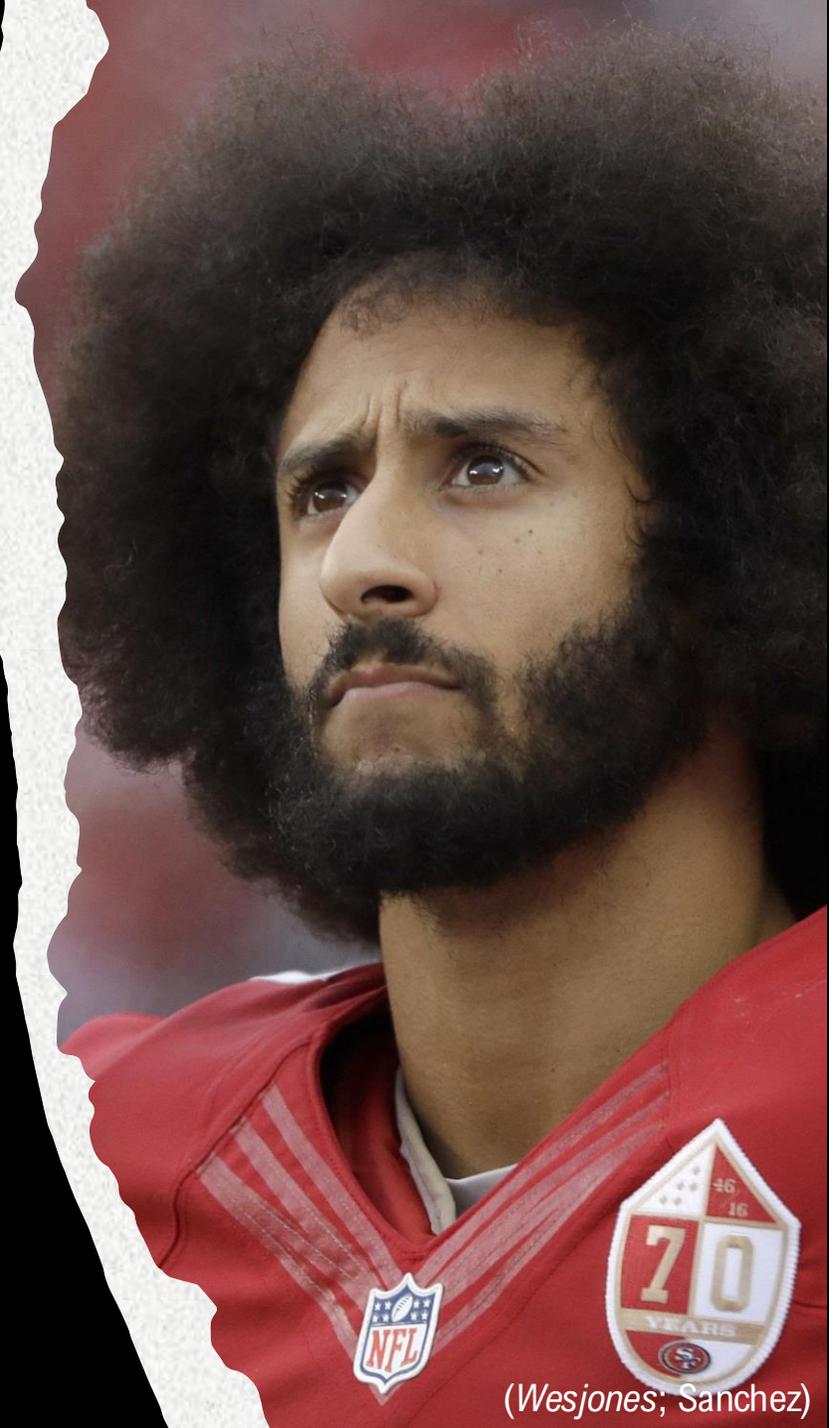




# Nike and Colin Kaepernick: Case Study on "Dream Crazy"

Katrina Hellman



(Wesjones; Sanchez)

# Issue Introduction

- Colin Kaepernick refused to stand during the playing of the national anthem before NFL games.
- Nike released a new ad campaign that featured Kaepernick.

# Colin Kaepernick

- Born in 1987
- Biracial, identifies as Black
- San Francisco 49ers quarterback
- Protest responding to police brutality and social injustice – received mixed reactions
  - August 14, 20, 26, 2016 – sat
  - August 31, 2016 – met with Green Beret Nate Boyer
  - September 1, 2016 – knelt
- 2017 - Know Your Rights



# Organizational Review: Nike

- History

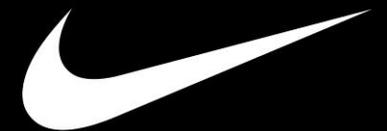
- 1964 – Began as Blue Ribbon Sports, founded by Bill Bowerman and Phil Knight
- 1971 – Nike became the new name of the company
  - Inspiration from the Greek goddess of victory
  - Nike Swoosh
- 1984 – First Nike factory opened in Portland, Oregon
- 1988 - "Just Do It" ad campaign
- 1996 – Nike launched nike.com
  - Focused on storytelling
  - 1998 – NikeiD
  - 1999 – e-commerce

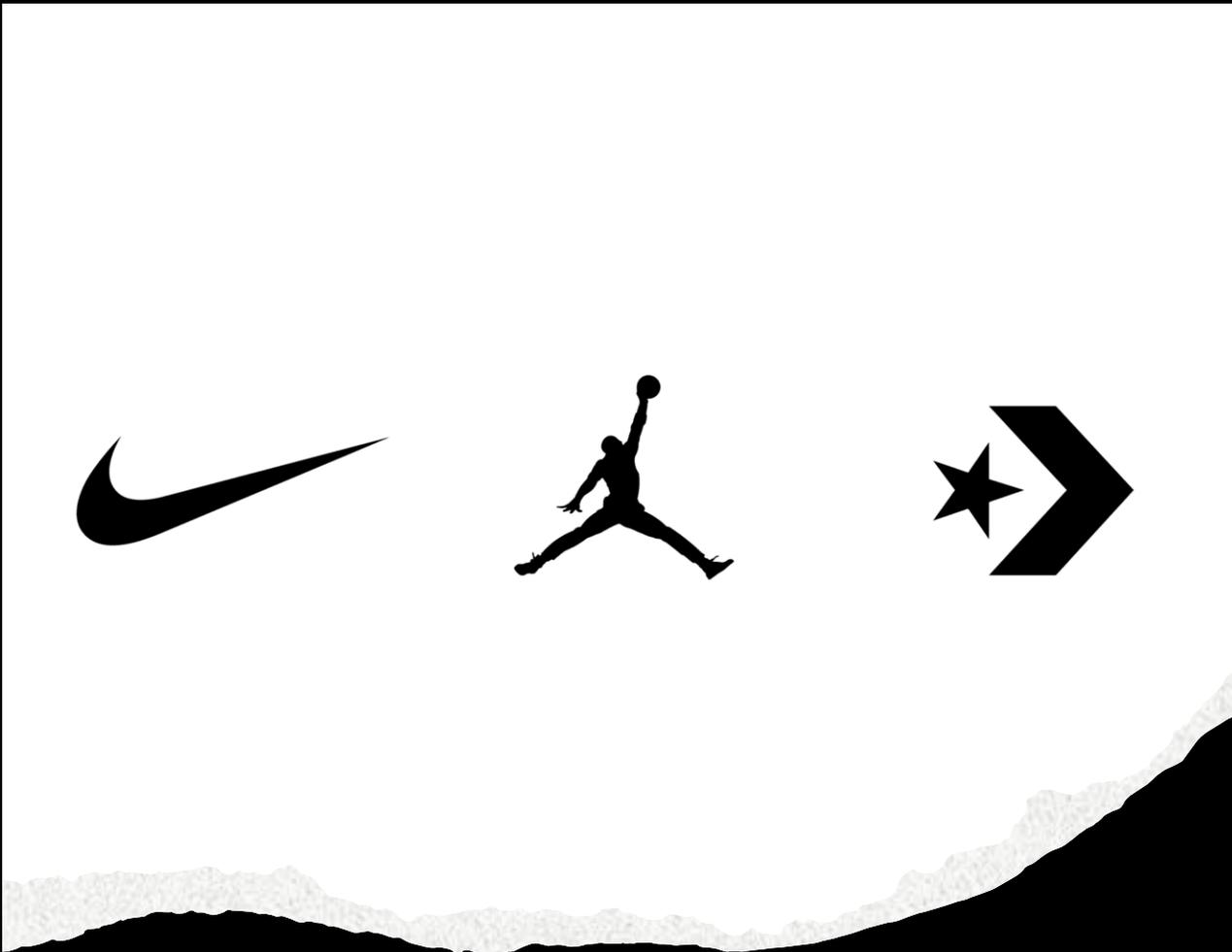


# Organizational Review: Nike

(continued)

- History
  - Phil Knight
    - Public accountant
    - Professor of Business Administration
    - 1968-1990, 2000-2004 – Nike's president
  - Bill Bowerman
    - Track coach
  - Improving athlete footwear
  - Michael Jordan
  - Allegations of sexual harassment and discrimination





# Organizational Review: Nike

(continued)

- Today
  - John Donahoe – Nike's President and CEO
  - 43% of Nike's leadership roles are filled by women
  - 78% renewable energy in facilities
  - \$97.7 million invested in NIKE, Inc.'s 2021 fiscal year to create a positive impact in communities worldwide
  - \$3.5 billion a year on advertising and endorsement deals

# Organizational Review: Nike

(continued)

- Goals

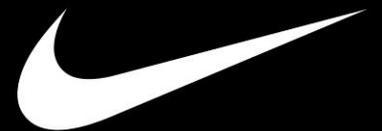
- Provide athletes with exceptional products that help them in superior sports performance
- Expand access to sports for everyone
- Help athletes achieve their potential
- Build a future of constant progress for athletes, sport, and the world

- Vision

- "We see a world where everybody is an athlete — united in the joy of movement. Driven by our passion for sport and our instinct for innovation, we aim to bring inspiration to every athlete in the world and to make sport a daily habit."

- Mission

- "Bring inspiration and innovation to every athlete in the world"
  - \*"If you have a body, you are an athlete"



# Organizational Review: Nike

(continued)

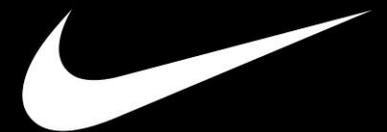
- Commitments
  - Diversity, Equity, and Inclusion
  - Responsible Sourcing
  - Empowering Communities
  - Protecting the Planet
- Values
  - "Do the right thing"
  - "Serve athletes"
  - "Create the future of sport"
  - "Win as a team"
- Culture
  - Innovation
  - "Team-first"
  - 79,100 employees



# Organizational Review: Nike

(continued)

- Purpose
  - "To move the world forward through the power of sport"
- Financial Standing
  - \$51.2 billion – Full year reported revenues (full year ended May 31,2023)
    - Increased 10 percent
- Products/Services
  - Shoes
  - Apparel
  - Sports Equipment



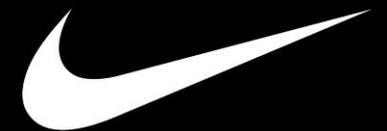
# SWOT: Nike

## Strengths

- Strong brand awareness and brand loyalty
- High brand value: \$50.2 billion
- Celebrity endorsements
- Large customer body
- Powerful marketing strategies
- Supports Black communities

## Weaknesses

- Poor labor conditions
- Lawsuits
- Reputation risks



# SWOT: Nike

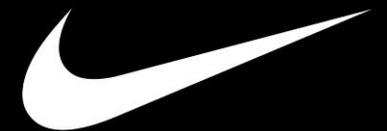
(continued)

## Opportunities

- Investing in sustainability
- Increasing partnerships and collaborations

## Threats

- Competition
- Negative publicity
- Changing and varying consumer preferences



# 30th Anniversary of Nike's "Just Do It" Campaign - "Dream Crazy"



<https://www.youtube.com/watch?v=jBnseji3tBk&t=124s>



 kaepernick7  • [Follow](#) 

 kaepernick7  Believe in something, even if it means sacrificing everything. #JustDoIt  
287w

 nozzzleep    
19w Reply

 lowkeychristian IF YOU BELIEVE IN GOD THEN READ THIS KAEP:   
  
This is a prophecy. You go to the XFL, you shine so bright and you will be the biggest PHENOMENON. The NFL will open the doors for you to be the greatest thing we've seen in sports, in prosperity, resilience, devotion, and honor. Keep this is destiny. You are, and will be the greatest aspiration of mankind.  
23w Reply

 user1293327338 I agree, believing in something is one thing but also being able to sacrifice everything for this belief is what really matters. This shows how important it is to hold onto your values even when facing challenges. It must have been very difficult for you to sacrifice your careers for something you believed in but you are using your platform in the best way 

1,095,493 likes  
September 3, 2018

 Add a comment... [Post](#)

Instagram – 1M likes, 62.3K comments

(Retrieved on 3/7/2024)



kaepernick7 • Follow



kaepernick7 Believe in something. Even if it means sacrificing everything. #JustDolt

287w



because\_now\_i\_can I can not tell you how much this ad means to me. I dedicate my life to making a difference, to fighting injustices, and fighting for equality. After two brain surgeries, and with a stable brain tumor, I have a 3.84 GPA. I am a double major, pursuing a degree in paralegal studies and a degree in sociology. My hope is to build a program that supports families who are vulnerable and change the entire freaking system.

Seven years ago, I was told to enjoy my life. My life was over. Screw that!! My life has just begun!! Every time I need a push in my fight, I play this ad. So, thank you for what you are doing. You are being the change the world needs. And your sacrifice is inspiring. I always joke around, possibly someday I will train to run the Boston Marathon to bring attention to my cause. As, in 2016, I was at Boston Massachusetts General undergoing my second craniotomy, as the Boston marathon was occurring. Who knows? There's some truth in every joke. And I don't listen when they tell me I am incapable of something. Why the hell should I start now? Keep inspiring!! You indeed have created a legacy <3

55w 2 likes Reply



3,251,290 views

September 5, 2018



Add a comment...

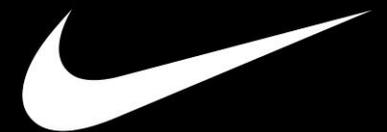
Post

Instagram – 3.2M views/plays, 43.2K comments

(Retrieved on 3/7/2024)

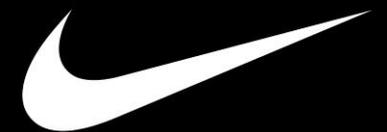
- Key players involved
  - Colin Kaepernick
  - Nike
  - Athletes featured in ad
- Primary stakeholder groups
  - Nike company, leadership, employees
  - Colin Kaepernick
  - Sponsored athletes
  - Customers of Nike
  - Nike's competitors
- Publics
  - Consumers (between 15-40 years old)
  - Male and female athletes
  - Tweens and teens
  - Nike-endorsed athletes
- Target audiences
  - Younger generation
    - 18- to 29-year-old males

# Issue Breakdown



# Case Timeline

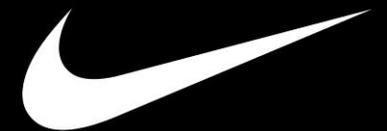
- 2011 – Nike signed Kaepernick with an endorsement deal
- July 2013 – Black Lives Matter (BLM) movement started
- August 14, 2016 – Kaepernick began his protests
- September 12, 2016 – President Trump released a statement
- March 1, 2017 – Kaepernick opted out of his contract with the 49ers
- October 15, 2017 – Kaepernick filed collusion grievances against the NFL
- Fall of 2017 – Nike considered canceling endorsement deal with Kaepernick



# Case Timeline

(continued)

- 2018 – Adidas expressed interest in signing Kaepernick to an endorsement deal
- September 3, 2018 – launch of Nike's "Dream Crazy" campaign
  - Monday, September 3, 2018 – Kaepernick posted on social media
  - Wednesday, September 5, 2018 – Nike released the full version of the commercial
  - Thursday, September 6, 2018 – ad aired on the NFL regular season opener on NBC
- October 2018 – Nike released Kaepernick clothing
- November 30, 2018 – Nike campaign ended



# Organizational PR Process (RACE)

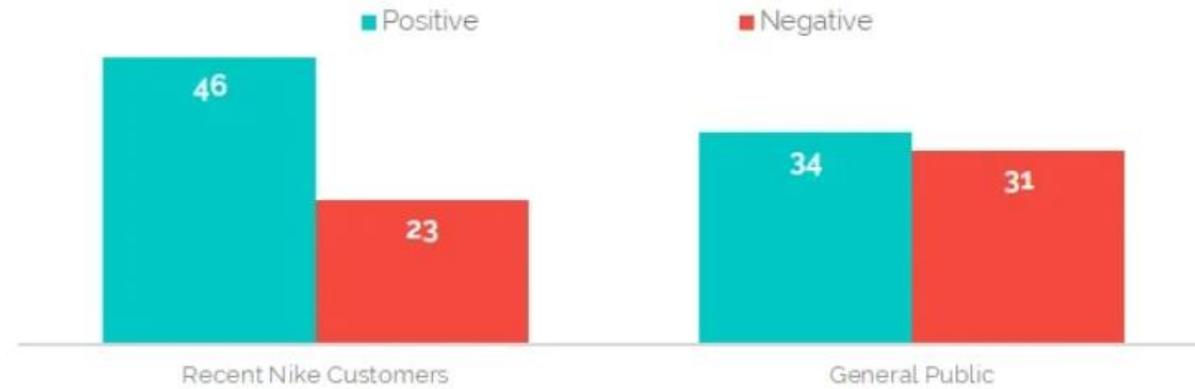
## Research

- Kaepernick was the most disliked player in NFL during the 2016 season
  - 37% of Caucasians "disliked him a lot"
  - 42% of African Americans "liked him a lot"
- US adults' opinions of Kaepernick
  - 34% have positive opinions
  - 31% have negative opinions
- Nike customers' views of Kaepernick
  - 46% have a favorable view
  - 23% do not have a favorable view
- 53% of Americans say it is "never appropriate to kneel during the national anthem"
- Just as many Nike customers identify as being either black (22%) or Hispanic (23%) as they do being white (46%)

(Balkam; Marzilli; Clement and Guskin)

## Kaepernick more popular among Nike customers than the general public

% of US consumers aged 18+ who have either a positive or negative opinion of former NFL quarterback Colin Kaepernick.

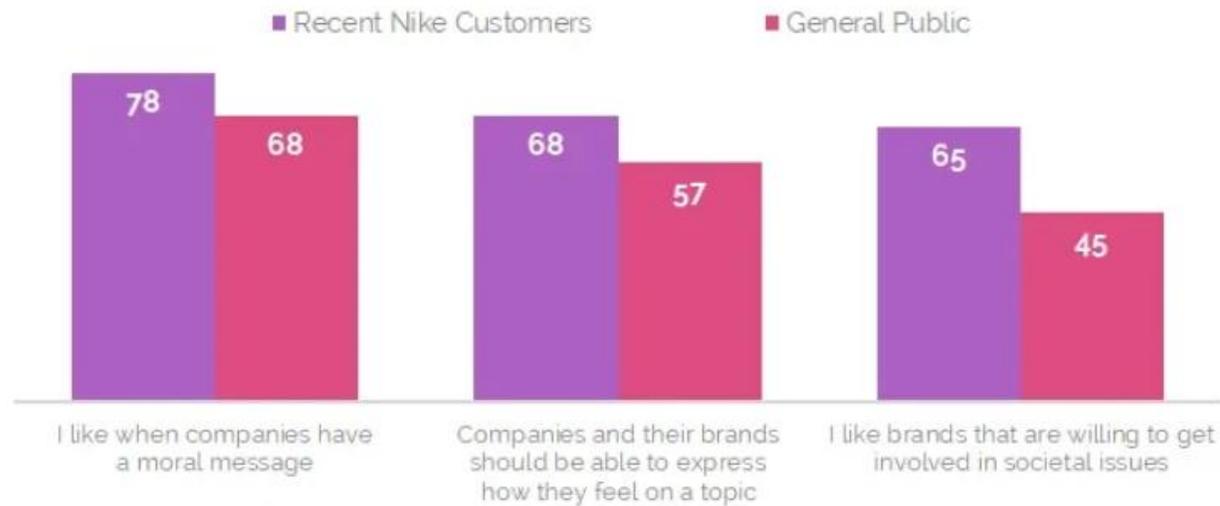


YouGov | yougov.com

YouGov's Plan & Track, September 2018

## Nike customers more receptive to brands taking a stand on social issues

% of US consumers aged 18+ who agree with the following statements.



YouGov | yougov.com

YouGov's Plan & Track, September 2018

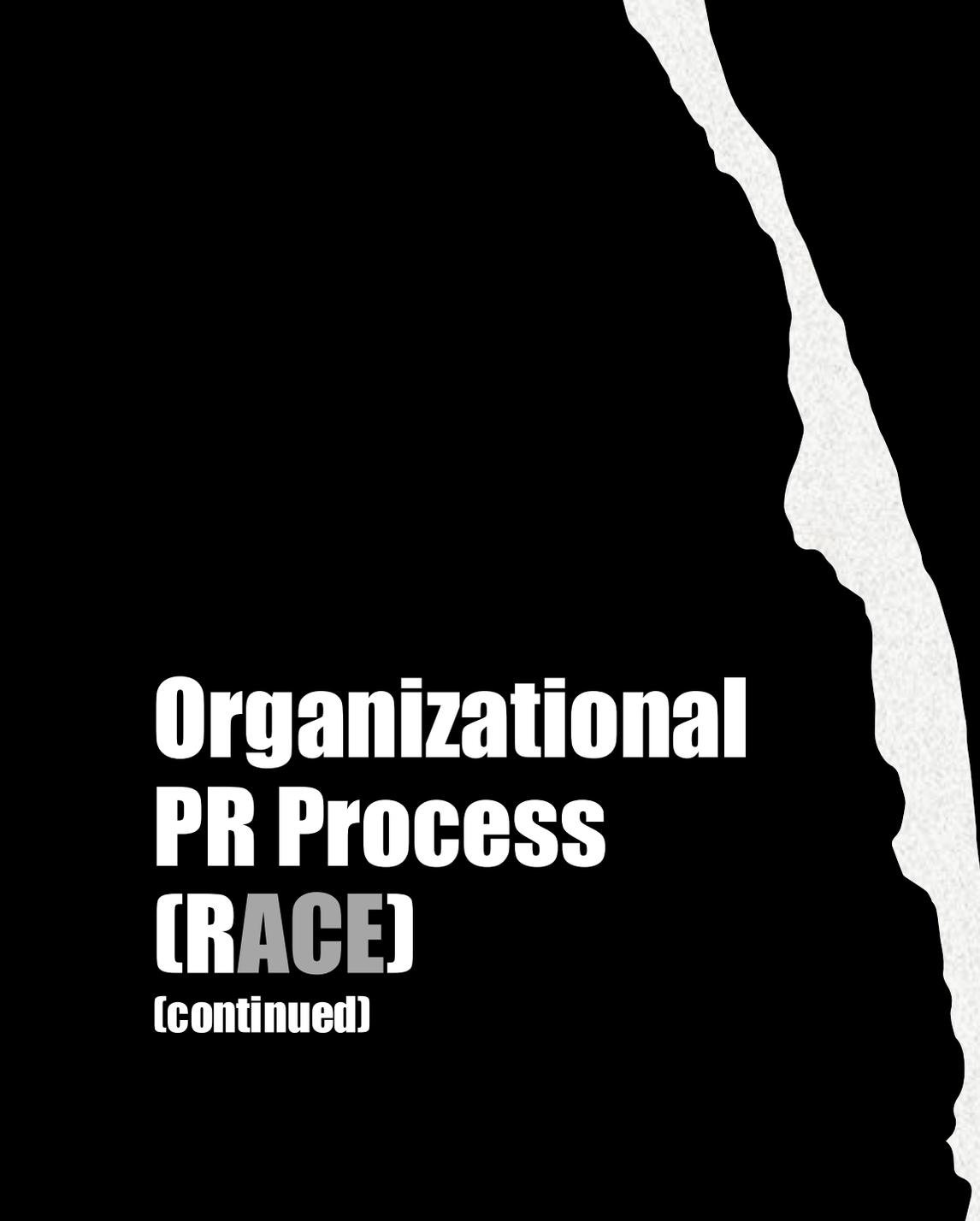


# **Organizational PR Process (RACE)**

**(continued)**

## **Research**

- No stranger to social issues
  - Ageism – 1988
  - People with disabilities – 1989
  - Whether celebrities and professional athletes should be held to higher standards – 1993
  - Ad featured openly gay, HIV-positive runner – 1995
  - Gender issues – 1995 & 2012
  - Ad featured member of the National Wheelchair Basketball Association – 2007
  - Equality in sports and the world – 2017
  - Ad featured Middle Eastern women pushing the social norms – 2017



# **Organizational PR Process (RACE)**

**(continued)**

## **Research**

- No stranger to controversy
  - Lance Armstrong – doping scandal
  - Maria Sharapova – failed drugs test
  - Tiger Woods – sex scandal and drug driving accusation
- Opportunity
  - Take a risk and address Nike's stance on the current social issue
- Current audience was young people
  - 14- to 22-year-old males
  - Two-thirds of Nike customers are younger than 35 years old

# Organizational PR Process (RACE) (continued)

## Action/Programming/Objectives

- Goals
  - Celebrate 30th Anniversary of "Just Do It" campaign
  - Inspire athletes to believe in what is possible
  - Build brand loyalty
  - Support equality and diversity
  - Highlight athletes that pushed boundaries
  - Encourage consumers to stand up for what they believed
- Target audience
  - Specifically, 15- to 17-year-olds
  - 18- to 29-year-old males
    - Millennials and Gen-Z
    - Want brands to take visible, social positions
- Theme/Idea
  - Demonstrate its support of the fight for racial and social injustice
  - Provide an inspirational message
  - Feature Colin Kaepernick

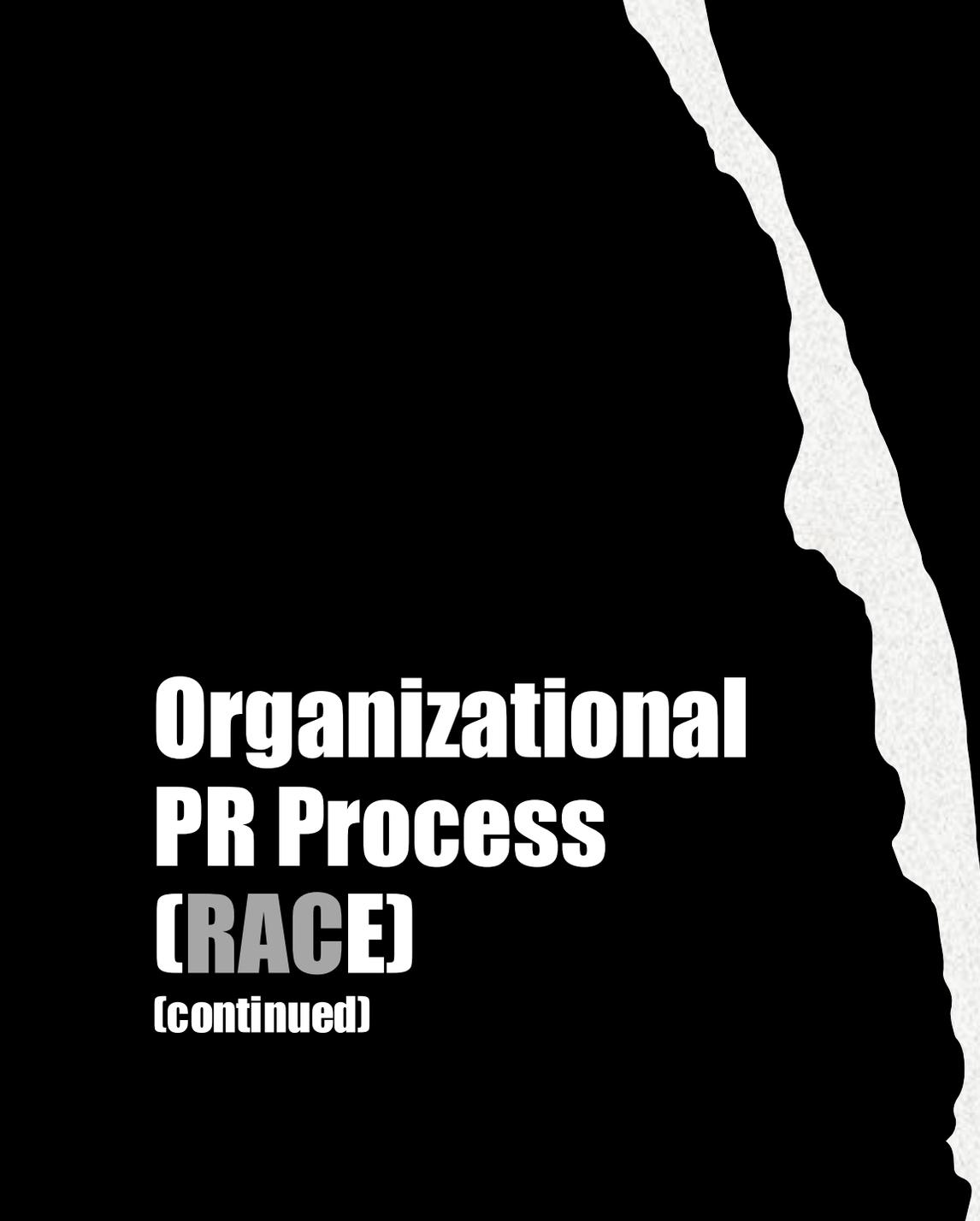


# Organizational PR Process (RACE) (continued)

## Communication Tactics

- \$5.2 million to air "Dream Crazy" on television
- Use social media
  - September 3, 2018 – have Kaepernick make a social media post
- September 5, 2018 – Create an ad
  - Use Kaepernick, along with other influential and inspiring athletes including Odell Beckham Jr., Serena Williams, LeBron James, Seattle Seahawks linebacker Shaquem Griffin, and skateboarder Lacey Baker
- October 2018 – Sell Kaepernick merchandise
- Place image of Kaepernick on billboards
- Donate to "Know Your Rights"





# Organizational PR Process (RACE) (continued)

## Evaluation

- Kaepernick received more than one million responses on Instagram, Facebook, and Twitter within the first hours of his post
- Mixed reactions
  - Positive
    - People showed support on social media – praise and encouragement
    - Support from athletes
      - Serena Williams
      - LeBron James
      - Casey Neistat
  - Negative
    - Twitter – more than 100,000 posts in first 24 hours
      - #BoycottNike
    - Country singer John Rich
    - Texas Republican Senator Ted Cruz
    - President Trump
    - #JustBurnIt; #BurnYourNikes
    - Burning Nike shoes and cutting Nike socks

(Draper et al.; Meyersohn; Balkam; "Just Do It"; Hessekiel; Penrose)



John Rich   
@johnrich · Follow



Our Soundman just cut the Nike swoosh off his socks. Former marine. Get ready @Nike multiply that by the millions.



6:02 PM · Sep 3, 2018



 25.7K  Reply  Share

[Read 29K replies](#)

X – Retrieved on 3/10/2024



Sean Clancy  
@sclancy79 · Follow



First the @NFL forces me to choose between my favorite sport and my country. I chose country. Then @Nike forces me to choose between my favorite shoes and my country. Since when did the American Flag and the National Anthem become offensive?



5:56 PM · Sep 3, 2018



 40.8K  Reply  Share

[Read 20.6K replies](#)

X – Retrieved on 3/10/2024

# Larry Dugger – Washington Veteran



[https://www.youtube.com/watch?v=vmbdy6-Uc\\_0](https://www.youtube.com/watch?v=vmbdy6-Uc_0)

# Organizational PR Process (RACE) (continued)

## Evaluation

- **Unsuccessful**
  - Nike's stock down 3% the day following Kaepernick's post
- **Successful**
  - Nike's stock reached all-time high
  - Nike's stand with Kaepernick gained much attention
  - Reached Nike's target consumer
  - Generated at least \$43 million in free advertising for Nike in first 24 hours and \$160 million in three days (estimated)
  - Increased company's value by more than \$6 billion two weeks after commercial released
  - Boosted sales by 31%
  - 1,400% increase in mentions of Nike online

(Meyersohn; Rizvi; Balkam; Draper et al.; Draper and Creswell; "The story behind Nike's 'Dream Crazy' campaign"; "Just Do It")

# Strategies

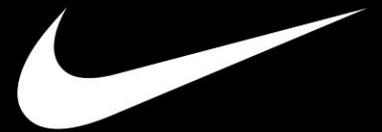
- High risk
  - Took a calculated risk; rewards outweighed the risks
- Know audience
  - Nike knew customer demographics
    - Believed its core customers would support its choice to have Kaepernick as a spokesperson
- Authentic
  - Willing to sacrifice some sales
- Culturally relevant
  - A need to cater to millennial and Gen-Z customers who desire to align themselves with thoughtful brands that are not afraid to take a stand



# Strategies

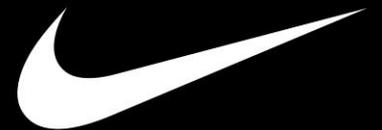
(continued)

- Surprising
  - It was unknown to the public Kaepernick's involvement with Nike
- Remain aligned
  - Nike followed its values and purpose
- Bold
  - Led others towards change
  - Chose athlete with a polarizing place in American politics
- Courageous
  - Did not follow other brands



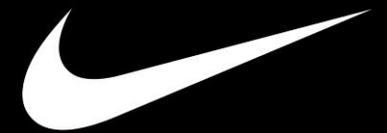
# Messages

- "Believe in something. Even if it means sacrificing everything." - social media post
- "It's only crazy until you do it." (Dream Crazy) - video advertisement
- "Just Do It"



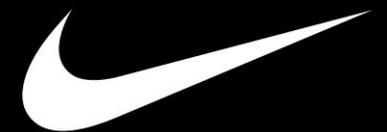
# Media Analysis

- CBS News
- ABC News
- Forbes
- NPR
- PBS
- CBC
- ESPN
- NBC News
- BBC
- NFL
- USA Today
- Global News
- The Washington Post
- Sports Illustrated
- The Guardian
- Rolling Stone
- Bleacher Report
- TODAY.com
- The New York Times
- Sports Business Journal
- Business Insider



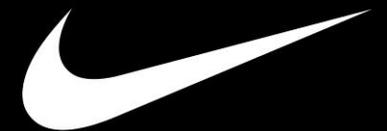
# Stakeholder Impact

- Nike-sponsored athletes
  - Positive reaction
- Customers of Nike
  - Mixed feedback
- Nike's competitors
  - Adidas and Puma had been looking to sign Kaepernick
    - Might still capitalize off him



# Case Analysis

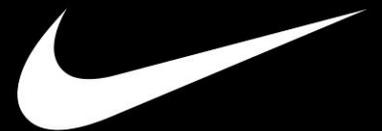
- Memorable and powerful
- Ad showed many different athletes
- Colin Kaepernick
  - Good choice for Nike's brand
    - Promote social activism
- Strategic
  - Nike outlined values
    - Willing to back them with the potential risks
      - Controversy resonated with slogan
  - Included slogan
    - Simple but stood the test of time



# Case Analysis

(continued)

- Accomplished objectives
- Bold and clever positioning move
  - Streamlining customer base for future
- Inspired new relationships through the support of a controversial figure and his social advocacy
- Created noise
- Have to be careful now to keep the brand promise



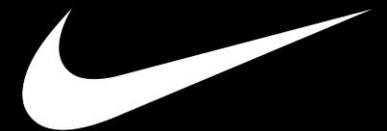
# Future Expectations, Critique, & Recommendations

- I think that upcoming Nike campaigns will be strategically implemented with a reasonable amount of research completed before launching it.
- Nike will probably continue taking risks.
- Be careful and smart when choosing a stance on controversial issues.
- Make sure all public relations align with Nike's brand and values.



# Discussion Questions

- Do you think Nike should have done anything different?
- Who would have been a better spokesperson for the ad?
- Do you think Nike should have created the campaign without Kaepernick, so it would not have been controversial?
- Do you think the reaction would have been different if Nike announced the ad, instead of Kaepernick?
- Do you agree that the younger generation wants brands to share their values and take stands on social issues?



## Works Cited

- Balkam, John. "Nike & Colin Kaepernick – A Case Study on Authentic Cause Marketing." *Medium*, 14 Jan. 2020, <https://medium.com/3-win-sponsorship/nike-colin-kaepernick-a-case-study-on-authentic-cause-marketing-1f8d2af02211>.
- Better, Adam. "The History of Nike." *Shoe Palace*, 13 Jan. 2023, <https://www.shoepalace.com/blogs/all/the-history-of-nike>.
- Boren, Cindy. "A Timeline of Colin Kaepernick's Protests against Police Brutality, Four Years after They Began." *The Washington Post*, 26 Aug. 2020, <https://www.washingtonpost.com/sports/2020/06/01/colin-kaepernick-kneeling-history/>.
- BroBible*, 25 Oct. 2018, <https://brobible.com/sports/article/new-nike-colin-kaepernick-icon-tee/>.
- Caruso, Skyler. "All About Colin Kaepernick's Adoptive Parents, Rick and Teresa Kaepernick." *People*, 10 Mar. 2023, <https://people.com/sports/all-about-colin-kaepernick-parents/>.
- Clement, Scott, and Emily Guskin. "Poll: 53 percent of Americans say it's 'never appropriate' to kneel during the national anthem." *The Washington Post*, 23 May 2018, <https://www.washingtonpost.com/news/sports/wp/2018/05/23/poll-53-percent-of-americans-say-its-never-appropriate-to-kneel-during-the-national-anthem/>.
- "Company WELCOME TO NIKE, INC." *Nike*, <https://about.nike.com/en/company>.
- Draper, Kevin, and Ken Belson. "Colin Kaepernick's Nike Campaign Keeps N.F.L Anthem Kneeling in Spotlight." *The New York Times*, 3 Sept. 2018, <https://www.nytimes.com/2018/09/03/sports/kaepernick-nike.html>.
- Draper, Kevin, and Julie Creswell. "Colin Kaepernick 'Dream Crazy' Ad Wins Nike an Emmy." *The New York Times*, 16 Sept. 2019, <https://www.nytimes.com/2019/09/16/sports/football/colin-kaepernick-nike-emmy.html>.

## Works Cited

Draper, Kevin, et al. "Nike Returns to Familiar Strategy With Kaepernick Ad Campaign." *The New York Times*, 4 Sept.

2018, <https://www.nytimes.com/2018/09/04/sports/nike-colin-kaepernick.html>.

*Global News*, 6 June 2020, <https://globalnews.ca/news/7035746/colin-kaepernick-timeline/>.

Gupta, S. "Nike SWOT 2024 – SWOT Analysis of Nike." *Business Strategy Hub*, 13 Jan. 2024, <https://bstrategyhub.com/swot-analysis-of-nike-nike-swot/>.

Haislop, Tadd. "Colin Kaepernick Kneeling Timeline: How Protests During the National Anthem Started a Movement in the NFL." *The Sporting News*, 13 Sept. 2020,

<https://www.sportingnews.com/us/nfl/news/colin-kaepernick-kneeling-protest-timeline/xktu6ka4diva1s5jxaylrcsse>.

Hatfield, Jenn. "8 facts about Black Lives Matter." *Pew Research Center*, 12 July 2023, <https://www.pewresearch.org/short-reads/2023/07/12/8-facts-about-black-lives-matter/>.

Hessekiel, David. "Should Nike Kneel With Kaepernick? It's Complicated." *Forbes*, 4 Sept. 2018, [https://www.forbes.com/sites/davidhessekiel/2018/09/04/should-nike-](https://www.forbes.com/sites/davidhessekiel/2018/09/04/should-nike-kneel-with-kaepernick-its-complicated/?sh=4a77f2ef43c3)

[kneel-with-kaepernick-its-complicated/?sh=4a77f2ef43c3](https://www.forbes.com/sites/davidhessekiel/2018/09/04/should-nike-kneel-with-kaepernick-its-complicated/?sh=4a77f2ef43c3).

*Hypebeast*, 20 Feb. 2019, <https://hypebeast.com/2019/2/nike-colin-kaepernick-true-to-7-football-jersey>.

"Impact MOVING FORWARD." *Nike*, <https://about.nike.com/en/impact>.

"Investor News Details." *Nike*, 29 June 2023, <https://investors.nike.com/investors/news-events-and-reports/investor-news/investor-news-details/2023/NIKE-Inc.-Reports-Fiscal-2023-Fourth-Quarter-and-Full-Year-Results/default.aspx>.

"Just Do It: How Nike Does Public Relations." *PR Superstar*, 12 Apr. 2021, <https://prsuperstar.co.uk/nike-pr/>.

## Works Cited

Kelner, Martha. "Nike's Controversial Colin Kaepernick ad campaign its most divisive yet." *The Guardian*, 4 Sept.

2018, <https://www.theguardian.com/sport/2018/sep/04/nike-controversial-colin-kaepernick-campaign-divisive>.

Lauletta, Tyler. "Some of Nike's biggest rivals reportedly wanted to sign Colin Kaepernick ahead of his new 'Just Do It' campaign." *Business Insider*, 4 Sept.

2018, <https://www.businessinsider.com/colin-kaepernick-nike-adidas-puma-2018-9>.

Marzilli, Ted. "Colin Kaepernick more popular among Nike customers than with the general public." *YouGov*, 5 Sept.

2018, <https://today.yougov.com/consumer/articles/21505-colin-kaepernick-more-popular-among-nike-customers>.

Meyer, Jack. "History of Nike: Timeline and Facts." *The Street*, 14 Aug. 2019, <https://www.thestreet.com/lifestyle/history-of-nike-15057083>.

Meyersohn, Nathaniel. "Why Nike is betting its slogan on Colin Kaepernick." *CNN*, 30 Sept. 2018, [https://www.cnn.com/2018/09/30/business/nike-colin-kaepernick-nfl-](https://www.cnn.com/2018/09/30/business/nike-colin-kaepernick-nfl-just-do-it/index.html#:~:text=Nike%20has%20had%20an%20endorsement,kneeling%20during%20the%20national%20anthem)

[just-do-it/index.html#:~:text=Nike%20has%20had%20an%20endorsement,kneeling%20during%20the%20national%20anthem](https://www.cnn.com/2018/09/30/business/nike-colin-kaepernick-nfl-just-do-it/index.html#:~:text=Nike%20has%20had%20an%20endorsement,kneeling%20during%20the%20national%20anthem).

*Nike Company*, <https://about.nike.com/en/company>.

"Nike Mission, Vision & Values." *Comparably*, <https://www.comparably.com/companies/nike/mission>.

*Nike Newsroom*, 31 Dec. 2021, <https://about.nike.com/en/newsroom/collections/nike-inc-logos>.

"Nike SWOT Analysis." *The Strategy Story*, <https://thestrategystory.com/blog/nike-swot-analysis/>.

"Our Mission." *Nike*, <https://about.nike.com/en>.

## Works Cited

- Penrose, Nerisha. "Nike Debuts 'Just Do It' 30th Anniversary Campaign Starring Colin Kaepernick." *ELLE*, 4 Sept. 2018, <https://www.elle.com/fashion/a22968834/nike-campaign-colin-kaepernick/>.
- Rishe, Patrick. "Nike's Reward From Using Kaepernick Will Exceed Risk Because It Knows Its Demo." *Forbes*, 6 Sept. 2018, <https://www.forbes.com/sites/prishe/2018/09/06/nikes-reward-using-kaepernick-exceeds-risk-due-to-knowing-their-demo-and-being-culturally-relevant/?sh=299c3c84672a>.
- Rizvi, Jia. "Taking Risks Can Benefit Your Brand – Nike's Kaepernick Campaign Is A Perfect Example." *Forbes*, 30 Sept. 2018, <https://www.forbes.com/sites/jiawertz/2018/09/30/taking-risks-can-benefit-your-brand-nikes-kaepernick-campaign-is-a-perfect-example/?sh=209c337945aa>.
- Rovell, Darren. "Colin Kaepernick part of Nike's 30th anniversary of 'Just Do It' campaign." *ESPN*, 3 Sept. 2018, [https://www.espn.com/nfl/story/\\_/id/24568359/colin-kaepernick-face-nike-just-do-30th-anniversary-campaign](https://www.espn.com/nfl/story/_/id/24568359/colin-kaepernick-face-nike-just-do-30th-anniversary-campaign).
- Sanchez, Marcio. *Jacksonville*, 3 Sept. 2018, <https://www.jacksonville.com/story/news/2018/09/04/colin-kaepernick-has-new-deal-with-nike-though-hes-not-in-nfl/10857928007/>.
- Sanfacon, Nathan. "Taking a stand: Nike Just did it right." *Think Parallax*, 7 Sept. 2018, <https://www.thinkparallax.com/insights/taking-a-stand-nike-just-did-it-right>.
- Snyder, Bill. "Phil Knight on the Controversial Kaepernick Ad and Nike's Never-Give-Up Attitude." *Stanford*, 14 Feb. 2019, <https://www.gsb.stanford.edu/insights/phil-knight-controversial-kaepernick-ad-nikes-never-give-attitude>.
- "The story behind Nike's 'Dream Crazy' campaign." *Globe Media Group*, 21 June 2022, <https://globemediagroup.ca/the-story-behind-nikes-dream-crazy-campaign/>.

## Works Cited

- Tyler, Jessica. "Nike's Colin Kaepernick ad isn't the first time the brand's commercials have made a social statement. See some of the most memorable campaigns in its history." *Business Insider*, 7 Sept. 2018, <https://www.businessinsider.com/nike-ads-make-social-statements-2018-9>.
- Weiss, Angela. *CNBC*, 11 Sept. 2018, <https://www.cnbc.com/2018/09/11/nikes-kaepernick-ad-campaign-a-stroke-of-genius-analyst-ups-stock.html>.
- Wesjones*, <https://www.wesjones.co/ideas/iconic-logos>.
- West, Jenna. "Report: Poll Shows Nike's Colin Kaepernick Ad Hit Target Audience." *Sports Illustrated*, 12 Sept. 2018, <https://www.si.com/nfl/2018/09/12/nike-colin-kaepernick-ad-poll-results#:~:text=Nike's%20ad%20campaign%20with%20Colin,year%20old%20male%20target%20audience.&text=A%20new%20poll%20shows%20that,company%20changed%2C%20according%20to%20ESPN>.
- Wright, Millie. "Marketing Really Works: A look at Nike's New Ad Campaign for their 30th Anniversary." *Medium*, 23 Oct. 2018, [https://medium.com/@millie\\_16129/marketing-really-works-a-look-at-nikes-new-ad-campaign-for-their-30th-anniversary-a87dd6a4ba32](https://medium.com/@millie_16129/marketing-really-works-a-look-at-nikes-new-ad-campaign-for-their-30th-anniversary-a87dd6a4ba32).
- YouGov*, 5 Sept. 2018, <https://today.yougov.com/consumer/articles/21505-colin-kaepernick-more-popular-among-nike-customers>.
- Youn, Soo. "Nike sales booming after Colin Kaepernick ad, invalidating critics." *ABC News*, 21 Dec. 2018, <https://abcnews.go.com/Business/nike-sales-booming-kaepernick-ad-invalidating-critics/story?id=59957137#:~:text=Colin%20Kaepernick%20appears%20in%20a,3%2C%202018>.