

NIKE CASE STUDY

I. BACKGROUND/INTRODUCTION

A. KEY POINTS OF THE SITUATION

- The idea of Nike was born out of the concept of creating high-quality running shoes designed by athletes for athletes. Phil Knight, the founder of Nike, discovered that athletes with specialized needs were neglected in the sports and footwear industry. Phil Knight, who was a sports enthusiast, embarked on a journey to find a solution.
- In partnership with Onitsuka Tiger, Phil Knight brought the “high-tech” shoe vision to life in the name of Blue Ribbon Sports. The name Blue Ribbon Sports was formed in 1962 by Knight while trying to sell his idea to Onitsuka Tiger. This became the foundation of today’s Nike brand.
- In 1963, Knight got his first shipment of 200 Tiger shoes which he sold to athletes on his level and in Oregon. Knight used this opportunity to gather feedback about his product and share his vision with these different athletes in the city.
- In 1964 Bill Bowerman, Knight’s track coach, joined Blue Ribbon Sports as the major designer for different running shoes, adding style and monetary value to the company. After this partnership, Blue Ribbon Sports sold 1,300 Tiger shoes summing up to \$8,000 in revenues.
- In 1965, Blue Ribbon Sports revenue increased to \$3,240. In 1967 and 1968, Blue Ribbon Sports released new products which started to gain brand awareness in the market. Example: Marathon, Cortez, Boston. In 1969 sales increased to about \$300,000

and Knight recruited 20 employees to join his team. With this massive growth, Knight resigned from his job as a University professor to focus entirely on his budding business.

- In 1971, Knight believed it was time for him to branch out singly, manufacturing his line of shoes. At this time, the company had hit \$1million in sales.
- Following this development, Knight was tasked to initiate a new name for the brand. After further deliberations on a marketable name, Nike was chosen among other long names. Jeff Johnson suggested the name, Nike. Another vital brand element that was deliberated on was the brand logo; after rejecting the 11 logos created by Knight's friend, the team decided to agree to 1 logo with the least negative remarks and cost \$35. Finally, the new brand Nike hit the market with a new name and logo.
- Steve Prefontaine, a famous athletic star at the University of Oregon who never lost a race in 4 years, was the first ambassador for Nike shoes. Knight believed people who could challenge the status quo and system were a good fit to wear the Nike shoes and represent the company. To increase Nike's awareness, Jon Anderson won the Boston marathon in a pair of Nike shoes. Knight also signed tennis athlete Ilie Nastase. All these deals were within Nike's cost-effective budget.
- In 1974, Nike had a massive increase in sales and revenue of \$4.8 million with the release of the Waffle Trainer. The idea behind this new product was that the choices of shoes by casual users affected the choices of more serious athletes. By the end of 1974, Nike had over 250 employees.
- In 1978, Nike, Inc. became the official name of the company. The company was still basking in the profits from Bowerman innovation, leading to \$270 million sales and

recruiting 2,700 employees in 1980. Nike took over the market as the number one athletic shoe company in the United States, with a 50% market share surpassing Adidas.

- In its rising years, Nike faced the issue of neglecting other sport categories and the female gender. On the other hand, Reebok had developed a solid foundation in branding their shoes for aerobic sports and women. This led to Nike's drop in market share and Reebok taking over the no.1 spot in the market.
- Following this event, Nike decided to step up its marketing strategy (relating it to concepts) by focusing more on what the customers wanted, performance, introducing Tv advertising, and working with an agency called Wieden and Kennedy owned by Dan Wieden.
- In 1987 Nike aired its first major ad, the "Revolution ad," to showcase the new Nike Air Max running shoes and build a relationship with its customers. This ad showcased the performance of the Nike shoes and reflected the personality of the Nike brand. This ad was a huge success, and Air Maz sold at \$75 million at retail.
- Nike has signed Micheal Jordan as an ambassador to represent Nike's basketball shoes. This contributed to Nike's success after the commercial featuring Micheal Jordan. These events made Micheal Jordan a household name. In its first year, the Air Jordans basketball shoes sold over \$100 million.
- With Nike's significant growth with Micheal Jordan's campaign, Reebok found it challenging to cope with the changes in the market and Nike's focus on performance. Micheal Jordan was also gaining more waves with 6 championships while rocking the Air Jordan shoes from Nike.

- In 1988 Nike launched its Just do it campaign, which launched a new category in the market. This category consisted of cross-training shoes for athletes who played in more than one sport.
- In 1990, Nike claimed its no.1 spot as the leading athletic shoe brand in the United States, with over \$2billion in sales. Nike stayed updated with relevant trends and used their employees as a means to get feedback from retailers. Nike also had over 250 players in football, basketball, and baseball rocking the Nike brand. In 1993, Nike's team started thinking of other ways to expand the brand through apparel and to other countries.
- In 1980 Knight started implementing strategies to break into the European market and incorporate Nike's products into major sports markets like Germany, France, England, Italy, and Spain. Knight intended to overthrow Adidas and take over the No. 1 spot in the European market.
- To take over the European market, Nike decided to partner with ex-runners to help develop the brand. In 1981, a Nike print ad that featured John McEnroe was displayed on "McEnroe's nasty boy image" this helped Nike gain brand exposure in Europe, leading to \$150 million in revenue by 1987.
- In 1991, David Kottkamp, in charge of Nike branding in Europe, ensured that Nike's European distribution and messaging were consistent in different locations. Nike focused on the 1992 Barcelona Olympics by increasing efforts on the promotion and advertisement end of the business to gain popularity in Europe.

- To deliberately grow the brand, Nike adopted a two-tier approach. This two-tier approach consisted of local markets featuring local heroes and settings, while international market ads featured popular soccer, tennis, and track.
- After several negative comments by the European audience and controversial ads, Nike changed its global advertising by toning down the violence, resonating with regional tastes, and using ambassadors to portray a good brand image.
- The recession in Asia affected Nike's stock price and led to Nike cutting down on costs in different areas of the business. Nike also faced other ethical issues in Asia, such as low compensation of workers, uproar by the labor union, and human rights activists. This led to Nike creating a conducive work environment by installing new ventilation systems, implementing new global labor standards, creating corporate responsibility division, and many other actions to effect change.
- The Swoosh logo also led to different negative connotations; this led to the Nike team reducing the swoosh logo from other advertising and corporate efforts. Each brand under Nike operated with its logos.
- Nike encountered continued success in Europe because of its contribution to soccer and its apparel brands. In 1998 Nike acquired Cole Haan's luxury items, and later in 1995, Bauer—the manufacturer of hockey equipment and skates. Nike acquired other brands like Converse, Hurley, etc. Competition continued to rise from Adidas, Reebok, New Balance.
- Nike released different new products such as Shox technology, Total 90, Nike Free, urban clothing (was released under the Blue Ribbon Sports name) to stay ahead of its

competitors. Nike also started focusing on the female sports segment by opening boutiques and investing in women-centered Tv campaigns.

- Nike's growth also kicked off in China by occupying 10% of the market and preceding Li-Ning, the former market leader. Nike had over 1,200 stores across the stores.
- Adidas acquired Reebok leading to more vigorous competition in the market. Regardless of this, Nike focused on performance and innovation. In terms of leadership, Phil Knight passed the CEO title to Bill Perez, who Mark Parker later replaced because he was not a culture fit.

B. MAIN ISSUES

Neglecting Fitness and Aerobics Sports Category

- Irrespective of Nike's success and growth, they were faced with the challenge of adjusting to other sport categories such as fitness and aerobics. The buzz about running was gradually slowing down as fitness and aerobics began to grow in popularity and was female-dominated. Reebok was able to catch this earlier on and was a thought leader in this area. Reebok sold aerobic shoes and introduced style, fashion, comfort for the women.
- Nike's market share dropped, leading to the layoff of staff and two money-losing quarters in 1984 and 1986, respectively. Reebok replaced Nike as the top athletic shoe in the United States by owning 30% of the market share.

Nike Early Products were Male-dominated

- Nike was solely focused on innovation and great performance, top-tier athletes, and the male segment. Therefore, when the sports industry females needed more fashionable athletic shoes, Reebok was the go-to brand because of their stylish, comfortable aerobic shoes.

Lack of Control for the Growth of the Brand

- Nike faced the issue of its inability to control the brand's growth; this led Nike to focus on high-end and high-priced goods. This move came with a price of a large chunk of the market share. Nike also had no offering for the ever-expanding middle market.

Lack of Consistency In Messaging and Product Distribution

- Each stakeholder of the Nike brand developed their meaning of what Nike and its programs should entail. While the retail distributors had their own messaging and program, the agency also developed its separating campaign and messaging. These communication ads, designs, and materials were not aligned with the overall brand in the U.S.

Misunderstood Television Advertisement

- The 2-minute TV ad that showed Nike Products featuring Jimi Hendrix was referred to as too aggressive and not well received by the audience. Although the ad intended to promote the brand and blend Nike's centralized and local work, the audience did not take in the message.

- Nike's ad for the 1996 European Soccer Championship called "Nike vs. Evil" did not sit well with the European audience because the ad contained some satanic elements and features. European channels refused to air this ad too. This led to a negative brand image for Nike.

Europeans Perceived Nike as Aggressive

- Nike aimed to expand to Europe and succeed Adidas, Reebok, and Puma. It successfully did that with Puma and Reebok but used different strategies to outshine Adidas. By implementing these different marketing strategies, such as ads, Nike was perceived as too aggressive and intimidating by the European customers and retailers.

Losing Connection with its Customers Domestically

- While Nike was pushing its expansion in Europe, its customers domestically were losing base with the company. First, Nike's target audience, teens between the ages of 12 and 18, believed that Nike running shoes and trainers were out of style and useful for only exercise.
- Secondly, Nike's reputation was on the line when news circulated that Nike contributed the defense fund for Tonya Harding, accused of being inhumane to a fellow competitor at the Olympics.
- Thirdly, Nike was losing its appeal in the eyes of its primary target market.

Asian Recession, Labour Practices & Ubiquity of Nike's Logo

- After Nike's expansion into the Asian market, Japan became its second-largest market. The recession hit Asia leading to Nike's drop in sales, the layoff of employees, dropping low profile endorsers and sponsorship, and cutting down on advertising budget in 1998.
- There was an uproar by the labor unions and watchdog agencies in Asia stating that Nike's work conditions were poor and unfavorable, i.e., workers were forced to work for 65 hour weeks and were barely compensated for overtime labor.
- As the Nike logo was gaining popularity, consumers had mixed reactions to how they perceived the brand. Customers believed that the Nike logo represented commercialization and the globalization of capitalism.

C. OBJECTIVES

To create high-tech running shoes.

- Knight's first objective was to create high-tech running shoes for athletes and gain awareness in Oregon, specifically the University of Oregon.

Create a Simple and Marketable Name

- Knight desired to change the company's name from Blue Ribbon Sports to a more marketable name, Nike, and develop a logo to help brand recall and awareness.

Increase Brand Awareness & Increase Revenue

- Nike aimed to increase sales and revenue through its marketing strategy on the “Waffle Trainer” collection. This led to the success of the Waffle trainer, and it became the best-selling running shoe in the country. This contributed to Nike surpassing Adidas as the number 1 athletic shoe in the United States.
- Nike Revolution ad was a way to reinforce its relationship with its customers. It was an ad that showed product technology and the quality of Nike shoes. This ad also reflected Nike’s personality and what it meant to be Nike.
- Nike signed brand ambassadors at different stages of its growth to increase brand awareness and brand sales. Athletes like Steve Prefontaine, Ilie Nastase, Michael Jordan showcased Nike’s personality and the product through their top performance in various athletic fields.
- Nike’s “Just do it” campaign launched a category in the industry — the cross-training shoes for various athletes who played in different sports.
- Nike acquired different brands like Converse to increase revenue and brand diversity.

Create Marketing Strategy That Works

- After different trials and errors in various campaigns, Nike created a marketing formula that worked after its success with the “Just Do It” campaign. Nike’s new formula is “blending performance and attitude through strategic product development, endorsement and advertising to other categories including tennis and baseball.”

To Build Brand Credibility

- Nike decided to partner and became actively involved with soccer youth leagues, local clubs, and national teams in Europe to gain brand presence, credibility, and relevance in European sports, specifically soccer.
- Nike adopted a two-tier approach to gain credibility at the local level and expand its customer base.
- Nike developed the Nike Alpha Project to diversify the brand appearance and reduced the swoosh logo incorporation in products.

To Create A Human Connection with Its Customers

- Nike consciously focused on being culturally, geographically, personally relevant to its consumers and created an emotional appeal with its European consumers through sports.

To Become A Household Name

- Nike intended to gain popularity and awareness through sponsorship and partnership with different countries' national teams in the 1994 World Cup. Nike made these strategic moves to become a household name in various levels of soccer competition and overtake Adidas as the leader in the European market.

D. QUESTIONS

1. How would you characterize Nike's brand image and sources of brand equity in the United States?

2. How have Nike's efforts to become a global corporation affected its sources of brand equity and brand image in the United States, Europe, and Asia?
3. Are sponsorships and endorsements vital to Nike's business? For instance, what effect would Nike becoming an official sponsor for the Olympics have on the company's relationship with consumers?
4. Why did Nike become a target for critics of globalization? Do you think Nike's response to allegations of unfair global labor practices was appropriate and/ or effective? Is Nike truly concerned about these issues?
5. Evaluate Nike's acquisitions and the brands now under its control. Do these acquisitions make sense for Nike? What, if any, brands should Nike try to acquire next?
6. How important is "fashion" to Nike? Are they a performance apparel company, or a fashion company? What is more important for Nike when they enter a new market like China? Fashion or performance?
7. Should Nike do anything different to defend its position now that Adidas and Reebok have joined forces?

II. CRITICAL ANALYSIS

E. RELEVANT INFORMATION

1. Brand Image is an essential element that contributes to every organization's reputation. Nike needs to ensure that its brand image is perceived in the right way. Nike should ensure that its brand advertisements convey the right message that appeals to its audience. Nike can always conduct a pretest of their advertising to eliminate the flaws and weaknesses to get their advertisement right. In the past, Nike's brand image has been

jeopardized many times, and consumers in Europe and Asia have perceived the brand as arrogant and aggressive. Moving forward, Nike needs to be more deliberate about its advertisement.

2. To enable brand recall and familiarity, brands need to ensure consistent messaging across platforms, i.e., social media, mobile apps, websites, offline campaigns. Nike must conduct a communication audit and have a branding manager to ensure consistent messaging across its campaigns in different countries.
3. The competition between Adidas-Reebok and Nike is becoming heated as each brand wants to remain the leader in the market. For Nike to retain its No.1 position, it must focus on the middle market as much as the high-end market. In 1987, Nike decided to focus solely on the High-priced shoes and market while neglecting the middle market, the major share. This leaves room for other competing brands to dominate the market and gain more popularity. Therefore, Nike needs to create a balance between the high-end and middle-market, to improve its brand equity and brand share.
4. Leading, managing, and staying updated with trends is paramount with the increase in the use of technology by consumers. Consumers love to feel seen and know that a brand understands their pain points and wants. Reebok understood that sports' aerobic and fitness category needed comfortable footwear because they were updated and researched the market to know what was missing. Nike needs to stay updated with trends in sports, research new sports categories, and include every gender. Today, inclusion and diversity

are vital societal needs, Nike should ensure its campaigns, products, and ads address this concern.

5. Without consumers, the brand cannot survive for a long time. Consumers are humans with emotions. Every brand has a personality, and consumers want to relate to that personality long-term to enable brand loyalty. According to Keller (2012), brands can take on human traits and develop human values. Nike should ensure they connect with their consumers on a human level, beyond releasing innovative products. Nike needs to consciously embody the feelings of its target audience and display them in different ways through corporate and other branding elements.

6. Every brand should have a crisis communication plan. According to Coombs (2010), a “crisis is a situation that is unexpected, negative and overwhelming.” A crisis can occur at any time and affect the reputation and image of a brand. For example, Nike’s encounter with the labor union and protest in Asia was a crisis and was terrible for Nike’s brand and reputation. Moving forward, Nike should have a crisis plan in place that would apply to every country and market they intend to expand to.

F. POSSIBLE SOLUTIONS

1. According to Keller (2012), a positive brand image involves creating favorable market programs and unique associations in the consumers’ memory. Brand image can influence consumers’ buying decisions and future commitments to a brand (Lin & Chuang, 2018). Nike’s brand image has changed over the years. In 1963, Nike founder

Phil Knight was trying to create an image of “high-tech running shoes,” the first of its type. As Nike began to grow, the brand endorsed specific athletes across different sport categories — Steve Prefontaine, Ilie Nastase, Micheal Jordan, and others. This reflects that Nike was trying to associate with particular athletes who had solid personalities in sports. Nike Air Jordans was one of Nike’s best-selling shoes. In its first year, Nike sold over \$100 million of Air Jordans. Nike defined its brand image majorly around performance, innovation, and authenticity.

Regardless of Nike’s success and personality, its brand image has not remained consistent. Nike’s inability to stay updated with trends and consumers’ needs led to dissatisfaction from consumers. For example, the United States audience in 1992 was no longer interested in athletic shoes and sneakers; they viewed them as out of style and wanted something different. Nike also had some ethical issues that portrayed the company in a negative light. This affected the brand image and the authenticity of the brand. Nike was accused of participating in marketing projects detrimental to moral values and standards by contributing to the defense fund for a skater, Tonya Harding, who was charged with harming a fellow competitor at the 1994 Winter Olympic Trials. In 1998, Nike had some issues with its brand logo. This slightly affected Nike’s brand image. Consumers perceived the logo as a form of commercialization of sports and globalization of capitalism. Nike was tasked with changing the perspective of how consumers perceived the brand in their minds. Brand image is about how consumers think, feel and interact with a brand. Sadly, this negative idea affected Nike’s brand image.

Therefore, Nike has a strong personality and presence. In the United States, Nike has met up to its promise, performance, and positioning. Nike has redefined the brand in so many ways by ensuring its personality is displayed in its ads and brand ambassadors,

Keller (2012) believes that brand equity lives in the consumer's mind. Consumers create associations and links to a brand based on their interaction with that brand (Keller, 2012). Brand awareness and Brand Image are two significant sources of brand equity (Keller, 2012). Nike's brand equity in the United States can be seen through its various marketing programs, such as brand ambassadors, Tv & journal advertisements, brand logos, and slogans.

Nike endorsed different brand ambassadors at various stages of their growth; this created brand associations in consumers' minds. For example, because of Micheal Jordan's endorsement, Nike could sell off Air Jordans quickly to its consumers while creating a buzz around its performance. Consumers love brands with strong personalities; Nike has been able to associate with athletes that reflect its core values.

Nike has also used different Tv advertisements to reinforce its brand personality. In these Tv advertisements, brand ambassadors like Micheal Jordan are seen in their natural sports elements, showing passion, resilience, and authenticity. The Nike brand logo (Swoosh) and the slogan "Just do it" have made the Nike brand easily recognizable. This slogan and logo are included in all its branded items and

advertisements in the US. Nike competed with Adidas as the No. 1 athletic shoe company in the United States.

2. The goal is for every budding brand to expand and serve larger customers globally.

After dominating in the United States, Nike decided to expand to European states and kick off its brand awareness. While doing this, Nike neglected its foundational background and primary target audience in the United States. For example, The United States consumer believed that Nike was going out of style and needed to innovate new designs and styles. Customers in the US also thought that Nike was majorly for the male gender because of their brand positioning and products. Nike identified this problem and incorporated women in their ads, and created fashionable aerobic and fitness shoes. In Europe, many consumers complained that the Nike ads and brand were too aggressive and intimidating. Some channels also did not air the Nike commercials on their station because of this negative feedback. For example, The Nike vs. Evil commercial led to many condemnations, negative comments, and perceptions of the Nike brand. Nike's team strategized and decided to use local heroes and athletes that consumers in each region could relate to, rather than idolizing the American sports stars in other countries. In Asia, Nike was affected by the recession leading to a drop in market share, stock price, and lay off of staff. This affected Nike's market share and brand equity. Also, Nike's brand image in Asia was not devoid of controversial issues. Nike was accused of being a horrible employer and paying workers in pennies. This led to protests and probing by human rights agencies. Consumers are mindful of brands

that misalign with their ethical values and morals. This can harm a brand's reputation and growth. Therefore, this event in Asia put a dent on Nike's brand image.

3. Sponsorship and Endorsement are essential for a brand's growth, especially in this technology age, where celebrities, influencers, and groups have the power to convince a specific target audience to make a purchase decision. Part of Nike's growth in Europe and the United States can be attributed to Nike's strategic partnership with celebrities in sports and specific sports-related sponsorships. For example, for Nike to break into the European market, it sponsored different soccer matches and provided sports apparel. This move was Nike's strategic idea to enter into the European market through the world of soccer. Nike also sponsored the 1994 World Cup and sponsored U.S national teams in 1994, intending to become a household name. Nike used these various sporting events as an opportunity to showcase the core values of the brand and what the brand stood for. In 1999, the profits of Nike sponsorship and endorsements began to exhibit itself as Nike acquired significant success in soccer apparel in Europe, increased in sales by over 100% and sales exceeded \$375 in monetary value. Also, in the 2004 Summer Olympics in Athens, Nike products were worn by most athletes, especially those who took home medals, silver, and bronze. This increased the brand awareness of Nike and served as an opportunity for Nike to break into the China market through the Olympics sports. Following Nike's China market entry through sponsors, Nike had 10% of the market share; sales rose to 66% and \$300 million. Nike endorsement of Micheal Jordan skyrocketed sales for the Air Jordan product leading to over \$100 million in sales in a year. This also created a strong brand association in the

mind of the audience. Therefore, from these past results and experimentation through various endorsements and sponsorships, Nike becoming an official sponsor for the Olympics will increase its market share, brand awareness, equity, and revenue. This would also create strong brand associations for Nike and increase brand loyalty.

4. Globalization is the spread of an innovation, technology, or product. Through athletic wear, endorsements, and sponsorships, Nike actively created strategies to aid its expansion, e.g., expanding into Europe, Asia, and Nigeria. Hence, Nike was seen as dominating the athletic industry and pushing its new innovative shoes across different countries. Many people weren't ready for Nike's prominent personality, including its aggressive ads; this was something different and new. Also, Nike's innovation of allowing consumers to design their own products through the NIKEiD.com website and billboard in Times Square was intimidating to other competing brands like Adidas and Reebok. Therefore, Nike became criticized for commercialization and globalization.

Nike's response to the ethical issues in Asia – unfair labor practices appropriate and effective because it resulted in a change in Nike's work policies. After the criticism and protest from human rights organizations and Ernst & Young 1996 audit, Nike decided to implement the following measures: new ventilation systems, 60-hour weeks work limit, new labor standards, creation of corporate responsibility division, set global manufacturing information, and gave the public access to information about its labor practices and results of audits. These actions by Nike show change and that they invested in research, surveying, and searching for better ways to make the working

conditions and policies better for the employees. In 2001, Nike released its first Corporate responsibility report to communicate with consumers the company's measures to treat employees better and adhere to labor policies and practices. This move is effective and shows Nike's transparency. Consumers want to feel heard; therefore, Nike implementing these actions showed some form of change and brand listening. Importantly, Nike's actions depict that they cared about the condition of their employees. This was beyond putting on a facade to protect the brand's image.

5. In 1988, Nike made its first move to acquire a luxurious brand, Cole Haan, later in 1995, Nike acquired Bauer, a thought leader for producing hockey equipment skates. In 2002, Nike acquired Hurley; a brand focused on teenage apparel for teenagers interested in surfing and skateboarding. Nike acquired Converse in 2003 and the Exeter Brand Group in 2004. Nike acquired these different brands to increase its brand diversity and market share. Each sub-brand relates to what Nike is known for — creating strong sportswear for athletes and individuals to boost their performance and confidence. Nike's acquisition of these different brands yielded a profit as its revenue grew by 51% to \$1.4 billion. This result showed that Nike achieved its diversity and increase in revenue goal. Hence, these acquisitions were effective and made a meaningful contribution to the brand.

For now, Nike should focus on these acquired brands and expand them to different countries. Increase their market share and value and create a connection with consumers through the other brands. Also, Nike should use integrated marketing

communication techniques to ensure that each of these acquired brands has its uniqueness, brand image, associations, consistent messaging, and social media presence. Overall, this will increase Nike's growth and brand loyalty.

6. At the core of its values, Nike is a performance-based company driven by innovation (high-tech shoes). Nike also tries to incorporate fashion into its shoes but places more emphasis on the performance of each shoe and how it makes the athlete feel. In the early years of Nike, Phil Knight would ask different track runners at the University of Oregon how the Nike shoes made them feel and whether it increased their performance. Also, with Nike's brand ambassador Micheal Jordan, Nike was focused on showcasing his performance and passion. Therefore, Nike is a performance company that barely cares about fashion. In the 1980s, when Reebok was no.1 in the market because of its fashionable shoes, Nike still focused on increasing its performance and innovation. This reflects Nike's stance when it comes to fashion or performance.

Nike was able to break into China during the Olympics. Most of the champions in the 2004 Summer Olympics wore Nike fits and products. This showed that Nike's main goal is to create high-performing athletic shoes. The China market embraced Nike products with open arms after watching its success at various sports in the Olympics. Therefore, Nike should always showcase its performance values and traits when entering a new market like China.

7. Nike is doing a good job keeping its brand promise and living up to its consumers' expectations. However, the Adidas-Reebok force should make Nike more intentional about their branding. They should research and ask pertinent questions and conduct a quarterly staff review to get to know where their employees are lacking, and what they need to do better

Nike should also tone it down with their aggressive and intimidating ads; they should research and create passionate yet emotional ads that make consumers feel good and empowered.

Nike should not neglect any gender when creating sportswear products. Today, feminism is a major force in society and women want to feel heard. Therefore, Nike should consider both genders when developing products and wears.

Nike can also create more human-related marketing programs to make its consumers feel emotionally connected to the brand. For example, Nike can conduct experiential marketing and other Artificial intelligence-related programs. This would help build a connection and increase brand loyalty.

Nike can also get involved in more Corporate Social Responsibility (CSR) activities, giving the brand a good reputation and perception. Every consumer wants to know that their brand respects ethical values, morals and contributes to the development of

society. Therefore, involvement in CSR would increase brand retention for Nike, especially during this Covid-19 pandemic.

G. CONCLUSION

Brand image is a vital element in building brand credibility, brand loyalty, and retention. Consumers also want to be attached to a brand that aligns with their personal values and personality. Therefore, Nike should focus on building a reputable brand with a good image to attract the new markets and retain the old. Nike should also get involved in women sporting activities and conduct quarterly research to stay updated with fashion trends and innovation.

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