

ASSIGNMENT: SITUATIONAL ANALYSIS ON NIKE

MODULE NAME: MARKETING IN PRACTICE

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Executive Summary

This report examines the internal and external marketing environment of Nike and provides a new strategic marketing direction for the company. The external market conditions are evaluated by a PESTEL analysis and the industry competition by Porter's Five Forces. It covers an internal analysis of resources and capabilities of Nike and then a SWOT analysis of the organization with summary of key strengths and weaknesses, opportunities, and threats. Strategic recommendations include staying ahead as a competitor for Nike by being digital innovative, global expandable, and sustainable.

1.0 Introduction

Nike, Inc., which is commonly known as Nike, is a multinational corporation that deals with designing, developing, and marketing sportswear, footwear, and related accessories and equipment around the world (Nike, 2025). Nike's main headquarters are in Beaverton, Oregon, and it has influence in lots of regions, so it is certainly one of the few recognisable makers in the sports industry. Blue Ribbon Sports was founded on January 25, 1964 by Phil Knight and Bill Bowerman and, inspired by the Greek goddess of victory (Nike), the company became Nike in 1971 (Crepeslocker, 2024). As stated by Tighe (2023), Nike has gained a leading role as a sports equipment producer as well as a leading player in the worldwide athletic footwear and apparel market. Indeed, Nike bought \$29.1 billion in sneakers — a global market leader in the sportswear market, per Richter (2023).

In phase, Pereira (2023) studied that Nike chooses the value proposition of their company based on their inspiration to become athletes, innovation, quality and the known brand. The company's unique selling point (USP) of 'Just Do It' reflects empowerment, motivation and inspiration as well as in the company's concept of its own brand. This USP defines Nike's products to be appliances for athletes and fitness fanatics to try to push themselves harder than they thought they could. According to the Economic Times (2019), a strategic business unit or business portfolio denotes a division of the company which is a fully operational division and which has some distinct mission and goals that are run separately, but the company is a significant part of the company.

Apart from other macroeconomic, operational and logistics factors, the mix of product sales can be very different due to shifts in seasonal and geographic demand for specific types of footwear, equipment and apparel (Bindi et al., 2021). Since Nike is a consumer goods company, its products' demand are subject to changing trends in design and varying popularity of sports and fitness activities. Therefore, Netflix, Tim Horton, Baby bump beverages, and Nike have adapted to change in customer trends and preferences by changing the mix of the existing products that are available to them as well as creating new products in new products in other designs and categories while using intensive marketing to influence what the customers think about fitness and sports. In doing so, Nike follows another line with the strategic goals of the

company's sustainability strategies in line with recent consumer trends regarding green and sustainable business. The 2030 12th Sustainable Development Goals (SDG) put forward by the United Nations in 2015 of promoting the sustainable consumption and production patterns also matches (United Nations, 2025).

2.0 External Market Conditions (PESTEL Analysis)

Political	There are also trade regulations, import duties and labor laws across multiple countries that Nike is facing. Its supply chain and supply capacity is determined by political stability, government policies in key markets like the U.S., China and Europe. Geopolitical tensions, like U.S.-China trade relations, influence operations. However, Nike also has to take care of ethical sourcing and fair labor practices under CSR policies (Makos, 2024).
Economic	The profitability of Nike is affected by global economic downturns, inflation and currency fluctuations. The pricing strategies are also influenced by rising raw material costs. Demand depends to a large extent on the consumer purchasing power across regions. However, Nike has adapted by promoting digital sales and direct to consumer channels these channels bring in online sales up 14% from 2022. For stability, the company offers premium as well as affordable pricing strategy (Zhang, 2023).
Social	Nike has a strong eco-friendly campaign called "Move to Zero" that manipulates sustainable fashion trends of today. Athleisure and fitness culture rises, and with the crowd looking for sportswear. Plus-size activewear and adaptive footwear product lines are promoted by Nike to promote inclusivity. Consumer behaviour has moved on in how Nike engages with younger audiences, and social media has influenced it, so instead of traditional advertisement, Nike uses digital storytelling and influencer marketing (Li and Chen, 2023).

Technological	Direct to consumer sales have added on to Nike's with advances in e-comm, AI based driven marketing and digital transformation. Leveraging data analytics, machine learning, Nike Run Club is the company's way of providing personalized experiences. Consumers have been empowered through innovations such as self lacing shoes, smart apparel etc. Moreover, Nike looks into virtual and augmented reality technology for an immersive shopping experience (Patov, 2024).
Environmental	The crux of Nike's sustainable initiatives is reducing emissions of carbon, using recycled materials and reducing waste. Flyknit reduces material waste by 60%. Nike follows the agenda of regulations due to climate change in favor of eco-friendly manufacturing. By 2025, the company wants to have used 100 percent renewable energy. There are still the circular economy initiatives, like renovating, revamping or reselling used sneakers, which reduce the nature's footprint even more (Nike, 2023).
Legal	Labor laws, anti counterfeiting laws, and advertising laws are just a few of the things that Nike has to abide by worldwide. Counterfeit products can not be able to prevent intellectual property protection. GDP affects Nike digital marketing strategies since these are changes going on in data privacy laws such as GDPR. With compliance and legal changes all the time, the company invests in teams that guide them in navigating these regulations in an ethical fashion (Prasetio and Yunita, 2022).

The PESTLE analysis indicates some factors that determine Nike's operations in a quickly altering global environment. Within their industry, Nike must function within trade regulations, geopolitical tensions policies, and labour laws, in advance of time in significant markets like the U.S., China and Europe. The company is faced with the economic challenges of inflation and

fluctuating raw material costs, however, it has been smart enough to digital sales strategies and maintain a healthy balance price. The immutability surrounding sneakers means other trends, including a move towards sustainability, inclusivity, and athleisure are driving Nike's innovation and product offerings, while advanced use of technology like AI and VR help give Nike advantage in personalization and consumer engagement.

Another main area of concentration for Nike is environmental sustainability: drastically cutting in carbon emissions, utilizing recycled materials and introducing circular economy practices. Finally, there is a tendency to become even more sensitive about legal compliance, given the increased pressure on labor practices, the protection of intellectual property, and data privacy legislation.

Thus, overall, Nike's ability to adapt to these dynamic external factors through digital and sustainable transformation and legal compliance will enable the company to remain in a market leadership position and expand its market. Future brand moves should capitalize on Nike's unique advantages in technology and sustainability and continue to be ahead of the curve in the face of global political and economic inevitability (Business Model Analyst, 2023).

3.0 Competitive Environment (Porter's Five Forces)

Factors that influence Nike's market position and strategic decisions create a competitive environment surrounding Nike. The main threat of new entrants is what constitutes one of the key competitive pressures for Nike. High brand loyalty and economies of scale coupled with major investments in marketing make the company look priceless, however the rise of the digital startups might be a problem. Examples of new companies both with and without social media platforms can disrupt the market by targeting niche segments with unique or personalized product offerings (Dan, 2013). Smaller though these startups may be, their competitiveness lies in making available innovative products at competitive prices and getting feedback directly from consumers which provides an advantage over bigger startups. Indeed, even with this, new entrants face great obstacles to directly competing with Nike owing to its established presence, deep pockets, and loyal customer base.

Nike has a strong position in terms of the suppliers' bargaining power because of the company's large and diversified global supply chain. Nike has diversified its risk by a network of suppliers spread around different countries, parts of once depending on a single source are present only for small flexibility, stability. Recent events like the COVID 19 pandemic have revealed how the disruptions in the global level can affect the producer's relationships in terms of when and how much time and costs are likely to be incurred. Based on these risks, Nike has kept investing in automation and sustainable sourcing practices to mitigate these risks and reduce uncertainties in the supply side flow. The ability of Nike to generate these strategies ensures that it maintains control over its supply chain as it responds to increasing consumer demand for sustainability (CIPS, 2023).

On the consumer side, the buyer's bargaining power is high. Today, consumers have a lot of options to pick from, as they have plenty of major competitors like Adidas, Puma, and direct to consumer brands starting to pop. This has shifted power to the consumer, who can now compare prices and quality as well as brand reputation of different companies on several platforms. Nike has also worked hard in response to instill brand loyalty with the use of constant innovation, adopting strategic athlete endorsements (Badgujar, 2013). Nike succeeded because they offered personalized shopping experience and loyalty programs to retain customers so they are more likely to stay with Nike as opposed to competitors. These create pressure on the buying power of buyers and increase the company's brand strength.

Among others, Nike faces the threat of substitutes. There are other product offerings that can substitute for Nike's core product such as athletes, home workout solutions, or fitness apps. This shift in consumer preference has come as a direct result of the growing popularity of home fitness which has made more casual, at home workout gear more desirable to consumers over traditional performance sportswear. However, Nike stands out because it involves integrating cutting edge technology into its products. Among such innovations as self lacing shoes and connected fitness apps, Nike has remained unique in the market in terms of being not just an apparel player bringing consumers clothing, but engaging them in an entire ecosystem aimed supporting their fitness goals (SlideShare, 2023).

Nevertheless, the sportswear market is still very competitive in the industry rivalry area. According to Nike, it competes with the giants Adidas, Under Armour and New Balance among others, all of whom utilize innovation, endorsements and hard marketing to sco up market share. To continue ahead, Nike has a strategic alliance to form like its association with Apple to create wearable fitness technology that helps to further its product offerings and draw in tech savvy consumers. Nike's skill to foresee and react to shifting industry events has assisted its capability to keep up a level of competitiveness in the heavily competitive sector of its market.

The market position of Nike is very competitive due to the presence of many factors of forces. The company compensates for rising power of new entrants, increased power of buyers and potential substitutes with strong brand loyalty, technology investment and product innovation. Although the industry rivalry is still very strong, by being able to be so nimble and adapt to the market trends, Nike puts itself in a good place to continue to do well in the global sportswear market (Hivelr Business Review, 2023).

4.0 Internal Analysis (Resources, Assets & Capabilities)

However, Nike's sustained success and its leadership in the global sportswear market are greatly attributed to Nike's internal resources. The good thing about the company people recognize is also its strong brand image. Over the years, Nike has established itself in the market by solidifying its reputation as a high quality product, an innovative brand and a brand based on performance driven design. The iconic "Swoosh" contained within the "Just Do It" slogan have indeed become synonymous with athletic achievement and the blurring of self esteem or the self empowered individual. This also makes Nike a very powerful brand recognized and a global customer walk, you can command a premium rate on your products and stack customers. Similarly, Nike's brand is associated with inspiration and excellence; it sounds quite clear in the ears of athletes and fitness enthusiasts.

Another important source of support to Nike is the company's innovation capabilities. Along that line, the company always puts effort into research and development (R&D) and always remains at the forefront of technological innovations of sportswear. Yet, Nike's continual innovation, which literally manifested in items like the Nike Air cushioning system and the

ZoomX foam technology, is also prime examples of how the company has continually pushed the performance of the product. For example, the invention of Nike Air backed away from uncomfortable and bulky footwear and introduced superior comfort and support through air-cushioning units and the ZoomX air foam technology increases the speed and responsiveness for the best athletes. Innovation that can be directly attributed to these innovations provide Nike a competitive edge and also help to establish Nike as a leader in performance based athletic footwear and apparel (Newcomb, 2024).

By combining the elements of product innovation and a digital transformation, Nike has become a company that recognizes transformation as a crucial element of its business strategy. The company developed strategies such as Nike Direct, which has enabled them to move away from traditional retail to a more direct to consumer model making them better gifted at interacting with customers and curating the whole buying experience. For instance, The SNKRS app has grown to be a standard tool for unique sneaker releases, that provides an area of community and exclusivity amongst its devoted fans base. This digital shift also advances faster pace customer engagement and better sales as customers can directly buy from Nike products without going through third party retailers (Pocketworks, 2022). With its focus on e-commerce and mobile apps, and especially catering to the under 35 crowd (who dominate online shopping), Nike has been successful in capturing an increasing share of the growing online shopping day.

Nike further has a strong supply chain and global trade system that is able to deliver products to its customers in almost any corner of the world. Nike's extensive partnerships with manufacturers and retailers, along with its ability to take advantage of state of the art logistics and inventory management systems, remains cheap in relation to product availability. More so, with its capacity to quickly change its outputs when demand is shifting, whether in response to regional demand or to accommodate peak sales periods such as back to school and holiday season, Nike has global reach (Nike, 2024).

Lastly, Nike's powerful marketing strategy is this. To continue to maintain its visibility and credibility in the marketplace, the company relies on celebrity endorsements, influencer partnerships and sponsorships of the big sporting events. Both high profile athletes including

Michael Jordan, LeBron James and Serena Williams carry Nike products and help in promoting the values that the brand stands for — determination, excellence and ambition. These endorsements have taken Nike beyond the scope of the sportswear market and is being endorsed by consumers across many lifestyle segments. Great partners, they also have forged deals with high profile social media ‘personalities’ and digital influencers, particularly with the younger demographic. Furthermore, Nike is able to reinforce its brand position of being a world-class, athletic performance and innovation brand due to its sponsorships of global events such as the Olympic Games and the World Cup (egaziev, 2024).

Taken together, Nike’s brand image, forward thinking in innovation, digital transformation; the company’s supply chain and scalable marketing strategy position the organisation well to continue to lead the global sportswear market. With their strengths at their disposal, Nike can not only capitalize on current market trends, but also anticipate future consumer needs to secure and prolong long term growth and brand loyalty.

5.0 SWOT Analysis & Strategic Recommendations

Strengths	Weaknesses
Strong brand	Dependence on third party manufacturers
Global distribution	Occasional ethical concerns related to labor practices
Digital marketing leadership	Reliance on endorsements
Extensive research and development	
Opportunities	Threats
Expansions into emerging markets	Intense competition
AI-driven personalisation	Supply chain disruptions
Increased sustainability efforts	Changing consumer preferences

Growth in women's sportswear segment	Economic downturns
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The key strengths of Nike are its strong brand image, its world distribution network, being the dominant player for digital marketing and extensive investment in research and development which gives the company a huge advantage over its competitors (Guillén, 2024). A strong presence in the huge market combined with every innovation and these resources allow Nike to deliver quality products for a wide segment of customers. Yet the company has some weaknesses, such as its reliance on the works of third parties and sometimes ethical and labor practice issues. While significant, these challenges are assuaged by the fact that Nike continues its efforts to address sustainability and improve labor conditions on its supply chain.

Opportunities Available for Growth for Nike are in making use of growing demand for sustainable products, leverage of AI driven personalization and expansion into emerging markets. The company is also poised to capitalize on the growing market for women's sportswear products because they are also well positioned. However, Nike faces a number of threats as well, including very intense competition from other sportswear brands, supply chain disruptions, shifts in consumer preferences, and economic downturns that could have an impact on consumer spending (Wahid Pessarlay, 2025). Though these challenges remain, Nike's capacity to create, adapt, and strategically place its resources puts it in a good place to continue succeeding in an ever adjusting industry and marketplace. In order to keep its leadership, Nike has to keep on strengthening its weaknesses, when needed, and keeping up its strengths.

6.0 Recommendation and conclusion

More investment on AI powered analysis to give better customer experience would make sense as Nike continues to improve its efforts on digital and AI powered personalization. Expanding features in mobile applications such as Nike Run Club and SNKRS create more opportunities for brands to enhance consumer brand loyalty by accommodating with tailored recommendations, interactive camps and exclusive product launch. From a competitive preservation perspective, this gives Nike a more personalized shopping experience in the digital retail world (Mathews, 2024).

The growth opportunity for Nike is to expand into emerging markets. Potentially, the markets in Asia, Africa, and especially Latin America present themselves as underdeveloped markets as opportunities for market expansion. If Nike starts to implement localized marketing strategies and offers more affordable product lines which will suit the needs of the consumers in these markets more than their global market, the company would definitely be able to get more market share globally (Uumati, 2023).

Consumers continue to focus on sustainability, and that is why Nike needs to further improve their environmental initiatives. The company's commitment to sustainability will be reaffirmed by the move to expand 'Move to Zero,' as well as increase recycled and eco-friendly materials. Nonetheless, this will help Nike remain in line with the rising need for environmentally conscious products as well as the rise against rival brand marketed sportswear.

Additionally, Nike also has to manage the risk in its supply chain by diversifying suppliers, investments in automation and digital tracking systems. Global supply chain disruptions have been causing problems for the company so they could go to nearshoring strategies and lower the logistics efficiency (Eustochos, 2024). To limit the impact of dependence from specific regions, Nike. This will help ensure consistent product supply availability and operational efficiency.

The growth of another key area would be in the women's sportswear segment. This is a good opportunity for Nike to enter the sports and fitness product segment as women's involvement in sports and fitness activities is increasingly growing. Launching new designs that are uniquely designed for female athletes in association with the leading female sports figures and influencers in this growing market, will also help Nike to further grow their presence in the arena (Nike, 2025).

Third, Nike must continue to improve its ethical labor practices and transparency to remain as an acceptable corporation. To build trust among consumers, they will address the past concerns of labor conditions by strengthening monitoring, working conditions and transparency

in supplier partnerships. As business practices become more ethical, consumers will increasingly use their purchasing power affecting the long run sustainability (Weavabel, 2025).

Nike operates in a very competitive and changing industry and is pressured to continually innovate and be agile in order to stay on top. The company has such a strong brand image, has been implementing digital transformation, and is pursuing sustainable development, which creates a good basis for further rise. But supply chain vulnerability, ethics, and a rising competition have to be proactively managed. Relying on digital advancements, moving into new markets, highlighting sustainability efforts and prioritising ethical business practices, Nike can tighten its spot on the market, encourage consumer loyalty and ensure long-term success (Sekar, 2024).

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