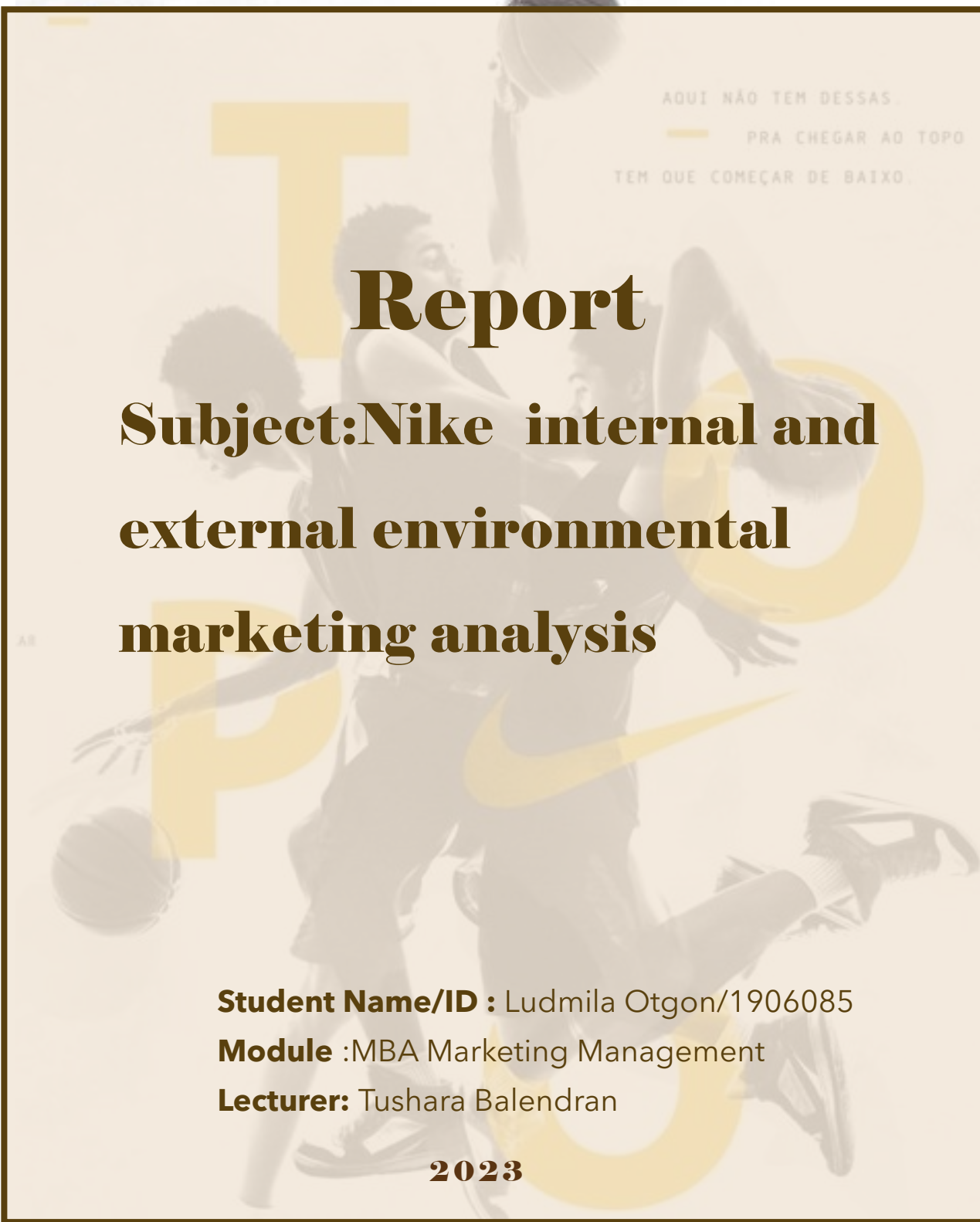




AQUI NÃO TEM DESSAS.
— PRA CHEGAR AO TOPO
TEM QUE COMEÇAR DE BAIXO.

Report

Subject: Nike internal and external environmental marketing analysis

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Module : MBA Marketing Management

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1.Introduction

The footwear market in the United Kingdom is highly competitive, and many companies' fashionable sports retail and online stores are active across the competitive landscape. The author will play the role of a project team member to conduct an environmental marketing analysis of Nike.Inc(as a case study) the most valuable brand (Tighe, 2022). Underlying this report is to conduct an environmental marketing analysis at Nike.Inc, one of the most influential companies in this industry in the significant business segments footwear, into the critical external influencing drivers, an internal environment analysis, and the part marketing plays within the company. In particular, the author will look at some of the major forces acting on companies, such as the economic, social, legal, physical and technological issues which affect corporate activities(Moutinho & Chien, 2008). The report will first relate to the PESTEL analysis to express whether the individual element is suitable or unsuitable for the company. Secondly, Porter's Five Forces model will be related to determining where power lies in the company. After that, the internal analyses with the SWOT model will be conducted to identify areas of the company that are performing excellently and that need improvement. Behind the environmental analyses, we can prioritize recommendations and improve and provide personalized and appropriate messages to encounter various audiences using the STP marketing strategy. Maintaining a transparent view, we can effectively facilitate and boost the company brand's unique value and sustain it from competitors and the following section will describe the marketing mix strategy known as the 4Ps In the end, a list with recommendations will be provided by the author of future marketing strategies for the company using the Ansoff Matrix.

2.PESTEL analyses of NIKE

The external environmental scanning of Nike will be conducted through the PESTLE model, which provides contextual information about the business direction, its brand positioning, growth targets, and risks to productivity (CIPD, 2021). The industry and markets of Nike refer to sporting goods; the environment suggests advantages and disadvantages, classified on the political, economic, social, technological and environmental dimensions. Nike's PESTEL analysis emphasises limitations and opportunities to the footwear industry concerning trade obstacles and labour.



PESTLE FRAMEWORK Source:(Professional Academy, n.d.)

2.1 Political

Governmental policies affect Nike's corporate management decisions and strategic options. Overall, Nike's political dimension is **an opportunity** to develop the company.

- **BREXIT** - Nike has discontinued its Reuse-a-Shoe recycling system in the United Kingdom as the recycling industry grapples with increased prices associated with Brexit. This element represents a **threat** to the company.
- **POLITICAL CLIMATE** Stable political environment in United Kingdom. This element represents **an opportunity** to the company.
- **GUVERNAMENTAL SUPPORT** the company can get support from the US government and foreign countries with a beneficial relationship with Nike in producing the products. This element represents **an opportunity** to the company.

2.2 Economical

Economic conditions and trends affect business performance very much. Overall, Nike's economical dimension is a **threat** to develop the company.

- **ECONOMIC DOWNTURN** Due to the cost of living crisis and economic downturn, customers can be concerned, and it can lower consumer buying behaviour. This element represents a **threat** to the company
- **SPONSORSHIPS** Many companies offer a sponsorship with NIKE, like Cole Haan, Converse, Hurley, Umbro, Jordans etc. This element represents **an opportunity** to the company.
- **INFLATION** In September 2022, the CPIH goods annual inflation rate increased to 13.2%(Office for National Statistics,2022). This element represents a **threat** to the company.

2.3 Social

The social factors are influenced by stakeholders' needs and want related to behaviour, for example, the athletes using Nike products. Overall, Nike`s social dimension is **an opportunity** to develop the company.

- **LIFESTYLE-HEALTH AWARENESS** the transformation in this factor increase the demand for footwear products. This element represents **a threat and opportunity** to the company depends how Nike can adapt to changes.
- **MARKET SHARE** Expanding the market share of female consumers,sales grew 22 percent in the company`s fiscal year ended May 31 to \$8.6 billion, outpacing the 17 percent overall gain(Ryan,2021) for Nike Brand. This element represents **an opportunity** to the company.
- **BRAND EQUITY** Becoming a conscious brand, consumers are evolving to be loyal. This element represents **an opportunity** to the company.

2.4 Technological

The technological factor is essential for Nike because of its R&D activity. This element represents **an opportunity** to the company.

- **INNOVATION** by creating highly innovative products such as shoe structure/ design, the customers are attracted by Nike's products. This element represents **an opportunity** to the company.
- **APPS** Developing apps where customers can use the applications to train and do workouts. This element represents **an opportunity** to the company.
- **E-COMMERCE** developing the market more subordinate operative costs. Customers can compare shops and brands online more efficiently, easy and quicker. This element represents **an opportunity** to the company.

2.5 Environmental

The distribution of finished products and materials is influenced by the environment (climate, weather, geography, etc.). This element represents **an opportunity** to the company.

- **RECYCLING** Nike is expanding material recycling support through consumersThis element represents **an opportunity** to the company.
- **SUSTAINABILITY** the company is focused on the sustainability and develop green strategies. This element represents **an opportunity** to the company.

- **ECO-FRIENDLY** using ecological materials, including organic and recycled cotton and polyester, and has water reduction initiatives in its supply chain (Robertson, 2020). This element represents **an opportunity** to the company.

2.6 Legal

The business market is affected by each country's laws, and the company needs to satisfy the legal requirement. Overall, Nike's social dimension is **threat** to develop the company.

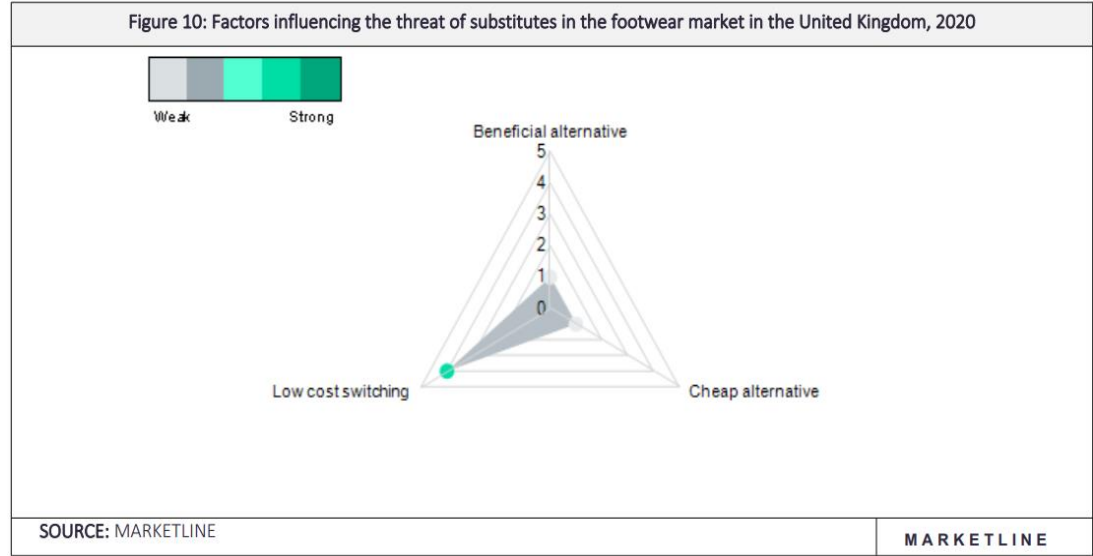
- **NATIONAL WAGES** increasing minimum wages impact the labour force. This element represents a **threat** to the company.
- **TAXES** the government increase the corporation tax in the next financial tax year by 6%. This element represents a **threat** to the company.

2.7 Limitations and Opportunities of PESTEL analyses

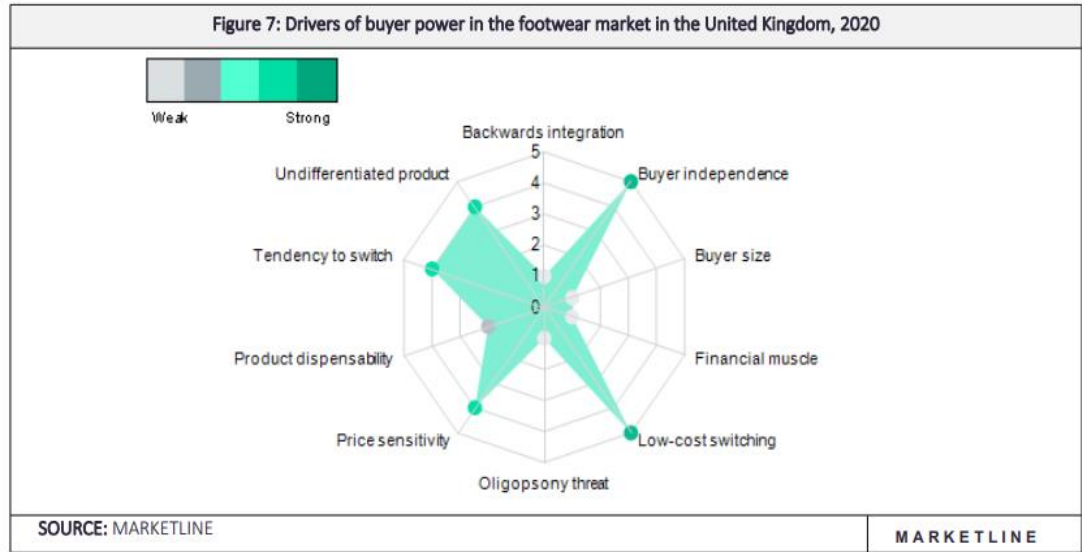
Therefore, the PESTEL analysis eligibility an analysis at the macroeconomic level related to political, economic, social, technological, legislative and, ecological, environmental implications. In this sense, it is unanimously accepted today that the aspects of this model can be neglected. According to the Oxford College of Marketing(2016), the advantages are to provide a warning of potential threats and opportunities. Also, this model facilitates Nike to assess the external environment in which they operate. The analysis can assist Nikes in comprehending external trends. However, PESTLE has some disadvantages; firstly, the model's simplicity is that it is a superficial list which is not suitable and comprehensive. According to the Oxford College of Marketing(2016), the most meaningful disadvantage of the model is it is only based on an assessment of the external environment. The company needs to combine more tools to process suitable external environmental analyses, not limit them to PESTLE analyses. For example, one tool can be ETOM, SNW, GRID and SCAN analyses can be used together with PESTEL for more precise results.

3.Porter`s Five Forces Analysis at Nike

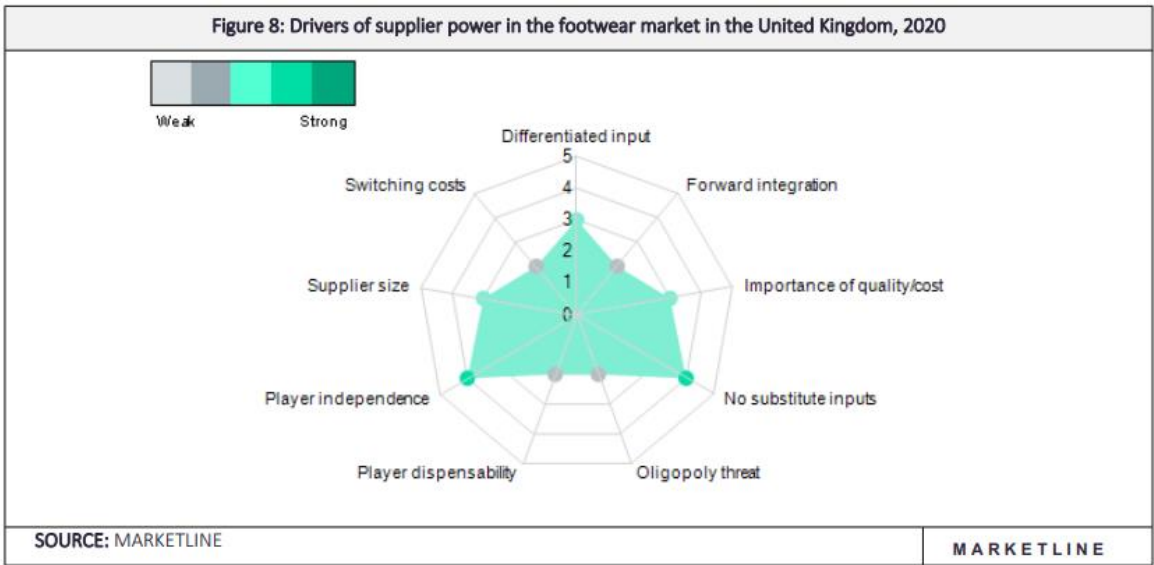
One of the most significant external factor models to point to competition is the Five Forces Analysis. A competitive strategy should rest on an understanding of industry structures and the way they change(Bruijl, 2018). Established in 1964, the business operates to maintain its highest position in the multinational industry environment. A possible threat to domestic traders is the growing number of international acquisitions. The degree of rivalry and new entrants is strong. This section will analyse the supplier power, purchaser power, substitute products, new market entrants and Nike industry rivals.Inc. The online peer-to-peer platform is the most potent threat to the footwear industry. The common fact in the lees development economy is repair or the second-hand shoe piece of footwear they own to extend its lifespan. The **threat of substitutes in the footwear market is low.**



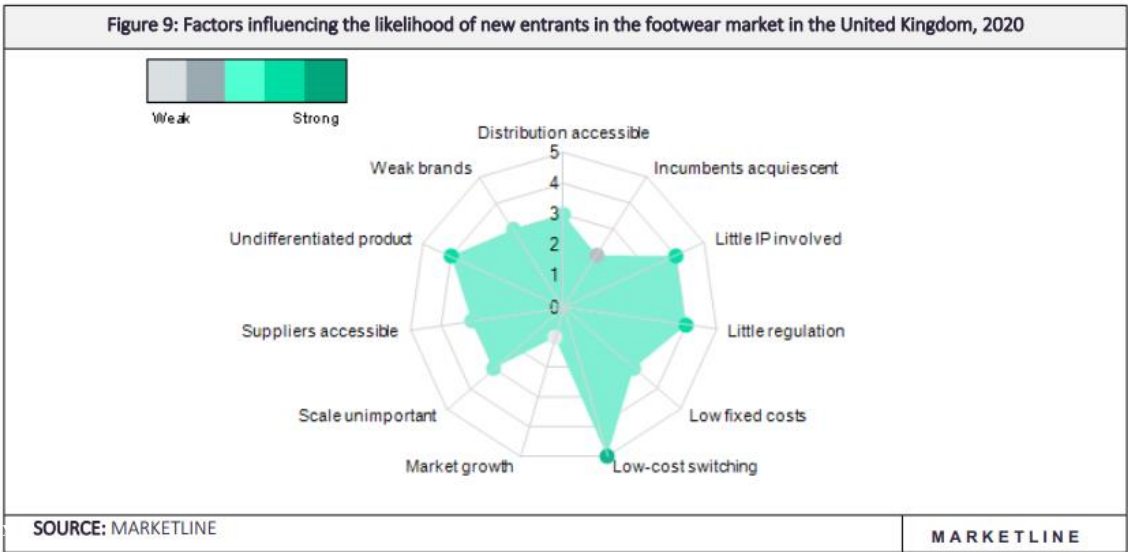
Footwear purchases are necessary for buyers in this market segment. The high level of selection enhances buyer power within the market and the lower cost of changing between various participants, which allows buyers to sway from business-to-business efficiency. Therefore, this strengthens **buyer power in the footwear market and is considered medium.**



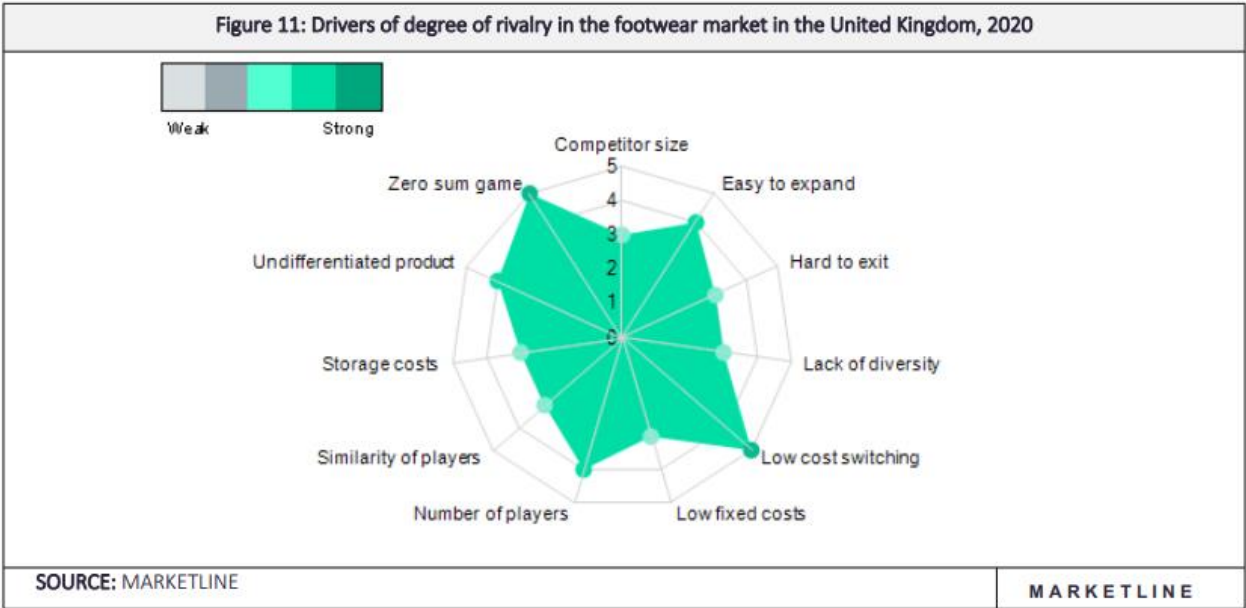
Mainly the footwear switched within this market is sourced from factories in low-cost factories zones – Nike is growing their business to allow a higher volume of direct to customer deals. Wholesale companies incorporate notable footwear manufacturing and brands. **The Supplier power of Nike is low** because the retailer sells their own branded footwear products.



The rapid growth of online sales channels represents an advantage and disadvantage for new companies and more miniature market participants. The development of e-commerce in the UK creates numerous opportunities for new entrants but setting a substantial existence in a crowded E-marketplace can prove challenging. Nevertheless, the perforation of online shopping in the UK in terms of possible users is elevated, demonstrating maturity. As a result, the industry evolution will be expanded based on existing online shoppers' spending instead of adding new ones. Therefore, this sector(**new entrance**)of retail footwear is considered **medium**.



Competition is growing as foreign retailers, and footwear professionals enter the household market and introduce additional brands and trends. The market for everyday footwear developed to be worn for exercising and general use has satisfied players in the footwear market, NIKE, which has seen sneaker sales rise. A **high power** has **the rivalry** between footwear retailers.



According to the Porter`s Five Forces analyses highlights the various elements which impact its competitive environment. In addition, this understanding helps evaluate any company's various external business factors (MBA Skool Team,2022).The weakest threat substitutes in the footwear industry allow Nike to be more attractive. In addition, Nike's strong buyer power helps identify the lower competition in the footwear industry to create new industry possibilities. The high power of buyers to influence pricing, invariably making a price war among competitors, also affects product quality. However, the supplier power could be more substantial, and the suppliers do not constrain buyers, increasing profit potential and creating a better attractive industry. New competitors pose a moderate threat to current players within an industry so that companies can enter the footwear industry. The company have an intense rivalry power and competitors are trying to steal profit and market share from one another; Adidas is a global brand and Nike's top competitor(Gupta, 2021).

4.SWOT Analyses

In this paragraph, the internal radiography of the Nike company will be analyzed using the SWOT analysis, one of the essential tools for understanding the company's strategic position. These analyses pinpoint the resources that need to be developed in order to remain competitive(Sammut et al.2015).

Strengths	Weaknesses
-The company is involved in the sports field through various campaigns, events and sponsorships among UK athletes. It is one of the sectors that, in the last decades, has registered continuous and sustained growth in terms of audience.	The retail sector is price sensitive. Most of the company's income comes from retail sales, and the company is vulnerable to price changes - although the company has a diversified range of sports products, it is dependent on the sale of footwear
Consumers instantly recognize its logo in the United Kingdom. It holds a top position in the minds of British consumers.	High prices, unavailable to specific categories of people
Supports sports through numerous sponsorships of essential events, and the most successful UK athletes	
Opportunities	Threats
New sponsorship contracts with the new sport's "stars" with great potential from the United Kingdom	The sports goods market in the United Kingdom is very competitive;
Increasing the product line	Price sensitivity of the UK consumer
	The retail sector is sensitive to price, and British consumers look for the best price.

4.1 Advantages and Disadvantages of SWOT Analyses

The SWOT matrix sustains brainstorming that can manage an assortment of companies' issues. Nevertheless, the tool's disadvantages, such as the subjective analysis of a topic, make it less desirable for others(Nordmeyer, 2019).According to the analysis results, Nike needs to improve its price strategy, reducing competition. The advantage of SWOT analyses is understanding Nike's strengths and weaknesses of Nike and stimulating the growth of strategic thinking by building opportunities focusing on the strengths. Also, a passionate relationship between the brand and customers could be influenced more, for example, by extending and opening new stores or partnerships with small to medium enterprises stores to attract consumers by opening promotional offers.

The **advantages** of this matrix help to understand Nike's business better:

- Help to manage the company's weaknesses and support to prevent the threats
- Take advantage of opportunities and capitalise on the company's strengths
- Develop business goals and strategies for achieving them.
- Collaborate - an analysis that involves multiple perspectives will deliver a better outcome(CIPD, 2021).

It is challenging to manage two-side elements because the model illustrates the issues as strengths, weaknesses, opportunities or threats. The strategy is very subjective, and the data used may be based on assumptions that later prove unfounded(CIPD,2021).

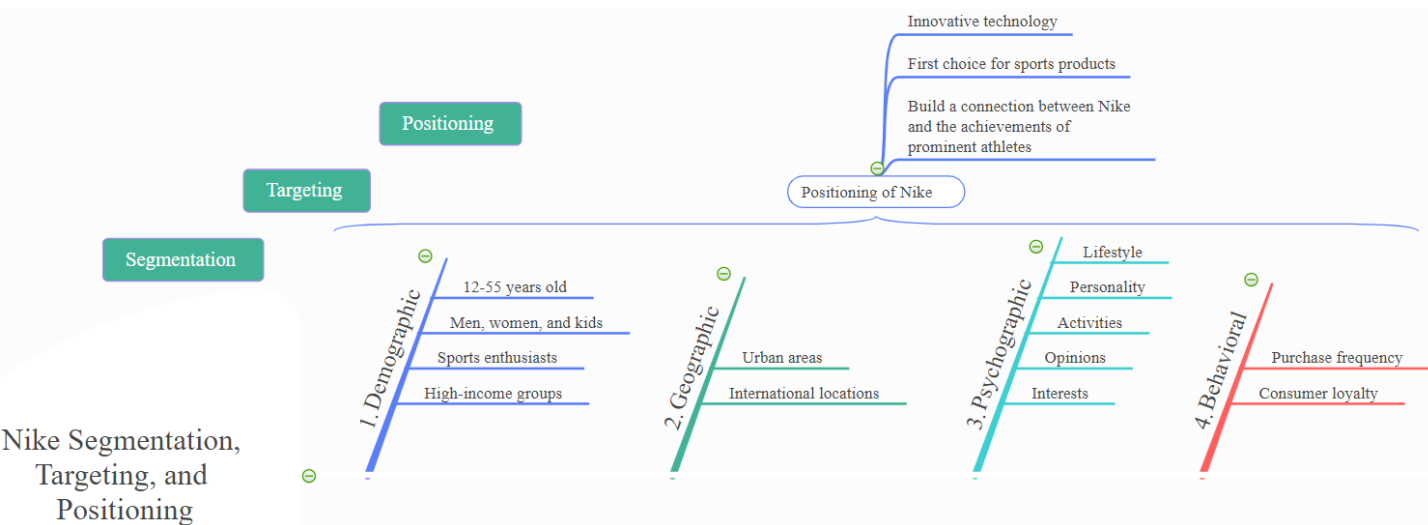
The **disadvantages** of the strategy include the following:

- The issues are not prioritised, and the hierarchy is not applied.
- Systematic verification of the model in order to monitor if the weaknesses and threats are avoided or minimise their effect.
- An alternative decision or solutions are not provided.

Growing a profitable marketing strategy is an essential measure for any business. It enables the company to move beyond word-of-mouth referrals and use marketing tactics to drive new customers to its offerings (MacKechnie,2010). Therefore, Nike doesn't need to focus only on SWOT analyses but to combine more studies, analyse the process and performance of each weakness detected in the matrix, and improve it.

5.STP Strategy

Buyers in any market differ in their wants, resources, locations, buying attitudes and buying practices (Kotler et al., 2019). Therefore, Nike uses the market segmentation, targeting and positioning strategy to split various markets into minor components that can be achieved more efficiently and match customer needs and wants based on companies products and services. Please see below the STP strategy of Nike.Inc,



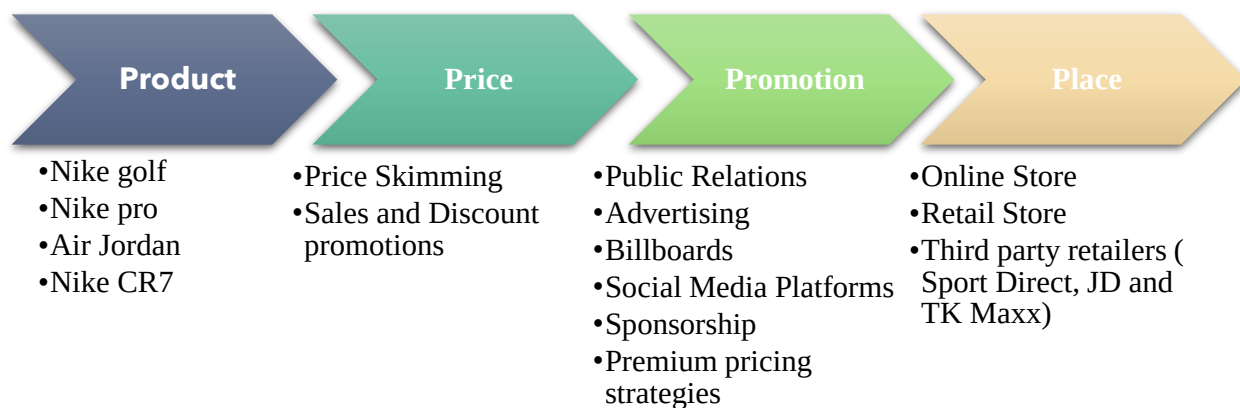
The advantage of this strategy is the ability to compare the marketing opportunities by examining their needs and wants. According to the STP strategy scheme, we can deduct an aggressive targeting strategy to make the customers aware through the athletes' customisation and signature. On the other hand, the segmentation strategy of Nike is to serve buyers worldwide. The company has identified itself in the mind of its target consumers as a sports services and products leader. As a result, meeting the niche market needs in sports products is fulfilled by Nike. 'Just do it', the business slogan, has demanded that clients purchase with inspiration and confidence.

The STP's marketing strategy has some limitations because it necessary creativity and creating a different promotional campaign for each segment. Also, the capital for promotions must be very high compared to others.

6. Marketing Mix Strategy (4Ps)

A marketing mix is a tool to help brands understand what elements must be combined to meet their marketing goals and objectives (Manthei, 2017). For example, the following section will use the 4Ps marketing mix strategy at Nike Inc. Jerome McCarthy's 4Ps marketing mix introduced the mix that covers Product, Price, Place and promotion process. These components must be integrated to promote and advertise a brand's value and help to obtrude the competition.

However, the company operates in competitive markets such as Adidas, New Balance, Skechers and Steve Madden (Overall Culture, 2019). Concentrating on delivering premium quality products allows Nike to protect its business from the strength of competitors and gain a competitive advantage.



4Ps Marketing Mixt of Nike created by author(2022).

6.1 Product

Nike's global market share in sports and inspired footwear is predicted to remain steady at around 27.4% (Tighe,2022) in Global Market.The Nikes product can be very easily recognised because of the company logo. The majority of the items are sport-related, of high quality and comfortable. Nike develops various products for an individual sport, driving its products satisfied for athletes. For non-athletics people, the company sells casual shoes in vibrant colours to attract teenagers. Nike manufactures various styles of shoes according to kids, women and men. Nike incorporates shoes for various purposes like running, football, cricket, tennis, golf, skateboarding, tennis, cycling, and other sports.. The shoes are for different objectives, like tennis, running, golf, cycling, football etc.

6.2 Price

Price had the most significant influence on the companies' activities, especially marketing because it instantly and promptly influences: earnings, sales volume and market share. For Nike is the amount your customers have to pay in exchange for your product or service (Acutt, 2016). Nike uses three price strategies; the first is price skimming, a pricing strategy in which a firm charges a high initial cost and then gradually lowers the cost to attract more price-sensitive customers(Corporate Finance Institute,2022). This strategy is advantageous by introducing customers who are familiar with the brand and the quality and are willing to spend more for their favourite brand. Secondly, the company uses a sales and discount promotions strategy to generate prompt product demand. This strategy helps sell more quickly, and the customer will be persuaded to buy(Buttle,2008). In addition, to attract new customers and make them loyal to the brand, Nike offers 10% off for students, military personnel, first responders, and medical professionals(Nike,n.d).

6.3 Promotion

A promotion strategy is needed for Nike products to be valued by the public. For example, the company are communicating the product's benefits to potential consumers and creating the best possible image on the market. For these things to exist, the brand itself needs to be promoted to become as well-known as possible. Thus Nike uses public relations, advertising, billboards, social media platforms (Facebook, Instagram, Tik-Tok, etc.), sponsorship, and premium pricing strategies. In addition, the company are working with athletes worldwide and finding inspiration in their stories and interviews, including pros, prodigies—and everyone who lives to play(Nike,2022), stimulating customers to buy Nike's product.

6.4 Place

Direct channel of distribution

Nike's **stores** are visible as of May 31, 2022; Nike operated 1,046 retail stores worldwide(Statista, 2021). Therefore, it is very convenient for Nike's Clients to buy their products because the stores are available in most stores in every city.

Customers prefer to buy in-store to have a contact and try the sportswear as consumers spend more per visit in-store than online(Petro,2019). The company's largest flagship in London is Niketown, located in Central London (Oxford Circus). The store cover four floors. According to the Oxford Streed website(n.d), Niketown houses the most significant sports clothing and footwear department in Europe; Nike Town is a go-to for all customer's sporting needs.This channel of distribution represent an advantage for the company. Another direct distribution channel is the Nike website; the company uses eCommerce to sell their products directly to customers. Another direct distribution channel is the Nike website; the company uses eCommerce to sell their products directly to customers. The website is very basic. It does function perfectly as an eCommerce store, but beyond selling products, the website offers little to entice visitors(Davies, 2020).

Place(continued)

Indirect channel of distribution

Indirect channels of distribution (Third party retailers) are for producers willing to reach a new market. The gross volume of production, massive consumer demand, business and foreign trade contribute to the company's expansion, attracting independent people. Nike is distributing their product to the right organizations, wholesale and retail (Sports Direct, JD and TK Maxx).

As a planning and decision-making tool, the 4Ps marketing mix remains one of the most utilised components in marketing technique and theory. This is because it represents the tactics by which Nike supports the various proposals and creates value, for each target segment, with the price and the appropriate services, through channels, processes and evidence to support them. The advantage of this model is to promote the target market's brand and help understand the customers and their needs and desires. However, this model has some disadvantages, such as the cost to promote; Nike invests a lot of capital in sponsoring sports events. And the success that these promotion strategies will be rewarding will be seen in the future(or maybe not).

7.Recommendation

Being a pioneer in their sector, Nike has a great marketing strategy; they release new ideas each year, and at the time of writing this report, Louis Vuitton is celebrating the launch of its collaboration with Nike(Nast, 2022). However, the company need to improve business growth and reach new customers. Marketing needs to identify, evaluate, and select market opportunities and develop strategies for capturing them(Kolter et al.,2019). A practical tool for determining growth prospects is the Ansoff Matrix.





Nike Energy Drink(2022) promotional created and designed by the author.



Nike New Collaboration (2022) Innovator and athlete done by author.

Nike is using an integrated manner in the diversification and product development strategies.

1. Diversification.

In this section, the company will follow the diversification strategy where the business will develop new products and new markets(industry). The energy drinks industry has come increasingly in the past years; according to Presson(2022), the market size was \$9.4 billion, and its annual growth Rate (2015-2020) is +2.7%. Many people consume energy drinks because they feel tired or for pleasure. Nike needs to understand this sector's importance and diversify their products. The energy drinks from Nike with Guarana berries will innovate the industry and raise brand awareness.

2. Product development.

This section implies the development of new products to sell to existing markets. Nike encounters new product development constantly. The company is using the innovator and athlete collaboration to develop a product to understand better what the athletes needs. For example, Nike designers are developing life-changing ways to run on prosthetics(Nike. com,2022). Utilizing the collaboration between the leader designer George and the Paralympic long jumper Markus Rehm created a shoe that reduces weight.

8. Conclusion

Conducting the marketing environmental analyses of Nike, the author provided a list of recommendations with a new approach for the company that will allow the company to have a more vital competitive advantage. Also, it drives the consumers to be mindful of company products and services, encounter them, and permits them to complete the buying decision making. The company must be aware that the macro-environment factors can directly impact not only NIKE, Inc. (Fern Fort University, 2019). Analyzes the current market situation from various perspectives to identify opportunities for growth, development, and superior positioning in the business environment and to use human, physical and financial capital more effectively. This knowledge and information will help the company prepare a strategy that best suits its goals and business development needs. The business strategy will address several internal and external perspectives. First, it must plan for factors Nike can control, including governance, marketing, sales, and distribution, and the need to understand the elements it must respond to, such as the market, its competitors, and the overall business environment. Likewise, Nike's strategy considers stakeholders to ensure good execution. Secondly, applying the Ansoff matrix will improve the company's portfolio and revenue. Nikes need performance to be smooth and successful, so the company must consider all these elements before making any decision and the models used in this report: PESTLE, SWOT, Porter's Five Forces, STPs, Marketing Strategy Mixt and Ansoff Matrix will help Nike to make the right decision.



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