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Introduction

The current assessment is mainly focus on the strategic management and the organisation Nike is selected among the case studies. Moreover, in this assessment, strategic management are defined clearly and about Nike are also briefly mentioned in this assessment. Moreover, this assessment providing the selected choice of Nike's strategic management and in addition, the organisational structure are also mentioning via this assessment. Furthermore, strategic analysis and strategic development and the strategic implementation are also mentioning in detail by using the frameworks such as SWOT analysis, market option matrix, porters value chain etc. Finally, the competitive advantage through the particular choice of Nike's strategic management is also providing in this assessment.



Figure 1: Strategic management framework

Source: Fuertes et al., (2020)

Strategic management framework delivers a thorough and a detailed overview of the strategy procedure implemented by many organisations. This outline separates the strategy procedure into three high level activities important vision and mission, formulating strategy and implementing strategy. The strategic management has many benefits such as discharges board responsibility, enables measurement of progress, provides organisational perspectives and so on.

Strategic Management

As per the observation of Wheelen et al. (2017), Strategic management comprises formulating goals, strategies, and objectives to boost a business' or organization's competitiveness. Strategic management often considers the most effective use of persons and resources to achieve these goals. Strategic management seeks to pinpoint and explain the tactics that supervisors might employ to boost output and provide their organisation a competitive edge. To accomplish an organisation's aims and objectives, its resources must be managed strategically. From the findings of Ali and Anwar (2021), Strategic management

includes creating goals, examining the external environment for rivals, examining the internal structure, assessing strategies, and ensuring that management carries out the strategies across the organisation. Strategic management may also be defined as the set of choices and actions a manager takes to assess the performance of the business.

It is evident from the findings of Kabeyi (2019) the employees of an organisation are given a wider perspective through strategic management, and they are better able to see how their role fits into the overall organisational plan and how it is related to other organisational members. The act of managing groups of employees in a way that maximises their ability to achieve organisational goals is all that it entails. At the same time, resource management, analysis of internal and external factors, and the creation of plans to achieve goals and objectives are just a few of the many facets of strategic management that are involved. As per the viewpoint of Mukhamad et al. (2020), strategic management in business is essential since it allows for the analysis of areas for operational improvement. Internal organisational analysis, strategy execution across the board, and strategy evaluation are common components of strategic management.

From the observation of Bogers et al. (2019) in a firm, strategic management refers to the definition and effective definition and management of resources to meet goals. Reviewing internal procedures and external elements that affect the firm is also part of it. A business can move forward with its action plan by developing and adopting strategies. In order to ensure that a business properly defines and achieves its goals, strategic management involves methodically planning, managing, and utilising the company's current resources (Wheelen et al., 2017). It also involves allocating resources, studying internal and external problems, evaluating strategies, and analysing competitors.

About Organisation

A well-known American maker of clothing, equipment, and footwear for athletes is Nike Inc., formerly known as Blue Ribbon Sports (Liu, 2020). The Nike international corporation is an American company that designs, develops, produces, markets, and sells footwear, apparel, equipment, accessories, and services. The popular company Nike was founded on January 25, 1964. Shoe imports from Japan to the USA were the first step taken by the company's founders, Phil Knight and Oregon University coach Bill Bowerman. In the greater Portland area, the business has its headquarters close to Beaverton, Oregon. According to Stangl (2021), In addition to being the world's leading supplier of athletic clothing and

footwear, Nike Inc. is a well-known manufacturer of sporting goods. The largest Nike stockholders are Swoosh LLC, Vanguard Group Inc., BlackRock Inc., Phil Knight, Mark Parker, and Andrew Campion.

A number of athletes, including Rafael Nadal, James LeBron, Neymar, and Cristiano Ronaldo, have supported Nike, one of the top brands in the sports market. A few years after the brand's establishment in 1964, it became quite successful. In addition to offering online services, the corporation presently operates retail locations in more than 170 nations. Nike's major goal is to equip players with exceptional wearables and products that will improve their performance in sports (Kal and Abed Alghani, 2019). But as a result of its popularity, Nike has expanded to include the leisure clothing in its product line. At the moment, Nike's CEO is Mark Parker.

A selected choice of Nikes strategic management

As per the observation of Thomas (2022), Nike has set the choices of commercial strategies via strategic management to evaluate its occupational areas. It is a procedure which executives build policies to get a good outcome in presentation. Nike, Inc. has the ability to use strategic management to control just how operations are carried out both in its current location and in the future. The executives were much helped in developing a plan for the business and moving it in the direction they desired. Strategic planning elements like ecological analysis, tactic creation, tactic deployment, and policy appraisal are provided by the management services. As per the view of Li (2022), Nike implemented Corporate Responsibility in order to become a perfect business. Corporate Accountability is linked to global trends in areas like freshwater, healthcare, and energy, along with growing global problems such as climate change, has fueled Nike's fears about the organization's supply chain. According to the case study, it is evident that Nike uses a variety of strategic management techniques that are arranged in a sequential manner to accomplish the objectives and targets. First, the corporation uses a procedure called atmospheric monitoring to collect information from environments that can have an impact on the company. This is meant for improving the procedures through analysing entrants, labours, products, and dealers. Corporate responsibility is a strategic compass that emphasises the importance of considering both financial and organizational accountability returns when starting up a business. Strategic approach to CR that placed an emphasis on value creation, collaboration with business divisions, and proactive strategic planning was learned from the case study. According to

Saini et al research (2022), the secret is brand management because despite vending their products at a progressive value, customers are still willing to wage more cash for its makes which are believed to be of high quality with dissimilar styles. Nike has the ability to increase its market segment everywhere because of its powerful brand comparative strategy. Although compared to other competitors, its values are a little more, it has generated more revenue.

Organisational structure

As per the observation of Wang (2022), an organisational structure is a framework of a role of the company, teams, and employees. The organisational structures describe what workers do, which they report to, and how choices are made across the business. Some of the Some of the most well-known forms of organisational structure is Slight organisational structure which is stretchy, relaxed, reliant on management style of leader or owner. Nike follows a matrix organisational structure. The concept of strategic fit is implemented in the case of Nike. As per the observation of Crowther and Quoquab (2022), strategic fit refers to aligning the organisational strategy, structure, competences and resources with its exterior background to absolutely influence performance.

Such practices go outside organisation construction into other associated areas of the business. This comprise tactical planning procedure, staffing and training, reward systems for workers and managers, work to be assumed, information systems and procedures. The structure of the organisation can be designed by planning future, considering the past, building the organisational structure review the organisational structure annually etc. As per the observation of Jia et al. (2022), Nike follows a highly standardised operational process which helps the leaders to make rapid decision and foster unified communication. As per the view of Nike et al. (2021), parallel organisation is a system-wide strategic change interference valued and pertinent to organisational challenges today and in the future of Nike. The need of parallel organisation is essential for Nike in order to finds and resolves the issues ignored or suppressed by the formal operating organisation.

Strategic analysis

As per the viewpoint of George et al. (2019), an assessment of the working conditions within an organisation is referred to as strategic analysis. It assists in assessing the organization's overall functioning and the viability of its specified goals and objectives. While considering the case of Nike, it is understood that they follow a wide variety of strategies to attain a good market space and to compete with their competitors. The most popular brand of sporting

footwear and equipment is Nike (Matovi et al., 2019). In the past, Nike has been involved in a number of scandals involving child labour and morals in their supply chain. However, it has significantly increased its investments in sustainability and CSR in recent years. Both its excellent products and its savvy marketing and promotion strategies have earned the business a stellar reputation.

Nike has changed their focus in recent years to decrease its impact on the environment. The company also seeks to increase its production pace. Nike is dedicated to using sustainable innovation to improve the planet and the communities where it does business. Nike has boosted its commitment in goods created from renewable resources because it believes that environmentally responsible innovation holds the key to a better future (2002) (Rezaei and Sharifian). Nike's influence on the shoe industry may grow as a result of its sustainability efforts, which will also help the business save costs and enhance revenues. By altering its manufacturing processes and supply chain, the sports shoe firm is recycling the waste material created in its production and distribution chain. It also makes use of superior linen, synthetic fibres, eco-friendly rubber, and approved leather to decrease its impact on the environment.



Figure: PESTLE Analysis

Source: Christodoulou and Cullinane, (2019)

Tracking all environmental changes is made easier by the PESTLE framework used by Nike. In 2019, Nike generated over 41% of its total sales in the United States, making it one of the country's key markets (Henderson et al., 2009). 5151 workers are employed by 36 facilities spread across the US to make Nike shoes. Nike utilises its 517 production facilities, which are dispersed over 41 nations, to expand into new markets and for a variety of commercial

objectives. Nike saw the necessity of getting mobile as early as 2011. The Nike and SNKRS applications were later created by the business. They are made to improve the brand's interactions with consumers directly, which increases sales. For Nike and many other well-known businesses, a market crash might spell trouble. If this were to happen, or even merely when an acceptable level of quality becomes more widely produced, consumers might decide to switch to lower-end, less expensive products. More and more people are adopting healthier lifestyles as health consciousness on a global scale rises (Henderson et al., 2009). Undoubtedly, these people will purchase a tonne of athletic wear, which would make Nike extremely happy.

With the aid of social media, things can explode or disappear faster than ever. Nike is doing a wonderful job of building their brand through social media, but if done incorrectly, it could have unforeseen consequences (Henderson et al., 2009). Technology improvements have also made it possible for Nike to leverage information-based measures, allowing them to maximise revenue while optimising targeting and manufacturing. Certainly, Nike's large-scale manufacturing facilities have a negative impact on the environment. Nike's manufacturing plants produce a lot of airborne pollution, like most businesses do, but they occasionally also directly contaminate waterways. Nike shows the promise of a change in their current practises with a strong dedication to being more environmentally friendly.

The trends in Nike's remote or macro-environment are understood from the case study to pose dangers to the company. However, there are also significant changes to raise Nike's performance. These opportunities indeed exist in the athletic goods industry environment, and this PESTLE analysis links them to restoring, demographic changes, lifestyle changes, e-commerce in developing countries, and corporate sustainability. Nike can also gain from utilising cutting-edge product designs and marketing strategies to better entice older customers, particularly those who are dedicated to living healthy lifestyles. Overall, this PESTEL analysis identifies potential ways to raise the company's profits in the global market for athletic and leisure footwear, gear, and apparel by focusing on sustainability issues.



Figure: Porter five force model

Source: Juliana and Nyoman (2019)

According to the case study by Chiu et al. (2022), The company is growing at a rapid rate. The most important factors influencing Nike Inc.'s plans can be found through a Five Forces analysis. Changes to the macro environmental factors could also have a detrimental impact on NIKE, Inc. and other players in the Textile - Apparel, Footwear & Accessories market (Henderson et al., 2009). The microenvironment's influences are susceptible to the Porter Five Forces, which have an effect on strategy and the competitive environment. They could affect a business's capacity for competition or the profitability of the Consumer Goods sector as a whole.

Competition affects Nike Inc.'s capacity to preserve its market share in athletic footwear. This aspect of the Five Forces Analysis suggests that Nike Inc. should focus on market and product development if it wants to keep its competitive edge and increase its market share in the worldwide market for athletic shoes, clothes, and equipment. Since switching costs are low, consumers may buy athletic shoes from companies other than Nike with ease. According to this component of the Five Forces Analysis, the consumer force is a crucial factor in Nike's goals for the sports footwear, apparel, and equipment sector.

The supplier's negotiating power, however, is only a minor contributing factor for Nike, as shown by this aspect of the Five Forces Analysis. As a result, suppliers are considered to be one of the least significant aspects in determining Nike's business model in the sports apparel and clothing industries. Given the variety of products that can be used as substitutes

for Nike's, this force is partly in Nike's advantage. Buyers are only moderately inclined to take replacements into consideration because they perform only moderately well compared to Nike's sporting goods, including shoes, equipment, and apparel (Henderson et al., 2009). Industry disruption is a possibility for Nike due to new competitors or businesses. New entrants must invest significantly in brand building in order to successfully compete against well-established businesses like Nike Inc. Given Nike's extensive global network for manufacturing and distributing its sporting goods, including shoes, apparel, and equipment, the company's significant economies of scale also provide it a competitive advantage over upstarts (Chiu et al., 2022).

Since competition is highlighted as the greatest force in this Five Forces Analysis, it is obvious and clear from the thorough strategic analysis carried out within the case study's limits that Nike Inc. must prioritise strategies that address it. The results of the Five Forces Analysis show that Nike Inc. should take measures to boost consumer attraction and retention by implementing more environmentally friendly business practices and abiding by CSR standards established by the sector in order to lessen the impact of substitute products on the environment of the sports footwear industry.

Strategic development

As per the findings of Nica et al. (2021), Strategy development is the procedure of examining and classifying the strategic options, selecting the most capable and determining how resources will be assigned across the organisation to attain objectives. Nike adopts both value-based and best rating policies to value and vends their products. Value-based valuing uses consumer insight to regulate the extreme value consumers are prepared to pay for their products. The Nike's organisational culture is mentally, organisational, maintainability and advanced to support business suppleness and influence. The Organisational culture of Nike is a mix of civilisations, ways, morals, and the expected attitude among employees. One of the supporting concentrated growth strategies of Nike is attentiveness strategy. This strategy allows the growth of the company by targeting new markets or market segments. Nike's intensive growth strategy reflects the firm's emphasis on invention to advance the commercial. A concentrated policy demonstrates how an organisation expands.

As per the case study, the various sustainability initiatives of Nike's ecological accountability had not entered into the daily business decisions of Nike. The new strategic compass of CR,

focusing that business choices involved together monetary and corporate responsibility returns. If CR brought ROI2, it was serving the commercial flourish and advances its social and ecological footprint. The performance standards of Nike and beating boundary targets were the most significant goals, a shoe's bodily features and aesthetics were also careful key metrics. At any one time, product squads functioned on four product seasons with 8-12 products a season. Product designs and production procedures wanted to pass through three succeeding design appraisal gates on an inflexible timeline that walked the whole Nike value chain, making disappointment to meet limits extremely difficult. From the case study, the very fast pace of product growth in response to consumer trends and ongoing organisational change efforts, product formation employees had rare time for applying Considered. popularity and sales growth for Nike is its focus on production innovation. As per the opinion of Liu et al. (2021), Nike goods are in high demand due to their superior quality. Along with using high-quality raw materials, the company also uses cutting-edge techniques and technology to create items that perform better than those of its rivals. Nike has managed to achieve an optimal market position in the worldwide sports attire and footwear industry. Its achievement has arisen from its implementation of effective strategic management practices, which are aimed at enhancing the shareholders' wealth and development a high level of client gratification.

The Corporate Social Responsibility and Sustainability program of Nike's vibrates with the company's core beliefs. Nike influences the uniting influence of sports to encourage its CSR program in three important areas such as variety and presence, public speculation, and ecological sustainability. As per the observation of Tang (2021), the invention and hazard taking, Steadiness and courtesy to point magnitudes of Nike's culture are attained by stimulating the workers by giving them some orders and guidelines and they try to attain them and reach the target to be satisfied also, they are interested by working circumstances, business polices, wage and benefits etc. This method safeguards that the company maintains its organisational culture, which partially donates to the accomplishment of the business. This organisational culture inspires HR to act in habits that address business purposes. It is based on inspiration and invention to offer products that favours existing customer difficulties.

Strength • Positivity and value • Better customer relations • Strong brand awareness	Weakness • High operational cost • Conflict with profit motive
Opportunities • Emerging markets • Innovation and technology • Product diversification	Threats • Maintaining reputation • Conflicts on patents

As per the observation of Saini et al. (2022), brand consciousness defines the degree of consumer gratitude of a product. Nike is one of the greatest effortlessly familiar brands in the world representing its core values motivation, invention, genuineness, power and supremacy. The company has put an increasing emphasis on teens in order to cultivate long-term loyal clienteles. The customer profile contains persons who are lively, stylish and sport is part of their lifestyle.

As per the findings of DOMINGUEZ et al (2022), market option matrix is contributing marketers a modest and effective method of weighing up the choices and risks involved when taking new strategic choices.

Product development: The Company choose to take advanced products for their current clients by changing strategies, product structures or appearances, to recollect current clients then it means an organisation is using a concentrated development plan through product growth. It is the chief development plan for Nike. Product development contracts with the invention of the newest properties to upsurge the income of the organisation and is contained in this concentrated development strategy. As per the findings of Czinkota et al. (2021), the product growth strategy of Nike supports its general modest strategy of differentiation. The chief objective of this concentrated development strategy is to increase the market segment of the firm by mixing newest skills in the design and superiority of its athletic shoes.

Market penetration: Market development happens when an organization adopts a severe growth strategy to join the market by producing a similar product in the same market and niche but charging different prices. To join the market, Nikes used a subordinate business

model. This tactic helps in generating significant sales earnings. Nike's strategy for market penetration entails providing American customers with a larger variety of sporting shoes. Nike considers its penetration strategy to be a subordinate approach because of its significant position in the global shoe market. The company is penetrating the modest market over numerous other behaviours like the cost management approach of a company has lengthy its market dispersion due to sensible efficiency. The key objective of this approach is to grow market share. Nike is vending its shoes and bags at a very inexpensive rate and clients are always fascinated to the cheap price.

Market development: As per the findings of Jintana et al. (2021), is the most money-spinning strategy of an organisation because it aids to enlarge the growth of the organisation by concentrating on dissimilar markets and its segments. Market development approach is implemented by an organisation via the production of altered and advanced products in new markets to include in new market segments like the production of goods and facilities for bodybuilders. Though, the development of a firm can be determined via universal market fullness of Nike shops. It has also been experiential that concentrated growth plan is playing an energetic role in the monetary, demo graphical and physical development of an organisation. While, a general modest plan of diversity supports the firm to inhibit in the fresh market by creating good-looking products.

Diversification: The strategic management based on the manufacture of new products into new marketplaces to encourage the business but Nike has previously performed this policy at the opening of the commercial processes like the expansion of attire and sporting goods in the invention Mix. In previous times, the production of the firm was based only on sports shoes. The modest general plan of difference for Nike can be maintained by variation. The main goal of this policy or strategy is to decrease the likelihoods of monetary risks by incoming into new markets.

Strategic Implementation

As per the findings of Amoo et al., (2019), the strategy implementation is one of the activities that happen at a work place which is designed to help the organisation in managing the activities that are associated with the delivery of a strategic plan. The strategy implementation will help the organisation in implementing the strategy of the organisation in an effective and a better manner as a result of which the organisation will be able to eliminate errors that usually happen while implementing new plans as well as policies into the organisation. As

per the given case study the researcher is able to understand that the strategy that is used by the organisation here is the *Green Strategy*. The *Green Strategy* that is followed and implemented by the Nike company is an initiative taken by the organisation that will be helpful for the organisation in focusing of green growth and also will be helpful for the organisation in focusing of green growth strategies is ensuring the natural assets could also deliver to the maximum economic potential on a sustainable basis. As per the findings of Jirakraisiri et al., (2021), the term potential here includes the provision of critical life support services such as clean air and water and a rich and undisturbed biodiversity required for supporting food production and human health. This strategy by Nike will help the organisation with a lot of opportunities and also will help the organisation as well as its customers in contributing their part towards the sustainable and unpolluted environment. The organisation at present has been involved in a project of developing sustainable shoes according to the given case study.

Suppliers of the organisation are very much cautious in supplying the goods which the engineers as well as the designers of the organisation prefer. The suppliers of the organisation include the new generation suppliers who are engaged in the supply process of sustainable material for the manufacturing of the sustainable shoes of the organisation according to the case study. The Nike Company is very much keen on the quality and also the sustainability strategy that is followed by the organisation. The organisation considers these two factors as the foundation of the organisation's success according to Xing, (2020). The inbound logistics of the organisation includes suppliers, transport, internal delivery and a quality check team. Infrastructure of the Nike Company includes the collective activities such as quality management, legal matters handling, financing, accounting, planning, and strategic management as per the findings of Gereffi et al., (2020). All these activities will help the organisation in improving efficiency of the organisation and also in cutting overhead costs, and will also be helpful in keeping a control over the entire activity of the organisation. Production of the organisation's unique sustainable shoes is one of the main production processes as per the case study. This production processes is entirely related to the cutting of the upper materials which will approximately account for up to 60% of the footwear material waste. But as per the findings of Kumar, (2019), the organisation also have some their own ways to reduce the wastage of materials and also the energy that are utilised for the manufacturing of the shoes of the organisation. The organisation by efficiently using the strategy of sustainable development and Corporate Social Responsibility was able to save

approximately 50% of energy from being wasted during the production process as per the findings of Jiang et al., (2019). As per the case study and the findings of Lund Thomsen, (2019), the Nike Company is one of the organisations that have great importance for the Corporate Social Responsibilities across the globe. The organisation at present is focussed on the development as well as the manufacturing of the sustainable shoes. This was done by minimising the usage of carbon in the manufacturing process of the shoes. But unfortunately consumers of the organisation valued the shoes to be underrated and also low performing product. But the organisation was however successful in manufacturing better product for its consumers according to the case study. The organisation is focussed on providing better service for the customers of the organisation. The organisation is also bounded to provide service to the market by considering the nature and also b protecting and conserving the nature. The products of the organisation faced a lot of performance and aesthetic risks which the product of the organisation faced as a result of using EPMs materials such as synthetic leather and many other materials as per the findings of Van Assche et al., (2019). It is also found that there was a potential performance risk in using recycled content which could also be a reason to degrade physical properties of the products such as material durability, threatening Nike's strict quality standards according to the case study. Management of a global organisation such as Nike is not possible without maintaining a large and skilled staff. As per the observation of Maksimova et al., (2020), the organisation currently employees more than 70,000 personnel and also has created a culture and environment that is successful in promoting diversity and a peaceful work place. Nike is also one of the organisation's that is recognised for the organisation's great Human Resource management. As per the opinion of Maksimova et al., (2020), Human Resource management is also considered as an important factor that helps in focusing on the supply chain of Nike and its suppliers. Outbound logistics are also very critical part of the organisation that is Nike's value chain. Nike has more than 500 factories that are engaged in making Nike products in over 42 countries. The products are shipped from these factories to the Nike distribution centres and then are sent to the retail stores for sales. From here the customers are able to buy products of the organisation. Nike makes use of a chain of regional distribution centres to look after the needs of its retail stores due to which customers will be able to access the new product of the organisation rapidly. An efficient distribution system helps the organisation in managing timely delivery and shipments also.

Nikes achieved a competitive advantage through their particular choice of strategic management

As per the opinion of Li et al., (2020), when an organisation follows sustainable development, then the organisation will be able to create lot of opportunities for the green consumers or people who prefers to use sustainable products. The organisation will also be able to make tie ups with many organisations as well as the developers of environmentally safer materials and processes, firms that invest in eco-efficiency. Since the Nike Company have opted for sustainable development as the strategy for the organisation. Because of this strategy of the organisation, the Nike Company were able to competitive advantage for the organisation in the market when compared with other plyers of the market according to the understandings made by researchers from the case study. The organisation as a result of adopting the sustainable development as the strategy of the organisation, they were able to follow the approach of low cost structure in the market as a result of which the organisation was able to maintain an extremely low cost to create ratio when compared to the actual selling of all the products of Nike as per the observation of Anwo et al., (2020). As per the observation of Prakash et al., (2019), the customers of the current market are craving for products that are manufactured by raising the policy of sustainable development. As a result of this character of the consumers and also the strategies followed by the organisation, Nike was successful in targeting large pool of customers and also was able to successfully sell the products of the organisation to large number of customers whom Nike have targeted. The organisation as a part of the sustainable development has manufactured sustainable shoes as a new product of the organisation. The organisation as per the observation of Jung et al., (2020), Nike was able to enjoy a competitive advantage on the basis of the innovative technology which the organisation used to manufacture sustainable shoes. Apart from this the organisation was also able to manufacture sustainable products at the best possible quality and also was able to produce good looking and attractive products. As per the case study provided, the organisation also follows a strategy of the corporate social responsibility as a result of which the organisation was able to develop the reputation of the organisation and also the rand name when compared with the competitors.

Conclusion

In this report the strategies followed and implemented by organisation named Nike have been analysed. The organisation follows the strategy of sustainable development and also corporate social responsibility. The competitive advantage that the organisation enjoys as the result of the strategies followed by the organisation also have been discussed in this report. Models that support the report also have been included. The organizational structure of Nike also has been included in this report. The strategic analysis of the organisation also has been discussed in this report along with the strategic development of the Nike Company.

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