

JUST DON'T

NIKE AND THE #METOO MOVEMENT

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Prepared by: Ben Smith, Britney Fronk,
Matthew Bennett, Lexie Flickinger

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Corporate Strategy

Environmental Scanning

Nike is an industry leader in innovation and style. Not only does Nike respond to consumers' and athletes' present tastes, but it anticipates and even creates trends in athletic products and culture. The Nike Explore Team Sport Research Lab conducts experiments and gathers scientific data and qualitative feedback from athletes and product testers to drive innovation. In this way, Nike is able to improve and develop their products and to meet the self-interests and needs of their publics. In recent years, Nike has established a reputation for effective crisis management. It is quick to respond, and to quiet any negative attention.

Long-term strategy

Nike prides itself on innovation, and constantly looks towards the future. It keeps consumers captivated with new product design and technology, and appeals to their ambitions and goals to ensure an enduring relationship of support and trust. This provides mutual benefit to both Nike and its publics over the long-term.

Two-way Strategy

Nike constantly tests products on consumers to drive improvement and adaptation to public's needs and self-interests. Moreover, Nike responds to consumer interests through its policies and community causes. Nike modified labor policies in the late 1990s and early 2000s when the public expressed concern regarding manufacturing facility conditions. It also works with communities to reach out and sponsor underprivileged children and other local events and causes.

Publics and Stakeholders

According to its corporate motto, Nike's overarching public includes all athletes, which the company defines as anyone with a body. However, its biggest stakeholders include its employees, investors, and brand-loyal consumers.

Goals

Nike's corporate mission is to "bring inspiration and innovation to every athlete*" in the world. (*If you have a body, you are an athlete.)" It wants to facilitate success for itself as a company, and for anyone connected to it -- be they employees, professional athletes, or everyday consumers. Nike's core values include inspiration, innovation, and human potential.

Corporate Messaging (Big Idea)

Nike has a culture of innovation and progress. Corporate messaging reflects this and keeps messages sharp and clear. Moreover, Nike is very present in both social and athletic arenas. Nike's big idea is to empower humanity to do incredible things. For example, Nike's 2012 "Find Your Greatness" campaign prior to the London Olympic Games encouraged every athlete* to find what makes them great, to search for their own moment of greatness and have the courage and determination to seize it. Again, Nike defines an athlete as anyone with a body. Thus, Nike encourages everyone to find greatness within themselves.

Evaluation

Nike's product testing and research lab play a large role in its corporate evaluation. Through these means as well as through social media, the company is able to gather consumers' opinions and preferences on its products and messages that help it analyze the trends of its sales reports. It also looks at sales reports to gauge the effectiveness of its sales campaigns, as well as public opinions on current issues to make sure its actions are compatible with those opinions.

Campaign Strategy

BACKGROUND

External Environment

In October 2017, the #MeToo movement went viral and brought the world's attention to the alarming prevalence of sexual harassment and assault. Many women spoke openly about their experiences. As a result dozens of accused harassers were forced to step down from top level positions in an attempt to salvage their companies' reputations. In March of 2018, against the backdrop of the still-prominent #MeToo movement, Nike's No. 2 executive Trevor Edwards suddenly resigned amidst workplace complaints. A leaked memo to employees referencing improper conduct stoked rumors of misconduct. Most companies that were accused of tolerating sexual assault during the #MeToo movement faced severe criticism, but Nike managed to avoid serious negative coverage. Its reputation has survived. It worked to Nike's advantage that most consumers are not familiar with Trevor Edwards's name.

Industry

The #MeToo movement has not been associated with any type of clothing until recently. During the 2018 Golden Globes, nearly every celebrity wore black. However, an apparel brand has yet to step forward and positively associate itself with the #MeToo movement. As a leader in sportswear fashion, Nike plays a significant role in the apparel and footwear industries. Furthermore, the sportswear fashion subcategory has grown significantly in the last decade thanks to "athleisure." This involves wearing athletic clothing throughout the day and not just while working out. In this context, Nike's products are seen as high-quality and stylish.

Client

Nike is the world's number one sports brand and number one supplier of athletic shoes and apparel. The iconic Nike swoosh logo and "Just Do It" slogan are internationally recognized.

Nike has also found great success in partnering with many professional athletes around the World providing them with Nike clothing, shoes, and equipment in order to strategically boost the brand's reputation. Currently, Nike is sponsoring 53 athletes from countries

including the United States, France, Brasil, China, Canada, Grenada, and The Republic of Korea. The majority of Nike sales are generated by their large selection of athletics shoes. Worldwide, Nike sells on average 25 pairs of shoes per second.

Product, Service or Issue

Nike offers a wide range of sportswear, equipment, and accessories. Nike recently also teamed up with tech company Apple to produce Nike+ products which can digitally monitor an athletes performance. Today, customers buy not only Nike products, but they buy into the Nike brand, which is estimated to be worth \$29 billion. Currently, consumers are overwhelmed with product choices, but with Nike footwear, it's easy to find a pair that fits the consumers exact needs. Generally, Nike products are perceived to be environmentally-friendly.

Promotions

Nike's most famous slogan has been "Just Do It" since 1988. This phrase has become an iconic coined phrase around the world in association with one of the world's leading athletic apparel and accessories companies.



Market Share

During the year 2017, Nike was estimated to have had 26.01 percent control of the global market share. This value has been raised almost 10 percent since the year 2011 and is estimated to increase another 9 percent by the year 2024. With over one fourth of the global market share and great potential to grow, Nike has a positive growth outlook. One of the major reasons that Nike has found so much success is due to its large network of corporate affiliations that market their product around the world. Some such corporations include Apple Inc., EA Sports, and USA Basketball. Due to its ability to network on an international level, Nike has been able to generate over 50 percent of its sales outside of the United States.

Nike focus its efforts in 12 key trend-setting cities: New York, London, Shanghai, Beijing, Los Angeles, Tokyo, Paris, Berlin, Mexico City, Barcelona, Seoul, and Milan. When a product or campaign works well in these cities, Nike then knows that it's likely to work successfully world wide. Nike estimates that nearly 80 percent of its sales comes from these 12 key cities.

Competition

Though Nike is consistently listed as one of the top ten athletic apparel selling companies in the world, it certainly feels pressure from a long list of competitors. Some of its main competitors are: Adidas, Under Armour, and Reebok. In 2017, Adidas reached its highest

market value in 5 years and is only projected to do even better in 2018. During the year 2017, Nike was ranked the most valuable sports business brand with a net worth of over 29 billion dollars. The next closest ranked business brand is ESPN coming in at 15.8 billion dollars and after that comes Adidas with 7.9 billion dollars. Nike still comes out on top against these following two competitors even when you combine them. Though the competition is doing its best to keep up, this substantial number is likely to hold for some time as long as the brand is kept up.

Resources

Nike has a large social media presence even on a global level. It consistently reaches 114.9 Million individuals through social media platforms such as Instagram, Facebook, Twitter, and YouTube. More than half of these media impressions take place on the Nike Instagram page. This new trending media platform has helped to generate sales for the company on a large scale.

Nike also relies on the reputation of its sponsored athletes to boost the brand's image. These relationships are unpredictable, because Nike never knows if the athletes will perform well, but it benefits greatly when the athletes win. Through these relationships, Nike has created a high-quality image of its products as they are used and publicized by influential figures.

Market Research

Nike is known for its forward moving and innovative style. Over the past decade, it has consistently grown in sales and prominence in market share. With a global outreach, Nike is able to reach billions of consumers. Many consumers continue to purchase Nike products because of their desire to maintain their high-class image. Others consistently buy its products because of their desire to use the same products as some of their favorite professional athletes that are sponsored by Nike. Consumer ratings provide a positive image for Nike around the world. According to the Nike Influenster, consumers rate Nike at 4.79/5 stars.



SWOT

Strengths	Weaknesses
<ul style="list-style-type: none">- Nike possesses very strong brand recognition among its key publics.- Nike enjoys an association with athletic success.- Strong sponsorship agreements with celebrity athletes, who wear Nike products and act as brand ambassadors.- Nike's products are generally seen to be high-quality.- Nike's leadership is not well-recognized among its customer base.- Nike is generally seen to be environmentally-friendly	<ul style="list-style-type: none">- Internal complaints about Trevor Edwards's workplace conduct (which did not reflect Nike's values of "inclusivity, respect, and empowerment").- Edwards is a high-ranking executive that was previously seen as a potential future chief executive
Opportunities	Threats
<ul style="list-style-type: none">- Edwards is willing to resign.- Other potential future chief executives exist within Nike's upper management.- Nike can restructure its leadership in a way to improve company culture.- Nike can restructure its leadership in a way to increase proportion of women and minorities.- Nike can position itself alongside the employees that have submitted the complaints	<ul style="list-style-type: none">- While the #MeToo movement is a positive development, it is an inconvenient context in which to dismiss a top-level employee.



SITUATION ANALYSIS

During a review of its human-resources practices, Nike has discovered that its chief executive heir apparent and current brand president, Trevor Edwards, was the subject of multiple complaints concerning his behavior in the workplace. Edward's conduct did not reflect Nike's values of "inclusivity, respect, and empowerment." This crisis occurred in the context the #MeToo movement. Nike has an opportunity to address Edward's misconduct in a respectful and informed way that places it on the right side of history, or at least does not damage Nike's reputation.

Doing this successfully will be difficult. Communication might be perceived as insincere bandwagoning on the #MeToo movement, especially since Edwards was such a core figure in Nike's corporate structure. Furthermore, company culture is difficult to control, especially in the case of a company as prominent as Nike.

CORE PROBLEM

If Nike fails to make and communicate genuine systemic and internal cultural change designed to prevent future employee misconduct, Nike's reputation will be endangered, possibly associating Nike with the opposition to the #MeToo movement.

GOAL & OBJECTIVES

Goal: Ensure that Nike's reputation emerges from this crisis without significant damage by implementing and clearly communicating systemic and cultural changes designed to prevent future misconduct.

Objective #1: Secure 3 million positive impressions across all social media platforms by October 1st, 2018 to show how Nike has re-emphasized its commitment to its core values.

Objective #2: Improve mean workplace environment employee feedback score by 40 percent by October 1st, 2018, thus showing the internal improvements Nike has made to respond to workplace complaints/harassment.

BIG IDEA

Big Idea Strategy: Collaborate with Nike's employees to make changes within Nike, both to prevent misconduct in the workplace and to make misconduct easier to report. Clearly communicate these changes.

Big Idea Message: Things are going to change at Nike. We recognize past issues and have made real changes to improve and realign so that our workplace matches our core values.

Big Idea Tactic (Visual Representation): unify all messaging and tactics under the slogan "Just Don't" for all key publics.

Big Idea Slogan: Just Don't (instead of Just do it)

KEY PUBLICS

U.S. Based Nike Employees

Objectives accomplished by key publics

Objective #2: Improve mean workplace environment employee feedback score by 40 percent by October 1st, 2018.

Demographics and psychographics

Nike has a diverse makeup of employees compared to similar brands. Women make up 48 percent of its global workforce, and in the U.S., ethnic minorities now make up a majority of the staff. Of the 74 thousand U.S. employees, black/African American employees make up 21 percent of Nike's staff in the U.S., while Hispanic/Latino workers were 18 percent.

Asians were 7 percent of the domestic employee base. Pacific Islanders, American Indians and individuals that reported two or more races made up the rest. The average in-store sales associate for Nike make 10.05/hr.



Relationship with the organization or issue

Nike is ranked as one of the top 100 companies to work for, with employees self-reporting high satisfaction, especially in regards to being treated with respect and being offered employee benefits. Nike employees also report enjoying the general social environment, which encourages innovative thinking and camaraderie.

Opinion leaders

While Nike employees are not unionized, they are able to gather in online communities. Nike employees take to social media and employee satisfaction websites to talk openly about working conditions but there has not been any recent organized movement in opposition to the company.

Motivating self-interests (values)

Employees for Nike are concerned with being paid fairly and having access to good benefits (such as employee discounts). Employees also benefit from Nike's reputation, as employee's peers see working for Nike as a "cool" and respectable job.

Viable communication channels

Nike employees are likely to follow Nike's social media. Nike's workforce is also structured and organized and are effective at communicating to employees, normally via email or in-person trainings.

Nike Head Managers

Objectives accomplished by key publics

Objective #2: Improve mean workplace environment employee feedback score by 40 percent by October 1st, 2018.

Demographics and psychographics

Unfortunately, Nike is not so diverse at the top of its company. Of the 14 board seats, only three are occupied by a woman, and the majority of the board is white. Of the head managers, 80 percent are white. Head managers make an average of 152 thousand a year.

Relationship with the organization or issue

Head managers are likely to stay working for Nike for several years and feel personally invested in the success of the company.

Opinion leaders

Nike managers look up to the directors and follow their lead. They are also likely to listen to prominent voices in business, especially in the apparel and footwear industry.

Motivating self-interests (values)

Managers and directors want to feel secure in their jobs, they want to feel that they are positively contributing to the company and feel recognized for their work.

Viable communication channels

Managers and directors are more likely to trust print media and business-focused media outlets. They are more likely to take seriously a direct phone call or in person conversation from superiors rather than a newsletter.

Brand-Loyal Customers

Objectives accomplished by key publics

Objective #1: Secure 3 million positive impressions across all social media platforms by October 1st, 2018.

Demographics and psychographics

Brand-loyal customers make above \$100,000 a year and are willing to spend more than \$100 on a pair of shoes. Nike targets three categories of customers; women, teens, and runners. Nike is successful in targeting women in the 20s and 30s because of the driving trend in athleisure wear. Nike targets young teens by sponsoring local leagues, clubs, and federations. Nike reaches teens through its partnerships with popular athletes. Nike is attempting to strengthen its relationship with runners by continuing to develop innovative new running shoes and by improving its Nike+ techwear.

Relationship with the organization or issue

Brand-loyal customers not only enjoy the quality of Nike products, but are drawn to the brand itself. The Nike brand is tied with a reputation of innovation, speed, endurance, and moving forward. Customers wear the Nike brand because they also believe in the message of "just do it." Nike clothing is fashionable and inspires people to do more in their lives.

Opinion leaders

Brand-loyal customers follow Nike on social media as well as the Nike sponsored athletes that they look up to. Interestingly, Nike focuses on popularizing their brand in 12 major cities, where street fashion trends are set. Nike knows that if people in downtown L.A. New York, or Shanghai are wearing their clothing, then people all over the world will mimic that style.

Motivating self-interests (values)

Brand-loyal customers want to appear in-style. They want sportswear that is functional but also fashionable. Customers wear Nike partly because Nike clothing is recognizable, since they put the Nike swoosh logo on everything. Customers want clothing and footwear that will last long and not fall apart.

Viable communication channels

Customers can be reached through social media, email if they are signed up for newsletters. Brand-loyal customers are more likely to be exposed to social media and more informal news outlets. They follow athletes on social media, fashion bloggers. Pinterest...

MESSAGE DESIGN

Nike Employees

Primary messages: Nike wants to work with you to build a positive and safe workplace environment.

Secondary message: Between 87 and 94 percent of employees experiencing harassment do not file a formal complaint. Nike will protect you from retaliation if you report harassment.

Citation: https://www.eeoc.gov/eeoc/task_force/harassment/upload/report.pdf

Secondary message: You are not alone if you experience workplace harassment. At least 25 percent of women, and at least 10 percent of men, experience sexual harassment in the workplace.

Citation: https://www.eeoc.gov/eeoc/task_force/harassment/upload/report.pdf

Nike Head Managers:

Primary messages: It is your responsibility to use your position responsibly, and to make sure that all employees feel safe and empowered.

Secondary message: One the primary reasons that sexual harassment is so prevalent is that employees fear retaliation or hostility from management. It is your responsibility to protect employees from feeling this way.

citation: <https://www.nytimes.com/2017/04/10/upshot/its-not-just-fox-why-women-dont-report-sexual-harassment.html>

Secondary message: If you use your position of authority at Nike to harass

employees, you will be terminated.

Citation: http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9MTkyfENoaWxkSUQ9LTF8VHlwZT0zt=1

Brand-Loyal Customers:

Primary messages: Nike is not just a brand, but is also a force for good in the world

Secondary message: Nike uses its ongoing partnership with MENTORS and PeacePlayers international to promote equality.

Citation: https://news.Nike.com/news/equality

Secondary message: Nike drives sustainable industry by creating new, sustainable materials, such as Nike Flyleather and Flyknit.

Citation: https://news.Nike.com/news/what-is-Nike-flyleather

STRATEGIES AND TACTICS

Nike Employees

Strategy #1: Provide employees with opportunities and means to more openly share their thoughts, opinions, and concerns with Nike management via company surveys and forums, promoting a culture of “Just Don’t.”

Tactic #1: Create an anonymous questionnaire for all employees that assesses current feelings of safety and protection from possible misconduct that will be taken April 1st, 2018 and September 30th, 2018.

Tactic #2: Implement quarterly forums where employees can discuss their experiences and provide feedback to Nike management directly.

Strategy #2: Construct and publicize a misconduct management team as a part of Nike’s human resource team in order to uphold the company’s new “Just Don’t” approach on harassment and appropriately address the personal concerns of Nike employees through a new company-personalized application.

Tactic #1: Launch a company-personalized application called “You First” that provides a private direct communication line for employees to voice their concerns to the misconduct management team.

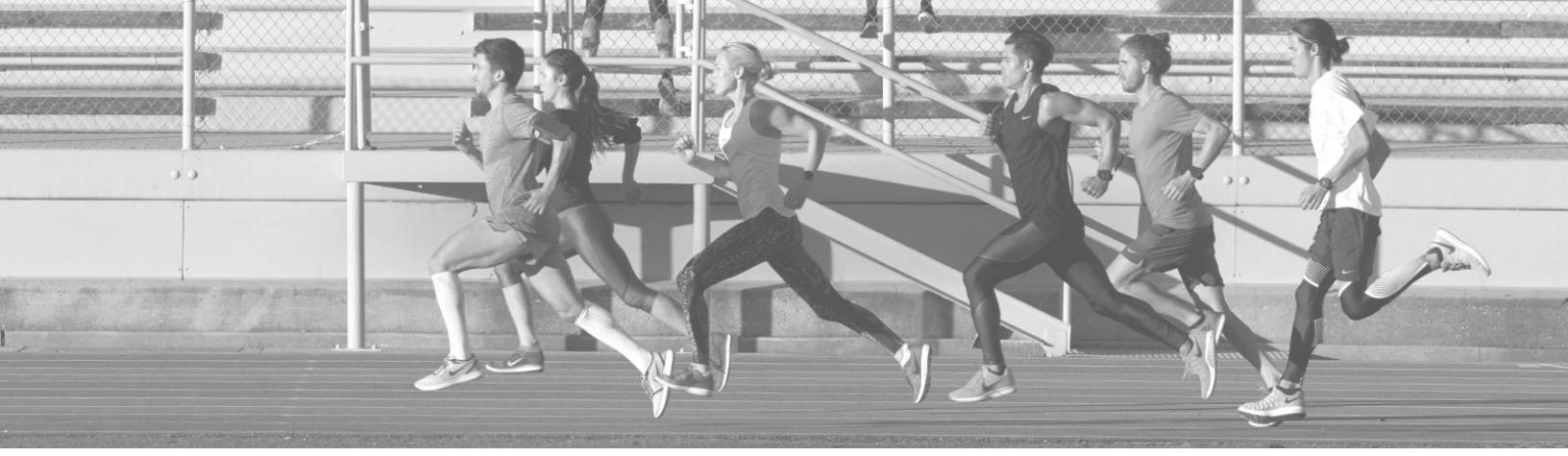
Tactic #2: Publicize the creation of the misconduct management team through internal memorandums and emails to be distributed through human resources.

Nike Head Managers

Strategy #1: Facilitate better training for Nike head managers to know how to prevent misconduct in the workplace and foster the new “Just Don’t” culture.

Tactic #1: Have interactive trainings with Nike head managers the first Thursday of each month providing information based off of the results of the first questionnaire given to Nike employees.

Tactic #2: Send small personal emails each Monday to Nike head managers with a weekly thought and company goal to prevent all misconduct in the workplace.



Strategy #2: Implement a strict zero-tolerance policy for harassment (“Just Don’t”) among Nike managers to protect Nike employees and recenter the company on its core values.

Tactic #1: Terminate any managers that have been accused of harassment by multiple employees, or who have been accused by a single employee, with evidence.

Tactic #2: Communicate to new hires that any harassment will be met with immediate termination.

Brand-Loyal Customers

Strategy #1: Publicize the Nike’s stance on harassment: “Just Don’t,” a play on Nike’s traditional “Just do it” slogan through social media channels.

Tactic #1: Publish videos on Instagram, Facebook, and YouTube in affiliation with Nike sponsored athletes every other week that focus on the Just Don’t campaign.

Tactic #2: Post inspirational quotes on Nike’s social media channels in conjunction with #JustDon’t on Instagram each week.

Strategy #2: Involve customers directly with the Just Don’t campaign through social media events and conversations.

Tactic #1: Create a contest for customers to create videos about “Just Don’t.” The winner will meet a Nike-affiliated athlete, earn \$X in Nike gear, and will have his or her video posted on Nike’s YouTube channel.

Tactic #2: Recruit brand ambassadors to use the #JustDon’t hashtag on Twitter to communicate their stances on harassment, starting a conversation along the hashtag’s use.

CALENDAR

Budget: #JustDon't		Details		Quantity	Per Item	Total	Sponsored	Credit	Actual Projected
Key public: Nike Employees									
Strategy: Provide employees with opportunities to share their thoughts, opinions, and concerns with Nike management via company surveys and forums, promoting a culture of "Just Don't."	Tactics:	Done by interior Nike staff (Space, refreshments, supplies) Nike	1	\$ 1,000	\$ 1,000	\$ 1,000	\$ 0	\$ 0	\$ 0
Create an anonymous honest questionnaire for all employees	Tactics:	(Rent space, refreshments, supplies) Nike	2	\$ 25,000	\$ 50,000	\$ 50,000	\$ 0	\$ 0	\$ 50,000
Quarterly forums for employees to provide feedback to Management									
Strategy: Construct and publicize a misconduct management team to uphold the company's new "Just Don't" approach on harassment and address personal concerns through a new company-personalized application.									
Strategy: Create "You First" App for direct communication with Management	Tactics:	Outsourced to a tech company	1	\$ 20,000	\$ 20,000	\$ 20,000	\$ 0	\$ 0	\$ 20,000
Internal memorandums and emails about new Misconduct Team	Tactics:	Nike (Company) (me)	7	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Key public: Nike Head Managers		Strategy subtotal/ Public subtotal					\$ 1,000	\$ 70,000	
Strategy: Facilitate better training for Nike head managers to know how to prevent misconduct in the workplace and foster the new "Just Don't" culture.									
Strategy: Interactive trainings for employees based off of questionnaire data	Tactics:	(Space, refreshments, supplies) Nike	7	\$ 2,000	\$ 14,000	\$ 14,000	\$ 0	\$ 0	\$ 14,000
Emails with company thought and goal for the week	Tactics:	Nike HR team	28	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Strategy: Implement a strict zero-tolerance policy for harassment ("Just Don't") among Nike managers to protect Nike employees and reinforce the company on its core values.									
Strategy: Terminate any employees who have participated in misconduct	Tactics:	Nike HR team	N/A	N/A	N/A	N/A	\$ 0	\$ 0	\$ 0
Clearly communicate to new hires the company standards	Tactics:	Nike New Hiring Team	4	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Key public: Brand-Loyal Customers		Strategy subtotal/ Public subtotal					\$ 0	\$ 0	
Strategy: Publicize the Nike's stance on harassment: "Just Don't", a play on Nike's traditional "Just do it" slogan through social media channels.									
Strategy: Publish videos on Instagram, Facebook, and YouTube	Tactics:	Social Media Outsourcing	14	\$ 1,500	\$ 21,000	\$ 21,000	\$ 0	\$ 0	\$ 21,000
Inspirational quotes in conjunction with #JustDon't on Instagram	Tactics:	Nike Social Media Team	14	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Strategy: Involve customers directly with the Just Don't campaign through social media events and conversations.									
Strategy: Video Contest, Gift card prize & Nike Gear	Tactics:	Donated by partners and Nike-loving athletes	7	\$ 500	\$ 3,500	\$ 3,500	\$ 0	\$ 0	\$ 0
Brand ambassadors to use the #JustDon't hashtag on Twitter	Tactics:	Outsourced ambassadors hired by Nike	28	\$ 1,400	\$ 39,200	\$ 39,200	\$ 3,500	\$ 3,500	\$ 39,200
Key public: Brand-Loyal Customers		Strategy subtotal/ Public subtotal					\$ 3,500	\$ 60,200	
Campaign Total							\$ 4,500	\$ 130,200	
Calendar: #JustDon't		Month:	April	May	June	July	August	September	October
Key public: Nike Employees		Week:	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Strategy: Provide employees with opportunities and means to more openly share their thoughts, opinions, and concerns with Nike management via company surveys and forums, promoting a culture of "Just Don't."									
Strategy: Create an anonymous honest questionnaire for all employees	Tactics:	Quarterly forums for employees to provide feedback to Management	X						X
Strategy: Construct and publicize a misconduct management team to uphold the company's new "Just Don't" approach on harassment and address personal concerns through a new company-personalized application.									
Strategy: Create "You First" App for direct communication with Management	Tactics:	Internal memos and emails about new Misconduct Team	X	X	X	X	X	X	X
Strategy: Implement a strict zero-tolerance policy for harassment ("Just Don't") among Nike managers to protect Nike employees and reinforce the company on its core values.									
Strategy: Terminate any employees who have participated in misconduct	Tactics:	Emails with company thought and goal for the week	X						X
Key public: Brand-Loyal Customers		Circumstantially - based on need							
Strategy: Publicize the Nike's stance on harassment: "Just Do It", a play on Nike's traditional "Just do it" slogan through social media channels.									
Strategy: Publish videos on Instagram, Facebook, and YouTube	Tactics:	Inspirational quotes in conjunction with #JustDon't on Instagram	X	X	X	X	X	X	X
Strategy: Involve customers directly with the Just Don't campaign through social media events and conversations.									
Strategy: Video Contest, Gift card prize & Nike gear	Tactics:	Brand ambassadors to use the #JustDon't hashtag on Twitter	X						X

EVALUATION

Objective #1: Secure 3 million positive impressions across all social media platforms by October 1st, 2018.

Criterion: Obtain 3 million positive social media impressions (including any likes, comments, reposts, etc.) by October 1, 2018.

Tool: Nike will use social media and web analytics to analyze and evaluate the reactions of consumers across all its social media platforms. With platforms like Facebook and YouTube, such numbers and figures are publicly visible. However, with programs like Crimson Hexagon, Sumo, and Hyper, Nike will be able to sort out and view which impressions are of a positive nature and make plans for future campaigns based on visible trends.

Objective #2: Improve mean workplace employee feedback score by 40 percent by October 1st, 2018.

Criterion: Positive survey results will have increased by 40 percent within the six month period of Nike's campaign.

Tool: Nike will create and distribute a survey to all of its employees that assesses their approval and current attitudes towards their work environment. Responses range on a scale similar to a likert scale with 1 being very poor and 7 being very satisfactory, so higher scores will indicate a higher approval of the workplace. The company will administer the survey at the beginning of April and then again at the end of September to determine if the misconduct management changes made any difference in employees' opinions. It will look for a higher mean score to gauge the campaign's success as well as evaluate written feedback as it looks to the future.

Summary and Creativity

CREATIVE ANALYSIS

Nike's original response to these workplace complaints fell around the #4 "Cliche" description on Heineken's ladder of creativity. It ran by a common "No comment" strategy that has been commended by public relations analysts as very effective for its brand name and reputation. Nike hardly says a word about any controversies or new stories, causing the commotion and attention to die out quickly without any lasting damage on the company. So although the strategy is fairly common, it has been very effective up until this point.

Because its crisis communication strategy is already very effective, we did not want to change too much from the original. However, we saw this particular crisis as an opportunity to make changes in management and employee relations, bringing us up to a #5 "Ownable" creativity description. We still wanted to keep quiet about the original allegations and circumstances regarding Trevor Edwards, so we made no public statement or response. We did, however, amp up our internal communication efforts to close the gap between management and employees, as well as increase

transparency within Nike. We wanted to own up to the problems within the company and make necessary changes to improve the workplace environment.

Nike is known for its innovation and inclusivity of all people, empowering them to rise and do hard things. We want to not only empower its consumers but also its employees to reach excellence. To reach that goal, we feel it is important to go beyond the traditional “no comment” approach. Instead we want to make fresh changes to stop such allegations and crises from occurring again and share those efforts with our employees and brand-loyal customers. Nike wants to own its action and be consistent with its core values of inspiration, innovation, and human potential.

