



Group Paper

By: Grace Kim
Christina Morris
Christina Rech
Laurie Walters

Macy's, Inc. has a long history as a premier retailer in America, tracing its roots back to a small dry goods store founded in 1858 by Rowland Hussey Macy on the corner of 14th Street and 6th Avenue in New York City. Since that time, the Macy's name has become synonymous with American retail, consisting of 810 Macy's department stores and furniture galleries in 45 states including the District of Columbia, Guam and Puerto Rico as well as the online site, macys.com. In addition, the Macy's family also includes the Bloomingdale's name consisting of 40 stores in 12 states and the website, bloomingdales.com. Macy's corporate offices, located in New York City and Cincinnati, posted fiscal sales for 2009 of \$23.5 billion. The company is traded on the New York Stock Exchange under the symbol M <[http://www.macysinc.com/about us](http://www.macysinc.com/about-us)>.

Macy's has always been an innovator in the retail industry. For example, Macy's was the first retailer to promote a woman to an executive position. Macy's is also credited with inventing the one-price system, in which the same item was sold to every customer at one price. Macy's is known for its creative merchandising approach and was the first retailer to introduce such products as the tea bag and colored bath towels. Macys is also credited with being the first to advertise specific product prices in newspapers <[http://www.macysinc.com/about us/history](http://www.macysinc.com/about-us/history)>.

Macy's values the diversity of its 161,000 workforce so that it reflects the variety of the customers that it serves. The company believes that this inclusion policy gives them a competitive advantage and they promote diversity initiatives in recruitment, training and management succession efforts. Women represent 76 percent of their workforce and 65 percent hold executive positions. In addition, racial minorities represent 48 percent of the workforce and 30 percent hold management positions <[http://www.macysinc.com/about us/diversity/associates](http://www.macysinc.com/about-us/diversity/associates)>.

The company's corporate mission is to have the Macy's and Bloomingdale's name known worldwide, with each business having a unique identity, brand strategy, and customer focus. Macy's believes the customer comes first and directs all its strategies to localized merchandise offerings in order to target consumers through dynamic stores and online shopping. The company promotes open and honest communications with its employees, shareholders and customers. Macy's recognizes that their greatest strength lies in the talent of their employees.

The corporate objectives of Macy's are listed below:

- To grow sales
- To increase the company's profitability levels (earnings before interest, taxes, depreciation and amortization) as a percent of sales
- To improve Return on Invested Capital
- To maximize shareholder return.

<<http://www.macysinc.com/about us/vision>>.

As a major US employer, Macy's takes seriously its role in giving back to the community, the environment and the customer. In a free and open marketplace, Macy's knows that the consumer is ultimately the one that determines what will be sold and they respect the choices of each customer, e.g., those that will not buy fur vs. those customers that will purchase fur items. Expanding on their obligation to all customers, Macy's has recently completed an extensive upgrading of their stores to comply with the Americans With Disabilities Act. The company is also actively involved in industry efforts to safeguard consumer privacy and prevent credit fraud.

Giving back to the community is not new to Macy's. Back in 1924, Macy's immigrant employees organized the first Christmas parade to celebrate their new American heritage. The

procession included bands, animals, floats and had 10,000 onlookers. That tradition has now grown into the annual Macy's Thanksgiving Parade, an entirely privately funded event, which has become synonymous with the American celebration of the holiday. The theme of the parade is solely family entertainment and Macy's policy will not allow the promotion of any special cause or interest in the parade. Macy's considers this event to be their annual gift to the American people <<http://www.macysinc.com/about us/policies/parade>>.

As a national retailer with a large workforce, Macy's takes an active role in helping to save the environment for future generations. Macy's commitment to sustainability strategies consists of a five point action plan for which it received a *Newsweek* ranking of the 5th greenest company among U.S. retailers and the 50th greenest company out of the 500 companies evaluated in the survey <<http://www.macysinc.com/aboutus/sustainability>>. These five points consist of the following objectives:

1. To be aggressive in our drive to eliminate wasteful behavior. This can consist of simple acts such as employee awareness to print fewer hard copies of e-mails, to recycle waste or use mass transit for commuting to work. It also entails a marketing shift to electronic media so fewer copies of customer mailing lists or advertisements are printed.
2. To consume less electricity and water, reduce our waste stream and source more power from renewable resources such as solar energy. We will work to move toward electronic output instead of paper for large projects such as customer billing statements. This will reduce our energy consumption and costs.
3. Help to preserve endangered forests, water quality and eco-systems by finding ways to make our shopping bags, gift boxes, wrapping tissue and hangers from recycled paper sources.
4. We will advocate sustainability and renewability with our vendor partners and promote eco-friendly products to our customers.

5. We will drive to measurable goals and measure our strides toward sustainability. Our specific goals will include the following:

- Reduce our energy consumption on a kWh per square foot basis by another 8 percent to 10 percent by 2013 (compared to 2009 levels), realizing that we have already reduced our energy consumption by 19 percent over the last seven years.
- Tap an additional 15 percent to 25 percent of renewable energy sources by 2013.
- Reduce the amount of paper we use by at least 10 percent by 2013 (this is on top of the 23 percent reduced during the period of 2007 to 2009).
- Increase the amount of recycled paper we use in marketing materials to 70 percent by 2013 from 63 percent in 2009.
- Increase the use of sustainable materials in all major construction projects by 20 percent (compared to 2010 levels).

<http://www.macysinc.com/about us/sustainability/sustain>.

Macy's has been rated by the Environmental Protection Agency as one of its top 20 partners for generating the most green electricity on site. Macy's has also made significant efforts to reduce their impact on the environment. For example, 40 solar power systems have already been installed at 40 Macy's and Bloomingdale's stores in California, New Jersey and Hawaii; approximately 1.5 million customers have been encouraged to review their credit card statements online versus a hardcopy mailing; substituted biodegradable packing material in place of foam "peanuts" in shipping products bought online and launched an internal website for it's 160,000 employees to read and suggest ideas regarding sustainability efforts. Macy's has also pioneered a distribution system that reduces the number of empty trucks on the roads through a

program entitled Empty Miles Service which matches empty trucks and trailers with other shippers that can use the space <<http://www.macysinc.com/about us/sustainability/welfare>>.

Every year during Earth Week in April, Macy's conducts a National Park Foundation charity shopping day which has already donated \$7 million to the foundation. Macy's also uses this opportunity to highlight their eco-friendly shopping bags to their customers thereby encouraging a camaraderie in protecting the environment that is shared with the consumer.

Employees of Macy's are also encouraged to volunteer their time in environmental projects. Some of these projects includes refurbishing Theodore Roosevelt Park where the Thanksgiving balloons are inflated, donating cherry trees to the NYC parks after the Herald Square Flower Show and helping to clean the dunes in San Francisco, California <<http://www.macysinc.com/about us/sustainability/connecting>>.

Macy's is very private about their bad publicity. However, the few public relations challenges they faced in the past made me think twice about Macy's. One of the first public relations challenges Macy's faced was in 2003 when The Federated Department Stores decided to attach Macy's name with other regional department stores such as "Burdines-Macy's". Two years later, they started to change all the regional department store names to Macy's brand and released its first national advertising for Macy's. Public relations issues began to kick in after these two moves. An example of a store that went under the name of "Macy's Department" is the "May Department Stores Company," which led to problems with time and money. Another problem that was faced was a decrease in the number of customers. This is because they felt that they lost "recognized names of stores to which they had been loyal" to. Due to the upset customers, Macy's competitors (JC Penney and Kohl's) began to move in on their customers.

Another public relations challenge Macy's faced was when they took over a store called "Marshall Field's" in Chicago. The response they got from customers of "Marshall Field's" was negative due to the fact that there was no notice about the change until after. However, when they did go public and announce the change, customers still were upset because they didn't like the new "Marshall Field's." Like The Federated Department Stores, when "Marshall Field's" changed their name to Macy's, their customers responded negatively because they were already comfortable with their old store and didn't see the need for a change in the name. Bloggers responded to this issue by saying that just because Macy's have celebrities representing their line, it doesn't mean customers will respond any differently and or change how they feel about the new name. However, a follow-up on this issue was done in an article called *Fighting Back the Bad PR With One Local Designer At A Time* by Steve Delahoyde. In this article, it said how now that the transformation of "Marshall's Field's" to "Macy's" is complete they are trying everything in their power to get rid of bad press and negative comments. They are trying to do this by picking out fashion designers in the Chicago area to create good press.

One of the last public relations challenges I found on Macy's was when a Macy's customer placed an online order for an item that was advertised both through email and store website. She was given a coupon code for further discounts but after placing the order, was told it would take up to a month for it to be fulfilled. However, two weeks later, she received an email saying her order was going to have to be cancelled due to "some system error". On top of having to wait for her order to be fulfilled then two weeks later it being cancelled, this customer was furious when she wasn't given the opportunity to repurchase or even given a detailed explanation as to why it was cancelled. Instead, Macy's customer service responded by telling her to read their policy. In this blog, the customer complains how she has never had an experience like this

before where her item was taken away due to the store's mistake of pricing it wrong. She goes on to say that the customers usually always get the price it's marked, especially if it was the store's wrongdoing. The customer says how she doesn't accept Macy's apology and how they have very bad customer service. She states that she feels she was falsely advertised and is very unhappy about it.

The last public relations challenge that I found on Macy's was of an employee of Macy's for four years. During her time working at Macy's, she found out that she had breast cancer. However, Macy's did not allow her to take leave. The employee was repeatedly threatened by Macy's to take her insurance away during her treatment and was even questioned as to whether she really had breast cancer or not; they demanded medical documents for proof. (These demands were said by a manager, not even the HR department of Macy's.) She ends her blog by saying how Macy's "[continues] to abuse and belittle employees that have breast cancer".

Due to the limited amount of public relations challenges Macy's faced, I continued my research of bad PR for Macy's competitors: JC Penney and Kohl's. For JC Penney, their source of bad publicity can be seen on their Facebook page (<http://www.facebook.com/#!/jcpenny?v=wall>). Although there are some good things said about them on their page, a majority of them seem to be complaints rather than compliments. The main problem I picked up on while reading through their wall posts were problems with the store's online website and or due to shipping. An example of a problem posted by an unhappy customer by the name of Cami Spencer Berridge is: "Why did you tell me my package shipped on 11/30, when UPS says that they didn't even get the package until 12/5 and NOW they have "tendered to local post office." I am beyond vexed now." In dealing with these types of issues, many of JC Penney's responses consist of an apology followed by an email address where the unsatisfied

customer can send a more detailed complaint. On the same page as JC Penney's Facebook page, Kohl's had an issue on their Facebook page because of a Halloween costume wig they named the "Ghetto Fab". Due to the immediate negative responses of the wig name from their customers, Kohl's immediately took it off their store website. They changed the name of the wig to "Curly Wig" but then worried about their company's image, so they took it off their website and in stores completely. In response to this bad publicity, the VP of Kohl's said that the wig "in no way reflects the values of [the] company."

Two of Macy's main competitors are Kohl's and JCPenney. JCPenney's is one of America's leading retailers and serves more than half of America's families each year (America, 2010). Their long range plan, which can be found on their website, discusses their plans to deliver an interactive shopping experience, attract a higher market share among younger customers, and capture customers' attention utilizing all media platforms. To satisfy these goals, JCPenney has implemented several public relations and marketing campaigns (Our, 2010). JCPenney has been working on establishing brands that will attract a more fashion forward market. Their brand strategy focuses on four major lifestyle preferences: conservative, traditional, modern, and contemporary. To attract customers to the lifestyles of modern and contemporary, JCPenney has partnered with People Magazine to start a marketing campaign where certain women's clothing and accessory items are chosen with by People Magazine as "Must Have" items. This allows JCPenney to gain publicity from People Magazine and to also use their target market to acquire a new audience and new sales. "This collaboration allows us to bring our leading women's fashion, beauty, lifestyle and entertainment publications directly to

the JCPenney customer,” said Paul Caine, president and group publisher of Time Inc. Style & Entertainment Group (Coultas, 2010).

JCPenney has also been focusing on utilizing social media. JCPenney formerly published a catalog twice a year but given that customers are embracing online shopping more and more, they have decided to no longer publish a catalog. Instead of the catalog, they will put their resources into publishing smaller catalogs to a more targeted market. This will allow a year-over-year reduction of 25 to 30 percent in paper used for catalogs in 2010. As well as helping the environment, JCPenney has embraced social media with establishing an iPhone application and a Facebook page. JCPenney’s Facebook page has over a million “Likes”, which is second most out of Macy’s and Kohl’s. Their social media sites stay true to JCPenney’s traditional concepts: style, quality, and low prices.

JCPenney has a charity program set up to donate money to good causes called JCPenney Cares. Compared to Macy’s and Kohl’s, JCPenney has raised the least amount of money. Their program was established in 1999 and has raised more than \$80 million. They are currently uses social media outlet, Facebook to promote their next donation. Their next donation involves their Facebook fans being able to enter then vote for an afterschool charity that will also win along with the customer and their own charity. While viewers are on their Facebook page they can also see the store ad, other charity programs, upcoming events, as well as featured items being sold at stores (JCPenney). Their use of social media is efficient and makes good use of free advertising.

Kohl’s website expresses that their commitment is to family, value and national brands. They want to offer the best merchandise at the best prices but also want to make their customer’s

shopping experience enjoyable. Kohl's public relations span from donating to schools, using solar power, to creating new jobs to help the economy. In a press release, Kohl's celebrated their 10th anniversary of Kohl's Cares by donating \$10 million to schools. They also utilize Facebook in their campaign by allowing fans to submit a school and an idea of what the school could do with the money (Shamion, 2010).

Kohl's has also taken initiative to help the environment by using solar power in numerous store locations. They reached their 100th solar location in September 2010 at their store location in Mays Landing, N.J. Kohl's is proud to rank first in retail, second overall and second among Fortune 500 companies on the Environmental Protection Agency's quarterly listing of top green power purchasers (Barnes, 2010).

Along with helping schools and the environment, Kohl's is trying to help stimulate the economy by creating new jobs. "We're please to be in a position to create more than 4,000 jobs as Kohl's continues to build market share in a challenging economy," said Kevin Mansell, Kohl's chairman, president and chief executive officer (McDonald, 2010). Kohl's announced in September 2010 that they will be opening 21 new stores which will create a total of 4,000 new jobs. Kohl's operates 1,089 stores in 49 different states (McDonald, 2010). They are very invested in creating opportunities along with giving back and helping the environment.

Enhancement 1: "The Magic of You" Campaign

Something important to public relations is social responsibility, which includes giving back to the community. While researching Macy's this semester, I noticed that Macy's puts on various events to raise money for different causes. The most popular being Macy's Shop for a Cause days where consumers purchase a \$5 shopping pass which offers discounts on purchases. Proceeds from the passes benefit a selected charity. This campaign started just three years ago and total donations have already surpassed \$28 million (Nash, 2010). The greatest turnout for this cause raised more than \$9 million in just one day.

Macy's is a superstar when it comes to charity completely dominating their competition. Kohl's Cares is Kohl's philanthropy program. Started back in 2000, they have earned a reputable \$150 million for "kids' health and education" <www.kohlcorporation.com>. While competitor JC Penney, has raised \$80 million since 1999 in the benefit of afterschool programs <www.jcpenney.net>. In the past two years alone, Macy's has earned more than \$147 million <www.macys.inc>.

Macy's is looking to create a new charity campaign to maintain our presence as philanthropic leader among our competitors. The new campaign, benefiting both national and local non-profit organizations, will be named "The Magic of You." The focus will be on domestic abuse with the national beneficiary being the Family Violence Prevention Fund and the local beneficiaries being various battered women's shelters across the country.

According to research found through the online research database PsychINFO, we found a target audience of male and female participants ranging from the age of 18 to 64 who feel the need to create space in their closet in order to buy something new. Feelings of guilt about

making a purchase were overridden by the feeling of utilitarianism upon donating the old clothing (Ha-Brookshire, 2009).

By playing on this emotion, Macy's is hoping to achieve two things. First and foremost is using the program to reiterate our presence in the community by demonstrating our commitment to social responsibility. In turn, we are hoping that by offering clothing donation days in our stores that we may embrace new customer sales, or increase customer frequency by lessening guilt consumers may feel towards making a new purchase.

The company plans on dedicating four weeks a year to this initiative, breaking the collections down to one week at the end of each shopping season. When a customer brings in clothing to donate, Macy's will give them a shopping pass good for 10 percent off their next purchase. The savings the customer receives will go into an account which will be distributed to the Family Violence Prevention Fund. In other words: a customer save's \$10 on a \$100 purchase; that \$10 is then donated to the national fund at the end of the campaign. The clothing collected at the stores will be distributed to local women's abuse shelters where the clothing can be handed out to women in need, or sold to raise funds for the shelter's needs.

The tactics to enact this campaign involve a press release, Sirius radio advertising, and Facebook advertising. The press release will serve well because the campaign is helping to make a difference to victims in local communities, as well as nationally with customer savings being applied towards the prevention of violence. There will be several press releases distributed to various markets including local and national newspapers, and various philanthropy online media outlets.

Martha Stewart who has a home brand line at Macy's has agreed to promote the campaign on Martha Stewart Living Radio, a channel on Sirius Satellite Radio. This will help get the word out to potential new customers and current customers that may shop at Macy's for Martha Stewart products.

The plan on using Facebook for advertising ties into our next campaign, which focuses on increasing our Facebook presence. For "The Magic of You" campaign, we will create a tab on our Facebook page dedicated to the drive. It will reflect how much money has been raised for the Family Violence Prevention Fund and how many pounds of clothing have been collected. These numbers will be updated daily. This will keep donors updated on the progress, and give them a way to see how much of a difference they are making.

In addition to the creation of the dedicated tab, we will also create a sponsor ad to appear on the right side of a Facebook user's news feed page. This will be an additional way to promote the campaign.

We are looking to prepare, host and evaluate this campaign in a two month time period and will be working with a tactical budget approximately \$16,133. Our minimal anticipated outcome is to collect 567,000 pounds of clothing and to donate \$2.1 million. We're also looking at an increase in sales of approximately \$19.1 million.

These calculations are based off each store getting 50 participating customers per day, with each customer donating two pounds of clothing (the equivalence of a pair of jeans and a t-shirt) and spending \$75.

Enhancement 2: Facebook "Meet, Greet, and Eat" Contest

In an online article, writer Nick O'Neill talked about the success of Macy's online marketing campaign from last fall in terms of growing their Facebook fans from 28,000 to 67,000 in one month. He also criticized various areas of Macy's Facebook page that he felt were lacking (O'Neill, 2009).

Since the posting of this article, Macy's has made improvements to their social media page. The one area that they are still lacking in, ironically enough, is with their fan base. Even with the success of increasing their fan base to 800,000 fans, more than 10 times what it was last September, they still rank lowest among their competitors. JC Penney has nearly 1.3 million fans, while Kohl's has an astonishing 3.1 million.

To better understand Kohl's incredible following, I read an article that contributes the success of their fan base to a charity contest that the company held this past summer. The contest involved various schools throughout the country getting money from Kohl's Cares. In order to get the loot, the winning schools had to receive the most Facebook votes. The contest got users involved and word was quickly spread throughout communities to vote for their school.

This concept of viral voting is a brilliant strategy that Macy's will be incorporating into their next public relations enhancement campaign to gain a larger fan base. So not to copy off the competitor; Macy's will be offering five Facebook fans the opportunity to eat lunch with their favorite Macy's celebrity. Lunch will take place on a Tuesday afternoon in the Cellar Bar & Grill at Macy's Herald Square location.

To encourage the greatest participation among contestants, Macy's has enlisted the help of some of their biggest celebrities including: Donald Trump, Martha Stewart, Jay-Z, Madonna

and Kim Kardashian. By using a diverse collection of celeb personalities, Macy's is hoping to generate excitement for the contest regardless of age, sex, or ethnicity.

To participate in the contest, both contestants and voters will be required to become a fan of Macy's by clicking the like button. Once the contestant becomes a fan, they will then click the registration button. This opens up a short questionnaire of contact information. The contestant chooses their favorite celebrity from a drop down menu. Once the contestant submits their registration they receive a Facebook badge to place on their Facebook profile, blog or website.

The contestants will have 30 days to get as many votes as he or she can. Voters click the contestant's badge, taking them to a Facebook webpage where to finalize their vote they become a fan of Macy's. As the contestants gain more fans, they can upgrade their badge to show they've reached a new level in the contest.

An article from the online research database, Business Source Premier, discusses the potential of social networks. In the article it points out that there are two main contributing motives to getting people to spend real money on virtual products and they are; self-expression and recognition (Zeisser, 2010).

While we are not trying to get people to spend money, Zeisser points out the importance of these behaviors and tells us that marketers need to realize the potential that is there. It is because of the need for recognition that we will be incorporating the badges into the contest so that it also turns the contest into a game.

Our target audience for this campaign will be our existing customers and fans of the celebrities. The plan is to grow our Facebook presence through the contestants, which is why we are targeting our own customers. They should in turn spread the word to others in an attempt to

get as many votes as they can. This results in bringing awareness to people outside of our target audience which will accomplish our end goal.

To promote the contest to Macy's customers and celebrity fans, as well as get the message out to the general public, Macy's will create a TV add with the intent for it to become a viral video. The commercial will feature our celebrities and their personalities. To ensure the success of this we will hire a viral video consulting firm.

The commercial will be aired during daytime and primetime slots when the target audience is more likely to be watching. For Donald Trump fans, the commercial will air during his show "The Apprentice." Martha Stewart fans will find the commercials on during "The Martha Stewart Show." For our musical celebrities, Jay-Z and Madonna commercials will run during music awards shows and any talk show they may be on. Kim Kardashian fans will see the airing on E! during the show "The Kardashians." Commercials will also run on channels most likely watched by our target audience. Such as MTV, BET and E!.

To promote the campaign more specifically to our customers, we will have a page dedicated to the contest in our weekly online circular. In addition, we will use twitter to give shout-outs to contestants, updates on top contenders, and include links to the contest page.

The timeframe for this project is four months. That includes the time to create, film, and edit the commercial; generate a buzz, run the contest, and evaluate our results. The tactical budget we have in place is approximately \$562,868. By the end of this campaign we are expecting to have doubled our Facebook fan base as well as increase brand awareness.

Enhancement 3: iShop/Android App

This next enhancement is a little less glamorous than the last one, but one that is equally important. One thing that we want to do is keep customers happy. As we learned in class unhappy customers talk more than happy customers.

While Macy's has the leading iPhone shopping app among our competitors according to customer ratings, there are still improvements to be made. To stay ahead in this field, we are going to respond to customer suggestions for improvements to our app to ensure an easier shopping experience for existing iPhone users.

At the same time we will implement these suggestions to devise an Android app filling a void in the Android Marketplace. Macy's would be the first among our competitors to introduce a shopping app to the Android market. Both the upgrade for iPhone and the new app for Android will be unveiled at the same time.

The biggest complaint we came across was the need to hold a user's place on the search results screen. Currently, when the user taps the back button, the app takes them to the beginning of their search list instead of staying where they left off. This problem is one that is making it difficult for shoppers to browse our site to find an item that suits their needs.

Another improvement addresses the need to further refine categories. Users will soon be able to go into a category, say women's shirts, and refine the search by: price, color, size, style or brand. Currently the only option available is to refine by brand name.

The final improvement will be allowing users to view their Macy's credit card account balance and make payments. Currently neither of these options is available.

These improvements will not only better service our customers, but will also have the potential to increase sales by lessening the frustration for our shoppers. By upgrading the iShop app and introducing a shopping app to the Android market, we will stay ahead of our competition.

To get word out to our customers, two of our tactics involve the use of mommy bloggers and forums. The other tactic will involve store signage, including a poster in the vestibule of store entrances and a small 5x7 stand up sign at the registers notifying customers of the update and new app. In addition we will include a buck slip in all the bills of our credit card customers informing them of the added benefit of being able to view and pay their bill through the applications.

In the Business Source Premier online research database, I read an article that mentions the importance of establishing a relationship with mommy bloggers prior to asking them to promote a company product. The article said to build up a personal relationship to establish trust (Foshee, 2010).

Upon making the decision to embark on this campaign, I would begin researching various mommy bloggers who focus on technology. After reading a backlog of their posts, I would reach out to those who I feel would make the best fit for blogging about our apps. Through compliments on previous posts and a genuine interest in their writing, I would develop a personal relationship with them to later use to promote our product.

When the product is ready to be released, the mommy bloggers will be among the first to test it out so that they can blog about their experience. Foshee's article emphasized the influence

these women have noting that "ninety-six percent of moms value recommendations they find on mommy blogs."

Another astounding figure is that "ninety-two percent of mommy bloggers want more engagement with companies seeking product reviews on blogs." This tells me that the women I talk to should be willing to try out the app, but as an added incentive each blogger will get \$100 towards a purchase on the application.

The final way that we will inform the public of our new app (and update) will be to submit quality posts in various internet forums. The idea is not to bombard the forum with sales pitches, but to respond to posts mentioning our message when appropriate. We will also optimize our postings so that they rank higher in organic search engine results.

The expected time to complete the upgrade, create the new app, reach out to the mommy bloggers, research and respond to forums, and generate and distribute promotional material is three months. We are allotting a tactical budget of approximately \$42,042. The anticipated outcomes are to increase our iPhone rating from a three-and-a-half star rating to four, and receive a three star rating on our Android app. Both of these ratings will be evaluated 30 days after launching.

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