

# NIKE, Inc.

*Marketing Research*



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## Marketing Profile

### II .Introduction

#### 1. Profile

##### 1.1 Description

NIKE, Inc. is a company the designs, develops, markets, and distributes athletic footwear, accessories, apparel, services and equipment. The company operates in:

- 1) North America
- 2) Europe
- 3) Middle East & Africa
- 4) Greater China;
- 5) Asia Pacific & Latin America
- 6) Global Brand Divisions [1]

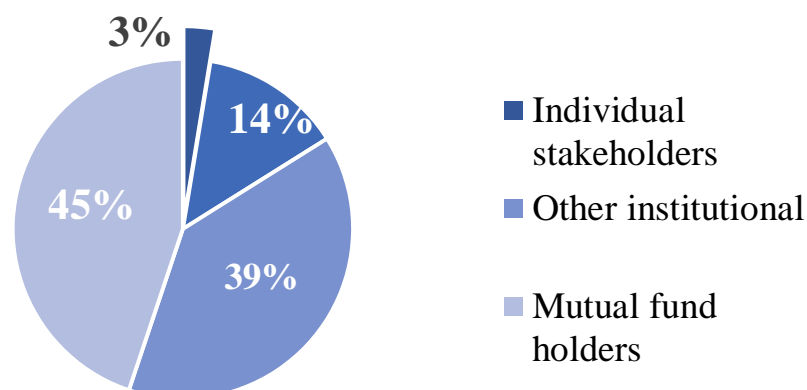
The company has products for specific athletic use such as training, running and soccer. Kid's products are also available. The company provide products for casual use.

Wholly-owned entities of NIKE are Hurley International and Converse

- Converse distributes and licenses sneakers, accessories and apparel under various trademarks such as 'Jack Purcell', 'Converse' and 'All Star'.
- Hurley International provides action sports and youth apparel and accessories under the trademark 'Hurley' [2]

The company was founded in 1964 by William Jay Bowerman and Philip H. Knight and the headquarter is in Beaverton, Oregon. [2]

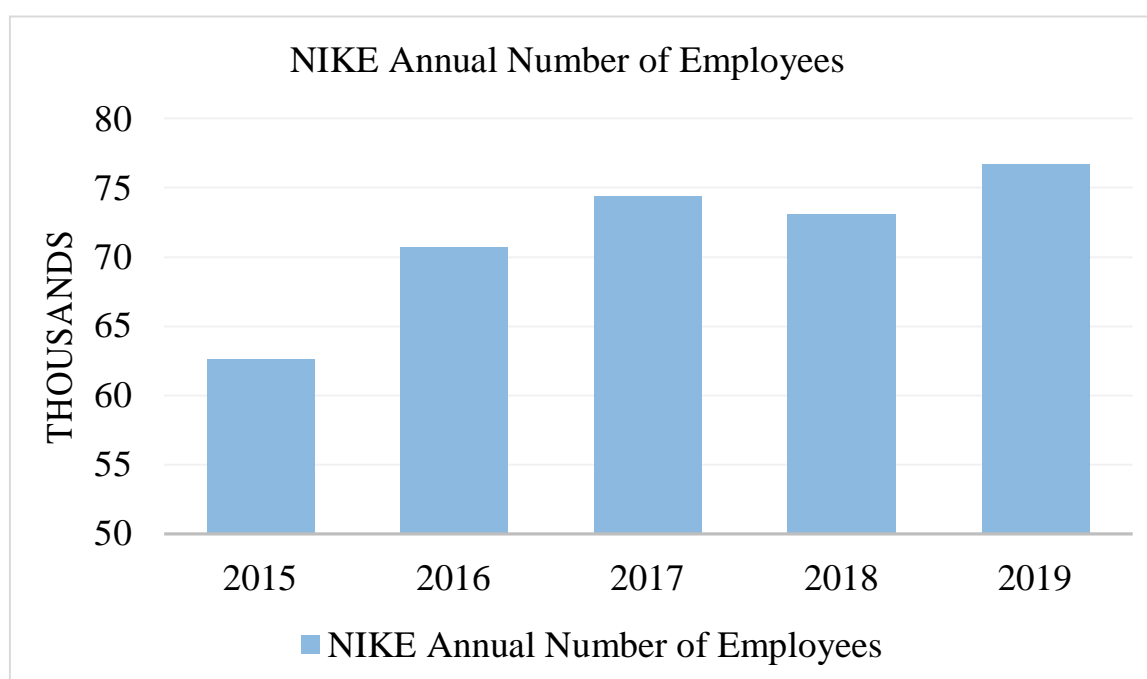
##### 1.2 Shareholders [1]



### 1.3 Contact info [1]

<b>NIKE, Inc.</b>	<b>Phone: (503) 671-6453</b>
<b>Address:</b> <b>One Bowerman Drive</b> <b>Beaverton Oregon 97005</b>	<b>Website: <a href="http://www.nike.com">www.nike.com</a></b>

### 1.4 Employees [3]



## 2. Top executives

### 1.a Corporate officers (As of April 2, 2020) [4]

- Mark G. Parker (*Executive Chairman of the Board*)
- John J. Donahoe (*Director, President and Chief Executive Officer*)
- Hilary K. Krane (*Chief Administrative Officer and General Counsel*)
- Andrew Campion (*Chief Operating Officer*)
- John F. Slusher (*Executive Vice President, Global Sports Marketing*)
- Matthew Friend (*Chief Financial Officer and Vice President, Investor Relations*)
- Heidi O'Neill (*President, Consumer and Marketplace*)
- Monique S. Matheson (*Executive Vice President, Global Human Resources*)
- Chris L. Abston (*Principal Accounting Officer and Corporate Controller*)

### 1.b Board of directors (as of April 2, 2020) [4]

- Mark G. Parker (*Executive Chairman of the Board*)
- Elizabeth J. Comstock (*Independent Director*)
- John W. Rogers (*Independent Director*)

- John J. Donahoe (*Director, President and Chief Executive Officer*)
- Timothy D. Cook (*Lead Independent Director*)
- Travis A. Knight (*Director*)
- Alan B. Graf (*Independent Director*)
- John G. Connors (*Independent Director*)
- Michelle A. Peluso (*Independent Director*)
- John R. Thompson (*Independent Director*)

### 3. Location

#### 3.1 Address

Nike headquarters is located in

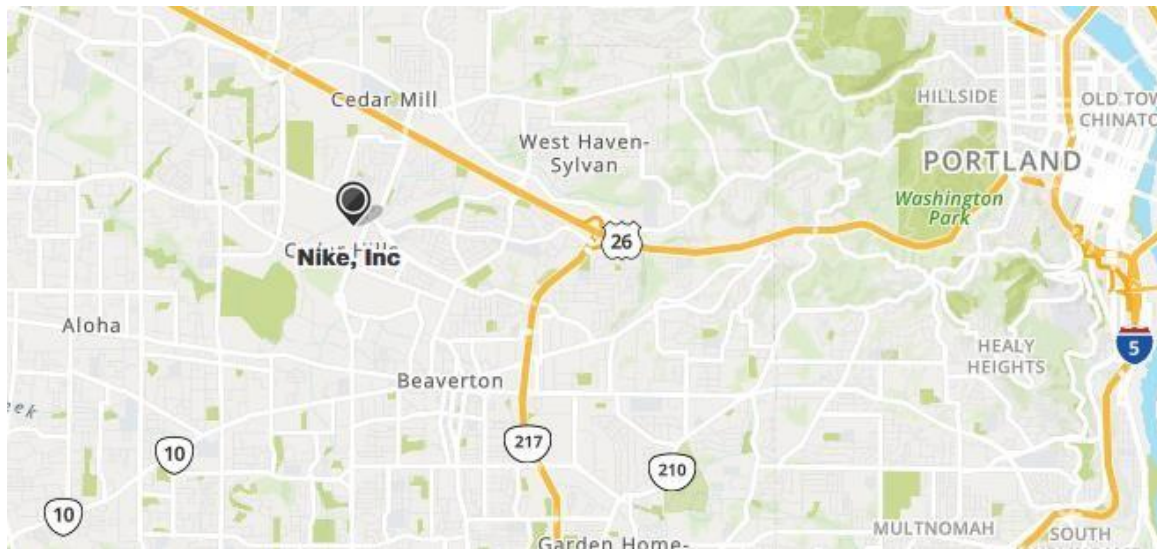
*1 SW Bowerman Dr, Beaverton,  
OR, USA  
P.O. 97005*

#### 3.2 Map



*Figure 1: Map of the US showing Oregon (via Google Maps)*





*Figure 2: Map of Beaverton, OR showing location of NIKE, Inc. (via MapQuest)*

## 4. History

### 4.1 Origin

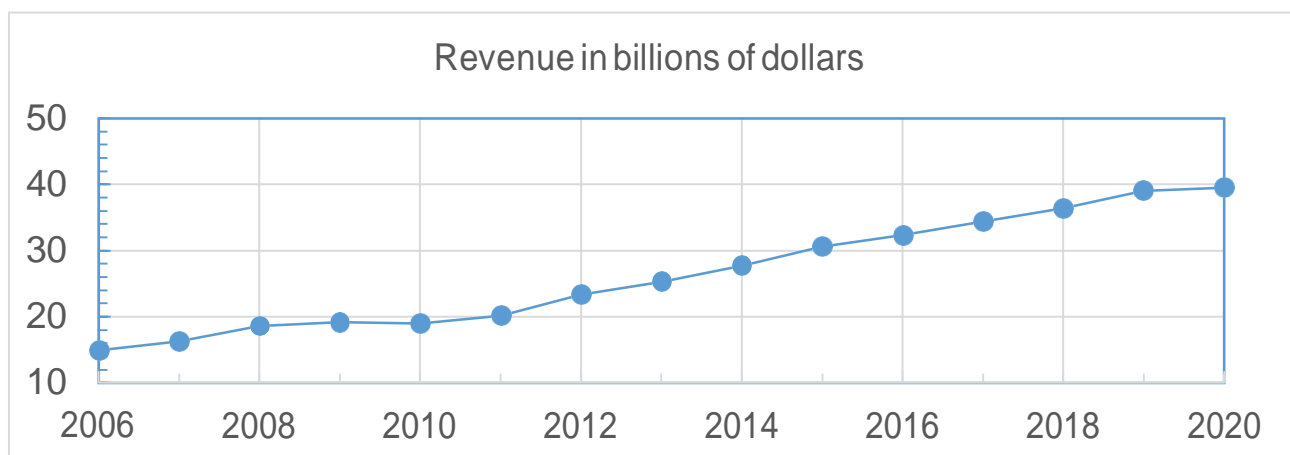
Nike, originally known as Blue Ribbon Sports (BRS), was founded on January 25, 1964 by the University of Oregon track athlete Phil Knight and his coach, Bill Bowerman. The company was originally operated in Eugene, Oregon as a distributor to the Japanese shoe maker Onitsuka Tiger.

By 1971, the Onitsuka Tiger relationship had come to an end. BRS prepared to launch its own footwear line, which has been rebranded as NIKE. [5]

### 4.2 Financial

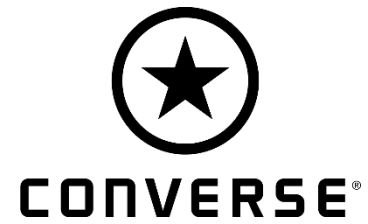
BRS sold 1,300 pairs of Japanese running shoes grossing \$8,000 in its first year in business before rebranding as NIKE.

NIKE sales over the past 15 years. [4]



### 4.3 Organizational

Nike has acquired few subsidiaries over the years but in order to focus its production it started divesting of them and as of 2020 NIKE owns only Converse Inc. [1]



## III . Product

### 1. Categories

Products offered by NIKE Brand is focused in six key categories:

1. Running
2. NIKE Basketball
3. Jordan Brand
4. Football ( Soccer)
5. Training
6. Sportswear (lifestyle products inspired by sport).

The company also markets other recreational and athletic uses such as American football, cricket, lacrosse, baseball, skateboarding, volleyball, wrestling, walking and tennis. [6]

### 2. Features

NIKE's athletic footwear products are primarily designed for a specific athletic use, although a large percentage of the products are worn for casual or recreational use.

In developing and manufacturing our products we place considerable emphasis on innovation and high quality construction. Sportswear, Running and the Jordan Brand are our top-selling categories of footwear. [7]

### 3. Quality

Sporting footwear products are specifically built for sporting use and demonstrate our dedication to creativity and high-quality construction.

### 4. Recent products

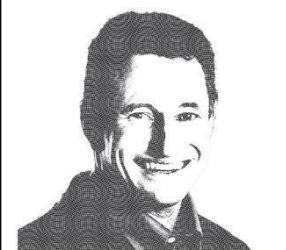
High performance basketball shoe, Nike Air Jordan XX3 was launched from 2008.

Nike recently launched cricket shoes designed to be 30 per cent lighter than its competitors.

NIKEiD is a sub-brand that enables customers to design their custom Nike footwear by offering a selection of shoes with different colors and fabrics; giving them the freedom to choose. [8]

## IV . Marketing Department

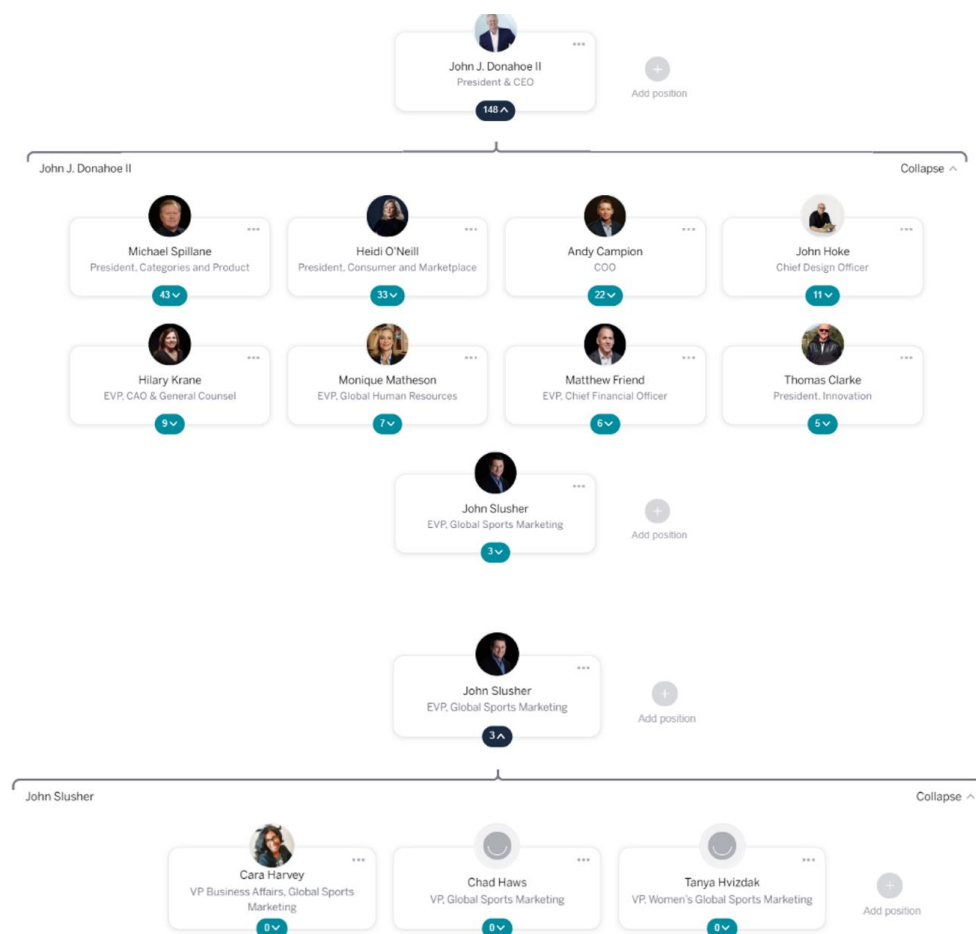
### 1. Management

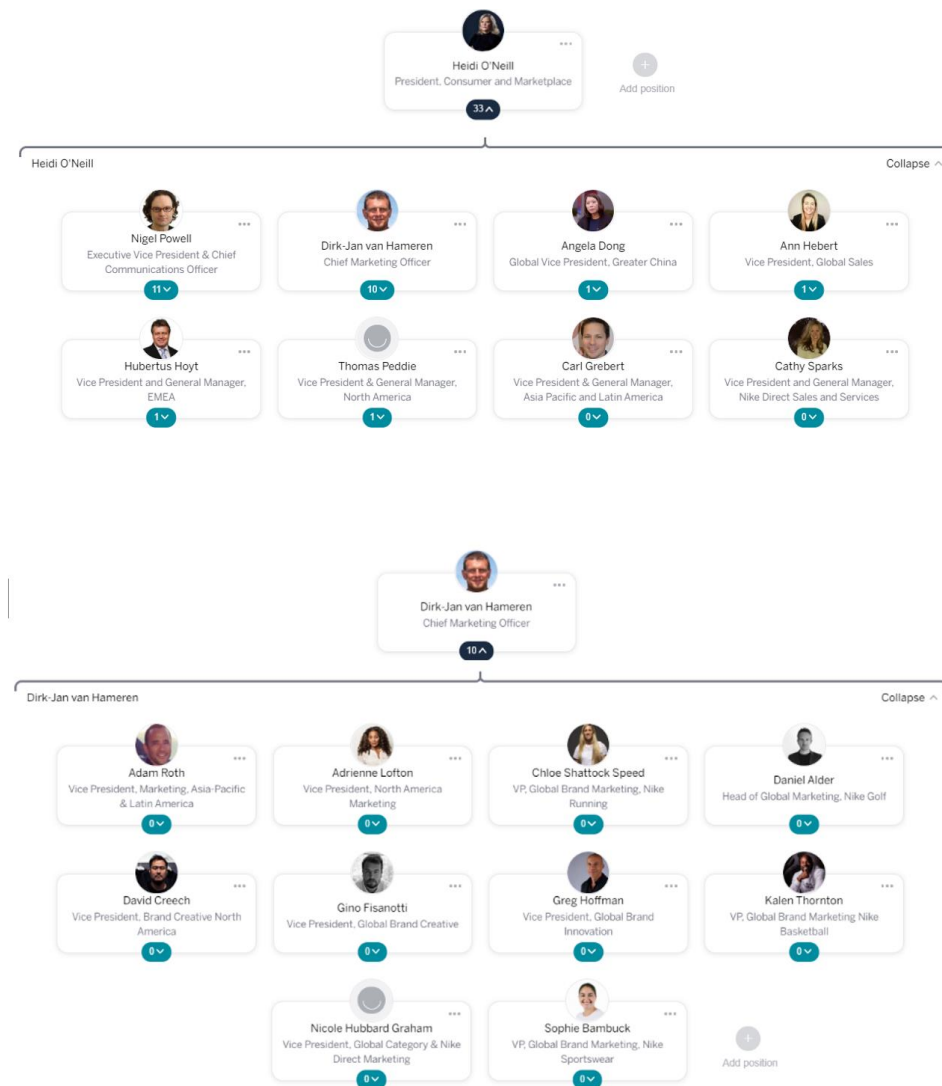
	<p><b>John F. Slusher</b>, Executive Vice President, Global Sports Marketing — Mr. Slusher, 50, joined NIKE in 1998,</p> <ol style="list-style-type: none"> <li>1. Primary global sports marketing responsibilities.</li> <li>2. Divisional Vice President of Asia Pacific &amp; Americas Sports Marketing since September 2007.</li> <li>3. Vice President, Global Sports Marketing since 2007.</li> </ol>
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### 2. Organizational structure, managers and employees

The marketing department is divided into several positions such as; Creatives, Researchers, Operation managers and public relations, the organizational structure is shown in fig. 3.

NIKE Direct operations of the Company are managed within each geographical operating segment of NIKE Brand.





*Figure 3:Org. Structure Diagram showing employees reporting to John F. Slusher and other managers in the marketing department [9]*

## v. Marketing Functions

### 1. Research

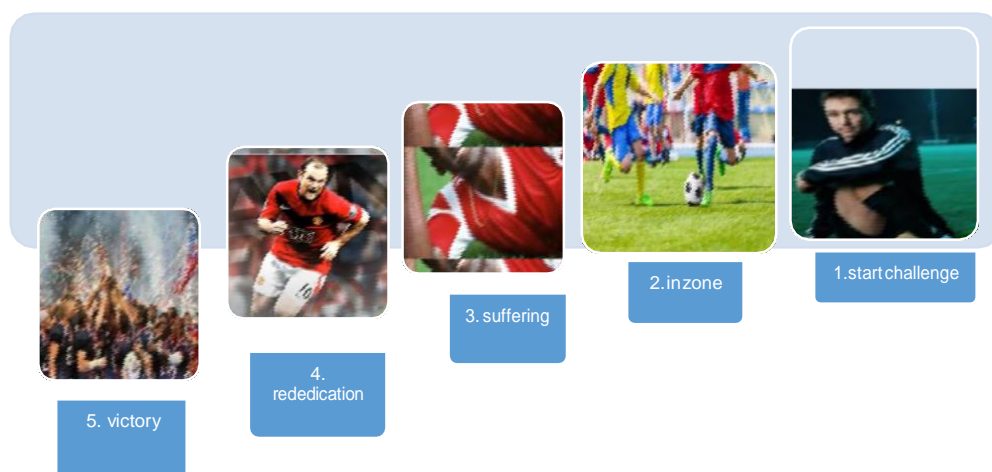
Nike has a world class sport research lab with more than 40 researchers from different branches (biomedical engineering, biomechanical, physics, math, kinesiology, mechanical engineering and systems science). Their target is to create innovation of product to athletes everywhere through the use of science and technology by testing how to reduce injury risk and reach evolution in perception and feel. This offers the customer innovated products to give comfort and feel unique and support their products. [10]

### 2. Branding

The brand old name was “Blue Ribbon”, but for targeting a famous international brand to be used everywhere, Philip Knight chose a strong and meaningful name, to make people proud to wear it, he chose “Nike” as it is easily pronounced and unique. Also, Nike’s slogan “Just do it” and the well-recognized logo, reflects a universal story behind it for every target audience or customer. The story starts from ‘just do it’ to motivate consumer to ‘take the challenge’, after it he will be ‘in zone’, then start ‘doubt and suffering’, then motivation start again ‘rededication’, and finally win the challenge ‘victory’. This attracts audiences as one of reasons people use brands as they see it represent themselves in this story. Through this brand slogans representing it in sport events and other events, help the company to reach “Top of Mind Awareness” and brand pull. [11]



*Figure 4: Nike unique logo and slogan*



*Figure 5: Nike universal story behind its slogan “just do it”*

### 3. Promotion

The company made a lot of promotions which considered one of the “4P” elements to reach the market (marketing mix: product, price, place, promotion) and attract new customers or keep trust of its customers as advertisements either posters, on television or social media which is simple, but send a strong message, or by special offers, using celebrities and salesmen. This result in high revenues and attract companies to ask for sponsorship from it, all these elements mentioned known as: “**Promotion mix**”. Promotion mix include (sales, public relations and advertising).

#### 3.1 Sales

##### 3.1.1 Personal Selling

The company offers a trained sales staff to help the customer in making the best decision by introducing the products features and select the right product through personalized service. Customers experience support the sales, as they feel that was a better decision and recommend the product. This improve sales and help in building a relationship with customers.

##### 3.1.2 Direct Marketing

The company uses direct marketing to promote new products, using not only strong advertising, but also through sales people to reach target consumers either organizations or individuals (Example: sports organizations in college). This motivate target customers to purchase the company’s product and support sales.

##### 3.1.3 Sales Promotion

The company offers coupons and special offers which will give benefits to target consumers, as discounts or buying other free products. This motivates target customers and attract new ones, as they would be motivated by the product on basis of perceived benefits.

#### 3.2 Public Relations

The company uses public relations to address social issues related to its business as using sweatshops and improving green technology. Also, uses public relations at sport events and similar activities by sponsoring it. This is done to communicate with target customer to show business address relevant social issues, which promote the brand and give potential customers a better perception about brand and its products.

#### 3.3 Advertising

The company uses advertising to reach a great impact on large populations of target audiences. This is done through representing the products via well-known celebrities and famous athletes (Example: Michael Jordan, the basketballer and Cristiano Ronaldo, the footballer). This motivates the target audience when watching his celebrity uses the brand, to try it and build a strong brand image of the company products which reach rewards and high demand, so they focus on their famous sports man country as a brand ambassador for marketing their products. Also, it is well known from its association with various sports events as “FIFA CUP” and “Olympics”. This help to promote the brand. [12]



*Figure 6: the celebrity Ronaldo with Nike products for advertisement*



#### 4. Distribution

The company distribute its products using different channels as resellers, super markets, e-commerce sites, retailers and company owned outlets to about 200 country over the world (697 brand factory store, 106 online store, 99 Converse store and 29 Hurley store), and its planning to open more stores and franchises to reach the target consumer and expand the buyers. This will lead to availability of products to satisfy consumer need and so increase the sales through distribution methods. [13]

## VI . Key Competitors, Position and Marketing Strategy Overview

### 1. Key Competitors

Sports equipment, foot and sports' wear have a wide range of competitors. Nike top key competitors are especially Adidas and Reebok regarding the foot wear, while other brand concentrate on other product and here are common Nike top key competitors and their positions in 2018:

#### 1.1 Adidas

Founded by Adolf Dassler in Germany in 1949, employs 57,000 employee with a net revenue 14.6\$ billion. It is occupy the “ 2<sup>nd</sup> “ place after Nike in sport shoe sales.



#### 1.2 Reebok

It is a subside company of Adidas work independently with 3\$ billion worldwide revenue, considered “ 3<sup>rd</sup> “ ranking sport worldwide.



#### 1.3 ASICS (Anime Senea In Corpore Sano)

Founded in Kobe, Japan in 1949 with the first release of basketball shoes. Its total revenue 2.9\$ billion and considered also in the “ 3<sup>rd</sup> “ ranking sport worldwide.



#### 1.4 Puma

Founded by Rudolf Dassler (Adidas founder brother) in Germany in 1948, employing 3000 employee with 2.5\$ billion reaching the “ 4<sup>th</sup> “ place worldwide.



#### 1.5 Under Armour

Founded by Kevin Plank in Martland, USA in 1995 starting with comfortable and light T-shirts, employing 15,000 employee with 1.1\$ billion. The company compete with Nike sportswear especially.



## 1.6 Fila

Founded in Pedemonte, Italy, by Fila Korea in 1911. It is part of Anta sports group and it is fighting for the fourth place in global ranking of sports brands by targeting a 1.2\$ billion revenue the next years.



## 1.7 Anta

Founded in china in 1991, ranks “third in the market share” behind Nike and Adidas with 25,000 employee and revenue 1.08\$ billion.



## 1.8 New Balance

The company considered a strong Nike competitor in US and UK, as it is a private American company found in Boston in 1906 with 4.5\$ billion revenue.



## 1.9 Skechers

Founded by Robert Green in California, US in 1992. With 12,600 employee and 4.5\$ annual revenue.



## 2. Nike position

Nike considered a company that produce products with high quality and sell them with high price. All Nike’s top competitors together reaches about 32\$ billion with about 140,000 employee, while Nike reaches 34.6\$ billion and in 2019 it reaches 39.4\$ billion with its 77,000 employees. Nike is ranked the “1<sup>st</sup>” among its competitors and considered the leading of footwear market as footwear sales is maximum in total Nike sales. [14] [15]

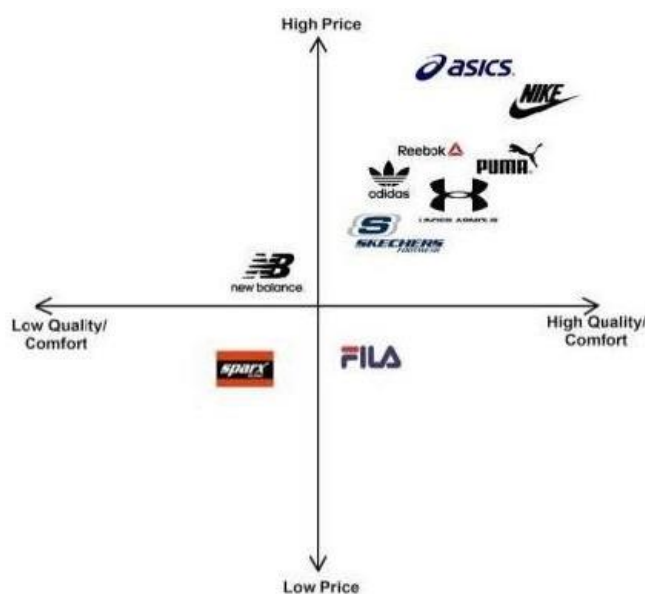
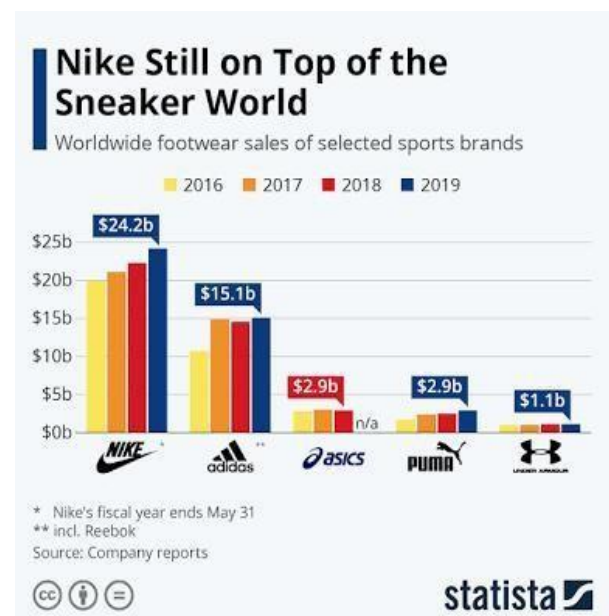


Figure 7: Nike positing map





### 3. Marketing strategy overview

The company follows an excellent marketing strategy that focuses on:

1. Customer's interests and demands (by producing sneakers shoes for young and old).
2. Using new technologies (Nike +Apple products)
3. Sustained development of product over world which increase the market share and expand in the world
4. Products of high quality and low cost
5. Increase profits and sales annually by a percentage

#### 3.1 Marketing mix (4Ps)

##### 3.1.1 Product

Nike offers a product to satisfy the customers need with its high quality and innovation from researchers.

##### 3.1.2 Price

Nike follow value based pricing depending on the customer as he will pay more for the high quality and unique products. The company target customers who had enough money to but their products.

##### 3.1.3 Place

The company distribute itself all over the world to increase its sales and still aiming to have more stores.

##### 3.1.4 Promotion

As mentioned previously, the company offers a lot of promotions to attract customers as advertising, personal selling, direct marketing, public relations, social responsibility and reaching social media. [16]

#### 3.2 SWOT analysis

##### 3.2.1 Strength

- Strong brand awareness
- Huge customer base
- Aimed for sustainability
- Superior marketing celebrities
- Side brands
- Low manufacturing cost
- Iconic relationship

##### 3.2.2 Weakness

- Poor labour conditions
  - Women sexual harassment
  - Pending debts
  - Lawsuits
  - Depending on US market
-

### 3.2.3 *Opportunity*

- Emerging markets
- Innovative products
- Efficient integration

### 3.2.4 *Threats*

- Increased competitive pressure
  - Marketing budget pressure
  - Currency foreign exchange risks
  - Counterfeit products [17]
- 
-

## Marketing Process

### VII . Products Distribution

Distribution is the action of expanding the product availability in the market which offers more opportunity to increase sales and number of buyers. The distribution is done either “direct” from the manufacturer to customer and usually with a lower price or “indirect” using wholesalers, retailers or manufacturer representative, all the distribution is done through distribution channels which may be one of the following types:

#### 1. Zero level channel (Direct distribution)



#### 2. One level channel



#### 3. Two level channel



#### 4. Three level channel



Nike distribute its products through independent distributors and licenses. It has a strategy with china to develop products in Asia. Nike distribute the products via three types of distribution channels (direct, one level and two level), these channels may be:

- Among whole sellers in US and all over the world markets and this considered the largest distribution channel with the maximum revenue (68% of its revenue currently)
- Direct to consumer sales
- Inline and factory retail outlets through several stores which is distributed inside and outside the US:
  - Inside the US in 2019 (six major distribution channels), it has 384 retail stores, in which 217 of them are Nike brand factory stores, 29 are Nike brand inline stores, 109 converse stores and the rest 29 Hurley stores.
  - Outside the US in 2019 (six major distribution channels), it has 768 retail stores, in which 648 of them are Nike brand factory stores, 57 are Nike brand inline stores, 63 converse stores.
- E- commerce sales through websites as “Amazon” or online sale from Nike website, this distribution channel is growing which currently increased to be 32% of sales. [18] [19]



*Figure 8: Nike distribution over the world*

## VIII . Social Responsibility

Corporate Social Responsibility (CSR) allows businesses large and small to enact positive change by building trust, raising awareness, and encouraging social change. When companies choose to do what is right not only for their bottom line but also benefit financially while building trust with consumers. Consumers feel that when they use a product or service of a socially responsible company, they are doing their part. Therefore, the more socially responsible the company, the more supportive the community and consumers become. [20]

When talking about Nike and the social responsibility, it is known today as one of the top CSR leaders, although it was not always like that in the past since it was facing heavy criticism and several controversies. Some of the situations that it was known to be socially irresponsible for are:

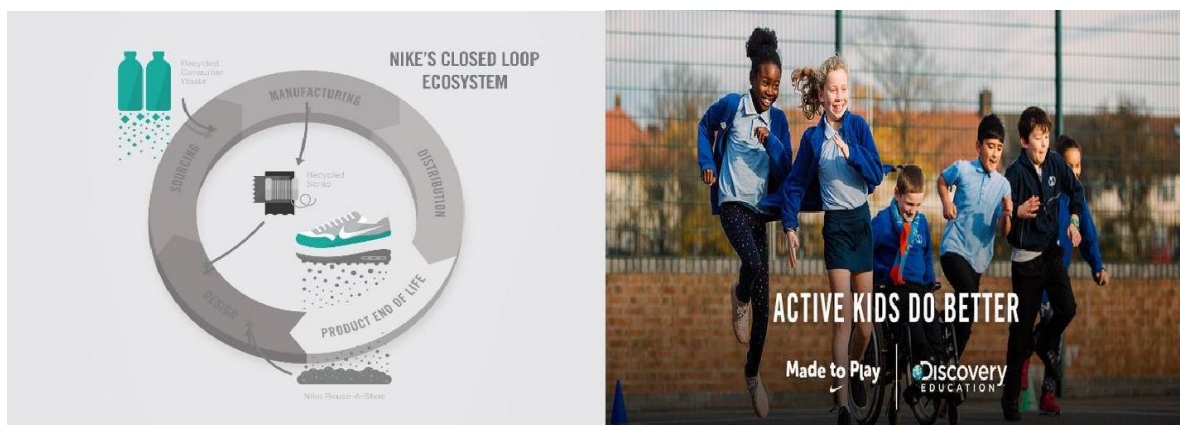
- The huge impact on the environment. The large supply of rubber and other man-made materials used to make these shoes are obviously harmful to the environment as well as the fumes that the factories are putting out.
- Not producing any products except by making contracts with manufacturing companies around the world specifically in the third world Asian countries like China, Vietnam, and Indonesia, several problems arose in these factories like:
  1. forced overtime
  2. low wages
  3. child labor
  4. physical abuse
  5. exposure to dangerous chemicals
  6. Poor air quality etc. [21] [22]



*Figure 9: Caricature criticizing Nike*

All of this criticism made Nike acknowledge and take actions upon these situations which led to its turning point in 2005 where Nike was the first company in its industry to publish a complete list of contract factories. Nike also published in this year, their first CSR report, admitting problems in working conditions and pay scales. This was only the start to very important achievements done throughout the years such as:

1. Nike employees contributed more than \$7.5 million in 2018 to charitable causes throughout the world.
2. Nike helped more than 16.5 million kids globally through its Made to Play commitment.
3. 93% of its 542 factories were rated bronze or better for sustainable production.
4. Total of 471 factory audits by Nike or third parties on Nike's behalf.
5. Sourcing sustainable cotton helped save more than 32 billion litres of water.
6. Since 2010, Nike has transformed more than 6.4 billion bottles into recycled polyester footwear and apparel.
7. 73% of Nike brand footwear and apparel styles used some kind of recycled material which can be counted as a step taken towards Nike's closed loop ecosystem.
8. Nike secured 75% renewable energy in the company owned or operated stores.



It does not stop here as Nike continues to take serious steps in becoming more socially responsible and is always aspiring to do more by setting certain goals for 2020. Here are some of these goals:

1. Attracting and developing a highly diverse, well engaged and healthy workforce.
2. Focus on sourcing only from the factories that meet its sustainability criteria.
3. 10% reduction in average environmental footprint.
4. Source 100% of the cotton across Nike operations more sustainably and grow the use of sustainable material in footwear and apparel.
5. Achieve 100% renewable energy usage across facilities owned or operated by the company by the end of 2025.
6. Reduce overall waste in the Nike operations and eliminate footwear manufacturing waste to landfill or incineration.
7. Reducing water use in the Nike supply chain by adopting new and innovative approaches.
8. Achieve at least a 20% reduction in freshwater use in textile dyeing and finishing. [23] [24]

Nike is a perfect example showing how criticizing, when used correctly, can turn a socially irresponsible company to one of the top CSR leaders, not only by resolving their faced problems, but by using the power of their brand, energy and passion to create meaningful change in the society.

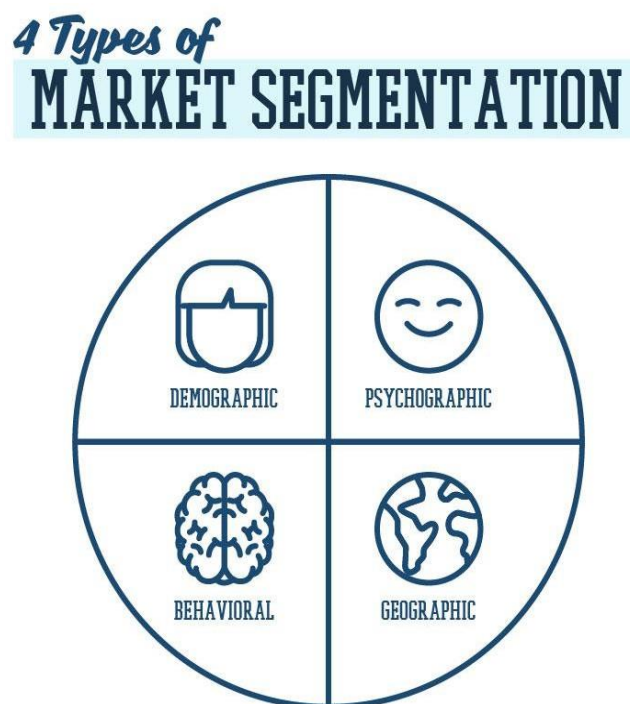
## IX . Marketing Process

Every company in the market goes after not only success, but also uniqueness among competitors. These goals can only be reached by choosing the appropriate marketing strategies and taking the most effective decisions. That's why great companies, like Nike, pay special attention to the role of marketing strategies in the success of their business. The process of market segmentation, targeting and positioning aims to classify customers into groups that share common needs and interests. By dividing the market into these groups, marketing decisions become more powerful.

This process sheds light on the fact that not all people have the same needs. Unlike mass marketing, segmentation, targeting and positioning splits the market into smaller units that have certain similarities. Consequently, using this strategy facilitates the process of customer analysis. As a result, worthwhile marketing decisions are taken.

### 1. Segmentation:

In this stage, market groups are sorted and formed according to some factors, and for each category, a profile is developed.



*Figure 10: the 4 types of market segmentation*



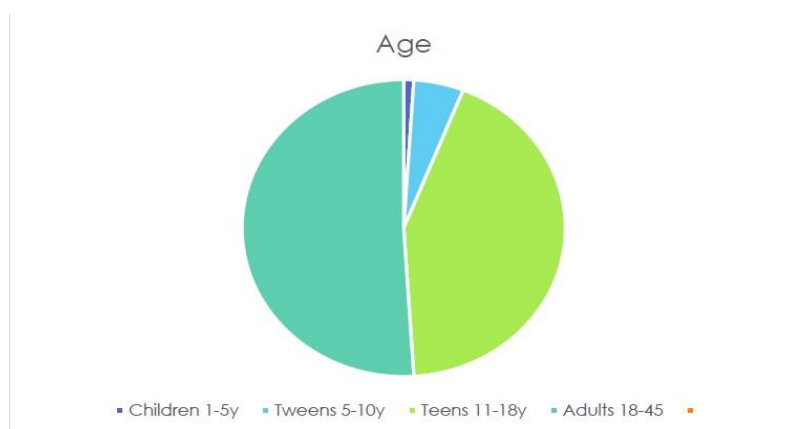
Here are the basics of market segmentation, illustrating how Nike applies each of them:

### 1.1 Demographic:

Demographic segmentation is the grouping of customers based on their gender, age, ethnic background (nationality, race and religion) and lifecycle. These data can be obtained easily from many sources such as the governmental population count.

Starting with segmentation based on age difference. Ages of target customers lie between 11 and 45 years.

Among this category, teenagers are of special importance. Focusing on this age sector guarantees building long-term loyal customers. Therefore, Nike created a number of promotional campaigns for teenagers. In 2014, before the World cup, Nike held a campaign for teenagers and gave them the opportunity to play with a number of the greatest football idols.



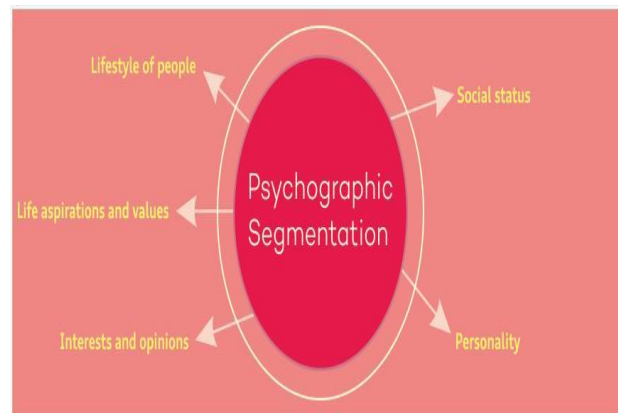
As for segmentation based on gender differences, the company notices that purchases from male audience are higher than those from females. Therefore, Nike is launching a variety of female sports lines. So, the company is expecting an increase in the revenue from female sales over the next few years as a result of these investments.



Income, education and occupation are other aspects that define customer groups in a demographic manner and results in segmenting the market into lower, middle and upper class. Nike is mainly concerned with the middle to upper category that can purchase the products at the offered prices. Nike provides limited editions of sports equipment that are very high in prices and affordable for only the upper class. [25] [26]

## 1.2 Psychographic:

Psychographic segmentation depends on grouping customers according to their lifestyle, personality and social class.



*Figure 11: the basics of psychographic segmentation*

According to this classification, Nike is targeting two main categories which are:

- Individuals who are passionate about sports either for pleasure or as a profession. The company attracts this category by a sport-centered strategy to give them the feeling of belonging to one family. Using statements like “To bring inspiration and innovation to every athlete in the world” and “Run with me” provides an emotional connection that further motivates customers to show loyalty to the family (company) that they belong to.
- Individuals who are interested in products not as sports equipment, but passionate about the brand for the sake of following fashion trends.

## 1.3 Behavioural:

Behavioural segmentation is based on classifying customers according to their knowledge, attitude, or response to a certain product.

Nike focuses on affecting the way customers feel and tends to engage the customers to its products by a variety of means. For example, the using statements like “If you have a body you are an athlete” and “If you are an athlete, Nike’s products make you feel athletic”. Also, the way friends and family share their experiences about the products and the reviews that are all over the social media and the internet play a very important role in the purchasing behaviour of customers. [27]

## 1.4 Geographic:

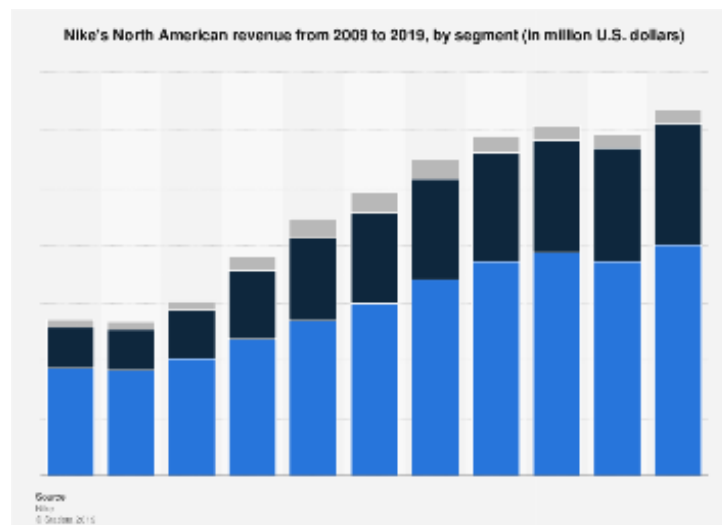
Geographic segmentation goes according to geographic units. The market is divided with respect to nations, states, regions, countries and cities. It is a very simple classification technique, yet it is very powerful.

Sports variation according to regional differences is a fact that Nike is well aware of. That’s why we see that promotional campaigns held in the US, Europe, Australia, Asia and Africa are concerned about different sports. Moreover, all commercials in the US revolve around football and baseball while those in Europe are about soccer.

As for geographic segmentation based on cities, Nike promotes equipment for cricket in New Delhi while it promotes for rugby in England and Sydney.



The statistical studies of Nike showed that the largest market places are North America, Western Europe and China.



The company pays special attention to urban areas with purchasing densities, yet, Nike doesn't focus on climate segmentation despite its knowledge of climate changes. [28]

## 2. Targeting:

After completing the process of market segmentation, the company evaluates and analyses each segment. According to size, reachability, measurability and behavioural variables, the selection of the target segment(s) takes place. This process is called target marketing and it has a great effect on the success of the company.

Nike targets professional athletes and sporty individuals. To attract the specified segment Nike has used some psychological tactics. One of them is linking the company name to triumph by sponsoring a number of outstanding athletes with great achievements. Besides the online shops that make all products available, Nike gives the opportunity of custom-designed shoes which makes it more remarkable among other footwear companies.

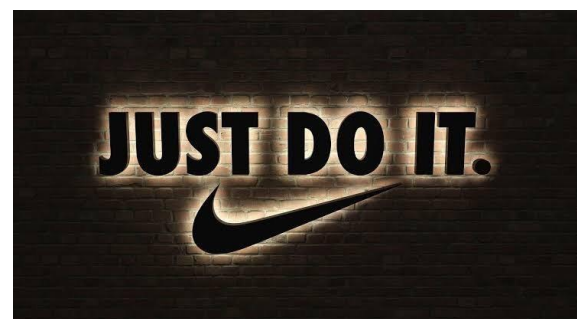
This brings us to the conclusion that even for such unique products, marketing strategies are crucial. Making a business revolutionary is all about the proper selection and application of marketing decisions. [29]

## 3. Positioning:

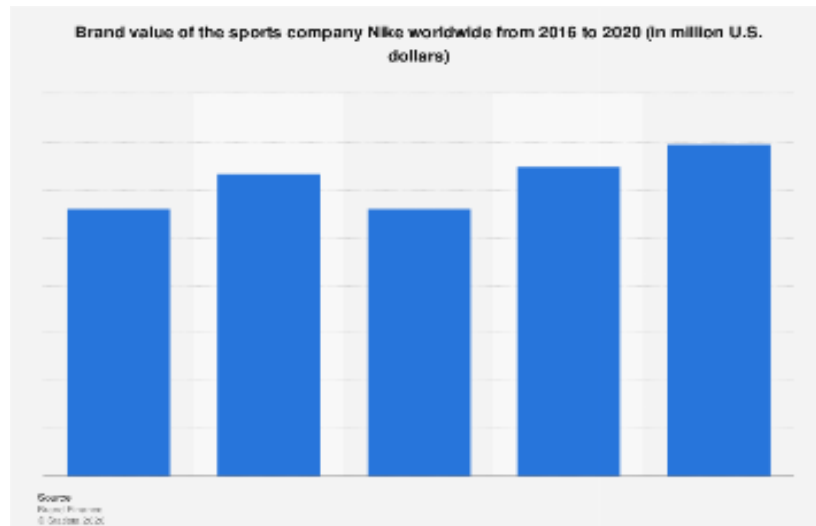
Market positioning is the way a company implements an image of its products in the minds of consumers with respect to competitors in the same field.

Nike has successfully gained its position as the leading brand in the market of sports products through promotions, sponsorships, swoosh logo and "Just Do It" slogan.

All these efforts associated the company with an image that revolves around victory and success.



*Figure 12: the motivational slogan and logo of Nike*



Nike is known for its amazing quality and innovative designs. However, to keep its glorious position among competitors, the company changed its focus from products to attitude keeping in mind that maintaining an exceptional image is all about marketing techniques. [29] [30] [31]

## X . Marketing Environment

There are several factors which affect a firm. All the factors which affect the operations of a firm are known as marketing environment. Few of these factors can be controlled by the firm but not all. In order to deal with these factors, firm must understand their market environment so that positive and negative factors would be managed accordingly.

In other words, a firm is surrounded by internal and external force which have a great effect on firm's ability to maintain lasting relations with target customers.



Since the internal marketing environment of a firm comprises all those factors which are inside firm marketing activities, including the firms' employees, policies, products and services, capital assets and organizational structure, indicating that the internal marketing environment factors are the ones controlled by the firm.

On the other hand, the factors that aren't controlled by the firm, but greatly influence the decision of marketers when developing the marketing strategy are the external environment factors which consist of Micro and Macro Environment. [32]

## 1. Micro Environment:

Micro Environment factors are factors close to a business that has a direct impact on its business operations, decision making freedom and overall success. The following section covers the micro factors of company, customers, suppliers, Marketing Intermediaries, and competitors.



*Figure 13: The 5 factors of the micro environment of a company*

### 1.1 Company

All departments within a company have the potential to positively or negatively impact customer satisfaction. As a result, a marketing department works closely with the finance, purchasing, research and development, and manufacturing departments, among others, to identify ways that each department can contribute to the provision of exceptional customer value, which leads to superior customer satisfaction.

When speaking of Nike Inc., knowing that it's one of the top leading companies in its field shows us how serious they work to achieve customer satisfaction by taking most of the above mentioned points into consideration when planning their marketing strategy.

### 1.2 Customers

Customers are the central part of any business because they tend to attract and retain most of the customers to generate revenue. Therefore, organizations must adopt a marketing strategy that attracts the potential customers and retains the existing customers by taking into consideration the wants and needs of customers and by providing the after sales services and value-added services. The following are examples how Nike is trying to achieve this:

- When customer orders products from Nike, Nike would receive their personal details which helps them monitor their shopping habits and send special offers to their emails. It also enables them to find out which popular product was sold.

- The way Nike communicates with customers is by using Nike Digital Sport (NDS) which is a customer relationship management (CRM) system that collects feedbacks and ideas for new Nike products to make. This shows that Nike wants customer to be involved in the making and evaluation of the products.
- Nike has created a Consumer Affairs Mission stating “To represent the highest service standard within and beyond our industry, building loyal consumer relationships around the world.” Indicating that Nike wants to achieve their highest expectation and building trust relationship for the customer.

### 1.3 Suppliers

Actions of a supplier can influence the business strategy, as they provide the materials for production. Therefore, it's really important for Nike to build a good relationship with the supplier because they provide resources to make the products. Nike also needs to ensure that the suppliers have enough materials to make the product because this would affect the business sales.

When talking about Nike, the majority of the suppliers are from China and other countries such as, Vietnam, Taiwan, India, Thailand, Indonesia and Malaysia. As Nike gets its merchandise from foreign manufacturers, it has little control over the product quality. So to operate profitably, Nike need to get good value on products and supplies and, in turn, offer good value to its customers with accessible solutions.

### 1.4 Marketing Intermediaries

Market intermediaries are either individuals or business houses who come to the aid of the company in promoting, selling and distributing the goods to the ultimate consumers. They are Middlemen (wholesalers, retailers and agents), physical distribution firms, market service agencies and financial intermediaries.

In Nike's case, the used companies to sell their footwear are mostly specialist shoe stores in the UK such as JDSPORTS, Sports Direct, Office, Footlocker and Amazon.

### 1.5 Competitors

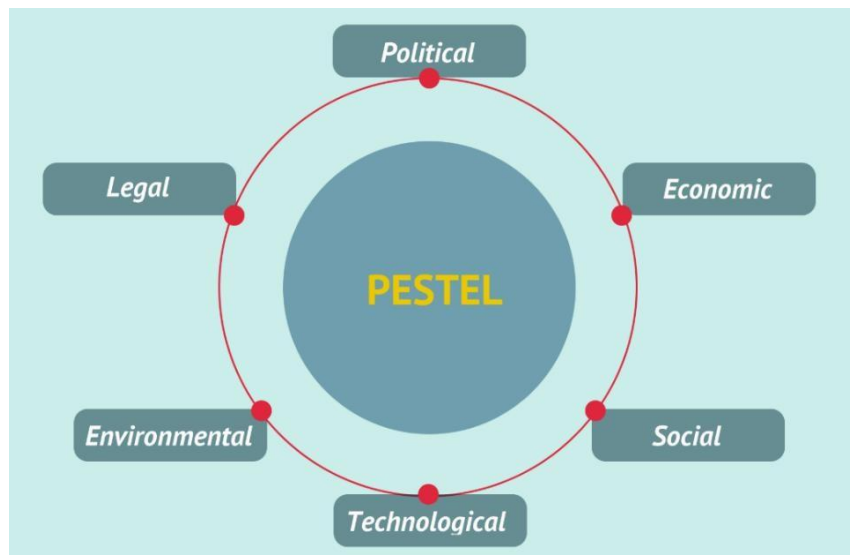
Competitors are those who sell the same or similar products and services as your organization and the way they sell needs to be taken into account.

This can have a direct impact on business strategies. Therefore, the organization must know how to do a competitive analysis of competitors and have a competitive advantage.

Examples for Nike's competitors are Puma, Adidas and New Balance Athletic Shoe. Since Adidas have branched out into customization of footwear products following Nike's NikeiD, it became one of the main competitors. This makes Nike eager to find new innovating ways in sustaining their competitive advantage over competitors. [33] [34] [35]

## 2. Macro Environment:

The macro component of the marketing environment is also known as the broad environment. It constitutes the external factors and forces which affect the industry as a whole but don't have a direct effect on the business. Therefore, the macro environment can be scanned by PESTLE/PESTEL Analysis which stands for Political, Economic, Social, Technological, Legal and Environmental. [36]



*Figure 14: The 6 factors of the macro environment of a company*

### 2.1 Political

These factors are especially important to the backend of a company, the part we don't normally see. Most of today's political changes only affect how a company can produce their goods or how much profit they make, for example. To us, this may seem insignificant, but Political factors decide the survivability of an organization. For Nike, some of these are:

- The United States being Nike's home country has given it the opportunity to benefit from the great growth-oriented policies which include low interest rates, currency exchange stability and internationally competitive tax agreements.
- Nike faces high levels of pressure to produce footwear of a high quality level, due to the ever changing health/fitness policies present in the UK.
- The improvement of government support for infrastructure, especially in developing countries, gives Nike more opportunities to expand its operations in these markets.
- As a company that produces and sells physical goods, Nike is, however, always subject to changes in tax and manufacturing laws.

## 2.2 Economic

Nike's business performance depends on the state of economies where it sells its athletic footwear, equipment and apparel. Some of these states are:

- Developed markets like the United States are economically stable, thereby providing Nike Inc. with the opportunity to continue its slow but stable growth in these countries.
- Nike's revenues are to some extent dependent on the low cost of labour in Far Eastern countries. This is changing, though, which might mean higher Nike prices across the globe come with the development in Less Economically Developed Countries.
- If a market were to collapse, it could bring bad news to companies like Nike as consumers may choose to switch to lower-end cheaper products.
- Depending on the economy of the country the sales tax varies, for example in the UK it is 20% whilst in Ireland its 23%. And due to the sales tax being added onto the price of products, this affects the amount that the consumer must spend on Nike products.

## 2.3 Social

Social issues impact the attractiveness of Nike's athletic shoes, apparel and equipment. In Nike's case, the following sociocultural external factors are most significant:

- In developing countries, Nike has opportunities to tap consumers with increasing individual wealth.
- Worldwide increases in 'health consciousness' means that more and more individuals are moving towards better lifestyles which gives Nike the opportunity to develop safer products and use marketing campaigns that highlight the safety of its sports shoes, equipment and apparel. It can also adopt new product development strategies to address needs for products for leisure activities. All of this will result in people undoubtedly buying plenty of sports apparel which would have a positive impact on Nike Inc.

## 2.4 Technological

Technology gives companies the ability to innovate in so many different ways. From interacting with customers to designing products, technology provides value to organizations just like Nike. Here are some of the Technological factors affecting it:

- Due to the readily available technology along with its rapid development, competing firms against Nike are increasing which threatens Nike but also gives it a motive to increase its product development efforts. Nonetheless, this external factor provides opportunities for Nike to integrate advanced technologies in its products.
  - Social media allows things to blow up or whittle away faster than ever. Nike is doing well with using social media to build their brand, but it can be a double-edged sword if used incorrectly.
  - Nike also gets the opportunity to use valuable information-based metrics thanks to technological advances, allowing for them to optimize targeting and production, and maximize revenue.
-

- Nike using the technologies available for business processes resulted in innovative footwear design and the uprise of NikeiD, a website where customers can personalize their Nike Footwear at varying prices depending on what they choose. This added value to their market as it is the leading personalization website in the footwear industry.
- Consumers are also able to make contact-less payments via mobile phone platforms, but this would however accelerate the speeding-up of the deterioration of the workforce, reducing the amount of employment on offer.

## 2.5 Legal:

This section considers the effects of laws or regulations on the remote or macro-environment of businesses. In Nike's case, the following legal external factors are important in the sports shoes, apparel and equipment business:

- Improving employment law in developing countries is a threat because it leads to an increase in labour costs in areas where many of Nike's production facilities are located. However, this external factor also provides an opportunity for the company to apply higher standards for labour and employment.
- Expanding consumer law in developing countries gives Nike the opportunity to improve its brand image by highlighting customer satisfaction in marketing its sports shoes, apparel and equipment.
- Similarly, Nike has opportunities to improve its health and safety measures to address expanding health and safety regulations.
- Based on the points mentioned, Nike Inc. has major opportunities to improve its brand image and corporate reputation.

## 2.6 Environmental:

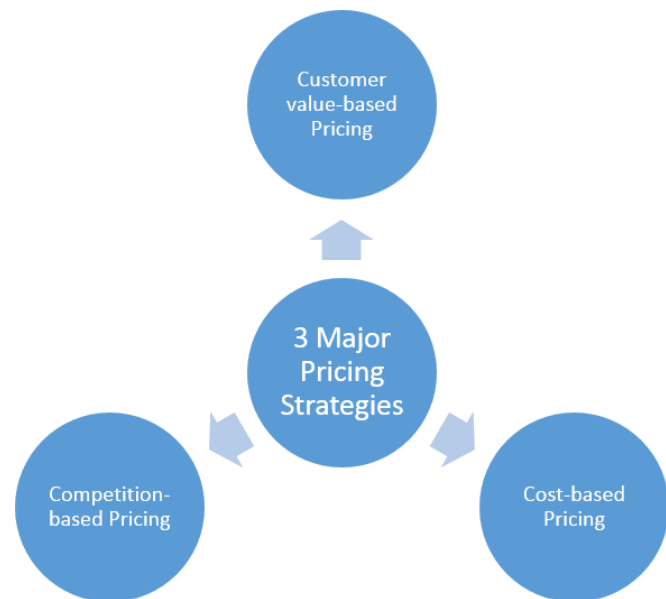
Environmental issues are of ever-growing importance. Of course, there are only a few factors which affect Nike with regard to this, but they are worth stating:

- Expanding environmental law creates opportunities for Nike to improve its environmental and sustainability programs, which are currently recognized as among the best in the industry.
  - The company also has the opportunity to use these programs to address climate change, which affects supply chains and the appropriateness of Nike sports shoes and apparel in certain regions.
  - The increasing sustainability strategies of firms threaten Nike by imposing more pressure for increased sustainability efforts throughout the industry [37] [38]
-



## XI. Pricing Strategies

Marketing is simplistically defined as putting the right product in the right place, at the right price, at the right time, which makes up the four Ps of marketing. They are the key factors that are involved in the marketing of a good or service, consisting of the product, price, place, and promotion. Since price is one of its major components therefore, setting a price point is one of the biggest decisions a business has because, ultimately, customers react to this variable more than any other. Businesses must also be aware of their target market, cost of goods, competitors' pricing, as well as many other things when deciding on a price point. To do so, there are a variety of specific pricing strategies like cost-based pricing, buyer-based pricing and competition-based pricing. [39]



*Figure 15: The 3 major pricing strategies*

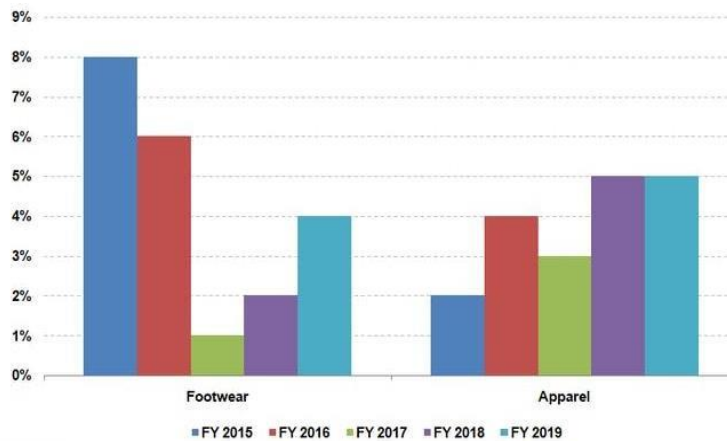
In Nike's industry the rivalry between existing competitors is extremely high and businesses are constantly finding new competitive advantages that will separate them from the rest. This makes Nike's pricing considerations and strategies play a huge part in their success making them one of the world's largest seller of athletic footwear. [40]

Nike uses the value based pricing which considers the consumer perception about the value of its products by determining the maximum prices that consumers are willing to pay for the company's sports shoes, apparel, and equipment. Since Nike always focused and still does on delivering the best customer value that means the highest quality, beautifully crafted and innovative products at the right price therefore, resulting in promoting their business in every ad as the top range giving them the chance to persuade customers to raise their perception of the product's price. This enables Nike to raise their prices slightly, while its competitors were dropping them to stay afloat and keep consumers buying. All of this resulted in Nike changing its architecture to the "consumer value equation" model which had a positive effect on their profit. Another reason behind this success was Nike using the segmented pricing that adjusts the prices of products according to the target market. For example, Nike makes the Air Max for adults and children however the prices are drastically different, even though the cost of an adult sneaker versus a children's sneaker does not vary significantly. [40] [41]

The company's Footwear category growth benefits from a sustained increase in unit sales and higher pricing. Figure 16 shows that Nike has increased pricing over the past several years. [42]

This proves that in order for a business to choose the best pricing strategy it needs to take a lot of factors into consideration like market conditions, competitor actions and consumer's perception because this can either make or break the company.





*Figure 16: Nike's Average Selling Price Increase*

## XII . Technology

Due to the rapid development of technology, all brands should work on having internet applications to have the chance to engage with online users. Nike is one of the brands that built an in-house digital team, enabling it to launch a myriad of Nike+ mobile application platforms (Nike Run Club, Nike Training Club, Nike SNRKS, Nike Connect, and Nike Adapt) (logos shown in figure 9) not only for selling their products but also collecting users' real-time data while integrating themselves into users' fitness lives. From running to training apps, Nike + has evolved into a personal assistant that not only tracks workouts but also creates digital and physical communities that connect users and suggests local events. It connects users with tailored fitness regimes and pro-athlete led workouts that in parallel drive awareness to the Nike brand. As a result of having a shopping application, it does sell online. There is also a website that helps cover Africa, Americas, Asia Pacific, Europe, and the Middle East, which aids Nike not only in selling their products worldwide but also giving consumers a chance to customize their own products through NikeiD. All of this shows how dedicated Nike is to be up-to-date with all the technology developments. [43] [44] [45]



*Figure 17: Logos of NIKE platforms*

## Our Opinion

### XIII . Belief in marketing

We think that NIKE Inc. not only considers Marketing as any other function but they have great belief in the importance of marketing and it being the backbone of success by overcoming the risks that most affect the company through marketing letting them win a bigger share of the market, some of the risks overcame by proper marketing are:

- 1- The preservation of their reputation and brand image could its negative impact on business.
- 2- Failure to continue to get or maintain our products' high-quality endorsers may damage their business
- 3- Operations are affected by seasonality, which could leading to fluctuations in our results.
- 4- Failure to accurately forecast consumer demand could result in excess inventories or inventory shortages that could lead to lower operating margins, lower cash flows and harm the business.

Market considered a very important tool and an effective method to overcome such risks is utilized by NIKE as follows:

- 1- Design and marketing efforts depend on maintaining, promoting and growing brands, including publicity and consumer campaigns, product innovation and product quality.
- 2- Develop and define product trends, and anticipate, measure and respond to changing consumer demands in a timely manner.
- 3- Establish relationships with professional athletes, sports teams and leagues, as well as with other public figures, including artists, designers and influencers, to create, evaluate and promote our products, and to build product credibility with consumers.

It is clear that NIKE understands the stated risks and have excelled in utilizing marketing techniques to their full potential to maintain their market share and success.

### XIV . Competitive Advantage

The brand has a great competitive advantage over other brands competing with due to their marketing strategy and this is represented mainly in the following:

1. **Technology and research team**, as the company invest in R&D (research and development) seeking to provide innovated products with the newest technologies. A result of that Nike teamed up with Apple to produce Nike+ products which can monitor the athlete performance, also designers use attractive and unique colours not mad by any other brand which make it unique.



*Figure 18: Nike+ apple products*

2. **Brand recognition**, as the brand is globally known by many people and loved by customers all over the world unlike other brands.
3. **Low manufacturing cost**, as it has stores at china and Vietnam that can manufacture same quality with low cost and distribute it among near regions. [46]

## XV . Recommendations

According to the previously mentioned SWOT analysis, it is evident that Nike has all the foundations supporting its leadership of the global markets in sports footwear, equipment and apparel. However, the company should become more seriously concerned with its weak points and future threats.

Paying debts, solving lawsuit issues and improving labor conditions by eliminating the toxic working environment regarding safety as well as sexual harassment are all crucial for keeping the pleasurable reputation of the company going. Not to mention the importance of supporting other market regions. This case guarantees a safer business than depending heavily on the markets of the US only. Meanwhile, the company should beware of marketing budget and competitive pressures. These two lead to paying billions of dollars in marketing exposing the company into even more debts. [47] [48]

Being exceptional among competitors is great. What is even greater than maintaining this position for as long as possible, is being able to extend your power and reach out even more. So, the company should really consider some further expansions by adopting new ideas for broadening the business.

The following points are some recommendations for wider growth in the future:

- Adding new product lines such as aerobics and parkour to widen its product range.
- Planning for future collaborations with apple to bring out new games.
- Increase awareness of brand products by including online video training sessions for celebrity athletes.
- Consider future merges with other companies which is quite effective for successful expansion.

## XVI . What Marketing is All About

Regarding the points we mentioned before we can reach an understanding that marketing is one of the most important things a business can do. Not only does marketing build brand awareness but it can also increase sales, grow businesses and engage customers.

Following this lead, Nike is successful because it has some of the best, if not the best, marketing in the world. Their brand is the #1 brand in the sporting goods industry and is the 14th most valuable brand in the world. The Nike business strategy is clear, invest in building your brand through emotional marketing and sports celebrity endorsements, develop products that have high-quality, market-leading technology and buy out competing sports brands.

## **XVII . Smartness and Proactivity**

Nike being one of the most recognized brands across the globe proves how smart of a company it is along with all of the previously mentioned points throughout this research. One of the many important reasons behind Nike's success and how it's still going strong until today, although it was founded in 1964, is how they're going above and beyond in the most intelligent ways to draw the attention of all the generations by always being up-to-date with the latest technologies. Another reason why Nike is considered one of the smartest companies is how they're always acknowledging what their competitors are up to and trying to always be one step ahead of them, which plays an important role in planning their marketing strategy. This was also shown through their social activities that led to building a trustworthy relationship with their consumers.

Nike set a great example by handling the criticism in a smart way when they turned their irresponsible situation to success by becoming one of the most socially responsible companies worldwide. All of those taken actions also show how proactive of a company they are because they succeeded in turning their image from being the "villain" to being the "hero".

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