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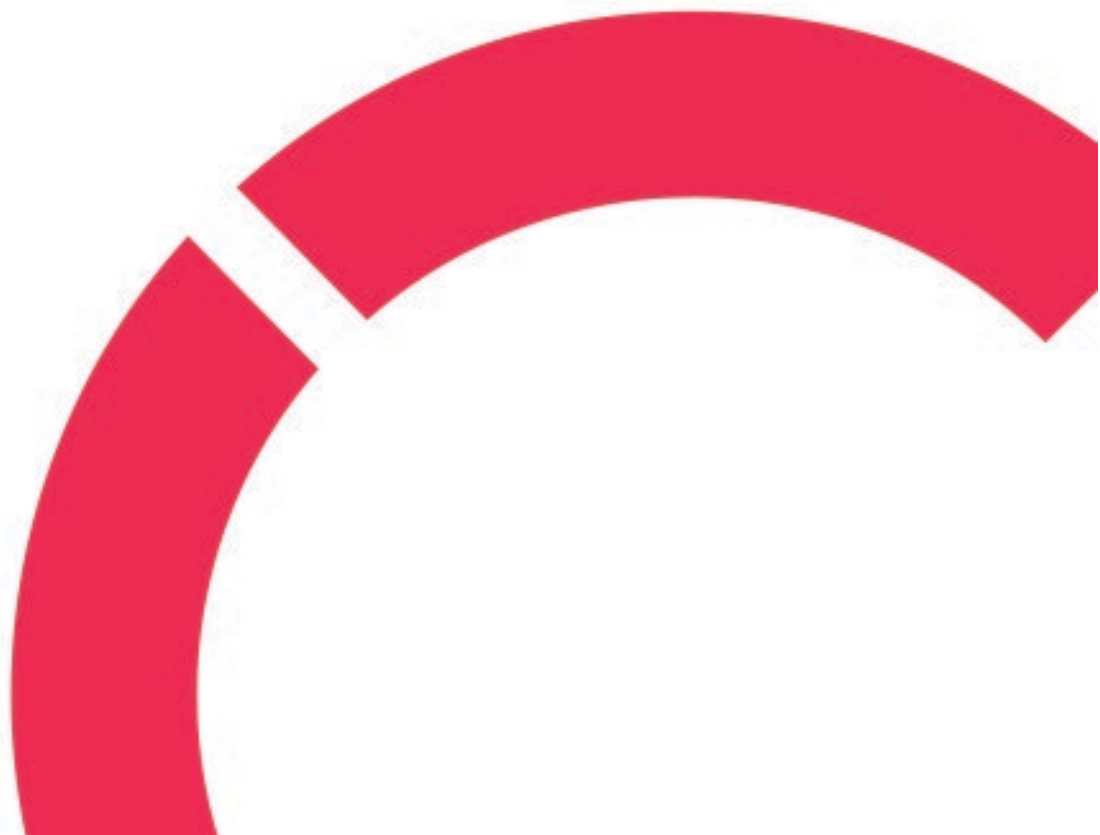
**CONSUMER PERCEPTION OF NIKE GREEN BUSINESS
STRATEGY AND IMPLEMENTATION OF PROFITABLE AND
SUSTAINABLE PRODUCTS**

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ABSTRACT

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Name of thesis CONSUMER PERCEPTION OF NIKE GREEN BUSINESS STRATEGY AND IMPLEMENTATION OF PROFITABLE AND SUSTAINABLE PRODUCTS		
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<p>Technological advancements, advanced research, and industrial growth have significantly contributed to human success. These developments, including automation and mass production, have improved the quality of our lives. The introduction of new and innovative services has simplified the living patterns. However, they have also posed challenges in terms of unsustainability, global warming, the accumulation of non-recyclable materials, and the destruction of nature in the global environment. It is crucial to address these issues by transitioning to more organic and recyclable materials, embracing modularity, green solutions, and the circular economy.</p> <p>Leading players in the manufacturing industry are now actively working towards more sustainable production methods and adopting organic and green materials. However, this shift brings challenges related to the extensive production process and the resulting increase in product costs. These companies need to reach out to their customers to foster understanding and create a bridge for collaboration towards environmental sustainability.</p> <p>In this study, Nike is chosen as a globally recognized manufacturer with a widespread market presence. A research survey is conducted to analyse Nike's approach to sustainability. Specifically, consumers' perception is evaluated about Nike's green business strategy and the implementation of profitable and sustainable products. This thesis provides valuable insights for Nike and similar industries to gauge the level of consumer understanding regarding their sustainability goals and the recognition of their efforts. The findings also offer useful information to strengthen the manufacturer-customer relationship and enhance profitability while advancing towards sustainability goals.</p>		
<p>Key words Consumer perception, Green products, Nike profitability, Sustainability.</p>		

CONCEPT DEFINITIONS

COVID

Corona virus disease

CSR

Corporate social responsibility

MSI

Market sustainability index

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ABSTRACT

CONCEPT DEFINITIONS

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1 INTRODUCTION

Sustainability in the green environment and the modern world means the practice of more profitability in the organization and the environment of business. The concept suggests that a revitalized focus on environmental management leads to an increase in a business's profitability. In the green world, managers and companies design their products innovatively, which does not impact the environment and try to make the raw material that is resource-depleting. (Wijsman & Berbés-Blázquez 2022.) An endeavour in the manufacturing process has the potential to yield successful outcomes by reducing the cost of production and assisting manufacturers in inventory savings.

Consumers are the main market drivers for corporate structure in today's business world. According to the report, consumers are favouring green and sustainable products more and more. The research shows that in 2021, 79% of consumers have changed their purchase patterns. Nowadays, customers prefer to choose products based on sustainability. This contrast sharply shows that 36% of organizations believe that the customers are willing to change their selection to prefer environmental and social impact. Consumer practices sustainability in their daily life. For example, by minimizing the efficiency and change in consumer behaviour of shopping, consumers prefer products with minimal packaging, which increases the sustainability potential and impacts the experience of customers, loyalty, and happiness. (Prasetio & Yunita 2022.)

The COVID-19 has inspired businesses and consumers to adapt their strategy to the circumstance and create more sustainable products. Numerous businesses are adapting their strategies and creating sustainable products to clean up the environment because of the situation. They develop goods that generate no waste and don't hurt people. International environmental organizations set emission limits like organizational norms. (Collier, Flynn, Stewart & Thomas 2022.) The consumers can easily trust the brand because of the international certifications of the company because international certifications have sustainable practices in the country and surrounding their structure. (Orîndaru, Popescu, Căescu, Botezatu, Florescu & Runceanu 2021.)

Modern businesses' structure supports the value chain opportunities for organizations. Such organisations are making effective strategies for producing sustainable products and making their products more valuable for the customers. The primary duty of an organization is to focus on the production of its goods and all the processes involved in its value chain. The other duties of the

organization include environment, society and corporate social responsibility towards its stakeholder. (Choi, Feng & Li 2022.) Businesses nowadays are realizing more and more how important it is to integrate sustainability into their daily operations (Shang, Teng & Yang 2021). Consumers have become more discerning about the items they buy because of increased worries about environmental degradation and social responsibility, looking for businesses that share their beliefs.

This study aims to offer useful insights on the sustainable practices of international manufacturers from a consumer viewpoint by studying consumer attitudes, beliefs, and behaviours about such green initiatives. Nike is chosen for the study because it is a well-known international manufacturer of athletic clothing and footwear. It has also acknowledged the trend of green business strategy to address sustainability concerns. Mostly products of Nike are made of polyester or cotton. Both items pollute the environment. (Aichbauer, Buchhauser, Erben, Steinert & Wiking 2022.) Plastic fibres are toxic inherently for marine life and the environment as well. The consumer perceives that the cotton crops are grown using pesticides and herbicides and there is need to address this environmental issue. The use of material that is bad for the health of consumers and the people living in their surroundings, impacts the reputation of the company and reduces its goodwill.

The three goals of this study are as follows. First, it seeks to gauge customer knowledge of Nike's sustainability activities and green business strategy. The study's second goal is to investigate how consumers view Nike's sustainable product lines by assessing variables such as perceived quality, environmental effect, and value for money (Ramadevi & Padmaavathy 2021). Finally, this study intends to examine how customer perception affects their purchase decisions, looking into whether sustainability significantly influences consumers to choose Nike over its rivals. This study will add to the body of information on sustainability in the business setting by examining how consumers perceive Nike's green business strategy and the execution of lucrative and sustainable products. The results will not only help Nike improve its sustainability policies, but they will also be helpful for other businesses looking to implement similar tactics.

In this thesis the theoretical framework is presented in detail under chapter 2. The research methodology, data collection techniques and processing are discussed in chapter 3. The results of this research study are presented in chapter 4. The outcomes of the research study are discussed in chapter 5. Finally, the concluding remarks and prospects for future studies are given in chapter 6. The appendix lists the theme of research ethics for data collection, formulation of survey questionnaire and the consent forms for consumers.

2 THEORETICAL FRAMEWORK

This chapter covers theoretical framework of this study by providing a wide range of important topics related to organizational planning, marketing strategy, sustainability, social responsibility, the sports industry's role in sustainability, and the impact of adopting green practices. It begins with an examination of global strategic concepts, strategic management approaches, and the influence of industry dynamics on organizational strategies. The chapter then explores various aspects of marketing strategy and green business, including consumer behaviour, trends, market segmentation, sustainable products, CSR policies, and controversies in green advertising. It also highlights efforts of chosen study case Nike in sustainability and analyses consumer behaviour, the company's commitment to sustainability, and its sustainable initiatives. The chapter also discusses the importance of social responsibility, environmental protection, CSR as value creation, and the social responsibility aspect within the sustainability framework. The role of the sports industry in sustainability and the crisis faced by Nike serves as case studies in this context. Lastly, the chapter examines the causes and consequences of adopting green practices, emphasizing their potential impact on the environment and society.

2.1 Organizational planning and management

The global strategic concept, Strategic management concept, industrial organizational model, and management of global standards are part of the organizational planning process and relate to the management. All these topics are discussed further in the following subsections.

2.1.1 Global strategic concept

A global strategic concept involves taking a comprehensive and long-term approach to managing a company or organization. It considers the broader business environment and aims to align strategies with the organization's goals and opportunities. By effectively utilizing resources, the concept seeks to provide the organization with a sustained competitive advantage. (Aksoy, Banda, Harmeling, Keiningham & pansari 2022.) In the face of global warming and environmental changes, implementing a green business strategy has become crucial in today's competitive landscape (Grover Tseng & Pu

2022). Environmental changes impact the costs of raw materials and energy resources, prompting companies to adopt sustainable practices to reduce expenses. Green businesses often have lower annual costs and find it easier to attract investors (Bennett 2022). Consumer demand for eco-friendly products is steadily increasing as people become more environmentally conscious and link it to their health. However, there is a risk of "greenwashing" when brands falsely claim to be green. Effective green marketing strategies are essential to build trust and authenticity. (Karabacak & Saygili 2022.)

In today's interconnected world, many organizations have expanded their operations globally in response to political, cultural, and economic influences. This move towards a global system has created an interdependent environment, prompting companies to adopt global strategic management practices. A focus strategy, within the framework of global strategic management, involves identifying market niches where a company can excel. By leveraging its competitive advantage and considering market characteristics, the strategy aims to select a market that maximizes sales volume, revenue, and profitability. This strategy emphasizes the localization of strategic behaviours across national boundaries, encompassing standardized offerings, coordinated operations, and competitive integration. (Nguyen 2023.)

Global companies offer various benefits to businesses, such as economies of scale, global brand recognition, enhanced research and development capabilities, and access to new markets. These advantages can lead to cost savings, customer satisfaction, and improved market penetration. Executives at multinational companies gain a competitive edge by setting wise objectives and goals, analysing internal and external environments, formulating strategies and tactics, and monitoring performance. (Jiang 2022.) Creating a global strategy primarily aims to globalize sales and may involve elements of standardization, international strategies, and global strategies. It requires continuous evaluation of current strategies, goals, and objectives to ensure they remain aligned with the organization's vision and facilitate the achievement of desired outcomes (Aksoy et al., 2022).

2.1.2 Strategic management concept

Nike's strategic management concept encompasses the actions and plans aimed at improving performance and enhancing their overall strategic management practices. It encompasses the design, evaluation, implementation, and control of procedures to create sustainable products. (Barros-Contreras Basco, Martoin-cruz, Hernangómez 2022.)

Nike begins its strategic management process by continuously planning for sustainable products and conducting proper assessments and analysis to understand customer needs and preferences. Adapting to changes in the business environment, Nike strives to achieve its goals and objectives while continuously evaluating and refining its strategies for success. The strategic management concept directly influences Nike's business and contributes to its overall success. It serves as a roadmap for Nike to improve its processes and sustainability initiatives, providing a clear direction and outlining the team's objectives for producing sustainable products. (Ragazou 2022.)

However, Nike acknowledges that the implementation of new strategies does not guarantee success. It is essential to develop the right plans and closely monitor their execution to avoid potential losses. Sustainable business practices should never be underestimated, and Nike understands the importance of effectively executing them. By leveraging the social implications and adopting suggested management strategies, Nike enhances its production process, increases business effectiveness and efficiency, and experiences positive impacts on sales. (Ragazou et al. 2022.)

To ensure the effectiveness of their sustainability initiatives, Nike incorporates various lines of research from the strategic management literature and incorporates sustainability into its overall business plan. Through the development of a sustainable business strategy, Nike analyzes the effectiveness of its sustainability initiatives and seeks to align them with its long-term goals. By leveraging eco-friendly resources and consistently working towards their sustainability goals, Nike strives to make its sustainability initiatives successful. (Ragazou et al. 2022.)

2.1.3 Industrial organizational model

Nike's organizational model is built on a strong strategic approach that aligns with its green business strategy. By leveraging its core competencies, capabilities, and resources, Nike aims to make strategic decisions that enhance its competitiveness and capitalize on opportunities (Bryant-Lees & LaHuis 2022). The resource-based model employed by Nike emphasizes the effective utilization of internal resources as a competitive advantage, enabling the brand to deliver sustainable products (Banks, Knapp, Sanders & Grand 2022). This research evaluates the impact of Nike's green business strategy and sustainable products on its profitability. By prioritizing sustainability and meeting customer preferences, Nike strives to gain a competitive advantage in the market. (Nguyen 2023.)

Nike's strategic management involves analysing resources, competitive advantage, and implementation strategies. The brand utilizes tools like the Considered Index to improve product sustainability, focusing on sustainable materials, fabric treatment, and waste reduction (Pandey, Singh, Jayesh, Khare & Gupta 2022). By managing the product life cycle sustainably and utilizing advanced technology and sustainable materials, Nike delivers high-quality products while aligning with its green business strategy. (Tykkä 2022.)

2.1.4 Managing global standards

Nike is a well-known international brand that offers apparel, footwear, accessories, and services. It has a global presence in over 170 countries, catering especially to sportswear enthusiasts. Nike's logo, "just do it," is recognized worldwide and symbolizes its mission of innovation, community impact, and sustainability. Initially, Nike focused on providing athletes with affordable and unique designs through a simple business strategy. However, the company faced criticism and negative publicity due to allegations of child labour, poor working conditions, and sweatshops in Vietnam. This led to a decline in revenue and forced Nike to reevaluate its business practices.

Nike has since made efforts to address these concerns, developing operational policies to combat child labour and improving working conditions. Despite providing better pay and work environments than other Vietnamese businesses, the company still faces challenges in managing its reputation.

Recognizing the importance of female athletes, Nike has invested \$200 million in initiatives and studies related to women's needs, opportunities, education, and social behaviour. Their goal is to empower girls and young women through adolescence and provide appropriate healthcare. Nike has also increased its focus on women's clothing, which now accounts for 50% of their product line. The "Made to Play" project aims to enhance girls' access to sports and boost their confidence through collaborations with various organizations. (Ratković & Kavran 2022.) During the COVID-19 pandemic, Nike actively engaged in social initiatives. They provided approximately \$30 million in food and medical aid and collaborated with Oregon Health and Science University to manufacture healthcare products. (Pereira, Moura, Costa, Vieira, Landim, Bazaki & Wanick 2021.)

2.2 Marketing strategy and green business

Nike, a renowned brand recognized worldwide for its modern footwear and apparel, has a fascinating history. Co-founder Bill Bowerman, inspired by athletes, designed shoes that revolutionized running (Belal, Shirahada, Kosaka, & Amoo 2022). The introduction of the iconic "Nike Moon Shoe" marked the brand's initial success, capturing customers' attention with its innovative design. Nike's early marketing strategy focused on meeting customer interests and needs, aiming to provide beneficial products (Furr, Ozcan, & Eisenhardt 2022). Collaborations with professional athletes, such as Michael Jordan and Cristiano Ronaldo, added to Nike's popularity and brand awareness, as people sought to emulate their favourite sports figures. (Islam & Rahman 2022.)

The unforgettable "Just Do It" slogan became one of the most impactful advertising campaigns of all time. Nike successfully promoted its products and connected with customers, adapting its strategies based on customer preferences and utilizing digital platforms to engage directly with its target audience (Vrecl & Zabukovšek 2022). Strategic billboard campaigns proved effective in reaching a wide audience without relying solely on TV commercials.

2.2.1 Impact on green business strategy

Nike recognizes the significance of sustainability and incorporates it into its business strategies (Andersen, Cortson & Vistisen 2022). The company focuses on various aspects, including the environment, governance, connectivity, health and wellness, demographics, and security. Nike employs sport as a platform for social change and implements lean and sustainable practices, such as reducing waste and using eco-friendly materials (Agrawani 2022). It emphasizes carbon waste, water, and energy reduction, and promotes the vision of a zero-waste supply chain. Additionally, Nike refurbishes athletes' shoes and encourages customers to reuse them through campaigns, starting in North America.

2.2.2 Consumer perception and purchasing behaviour

Consumer perception plays a vital role in shaping purchasing decisions and brand preferences. Studies have consistently shown that consumers are more inclined to support companies that align with their

values, particularly in terms of societal and environmental responsibility. This holds true for companies like Nike, where understanding consumer perspectives is crucial in effectively communicating their green business strategies and sustainable products (Zhang & Huang 2022). Nike recognizes the importance of integrating sustainability efforts into its corporate culture and business strategy. The company's cultural principles prioritize corporate social responsibility (CSR) and the implementation of sustainable initiatives that are relevant to its core values. By aligning its CSR programs with its business objectives, Nike aims to create a sustainable framework for its operations and continually improve its corporate governance practices.

In addition to its focus on CSR, Nike acknowledges the transformative power of sports in driving positive societal change. Creating a healthy and inclusive work environment is a key aspect of Nike's CSR and corporate governance efforts. By fostering a workplace culture that values diversity, inclusivity, and respect, Nike not only supports its employees' well-being but also enhances their performance and contributes to the overall success of the company. (Borah, Pomegbe & DOGBE 2022.) Nike actively engages in corporate social responsibility and is a member of a global CSR organization dedicated to continuous improvement. The company places particular emphasis on using sustainable materials in its apparel and footwear lines. Through innovative manufacturing processes, Nike incorporates up to 50% recycled materials into its products, promoting environmental sustainability and reducing its ecological footprint. (Wagner 2022.)

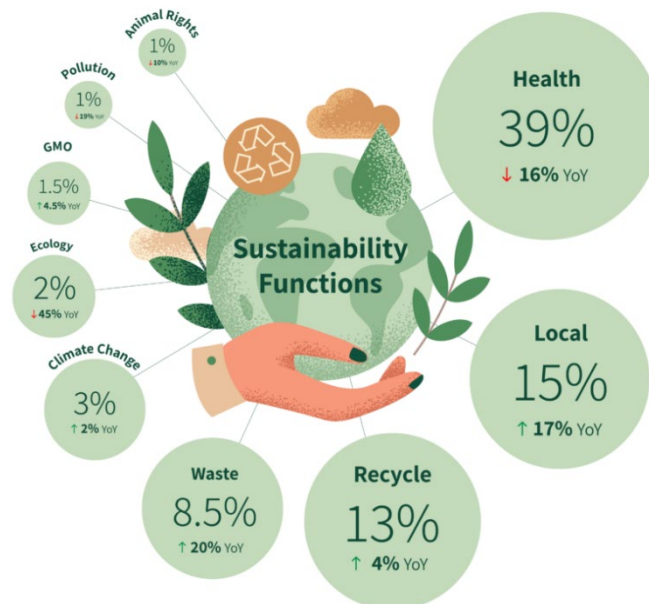
Nike is committed to improving its value chain structure and addressing environmental challenges associated with its operations. By optimizing the performance of its value chain while simultaneously prioritizing environmental sustainability, Nike aims to enhance its overall business performance and instil confidence in its stakeholders. (Huang, Lee & Chen 2022.) By taking these proactive measures, Nike demonstrates its commitment to responsible business practices and positions itself as a leader in corporate social responsibility within the industry.

2.2.3 Green consumer trends

The rise of "green consumers" has led to a growing demand for environmentally friendly products. These consumers prioritize organic, energy-saving, and ecological products, aligning with their commitment to sustainability and the 3Rs (Recycle, Reuse, Reduce) approach. Brands must adapt to

this trend by positioning themselves as environmentally friendly and using eco-friendly materials in their manufacturing processes. (Slaton & Pookulangara 2022.)

Nike, as a brand, has embraced the concept of sustainability by offering footwear made from eco-friendly materials. They utilize sustainable materials composed of 20% recycled waste, aiming to reduce their environmental impact in areas such as water, materials, and energy. Nike collaborates with material vendors and manufacturers to minimize harm to the environment and has implemented a new manufacturing index to evaluate the sustainability practices of their contract manufacturers. (Nørgaard 2022.)



PICTURE 1. Green consumer trends (Tastewise 2023).

Nike is running "Move to Zero" campaign where it strives for zero-waste and zero-carbon-emissions using sustainable materials in future manufacturing. They have introduced innovative footwear collections like "Space-Hippie," inspired by sustainable practices and designed for comfort, and "Nike Air 1," which incorporates recycled polyester yarn and reduces waste in production. Another example is the "Nike Blazer," featuring a partially recycled synthetic leather upper (Sandeep 2020). By adopting sustainable practices and offering eco-friendly products, Nike not only meets the expectations of green consumers but also aligns with their brand image as an environmentally responsible company.

2.2.4 Green market segmentation

Nike has been focusing on green market segmentation and marketing their products in a way that emphasizes their positive impact on customers' lives. Their sustainable footwear line is a key aspect of their green business strategy. Nike collects data on solid waste material and uses this information to create a comprehensive product line of sustainable footwear (Nguyen, 2023). Over the past decade, Nike has made efforts to incorporate approximately 8000 waste raw materials into their manufacturing process, effectively managing waste and energy. (Nirwan 2023.)

Water efficiency and waste reduction are also important considerations for Nike. They employ the Nike Market Sustainability Index (MSI) tool to assess the environmental impact of their raw materials, assigning colour codes such as yellow, red, and green to indicate areas for improvement (Zarfandi & Budiarti 2022). This tool allows Nike to make informed decisions about purchasing raw materials and continuously improve their processes. By focusing on sustainable practices and utilizing tools like the MSI, Nike aims to minimize their environmental impact and improve the quality of their products. This not only benefits customers' health but also enhances the overall quality of life for consumers.

2.2.5 Sustainable products phenomenon

Nike has embraced the sustainable product phenomenon by focusing on eco-friendly materials, waste reduction, and supply chain transparency. The company aims to minimize its environmental impact and promote social responsibility through initiatives that support education and employment growth in communities (Parwanda 2022). Nike's commitment to sustainability is reflected in its comprehensive strategy to create environmentally friendly products and production processes.

Nike's target market includes various consumer categories such as age, race, gender, and political philosophy. Among American teenagers, Nike is the second-most popular online shopping destination, and 65% of young consumers prefer Nike over other sportswear brands (Calvo, Gomez, Alvarez & Ricardez 2022). Despite some political controversy, Nike's overall earnings have continued to grow, indicating that consumer behaviour is not significantly affected by political divisions (Quoquab, Sivadasan & Mohammad 2022). This trend raises questions about the motivations and behaviours of consumer groups and highlights the complexities of marketing in a politically charged environment.

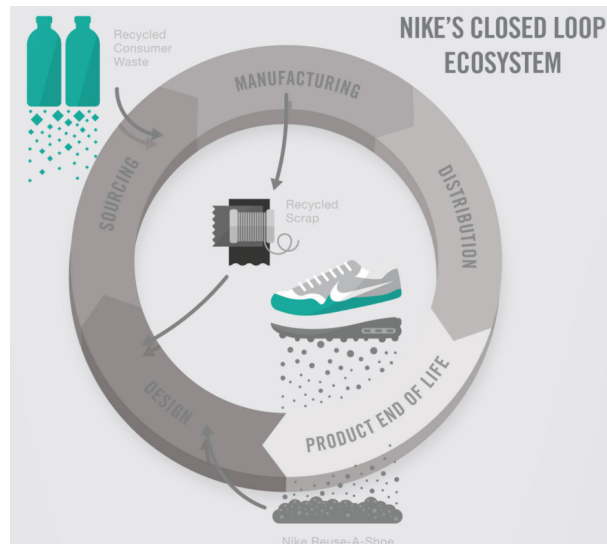
2.2.6 CSR green policy

Different organizations employ various CSR approaches based on their nature, size, and impact on society and the environment. CSR can range from simple donations and supporting charitable endeavours to integrated strategies for transparency, governance, and sustainability. However, some companies may use CSR as a superficial tactic to meet legal requirements without genuine commitment to community and environmental protection.

Nike's Corporate Social Responsibility (CSR) Green Policy focuses on sustainability and reducing the company's environmental impact. It aims to minimize waste, use sustainable materials, and decrease carbon emissions. Through sustainable sourcing, water conservation, and renewable energy, Nike is dedicated to protecting the environment. Social responsibility is also a key aspect of Nike's CSR Green Policy. The company strives to have a positive impact on society by lowering its environmental footprint, supporting communities, and creating shared value. Nike works towards reducing water usage, carbon emissions, and improving waste management (Simonsen 2022). These contribute to organizations that improve local communities through grants and sponsorships. Nike's CSR strategy emphasizes four important areas: reducing environmental impact, giving back to the community, creating shared value, and empowering employees. They ensure ethical manufacturing practices, provide cutting-edge technology to athletes, and promote a diverse and inclusive workplace.

2.2.7 Controversy as a green advertising mode

Businesses often employ advertising campaigns to communicate their brand message to society. These campaigns can use different types of content, such as sensitive or rational text. However, controversy can arise regardless of the content used. Cultural and political factors often play a significant role in the controversy surrounding advertising campaigns. When the content challenges societal norms, it can lead to a negative response from the audience. Nike takes steps to mitigate this risk by avoiding controversial remarks or manifestations in their marketing campaigns. By focusing on non-controversial messaging, Nike aims to maintain a positive public image and foster a more receptive attitude towards its brand. (Ipeterboehm 2016.)



PICTURE 2. Ecosystem of Nike (Ipeterboehm, 2016).

2.2.8 Controversial advertising

Controversy in advertising campaigns can arise from various factors, including political conflicts, celebrity involvement, and racial issues. To maintain ethical standards and avoid controversy, Nike takes proactive measures. Ethics play a crucial role in Nike's advertising campaigns as the company recognizes the importance of conducting business responsibly. Understanding the moral values of different societies, Nike ensures its marketing strategies align with ethical principles. (David 2004.)

To detect and address potential controversial ads, Nike has a dedicated team of experts who carefully review campaign content and remove any problematic elements. Nike also places a strong emphasis on cross-cultural understanding to prevent controversy. This is particularly significant in mass media campaigns, where marketers have a deep understanding of cultural differences and sensitivities. By prioritizing ethics, actively monitoring campaign content, and respecting cross-cultural nuances, Nike strives to create effective and authentic advertising campaigns while avoiding controversy. (David 2004.)

2.2.9 Consumer's measurement implementation

Customer response to marketing campaigns is crucial and can be assessed through feedback systems. Both positive and negative feedback provide valuable insights for organizations like Nike. Positive

customer feedback generates enthusiasm among staff members, while negative feedback highlights areas for improvement. It is important for a company to leverage this feedback and promptly address any shortcomings in its services. (Leite & Baptista 2022.)

By actively listening to customer feedback, Nike saves on the cost of conducting separate surveys or studies. The feedback naturally flows from the customers themselves. Another benefit of understanding consumer behaviour is maintaining a positive company image. Building a good reputation takes time, but it can be easily damaged in a short period. Competitors may seize the opportunity to gain an advantage if a company fails to address negative feedback. (Leite & Baptista 2022.)

2.2.10 Response to controversial advertising

When customers respond to a company's products, their reactions can be divided into two categories. If the products go against the social norms and values, they won't become popular. On the other hand, if the products align with the society's culture, it will benefit the business and increase profitability. Sometimes customers may have a negative response and stop purchasing the company's products, resulting in a loss for the company. (David 2004.)

The quality of the products is also important. If customers are satisfied with their initial purchases, they may share positive experiences and recommend the company to others, essentially becoming advocates for the company. There is a type of marketing called viral marketing or word-of-mouth marketing. It has gained popularity over time, even before the internet and other technological advancements. This form of marketing spreads among people like a virus or a disease, and nowadays, social media plays a significant role in its execution. (David 2004.)

2.3 Nike and sustainability

Consumer behaviour refers to customers' opinions about a company's products during the purchasing process. Nike values customer feedback and has a robust online system to gather and respond to consumer opinions. Several factors influence consumer behaviour, starting with cultural factors. Nike adapts its products based on cultural preferences and conducts research to meet the changing needs of

society. Social factors, such as family and peer groups, also shape consumer behaviour. Family influences personal opinions on Nike's products, while peers contribute to perceptions and preferences. (Li, Kim & Alharbi 2022.) The consumer behaviour is further discussed in following subsections along with the sustainability efforts made by Nike.

2.3.1 Nike consumer behaviour

Internal factors, including personal routines and evolving target levels, impact consumer behaviour. Additionally, psychological, and motivational elements influence purchasing decisions, such as saving money to buy Nike products. Understanding these factors helps Nike cater to consumer preferences, adapt its marketing strategies, and meet the needs of diverse customer segments. (Li, Kim & Alharbi 2022.)

2.3.2 Nike pushing sustainability

Consumer behaviour has played a significant role in driving Nike towards sustainability. In response to market demands and consumer preferences, Nike has been developing and producing more sustainable products. They have introduced environmentally friendly product lines such as Fly knit, Fly leather, and Space Hottie. Fly leather, for example, is made of at least 50% leather fibres and is up to 60% lighter than regular leather (Ditlev-Simonsen 2022). Similarly, Fly knit is a single-knit fabric that uses fewer materials and is more efficient. The Space Hottie collection focuses on creating sneakers from repurposed materials.

Consumer demand for sustainable solutions has also driven Nike to adopt ecologically friendly practices within its own operations. The company has committed to reducing its corporate carbon footprints by 30% by 2030 and transitioning to using only renewable energy by 2025. They have also pledged to rely solely on renewable energy sources in their owned and operated facilities by the same year. In addition, Nike has implemented various programs to educate customers about the importance of sustainability and to encourage them to make sustainable choices.

Consumers are increasingly placing importance on ethical ideals, transparency, and authenticity when selecting products, services, and brands that align with their values and goals in today's competitive

market (Jensen & Whitfield, 2022). With easy access to information through the internet and technology, there is a growing awareness among consumers of the impact of consumerism and other factors on people and the environment. As many individuals in the middle class and western society now enjoy an overall satisfactory standard of living, consumers are questioning their role and purpose in a rapidly changing world. They seek to contribute to society and make sustainable choices that align with their personal growth and impact. Consumers aspire to be recognized as responsible purchasers by their peers and society (Asabuwa & Saha 2022). This shifting consumer mindset has made sustainability an essential consideration in the market, where brands serve as personal identifiers for millennials, who represent a significant and influential consumer group. Millennials value brand loyalty as a sign of trust and are conscious of aligning themselves with brands that share their values. However, due to busy lifestyles and various responsibilities, the average consumer often lacks the time to thoroughly assess the ethical implications of their choices. (Kennelly 2022.)

2.3.3 Nike's sustainable efforts

Nike has taken various measures to ensure sustainability in both internal and external aspects. Internally, they addressed issues such as labour problems in their production sites, where foreign labour was imported. Additionally, they imported manufacturing materials from Asian countries, which increased imports in developed countries like the USA. This negatively affected the company's reputation and led educated societies to respond by boycotting their products (Jha & Arora 2022). Nike took action to improve its internal situation, which ultimately increased its business activities. They also tackled the lack of environmental sustainability measures, which caused people to refrain from purchasing their products. To address this, Nike improved its factory operations and shared detailed information about their factories on the internet. Through these sustainability initiatives, people started purchasing their products again.

Nike is also committed to reducing the CO₂ emissions produced by its manufacturing operations. To achieve this, top management organized conferences with scientists, coders, and environmental experts. They developed a consumer app in 2010 to promote environmental sustainability, monitoring greenhouse gas emissions, water quality, waste systems, and other crucial aspects of sustainability (Hanley, 2022). Furthermore, Nike launched a recycling program for its products, collecting discarded shoes and materials from customers to be remade into new products. This initiative, known as the Nike Grind Program, has successfully recycled over 20 million customer collected.

2.4 Social responsibility and sustainability

In today's dynamic business landscape, Corporate Social Responsibility (CSR) is a vital strategy that blends financial, social, and environmental considerations. Nike, a renowned global brand, exemplifies the implementation of CSR through a robust commitment to environmental protection, aligning with stringent global regulations and societal expectations.

2.4.1 Environmental and social protection

Corporate Social Responsibility (CSR) is a strategy where businesses consider financial, social, and environmental factors. Nike implements CSR through green initiatives, aligning with the United Nations' Sustainable Development Goals. Governments worldwide require companies like Nike to abide by environmental laws or face legal consequences. Nike takes steps to protect the environment, such as avoiding the use of non-renewable resources in production and implementing environmentally friendly policies regarding water and marine life. They also focus on producing durable products to reduce waste and have a zero-tolerance policy for pollution. By adopting these measures, Nike demonstrates its commitment to environmental protection and meets societal expectations. They prioritize sustainability and ensure compliance with environmental regulations in all their operations.

2.4.2 CSR as value creation

Corporate Social Responsibility (CSR) is a strategy that encourages companies to give back to their communities, protect the environment, and uphold ethical business practices. By embracing CSR, businesses can increase their revenues, gain stakeholder trust, and build a positive brand image (Parwanda 2022). CSR initiatives can also benefit consumers by creating job opportunities and offering training programs. Positive relationships with clients and suppliers resulting from CSR efforts can lead to new business prospects. Companies that prioritize CSR can experience improved customer loyalty, higher morale among employees, reduced operational costs, and enhanced brand reputation (Gonzalez 2022). Research suggests that a company's commitment to CSR can contribute to higher sales, profitability, better access to capital and markets, and stronger community connections.

CSR initiatives encompass various activities, including charitable endeavours, environmental impact reduction, employee training and development programs, and more. Proactive engagement with social and environmental issues can give companies a competitive edge and create long-term value for stakeholders. Nike, for example, focuses on creating long-term value for its customers, employees, shareholders, and the global community through its CSR approach. The company aims to improve working conditions, reduce carbon emissions, and invest in the community. Nike has set a goal to decrease greenhouse gas emissions by 30% and transition to entirely renewable energy in its operations by 2025. The company also prioritizes consumer well-being and strives to enhance working conditions by offering health benefits and fair wages.

Nike actively contributes to local communities through its philanthropic arm, the Nike Foundation. The company also initiates programs to promote access to sports and physical activity for children. These efforts demonstrate Nike's commitment to corporate social responsibility and contribute to long-term value for stakeholders. Environmental protection is a crucial aspect of Nike's sustainability plan. The company is dedicated to reducing its environmental impact and resource consumption. This includes developing products with minimal environmental impact and working collaboratively with other organizations and nonprofits to support sustainability and environmental preservation. Nike partners with Conservation International to promote sustainable agriculture practices and with the World Wildlife Fund to reduce the environmental impact of its supply chain.

2.4.3 Social responsibility aspect in sustainability

Social responsibility is an important part of sustainability. It means that organizations, teams, and individuals should act in ways that benefit society and the environment. This involves taking steps to improve the environment, support better labour standards, and be transparent in corporate operations. Social responsibility is often included in corporate social responsibility policies, which outline an organization's commitment to enhancing society and the environment. Some examples of social responsibility activities include donating to charities, allowing consumers to volunteer, and creating products and services that have a positive impact on the environment. (Dhar, Sarkar & Ayitney 2022.)

Social sustainability encompasses social responsibility, well-being and health of individuals, consumer well-being, ethical business practices, community activities, labour rights, equality, support for

children, creative endeavours, social justice, cultural understanding, adaptability, and education. Social responsibility is a part of social sustainability and involves initiatives taken by individuals, groups, and governments to give back to the community. Sustainable social responsibility means giving back to the community or society in a way that raises social standards and can be sustained for future generations. The overall well-being of society is influenced by the efforts of governments, individuals, and companies. Economic and environmental sustainability are closely connected to social sustainability (Cezarino, Liboni, Hunter, Pacheco & Martins 2022). The concept of sustainability aims to help humanity preserve and improve the quality of life and the diversity of life. It emphasizes the importance of meeting the needs of the present generation while ensuring that future generations can also access necessities. The definition and significance of social sustainability may vary depending on the circumstances, as people may act out of moral commitments while businesses are driven by their interests, as discussed earlier in the context of economic sustainability. (McCleish 2022.)

There are increasing expectations for contributions from customers, society, and governments because large international corporations operate in communities, employ people, and provide goods and services that can have a significant social impact. Managing and identifying both positive and negative business impacts on people are essential for social sustainability within an organization. Business operations have direct or indirect effects on customers, people involved in the value chain, local communities, and consumers, so proactive management is crucial (Silva, Kirytopoulos, Ferreira, Santos & Nogueira 2022). The sustainability and social responsibility goals of a company are influenced by its stakeholders, clients, and national pressures. As awareness of the social and economic aspects of sustainability increases, the concept of creating a community as a form of social capital that cares about people's well-being and their ability to overcome obstacles to become more sustainable has evolved.

Social expectations within the context of Nike refer to the moral standards and behaviour expected from individuals associated with the brand, such as employees, customers, sponsors, and other stakeholders (Bennett 2022). Nike upholds principles of innovation, creativity, collaboration, and sustainability. The company fosters an inclusive and diverse environment that respects people and their rights (Rimmer 2022).

Nike's green business strategy focuses on making sustainable products by reducing toxic materials and chemicals. The company emphasizes green chemistry and safe manufacturing practices. Customers prefer sustainable products, and Nike has been working on sustainability projects for over a decade.

Nike aims to make their products environmentally friendly and safe for consumers. They use strategies like reducing carbon emissions and eliminating hazardous chemicals. Water conservation and reuse are also important to Nike. The company's focus on sustainability leads to increased sales, customer loyalty, and global recognition. Nike's workforce is more satisfied, and the company's retention rate improves. They prioritize the use of recycled materials and address environmental impacts throughout their value chain.

2.5 The sports industry and sustainability

In the dynamic sports industry, Nike stands as a globally recognized brand, celebrated for its reliable athletic footwear. This introduction delves into Nike's pivotal role in sports and its encounters with crises, from labor controversies to environmental concerns, shaping its journey in the industry.

2.5.1 The sports industry and the position

Sports is a popular industry worldwide, and Nike is a well-known brand that plays a significant role in this industry. They make shoes for athletes that provide support during their games. Athletes prefer Nike because their products are reliable and comfortable. The public also likes Nike shoes for maintaining their health and fitness. Especially during the COVID-19 pandemic, people focused on staying fit and fashionable while exercising or playing games. The demand for Nike footwear is increasing, and people are looking for sustainable shoe options, giving Nike a competitive advantage. The youth have a strong interest in the variety of shoes offered by Nike.

Nike produces different types of footwear, with running shoes being their flagship product. They also focus on making other products such as jerseys, shorts, and trendy shoes using sustainable materials that have no harmful impact on people's lives. Nike has received several awards, including being recognized as the best company for compensation in 2019 and being ranked in the reputable Global RepTrak institute in 2021. Nike has strategically positioned itself in the minds of consumers, creating a positive image and gaining their trust. They provide premium and innovative products for athletes and sports enthusiasts, making Nike a top brand in the sportswear market. Initially, Nike started by manufacturing shoes and later expanded its business to include clothing. They offer a complete package for athletes, providing not only sports shoes but also clothing to enhance their overall performance and provide a luxurious experience.

2.5.2 The crisis Nike faced

Nike faced various causes and effects due to its business operations. In the 1990s, the company received criticism for its labour policies, including the use of child labour in countries like Pakistan, Indonesia, and China. This led to boycotts and protests, which negatively impacted Nike's brands and sales. Environmental concerns were also raised, as Nike was accused of producing waste and sourcing goods from vendors who did not follow environmental regulations. This resulted in a decline in the company's reputation and sales. (Mingxiao 2013.)

Nike's marketing strategies were also criticized, with allegations of exploiting athletes and pressuring young people to purchase expensive Nike products. These issues led to a decrease in sales and brand loyalty. To address these problems, Nike made changes to its business practices. The company committed to reducing its environmental impact and implemented a code of conduct for its suppliers. Nike also adjusted its marketing strategies to be more socially conscious and highlight the benefits of its products. There were concerns about the alleged exploitation of workers in East Asian sweatshops and the mistreatment of employees involved in the production of Nike footwear and clothing.

In response, Nike began cutting jobs in other Asian countries due to rising labour costs. The company's labour policies came under scrutiny for alleged abuse of workers in developing nations, including poor working conditions, low wages, and long hours in sweatshops. Human rights groups, labour unions, and customers expressed outrage and demanded improvements in working conditions and compensation levels. These labour issues had a significant negative impact on Nike's reputation. As a result, Nike took steps to improve working conditions, raise wages, and implement a code of conduct to enhance transparency in its factories. Nike also faced criticism for using harmful chemicals in its manufacturing processes and other environmental concerns. Environmentalists called for reduced environmental impact, prompting Nike to adopt more eco-friendly practices and support renewable energy sources. (Mingxiao 2013.)

2.6 Green causes and consequences

Customers today are increasingly seeking products that promote a healthy lifestyle and are environmentally friendly. Nike has recognized this shift in consumer preferences and has developed a business strategy to meet these demands. The company has set ambitious targets for reducing factory

emissions and carbon footprints by 2020 and has made efforts to be recognized as an environmentally conscious brand. (Mingxiao 2013.) Nike has established strict standards to produce sustainable products and aims to source all its energy from renewable sources by 2025. They use certified leather and employ environmentally friendly practices in their operations.

Nike has also focused on material sustainability and developed tools like the Material Assessment Tool (MAT) to assess the sustainability and life cycle of materials used in shoe production. They recognize the environmental impact of shoe materials but strive to maintain product quality while reducing waste emissions through improved processing, extraction, transportation, and disposal. The use of recycled materials such as jute and organic cotton is emphasized, although recycled rubber is not mentioned. Nike is working on improving the extraction of compounds and reducing greenhouse gas emissions in the manufacturing process. (Mingxiao 2013.)

Nike's reputation suffered a blow due to incidents like Zion Williamson's shoe-tearing incident, resulting in a significant PR loss of \$1 billion. The company faced additional challenges and complaints from athletes throughout the year, impacting its image. However, Nike has demonstrated transparency and accountability by acknowledging and addressing these issues (Karabacak & SAYGILI, 2022). They have also taken steps to address social injustices and concerns, collaborating with healthcare institutions and participating in social projects (Hu, He, Yang, Zhang, Shao & Lu 2022). These actions contribute to maintaining a positive reputation for the Nike brand.

3 RESEARCH METHODOLOGY

During this research, a purposive sampling method is employed to select participants who have not only purchased Nike products but have also demonstrated an interest in sustainability. To gather quantitative data, a structured online survey questionnaire is utilized. This survey is conducted both through in-person meetings and via email, ensuring that participants can conveniently choose their preferred mode of participation. The subsequent data analysis encompasses various descriptive statistics, including frequencies, percentages, means, and standard deviations. Figure 1 depicts the flowchart of the research strategy employed in this study.

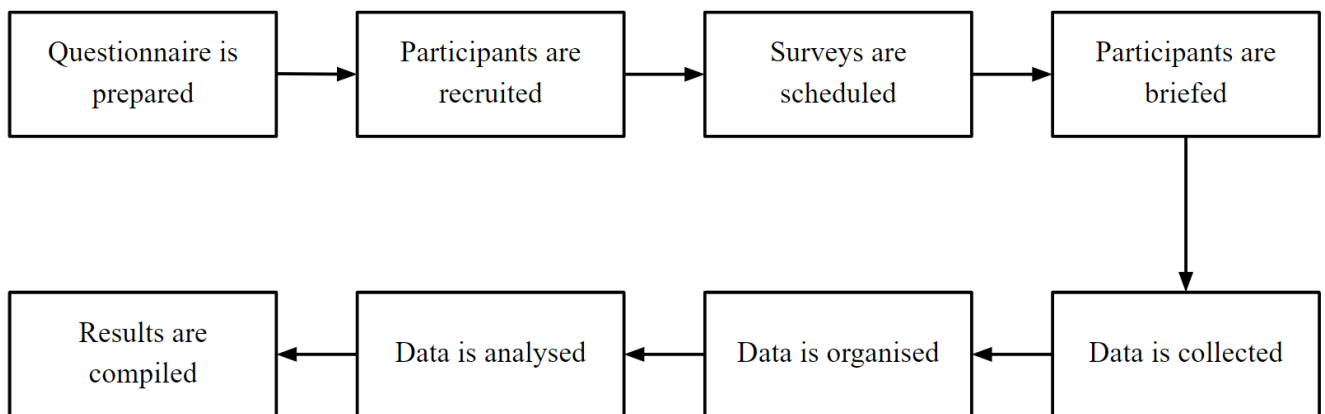


FIGURE 1. Flow chart of study strategy.

3.1 Research objectives

The primary objective of this research is to evaluate consumer perceptions of Nike's green business strategy and the implementation of profitable and sustainable products. A systematic approach is adopted in conducting a comprehensive consumer perception survey to analyse Nike's green product development practices and their impact on consumer behaviour and brand loyalty. To align the study with these objectives, a detailed survey questionnaire is developed, which is presented in appendix 2 for reference. Additionally, the research objectives are briefly elaborated upon in the following subsections, with their corresponding themes outlined in appendix 1.

3.1.1 Identification of green product development practices

The first objective revolves around identifying the green product development practices initiated by Nike. This includes evaluating Nike's approach to adopting sustainability in product development, assessing the specific green product development practices they have implemented, examining Nike's operations and value chain to support sustainable product development, analysing the key challenges faced in implementing these practices, and investigating the use of sustainable materials in Nike's production processes.

3.1.2 Evaluation of the profitability of Nike's product development

Objective two is centered on assessing the profitability of Nike's product development efforts. This includes determining the financial viability of Nike's sustainable products, identifying successful product development initiatives that support both sustainability and profitability, assessing Nike's cost management strategies related to sustainable products, examining the indicators used to measure the financial success of these efforts, and exploring consumer willingness to pay a premium for Nike's sustainable products.

3.1.3 Demonstration impact on Nike's green strategy

The third objective seeks to demonstrate the impact of Nike's sustainable and profitable product development on its overall green strategy. This involves investigating how Nike's sustainable and profitable product development influences its broader green strategy, analysing consumer perceptions of Nike's initiatives for sustainable product development, examining consumer perceptions of Nike's long-term strategic goals related to sustainability, exploring the communication methods employed by Nike to update consumers about sustainable and profitable products, and assessing consumer perspectives on the benefits and challenges of integrating sustainability and profitability into Nike's green strategy.

3.1.4 Assessment of consumer perception of Nike's green business strategy

The fourth objective aims to assess consumer perceptions of Nike's green business strategy and the implementation of profitable and sustainable products. This includes evaluating consumer awareness of Nike's sustainability initiatives and green business strategy, determining consumers' main perceptions of the benefits of Nike's sustainable products, assessing the importance of sustainability in consumers' purchasing decisions regarding Nike products, examining the factors influencing consumers' perception of Nike's green business strategy, and analysing the impact of Nike's sustainability reputation on consumers' brand loyalty and purchasing behaviour.

3.2 Recruitment procedure

The recruitment process in this study prioritizes the informed and voluntary participation of participants, emphasizing transparency and data confidentiality. The process unfolds with an initial contact message, either through email or phone call, outlining the study's purpose, nature, and various details. Participants are presented with an information sheet offering comprehensive information about the research, including its title, description, purpose, funding status, risks, voluntary nature, compensation, confidentiality measures, and contact information. This document underscores the importance of investigating consumer perceptions of Nike's sustainability efforts.

Participants are clearly informed that their involvement in the study is entirely voluntary, with the assurance that they can withdraw at any point without facing consequences. Any potential risks or discomfort associated with the study are communicated transparently. Following their review of the information sheet and understanding of the research's intricacies, participants are presented with a consent form that delineates their rights, such as the right to privacy and data confidentiality. Contact information for the responsible researcher, Muhammad Asghar, is provided for any queries or concerns, and participants have the option to contact him through email or phone.

Participants are made aware that Centria University of Applied Sciences serves as the data controller for the research, and contact information for the Centria University Research Supervisor, Weimu You, is offered for inquiries concerning data processing and protection. They are assured that their responses will be treated with confidentiality, and their identities will not be disclosed in any publications or reports. The data will be securely stored and exclusively used for research purposes.

Participants who provide informed consent receive a set of written survey questionnaires in their preferred format, either electronically or in print. They are informed that completing the survey is expected to take approximately 60 minutes and involves responding to questions related to Nike's sustainability initiatives. Throughout the study, a designated researcher remains available to address any additional questions or concerns that participants may have. Participants also have the option to request updates on the study's progress or results related to their participation. In the event of concerns regarding data protection legislation, participants are informed of their ability to contact the Data Protection Ombudsman.

In parallel, the data collection process is meticulously structured to ensure secure data handling, rigorous analysis, and a well-structured conclusion, all contributing to the study's overall validity and reliability. This process encompasses several key stages, starting with the anonymization of participant responses in the survey questionnaire to safeguard respondents' privacy and data confidentiality. Survey papers are collected, scanned, and securely preserved on the designated server space at Centria University, ensuring the original survey documents' preservation and accessibility. The scanned survey data is subsequently transferred to Excel sheets, where it is systematically organized and formatted for efficient analysis. Within Excel, the data is methodically organized, categorizing and formatting it for efficient analysis. The data undergoes rigorous analysis, employing various statistical and analytical methods to extract meaningful insights from the dataset.

The results derived from the data analysis are systematically compiled, summarizing key findings, trends, and patterns emerging from the data. Ultimately, the compiled results are used to draw conclusions for the study, shedding light on the research objectives and providing insights into consumer perceptions of Nike's green product development practices and their impact on behavior and brand loyalty.

4 RESULTS ANALYSIS

In this study, the research objectives are organised into four sections of a survey questionnaire, which were meticulously planned and executed with the participation of 20 individuals. Each section aimed to explore specific aspects of Nike's sustainable product development practices, and the results from each section were systematically categorized into five distinct goals. The comprehensive findings derived from all these goals have been presented in a tabulated format, conveniently available as appendix 4 in this thesis. This organizational structure was helpful to conduct thorough investigation and analysis of consumer perceptions and attitudes towards Nike's sustainability initiatives. The survey study outcomes are elaborated in the following subsections using bar charts. In these charts, blue bars represent the mean values, while orange bars represent the standard deviation of the collected data.

4.1 Green product development practices initiated by Nike

In section one of this study, five goals were pursued to evaluate Nike's green product development practices. Goal 1 focused on gauging participants' perceptions of Nike's sustainability efforts in product development. Outcome results of goal one are presented in figure 2. On average, respondents moderately rated Nike's integration of sustainability (mean: 3.50) and expressed moderate agreement with its eco-friendly manufacturing techniques (mean: 3.40). Sustainability was considered moderately important (mean: 3.25), but opinions varied, particularly regarding willingness to pay more for sustainable Nike products (mean: 2.45). This complexity in consumer attitudes suggests opportunities for Nike to refine its sustainability messaging and practices.

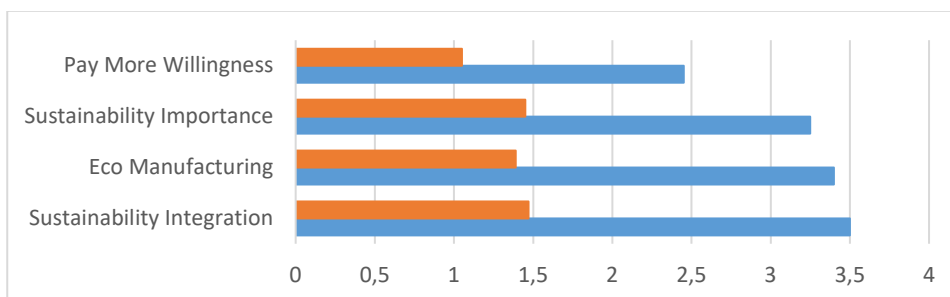


FIGURE 2. Evaluation of Nike's Sustainable Product Development Approach.

Goal 2 aimed to assess consumer awareness and perceptions of Nike's green product development practices, including recycled materials, water-based adhesives, and renewable energy sources.

Outcome results of goal two are shown in figure 3. On average, respondents showed limited familiarity with Nike's use of recycled materials (mean: 1.70), yet they assigned moderate importance (mean: 3.30) to incorporating recycled materials into product development. Respondents were also relatively unaware of Nike's use of water-based adhesives (mean: 1.75), but those who were aware viewed it moderately positively (mean: 2.10) for reducing environmental harm. Limited awareness of Nike's investment in renewable energy sources (mean: 1.80) was observed, but recognition positively impacted perceptions (mean: 2.20). Respondents indicated some willingness to purchase Nike products made sustainably (mean: 1.70) and attached moderate importance to companies investing in sustainability (mean: 3.10). These findings underscore the need for improved communication about Nike's eco-friendly practices.

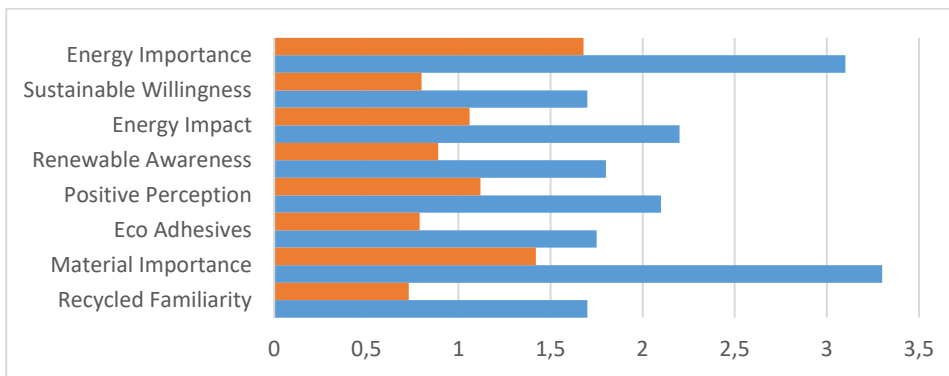


FIGURE 3. Assessment of Nike's Green Product Development Practices.

Goal 3 explored consumer perceptions and awareness of Nike's sustainability efforts within its operations and value chain. Outcome results of goal three are depicted in figure 4. Respondents exhibited limited familiarity with Nike's responsible material sourcing partnerships (mean: 1.75) and waste reduction and energy efficiency initiatives (mean: 1.65). However, they emphasized the importance of transparency and traceability in material sourcing (mean: 3.55) and the significance of environmental sustainability in value chain operations (mean: 3.55). Respondents believed that companies actively reducing waste and enhancing energy efficiency could earn their support (mean: 1.80). They also indicated that Nike's optimization of transportation logistics somewhat influenced their perception of the company (mean: 2.30). These results highlight the necessity for increased communication regarding Nike's sustainability practices in its operations and value chain to align with consumer values.

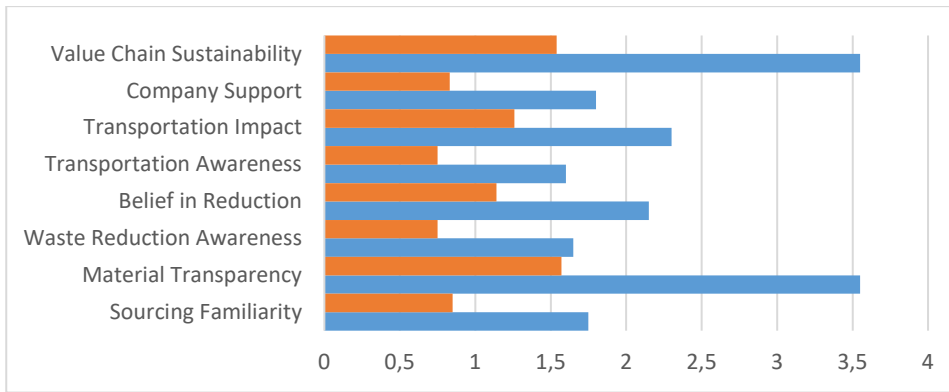


FIGURE 4. Examination of Nike's Sustainable Operations and Value Chain.

Goal 4 delved into challenges faced by Nike in green product development and consumer perspectives. Outcome results of goal four are shown in figure 5. Respondents acknowledged these challenges but were less informed about global supply chain complexities (mean: 1.75). They stressed the importance of sustainable materials meeting performance standards and cost-effectiveness (mean: 3.45) while recognizing the challenge's significance (mean: 3.70). Participants believed in balancing sustainability and consumer expectations (mean: 2.20) and expressed willingness to support companies addressing these challenges (mean: 2.25). This illustrates consumers' value for sustainability and their readiness to support companies developing green solutions.

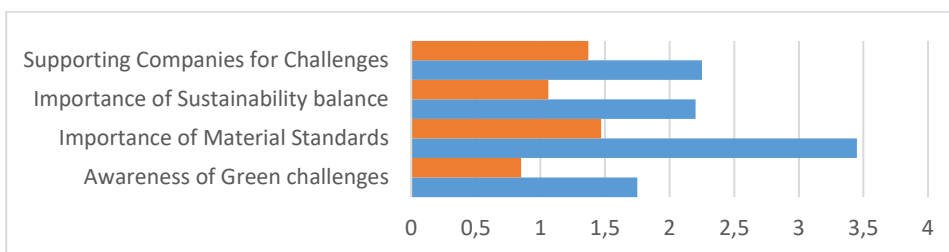


FIGURE 5. Analysis of Challenges in Nike's Green Product Development.

Goal 5 investigated Nike's use of sustainable materials and production processes, along with consumer awareness and attitudes. Outcome results of this goal are presented in figure 6. Respondents demonstrated limited familiarity with Nike's efforts (mean: 1.75) and specific sustainable materials used (mean: 1.75). However, they strongly emphasized the importance of sustainable materials (mean: 3.45) and guidelines for responsible manufacturing (mean: 3.70). While some were aware of Nike's auditing practices (mean: 2.25), respondents expressed moderate support for companies prioritizing sustainability (mean: 2.25). This highlights consumers' emphasis on sustainability, even with limited awareness of Nike's specific initiatives.

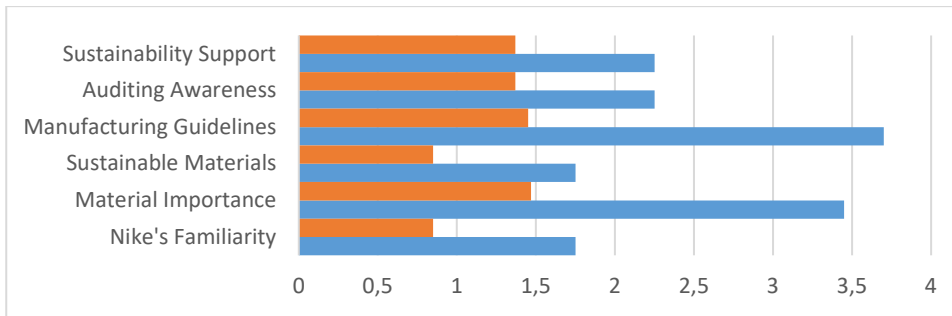


FIGURE 6. Investigation of Sustainable Materials in Nike's Production.

4.2 Profitability of Nike

In first goal of section two, the consumers' perceptions regarding the financial viability of Nike's sustainable products are examined and approximately 35% were aware of Nike's efforts in ensuring financial viability and profitability. As figure 7 presents that the respondents, on average, rated the importance of considering financial viability at 3.5, indicating moderate importance. However, a high standard deviation of 1.50 revealed a wide range of opinions. Notably, 51% expressed a moderate likelihood of purchasing products from a company prioritizing sustainability, indicating potential market demand.

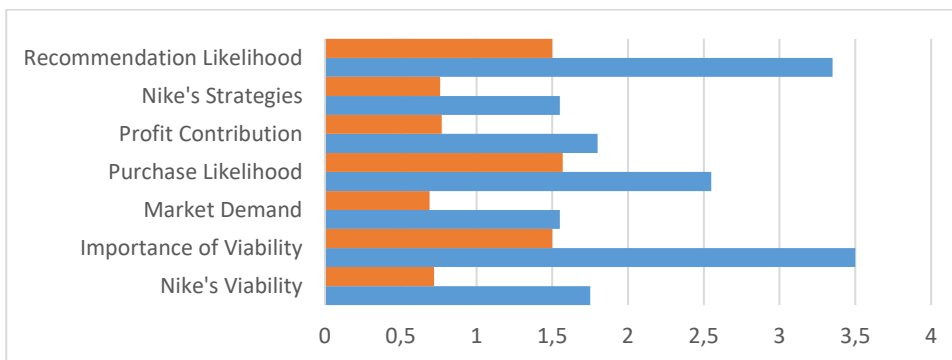


FIGURE 7. Determination of Nike's Sustainable Product Viability.

Goal two involved the investigation of consumer perceptions about successful product development initiatives that align sustainability and profitability, only 30% were familiar with Nike's Flyknit technology. As shown in figure 8, the respondents highly valued such innovations (mean: 3.95), with a notable standard deviation of 1.15 signifying varied opinions. Impressively, 71% expressed a strong likelihood of supporting or recommending Nike based on these initiatives, suggesting consumer appreciation for sustainability efforts.

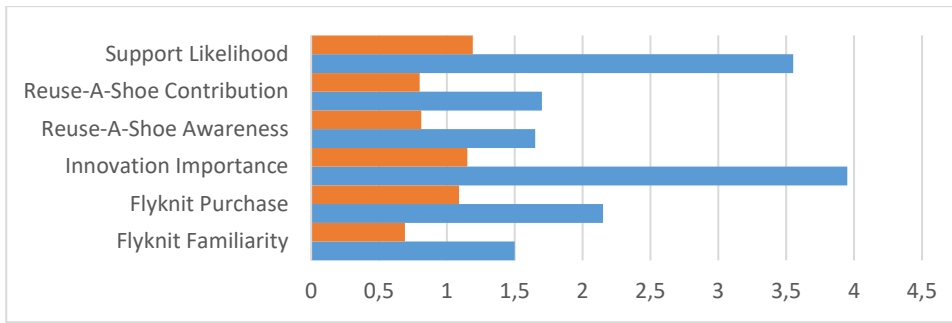


FIGURE 8. Identification of Profitable Sustainability Initiatives at Nike.

Nike's cost management in sustainable product development is explored in third goal and approximately 33% were aware of Nike's efforts. Figure 9 depicts that the respondents moderately valued cost considerations (mean: 1.75), but a high standard deviation of 1.02 indicated differing opinions. Surprisingly, 44% were willing to pay a premium for sustainable products, highlighting market potential. Additionally, 38% preferred supporting companies balancing sustainability and profitability.

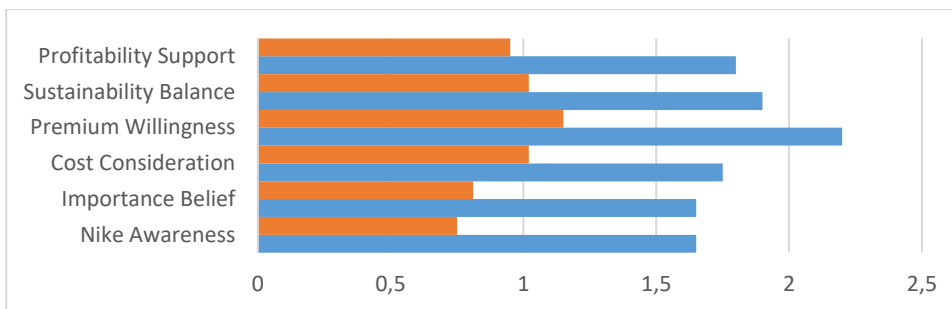


FIGURE 9. Assessment of Nike's Sustainable Cost Management.

In the fourth goal, the financial success indicators of sustainable product development at Nike were studied and awareness among respondents was limited. Outcome results of goal four are presented in figure 10. Still, a majority (41%) perceived Nike as moderately effective in this regard. Given the small sample, caution is warranted, and larger-scale studies could yield more robust insights.

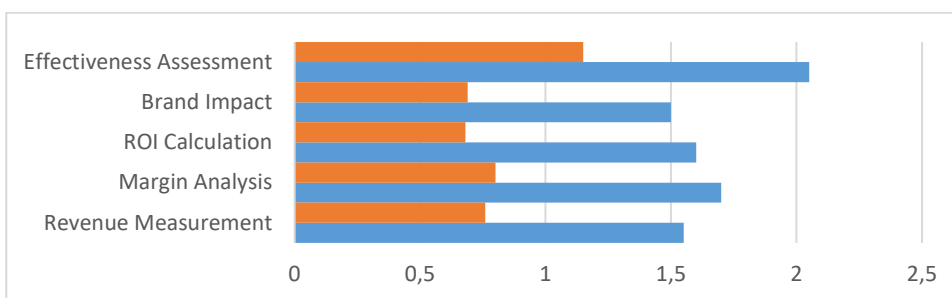


FIGURE 10. Examination of Financial Success Indicators at Nike.

The customers' willingness to pay a premium for Nike's sustainable products is assessed in the fifth goal and only 26% had made such purchases, while 32% were willing to pay a premium as it is evident from figure 11. Furthermore, 34% believed Nike's sustainability efforts enhanced its brand image. These findings suggest a potential market for sustainable products and their positive branding effects. Nevertheless, the small sample size necessitates caution when generalizing these results.

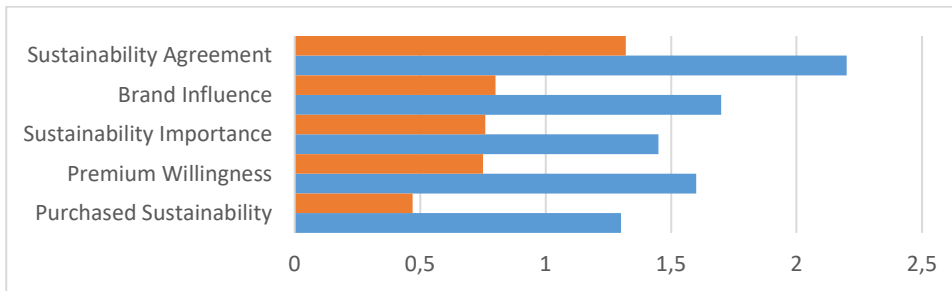


FIGURE 11. Exploring Consumer Premium Willingness for Nike's Sustainability.

4.3 Impact of Nike's sustainable and profitable product development

In section three the consumers' perceptions of Nike's sustainable product development practices are investigated across five distinct goals. In first goal, the consumer perceptions are studied regarding the influence of Nike's sustainable and profitable product development on its overall green strategy. Outcome results of goal one are presented in figure 12. Among the 20 respondents, approximately 26% were aware of Nike's initiatives in this regard. On average, respondents rated the importance of incorporating sustainability into product development and its positive influence on Nike's overall green strategy at 1.55, suggesting moderate importance. A significant majority, 48%, expressed agreement that sustainable product development is a key factor in a company's green strategy, highlighting consumer recognition of this connection.

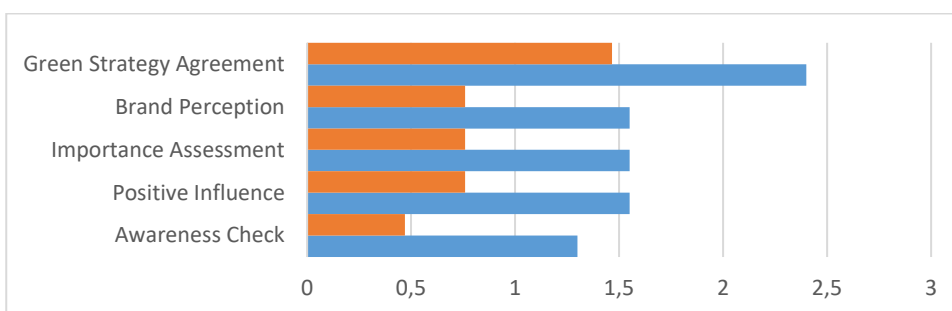


FIGURE 12. Influence of Nike's Sustainable Development on Green Strategy.

The second goal aimed to gauge consumers' perception of Nike's initiatives for sustainable product development. Outcome results of goal two are shown in figure 13. Around 26% of respondents were aware of these initiatives. While 30% noticed changes in Nike's sustainability-related business practices, 31% believed that sustainable product development had influenced the company's supply chain processes. Furthermore, 33% observed improvements in Nike's responsible sourcing and manufacturing practices. On average, respondents rated the importance of companies like Nike prioritizing sustainability in their business practices at 1.45, indicating moderate importance.

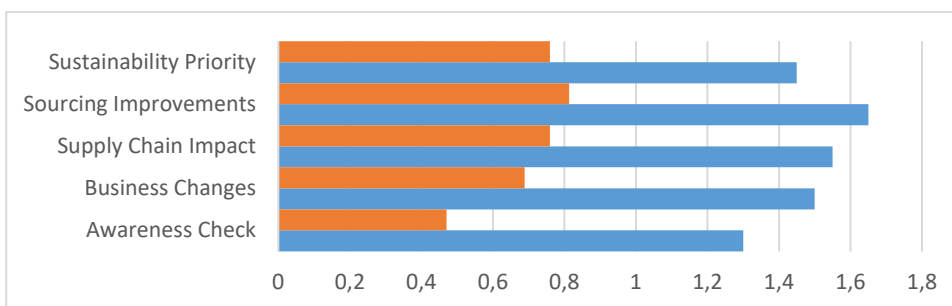


FIGURE 13. Consumer Perceptions of Nike's Sustainable Initiatives.

Goal three explored consumers' perception of Nike's long-term strategic goals and objectives regarding sustainable product development. Figure 14 presents that approximately 24% were aware of Nike's long-term goals in this area. On average, respondents believed that sustainable product development was aligned with Nike's long-term strategic goals and objectives (mean: 1.55). Respondents also assigned a moderate level of importance (mean: 1.65) to sustainable product development for Nike's future success.

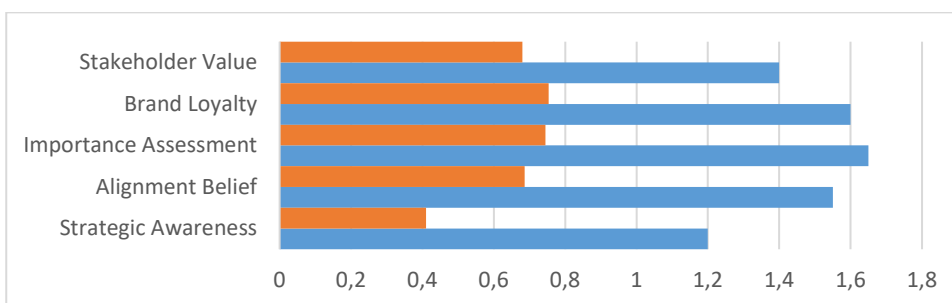


FIGURE 14. Consumer Views on Nike's Long-Term Sustainability Goals.

The fourth goal delved into the communication methods employed by Nike to update consumers about sustainable and profitable products. It is evident in figure 15 that about 32% of the respondents were familiar with these initiatives. Respondents primarily stayed informed through various channels, with

an average rating of 2.45. On average, the respondents believed that Nike effectively communicated its sustainable and profitable product development initiatives to stakeholders and consumers, rating it at 2.3.

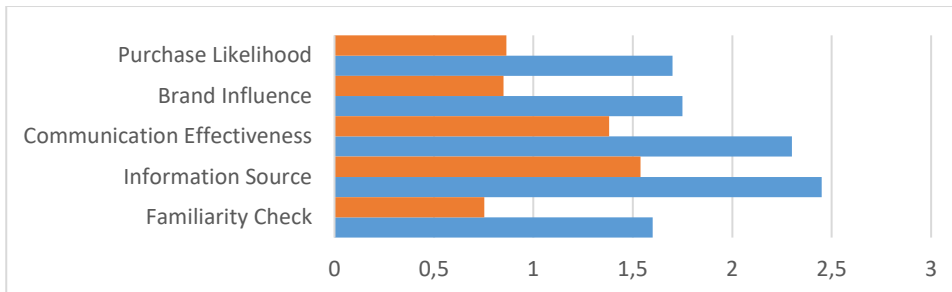


FIGURE 15. Communication Methods for Nike's Sustainable Products.

Finally, the fifth goal assessed consumer perspectives on the benefits and challenges of integrating sustainable and profitable product development in Nike's green strategy. Outcome results of this goal are presented in figure 16. Respondents, on average, considered it moderately important (mean: 2.2) for Nike to integrate sustainable and profitable product development within its green strategy. They also identified key benefits (mean: 2.45) associated with this integration. However, they acknowledged certain challenges (mean: 2.6) that Nike might face in implementing such practices. Respondents expressed moderate support (mean: 2.15) for Nike's sustainable and profitable product development initiatives and believed that other companies should also adopt this trend, with a mean rating of 1.55.

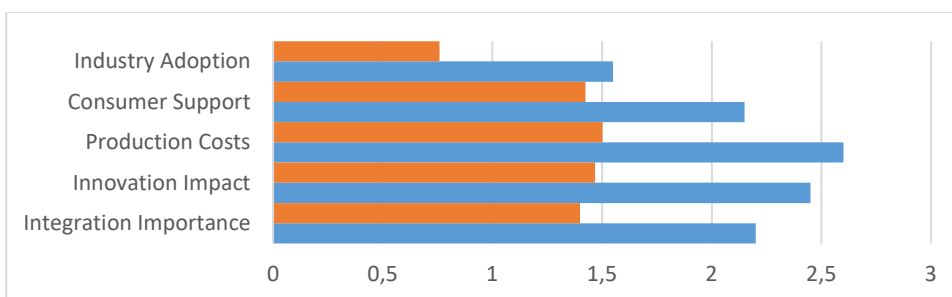


FIGURE 16. Consumer Perspectives on Sustainable Product Integration.

4.4 Integration with green strategy

In this study, the consumers' perceptions of Nike's strategies to integrate with green material is assessed across five distinct goals. The first goal focused on consumers' awareness of Nike's sustainability initiatives and green business strategy. It can be seen from figure 17 that among the

respondents, 25% were aware of these initiatives prior to the survey. Respondents primarily became aware of Nike's sustainability initiatives through various channels, with an average rating of 2.45. On average, respondents believed that Nike had effectively communicated its sustainability initiatives and green business strategy (mean: 3.65). Furthermore, respondents rated the importance of such initiatives for a company like Nike at 2.35.

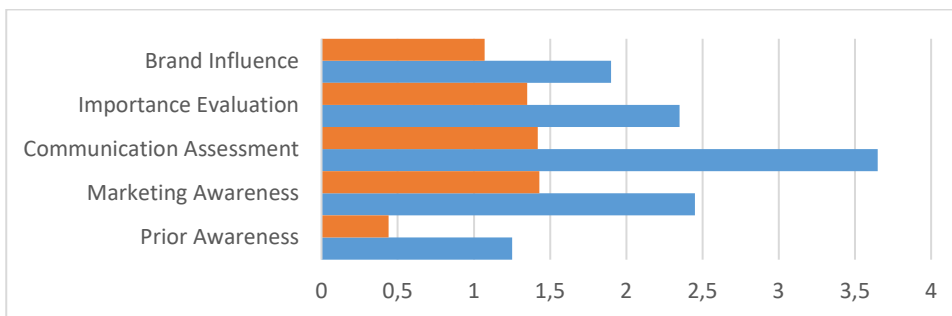


FIGURE 17. Awareness of Nike's Sustainability Initiatives.

The second goal aimed to understand consumers' main perceptions of the benefits of Nike's sustainable products. Outcome results of goal two are presented in figure 18. Approximately 32% of the respondents were familiar with Nike's sustainable products. Respondents identified various benefits of these products, rating them highly at an average of 3.75. Sustainable products were considered important when making purchasing decisions, with a mean rating of 3.85. However, only 30% of respondents had personally purchased Nike's sustainable products, while 73% expressed a likelihood to consider such purchases in the future. Moreover, 33% were willing to pay a premium for Nike's sustainable products compared to their non-sustainable counterparts.

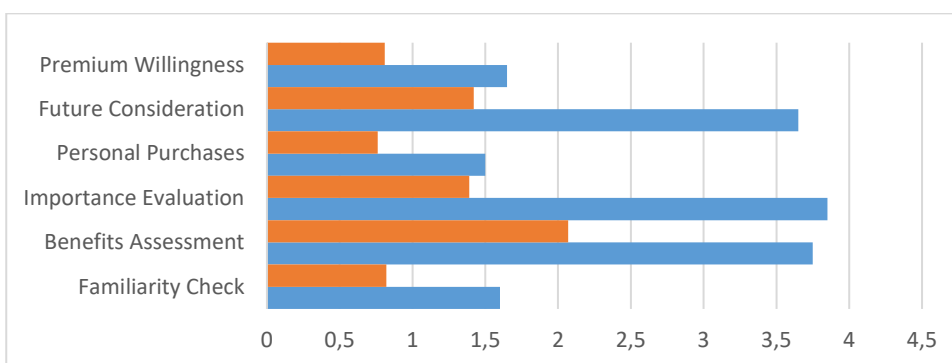


FIGURE 18. Perceptions of Benefits in Nike's Sustainable Products.

The third goal focused on the importance of sustainability in consumers' purchasing decisions concerning Nike products. Outcome results of goal three are depicted in figure 19. Respondents placed

significant importance on sustainability in their purchasing decisions, with an average rating of 3.6. Around 29% indicated that they were more likely to purchase Nike products due to the company's efforts in developing sustainable products. Additionally, respondents had moderate confidence (mean: 2) in Nike's commitment to sustainable practices and believed in the contribution of their purchasing choices to a more sustainable future. Furthermore, 29% expressed a higher likelihood of supporting brands like Nike committed to sustainable practices.

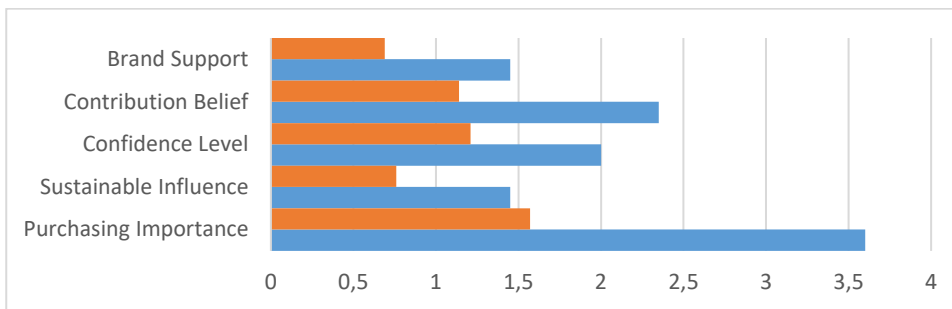


FIGURE 19. Sustainability's Role in Consumer Purchasing.

The fourth goal examined the factors influencing consumers' perceptions of Nike's green business strategy. It is presented in figure 20 that the transparency and accountability were important factors, with a mean rating of 1.55. Integration of sustainability throughout Nike's value chain also influenced perceptions, with an average rating of 1.9. Stakeholder collaboration and partnerships with environmental organizations were valued, as indicated by a mean rating of 2.15. Having a long-term vision for sustainability was rated moderately important, with a mean of 1.55. Overall, respondents rated their perception of Nike's green business strategy at 1.95.

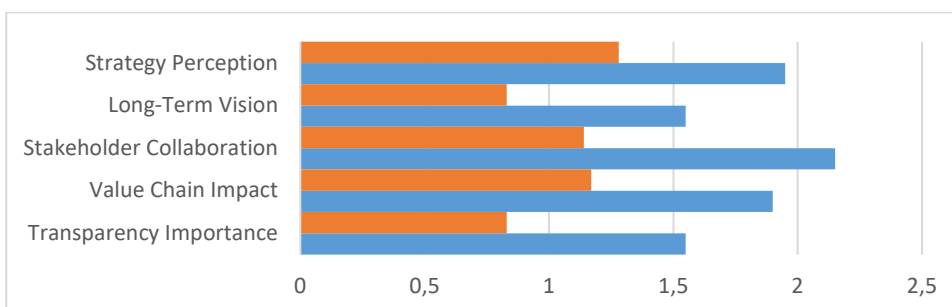


FIGURE 20. Factors Shaping Consumer Views of Nike's Green Strategy.

Lastly, the fifth goal explored the impact of Nike's sustainability reputation on consumers' brand loyalty and purchasing behaviour. Figure 21 shows that the respondents, on average, indicated that Nike's sustainability reputation had a moderate influence on their brand loyalty, with a mean rating of

1.6. It also moderately influenced their purchasing behaviour, as reflected by a mean rating of 1.55. Supporting a company that takes responsibility for its environmental impact and works towards sustainable practices was considered important, with a mean rating of 1.55. Nike's positive sustainability reputation provided peace of mind to some extent, with an average rating of 1.5. Respondents expressed a moderate likelihood (mean: 2.55) of continuing to support Nike through their purchasing choices based on the company's sustainability reputation.

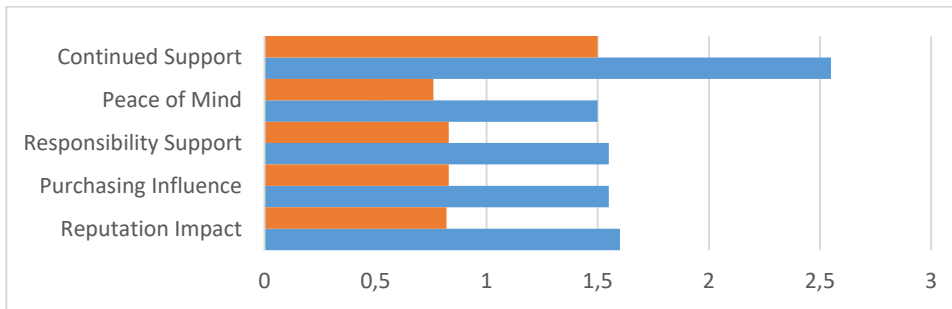


FIGURE 21. Nike's Sustainability Reputation and Consumer Behavior.

5 DISCUSSION

The carefully planned survey involving 20 participants provided valuable insights into consumer perceptions of Nike's sustainable product development practices, with findings organized into four distinct objectives. The first section elaborated the consumers' recognition of Nike's sustainability efforts, with moderate ratings for sustainability integration and eco-friendly manufacturing techniques. However, the study revealed varying opinions on the willingness to pay more for sustainable Nike products, highlighting the need for refined sustainability messaging. Crucially, this suggests that while consumers acknowledge Nike's sustainability initiatives, they require clearer incentives to choose sustainable options. The second section covered Nike's profitability and consumer awareness of specific initiatives. Although respondents generally grasped the importance of financial viability, their familiarity with Nike's efforts was limited. Notably, a significant percentage expressed a strong likelihood of supporting Nike based on sustainability, indicating untapped market potential. This underscores the importance of bridging the gap between consumer awareness and understanding of Nike's sustainable initiatives.

The third section explored that consumer perceived sustainability's positive influence on Nike's overall green strategy, despite varying awareness levels. This underscores consumer recognition of the connection between sustainable product development and a company's broader environmental commitment. In the last section, the consumer awareness is sought for Nike's sustainability initiatives and their belief in the company's effective communication. Sustainability emerged as a crucial factor in purchasing decisions, and consumers favoured brands actively embracing sustainability. This highlights that Nike's reputation for sustainability positively influences consumer brand loyalty and purchasing behaviour. Conclusively, this study not only showed the consumer appreciation for Nike's sustainability efforts but also emphasizes the pivotal role of transparent and compelling communication to align consumer values with sustainable product development. It also identifies untapped market potential and underscores the need for bridging the awareness gap to fully leverage the demand for sustainable products.

6 CONCLUSION

In conclusion, the rapid technological advancements and industrial growth of recent years have propelled human progress and improved our quality of life. However, these advancements have also caused challenges related to sustainability, environmental degradation, and global warming. To address these issues, it is imperative to transition towards more sustainable practices, incorporating organic and recyclable materials, modular design, green solutions, and embracing the principles of a circular economy. Leading companies in the manufacturing industry are actively pursuing sustainability initiatives and adopting eco-friendly materials. In this context, our study focused on Nike, a global manufacturing giant, to gauge consumer perceptions of their green business strategy and the implementation of profitable and sustainable products. Through a meticulously planned survey involving 20 participants, the researcher has uncovered valuable insights.

The findings reveal that consumers generally recognize Nike's sustainability efforts, though with variations in their willingness to pay more for sustainable products. This suggests a need for more precise and persuasive sustainability messaging to incentivize consumer choices. Moreover, the study highlights the untapped potential of the market, with a significant percentage of consumers expressing a strong likelihood of supporting Nike based on sustainability. The study further indicates that consumers perceive sustainability as a positive influence on Nike's overall green strategy, emphasizing the connection between sustainable product development and a company's broader environmental commitment. Sustainability emerged as a crucial factor in purchasing decisions, with consumers favouring brands that actively embrace sustainability.

In the future, it is essential for companies like Nike to bridge the gap between consumer awareness and understanding of their sustainability initiatives. Transparent and compelling communication will play a pivotal role in aligning consumer values with sustainable product development. This study not only showcases consumer appreciation for Nike's sustainability efforts but also identifies opportunities for growth and underscores the importance of sustainability in the manufacturing industry's future.

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APPENDICES

APPENDIX 1

Themes and Formulation of Survey Strategy

Objective 1:

To identify the green product development practices initiated by Nike to restructure its operations and value chain.

Theme:

1. Evaluation of Nike's approach to adopting sustainability in product development.
2. Assessment of the green product development practices implemented by Nike.
3. Examination of Nike's operations and value chain in support of sustainable product development.
4. Analysis of the key challenges faced by Nike in implementing green product development.
5. Investigation of the sustainable material used in production processes by Nike.

Objective 2:

To evaluate the profitability of Nike product development by including suitable.

Theme:

1. Determination of the financial viability of Nike's sustainable products.
2. Identification of the successful product development initiatives required to support both sustainability and profitability for Nike.
3. Assessment of the Nike's cost management strategies regarding sustainable products.
4. Examination of the indicators Nike uses to measure the financial success of its sustainable product development efforts.
5. Exploration of the consumers' willingness to pay a premium for Nike's sustainable products.

Objective 3:

To demonstrate the impact of Nike's sustainable and profitable product development on its green strategy.

Theme:

1. Investigation of the influence of Nike's sustainable and profitable product development on its overall green strategy.
2. Analysis of consumers' perceptions of Nike's initiatives for sustainable product development.
3. Examination of consumers' perceptions about Nike's long-term strategic goals and objectives regarding sustainable product development.
4. Exploration the communication methods employed by Nike to update consumers about sustainable and profitable products.
5. Assessment of consumer perspectives on the benefits and challenges of integrating sustainable and profitable product development in Nike's green strategy.

Objective 4:

To assess consumer perception of Nike's green business strategy and the implementation of profitable and sustainable products.

Theme:

1. Evaluation of consumers' awareness about Nike's sustainability initiatives and green business strategy.
2. Determination of consumers' main perceptions of the main benefits of Nike's sustainable products.
3. Assessment of the importance of sustainability in consumers' purchasing decisions when considering Nike products.
4. Examination of the factors influencing consumers' perception of Nike's green business strategy.
5. Analysis of the impact of Nike's sustainability reputation on consumers' brand loyalty and purchasing behaviour.

APPENDIX 2

Questionnaire for survey

SECTION 1: Green Product Development Practices Initiated by Nike

Study Goal:

1. Nike's approach to adopt sustainability for the product development.

Survey questionnaire:

1. To what extent do you believe Nike has integrated sustainability into its product development process?

- (1)- Not at all
- (2)- To a small extent
- (3)- Moderately
- (4)- To a large extent
- (5)- Completely

2. Please indicate your level of agreement with the statement: 'Nike implements eco-friendly manufacturing techniques in its product development process.'

Please rate your agreement on a scale from 1 to 6, with 1 being "Strongly Disagree" and 6 being "Strongly Agree."

3. How important is it for you that a company like Nike incorporates sustainability into its product development process?

- (1)- Not important at all
- (2)- Slightly important
- (3)- Moderately important
- (4)- Very important
- (5)- Extremely important

4. In your opinion, how successful has Nike been in minimizing its ecological footprint through its sustainability efforts in product development?

- (1)- Not successful at all
- (2)- Slightly successful
- (3)- Moderately successful

- (4)- Very successful
- (5)- Extremely successful

5. Do you believe Nike's incorporation of sustainability in its product development process influences your purchasing decisions?

- (1)- Not at all
- (2)- Slightly
- (3)- Moderately
- (4)- Significantly
- (5)- It is the primary factor

6. Would you be willing to pay a higher price for Nike products if you knew they were developed with a strong focus on sustainability?

- (1)- Yes, definitely
- (2)- Yes, if the price increase is reasonable
- (3)- No, I prefer lower-priced products regardless of sustainability
- (4)- No, sustainability does not influence my purchasing decisions

7. How aware are you of Nike's sustainability initiatives in its product development process?

- (1)- Not aware at all
- (2)- Slightly aware
- (3)- Moderately aware
- (4)- Very aware
- (5)- Extremely aware

8. Do you believe Nike's incorporation of sustainability in its product development process aligns with your own environmental values and concerns?

- (1)- Not at all
- (2)- Slightly
- (3)- Moderately
- (4)- Mostly
- (5)- Completely

Study Goal:

2. The green product development practices implemented by Nike.

Survey questionnaire:

1. Are you familiar with Nike's use of recycled materials in their product development process?

(1)- Yes

(2)- No

(3)- Not sure

2. How important do you think it is for companies to incorporate recycled materials into their product development?

(1)- Not important at all

(2)- Slightly important

(3)- Moderately important

(4)- Very important

(5)- Extremely important

3. Have you heard about Nike's use of water-based adhesives in their manufacturing process?

(1)- Yes

(2)- No

(3)- Not sure

4. Do you believe the use of water-based adhesives is a positive step towards minimizing environmental harm in product manufacturing?

(1)- Yes, it is a significant improvement

(2)- Yes, but more needs to be done

(3)- No, it doesn't make a significant difference

(4)- Not sure

5. Are you aware of Nike's investment in renewable energy sources for their production facilities?

(1)- Yes

(2)- No

(3)- Not sure

6. How much do Nike's efforts in using renewable energy sources impact your perception of the company?

- (1)- It greatly enhances my perception of Nike
- (2)- It somewhat enhances my perception of Nike
- (3)- It has no impact on my perception of Nike
- (4)- I'm not sure

7. Would you be more likely to purchase Nike products knowing that they are made with recycled materials and eco-friendly manufacturing techniques?

- (1)- Yes, definitely
- (2)- Maybe, depending on other factors
- (3)- No, it doesn't influence my purchasing decisions

8. How important is it for you that companies invest in sustainable practices like using renewable energy sources?

- (1)- Not important at all
- (2)- Slightly important
- (3)- Moderately important
- (4)- Very important
- (5)- Extremely important

Study Goal:

3. The operations and value chain of Nike to support sustainable product development.

Survey questionnaire:

1. Are you aware of Nike's partnerships and collaborations with suppliers to support responsible sourcing of materials?

- (1)- Yes
- (2)- No
- (3)- Not sure

2. How important do you think it is for companies to promote transparency and traceability in their material sourcing?

- (1)- Not important at all
- (2)- Slightly important
- (3)- Moderately important
- (4)- Very important
- (5)- Extremely important

3. Have you heard about Nike's initiatives to reduce waste and optimize energy efficiency in their operations?

- (1)- Yes
- (2)- No
- (3)- Not sure

4. Do you believe these initiatives are effective in supporting sustainable product development?

- (1)- Yes, they are highly effective
- (2)- Yes, but more can be done
- (3)- No, they are not effective
- (4)- Not sure

5. Are you familiar with Nike's efforts to minimize the environmental impact of their supply chain through optimized transportation logistics?

- (1)- Yes
- (2)- No
- (3)- Not sure

6. How much do Nike's efforts in optimizing transportation logistics impact your perception of the company?

- (1)- It greatly enhances my perception of Nike
- (2)- It somewhat enhances my perception of Nike
- (3)- It has no impact on my perception of Nike
- (4)- I'm not sure

7. Would you be more likely to support a company that actively works to reduce waste and optimize energy efficiency in its operations?

- (1)- Yes, definitely
- (2)- Maybe, depending on other factors
- (3)- No, it doesn't influence my support decisions

8. How important is it for you that companies prioritize environmental sustainability in their value chain operations?

- (1)- Not important at all
- (2)- Slightly important
- (3)- Moderately important
- (4)- Very important

(5)- Extremely important

Study Goal:

4. The key challenges faced by Nike to implement the green product development.

Survey questionnaire:

1. Are you aware of the challenges faced by companies like Nike in implementing green product development practices?

(1)- Yes

(2)- No

(3)- Not sure

2. How important do you think it is for companies to find sustainable materials that meet high-performance standards while being cost-effective?

(1)- Not important at all

(2)- Slightly important

(3)- Moderately important

(4)- Very important

(5)- Extremely important

3. Do you believe it is possible for companies to strike a balance between sustainability and meeting consumer expectations regarding quality and functionality?

(1)- Yes, it is highly achievable

(2)- Yes, but it is challenging

(3)- No, it is not achievable

(4)- Not sure

4. Are you familiar with the complexities involved in managing global supply chains to ensure the availability of sustainable materials?

(1)- Yes

(2)- No

(3)- Not sure

5. How significant do you think the challenge of finding sustainable materials is for companies like Nike?

(1)- Not significant at all

(2)- Slightly significant

(3)- Moderately significant

(4)- Very significant

(5)- Extremely significant

6. "In your opinion, what should a company like Nike prioritize when facing challenges in implementing green product development practices?"

Please rate your priorities on a scale from 1 to 5, with 1 being "Not a Priority" and 5 being "High Priority."

7. How likely are you to support companies that face challenges in implementing green product development practices but actively work towards finding solutions?

(1)- Very likely

(2)- Somewhat likely

(3)- Neutral

(4)- Somewhat unlikely

(5)- Very unlikely

Study Goal:

5. The use of sustainable materials and production processes in Nikes' product development.

Survey questionnaire:

1. Are you familiar with Nike's efforts to ensure the use of sustainable materials and production processes in its product development?

(1)- Yes

(2)- No

(3)- Not sure

2. How important do you consider the use of sustainable materials in product development?

(1)- Not important at all

(2)- Slightly important

(3)- Moderately important

(4)- Very important

(5)- Extremely important

3. Have you heard of Nike's collaborations with suppliers to source materials with a lower environmental impact?

(1)- Yes

(2)- No

(3)- Not sure

4. Are you aware of any specific sustainable materials used by Nike in their products?

(1)- Yes, I am familiar with some specific sustainable materials used by Nike.

(2)- No, I am not aware of any specific sustainable materials used by Nike.

(3)- Not sure

5. How important do you think it is for companies like Nike to have guidelines and standards in place for responsible manufacturing practices?

(1)- Not important at all

(2)- Slightly important

(3)- Moderately important

(4)- Very important

(5)- Extremely important

6. Are you aware of Nike's auditing and assessment practices to monitor compliance with sustainability standards?

(1)- Yes

(2)- No

(3)- Not sure

7. How likely are you to support companies that prioritize the use of sustainable materials and production processes in their product development?

(1)- Very likely

(2)- Somewhat likely

(3)- Neutral

(4)- Somewhat unlikely

(5)- Very unlikely

SECTION 2: Profitability of Nike

Study Goal:

1. The financial viability of Nike's sustainable products.

Survey questionnaire:

1. Are you aware of Nike's efforts to ensure that its sustainable product development practices are financially viable and profitable?

(1)- Yes

(2)- No

(3)- Not sure

2. How important do you think it is for companies to consider the financial viability of their sustainable product development practices?

(1)- Not important at all

(2)- Slightly important

(3)- Moderately important

(4)- Very important

(5)- Extremely important

3. Have you noticed an increasing demand for sustainable products in the market?

(1)- Yes, there is a noticeable increase in demand for sustainable products.

(2)- No, I haven't noticed any significant increase in demand for sustainable products.

(3)- Not sure

4. How likely are you to purchase products from a company that prioritizes sustainable product development practices?

(1)- Very likely

(2)- Somewhat likely

(3)- Neutral

(4)- Somewhat unlikely

(5)- Very unlikely

5. Do you think sustainable product development practices can contribute to the overall profitability of a company?

(1)- Yes, sustainable practices can positively impact a company's profitability.

(2)- No, sustainable practices have no significant impact on a company's profitability.

(3)- Not sure

6. Are you aware of any specific strategies or measures that Nike has implemented to ensure the financial viability of its sustainable product development practices?

(1)- Yes, I am aware of specific strategies or measures implemented by Nike.

(2)- No, I am not aware of any specific strategies or measures implemented by Nike.

(3)- Not sure

7. How likely are you to recommend Nike to others based on its commitment to financially viable and profitable sustainable product development?

(1)- Very likely

(2)- Somewhat likely

(3)- Neutral

(4)- Somewhat unlikely

(5)- Very unlikely

Study Goal:

2. Successful product development initiatives required to support both sustainability and profitability for Nike.

Survey questionnaire:

1. Are you familiar with Nike's Flyknit technology?

(1)- Yes, I am familiar with Nike's Flyknit technology.

(2)- No, I am not familiar with Nike's Flyknit technology.

(3)- Not sure

2. Have you purchased or considered purchasing Nike products featuring Flyknit technology?

(1)- Yes, I have purchased Nike products with Flyknit technology.

(2)- No, I have not purchased Nike products with Flyknit technology.

(3)- I have considered purchasing Nike products with Flyknit technology but haven't made a purchase yet.

(4)- Not applicable, I am not interested in Nike products.

3. How important do you think innovations like Nike's Flyknit technology are for achieving both sustainability and profitability goals?

- (1)- Not important at all
- (2)- Slightly important
- (3)- Moderately important
- (4)- Very important
- (5)- Extremely important

4. Are you familiar with Nike's "Reuse-A-Shoe" program?

- (1)- Yes, I am familiar with Nike's "Reuse-A-Shoe" program.
- (2)- No, I am not familiar with Nike's "Reuse-A-Shoe" program.
- (3)- Not sure

5. Do you believe initiatives like Nike's "Reuse-A-Shoe" program contribute to the sustainability efforts of the company?

- (1)- Yes, initiatives like "Reuse-A-Shoe" play a significant role in Nike's sustainability efforts.
- (2)- No, initiatives like "Reuse-A-Shoe" have no significant impact on Nike's sustainability efforts.
- (3)- Not sure

6. How likely are you to support or recommend Nike based on its successful product development initiatives that combine sustainability and profitability?

- (1)- Very likely
- (2)- Somewhat likely
- (3)- Neutral
- (4)- Somewhat unlikely
- (5)- Very unlikely

Study Goal:

3. Nike's cost management regarding sustainable product.

Survey questionnaire:

1. Are you aware of Nike's efforts towards sustainable product development?

- (1)- Yes, I am aware of Nike's efforts towards sustainable product development.
- (2)- No, I am not aware of Nike's efforts towards sustainable product development.
- (3)- Not sure

2. Do you believe sustainable product development is important for a company like Nike?

- (1)- Yes, sustainable product development is crucial for a company like Nike.

(2)- No, sustainable product development is not important for a company like Nike.

(3)- Not sure

3. How much importance do you place on the cost factor when considering the adoption of sustainable practices in product development?

(1)- Cost is a primary consideration when adopting sustainable practices.

(2)- Cost is somewhat important when adopting sustainable practices.

(3)- Cost is not a significant consideration when adopting sustainable practices.

(4)- Not sure

4. Are you willing to pay a premium for products that are developed sustainably?

(1)- Yes, I am willing to pay a premium for sustainably developed products.

(2)- No, I am not willing to pay a premium for sustainably developed products.

(3)- It depends on the extent of sustainability and other factors.

(4)- Not sure

5. How important is it for companies like Nike to find a balance between sustainable practices and profitability?

(1)- Finding a balance between sustainable practices and profitability is very important.

(2)- Finding a balance between sustainable practices and profitability is somewhat important.

(3)- Finding a balance between sustainable practices and profitability is not important.

(4)- Not sure

6. Are you more likely to support a company that effectively balances the costs of sustainable product development with profitability?

(1)- Yes, I am more likely to support a company that effectively balances costs and profitability.

(2)- No, the balancing of costs and profitability does not impact my support for a company.

(3)- Not sure

Study Goal:

4. The indicators Nike uses to measure the financial success of its sustainable product development efforts.

Survey questionnaire:

1. Does Nike measure revenue growth specifically from sustainable products as a key performance indicator?

(1)- Yes, Nike measures revenue growth from sustainable products.

(2)- No, Nike does not measure revenue growth from sustainable products.

(3)- Not sure

2. Does Nike conduct gross margin analysis to assess the financial success of its sustainable product development efforts?

(1)- Yes, Nike conducts gross margin analysis.

(2)- No, Nike does not conduct gross margin analysis.

(3)- Not sure

3. Does Nike calculate return on investment (ROI) specific to sustainable initiatives to evaluate their financial impact?

(1)- Yes, Nike calculates ROI for sustainable initiatives.

(2)- No, Nike does not calculate ROI for sustainable initiatives.

(3)- Not sure

4. Does Nike assess the impact of sustainable product development on overall brand value and customer loyalty?

(1)- Yes, Nike assesses the impact on brand value and customer loyalty.

(2)- No, Nike does not assess the impact on brand value and customer loyalty.

(3)- Not sure

5. Overall, how effective do you think Nike is in measuring the financial success of its sustainable product development efforts?

(1)- Highly effective

(2)- Moderately effective

(3)- Not effective

(4)- Not sure

Study Goal:

5. Consumers' willingness to pay a premium for Nike's sustainable.

Survey questionnaire:

1. Have you purchased any of Nike's sustainable products?

(1)- Yes

(2)- No

2. Are you willing to pay a premium for Nike's sustainable products compared to their non-sustainable counterparts?

- (1)- Yes, I am willing to pay a premium for sustainable products.
- (2)- No, I prefer to pay the same price for sustainable and non-sustainable products.
- (3)- No, I am not willing to pay a premium for sustainable products.

3. How important is the sustainability aspect of a product when making a purchasing decision?

- (1)- Very important
- (2)- Somewhat important
- (3)- Not important

4. Do you believe Nike's sustainability efforts positively influence their brand image?

- (1)- Yes, Nike's sustainability efforts positively influence their brand image.
- (2)- No, Nike's sustainability efforts do not have a significant impact on their brand image.
- (3)- Not sure

5. To what extent do you agree with the statement: "Sustainable products are worth the higher price due to their positive environmental impact"?

- (1)- Strongly agree
- (2)- Agree
- (3)- Neutral
- (4)- Disagree
- (5)- Strongly disagree

SECTION 3: Impact of Nike's Sustainable and Profitable Product Development

Study Goal:

- 1. The influence of Nike's sustainable and profitable product development on its overall green strategy.**

Survey questionnaire:

1. Are you aware of Nike's sustainable and profitable product development initiatives?

- (1)- Yes
- (2)- No

2. Do you believe Nike's sustainable and profitable product development initiatives have positively influenced their overall green strategy?

(1)- Yes, Nike's sustainable and profitable product development initiatives have positively influenced their overall green strategy.

(2)- No, Nike's sustainable and profitable product development initiatives have not had a significant impact on their overall green strategy.

(3)- Not sure

3. How important is it for a company like Nike to incorporate sustainability into its product development?

(1)- Very important

(2)- Somewhat important

(3)- Not important

4. Has Nike's commitment to sustainable product development influenced your perception of the brand?

(1)- Yes, Nike's commitment to sustainable product development has positively influenced my perception of the brand.

(2)- No, Nike's commitment to sustainable product development has not had a significant impact on my perception of the brand.

(3)- Not sure

5. To what extent do you agree with the statement: "Sustainable product development is a key factor in a company's overall green strategy"?

(1)- Strongly agree

(2)- Agree

(3)- Neutral

(4)- Disagree

(5)- Strongly disagree

Study Goal:

2. Consumers' perception on Nike's initiatives for sustainable product development.

Survey questionnaire:

1. Are you aware of Nike's sustainable product development initiatives?

(1)- Yes

(2)- No

2. Have you noticed any changes in Nike's business practices related to sustainability?

(1)- Yes, I have noticed significant changes in Nike's business practices due to their sustainable product development initiatives.

(2)- No, I have not noticed any noticeable changes in Nike's business practices related to sustainability.

(3)- Not sure

3. Do you believe Nike's sustainable product development initiatives have influenced their supply chain processes?

(1)- Yes, Nike's sustainable product development initiatives have influenced their supply chain processes.

(2)- No, Nike's sustainable product development initiatives have not had a significant impact on their supply chain processes.

(3)- Not sure

4. Have you observed any improvements in Nike's responsible sourcing and manufacturing practices?

(1)- Yes, I have observed improvements in Nike's responsible sourcing and manufacturing practices.

(2)- No, I have not observed any noticeable improvements in Nike's responsible sourcing and manufacturing practices.

(3)- Not sure

5. In your opinion, how important is it for companies like Nike to prioritize sustainability in their business practices?

(1)- Very important

(2)- Somewhat important

(3)- Not important

Study Goal:

3. Consumers' perception about Nike's long-term strategic goals and objectives regarding sustainable product development.

Survey questionnaire:

1. Are you aware of Nike's long-term strategic goals and objectives?

(1)- Yes

(2)- No

2. Do you believe sustainable product development is aligned with Nike's long-term strategic goals and objectives?

(1)- Yes, sustainable product development aligns closely with Nike's long-term strategic goals and objectives.

(2)- No, sustainable product development does not align with Nike's long-term strategic goals and objectives.

(3)- Not sure

3. How important do you think sustainable product development is for Nike's future success?

(1)- Very important

(2)- Somewhat important

(3)- Not important

4. In your opinion, how does sustainable product development contribute to enhancing brand loyalty for Nike?

(1)- Sustainable product development helps build trust and loyalty among environmentally conscious consumers.

(2)- Sustainable product development has no significant impact on brand loyalty for Nike.

(3)- Not sure

5. Do you believe sustainable product development creates long-term value for Nike's stakeholders?

(1)- Yes, sustainable product development creates long-term value for Nike's stakeholders.

(2)- No, sustainable product development does not create long-term value for Nike's stakeholders.

(3)- Not sure

Study Goal:

4. The communication methods employed by Nike to update consumers' about sustainable and profitable products.

Survey questionnaire:

1. Are you familiar with Nike's sustainable and profitable product development initiatives?

(1)- Yes, I am aware of Nike's sustainable and profitable product development initiatives.

(2)- No, I am not familiar with Nike's sustainable and profitable product development initiatives.

(3)- I am not sure.

2. "How do you primarily stay informed about Nike's sustainable and profitable product development efforts?"

Please rate your primary source of information on a scale from 1 to 5, with 1 being "Not a Primary Source" and 5 being "Primary Source."

- (1)- Not a Primary Source
- (2)- Secondary Source
- (3)- Occasionally Primary Source
- (4)- Primary Source
- (5)- Solely Primary Source"

3. On a scale of 1 to 5, how effectively do you think Nike communicates its sustainable and profitable product development initiatives to stakeholders and consumers?

(1 - Not effective at all, 5 - Very effective)

4. Have Nike's sustainable and profitable product development initiatives influenced your perception or opinion of the brand?

- (1)- Yes, positively.
- (2)- No, not at all.
- (3)- I am not sure.

5. Would you be more likely to purchase Nike products knowing that they have sustainable and profitable product development practices?

- (1)- Yes, I would be more likely to purchase Nike products.
- (2)- No, it would not impact my purchasing decision.
- (3)- I am not sure.

Study Goal:

5. Consumer perspectives on the benefits and challenges of integrating sustainable and profitable product development in Nike's green strategy.

Survey questionnaire:

1. How important do you think it is for Nike to integrate sustainable and profitable product development within their green strategy?

- (1)- Extremely important
- (2)- Somewhat important

- (3)- Neutral
- (4)- Not very important
- (5)- Not important at all

2. To what extent do you believe Nike's integration of sustainable and profitable product development within its green strategy has led to innovation and product diversification?

Please rate on a scale from 1 to 5, with 1 being 'Not at All' and 5 being 'Significantly.'

- (1) - Not at All
- (2)- Slightly
- (3)- Moderately
- (4)- Considerably
- (5)- Significantly"

3. To what extent do you believe higher production costs are challenges that Nike may face in integrating sustainable and profitable product development within their green strategy?

Please rate on a scale from 1 to 6, with 1 being 'Not a Challenge' and 6 being 'Highly Challenging.'

- (1)- Not a Challenge
- (2)- Low Challenge
- (3)- Mild Challenge
- (4)- Moderate Challenge
- (5)- Significant Challenge
- (6)- Highly Challenging

4. How likely are you to support Nike's sustainable and profitable product development initiatives as a consumer?

- (1)- Very likely
- (2)- Somewhat likely
- (3)- Neutral
- (4)- Somewhat unlikely
- (5)- Very unlikely

5. Do you believe integrating sustainable and profitable product development within Nike's green strategy is a trend that other companies should also adopt?

- (1)- Yes, it is a trend worth adopting.
- (2)- No, it is not necessary for other companies.

(3)- I am not sure.

SECTION 4: Integration with Green Strategy

Study Goal:

- 1. Consumers' awareness about Nike's sustainability initiatives and green business strategy.**

Survey questionnaire:

1. Prior to this survey, were you aware of Nike's sustainability initiatives and green business strategy?

(1)- Yes, I was aware of Nike's sustainability initiatives and green business strategy.

(2)- No, I was not aware of Nike's sustainability initiatives and green business strategy.

2. Did you become aware of Nike's sustainability initiatives and green business strategy primarily through Nike's marketing campaigns?"

Please select one option:

(1)- Yes, solely through marketing campaigns.

(2)- Yes, mostly through marketing campaigns.

(3)- Partially through marketing campaigns.

(4)- No, not through marketing campaigns.

(5)- I was not aware of Nike's sustainability initiatives and green business strategy.

3. On a scale of 1 to 5, how well do you think Nike has communicated its sustainability initiatives and green business strategy?

(1 - Poorly communicated, 5 - Excellently communicated)

4. How important do you think it is for a company like Nike to have sustainability initiatives and a green business strategy?

(1)- Extremely important

(2)- Somewhat important

(3)- Neutral

(4)- Not very important

(5)- Not important at all

5. Have Nike's sustainability initiatives and green business strategy influenced your perception or opinion of the brand?

- (1)- Yes, it has positively influenced my perception.
- (2)- Yes, it has negatively influenced my perception.
- (3)- No, it has not influenced my perception.
- (4)- I am not sure.

Study Goal:

- 2. Consumers' main perception as the main benefits of Nike's sustainable products.**

Survey questionnaire:

1. How familiar are you with Nike's sustainable products?

- (1)- Very familiar
- (2)- Somewhat familiar
- (3)- Not familiar at all

2. In your opinion, what are the main benefits of Nike's sustainable products using recycled materials?

Please rate the importance of these benefits on a scale from 1 to 7, with 1 being 'Not Important' and 7 being 'Extremely Important.'

- (1)- Not Important
- (2)- Slightly Important
- (3)- Somewhat Important
- (4)- Moderately Important
- (5)- Important
- (6)- Very Important
- (7)- Extremely Important

3. On a scale of 1 to 5, how important are sustainable products to you when making purchasing decisions?

- (1 - Not important at all, 5 - Extremely important)

4. Have you personally purchased any of Nike's sustainable products?

- (1)- Yes, I have purchased Nike's sustainable products.
- (2)- No, I have not purchased Nike's sustainable products.
- (3)- Not applicable (I am not a Nike customer)

5. How likely are you to consider purchasing Nike's sustainable products in the future?

(1 - Very unlikely, 5 - Very likely)

6. Would you be willing to pay a premium for Nike's sustainable products compared to their non-sustainable counterparts?

(1)- Yes, I would be willing to pay a premium.

(2)- No, I would not be willing to pay a premium.

(3)- It depends on the price difference.

Study Goal:

3. The importance of sustainability in consumers' purchasing decisions while considering Nike products.

Survey questionnaire:

1. On a scale of 1 to 5, how important is sustainability in your purchasing decisions when considering Nike products?

(1 - Not important at all, 5 - Extremely important)

2. Are you more likely to purchase Nike products knowing that they have made efforts to develop sustainable products?

(1)- Yes, it positively influences my purchasing decision.

(2)- No, it does not influence my purchasing decision.

(3)- Not applicable (I do not purchase Nike products)

3. How much confidence does Nike's commitment to sustainable practices give you in their brand?

(1)- A great deal of confidence

(2)- Some confidence

(3)- No confidence at all

(4)- Not applicable (I am not familiar with Nike's commitment to sustainability)

4. To what extent do you believe that your purchasing choices can contribute to a more sustainable future?

(1)- I strongly believe that my choices make a difference.

(2)- I somewhat believe that my choices make a difference.

(3)- I do not believe that my choices make a difference.

(4)- Not applicable (I do not consider the impact of my purchasing choices on sustainability)

5. Would you be more likely to support brands like Nike that are committed to sustainable practices?

(1)- Yes, I actively seek out and support such brands.

(2)- No, it does not impact my support for a brand.

(3)- Not applicable (I do not consider a brand's commitment to sustainability)

Study Goal:

4. Factors influencing consumers' perception of Nike's green business strategy.

Survey questionnaire:

1. How important is transparency and accountability in shaping your perception of Nike's green business strategy?

(1)- Extremely important

(2)- Somewhat important

(3)- Not important

2. To what extent does the integration of sustainability throughout Nike's value chain influence your perception of their green business strategy?

(1)- It significantly enhances my perception.

(2)- It somewhat enhances my perception.

(3)- It does not significantly impact my perception.

(4)- Not applicable (I am not familiar with Nike's value chain sustainability practices)

3. How much value do you place on Nike's collaboration with stakeholders and partnerships with environmental organizations in shaping your perception of their green business strategy?

(1)- It adds significant value to my perception.

(2)- It adds some value to my perception.

(3)- It does not add significant value to my perception.

(4)- Not applicable (I am not aware of Nike's collaboration and partnerships)

4. How important is having a long-term vision for sustainability in shaping your perception of Nike's green business strategy?

(1)- It is extremely important to me.

(2)- It is somewhat important to me.

(3)- It is not important to me.

5. Overall, how would you rate your perception of Nike's green business strategy?

(1)- Very positive

(2)- Somewhat positive

(3)- Neutral

(4)- Somewhat negative

(5)- Very negative

Study Goal:

5. Nike's sustainability reputation impact on consumers' brand loyalty and purchasing behaviour.

Survey questionnaire:

1. To what extent does Nike's sustainability reputation influence your brand loyalty?

(1)- It has a significant impact on my brand loyalty.

(2)- It has a moderate impact on my brand loyalty.

(3)- It has little to no impact on my brand loyalty.

2. How does Nike's sustainability reputation influence your purchasing behaviour?

(1)- It significantly influences my purchasing behaviour.

(2)- It moderately influences my purchasing behaviour.

(3)- It has minimal impact on my purchasing behaviour.

3. How important is it for you to support a company that takes responsibility for its environmental impact and works towards sustainable practices?

(1)- It is extremely important to me.

(2)- It is somewhat important to me.

(3)- It is not important to me.

4. Does Nike's positive sustainability reputation give you peace of mind when making purchasing decisions?

(1)- Yes, it gives me peace of mind.

(2)- No, it does not give me peace of mind.

(3)- I am not aware of Nike's sustainability reputation.

5. How likely are you to continue supporting Nike through your purchasing choices based on their sustainability reputation?

(1)- Very likely

(2)- Somewhat likely

(3)- Neutral

(4)- Somewhat unlikely

(5)- Very unlikely

APPENDIX 3

Information Sheet for Study Participants**Study Title:**

Consumer Perception of NIKE Green Business Strategy and Implementation of Profitable and Sustainable Products.

Study Description:

Technological advancements, advanced research, and industrial growth, including automation and mass production, have greatly contributed to human success and improved the quality of our lives. However, they have also posed challenges in terms of unsustainability, global warming, and the accumulation of non-recyclable materials. It is crucial to address these issues by transitioning to more organic and recyclable materials, embracing modularity, green solutions, and the circular economy. In this study, the researcher has chosen Nike as a globally recognized manufacturer with a widespread market presence. The researcher is conducting a research survey to qualitatively analyze Nike's approach to sustainability. The researcher will evaluate the consumers' perception of Nike's green business strategy and the implementation of profitable and sustainable products. This study will provide valuable insights for Nike and similar industries to gauge the level of consumer understanding regarding sustainability goals and the recognition of their efforts.

Purpose of the Study:

The objective of this study is to examine how consumers perceive the Green Business Strategy implemented by NIKE and assess the effectiveness of sustainability implementation in driving profitability.

Funding of the Study:

Study is for a master's thesis project and is not funded.

Compensation:

The participation is voluntary, and no financial compensation is included.

Voluntary nature:

Participation in the study is completely voluntary and participants have the right to discontinue their participation at any stage without any consequences.

Risks:

The overall risks to the study subject are very small to none.

Communication:

A designated researcher will, at participant's request, provide any additional details of the general principles of the study and its progress, or of the results concerning their participation.

Description of study situation:

At the beginning of the study session study participants will receive written study related information before signing the consent form. Shortly after, a set of written survey questionnaires will be given to participants.

The research will take up to 20 mins to answer the survey questions ranging from 25 - 40.

Confidentiality:

Your responses will be kept confidential, and your name will not be used in any publications or reports. Only the researcher will have access to the information you provide. The data collected will be stored securely and will only be used for the purposes of this research.

Contact details:

Centria University of Applied Sciences is the data controller in this research. In questions regarding research, you can contact the responsible researcher: Muhammad Asghar, muhammad.asghar@centria.fi, +358 (45) 1405887. You can contact the Centria University Research Supervisor if you have questions about data processing and protection: weimu.you@centria.fi

If you notice a violation in the data protection legislation, you can contact the Data Protection Ombudsman (<http://www.tietosuoja.fi/en>).

If you agree to take part in the study, please sign the consent form overleaf.

APPENDIX 4

Consent Form

I agree to participate in the data recording session for the topic “Consumer perception of NIKE green business strategy and implementation of profitable and sustainable products”.

I have read and understood the study information sheet given to me.

I have understood that the material and research data is gathered for scientific purposes only. The purpose and nature of the study has been explained to me in writing. I have sufficient information on the process of the study.

I understand that my participation in the study is completely voluntary and that I have the right to discontinue my participation at any stage without any consequences.

I give permission for my data to be recorded in the described manner.

I understand that I can ask to take a break at any time during the study.

It has been explained to me that a designated researcher will, at my request, provide me with additional details of the general principles of the study and its progress or of the results concerning myself.

I understand that anonymity will be ensured by disguising my identity. I have been explained who the different parties are involved in the research that have access to my data. I understand the practices of storing, protecting, and using the data.

I know that the collected data will not be presented to a third party without my written consent.

I understand that a fully anonymized subset of the data may be released to other research groups for the purposes mentioned above, if I give permission to it.

(Please tick one box:)

I agree to releasing anonymized extracts from my data.

I agree to releasing anonymized extracts from my data only if I am informed about the research groups in question. I have been told what that subset will be.

I do not agree to releasing extracts from my data.

By my signature, I confirm my participation in this study and agree to volunteer as a study subject.

Date.....

RESEARCH PARTICIPANT

RESEARCH INVESTIGATOR

Signature.....

Signature.....

City.....

APPENDIX 5

Survey Results Tabulation

TABLE 1. The results of survey questions for first goal of Section-I.

Nike's approach to adopt sustainability for the product development.	Sum	Mean	Standard Deviation	Standard Error
To what extent do you believe Nike has integrated sustainability into its product development process?	70	3.50	1.47	0.33
Please indicate your level of agreement with the statement: 'Nike implements eco-friendly manufacturing techniques in its product development process.'	68	3.40	1.39	0.31
How important is it for you that a company like Nike incorporates sustainability into its product development process?	65	3.25	1.45	0.32
In your opinion, how successful has Nike been in minimizing its ecological footprint through its sustainability efforts in product development?	67	3.35	1.63	0.36
Do you believe Nike's incorporation of sustainability in its product development process influences your purchasing decisions?	67	3.35	1.46	0.33
Would you be willing to pay a higher price for Nike products if you knew they were developed with a strong focus on sustainability?	49	2.45	1.05	0.23
How aware are you of Nike's sustainability initiatives in its product development process?	63	3.15	1.50	0.33
Do you believe Nike's incorporation of sustainability in its product development process aligns with your own environmental values and concerns?	72	3.60	1.23	0.28

TABLE 2. The results of survey questions for second goal of Section-I.

The green product development practices implemented by Nike	Sum	Mean	Standard Deviation	Standard Error
Are you familiar with Nike's use of recycled materials in their product development process?	34	1.70	0.73	0.16
How important do you think it is for companies to incorporate recycled materials into their product development?	66	3.30	1.42	0.32
Have you heard about Nike's use of water-based adhesives in their manufacturing process?	35	1.75	0.79	0.18
Do you believe the use of water-based adhesives is a positive step towards minimizing environmental harm in product manufacturing?	42	2.10	1.12	0.25
Are you aware of Nike's investment in renewable energy sources for their production facilities?	36	1.80	0.89	0.20
How much do Nike's efforts in using renewable energy sources impact your perception of the company?	44	2.20	1.06	0.24

Would you be more likely to purchase Nike products knowing that they are made with recycled materials and eco-friendly manufacturing techniques?	34	1.70	0.80	0.18
How important is it for you that companies invest in sustainable practices like using renewable energy sources?	62	3.10	1.68	0.38

TABLE 3. The results of survey questions for third goal of Section-I.

The operations and value chain of Nike to support sustainable product development.	Sum	Mean	Standard Deviation	Standard Error
Are you aware of Nike's partnerships and collaborations with suppliers to support responsible sourcing of materials?	35	1.75	0.85	0.19
How important do you think it is for companies to promote transparency and traceability in their material sourcing?	71	3.55	1.57	0.35
Have you heard about Nike's initiatives to reduce waste and optimize energy efficiency in their operations?	33	1.65	0.75	0.17
Do you believe these initiatives are effective in supporting sustainable product development?	43	2.15	1.14	0.25
Are you familiar with Nike's efforts to minimize the environmental impact of their supply chain through optimized transportation logistics?	32	1.60	0.75	0.17
How much do Nike's efforts in optimizing transportation logistics impact your perception of the company?	46	2.30	1.26	0.28
Would you be more likely to support a company that actively works to reduce waste and optimize energy efficiency in its operations?	36	1.80	0.83	0.19
How important is it for you that companies prioritize environmental sustainability in their value chain operations?	71	3.55	1.54	0.34

TABLE 4. The results of survey questions for fourth goal of Section-I.

The key challenges faced by Nike to implement the green product development.	Sum	Mean	Standard Deviation	Standard Error
Are you aware of the challenges faced by companies like Nike in implementing green product development practices?	35	1.75	0.85	0.19
How important do you think it is for companies to find sustainable materials that meet high performance standards while being cost-effective?	69	3.45	1.47	0.33
Do you believe it is possible for companies to strike a balance between sustainability and meeting consumer expectations regarding quality and functionality?	44	2.20	1.06	0.24
Are you familiar with the complexities involved in managing global supply chains to ensure the availability of sustainable materials?	35	1.75	0.85	0.19
How significant do you think the challenge of finding sustainable materials is for companies like Nike?	74	3.70	1.45	0.33
In your opinion what should a company like Nike prioritize when facing challenges in implementing green product development practices?	45	2.25	1.37	0.31

How likely are you to support companies that face challenges in implementing green product development practices but actively work towards finding solutions?	45	2.25	1.37	0.31
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TABLE 5. The results of survey questions for fifth goal of Section-I.

The use of sustainable materials and production processes in Nikes' product development.	Sum	Mean	Standard Deviation	Standard Error
Are you familiar with Nike's efforts to ensure the use of sustainable materials and production processes in its product development?	35	1.75	0.85	0.19
How important do you consider the use of sustainable materials in product development?	69	3.45	1.47	0.33
Have you heard of Nike's collaborations with suppliers to source materials with a lower environmental impact?	44	2.20	1.06	0.24
Are you aware of any specific sustainable materials used by Nike in their products?	35	1.75	0.85	0.19
How important do you think it is for companies like Nike to have guidelines and standards in place for responsible manufacturing practices?	74	3.70	1.45	0.33
Are you aware of Nike's auditing and assessment practices to monitor compliance with sustainability standards?	45	2.25	1.37	0.31
How likely are you to support companies that prioritize the use of sustainable materials and production processes in their product development?	45	2.25	1.37	0.31

TABLE 6. The results of survey questions for first goal of Section-II.

The financial viability of Nike's sustainable products.	Sum	Mean	Standard Deviation	Standard Error
Are you aware of Nike's efforts to ensure that its sustainable product development practices are financially viable and profitable?	35	1.75	0.72	0.16
How important do you think it is for companies to consider the financial viability of their sustainable product development practices?	70	3.5	1.50	0.34
Have you noticed an increasing demand for sustainable products in the market?	31	1.55	0.69	0.15
How likely are you to purchase products from a company that prioritizes sustainable product development practices?	51	2.55	1.57	0.35
Do you think sustainable product development practices can contribute to the overall profitability of a company?	36	1.8	0.77	0.17
Are you aware of any specific strategies or measures that Nike has implemented to ensure the financial viability of its sustainable product development practices?	31	1.55	0.76	0.17
How likely are you to recommend Nike to others based on its commitment to financially viable and profitable sustainable product development?	67	3.35	1.50	0.33

TABLE 7. The results of survey questions for second goal of Section-II.

Successful product development initiatives required to support both sustainability and profitability for Nike.	Sum	Mean	Standard Deviation	Standard Error
Are you familiar with Nike's Flyknit technology?	30	1.5	0.69	0.15
Have you purchased or considered purchasing Nike products featuring Flyknit technology?	43	2.15	1.09	0.24
How important do you think innovations like Nike's Flyknit technology are for achieving both sustainability and profitability goals?	79	3.95	1.15	0.26
Are you familiar with Nike's "Reuse-A-Shoe" program?	33	1.65	0.81	0.18
Do you believe initiatives like Nike's "Reuse-A-Shoe" program contribute to the sustainability efforts of the company?	34	1.7	0.80	0.18
How likely are you to support or recommend Nike based on its successful product development initiatives that combine sustainability and profitability?	71	3.55	1.19	0.27

TABLE 8. The results of survey questions for third goal of Section-II.

Nike's cost management regarding sustainable product.	Sum	Mean	Standard Deviation	Standard Error
Are you aware of Nike's efforts towards sustainable product development?	33	1.65	0.75	0.17
Do you believe sustainable product development is important for a company like Nike?	33	1.65	0.81	0.18
How much importance do you place on the cost factor when considering the adoption of sustainable practices in product development?	35	1.75	1.02	0.23
Are you willing to pay a premium for products that are developed sustainably?	44	2.2	1.15	0.26
How important is it for companies like Nike to find a balance between sustainable practices and profitability?	38	1.9	1.02	0.23
Are you more likely to support a company that effectively balances the costs of sustainable product development with profitability?	36	1.8	0.95	0.21

TABLE 9. The results of survey questions for fourth goal of Section-II.

The indicators Nike uses to measure the financial success of its sustainable product development efforts.	Sum	Mean	Standard Deviation	Standard Error
Does Nike measure revenue growth specifically from sustainable products as a key performance indicator?	31	1.55	0.76	0.17
Does Nike conduct gross margin analysis to assess the financial success of its sustainable product development efforts?	34	1.7	0.80	0.18
Does Nike calculate return on investment (ROI) specific to sustainable initiatives to evaluate their financial impact?	32	1.6	0.68	0.15
Does Nike assess the impact of sustainable product development on overall brand value and customer loyalty?	30	1.5	0.69	0.15
Overall, how effective do you think Nike is in measuring the financial success of its sustainable product development efforts?	41	2.05	1.15	0.26

TABLE 10. The results of survey questions for fifth goal of Section-II.

Consumers' willingness to pay a premium for Nike's sustainable.	Sum	Mean	Standard Deviation	Standard Error
Have you purchased any of Nike's sustainable products?	26	1.3	0.47	0.11
Are you willing to pay a premium for Nike's sustainable products compared to their non-sustainable counterparts?	32	1.6	0.75	0.17
How important is the sustainability aspect of a product when making a purchasing decision?	29	1.45	0.76	0.17
Do you believe Nike's sustainability efforts positively influence its brand image?	34	1.7	0.80	0.18
To what extent do you agree with the statement: "Sustainable products are worth the higher price due to their positive environmental impact"?	44	2.2	1.32	0.30

TABLE 11. The results of survey questions for first goal of Section-III.

The influence of Nike's sustainable and profitable product development on its overall green strategy.	Sum	Mean	Standard Deviation	Standard Error
Are you aware of Nike's sustainable and profitable product development initiatives?	26	1.3	0.47	0.11
Do you believe Nike's sustainable and profitable product development initiatives have positively influenced their overall green strategy?	31	1.55	0.76	0.17
How important is it for a company like Nike to incorporate sustainability into its product development?	31	1.55	0.76	0.17
Has Nike's commitment to sustainable product development influenced your perception of the brand?	31	1.55	0.76	0.17
To what extent do you agree with the statement: "Sustainable product development is a key factor in a company's overall green strategy"?	48	2.4	1.47	0.33

TABLE 12. The results of survey questions for second goal of Section-III.

Consumers' perception on Nike's initiatives for sustainable product development.	Sum	Mean	Standard Deviation	Standard Error
Are you aware of Nike's sustainable product development initiatives?	26	1.3	0.47	0.11
Have you noticed any changes in Nike's business practices related to sustainability?	30	1.5	0.69	0.15
Do you believe Nike's sustainable product development initiatives have influenced their supply chain processes?	31	1.55	0.76	0.17
Have you observed any improvements in Nike's responsible sourcing and manufacturing practices?	33	1.65	0.81	0.18
In your opinion, how important is it for companies like Nike to prioritize sustainability in their business practices?	29	1.45	0.76	0.17

TABLE 13. The results of survey questions for third goal of Section-III.

Consumers' perception about Nike's long-term strategic goals and objectives regarding sustainable product development.	Sum	Mean	Standard Deviation	Standard Error
Are you aware of Nike's long-term strategic goals and objectives?	24	1.2	0.41	0.09

Do you believe sustainable product development is aligned with Nike's long-term strategic goals and objectives?	31	1.55	0.69	0.15
How important do you think sustainable product development is for Nike's future success?	33	1.65	0.75	0.17
In your opinion, how does sustainable product development contribute to enhancing brand loyalty for Nike?	32	1.6	0.75	0.17
Do you believe sustainable product development creates long-term value for Nike's stakeholders?	28	1.4	0.68	0.15

TABLE 14. The results of survey questions for fourth goal of Section-III.

The communication methods employed by Nike to update consumers about sustainable and profitable products.	Sum	Mean	Standard Deviation	Standard Error
Are you familiar with Nike's sustainable and profitable product development initiatives?	32	1.6	0.75	0.17
How do you primarily stay informed about Nike's sustainable and profitable product development efforts?	49	2.45	1.54	0.34
How effectively do you think Nike communicates its sustainable and profitable product development initiatives to stakeholders and consumers?	46	2.3	1.38	0.31
Have Nike's sustainable and profitable product development initiatives influenced your perception or opinion of the brand?	35	1.75	0.85	0.19
Would you be more likely to purchase Nike products knowing that they have sustainable and profitable product development practices?	34	1.7	0.86	0.19

TABLE 15. The results of survey questions for fifth goal of Section-III.

Consumer perspectives on the benefits and challenges of integrating sustainable and profitable product development in Nike's green strategy.	Sum	Mean	Standard Deviation	Standard Error
How important do you think it is for Nike to integrate sustainable and profitable product development within their green strategy?	44	2.2	1.40	0.31
To what extent do you believe Nike's integration of sustainable and profitable product development within its green strategy has led to innovation and product diversification?	49	2.45	1.47	0.33
To what extent do you believe higher production costs are challenges that Nike may face in integrating sustainable and profitable production development within their green strategy?	52	2.6	1.50	0.34
How likely are you to support Nike's sustainable and profitable product development initiatives as a consumer?	43	2.15	1.42	0.32
Do you believe integrating sustainable and profitable product development within Nike's green strategy is a trend that other companies should also adopt?	31	1.55	0.76	0.17

TABLE 16. The results of survey questions for first goal of Section-IV.

Consumers' awareness about Nike's sustainability initiatives and green business strategy.	Sum	Mean	Standard Deviation	Standard Error
Prior to this survey, were you aware of Nike's sustainability initiatives and green business strategy?	25	1.25	0.44	0.10

Did you become aware of Nike's sustainability initiatives and green business strategy primarily through Nike's marketing campaigns?	49	2.45	1.43	0.32
How well do you think Nike has communicated its sustainability initiatives and green business strategy?	73	3.65	1.42	0.32
How important do you think it is for a company like Nike to have sustainability initiatives and a green business strategy?	47	2.35	1.35	0.30
Have Nike's sustainability initiatives and green business strategy influenced your perception or opinion of the brand?	38	1.9	1.07	0.24

TABLE 17. The results of survey questions for second goal of Section-IV.

Consumers' main perception as the main benefits of Nike's sustainable products.	Sum	Mean	Standard Deviation	Standard Error
How familiar are you with Nike's sustainable products?	32	1.6	0.82	0.18
In your opinion what are the main benefits of the Nike's sustainable products using recycled materials?	75	3.75	2.07	0.46
How important are sustainable products to you when making purchasing decisions?	77	3.85	1.39	0.31
Have you personally purchased any of Nike's sustainable products?	30	1.5	0.76	0.17
How likely are you to consider purchasing Nike's sustainable products in the future?	73	3.65	1.42	0.32
Would you be willing to pay a premium for Nike's sustainable products compared to their no sustainable counterparts?	33	1.65	0.81	0.18

TABLE 18. The results of survey questions for third goal of Section-IV.

The importance of sustainability in consumers' purchasing decisions while considering Nike products.	Sum	Mean	Standard Deviation	Standard Error
How important is sustainability in your purchasing decisions when considering Nike products?	72	3.6	1.57	0.35
Are you more likely to purchase Nike products knowing that they have made efforts to develop sustainable products?	29	1.45	0.76	0.17
How much confidence does Nike's commitment to sustainable practices give you in their brand?	40	2	1.21	0.27
To what extent do you believe that your purchasing choices can contribute to a more sustainable future?	47	2.35	1.14	0.25
Would you be more likely to support brands like Nike that are committed to sustainable practices?	29	1.45	0.69	0.15

TABLE 19. The results of survey questions for fourth goal of Section-IV.

Factors influencing consumers' perception of Nike's green business strategy.	Sum	Mean	Standard Deviation	Standard Error
How important is transparency and accountability in shaping your perception of Nike's green business strategy?	31	1.55	0.83	0.18
To what extent does the integration of sustainability throughout Nike's value chain influence your perception of their green business strategy?	38	1.9	1.17	0.26

How much value do you place on Nike's collaboration with stakeholders and partnerships with environmental organizations in shaping your perception of their green business strategy?	43	2.15	1.14	0.25
How important is having a long-term vision for sustainability in shaping your perception of Nike's green business strategy?	31	1.55	0.83	0.18
Overall, how would you rate your perception of Nike's green business strategy?	39	1.95	1.28	0.29

TABLE 20. The results of survey questions for fifth goal of Section-IV.

Nike's sustainability reputation impact on consumers' brand loyalty and purchasing behaviour.	Sum	Mean	Standard Deviation	Standard Error
To what extent does Nike's sustainability reputation influence your brand loyalty?	32	1.6	0.82	0.18
How does Nike's sustainability reputation influence your purchasing behaviour?	31	1.55	0.83	0.18
How important is it for you to support a company that takes responsibility for its environmental impact and works towards sustainable practices?	31	1.55	0.83	0.18
Does Nike's positive sustainability reputation give you peace of mind when making purchasing decisions?	30	1.5	0.76	0.17
How likely are you to continue supporting Nike through your purchasing choices based on their sustainability reputation?	51	2.55	1.50	0.34