

ASSESSMENT 2 – PART 1

MARK344

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EXECUTIVE SUMMARY

This report provides an analysis of Nike, Inc.. The company is an international corporation, within the footwear and apparel industry, as a competitive market leader. This analysis examines the corporation internally and macro-environmentally through the use of marketing frameworks such as PESTLE and Porter's Five Forces.

Nike holds various strengths in brand equity. This can be attributed to their significant investment in innovation research and development as well as a brand portfolio that consists of Converse and Jordan. Contrastingly, Nike faces challenges in market competition, ethical labour practices, and a reliance on third-party manufacturers and distributors.

Nike has significant opportunities for growth. This includes the introduction of sustainable product offerings, increasing direct-to-consumer purchases, and a potential reduction in supply-chain vulnerabilities. Furthermore, another key consumer segment has been identified which can create a broader consumer audience for the corporation.

Nike must address their challenges, including vulnerabilities and adaptation to consumer preferences, while also leveraging their brand equity and commitment to innovation to maintain their already market leader position.

1.1 INTRODUCTION

Nike, a market leader within the footwear and apparel industry, can be examined through a variety of aspects in order to identify problems and opportunities for growth. The corporation's internal and external landscape is analysed through strategic marketing frameworks that explore various factors influencing company operations. Furthermore, competition within the industry is assessed with opportunities for growth being identified. Strategic recommendations are given to which Nike should implement in order to curb vulnerability and increase their strong brand equity and market position. All in all, actionable insights for Nike are given which can address their current challenges and threats from changing consumer preferences to the highly competitive nature of the industry.

2.1 SITUATION ANALYSIS

2.2 BUSINESS DEFINITION AND SCOPE

Nike, Inc. is a multinational corporation and a market leader within the athletic footwear and apparel industry. They are a leader in designing, manufacturing, and promoting their athletic footwear, apparel, and other equipment (Yahoo Finance 2024). The brand is reputable in its high-quality status as they leverage innovative products with advanced design and technology, reinforcing their strong position within the market. The corporation's central mission is to motivate and inspire all athletes, "if you have a body, you are an athlete" (Nike, Inc. 2024). This central mission and messaging allows Nike to target a significant range of audiences, from casual fitness consumers to professional athletes.

Products

Footwear: Nike produces a wide range of differentiated athletic footwear produced for various activities, such as basketball, football, running, and training (Rasyid et al. 2022). Within these categories, they are again segmented into performance, specialised, and casual aspects.

Apparel: The company offers a wide selection of athletic apparel that includes tops, bottoms, outerwear, and others. These products are also further segmented into casual and performance wear, with additional differentiation based on consumer needs and preferences.

Equipment: Nike also manufactures fitness and sports equipment, including racquets, balls, bags and a multitude of additional accessories. Many of these products are also further differentiated to meet needs such as fitness-tracking watches.

Target Market Segmentation

Casual Consumers: Nike targets the casual consumer market by adhering to customer needs, such as everyday-use products, in a market reach that goes beyond traditional fitness and sports. Demographics within this market range widely but target psychographics of a comfort and style lifestyle.

Fitness Enthusiasts: The corporation targets fitness enthusiasts, as a segment, who regularly participate in physical activity. Nike positions their products as performance enhancers to this audience (Start.io 2024). Demographics range in this market but behaviourally and psychographically tend to be individuals who prioritise personal fitness.

Athletes: Nike targets this consumer segment which includes both amateur and professional athletes across a wide range of sports. Relevant products are differentiated across these categories to meet specific customer needs and tend to be more expensive. Demographics tend to be 18-35 year old males and females, with a higher income who value performance that comes at a premium.

Sales Channels

Wholesalers: A main sales channel, utilised by Nike, is wholesalers to which they sell their product offerings through relevant contracted retailers (Oberoi 2020), such as Rebel in Australia. This channel ensures a wider reach to target consumers.

Direct-to-Consumer: This sales channel allows Nike to directly offer its products to consumers through owned e-commerce platforms as well as Nike-branded retailers (Oberoi 2020). This channel allows the corporation to enhance customer loyalty through building direct business to consumer relationships.

International Presence

Nike, Inc. holds a significant international presence as it operates in over 190 countries across various continents (Nike, Inc. 2024). Within this reach, the company has deployed regional headquarters and Nike-owned distribution centres to more effectively manage operations and understand trends in local consumer preferences. Due to this, Nike is able to tailor approaches to marketing strategy to align with cultural preferences in each region that can ensure relevance while also targeting various consumer segments.

Overall, Nike's product offering, to various audience segments, promotes their focus on innovation and consumer engagement. This has been successful so far as they have expanded into emerging markets internationally and continue to significantly cater to consumer needs and preferences as they arise in such markets. Their already-established sales channels further allow the corporation to lead the industry as they target and enhance athletic performance globally.

2.3 REMOTE ENVIRONMENT ANALYSIS

Nike has gone through a plethora of growth over time, this can be categorised through significant historical events. This includes their innovative advancements in technology, such as the Nike Flyknit range of products. The company also implemented a successful branding approach which features their current logo and slogan, solidifying the brand culturally. Additionally, the significant expansion of Nike operations globally has diversified revenue streams and given access to emerging markets, further solidifying their market position. This analysis focuses on the most relevant remote macro-environmental factors through the 'PESTLE' framework (Vivek 2022).

Political Factors

There are various political factors that affect Nike's operations in their remote environment. One factor is political instability in regions where third-party manufacturers operate. Political instability in these locations can disrupt supply chains and affect successful operations depending on changes in government and civil unrest. Another pressing political factor is trade policies. As Nike operates in over 190 countries, many regions are susceptible to changes in trade policy and tariffs. As an example, increased tariffs between the United States and China have affected Nike's operations, forcing them to reconsider pricing strategies on their products (Emery 2019). A final factor is regulatory compliance. Many different countries feature differing policies on sustainability standards, product safety, and labour practices. Nike must ensure they adhere to the different policies in their global operations to avoid legal issues and a negative public perception.

Economic Factors

There are also economic factors which affect Nike's remote macro-environment. One of these factors is consumer purchasing power. Various markets globally generally have different consumer purchasing power which may limit sales potentials for Nike. The company must alter their pricing strategies within such regions in order to meet consumer needs. In relation to this factor, exchange rates are also a significant factor in different markets. Fluctuations in currency can greatly impact the profitability of Nike products. As an example, a strong United States Dollar can reduce sales as products would be more expensive in other foreign

markets. A final economic factor would be ever-changing global economic conditions. Fluctuations, including booms and recessions, can affect consumer spending depending on the economic environment. As an example, a strong recession may shift consumer needs to physiological (Copley 2024). Certain instances, such as the COVID-19 pandemic, led to significantly reduced sales (Vivek 2022). Contrastingly, major economic booms can significantly increase sales.

Technological Factors

Technological factors also play a vital role in Nike's remote macro-environment. A major factor at play is the rise of e-commerce. This factor has transformed the retail landscape of which Nike is involved in over the past two decades. Nike has been able to continually invest in data analytics and through online platforms that have ultimately improved customer engagement and an overall positive customer purchase journey (Barseghian 2019). Manufacturing technology advancements have also played a role. Advancements in automation, efficiency, and production, along with Nike's continuous investment, can also allow the company to reduce costs and maintain a competitive position. Another factor in relation to this is advancements in product technology. Nike has been a market leader in innovation, leading them to create a product offering that features significant product differentiation. As an example, wearable fitness technology has enhanced customer experience thus influencing brand loyalty positively (Karalis 2018).

2.4 NEAR ENVIRONMENT ANALYSIS

This near environment analysis focuses on Nike's competitive landscape, through Porter's Five Forces (Porter 1978). This model evaluates the competitive intensity and attractiveness of the footwear and apparel industry.

Threat of New Entrants

The threat of new entrants to the market Nike operates within is low. One of the reasons for this is the strong barrier for new entrants in the market. Nike's market requires significant brand loyalty, high initial capital, and already established channels of distribution. The company holds a competitive advantage as Nike's already established relationships with retailers and their e-commerce platforms out-perform new entrants as they are limited by consumer recognition. Additionally, Nike benefits from economies of scale. Nike's production of goods has a cost advantage over new entrants as the cost per unit is significantly lower, forcing new entrants to be ultra competitive on pricing strategies. As a market leader, Nike's brand loyalty and recognition, as well as its resources, make a strong barrier for new entrants.

Bargaining Power of Suppliers

The bargaining power of suppliers to Nike is high. Nike depends on suppliers significantly in their global network for manufacturing and raw materials. There is a significant concentration of suppliers available, but certain materials needed by Nike may be hard to source which gives some suppliers an increased bargaining power. There is also a global trend of sustainability which may lead Nike to find partnerships with sustainable suppliers which can further increase bargaining power. However, with Nike's already established relationships with suppliers, can lead to lower switching costs. Contrastingly, if these suppliers increase their sales prices or have a reduction in quality, Nike would face significant issues in cost structure and product quality, negatively affecting customer reputation.

Bargaining Power of Buyers

Consumers, within Nike's market, have an increased bargaining power as buyers. Due to social media platforms, there is widely available information on prices, products, and potential alternatives which increases bargaining power. Consumers who are becoming more price-sensitive may also switch to competitors if they consider a greater perceived value elsewhere. Contrastingly, Nike's strong brand loyalty and differentiation of products reduces this bargaining power. This allows Nike to maintain consumer interest thus making it difficult for consumers to buy from competitors.

Threat of Substitutes

Substitutes, in competition to Nike, are a threat. Nike's market faces competition not only from competitors's products, but also alternative leisurewear and low-price non-branded products. The availability of such products is high which can divert consumers from more expensive traditional brands, like Nike. Consumer trends, such as sustainability, also play a role in this threat. Consumers that align with certain trends and values tend to purchase from a related and trusted brand, to which Nike must focus and implement upon throughout their branding strategy. Furthermore, Nike products are premium priced, leading to many consumers looking for alternatives that are at a lower price point but are also of the same quality as Nike products. The company must justify their price points through brand recognition and loyalty, quality, and performance in order to limit the threat of substitutes.

Industry Competition

Industry competition is also a near environment force. Nike's industry is very competitive with large brands like Puma and Adidas competing for market share, leading to constant shifts in strategy and expenditure. It should be noted that as this market is growing, competitors including Nike, focus on expanding their market share over intense competition for limited consumer spending. Moving along, Nike's differentiation strategies have positioned the company as a market leader but has caused competition to adopt similar strategies. This is an issue for Nike as they must maintain their competitive advantage.

2.5 CRITICAL SUCCESS FACTORS

Brand Equity

Nike has been able to develop a strong level of brand recognition and loyalty that develop their brand identity. A major aspect of this is their association with high-profile athletes and sports teams (Pereira 2024). Furthermore, the use of these brand ambassadors creates an emotional connection with consumers through motivational campaigns that resonate with athletes and fitness-related consumers. They also established this identity through their logo and the 'Just Do It' slogan (Yeung 2023). This factor is important as it establishes an interpersonal connection between Nike and its customers.

Innovation

Another critical success factor for Nike is their investment in innovation. Nike's continual investment in innovation reinforces their strong position in the market. Their innovation has come in the form of products that enhance athletic performance, such as the Dri-FIT and Flyknit range. Furthermore, this commitment has allowed Nike to adapt well to arising trends in the market. Innovation, as a factor, is important as it can set the company apart from competitors and attract additional consumers related to arising trends.

Retail Strategy

Retail strategy, as a critical success factor, has been successful for Nike in their product distribution. The use of multi-channel distribution, including direct-to-consumer and wholesalers, has increased consumer accessibility to Nike products. Both channels feature Nike products in stores and on e-commerce platforms. With increasing variance in consumer-spending behaviour, having various forms of distribution is an important factor as it drives sales and enhances variable consumer and audience experience positively.

2.6 INTERNAL CAPABILITIES REVIEW

A capabilities review of Nike displays various strengths and weaknesses. Nike's capabilities can be characterised by its brand equity, investment in innovation, and strategies that include retail distribution. These capabilities give Nike a strong competitive advantage. Furthermore, the company continually invests in these capabilities to enhance performance (McMillanDoolittle 2023). Nike also holds a significant product portfolio which holds various brands including Jordan and Converse (Seriosity 2024). This portfolio must be competitive in order to remain a leader against competition like Adidas and Puma.

Strengths

Brand Loyalty As Nike is a largely recognised brand internationally, it fosters significant customer loyalty. This correlates to repeat-purchase consumer behaviour (AbiEdu 2024), even with premium pricing.

Innovation As previously mentioned, Nike's significant commitment, and investment, into innovation ensures a market leader position. Furthermore, the implementation of such innovation into Nike products allows the company to differentiate from competitors and assist in quickly adapting to market trends.

Weaknesses

Third-Party Manufacturers As a weakness, Nike relies on third-party manufacturers in their product production (The Sourcing Co. 2023). This is significant as supply chain and quality control issues can arise. These disruptions and issues can massively affect the availability of certain products as well as brand reputation negatively.

Labor Practices Nike has continuously faced public criticism over labour practices in overseas manufacturers. This is significant as it can negatively affect public perception of the brand. Nike must address these concerns in order to curb a potential loss of customer trust.

3.1 PROBLEMS AND OPPORTUNITIES STATEMENT

Nike must understand their problems and opportunities in order to maintain their competitive advantages as well as reinforce their market position. This can be found in a problems and opportunities statement which highlights the key findings from the previous situational analysis.

Problems

One major problem associated with Nike is intense market competition. Although the company is an industry leader, the market is significantly saturated. There is heightened competition with other large brands, such as Adidas and Puma, and other smaller and cheaper alternatives that are widely available to consumers internationally. This intense competition leads to price wars and ultimately can reduce profit margins. In order to combat this, Nike must continue to differentiate their product offerings to maintain market share and brand loyalty. Another significant problem is vulnerabilities within supply chains. Mainly, Nike's third-party manufacturers and distribution networks are susceptible to disruptions and significant bargaining power. As previously mentioned, the COVID-19 pandemic was a large disruption which exposed Nike's vulnerabilities in their distribution and sourcing networks. Such disruptions can cause an increase in costs and shortages in inventory. The company must develop more suitable networks in order to curb and mitigate such risks. A final problem is adhering to consumer trends and preferences. Such trends arise at a fast pace to which Nike must consider in their marketing efforts. Recently, consumer preferences and trends align with sustainability and ethical practices. Nike must adapt their strategy to align with such wide-scale consumer values in order to maintain their brand loyalty with consumers.

Opportunities

A significant opportunity looming for Nike is innovation in technology. As previously stated, Nike has done a great job in developing and implementing innovative technology which has maintained their competitive position. Nike should continue this process by implementing other advances in technology into their product offerings. This can create additional streams of revenue and further enhance customer experience. An example of a potential technology the company may implement is smart apparel (Kapfunde 2019). Another opportunity for Nike is a greater focus in initiative surrounding sustainability. Sustainability is an important

and ever-growing consumer preference. Consumer demand surrounding this value is an opportunity for Nike to provide sustainable products, further establishing their brand image. Furthermore, incorporating such initiatives can target another segment of consumers, 'environmentally conscious consumers' (Reichheld et al. 2023). Nike should incorporate transparent production practices and invest in sustainable materials as initiatives. A final opportunity for Nike would be to establish their direct-to-consumer channel as their main channel. This should be done through Nike-owned online platforms, such as their website and phone applications. Consumer shopping habits have shifted significantly over time with most consumers purchasing products online (Torkington 2021). This would also increase profit margins for Nike as they would not need to heavily rely on suppliers to sell their products. This opportunity would also allow Nike to have greater access to consumer data, employ consumer personalisation, and improve overall consumer engagement.

4.1 HIGH-LEVEL MARKETING STRATEGIES

Objectives

Direct-To-Consumer Sales Channel Make this sales channel as Nike's main channel, increasing direct-to-consumer sales by 25% by 2026.

Sustainability Become a sustainability leader within the industry, increasing the sales of sustainable product offerings by 35% by 2026.

Supply-Chain Establish strategies that mitigate risk in supply-chain vulnerabilities, increasing Nike-owned manufacturers to 50% by 2030.

Rationale

These objectives were created from established problems and opportunities outlined in the situational analysis. As consumer shopping habits reflect a majority of online purchases, Nike should prioritise an owned sales channel in order to accommodate this preference while also increasing profit margins and contributing to greater consumer engagement. Further aligning with consumer preference is Nike becoming a market leader in sustainability, targeting a whole new segment of environmentally conscious consumers as well as improving brand loyalty and perception. Finally, addressing supply-chain vulnerabilities, through manufacturer and distributor ownership, will allow Nike to reduce the bargaining power of suppliers as well as mitigate risk. The stated objectives will allow Nike to reduce vulnerability and risk, while also increasing revenue through higher profit margins and by introducing a new consumer segment.

Strategic Positioning

Sustainable Branding Nike should continue to position themselves as an innovative brand but reinforce their commitment to sustainability within their innovation. This will be a positive appeal as this overlaps with consumer segments, targeting environmentally conscious consumers with pre-existing target audiences, expanding reach.

Customer-centric Branding By prioritising direct-to-consumer sales, Nike can position themselves as customer-centric. The consumer shopping experience can be enhanced with greater personalisation, reinforcing brand loyalty.

Strategic Options

Sustainable Product Offering Nike should expand their product offerings of sustainable goods, by acquiring environmentally-friendly materials, that target environmentally conscious consumers.

Online Consumer Experience The company should utilise consumer data, collected on Nike-owned online platforms, to provide consumer personalisation and increase a positive user experience rate.

Segmentation

Casual Fitness Consumers

<i>Demographics</i>	Age of 18-45, male and female, middle class.
<i>Psychographics</i>	Values comfort and versatility. Prioritises comfort with fitness.
<i>Behavioural</i>	Regular purchases of products for fitness and casual clothing.

Serious Fitness Consumers

<i>Demographics</i>	Age of 18-35, male and female, middle to upper-middle class.
<i>Psychographics</i>	Values quality and performance. Regularly active in fitness.
<i>Behavioural</i>	Repeat-purchases of high-performance products.

Environmentally Conscious Consumers

<i>Demographics</i>	Age of 25-40, male and female, middle to upper-middle class
<i>Psychographics</i>	Values ethical consideration. Prioritises sustainable purchases.
<i>Behavioural</i>	Regular purchases of premium products ethically sourced.

Targeting

Sustainability Nike must create promotional campaigns that highlight their sustainable practices and initiatives on a global scale, appealing to the environmentally conscious consumer segment.

Online Consumers Nike should implement social media and digital marketing campaigns that highlight the use of their e-commerce platforms by providing discounts and through the promotion of a rewards system.

Positioning Strategies

Consumer Experience and Engagement In promotion material, give significant emphasis to the benefits associated with purchasing products directly from Nike-owned platforms. This includes personalisation aspects, customer service, and rewards, increasing brand loyalty.

Sustainability Initiatives Promote and showcase Nike's sustainable initiatives and product offerings that resonate emotionally with key consumers, once again enhancing brand loyalty and brand perception.

Customer Value Creation Mix

Touchpoint Map

The touchpoint map should consider community engagement on social media as well as smaller and regional events, to which Nike as a brand is involved, creating a better understanding of consumer preferences and views. Additionally, consumer interactions can be visualised through their activity on Nike-owned platforms through data collection. This can further be utilised to improve customer satisfaction and engagement.

Strategy Recommendations

Pricing Strategy The pricing strategy of sustainable product offerings should be competitive, adhering to the already-set premium prices of sustainable goods, thus having a greater market penetration while targeting consumers on a wider scale.

Sustainable Product Offering The expansion of sustainable product offerings, with environmentally friendly materials that have been sourced.

Promotional Strategy New product offerings, with the expansion in sustainable offerings, should be highlighted to target the new segment through digital marketing channels. This will increase awareness of new products while also establishing the benefits associated with direct-to-consumer sales channels.

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