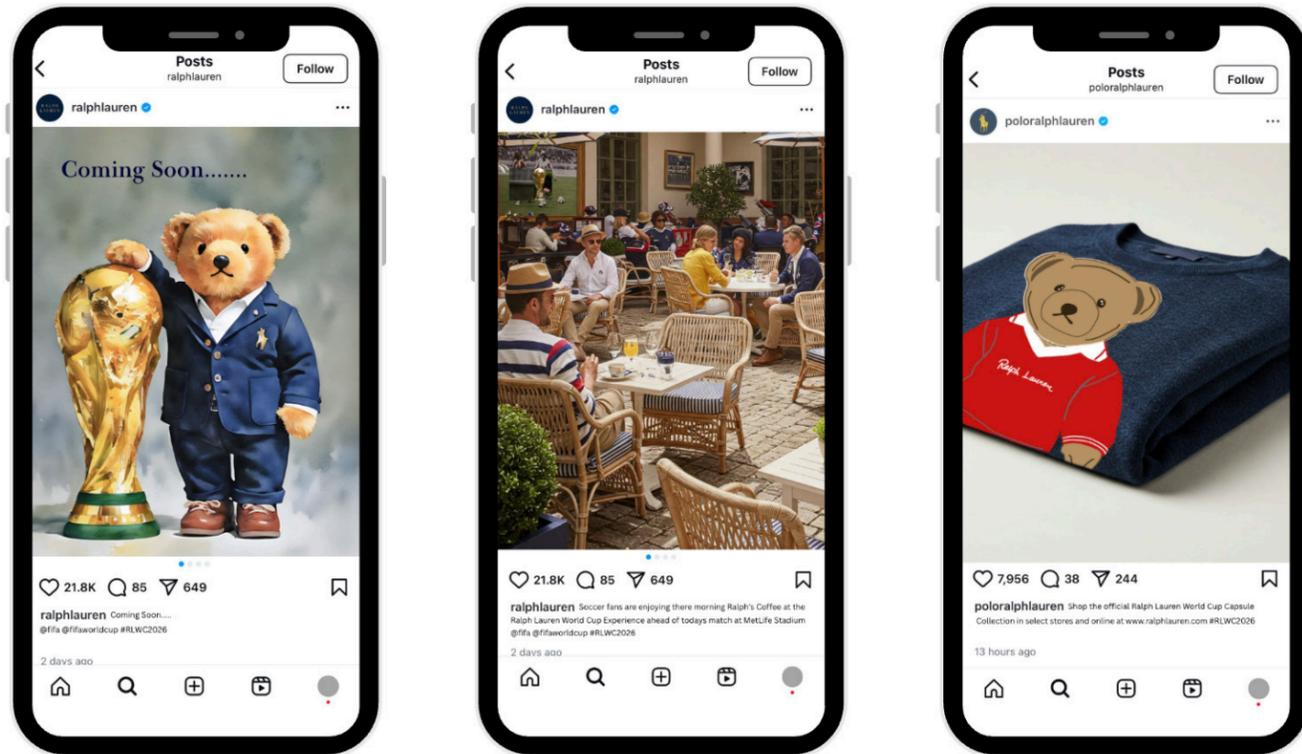
PR/Influencer Marketing KPIs: The content generated from the gifting and player dressing can be tracked with account tags and hashtag use. This will provide insight into the effectiveness of the gifting list and reach as a result of the players selected.



Social Media

As technology has innovated and the world has become more digital, social media has become not just a casual pastime for billions of users but a strategic and effective tool for brands to reach consumers in their day-to-day lives. According to an article in *Frontiers in Psychology*, "Social media marketing efficiently fosters communications between customers and marketers, besides enabling activities that enhance brand awareness" (Hafez) Social media is the go-to platform consumers use to receive information which is emphasized by a Sprout Social study that concluded that, "Ninety percent of consumers rely on social media to keep up with trends and cultural moments" (Sprout Social - 80+ Must-Know Social Media Marketing Statistics for 2025). Furthermore, the study also shared that each social platform has different benefits and return on investment.

Considering proven return on investment, Facebook, TikTok, and Instagram are the top platforms for direct purchase conversion. Specifically, "Facebook is the top platform for direct purchases, with 39% of consumers turning to it when they're ready to buy. TikTok (36%) and Instagram (29%) follow closely behind" (Sprout Social - 80+ Must-Know Social Media Marketing Statistics for 2025).



Both natural social media posts and paid social media ads will be used. Instagram, Facebook, and X (Twitter) will use multi-platform posting with identical photo and video content on all three. TikTok and YouTube will feature longer video content, which 78% of people prefer when learning about new products (or experiences) (Sprout Social - 80+ Must-Know Social Media Marketing Statistics for 2025). The content across all platforms will serve three primary purposes, which are listed below.

Announce the Sponsorship: The design and messaging are similar to the sponsorship announcement on FIFA social media platforms. The goal is to use simple messaging and imagery that blends Ralph Lauren with soccer and announces the sponsorship in an exciting way, yet leaves fans and consumers anticipating more

Promote the Capsule Collection: Posts that feature the capsule collection and use call-to-action language that directs consumers to visit the website and make a purchase.

Connect with Global Soccer Fans: This is where there is more room for creative and emotionally compelling content that will inspire brand resonance and new loyalty. Examples of posts could include:

- Host a World Cup Ticket drawing to obtain consumer emails for CRM purposes
- Historical content of Ralph Lauren's involvement with sports and soccer
- Behind the scenes of designing the capsule collection and game site experience
- Day in the life vlogs from players during the World Cup
- Fan interviews at the game site experience sharing what they love about soccer

Social Media KPIs: Measuring likes, comments, and shares on posts across all social media platforms is key in indicating the reach and success of the posts. Additionally, website visits directly from social media will indicate how effective the natural and promoted content was.

Launch Event

A high-profile launch event for Ralph Lauren's sponsorship of the 2026 FIFA World Cup would serve as a strategic platform to amplify brand visibility, as the launch event timing would align with the start of the World Cup, playing off its high initial excitement and engagement. According to Pantea Foroudi, a contributing author of the Journal of Business Research, "Events generate substantial media coverage and social media impressions, enhancing brand prestige and emotional resonance with target audiences" (Foroudi et al.). Additionally, "experiential marketing strategies like launch events foster deeper brand loyalty by creating memorable, immersive experiences that reinforce brand values and identity" (Pine and Gilmore).

The launch event will be hosted at the Ralph Lauren World Cup Experience at MetLife Stadium. Guests can test the kiosks to order capsule collection merchandise, enjoy complimentary food and drinks, and try out the immersive soccer experience. The guest list will include sports and fashion industry professionals, high-profile athletes, and big-name influencers. The location and nature of the event will generate anticipation around the World Cup Game Site Experience for fans who will have a chance to visit it when they attend a game.

Launch Event KPIs: Measuring event attendance and resulting user-generated content will be a key performance indicator, revealing the attendees' experience and the reach generated from hosting the event.

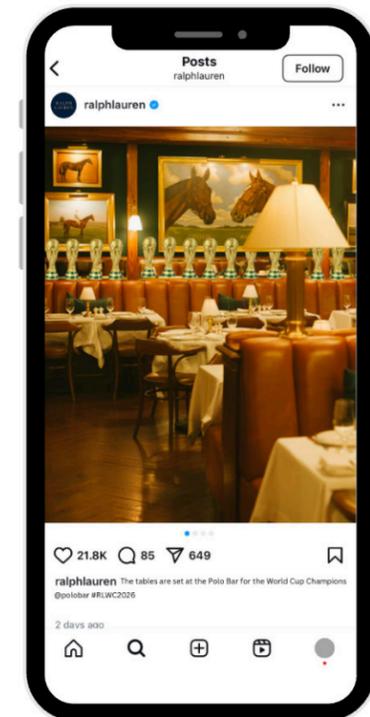
Closing Event

The closing event's purpose is to involve tournament players in the Ralph Lauren brand by celebrating the World Cup-winning team. While most of the sponsorship, promotional material, and complementary initiatives have been strategically developed to target the international soccer fan base, it is essential to include the players to show true universal support for soccer that goes beyond the goal of capitalizing on the sport. Support of the event, fans, and players will develop the most authentic connection with the soccer community and benefit the sponsorship.

Moreover, Soccer players are some of the most internationally famous public figures with millions of social media followers and engagement. Their followings are made up of international soccer fans and align with the Global Cultural Fan target segment for Ralph Lauren's World Cup sponsorship. The opportunity for brand visibility through player and team posting is promising.

The players, coaches, staff, and family of the World Cup-winning team will be welcomed at the Polo Bar in New York City for a celebratory dinner and drinks directly following the final match on July 19th, 2026, at MetLife Stadium. Figure 100 below shows mock-ups of potential Instagram posts featuring the events.

Closing Event KPIs: The number of social media posts from teams and players, and fan engagement with these posts, can be tracked to reveal the effectiveness of hosting the celebratory dinner.



ENTER TO WIN

A World Cup Ticket Package for 4

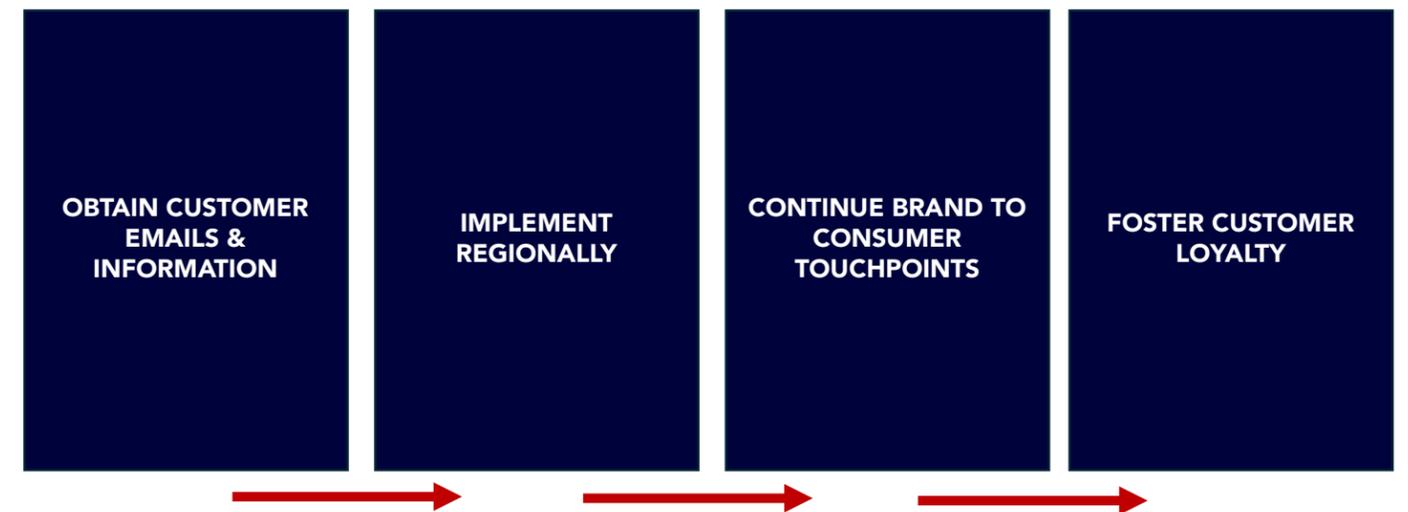


[CLICK HERE TO ENTER](#)

Customer Retention Methods

Customer retention is essential to the Ralph Lauren World Cup sponsorship campaign to ensure the longevity of the return on investment opportunity. While the bulk of the sponsorship and related initiatives will take place over only a three-month span during this time frame, Ralph Lauren will have significant access to a global soccer fan base of billions. Capturing the attention of these global fans through the World Cup, creating interest through highly emotional and memorable promotional material and brand experiences, and utilizing strong customer retention methods can lead to purchases, repeat purchases, and new customer loyalty, yielding a significant return on investment for the cost of sponsorship.

Obtaining Customer Emails/Information: To obtain customer contact information, a World Cup ticket drawing will be hosted by Ralph Lauren. Anyone who purchases from Ralph Lauren is eligible to enter. Upon entering, the customer will provide an email and basic information to enter the drawing, which Ralph Lauren can use to continue to contact and maintain customer touchpoints after the World Cup ends. This ideally will lead to increased purchases to enter the drawing and, as a result of post-tournament customer retention, which can offset some of the high sponsorship cost. The brand can send emails about the World Cup, continue offering country flag embroidery, and invite customers to visit Ralph Lauren stores in their area.





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PART 5

FINANCIAL PLAN



FINANCIAL PLAN

SALES FORECASTS

Analytic Partners reported that a sports sponsorship with a strong digital marketing campaign can see a 2% to 6% increase in incremental sales. Using this as benchmark and considering that the Ralph Lauren Q1 2025 Report indicated the brand brought in a total of \$1.5 billion in Q1 of 2025 (989 million excluding wholesale and licensing) which includes the months that the capsule collection would be for sales it is a reasonable conservative assumption that Ralph Lauren could make approximately \$19,780,000 in incremental sales during the month in which the capsule collection for sale and the World Cup takes place. These incremental sales would be from the capsule collection sales, game site Ralph's Coffee sales, and the growth of sales in other categories.

While several methods were used to determine sales forecasts for the different products and distribution methods, \$19,780,000 was used as a guide for the total revenue for the initiative.



FINANCIAL PLAN

SALES FORECASTS

Ralph's Coffee

Method: Number of items that can realistically be served

Number of Drinks: A single food truck with a simple menu and streamlined process, and 2-4 employees can fulfill 80-120 orders per hour (Projection Hub). Eighty orders per hour was used as a conservative benchmark, multiplied by six operation hours (five hours before, one hour after the game, and closed during the game). This estimates that approximately 480 drinks per game can be served.

Drinks Revenue: To determine per-game drink revenue, 480 (drinks served per game) was multiplied by the average drink price (\$6.28), which was calculated using the straight-line average method.

Number of Food: The number of food items served per game was calculated as a proportion compared to the number of drinks served. Because there are fewer food options (than drink options), and people more frequently purchase drinks at sporting events, about half as many food items are expected to be served on each game day.

Food Revenue: To determine per-game food revenue, 200 (drinks served per game) was multiplied by the average food price (\$6.67), which was calculated using the straight-line average method.

Total Revenues: The demand plan is based on what the coffee truck can realistically serve based on the menu and staffing, so the demand remains the same for each of the eight games at MetLife Stadium. Drink and food revenue was each multiplied by eight and added to determine the total revenue of \$34,787. The Ralph's Coffee game site sales forecast is below in Figure

Ralph's Coffee Game Site Demand Plan

Ralph's Coffee Demand Plan									
Ralph's Coffee	Game 1	Game 2	Game 3	Game 4	Game 5	Game 6	Game 7	Game 8	Total
Drinks (Avg. Price \$6.28)	480	480	480	480	480	480	480	480	3840
Drinks Revenue	\$ 3,014	\$ 3,014	\$ 3,014	\$ 3,014	\$ 3,014	\$ 3,014	\$ 3,014	\$ 3,014	\$ 24,115
Food (Avg. Price \$6.67)	200	200	200	200	200	200	200	200	1600
Food Revenue	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	\$ 10,672
Total Revenue	\$ 4,348	\$ 4,348	\$ 4,348	\$ 4,348	\$ 4,348	\$ 4,348	\$ 4,348	\$ 4,348	\$ 34,787

Fig. 29, Ralph's Coffee Game Site Demand Plan, Lucabella Ralph, 16 April 2025



Ralph Lauren 2026 World Cup Capsule Collection Flagship Store Sales Forecast

Capsule Collection: Flagship Stores

Method: Footfall and conversion for sales

Footfall: According to the most recent available foot traffic numbers, as reported by industry experts, Ralph Lauren welcomed 47 million visitors to 64 outlet stores (Warc–Polo Boosts Footfall via Mobile Wallet). This amounts to approximately 61,198 visitors per store per month. Using this as a gauge and rounding up because this is for Flagship stores, which see more footfall, an estimated 70,000 (700,000 across ten flagship stores) visitors monthly per flagship is a reasonable estimate. The capsule collection will be available in stores during the World Cup for approximately one month.

Conversion for Sales: The same e-commerce sales conversion range (1%-1.5%) was considered, and 1% was used, as a flagship store will have only a small space to display the capsule collection. The 1% benchmark was applied to the 70,000 approximated visitors. Not everyone who visits the stores will purchase. 60% was used as approximately 60% of the global population is soccer fans.

Revenue Forecast: A weighted average basket for flagship store sales was calculated to be \$431, and this was multiplied by the final sales conversion (4200). This provides the total estimated sales, which are allocated to each category based on the product plan in Figure 31. Jackets (which are produced in a select quantity and not included in the product plan) are added afterward. After revenue in each category is determined, it is divided by price to create unit numbers.

Product Plan: The product plan accounts for best selling sports soccer merchandise and the fact that 63% of soccer fans are male therefore there is more allocated to mens (Statista - Soccer fans by gender 2022).

Geographic Allocation: Inventory will be distributed to each region/continent based on the percent of Ralph Lauren’s revenue from that region and split evenly between all cities, accounting for cities with more than one flagship (New York and London) (Statista - Ralph Lauren 2024 Statistics Report).

Ralph Lauren Capsule Collection Flagship Demand Plan				
Capsule Collection		1 Month		Total
	Footfall		700,000	700,000
	Sales Conversion Rate (1%)		7000	7000
	Conversion for Capsule (60%)		4200	4200
Revenue	Revenue			
		Average Price of Category		
	Men's Tops	\$ 150	\$ 543,060	\$ 543,060
	Men's Sweaters	\$ 342	\$ 217,224	\$ 217,224
	Men's Bottoms	\$ 145	\$ 144,816	\$ 144,816
	Men's Jackets	\$ 464	\$ 46,400	\$ 46,400
	Women's Tops	\$ 150	\$ 362,040	\$ 362,040
	Women's Sweaters	\$ 346	\$ 126,714	\$ 126,714
	Women's Bottoms	\$ 152	\$ 54,306	\$ 54,306
	Women's Jackets	\$ 464	\$ 46,400	\$ 46,400
	Accessories	\$ 57	\$ 362,040	\$ 362,040
	Total Revenue Before Jackets			\$ 1,810,200
Total Revenue After Jackets			\$ 1,903,000	\$ 1,903,000
Units	Category	% of Assortment		
	Men's Tops	30%	3620	3620
	Men's Sweaters	12%	635	635
	Men's Bottoms	8%	999	999
	Men's Jackets	NA	100	100
	Women's Tops	20%	2414	2414
	Women's Sweaters	7%	366	366
	Women's Bottoms	3%	357	357
	Women's Jackets	NA	100	100
	Accessories	20%	6352	6352
Total Units		100%	14943	14943

Fig. 30, World Cup Capsule Collection Flagship Demand Plan, Lucabella Ralph, 16 April 2025

Capsule Collection Product Plan

PRODUCT PLAN	%
Men's Tops	30%
Men's Sweaters	12%
Men's Bottoms	8%
Men's Jackets	NA
Women's Tops	20%
Women's Sweaters	7%
Women's Bottoms	3%
Women's Jackets	NA
Accessories	20%

Fig. 31, Capsule Collection Product Plan, Lucabella Ralph, 16 April 2025

Flagship Store Geographic Product Allocation

GEOGRAPHIC ALLOCATION	%
North America	44%
New York (2)	22.0%
Chicago	11.0%
Beverly Hills	11.0%
Europe	30%
London (2)	15.0%
Paris	7.5%
Milan	7.5%
APAC	24%
Tokyo	12.0%
Hong Kong	12.0%

Fig. 32, Flagship Store Product Geographic Allocation, Lucabella Ralph, 16 April 2025

Capsule Collection: Online/E-commerce

Justification: Website traffic and conversion for sales

Considering the reasonable conservative assumption that Ralph Lauren could make approximately \$19,780,000 in incremental sales, a reasonable forecast is that approximately half (\$9,872,607) comes from World Cup-related purchases, while the remaining half (\$9,872,607) comes from non-World Cup-related products. With it being sales forecast projection determining a total revenue of \$34,787 from the game site Ralph's Coffee and a total revenue of \$1,903,000 from the Flagship store capsule sales, the remainder of the approximate \$9,872,607 would come from online capsule collection sales. This would end up being approximately \$7,969,607 coming from online sales. That amount was considered while using Ralph Lauren website traffic and sales conversion to determine a realistic, conservative sales forecast for online capsule collection sales.

Website Traffic: According to data from March 2025, Ralph Lauren got 4.45 million website visits during March (Semrush - RalphLauren.com Website Traffic).

Conversion for Sales: Recent reports share that Ralph Lauren has an online sales conversion rate between 1% and 1.5% (Grips Intelligence). To make the sales conversion rate more realistic, the conversion was adjusted to account for apparel only. According to data from another multi-category e-commerce platform, Urban Outfitters, 56.5% of online sales are apparel (Statista - Urban Outfitters Product Category Sales Share Global 2023). Online apparel sales come out to 37,380. Then, accounting for the proportion of these sales that could come from the capsule collection, 18% was used, as 20% produced a realistic number which neared the \$7.9 million explained above.

Monthly Sales Distribution: 60% of sales are planned for May, 30% for June, and 10% for July. The highest sales are expected when the collection is first released in May, decreasing in June, and again in July, as fans have already purchased their apparel, and items may begin to sell out.

Revenue Forecast: A weighted average basket for online sales was calculated to be \$389, and this was multiplied by the final sales conversion for each month (May: 40,370, June: 20,185, July: 6,728). This provides the monthly total estimated sales, which are allocated to each category based on the product plan in Figure 31. Jackets (produced in a select quantity and not included in the product plan) are added afterward. After revenue in each category is determined, it is divided by price to create unit numbers.

Ralph Lauren 2026 World Cup Capsule Collection Online Sales forecast

Ralph Lauren Capsule Collection Online Demand Plan (Website Traffic and Sales Conversion)							
Capsule Collection Online Demand Plan		May	June	July	Total		
	Website Visits	4,450,000	4,450,000	4,450,000	13,350,000		
	Sales Conversion Rate (1.5%)	66750	66750	66750	200250		
	Apparel (56.5%)	37380	37380	37380	112140		
	Conversion for Capsule (18%)	6728	6728	6728.4	20185.2		
	Monthly Distribution (May 60% (June 30%) (July 10%))	12111	6056	2019	20185		
Revenue	Revenue						
		Average Price of Category					
	Men's Tops	\$ 150	\$ 1,413,368	\$ 706,684	\$ 235,561	\$ 2,355,613	
	Men's Sweaters	\$ 342	\$ 565,347	\$ 282,674	\$ 94,225	\$ 942,245	
	Men's Bottoms	\$ 145	\$ 376,898	\$ 188,449	\$ 62,816	\$ 628,163	
	Men's Jackets	\$ 464	\$ 27,840	\$ 13,920	\$ 4,640	\$ 46,400	
	Women's Tops	\$ 150	\$ 942,245	\$ 471,123	\$ 157,041	\$ 1,570,409	
	Women's Sweaters	\$ 346	\$ 329,786	\$ 164,893	\$ 54,964	\$ 549,643	
	Women's Bottoms	\$ 152	\$ 141,337	\$ 70,668	\$ 23,556	\$ 235,561	
	Women's Jackets	\$ 464	\$ 27,840	\$ 13,920	\$ 4,640	\$ 46,400	
	Accessories	\$ 57	\$ 942,245	\$ 471,123	\$ 157,041	\$ 1,570,409	
	Total Revenue Before Jackets		\$ 4,711,226	\$ 2,355,613	\$ 785,204	\$ 7,852,043	
	Total Revenue After Jackets		\$ 4,766,906	\$ 2,383,453	\$ 794,484	\$ 7,944,843	
	Units	Category					
		% of Assortment					
Men's Tops		30%	9422	4711	1570	15704	
Men's Sweaters		12%	1653	827	276	2755	
Men's Bottoms		8%	2599	1300	433	4332	
Men's Jackets		NA	60	30	10	100	
Women's Tops		20%	6282	3141	1047	10469	
Women's Sweaters		7%	953	477	159	1589	
Women's Bottoms		3%	930	465	155	1550	
Women's Jackets		NA	60	30	10	100	
Accessories		20%	16531	8265	2755	27551	
Total Units		100%	38490	19245	6415	64150	

Fig. 33, World Cup Capsule Collection Online Sales Forecast, Lucabella Ralph, 16 April 2025

FINANCIAL PLAN

PROMOTIONAL BUDGET

The promotional budget uses a top-down method. Ralph Lauren uses 7% of its total revenue for marketing and advertising. According to Statista, Ralph Lauren spent \$467 million on marketing in 2024, while the brand's total revenue was \$6.64 billion (Statista - Advertising and marketing expenses of Polo Ralph Lauren worldwide from FY2022 to FY2024). 7% of the total revenue from the Ralph Lauren World Cup Capsule Collection and Ralph's Coffee Sales provides a promotional budget of \$927,889.

Print Media: This number is based on the one-page ad cost for Sports Illustrated, a competitor of Mundial Magazine (Mundial doesn't list prices) (MediaPost).

Online Advertising: Companies spend \$100-\$10,000 per month on online advertising (WebFX). The estimated cost considers the high end (\$10,000) and accounts for three months.

Outdoor Advertising: Ralph Lauren typically uses wallscape advertising rather than traditional billboards. Wallscape ads cost around \$15.7k per month and are displayed for one month in eight cities (one in each flagship country) (AdQuick).

Internal Press Release: Large companies typically have internal copywriters who write press releases published via the company, making the cost low (E.T Robbins Production).

Public Relations and Influencer Partnerships: The remaining budget was allocated to PR and influencer partnerships, which will be a minor part of the promotional mix.

Email Marketing: Companies typically pay \$751-\$1000 per month on email marketing (WebFX). The estimated cost considers the high end (\$1,000) and accounts for two months.

Launch Event and Closing Event: Event costs range extensively, but one source provides a range of \$200k to \$400k per event for a large brand (Banzai).

Social Media Marketing: Content creation, social advertising, and platform management can cost \$19,000 per month (Sprout Social). The budget accounts for three months of paid social media.

Ralph Lauren 2026 World Cup Promotional Budget

Promotion	Cost	Percentage
Total Revenue	\$ 9,882,630	
Total Promotion Budget (%)	7%	
Total Promotion Budget (\$)	\$ 691,784	
Budget Plan for Ralph Lauren x FIFA	\$691,784	
Advertising	\$ 370,600	54%
Print Media	\$ 215,000	31%
Online Advertising	\$ 30,000	4%
Outdoor Advertising	\$ 125,600	18%
PR & Partnerships	\$ 62,184	9%
Internal Press Release	\$ 150	0.02%
Public Relations and Influencer Partnerships	\$ 62,034	9%
Direct Marketing & Sales Promotion	\$ 2,000	0.3%
Email Marketing	\$2,000	0.3%
Event Marketing	\$ 200,000	29%
Launch Event	\$100,000	14%
Closing Event	\$100,000	14%
Digital Engagement & Social Media	\$ 57,000	8%
Social Media Marketing	\$ 57,000	8%
Total Promotional Cost	\$ 691,784	100%

Fig. 34, Ralph Lauren 2026 World Cup Promotional Budget, Lucabella Ralph, 23 April 2025

FINANCIAL PLAN

PROFIT & LOSS STATEMENT

The research and justification for sales, cost of goods sold, and all expense categories listed in the profit and loss statement are provided below.

Total Revenue: Total revenue is the sum of the total capsule collection sales, Ralph's Coffee sales, and projected increase in sales in other categories.

Capsule Collection COGS: Ralph Lauren's total Cost of Goods Sold in 2024 was 33% of the brand's total revenue (Ralph Lauren 2024 10K). COGS for the capsule collection were calculated as 33% of the total capsule collection revenue.

Ralph's Coffee COGS: The cost of Goods Sold for a coffee shop or truck is typically 30% to 40% of revenue (Zest Coffee). The COGS for the Ralph's Coffee truck were calculated as 40% of the total coffee truck revenue.

Gross Profit: The gross profit is the total revenue less the total cost of goods sold.

Sponsorship Payment: World Cup sponsors typically pay between \$10 and \$25 million (NASDAQ). \$20 million is a higher-end estimate for the cost of the sponsorship.

Operational Expenses

World Cup Experience Building: Low-cost, easy-to-assemble, and easy-to-take-down building kits are available to purchase from Buildings Guide, among other companies. Pricing is generally \$15-\$25 per square foot for kit packages, \$5-\$10 per square foot for foundation, \$5-\$10 per square foot for construction, and \$5-\$10 per square foot for takedown (Building Guide).

Fit Out (Furniture, Fixtures, Equipment): A high-end estimate for a complete fit out is \$147 per square foot (Cushman & Wakefield).

Shopping Bags/Bag Tags: Wholesale shopping bags are sold for \$0.75-\$0.88 per bag (Papermart). With 15,096 flagship units and the average person buying 3.5 items, it is estimated that 4,313 bags would be needed at \$0.88 per bag.

Payroll: The standard is one employee per every 400 square feet (Metropolitan Washington Council of Government). Using this standard, there is a need for roughly three employees; however, an additional two are needed for the coffee truck (one taking orders and one prepping orders) and three more were added considering the nature of the event for operational and security reasons, which would come to a total of five employees. The average hourly rate for Ralph Lauren store employees is \$17.07 per hour (Indeed). In addition to the hourly payment, there will be a \$68 per diem per person to cover food, transportation, and expenses incurred for working the specialty event. \$68 is a professional per diem standard (US General Services Administration). There is only a need for one shift of employees for each match, who will work nine hours per game.

Maintenance and Cleaning: The average retail maintenance and cleaning rate is \$0.12 per square foot (Enter Nest). Services are needed after each of the eight games.

Utilities: The average cost of utilities in New Jersey is \$2.10 per square foot per year (Altenergy Mag). This is \$0.18 per month. Utilities will be needed for two months.

Insurance: Temporary retail insurance needed to run a pop-up store or experience in New Jersey, is estimated to cost between \$300 and \$1,500. The high-end estimate was used (Business Plan).

Permits: Commercial building Permits in New Jersey are reported to cost around \$0.04 per cubic foot (the structure is 13,870 cubic feet) (Hazlet Township).

Promotional Expenses: Refer to the promotional plan in Figure 34 for breakdown and justification of promotional expenses.

Ralph Lauren 2026 World Cup Profit & Loss Statement

Revenue		% Rev
Capsule Collection Sales	\$ 9,847,843	49.8%
Ralph's Coffee Sales	\$ 34,787	0.2%
Other Projected Revenue	\$ 9,897,370	50.0%
Total Revenue	\$ 19,780,000	100%
Capsule Collection Cost of Goods (COGS)	\$ 3,249,788	16%
Ralph's Coffee Cost of Goods Sold (COGS)	\$ 13,915	40%
Other Projected Revenue (COGS)	\$ 3,266,132	17%
Total Cost of Goods Sold (COGS)	\$ 6,529,835	33%
Gross Profit	\$ 13,250,165	67%
Expenses		
Sponsorship Payment	\$ 20,000,000	101%
Operational Expenses		
World Cup Experience Building	\$ 76,328	0.39%
Fit Out: Furniture, Fixtures, Equipment	\$ 204,004	1.03%
New Shopping bags/Bag Tags	\$ 3,796	0.02%
Payroll	\$ 4,764	0.02%
Maintenance and Cleaning	\$ 1,332	0.01%
Utilities	\$ 486	0.002%
Insurance	\$ 1,500	0.01%
Permits	\$ 555	0.003%
Total Operational Expenses	\$ 292,764	1.48%
Promotional Expenses	\$ 691,784	3%
Net Expenses	\$ 20,984,548	108%
Operating Income or Loss	\$ (7,734,383)	62%
Net Income Before Taxes		
Income before taxes	\$ (7,734,383)	62%
(NO TAX WHEN THERE IS A LOSS)		
Net Income After Taxes	\$ (7,734,383)	39%

Fig. 34, Ralph Lauren 2026 World Cup Profit & Loss Statement, Luabella Ralph, 23 April 2025

FINANCIAL PLAN

CASH FLOW STATEMENT

The cash flow statement includes all sales, cost of goods, and expenses included and justified in the profit and loss statement in Figure 34. The costs are spread out monthly from July 2025 to July 2026 based on when they would occur relative to the initiative's time frame. The promotional costs are also categorized and follow the promotional schedule in Figure 28.

Ralph Lauren 2026 World Cup Cash Flow Statement

Ralph Lauren x FIFA 2026 World Cup Cash Flow Statement	2025						2026						Total	
	June	July	August	September	October	November	December	January	February	March	April	May		June
Income														
Capsule Collection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ralph's Coffee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Projected Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses														
Operational Expenses														
Sponsorship Payment	\$ 20,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
World Cup Experience Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fit Out: Furniture, Fixtures, Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Shopping bags/Bag Tags	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance and Cleaning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Permits	\$ 555	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Operational Expenses	\$ 555	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Promotional Expenses														
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PR & Partnership	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Marketing & Sales Promotion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Event Marketing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Digital Engagement & Social Media	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Promotional Expenses	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 20,000,705	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Income Less COGS & Expenses	\$ (20,000,705)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Balance b/f	\$ -	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)
Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure	\$ 20,000,705	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Balance c/f	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)	\$ (20,000,705)

Fig. 35, Ralph Lauren 2026 World Cup Cash Flow Statement, Lucabella Ralph, 23 April 2025

Ralph Lauren x FIFA 2026 World Cup Cash Flow Statement		2025				
Income		June	July	August	September	October
Capsule Collection	\$	-	-	-	-	-
Ralph's Coffee	\$	-	-	-	-	-
Other Projected Revenue	\$	-	-	-	-	-
Total Income	\$	-	-	-	-	-
Expenses						
Operational Expenses						
Sponsorship Payment	\$	20,000,000	-	-	-	-
World Cup Experience Building	\$	-	-	-	-	-
Fit Out: Furniture, Fixtures, Equipment	\$	-	-	-	-	-
New Shopping bags/Bag Tags	\$	-	-	-	-	-
Payroll	\$	-	-	-	-	-
Maintenance and Cleaning	\$	-	-	-	-	-
Utilities	\$	-	-	-	-	-
Insurance	\$	-	-	-	-	-
Permits	\$	555	-	-	-	-
Total Operational Expenses	\$	555	-	-	-	-
Promotional Expenses						
Advertising	\$	-	-	-	-	-
PR & Partnership	\$	150	-	-	-	-
Direct Marketing & Sales Promotion	\$	-	-	-	-	-
Event Marketing	\$	-	-	-	-	-
Digital Engagement & Social Media	\$	-	-	-	-	-
Total Promotional Expenses	\$	150	-	-	-	-
Total Expenses	\$	20,000,705	-	-	-	-
Income Less COGS & Expenses	\$	(20,000,705)	-	-	-	-
Balance b/f	\$	-	(20,000,705)	(20,000,705)	(20,000,705)	(20,000,705)
Income	\$	-	-	-	-	-
Expenditure	\$	20,000,705	-	-	-	-
Balance c/f	\$	(20,000,705)	(20,000,705)	(20,000,705)	(20,000,705)	(20,000,705)

		2026									Total						
November	December	January	February	March	April	May	June	July									
\$	-	\$	-	\$	-	\$	-	\$	-	\$	4,766,906	\$	3,334,953	\$	1,745,984	\$	9,847,843
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	17,394	\$	17,394	\$	34,787
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,299,123	\$	3,299,123	\$	9,897,370
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	8,066,029	\$	6,651,470	\$	19,780,000
\$	3,249,788	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,249,788
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	6,958	\$	6,958	\$	13,915
\$	3,266,132	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,266,132
\$	6,515,920	\$	-	\$	-	\$	-	\$	-	\$	-	\$	6,958	\$	6,958	\$	6,529,835
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	20,000,000
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	76,328
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	25,443	\$	25,443	\$	204,004
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	68,001	\$	68,001	\$	3,796
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,796	\$	-	\$	4,764
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,382	\$	1,332
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	162	\$	162	\$	486
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	375	\$	375	\$	1,500
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	555
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	68,001	\$	97,615	\$	292,765
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	215,000	\$	10,000	\$	370,600
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	12,407	\$	62,184
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,000	\$	1,000	\$	2,000
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	33,333	\$	33,333	\$	200,000
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	19,000	\$	19,000	\$	57,000
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	33,333	\$	248,333	\$	691,784
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	101,335	\$	345,948	\$	20,984,548
\$	(6,515,920)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	(101,335)	\$	(352,905)	\$	(7,734,383)
\$	(20,000,705)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)
\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
\$	6,515,920	\$	-	\$	-	\$	-	\$	-	\$	-	\$	101,335	\$	352,905	\$	195,641
\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)	\$	(26,516,625)

FINANCIAL PLAN

FURTHER RETURN ON INVESTMENT

Based on the projected demand plans and the profit and loss statement, the initiative does not break even on cost during the three month span in which the capsule collection is available and the World Cup takes place with the revenue from Ralph's Coffee, the capsule collection, and projected growth in other sales. This is because of the high cost of the sponsorship. However, sponsoring a sporting event, like the World Cup, with viewership in the billions, has the potential for a significant return on investment. Examples of ROI are outlined below.

According to Football Economy, Coca-Cola, as a sponsor of the 2010 World Cup, reported a 7% increase in Latin America sales. Similarly, from sponsoring the same World Cup, Budweiser experienced an 18.6% increase in UK sales (Football Economy). Considering both of these are beverage companies whose products are fast-moving consumer goods, these sales increases may not be realistic for Ralph Lauren, a premium to luxury fashion brand.

With that being said, acknowledging the growth of the World Cup since 2010 and the anticipation for engagement for the 2026 tournament, the industry sponsorship benchmark of earning \$2 for every \$1 spent is reasonable. According to an article by Eventbrite, Brands often aim for a minimum 2:1 ROI ratio. With this ratio, Ralph Lauren would double the cost of sponsorship and related initiatives, meaning Ralph Lauren would make approximately \$42 million due to the World Cup campaign. This wouldn't take place in the time frame of the capsule collection and the actual World Cup, as the profit and loss statement indicates, which is only approximately three months. Still, by continuing to capitalize on the World Cup using strong customer retention methods over the next 6-12 months, Ralph Lauren could make up the remainder of the \$42 million.





PART 6

CONCLUSION & NEXT STEPS



In conclusion, after extensive secondary research including brand, industry, market, consumer research, and analysis, and primary research including a consumer survey and industry expert interviews, a strategy was developed for a Ralph Lauren sponsorship of the 2026 FIFA World Cup in North America. Research revealed that there was an opportunity to grow international brand resonance and sales by capitalizing on the global nature of the World Cup and targeting the tournament's passionate international fan base. The upcoming World Cup, hosted in part in the United States, blends Americana with the global culture of soccer. This provides a unique opportunity for Ralph Lauren to emphasize the brand's truly American heritage while broadening its appeal to an international fan base of the sport.

A sponsorship campaign that includes a World Cup capsule collection, a game site brand experience at MetLife Stadium, and a strategic and compelling promotional plan creates a significant number of brand touchpoints among the target market and billions of others who are expected to engage in the World Cup.

While the products sold through the sponsorship initiatives will not turn a profit for Ralph Lauren, the brand visibility among the global population through the initiative presents an incredibly strong potential for monetary return on investment from growth in sales. Apart from monetary ROI, the brand visibility in conjunction with strategically memorable and emotionally compelling products, experiences, and promotional activity also presents a strong return on investment opportunity. Together, both returns on investments will initiate the ability to fulfill the ultimate objective of increasing international brand resonance and sales while solidifying a domestic stronghold.

The crucial next step is going to be implementing customer retention methods like utilizing the customer information and emails obtained during the World Cup ticket contest. The information can be distributed regionally to be used most effectively and more personally appeal to people in specific countries and regions. Retention methods will ensure continued top-of-mind awareness that can translate into long-term brand loyalty.





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PART 7

APPENDIX & WORK CITED



Consumer Survey Questions and Results

Q1. What social media platform do you use most frequently?

- A. Instagram 32% (43)
- B. TikTok 25% (33)
- C. Facebook 16% (21)
- D. YouTube 24% (32)
- E. X (Twitter) 3% (4)
- F. Other (0)

Q2. Do you prefer to shop in-store or online?

- A. In-Store 47% (62)
- B. Online 53% (69)

Q3. What draws you to shop in-store?

- A. Superior Merchandise Options 39% (51)
- B. Customer Service 21% (27)
- C. Brand's In-Store Experience 40% (53)

Q4. What excites you about the upcoming World Cup?

Open Ended
 Frequent Key Words/Topics in Responses:
 Excitement
 Competitive
 Local/Located in North America
 New Tournament Format
 Country & Community Support

Q5. How likely are you to participate in events surrounding the World Cup?

- A. Very Likely 35% (46)
- B. Likely 34% (45)
- C. Neutral 25% (33)
- D. Unlikely 4% (5)
- E. Very Unlikely 2% (2)

Q6. What do you seek from a World Cup experience pop-up?

- A. Interactive Experiences 49% (64)
- B. Souvenir Shopping 24% (31)
- C. Dining and Food Options 16% (21)
- D. Historic and Emotional Connections 11% (15)

Q7. What do you look for/expect in a sports-related capsule collection? (Select all that apply)

- A. Comfort/Performance Focused Designs 58% (76)
- B. Interesting/Fashion-Focused Designs 52% (68)
- C. Heavy Brand/Sports Team Logos 53% (70)
- D. More Subtle Branding and Logos 26% (34)

Sarah Korpi Interview Transcript

1. What are key considerations and activities during the process of creating sports content/products?

When creating sports content for my team, one of my first considerations is simply do I think it is a good story to tell and does it align with our club's why, our mission statement, our North Star?

When creating sports storytelling content as a freelance producer, I am only concerned with one thing: is it a good story? Is it interesting to me, and do I think it would be interesting to others? If I hear someone say something that is memorable, I have every confidence that I will be able to represent their story in an authentic and compelling way.

2. How do you seek to make your content evoke emotion and more deeply appeal to the target market/sports market?

That is a good question, and sometimes I don't even know the secret sauce, I have just told thousands of sports stories, and if I am able to do the interview myself, I feel very confident that we can craft a universally compelling story. People love a good sports story because they are humans who are striving to do the best they can while still dealing with everyday adversities. There are tricks and tools, of course, a special balance of using music, natural sound, and appropriate pauses, among other things.

3. How does a company measure the return on investment for creative content/marketing initiatives and determine whether a sponsorship was worth it?

One of the most common ways companies measure ROI on content is by compiling social media metrics: views, engagement, ratings, etc. Some aspects of whether or not content reached a sponsorship 'goal' are harder to measure. Did a story or message resonate with a viewer, will it stick with them longer than an average post or commercial?

4. Do you have any insight on sponsorships/partnerships for major sporting events?

So often, we are faced with trying to marry a partnership with our team or event, and they try to shoehorn their message into team content in a way that doesn't feel authentic and I truly feel like real fans of the team or event can sense that, and it can dilute both brands. Ideally, if a sponsor wants to be a part of a sport or event, then they should lean into what drew them towards tying themselves to the event in the first place and then authentically and creatively connect them through their content.

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