



Expertise  
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Controversal Marketing- A successful strategy to grow a  
brand or risky approach?  
Case study: Nike Inc.

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<p>The purpose of this research was to identify the reasons and outcomes of controversial marketing. The research was made about the world's biggest athletic footwear brand, Nike Inc. Nike Inc. is known about its emotional marketing style, which include political and ethical stances. The purpose was to find out the positives and negatives of this marketing management strategy.</p> <p>The study was made mainly by utilizing the qualitative research methodology, but there can also be seen some features of quantitative styles. Data was gathered from the data that was already existing, so there was not made any primary research. The research results were provided with the case study, so utilizing only one specific example to get the final result. Main influencing factor that gave the most of the results, was made from Nike Inc's one of the latest campaigns.</p> <p>The results of the research provided information, which gave the possibilities to have arguments of negative and positive outcomes. The most controversial campaign from Nike Inc. had positive outcomes for short period of time, with their base of the strong iconic branding, aspirational positioning and innovation. Positive outcomes were successful if thinking about the value of free marketing they had, with the increase of sales and share prices. The arguments provided also the fact that, without a compelling brand organizations should not use controversial marketing strategies. The fear of decrease in sales, share prices and consumer loss would be too big on taking risk.</p> <p>The author argues that only strong and compelling brands, with great consumer relationship and value, should use controversial advertising context. Brands should always stand behind their beliefs and opinions, and should not be afraid to share them with individuals. Organizations should have management who knows their consumer group and know the benefits of the social media in marketing.</p>	
Keywords	Marketing, Branding, Controversy, Advertising

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## 1 Introduction

Like Keller and Kotler define: good marketing is not an accident, it is result of careful planning and execution. (Keller & Kotler, 2009) Every aspect in marketing should be managed before organizations publish their advertising campaigns. This is why it leaves question marks in the fact of using the controversy as a marketing tool. In marketing there are several tools to use to get an organization and a brand even more successful. Controversial advertising can be seen nowadays even more often, and it always divides opinions. These has formed many questions why to use controversy as advertising model and what does it do for an organization and a brand.

Idea for this thesis began to form, when the author caught attention for adverts that were going viral on social media, because of the controversial context of them. Consumers are exposed to almost five thousands advertisements every day, through phones, television, newspapers, radios and emails. In the present day it is unavoidable to not be exposed to advertising. During the past years there has been a lot of debatable advertising from well-known trademarks. In fact, the controversial advertising releases have been increased the past decade. The most resent publications of controversial adverts have come from Dove, Pepsi, Coke-Cola, KFC and Nike. (Green, 2018) Nike has been chosen to be main example of this thesis, because of the author's personal interest of the brand.

Brands are competing against each other every day, with a goal of being the most wanted brand for consumers. To reach this goal, brands use several ways to gain relationship and value with consumers. Strong and compelling brands have started to look new ways to market their products and services. One of these ways is controversial marketing. It is a promotion tool to stand out in a competition. Controversial marketing reaches consumers by utilizing ethical and political stances or in other ways controversial content, to shock consumers and finally through divided opinions get them to purchase the product or service. Nike Inc. is one of these brands, which wants to stand out in a competition especially between Adidas, Reebok and Puma, which are its strongest

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competitors. Nike uses controversial advertising to get as strong competitive advantage as possible. Why Nike uses content that divides people's opinions? Is controversial marketing a way to reach success or is it a risky move? Do companies marketing management plan a shocking outcome for their advertisements, to make people talk about it?

These issues are the bases of this thesis. The answers are analyzed through basic marketing theory. Marketing theory is divided into consumer behavior, branding and advertising. Controversial marketing is standing out from marketing, but also on people's opinions and results of measurements. These occur through social media, viral content, which can have either positive or negative outcomes.

## **2 Literature review**

In order to analyze whether the choice of using controversy as a way to grow a brand is successful or not, it is important to understand branding and where it is positioned within overall marketing theory. Consumer behavior brings out the factors used in buying behavior of choosing the right brand. A big part of the making decision is how brands appear for consumers. Making decision of the brand is linked into advertising the brand in several ways. Because the main question of the thesis includes concerns about controversial advertising, the final part is introducing the theory of its influencing factors.

## **3 Marketing**

As Philip Kotler and Kevin Lane Keller states in their book, marketing is everywhere. Formally or informally, people and organizations engage in a vast number of activities that we could call marketing. Good marketing has become an increasingly vital ingredient for business success. And marketing profoundly affects our day-to-day lives. It is embedded to everything we do. (Kotler & Keller, 2009)

The marketing concept is all about identifying and meeting human and social needs. The process of marketing begins with planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to enable individual and or-

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organizational goals. These particular goals consist of delivering value to customers along with managing customer relationships in such a manner that it benefits the organization and its stakeholders. (Kotler & Keller, 2009)



Figure 1 The Process of Marketing management. Marketing Management (Kotler & Keller, 2009)

Figure 1. The marketing management process summarizes the entire influencing activity of marketing. To reach the ultimate goal of customer value and relationship, organizations must recognize how to take advantage of the rest of the core areas around the fundamental goal. The details of the core areas of the process are introduced more precisely in the following paragraphs.

Marketing is divided into three core concepts: needs, wants and demand. Needs is a combination of basic human requirements, such as air, food, water and shelter. Needs can be developed into wants, through societies shaped model of wants satisfying the need of some specific object. Demand is the concept, which should be planned around want of some particular product or service, where the consumer is willing to invest money. (Kotler & Keller, 2009)



Competition is the aspect, which keeps marketing fluid and continually refreshed. It is the reason, why each organization should without exceptions be orientated towards competitive advantage. When organization is able to achieve competitive advantage, it performs in a way that competitors cannot reach. To be able to receive competitive advantage, organizations must always be moving forward with their marketing programs, innovating products and services, staying in touch with customers needs, and pursuit new advantages so they would not always rely on their previous strengths. To thrive in competition, organizations must have devised marketing activities and integrated marketing programs. When organization is fully prepared they are able to create communication and deliver value for customers. In marketing these activities are called Marketing Mix or Four P's: Product, Place, Promotion and Price. Marketing mix contains the changeable elements of marketing. Through adopting these designed activities seller is able to achieve desired customer benefit. (Kotler & Keller, 2009)

Every marketing mix concepts has their own aftermath on marketing management. Product is the marketing mix element that brings the most implications in competitive success for organization. The only element that delivers revenue for organization is the pricing. This marketing mix element is also a factor that has control on organizations competitive conditions. The most advantageous marketing mix element for this research is the communication tool, promotion. Promotional mix incorporates advertising, sales promotions, public relations, personal selling and direct selling. Promotional tools have their own effects when developing the communication strategies for markets. The most valuable promotional tools are described more detailed later on. (Kotler & Armstrong, 2008)

#### **4 Consumer Behavior**

Creating value for consumers gets its foundation by looking at how consumers behave and perceive value. Consumer behavior is important to review before delving further into how it can be affected by controversy.

Consumer behavior manages consumers and organizations opinions about the products and services, not leaving aside examining the reasons for usage and purchase of the goods. (Owersloot & Duncan, 2008) In Marketing it is essential to interpret the study of consumer behavior, so organizations are able to know what are the potential

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responds customers will have about their product or service. This knowledge will further open advanced opportunities that are not currently available. (Schofield, 2019)

#### 4.1 Factors influencing consumer behavior

There are a number of factors that have influence on consumers and their decision making process. The factors are divided into further general factors such as cultural, social and personal factors.

Before aiming into theory behind consumer buying behavior, it is relevant to get familiar with the term consumer. Consumer can be an organization or a person, who actually uses the purchased product. (Ouwersloot & Duncan, 2008)

Looking more thoroughly meaning of consumer behavior, marketers need to be familiar with what is the reason behind a consumer to purchase a particular product and what are the reasons not to purchase. Consumer buying behavior is influenced by four main factors: cultural, social, personal and psychological factors. (Juneja, 2019)

##### 4.1.1 Cultural Factors

The considerable biggest influencing factor to consumers is culture. Nonetheless there are many supportive factors, culture can be considered to be the fundamental determinant on consumer wants and behavior. Every culture has various values that people are following. These include achievement and success, activity, efficiency and practicality, progress, comfort and relationship to others. Values have enormous influence on consumers, therefore marketers must take advantage of them in every country so they are able to find new opportunities for their products and services. (Kotler & Keller, 2009)

Each culture is divided into smaller influencing groups, which are called subcultures. Cultures are split according to nationalities, racial groups, religions and geographic regions. Marketers can use these subcultures to make campaign, targeting only one of the groups according to their needs. Besides the subcultures, cultural factors also include social classes. Social classes are formed from multiple societies, which follow similar buying behavior. For this reason, tailoring marketing activities for different social classes is profitable. (PsDreams, 2018)

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#### 4.1.2 Social Factors

In addition to culture, the second influencing factor for a consumer is social factors, which contains reference groups, family and social roles. Every individual has their own reference groups, which have direct or indirect pressure on person's attitudes and behavior. Reference groups affect individual in several ways. Pitching new behaviors and lifestyles, having impact on attitudes and self concepts, and creating pressure in making decision about product and brand choices are all the big influencing factors in this specific group. Usually there is one opinion leader who distributes pressure about selecting particular product and brand. To reach the whole consumer group, the smartest move to make is to target on the opinion leader. In addition to reference groups, also family, roles and status has their contribution in controlling consumer's buying behavior. The primary influencing group is family, because individual gets its orientation towards religion, politics and economic sense from their parents. Marketer should be aware of which family member to target, to adapt it to whole family. (Kotler & Keller, 2009)

#### 4.1.3 Personal Factors

Personal factors such as age, stage in the life cycle, profession, economic circumstances, lifestyle and personality, has direct impact on consumer behavior. When individual ages they go through different stages in purchasing when the time passes. They go through changes in the taste of food, clothes and furniture. Likewise profession and economic circumstances have a huge effect on expenditures of an individual. Money has extremely high influence on what a person is able to purchase. (Kotler & Keller, 2009) Adding personality to all previously mentioned factors, we get the aspect where forming the buying behavior is the strongest. Personality is not about what to wear or eat, it gives an individual different characteristics, like self-confident and aggressiveness. (C.O'Guinn, J.Famer & Imperia, 1998)

#### 4.1.4 Psychological Factors

Besides all the aspects defined earlier, personal factors have one more component, a psychological factor. It does not only affect personality, but also consumer buying behavior. Psychological factors include motivation, opinions, beliefs and attitudes. Psy-

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chological factors need to be combined with some personal characteristics, to get a result in decision making process and purchasing decisions.

Motivations are internal impulses, which initiate different type of responses, while they are stimulated. Motivations are continual and constantly changing. People are motivated to save money to be able to purchase their desired product. Most people have a sort of a goal, which runs as a source of their motivation. In the process of consumer buying behavior human needs and wants are working as a motivation source for demand. Abraham Maslow's hierarchy of needs is one of the models where motivation is the main characteristics in buying action. (Owersloot & Duncan, 2008)

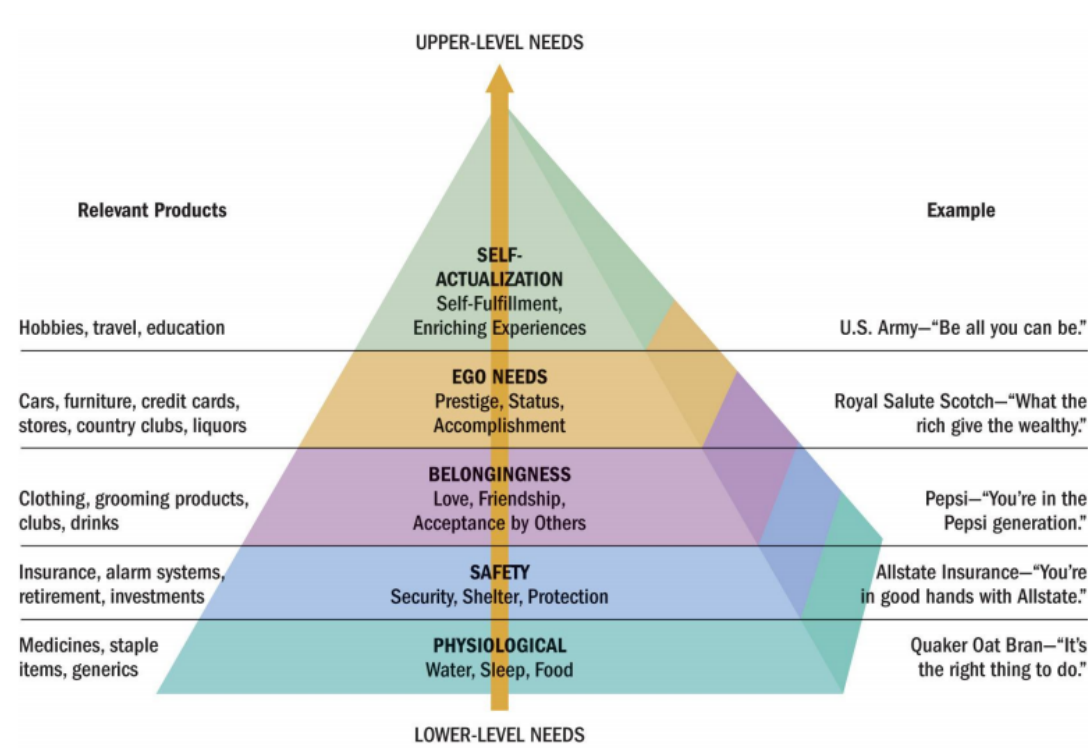


Figure 2 Maslow's hierarchy of needs. (Slideplayer.com, 2016)

Along with motivations, individuals do own several attitudes that together with motivations are pushing towards buying action. Attitude is a habit of mind, which is directed to people, objects and ideas. It includes emotions, beliefs and opinions towards the target. These are reflected on the philosophy of life. (Owersloot & Duncan, 2008)

## 4.2 Consumer decision making process

When every influencing factor is taken into account and utilized as much as possible, the next step is the process where consumers are actually making their buying decisions. During this process, a consumer goes through all the questions about the purchase decision, such as why, what, when, where, how and why. Through these questions a consumer is able to frame five-stage model that has a certain pattern which to follow. The steps are: problem recognition, information search, evaluation of alternatives, purchase decision and post purchase behavior. The actual purchase is the fourth step, so the process begins long before a consumer is making the actual buying action. There are consumers that won't follow all these steps, they might skip or reverse some of the stages.

The first step of this model occur when a buyer recognizes a problem or need, which is usually triggered by an internal or external stimuli for example, hunger. This step leads the direction into second step, which is information search. Searching information occur through several sources, like from personal groups, commercials, public or from previous experiences. The third step includes choosing the right brand, so picking the right fit from all the alternatives. Through the purchasing process consumers will acquire beliefs and attitudes towards which brand to use. Besides beliefs and attitudes that already show direction to which brand to use, also evaluating different brands negatives and positives will help on making the final decision. Finally a consumer makes the buying action and makes the final call of the chosen brand. After the purchase consumer will gather post purchase behavior, which might include disquieting features and hear favorable things about the brands that they did not choose. (Kotler & Keller, 2009)



Figure 3 Five-stage model. (Kotler & Keller, 2009)

## 5 Branding

After examining the basic theory of marketing and consumer behavior, the next step is getting more familiar with the main subject of the thesis topic. Theory about branding leads the direction deeper into the subject. Branding includes theories about brands, its relationships to consumers, positioning, what is a strong and compelling brand and brand image. Branding is one of the marketing concepts. Kotler and Keller define branding as, endowing products and services with the power of a brand. (Keller, 2013)

### 5.1 Brand

One of the main characteristics of branding is a brand. Brand can be just a name, term, sign, symbol, or design or a combination of all of them. Through these features, brand is able to be the identifying factor of goods and services. Brand is the tool that seller or group of sellers use to differentiate themselves from competitors. (Keller, 2013)

A brand can be mixed with the product. Therefore it is essential to know the difference between these definitions. A brand is much more than a product itself. Due to the possibility of several products of the same type, there must be something that differentiates them from each other. A brand gives these dimensions, which are needed in a competition in selling products. Considering that there can be similar types of products designed to satisfy the same needs, it is important for a brand to be the identifying factor of these several products. (Keller, 2013)

#### 5.1.1 Creating compelling brands

Because there is tough competition in selling products and services, every brand wishes to stand out and differentiate themselves the best way possible. Strong and compelling brand owns a brand that has a strong value proposition, unique identity and it stands out in competition. (Keller, 2013)

There are at least seven characteristics that compliment the image of a strong brand: audience knowledge, uniqueness, passion, consistency, competitiveness, exposure and leadership. A few of these characteristics are also mentioned in the consumer behavior. Being familiar with the audience is a crucial part in consumer buying behavior, but it is also important to have a strong brand. Understanding the target markets geog-

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raphy and interests, and how they communicate, are relevant in having a compelling brand. Leading the way into creating a strong but compelling brand occurs through getting noticed by consumers. To be noticed, a brand must be distinctive to have a unique picture in consumer's eyes besides other brands. Every organization should have passion to keep pushing towards working hard and continually delivering greatness to their brand. Besides all these, it is important for a brand to have consistency and competitiveness, so they are able to gain edge and thrive on improving. To be able to get all the characteristics of a strong brand visible for consumers, organizations have to have an ability to reach consumers through multiple channels. This occurs through existing connections, having a big budget on marketing or through Internet and social media, which are nowadays one of the best networks of marketing. In addition to characters described earlier, one cannot forget the character that keeps all pieces together, leadership. Every compelling brand must have strong control, which directs a brand to the right direction. No matter how strong the brand is at one point, it can be vulnerable because of the poor brand management. (DeMers, 2013)

Having a strong brand gives a lot of benefits for the organization. A strong brand usually helps to increase the revenue and market share of the organization. Customer loyalty is the factor which able manufacturers to have extra advantages to affect on retailer, increase profitability, stock price and shareholder value. These are the positive outcomes of having a strong brand. Without a strong brand it is difficult to reach these benefits and many more. (VanAuken, 2008)

On the other hand, if an organization is not able to reach the features that a strong brand would usually have, will they then have a weak brand name. A weak brand name is something that no organization will want. If this occurs, an organization will fail to enchant an immediate impression and will create several other disadvantages. They will also have poor consumer awareness, which leads to limited possibilities to expansion. (Dontigney, 2019)

### 5.1.2 Positioning the Brand

There are several parts of brands, where there is a need to find an answer for the question: "How to make this product stand out in comparison to competitors?". This is the part when positioning the brand comes to action. This includes the considered choice of which aspects of the brand identity must be emphasized. This enables a

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brand to be relevant for a target group and differentiate it from other competitors, but also attract the attention of customers. (Riezebos & Van Der Grinten, 2012)

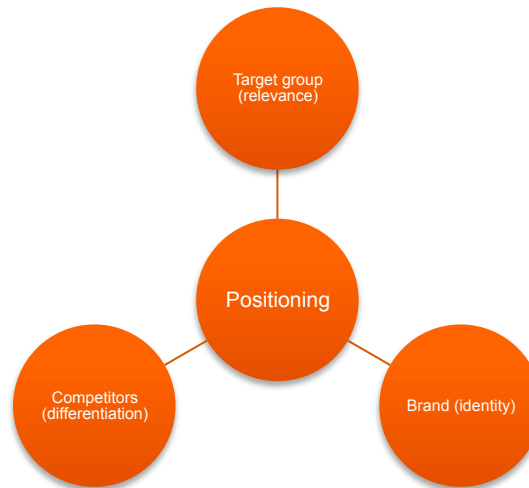


Figure 4 Positioning. (Riezebos & Van Der Grinten, 2012)

Figure 4 above divides positioning into three factors. By using these as objects, a brand is able to counter the effects of the product, organization and media explosions. These occur through positioning differentiation, which is relevant to the target group. Positioning the brand helps it to stand out apart from other brands and still be the leader in media and advertising campaigns. ( Riezebos & Van Der Grinten, 2012)

## 5.2 Relationship between Brand and Consumer

Like specified earlier, it is important to make a good relationship between a brand and a consumer, because the consumer is the one who makes the buying decision. Gaining a customer value and relationship is the main goal of marketing, which is the reason why it is important to understand how a consumer gains the right kind of relationship with the brand.

The relationship begins to form when a brand identifies the source of the product manufacturer. This way the consumers can authorize responsibility to particular distributor or manufacturer. In addition to the consumer constructing trust with manufacturer, the whole brand must form a special meaning in consumer's eyes. To develop meaning for a brand, it is important to look consumers experiences with the product and its marketing program trough the years. Consumer attempts to find the brand that satisfies their



personal needs and which does not. After discovering the brands that are satisfying individuals needs the best ways possible, they are ready to give their trust and loyalty for these brands. This brings certain expectations that the brand will behave with certain manners and are able to provide consistent product performance but also appropriate pricing, promotion, distribution programs and actions. (Keller, 2013)

### 5.2.1 Brand image

Brands image has huge impact on reaching the wanted relationship with the consumers. Brand image can be described as an impression of the brands personality in consumers mind. By getting the right image and relationship with the consumer, a brand must be patient because of the time it may take. Forming the image and relationships needs the advertising campaigns with a consistent theme, which should be validated through the consumer's direct experience. (Keller, 2013)

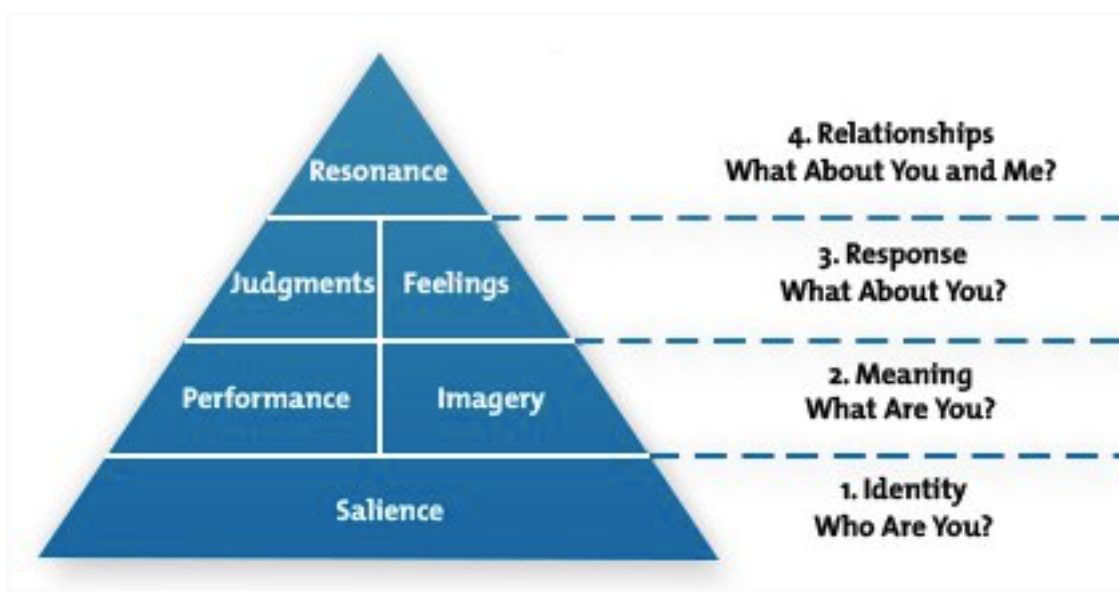


Figure 5. Kellers Brand Equity model (CBBE model), (Kotler & Keller, 2009)

Figure 5. Capsulizes Keller's model about the brand equity, which is also known as customer-based brand equity. The model is used to build a strong brand, to achieve this brand has obligations to have shape how customers think and feel about the or-

ganizations products. Brand equity model has four steps that illustrate how to build strong brand. (Kotler & Keller, 2009)

### 5.3 Brand decision making process

As pointed out in the past paragraphs, consumer-buying action occurs in the several steps. One of these steps is choosing the brand, which in that moment satisfies the consumers needs or wants the best way as possible. For this decision making process, has to take a notice to all the influencing factors defined earlier, for example previous experiences, great positioning and communication of the brand. All the factors influencing on consumers decision-making will be finally provide set of brands of which the individual should choose the prefer one. If the brand image and positioning is suitable to the consumer, it will most likely to be the chosen one. (Owersloot & Duncan, 2008)

If a consumer has not had any previous experience on the brands, they need to be evaluated from the consumer point of view. A consumer has to evaluate the parts that they are already familiar with about the brands, to be able to get some kind of preference about the best alternatives. Besides of already familiar information, consumer search for more information, from reference groups which was explained earlier. Consumers will keep the brands that will probably satisfy their needs, with criticizing them through negative and positive judgments of the search made earlier. (Owersloot & Duncan, 2008)

## 6 Advertising

Advertising is linked in branding very closely. Organizations must have advertising to get their brand noticed by the consumers. Having a finalized advertisement, organization must follow certain steps: setting the objectives and the budget, developing the strategy and evaluating the advertising campaigns. By following this path, an organization will have an advertisement for different platforms to display. The final campaign develops into advert, which is supposed to appeal to the consumer in the way that an organization has planned to.

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Advertising is certain kind of communication between a consumer and an organization. For the organizations it is essential to obtain the platform to promote their brands by informing and persuading. Advertisements are paid messages by an organization, which are directed and sent to the consumers. The main point of advertising is to inform and have influence on people. Beside of advertisement there can also be unpaid media, which is used for promoting brands. Unpaid media is called public relations, even though it is the way to spread the word about brands, products and services, it is not categorized to be an advertising model. PR is still worth of pursuing nowadays, because of its effective way to reach the customers. (Bennet, Coleman & Co, 2019)

Brands main goal is to deliver a customer value and relationship, to be able to have positive outcome in sales. To achieve this goal brands use advertisements to promote their products and services. Figure 6. Divides factors that have its effects on sales contribution of advertisements. A brand it self has about 15% impact on advertising, which makes it important factor in overall picture of the marketing. Still the main important part is to have creative but interesting story inside the advertisement. It gives the final push towards the final purchasing action.

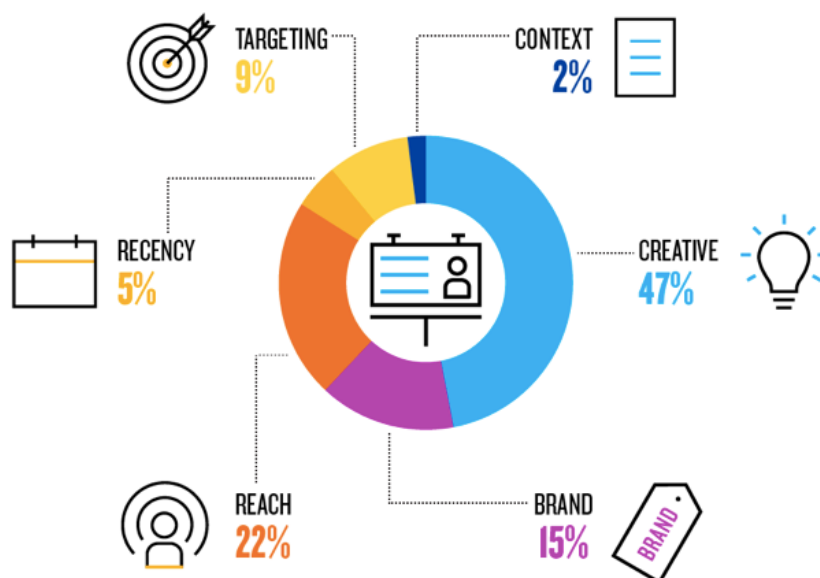


Figure 6. Percent sales contribution by advertising element, Nilsen.com, Nilsen catalina Solutions, 2017

## 6.1 Advertising steps

Creating an advertisement is a process, which needs the knowledge and time. By following the advertising steps, an organization is able to have influencing way to communicate with the consumers.

### 6.1.1 Setting Advertising Objectives

Before executing the advertisement process, organizations has to decide the target market, the positioning and the marketing mix. These factors are usually pursued earlier in the process of marketing management. Target market, positioning and marketing mix gives the frame about advertisements main job. The main point is to have a specific communication task, which can be accomplished after deciding the target audience during the specific period of time. There are several objectives available, but usually an organization has only one. These can be for example, informing, persuading and reminding. By choosing informing, an advertisement will be communicating about a customer value, new products, directions about the product and correcting the false impression. In the style of persuade advertisement, the goal is to build a brand preference, to encourage to switch the brand and to purchase it now not later. But if the advertisement is reminding, it wants to maintain a customer relationship and remind that the product might be needed in the future. There are of course more objectives in additions to these, but informing, persuading and reminding are the most used ones. (Kotler & Armstrong, 2008)

### 6.1.2 Setting Advertising Budget

The budget sets the limit on how much visibility every campaign is able to have. Every product and service needs to have separate advertising budget. The size of the budget depends on the products life cycle. Usually if a brand wants to advert their latest product, they need to have a larger advertising budget to build awareness. Second influencing factor is competition, if a brand has many competitors, they will probably need heavy marketing to get their brand to stand out. Market share does also impact on the advertising budget. If a brand is building the market or taking the market share from competitors, it will require larger amount in the advertising spending as percentage of the sales. (Kotler & Armstrong, 2008)

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### 6.1.3 Developing Advertising Strategy

The third section is to develop strategy for an advertisement. There are two major elements: Creating the advertising messages and selecting the advertising media. Message is the most important part of advertising, because without the right message, an advert can be just a waste of money. Success of the advertisement is reflected on how much it gains attention and if it communicates well with the consumer. Because advertising has a purpose of spreading the attention about the brand, and getting consumers think about or react to the product or an organization in certain way. Brands will select their contents in a belief that it will give benefits for the organization. Creative concepts are forming from these characteristics, and will have a memorably way to advertise products and services. (Kotler & Armstrong, 2008)

### 6.1.4 Evaluating Advertising Campaigns

The results of the advertising campaigns can tell its effects on the communication, the sales and the profit. By measuring the communication effects of an ad or an ad campaign, can organizations find out are the adverts and the media communicating the message in a positive way. It is difficult to measure ads functionality through the sales and the profit, because there are several other influencing factors in that area. (Kotler & Armstrong)

## 6.2 Goals Of Advertising

Because advertising is part of branding, they both have similar goals. The main goal is always to get a customer value and relationship. Every action in the fields of marketing should be focused in having the best possible result in that area.

When talking about advertising, the goals are reporting and communicating with the consumers, to be able to affect the target groups feelings and attitudes, but mainly to create the relationship that attracts a consumer to make the buying decision. Organizations make the advertisements so they can communicate about the product features, benefits and advantages, but also the price, availability and services. Having a successful advertising leads to the better image about the product, quality, price and an organization. (Lahtinen & Isoviita, 2004)

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Effects of Advertising can be visualized through Figure 7 below.



Figure 7, AIDA model (wikipedia.org, 2018)

The main goal of advertising is to attract possible consumers to the buying decision, by showing the benefits that a consumer will have by using the product. The AIDA model in the figure 7 demonstrates how it works in the action. When possible consumer sees the ad, it provides awareness to the consumer, or in the other words the product will be noticed. The second step is to get a possible consumer interested about the product. After having consumers interest, the critical part is to get the consumer want the product and finally to make the purchase action. Through this model of advertising an organization should be able to have a positive outcome directed to the sales profit and a development in the customer relationship. This all occurs through different channels and types of the advertising, which are explained in the next paragraph. (Lahtinen & Isoviita, 2004)

### 6.3 Types of Advertising

A completed ad or ad campaign needs to have a platform where it can have the best possible communication with the possible consumer. There are several types of advertising methods. This is why an organization has to know which one of them would be the most effective to use on their ad. The most used ones are sales promotion, broadcast media, and print media, support media, direct marketing, product placement, in-

ternet and social media. Figure 8. Shows the different platforms markets sizes in United States for the year 2018, but also the prognosis for the year 2022. This graph displays how promotion is divided into several platforms. Internet has grown to be the most effective platform. Different surveys give the organizations advantages to get citizens opinions on which approaches works the best and which do not.

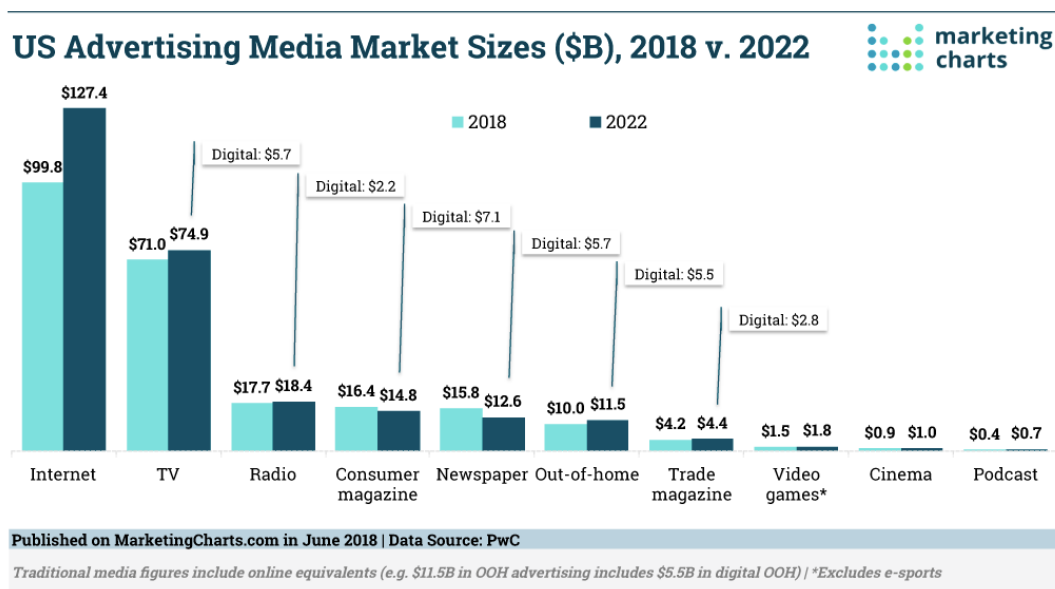


Figure 8. US Advertising Media Market Size 2018 v. 2022, (Marketingcharts.com, 2018)

Sales promotions are focused on the short-term encouragement for which purpose is to increase the revenue or the cash flow. Sales promotion are formed based on an organizations objectives, budget and target audience. This way of advertising is used to promoting via discounts, like coupons. (Kokemuller, 2018)

Using a broadcast media is the one of the most effective ways to reach the target audience. This advertising occurs through television and radio. Broadcast media is a long used platform in advertising, because of the broad audience reach. Advertising through television is expensive, but it gives an organization chance and creative opportunity to promote their brand. On the other hand like a television, also a radio has wide audi-

ence but it is way more affordable than television. It is easy way to promote with repetition and frequency while possible buyer is driving the car. (Percy, 2008)

Print media includes newspapers and magazines, which have highly selective audience nowadays. Usually advertising through magazines needs to be related on the topic of the magazine, which eliminates the opportunities. Using a print media is still affordable way to advertise, but it can also have negative sides, because of the limited time it gives to advertise a brands product. (Percy, 2008)

Billboards, transits, busses, trade publications and directories are called the support media. It is the way to promote products in regional markets, so it cannot have as wide influence as a television. But the positive impact is that it can have more specific influence on the target audience. (Kokemuller, 2018)

Besides of all of the bigger advertising types, there are also direct marketing, product placement, internet and social media. These platforms need to have more specific information about their target audience. Social media is nowadays big part of peoples lives. This is the place where organizations are able to create different target groups and send ads in the different networks, like Instagram and twitter. (Kokemuller, 2018)

## **7 Controversy as an Advertising model**

Every advertising campaign has their own ways to spread their main meaning. Most brands have their own styles on how they want to appeal in advertisement. Every approach has their own outcome on consumer's feelings. Some organizations like to use fear as a motivator or humor, which are creating an emotional connection. Other impressive ways are to use a rationality, which appeals to the practical side, for example, sex and sensuality, and fear of missing out. (Patrice D. Wimbush, 2019) Besides on affecting peoples feeling, there are also other methods. One effective way is to use a celebrity endorsement. This type of advertising campaign involves a well-known person using the organizations brand and products, which means promoting by utilizing the fame. (Riezebos & Van Der Grinter, 2012) To get even more closer to the main topic of the thesis, it is important to understand how advertising with the controversy works besides of these other popular ways of promoting mentioned above.

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Every advertisement campaign has the same goal, to get the consumers purchase their brands products and services. Like summed up earlier there can be different platforms and styles to enchant consumers. Understanding what a controversial advertising keeps inside, there should be clarified the definition of the controversy. When talking about subjects that are controversial, it signifies something that creates a lot of discussion and arguments, involving several types of feelings of anger or disapproval. (A. Cramer, 2011)

All of the norms around the world are commonly defining how people evaluate advertising in general. If some of these norms are crossed, it can have a shocking result. This is what occurs when the organizations use controversy in advertising their products. (Bachnik & Nawacki, 2018) Brands have a huge competition between each other, and that is the reason why they are always looking something that makes them to stand out. Creating a shock by using controversy can be an effective way to get noticed. (Agrawal, 2016) These shocking controversial advertisements are usually attention catching, intriguing and original, which are messaging through the emotions. (Bachnik & Nawacki, 2018) Like Daniel Hennessy has analyzed.” Introducing controversy can be an effective way to get noticed. The cleverest thing an advertiser can do is the opposite of what everyone else is doing, sometimes its risky, but its better to be talked about than not talked about”. (Hennessy, Forbes.com, 2016)

### 7.1 Subjects of Controversial Advertising

Because of these kinds of advertisements spreads emotions of anger and disapproval, the subject of them must have the biggest influence on the reason. These are dilemma between ethically social responsible advertising and unethical, controversial advertising. When using these unethical subjects, advertisements can be based on racial, social and political issues. Subjects that are measured to be unethical and controversial are also: motivations and associations referring to eroticism, images of well-known controversial persons or celebrities presented in a controversial manner and the human figures presented in a way which implies or maintains negative stereotyping of specific social group. (Bachnik & Nawacki, 2018)

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## 7.2 Ethics

Ethics are big part of the controversy, because of the unethical topics of the most of the advertisements that can be considered to be controversial advertisements. Because brands goal is to boost a brand value, it is important to have more positive incentive in focusing on ethics. A brand is able to gain value if they are associated with an ethical behavior. Business ethics is crucial part in the business, because an unethical behavior can cost a company its reputation, hard cash and reduce share price. Organizations that are considered to be ethical are most likely to build a trust among their shareholders, employees, customers and the wider community. To have good reputation an organizations should try to follow four steps, which help to have unethical look in consumer's point of view. Organizations should be familiar with the moral awareness. This increases the sensitivity to be able to emerge an ethical issues and willing to see the broad implications. As a result of this, brand is able to create conditions of trust while enabling people to deal with the issues. Brands should be aware of the different values around the world. By discovering and articulating the core, cross-cultural, shared moral values underlying any ethical activity, regardless the culture or the geographical locations. One of the main dilemmas especially when using controversial subjects to advertising a brand is the knowledge about the right-versus-wrong dilemmas. There is a thin line between the topics that crosses the line, which might have outcome of bad reputation. The last part is to apply a set of principles at a reasoned, acceptable and defensible ways to get the limited ways to be unethical. (Moon & Bonny, 2001)

## 7.3 Steps on choosing controversial advert

If a brand has decided to use controversial subject on their advertising campaign, they have to follow steps that leads the right direction. The controversial subjects are often shocking, taboo or debatable. For a brand it is important to have minimal change of anyone getting hurt or offended. In order that a brand should use debatable subject, to minimize any possible risks that the advert would generate. This kind of subject can bring up debate, but would let consumers to decide where they stand with their own opinions. (Kakkar, 2018)

The step that makes the difference on will people get mad or fascinated on the brands advertising campaign, is the connection that brands should have on controversial sub-

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ject. If a company is able to connect the controversy on its brand, they will avoid stirring the pot and will be able to translate it into measurable outcomes for example, increasing the sales profit. (Kakkar, 2018)

The factor that keeps all these together, is a crisis management plan. Every organization should be able to handle any possible backlash of the advertising campaign. Crisis management should be performed in an organizations plan, to have all the right tools needed if the catastrophic event occurs. When an organization has stable crisis management plan, they are able to avoid damaged reputation and negative impacts on their finances. (Kakkar, 2018)

#### 7.4 Cross culture

To avoid controversial outcome of an advertisement, an organization should be familiar with the cross-cultural differences. Especially in the mass media, it is critical to know cultural differences. If marketers have this goal of spreading the brand messages internationally, they have to debate cultural differences and similarities. This is how they can customize message for the local culture. Cultural differences are divided into cultural profiling, which is a tool for specifying cultural styles and preferences. If the brand's goal is to take a global strategy, has to they eliminate all the possible factors that would offend some of the cultures. This strategy's goal is to communicate with the same basic brand message in every country. (Owersloot & Duncan, 2008)

The importance of being familiar with the cross-cultural differences is, because there are large waves of immigrants all over the world. This has change the multicultural mix of the key consumer markets, which affects on corporate marketing arsenal. If the different cultural and ethic identities are presented in a wrong way, it can backfire later. (Fromowitz, 2017) (Usunier & Lee, 2003)

#### 7.5 Positives and negatives of Controversial Advertising

Applying controversy in the marketing campaigns is becoming more acceptable by the brands than it was used to be. If the campaign is done correctly it can be great way to increase a popularity of the brand, but in a wrong way it can be harmful for the whole organization. (Maff, 2018)

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### 7.5.1 Positives

Using controversy as advertising model, will it usually spread the word about the brand more rapidly and will it eventually spark interest in a wide population.

Using controversy as a marketing gimmick, might work if the organization has rebellious audience and if they know how to use it as a clever way or if it has a great controversial mission statement. If an organization is having mischief-making in their process of creating the advertising campaigns, will this attract all the rebellious audience that are following the brands, which wants to center them selves in the middle of the controversy. (Maff, 2018)

Most often the reason why using controversy can be very effective, is if the brands use controversy in campaigns in a highly businesslike and targeted way. These kind of organizations are very familiar how their audience is like and how would they respond to the advertising campaign. This does not mean that the target audience would be happy about the subject of these types of advertisements, but eventually will see the reason behind it. The main focus of organizations using the controversy is that they want to shock their audience, but still want to stay true to their brands mission in the end. It is always risky to have a goal of getting people mad, but it can be an effective in the end. If an organization has a strong or debatable mission statement, it can be smart way to show it through an advertisement. If this is the goal, it will attract the right kind of consumers that company is looking for. Organizations should always be aligned with their own brand, so the marketing would be as powerful as it can be. (Maff, 2018)

### 7.5.2 Negatives

Main reason why every organization is not using controversy as an advertising model is that the risk of loosing customers is huge. It can be difficult to advert with using controversy without offending at least some portion of the target audience. This is why it can fail more often than to work, and most of the cases it is not worth of taking the risk. It can be said that any attention is good attention, but not all attention creates sales. Decrease in sales and having customers angry and provoked and never going to purchase the brand again, is most likely to occur. Usually lost customers are difficult to get back, because the trust between a consumer and a brand is gone. (Maff, 2018)

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Diversity can bring a lot of difficulties, if an organization wants to advertise through controversy. For example, United States is one of the continents, which have the huge diversity level. This cuts down possibilities to implement a controversial marketing techniques without being shot down by one group of people. (Agrawal, 2016)

## **8 Consumers measurement of a result**

To get in the bottom of the understanding how a controversial marketing effects in consumer, have to look more into consumer's measurements of a result. How do consumers respond in advertisements and how it affects on the brand?

Consumer's responds are usually divided into two kinds of feedbacks, positive and negative feedbacks. The feedback includes positive or negative attitudes about the products, the services or the business ethics. These feedbacks or responses of consumers opinions, helps organizations to improve its overall performance and product quality. These measurements can benefit both of the parties, consumers and organizations. Organizations are able to gather information needed to improve their style of advertising and correct products if needed. Customers showing their attitudes towards advertises, can give them an opportunity to express their feelings about the products and adverts, which can compel organizations to make some changes. (Link, 2017)

Reputation and mostly good reputation is something that every organization wants to have as a result from their advertising campaigns. The very first reputation is an outcome of brands competitors and its primary source of the competitive advantage, which is usually a consumer value and relationship. Reputation takes years and years to build, but it can be lost over one night. Reputation is built on what people say or believe about the brand. These beliefs are getting their start from individual's personal experiences but also from what they read, hear and see about the brand. (Moon & Bonny, 2001)

Advertising should be seen as an experience of consumers, because the people require experiences in their life. There can be two totally different ways how advertising can be measured behalf of the consumers. The theory about strong advertising means that advertisements are capable to persuade people to buy an offering that they have not previously purchased. But it can also have so much attraction that consumer de-

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cides to generate a long-run purchase behavior. This means that a consumer is buying that specific brand every time needed. But on the other hand weak theory about advertising leans into direction, where contrary to strong perspective is the view that consumers brand chooses are driven by purchasing habit rather than by exposure to the advertising message. This theory includes the belief that advertising is employed as a defense to retain customers and to increase product or a brand usage. But also that advertising is used to reinforce existing attitudes, not necessarily to change them drastically. (Baines, Fill & Page, 2013)

### 8.1 Response to controversial advertising

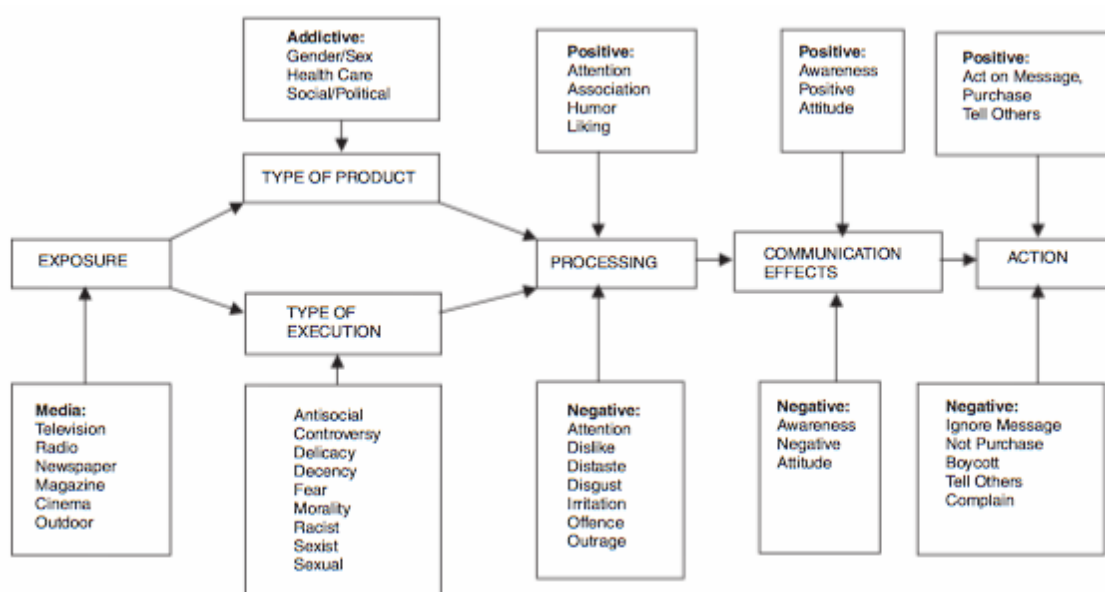


Figure 9, Proposed Response Model for Controversial Advertising (S. Waller, 2006)

Figure 9 above shows the process of a consumer response for the controversial advertising. The process begins on consumer exposure to the advertisement, which occurs through different platforms of advertising, mentioned earlier. This exposure is divided into products and execution. Either products it self are controversial or the advertisements execution are find to be controversial. After the exposure, consumer begins to process the contents. A consumer creates feelings towards the advert. These responds are usually different emotions of the positive and negative feelings. Controversial advertisement can provide both of these feelings. Positive emotions include attention,

association, humor and liking, while negative emotions include attention, dislike, distaste, disgust, irritation, offence and outrage. These emotions are immediate responses for controversial advertisement, which after are formed into more permanent response about the brand. Responses are also divided into negative and positive feelings. They can make consumer have either positive attitudes towards the brand or negative attitudes towards the brand. The final part of the model is the action, which is depending on a consumer individual response. If the process has formed positive attitudes towards the controversial advertisement, it pushes consumer to act on the message and purchase the product or service, telling about it to others and creating a positive word in mouth. On the other hand if the controversial advertisement has formed negative attitudes, it makes a consumer to ignore the message, not purchase the product or service, actively boycotting the brand and complaining it in the media. (S. Waller, 2006)

Fritz Heider developed theory in 1920 about the attributions. Heider's attribution theory focuses mainly on the cause of an event or behavior of an individual, so basically determines why people do what they do. Attribution theory can be relevant on controversial advertising, because it can help in understanding how the people might react to the controversial advertisement and how their attitudes will affect on their behavior. Attributions are divided into internal and external factors, which include attributes from the environment or attributes of some other person. The main goal of this theory is to focus on the process of determine whether individuals behavior is situational-caused or dispositional-caused. According to Heider, behavior is a product of capacity and a motivation. Advertisements are designed for organizations to be able to encourage the consumers that they need the product or service what organization is providing. According to the attribution theory individuals are relating their past, when they confront new type of situation. In a controversial advertising, a consumer would reflect on a brand's previous advertisements, and would make the decisions through this way. In this theory the main influencing factors on buying behavior are past experience, price and quality. There can be two types of consumers. One might want to rely on their past experience of the brands products and keep on purchasing their products and services. But the other might want to keep their focus on the product it self. (F.Malle, 2011)

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## 8.2 Viral marketing

Viral marketing gets its roots from years back when there was no media and internet available. On that time the viral marketing was called word-of-mouth marketing, where people spread the message with each other like a virus. Nowadays because of the marketing has grown so fast, viral marketing is not spread only orally anymore. The main tools nowadays are internet and social media. This type of marketing is more efficient than it used to be, one message might spread in social media during one hour with over 1 million people. These kinds of messages are in the internet to stay, they might live at the internet platforms for several years. Nowadays viral marketing has lost its power, because of the reason that people have seen it all. This is the reason why the message should have a unique and new context so people would want to share it with others. The most efficient ways to use viral marketing is if the message differs from competitor's styles. To get efficient viral marketing, a brand needs to be interesting, the marketing must be different and timely and successful in seeding it through networked people and consumers. (Salmenkivi & Nyman, 2007)

Advertisements forms different emotions for consumers, if the emotions construct extremely strong opinions, consumer usually wants to share this with others. When several people have these similar opinions, occurs a phenomenon where people start to share their opinions on online and on social media. This is called viral phenomena. Viral content can be anything that motives people to share it with others. If talking about a controversy as a viral content, it works well because it tends to stoke high-valence and high-arousal emotions. These emotions include anger, which is useful tool to use when sharing opinion about the advert. If a brand is able to get the consumers to make their advertising to go viral, they will get a lot of free marketing through it. (Coker, 2016)

Paul Lazarsfeld has gathered theory called the limited effects theory. The theory states that effects of the mass media are minimal or limited. Lazarsfeld has noted that converts were comparatively more influenced by the interpersonal communication than by the mass media. It can be said that this theory argues that advertising does not have effects on the consumer buying habits. He beliefs that individuals like to follow influencers and their opinions rather than what the mass media provides. He has categorized these people to be either opinion followers, gatekeepers, media or opinion lead-

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ers. Gatekeepers are individuals who screen a media messages and pass those messages and help others to share their own view. Opinion leaders are people who pass the information to the opinion followers. This theory can be said to be arguing that the controversial advertising would not affect on consumers buying behavior. ( Naveed, 2017)

## **9 Research Methodology**

### **9.1 Research process**

Making the thesis is a process, where the research has the main focus. A research can be simplified as a search for facts to be able to have a background for answers to questions and solutions to problems. It is a purposive investigation, which has the main goal of finding the explanations to the unexplained phenomenon. A research is also meant to clarify any doubts, propositions and will be able to correct the misconceived facts. There are several types of researches that can be utilized. To be able to have clear identification of approaches of the research which is made by analyzing different types of researches. In the end the main point is still to analyze the facts and investigate the existing situations. (Krishnaswami & Satyaprasad, 2010)

The basic research follows four steps. The process begins with exploring the situation, which after develops the design for a research. After these two steps the formal research plan is developed. When the idea of the research has developed, the next step is a data collection. This includes adopting appropriate methods of the data collection. When all of the data has been gathered, the final step is to analyze and interpret the results. (Krishnaswami & Satyaprasad, 2010)

The process of this thesis begun by planning and browsing the different topics and issues that is available. Pulling the structure, arguments and research together, is a process of several months. The goal is to have final thesis with the interesting and relevant topic. The author chose the main topic through her most interested field of the marketing. Previous works and studies of branding were the main link to the topic. But also applying a controversy into different topics is more than relevant nowadays, because of the diversity of the cultures. After looking more deeply into the chosen topic, the research questions developed. The research questions are looking more deeply how

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applying controversy into the marketing plan, how it will affect on a brand and is this style in the marketing a brand made on purpose with a goal of getting people talking about it. These questions help the author to pick the relevant theories, and start the research. In this thesis the main goal is to find the answer for the questions: Is controversial advertising affecting on brands success or will it be risky move? Do brands make controversial content on their advertising campaigns on purpose? Can every brand use controversial marketing strategy?

Because of the huge conflict that Nike had in 2018, the author wanted to apply and research their brands intentions and outcomes of the advertising campaigns, through the case study.

To find the answer to the research questions, the author had to go through all the basic theories and information in the marketing, consumer behavior, branding and advertising. These basic theories include several models and figures, which helps to summarize the explained theory. These models are for example, marketing management process, five-stage model, Maslow hierarchy, proposed response model for controversial advertising, AIDA and positioning. These models are supposed to be included into the case study, to have the base for the answering the main research issue.

## 9.2 Research method

There are several types of researches, for example, analytical study, applied research and pure research. In analytical study the concentration is mainly on setting the hypothesis to be able to test the different elements associated with the main problems. In this type of research evaluation will be critical and accurate. On the other hand applied research includes finding solutions to the immediate problem faced by the society. This type is used mainly on the field of marketing, because of its action oriented research study. Lastly there is the research type, which is used in the sciences and technology, which is focused in developing knowledge to the society. (Krishnaswami & Satyaprasad, 2010)

Collecting a data is one of the main parts of the research method. It is impossible to get the answer for the research questions or draw conclusions without analyzing the factual data. Data has critical part on the liability of the research. The relevance, adequacy and reliability of the data determine the quality of the findings. Usually the data includes

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facts and figures, which are required for constructing the measurements, scales and tables. This data can be collected by several ways. The main approaches are qualitative and quantitative. (Krishnaswami & Satyaprasad, 2010)

Collecting the data includes two main sources, which are primary and secondary data. In primary data researcher directly collects the data that have not been previously collected. This type of data is first hand information collected through the various methods such as observation, interviewing and mailing. On the other hand in secondary data, sources are already containing the needed data. Usually this type of data has been already collected by some other researcher, to be able use it as a primary source for their own study. So in this case the data is already available to use for other researchers. (Krishnaswami & Satyaprasad, 2010)

All the facts and information for this thesis is made with the analytical research. So the data is already available, which able the author to analyze this data and get the wanted results. These analyses are taking the critical point of view to get the wanted answers. Besides of analytical research, there is also used qualitative research, which has the same type of definition. Qualitative research is all about finding facts and giving construction to the theory. This enables the author to interpret all the data, to reach her own conclusions. The data has been gathered from the several literature materials, which includes study books and biography, but besides of the book sources there have also been used different articles and websites. The author has also looked different charts and figures to summarize various arguments and theories, which have small amount of quantitative research methods.

The data is theory and literature based, so author has made an extended review on the data that has been available. Through this review the author criticized and analyzed it with the various perspectives. These perspectives developed the author's ideas and were tested with the reference to the evidence that had discovered earlier.

### 9.2.1 Case study explanation

The case study is a research made through reports of the part studies, which allows the exploration and the understanding of a complex issues. In the case study researcher can include either single-case or multiple-case design in their study, this usually depends on the issues in the research questions. The case study is a method,

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which enables the researcher to closely examine the data within a specific context. (Zainal, 2007)

The case study of this thesis is dealing with a one specific brand, to open the theories in practice. A brand that is used as an example is Nike Inc. Nike Inc has been chosen because of the many controversial outcomes it has had in the past. The case study will follow the similar path as literature review, so the conclusions would have the same type of theories and examples. The case study enables, to go deeper into the issues that a controversial marketing has and make some measurements of how brands can use the controversy to get more successful outcome or risk its image as a strong brand.

A company introduction will open Nike's history and reasons, why it became as popular a brand as it is now. The case study will be covering all the controversial appearances that Nike Inc has made in the past. But it will also open up how controversial marketing can affect on the strong brand like Nike Inc. There will be examples of several cases of Nike Inc, but it will mainly be focusing on its most famous styles of using controversy and its outcomes. This case study will give the conclusions from only one point of view, because of using only one brand.

### 9.2.2 Liability and validity of research

There are two main affecting factors that have a great importance to the liability and validity of this research. Validation of any research is not that strong if there are used only secondary data. This data is gathered together previously by some other author. Secondary data can also be outdated, so finding the updated version might be difficult in some of the cases. The articles and the other sources can also have different opinions, which makes it more difficult to know which data is more liable to use as a research material. The secondary data includes news releases, the results of different authors surveys and older articles. These data sources can have false information, in the matter of its date of release, because of the information that might not be relevant afterwards. The limitations for secondary data is also that it might not meet the specific needs and might not be as accurate as desired. The data used in the final research, might have considered only one geographical area for example only United States. In this case the author have to have drawn conclusion through one segment. Which eliminates the possibility to analyze the whole geographical area. Using the primary data

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through interviews and questionnaires would collect more updated data, because it would able the author to gather data straight from the main source.

Because this thesis is made through the case study, it also limits the validity of the research findings. By using only one case or organization as an example, gives only one outcome. There can be many other results besides the chosen case. This kind of style gives the conclusion only from the single case.

Because this specific thesis is for bachelor degree, it imitates the possibilities diving deeper into the main problem and research. Bachelor thesis also gives limits amount of the facts that can be explained, because of the page limits of it. Time is also one the factors that limit's the possibilities of getting better validity for the thesis.

## **10 Research Results**

### 10.1 Case Study Nike

#### 10.1.1 Company Introduction

Philip Knight, who is one of the most influential businessmen of his time, founded Nike Inc. in 1962. He was the founder and CEO of Nike Inc. during the time between 1964 and 2004, which after he became the chairman of the board. (Knight, 2016) Nike started its journey originally, with the name Blue Ribbon Sports. The creation of the company began with the Knight's idea of manufacturing with the competitive prices, if they would import products from the abroad. (Kotler & Keller) This idea originated and Knight was able to get the manufacturer from Japan. At the beginning of the company formation there was several struggles with the manufacturers and loans from the banks. The company had to change manufacturer several times, because of the bad quality of the shoes or due to breakables of the people. First years were extremely rough for Nike, which had influences on their revenue. Nike's revenue doubled every year during the five years, but it still did not gather enough profit. (Knight, 2016)

Nike Inc. believed that adopting the top athletes as influencers, would affect on a product and a brand choices. This is why they decided to create a logo and a name to finalize the brands outlook. With a final brand the influencers could adapt their logo in the marketing campaigns with winning athletes that would perform as their spokespeople

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for example, runner Steve Prefontaine. The year 1971 was the time when the logo “swoosh” and the name Nike was created. This marketing style increased their revenue up to 50% and was reaching almost \$4,8 million revenue. After the better success over their marketing campaign and over the time developed bank crisis, Nike decided to register the company name as Nike Inc. They also spread their manufacturing into several countries. By the year 1977, Nike Inc’s revenue was up to \$77 million. Because of the many new manufactures, Nike was accused of the sweatshop controversy. This took Nike couple hits back, but after the struggles they survived from this crisis. Finally after the years of hesitating Nike Inc. decided to step into the stock markets in 1980. (Knight, 2016)

After the initial difficulties Nike Inc. had huge change in their game. They took a risk by taking a rookie athlete to be their spokesperson, guard Michael Jordan. Even though Jordan was still rookie when Nike decided to choose him to be their spoke person, he eventually became to be one of the most respectful basketball players of his time. This campaign with Air Jordan increased their revenue up to \$100 million dollars. This was the wanted beginning for Nike after many difficult years in their past. After Air Jordan, Nike Inc. came up with the slogan “Just do it”, which is why these advertising campaigns increased their profit almost up to \$20 million dollars. Campaigns goal was to challenge the athletic enthusiasts to chase their own goals with the Nike attitude of self-empowerment through sports. This campaign was planned to be expand to Europe, which gave them results of the United States advertisements being way too aggressive for the European. Nike Inc’s next highlight of their business was Brazilian team winning the world cup while Nike was their biggest sponsor. This experiment leaded Nike Inc’s way to the International markets and finally in the 2003 their international markets revenue was close to \$7,3 billion dollars, which was bigger than in the United States. After growing globally Nike Inc released the new athletic footwear apparel equipment’s for example, to golf. (Keller & Kotler, 2009)

Today Nike is dominating the athletic footwear markets globally, as a top athletic apparel and footwear manufacturer in the world. Which shows that the road to success, can be messy, dangerous and chaotic, full of mistakes, endless adversity and sacrifices. (Knight, 2016)

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## 10.2 Marketing strategy

At Nike's official code of ethics there are described: "At Nike, we are on the offense always, we play hard, we play to win, and we play by the rules of the game" (Nike.com, 2019) This power sentence leads the direction to the fact on what their marketing strategy is looking for.

Nike's marketing strategy's goal is to have more customer value and relationship. To be able to achieve this Nike has changed its original marketing strategy to more efficient way. This efficient way is been used to reach the goal that would benefit the company and consumers the best way as possible. Nike is known of its ways of using emotions to promote their brand. The main point of it is to tell meaningful story that is selling aspiration through adverts, for example, using quotes "Yes you can" and "just do it". These give a consumer picture about an emotional brand and about a brand, which motivates consumers to purchase the promoted products. (Ramnakh, 2016)

Besides of using the emotional style on advertising campaigns, Nike has other several approaches in their marketing strategy. Nike has created the phenomena shot in the co-operation with Google. The phenomena shot enable fans to remix and share the moments of their favorite player, minutes after it happened on the live TV. This style is unique way to market the brand, but also to get closer relationship with the consumer. (Glaser & Ungvarsky, 2014)

Nike is always socially conscious, and its goal is to have constant innovation. Through this style they have made a lot of marketing strategies. These are for example, Youtube series, self-lacing shoes, fly knit and Nike+. All of these are unique approaches to get the consumers interested about their own brand, because they are only ones who make these types of features on their brand. It is not only the unique features that help Nike to get their marketing strategy to glow, but also their great appearances on the social media has huge influence their marketing performance. (Ramnakh, 2016) Nike has learnt the advantages of the social media and that is the reason why it is in head of several brands in that area. Nike has up to 83 million followers on Instagram around the world. And it is easily part of the 20 most followed Instagram accounts in the world. Their style to keep their picture interesting in the social media occurs through

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more than 1 million conversations that they are having in social media accounts per year across 200 different countries. (Peters, 2019)

Nike's marketing strategy or ways to act has not always been ethical and successful. Nike has had several problems in its past. Nike has been accused for example, from the poor working conditions, low wages, child labor, operations in countries with Union restrictions, expensive endorsement, expensive products, cover up public relations efforts, lack of development work at factory locations and health hazards in the factories. These kind of problems has made some backlashes in their past, for example, protest and bad publicity. These has had some effects on their success, but Nike has tried to fix these bad publics which have happen in their past. (ukessays.com, 2017) Because of these ethical issues Nike has had in their past they want to show in their website that these kind of actions are wrong. In Nike's statement for the year 2018 they have argued: " we believe that we have responsibility to conduct our business in an ethical way, we expect the same from our suppliers and focus on working with long-term, strategic partners that demonstrate a commitment to engaging their workers safe working conditions and environmental responsibility". (Nike, 2018) This kind of statement can be considered to be some type of marketing strategy tactic, because the consumers are most likely aware of Nikes problems in the past, so Nike needs to have cover, so people would not accuse them about these ethical problems anymore. Like earlier mentioned, ethics are critical part for getting the success in the business. If organizations ethics are valid and an ethical behavior is associated, a brand is getting more value for its brand. Nike is doing this nowadays correctly, even though it did not work in their past. This can be seen in next paragraph, how Nike knows how to use the cross-cultural differences and knows different values in the different geographical areas.

### 10.2.1 Targeting and segmentation

Because Nike is a global brand, it has to be familiar with the different target groups and segmentations, to get as efficient promotion as possible. Nike has one main target group, which has formed through consumer's age. This primary target is equally for women and men around years 15 to 40. The primary target group is divided in to differ-

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ent segments. Through the segments organization are able to promote more personal level and utilize it to the target consumers more closer and efficient level. (Gaille, 2015)

The goal of Nike's segmentation is to separate campaigns to reach the every market potential of different segments. Nike promotes its brand globally. By this reason they have to take into account the different market nations, regions and cities. Because of the diverse of the cultures in different countries, Nike needs to have several types of campaigns. For example, in the United States American football and baseball are popular sports with the great athletes, this is why in the United States Nike's advertisements are including these sport categories and its athletes. While in Europe more popular sports are soccer, in India cricket and in England and Australia rugby, which are used as an advertisement subject in these regions. (Gaille, 2015)

Usage of the geographic segmentation is critical, because of the different demand in the different regions of the world. But in addition to the geographic segmentation it is also crucial to take the advantage of psychographic segmentation. In the psychographic segmentation Nike takes psychological aspect on the consumer buying behavior into account. This means that Nike is targeting the certain group from population while taking the advantage of their lifestyle, activities, interests and opinions to define the market segment. (Gaille, 2015)

Nike has several advertising campaigns, which has used only one segment. Examples of these are:

- "Dream Crazier", which targets on women's segment, by using only female athletes that has had successful journey on their athletes career. This campaigns goal was to have all the females in every generation to chase after their dreams. (Nike.com, 2019)

- "What will they say about you", targeted Arab region and women, by using female's personal success in amateur sports. (Nike.com, 2016)

- "Find your greatness", goal was to win consumers hearts, mainly teenagers with bold campaigns that highlighted teenagers that were struggling with obesity. (Nike.com, 2012)

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- “Believe in something, even if it means sacrificing everything”, used several athletes including former NFL player Colin Kaepernick, by targeting millennial and more racially diverse consumers. (Nike.com, 2018)

### 10.2.2 Marketing mix

Nike has to keep its position in the competition between its biggest competitors Adidas and Reebok, this occurs through Nike’s strategy on their marketing mix elements. Nike’s products have a wide range of shoes, apparels and equipment’s, which are its top selling categories. Beside of their top seller groups, they have expanded these categories into ice-skates, skate blades, in-rollers, skates, protective gear, hockey sticks, hockey jerseys and accessories. (Gregory, 2018)

Nike has designed its product prices to be competitive, which are made based on their basis of the premium segment as target customer. Nike is utilizing the vertical integration in their pricing. This gives the advantages for Nike to improve its control over the supply chain, but also to give better managed, more efficient and controlled supply chain. Nike has up to 20 000 retail accounts in 200 countries. Beside of its own stores it also has products in multi-brand stores globally. (Gregory, 2018)

Nike adopts various marketing communications tools to promote its business and its products, through the chosen target market. Nike’s promotional mix is depending highly on where their stores are located. This gives them change to make the specific targeted adverts on the local newspapers, but also create the strategic alliances. These alliances can be a brand ambassadors and sponsorships. Nike’s promotion strategy is mostly based on its strong brand logo “swoosh”. This logo is one of the most recognizable in the world. Having that strong brand image is giving the opportunities to make the high revenue for Nike. (Gregory, 2018)

### 10.3 Competitive advantage

Nonetheless, even when Nike dominates the athletic footwear markets, it still needs to focus on keeping their position in the competitive markets. Nike has several huge brands competing at the same markets. These are for example, Adidas and Reebok, which are for now Nike’s biggest competitors. To come along at the competition and keeping the same leading position, besides of the strong marketing mix, Nike needs

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also to keep focus on its other competitive advantages. One of the outstanding competitive advantages that Nike has is the outsourced manufacturing units. Nike has 140 factories in 13 different countries, which operational costs are extremely low. But not putting aside Nike's strong portfolio, which has also a huge advantage on the markets. Nike is constantly presenting new products in the various interrelated business segments. Maybe the biggest influencing factor that keeps Nike dominative in the footwear markets, is no doubts its brand. (Bhasin, 2018)

#### 10.4 Nike consumer behavior

Nike's approach for the consumers occurs mainly through the psychological factors. Nike's main goal is to use people's motivation to get them to purchase the brands products. Nike focuses on consumer's upper-level needs, so the person would feel self-fulfillment and enriches the experiences through the products. To recapture this level of the motivation, Nike uses slogans and headlines, which includes victory, freedom, change and words that gives the customers the sense of Just Do it. The goal is to get feeling that everything is possible if a customer uses Nike shoes. To motivate people, Nike uses famous athletes from all around the world to participate in the Nike ads this can also be called the celebrity endorsement. Nike has used Tiger Woods, Cristiano Ronaldo, LeBron James and Colin Kaepernick to give the customers the feeling that they are best in their fields.

Although the psychological factors might have the biggest influence on Nike's consumer's buying behavior with their style to promote, it is not the only motivation that pushes the consumers into the purchase. Like said in Nike's adverts they use a lot of emotions and slogans that motivates the people, but also individual's attitudes, beliefs and opinions have part in this. If individual notices Nike's advert, but does not have the same opinions or beliefs that the context has inside, they might not want to purchase this brand anymore. A personal factor has also part in the buying Nike's brand. Nikes' products are known to be expensive, and not everyone have money to buy them. Also because Nike's target group is quite specific, they have a fear of loosing their consumers, because of consumers getting older. This means that they are loosing their target group's members when they get too old for the specific target group. Of course there might be someone who still likes to use Nikes products, even though they are not part of this specific age target group.

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## 10.5 Nike brand

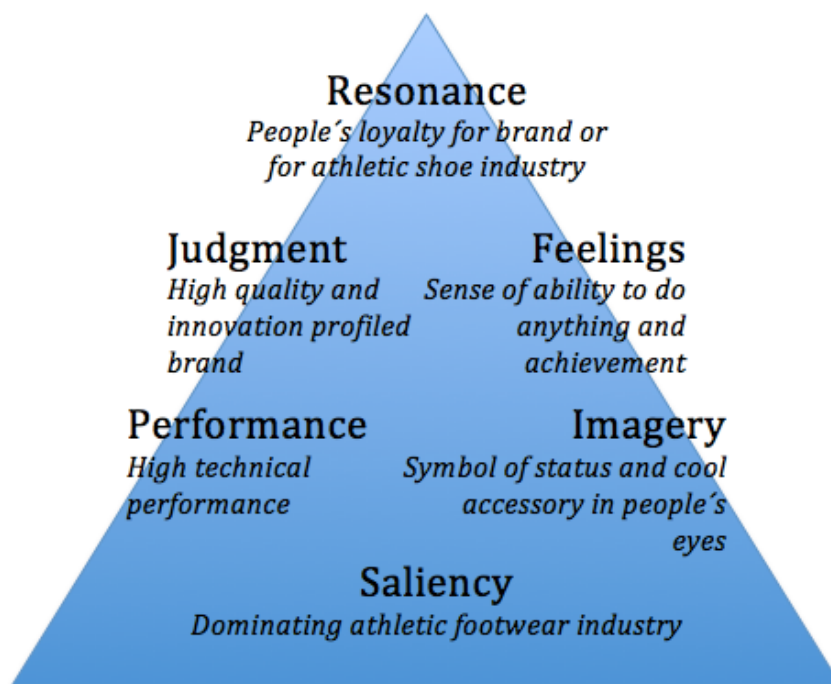


Figure 10. Nike CBBE model

Figure 10 above shows all the factors that have an influence on the customer's relationship of their brand, but also why Nike has become such a strong brand in their markets. Through all these factors Nike has grown its brand value up to \$28 billion. Like earlier said, Nike knows how to stand out in the competition and use its competitive advantage, which has given it recognition of a strong brand.

Nike's brand positioning is "for serious athletes". Their goal is to give confidence which provides the perfect shoe for every sport. Like already explained how Nike uses celebrity athletes to promote their products, they also take the advantage of it when positioning their brand. They want to position customer's expectations and athletic fantasies, which is endorsed by the athletes.

## 10.6 Advertising strategies

Nike Inc. has a same goal as any other company. They want to be able to reach the large population of the target customers with the biggest possible impact. Their advertising strategy, rolls around improving consumer's consciousness about the brand and its products. Like already mentioned, this occurs mainly through the celebrity athlete endorsement. If applying Nike Inc. advertising strategy into the AIDA model. The steps would be: 1. Awareness, when the possible customer notices Nike's advert with his or her favorite athlete performing. 2. Interest, the possible customer finds the advertisement to be motivated, because he or her wants to have this particular product that the athlete is also using. 3. Desire, an advert has included the encouraging line for example, "Just Do It" which finally pushes the customer to purchase the product. Usually Nike uses these emotional adverts that were described earlier, to get the consumers emotionally attached to the product and a brand.

## 10.7 Nike controversial advertising

Nike desires to actuate the person's emotions, with the aim of having them as a consumer going through five-stage model, which includes the actual buying decision. To reach this point, Nike releases the contrastive advertising campaigns to target the particular group. Nike's previous ways of reaching the customers emotions has been battling in the line of the controversy. To analyze the outcome of a controversial advertising, and its effects on brands success, it is good to focus on the one advert of Nike that shared the opinions the most.



Picture 1, Just Do it campaign (nytimes.com, 2018)

Nike's one of the most controversial and divisive advertising campaign was the latest Just Do it campaign in September 2018, with the former NFL player Colin Kaepernick as a spokesperson. The part why the campaign was considered to be controversial was because of the Kaepernick's past. It has been argued that Kaepernick is perhaps one of the most diverse American athletes of his generation. This is believed so because of his actions while he was still playing at the NFL. Kaepernick throughout his career began kneeling during the national anthem to protest racism, police brutality and the social justice, which was followed by the several co athletes. (Draper, Ceswell & Maheshawari, 2018)

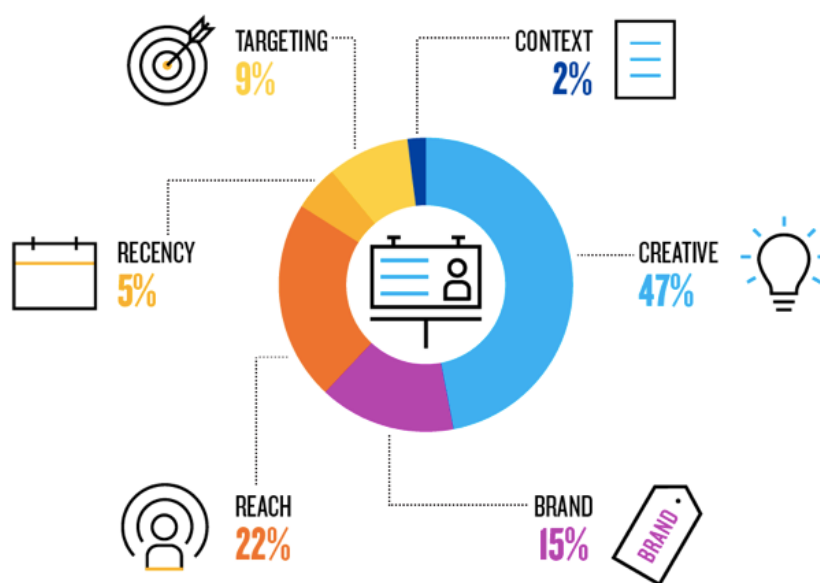


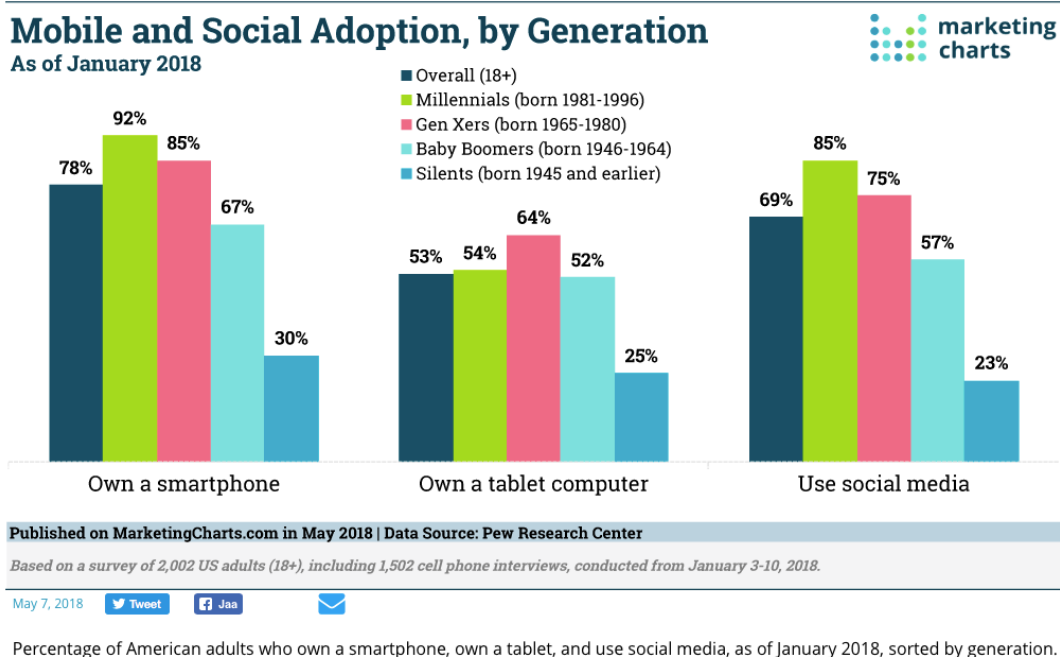
Figure 6. Percent sales contribution by advertising element, Nilsen.com, Nilsen catalina Solutions, 2017

In the figure that was provided earlier in the literature review, can be seen why Nike wants to always choose topics that are different from others. Because in advert the main factor that has the biggest influence on the sales contribution, is creativity. More creative adverts will bring the most awareness.

### 10.7.1 Controversial advertising strategy

Typically the most major public companies do not want to take a stance in the issues, which would make customers angry and offended. Nowadays companies must be aware of the inevitable factor, the social media. In the social media any brands decisions may lead into a huge social statement by the publics.

Most of the consumers, which belong into Nike Inc.'s target group are under 35 years old, which means that only about 33% of the consumers are out of the age range. Nike's plan is to target on the younger generations, called millennials. Millennials are people born around years between 1980 and 1999. Millennials are the age group that includes most diverse group of people, and they make up to 25% of the United States population. 21% of the millennials make the consumer discretionary purchases, which are estimated to be over trillion dollars in the direct buying power and a huge influence on the older generations. Around 70% of the millennials feel the responsibility to share the feedback with the companies after a good or bad experience. (Chen, 2019) Millennials can be considered more political and racially diverse, and would take stances in the different political issues. Some of the Nikes controversial advertising campaigns can be seen in their eyes by winning the issues. In this particular campaign besides of its targeted age group, they had to segment it with other factors also. The major portion of the Nike's consumer base do live in metropolitan areas, these people do not consider this kind of advert to be as controversial, like in other areas would. In Nike's campaign starred by Kaepernick, they were willing to take a risk and alienate countless consumers with a belief in national anthem protest that Kepernick began. The strategy with these target groups and segments, the main target is still under 35 year olds. 2/3 parts of consumers in the United States wear and purchase the Nike brand products at the ages under 35. This particular age group is also the major part in using social media. By these reasons Nike's plan was to target them, with a belief that they would cause a huge favorably react on the social media. This would give them more visibility without using their marketing budget. (Draper, Ceswell & Maheshawari, 2018)



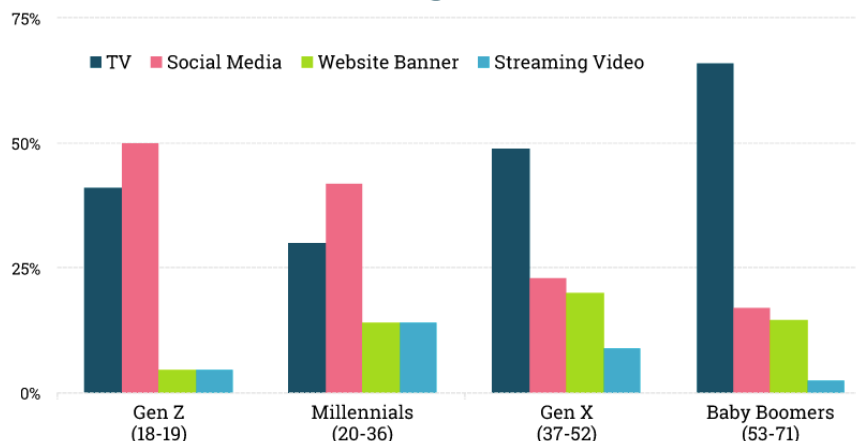
Percentage of American adults who own a smartphone, own a tablet, and use social media, as of January 2018, sorted by generation.

Figure 11. Chart: Mobile and Social Adoption, by Generations. (marketingcharts.com, 2018)

In the figure 11. Can be seen a chart, which is based on a survey, made in the United States, the chart demonstrates usage of social media in the United States. It is well known that smartphones and social media are always available in nowadays life. Up to 92% of the millennials own their own smartphone, and 85% of them use the social media. These figures show the purpose behind of the Nike's strategy, the plan behind the targeting millennials is giving them the advantages in usage of social media. But there is also a negative side of it, because it is not just millennials whose social media usage has been blossomed. Also other generation's usage in social media has grown, which means that they are able to express their emotions towards the brands in the public network of social media. For the millennials social media can be considered the most relevant advertising channel, which is why Nike's strategy is in the right direction. Social media advertising has had extremely big part in ranks of purchasing influencers for youth, who are exposed to the different adverts every day in the social platforms. The figure 12. Below demonstrates, how important social media is in nowadays marketing. Nike obviously is aware of the importance of social media advertising. It shows that almost up to 50% of the advertisements has become most relevant at milleniums life through the social media.



## Most Relevant Advertising Channel to Consumers



Published on MarketingCharts.com in April 2018 | Data Source: Adobe Digital Insights

Based on a survey of 1,000 US adults (18+)

April 9, 2018

[Tweet](#)

[Jaa](#)

[Email](#)

The most relevant advertising channel to consumers (social media vs. TV vs. banner ads vs. streaming vide

Figure 12. Chart: Most relevant Advertising Channel to Consumers. (marketingcharts.com, 2018)

### 10.7.2 Consumers measurements of a result

At the Nike Inc.'s website the code of ethics are outlined as: "Defining the Nike playing field ensures no matter how dynamic and challenging Nike may be, our actions and decisions fit with our shared values" (Nike.com, 2019) This slogan gives the opportunity to understand, how Nike stands behind its actions no matter what the results are.

The measurements of Kaepernick's advertising campaigns results are both negative and positive. Nike's first thought about how the consumers could react on their Kaepernick campaign would be positive. They had a confidence that because of the target group of this campaign, Kaepernick as a spokesperson would be the reason why it would perform well. Nike's management has the great knowledge of its American consumers, which is why they had a strong knowledge that this specific camping would give not only positive feedback but also increase in sales. (McGee, 2018)

After publishing the ad on September 2018, Nike had huge backlashes but also positive outcomes. The ad spread around the world, with a different opinions and emotions towards it. An advertising campaign had estimated the value of \$36 million negative,

\$35 million neutral and \$43 million positive outcome. These occur mainly through news and social media. During the release of the camping Kaepernick gathered around more than one million responses on the social media networks, such as Instagram, Facebook and Twitter. These responses occur only some hours afterwards he announced the Nike partnership. The reason for this was mainly because of the Nike Inc.'s partnership with NFL, who had on going sue towards Kaepernick. Getting a huge attention in the social networks and in the news can be considered as a brilliantly engineered marketing strategy by the marketing management. Even though advert was considered to be controversial, Nike has only reinforced the same brand values that they had had since the day one. Nike was not thinking that it would make these kinds of backlashes, because their same kind of stands in the advertising campaigns earlier. For Nike this advert gathered around \$43 million worth of the free marketing during 24 hours after releasing the ad. From these media exposure up to \$19 million were positive, but over 50% of them were still negative. These included for example, 2,7 million mentions of the Nike brand in the social media after 24 hours, most of the, which were extremely negative. But still the amount of the free marketing which it gives, through several marketing channel tools are always a plus, because of the visibility it delivers for a brand. Nike got up to 170 000 new followers on its Instagram account, which is important for them because of their active participation on the social networks. This campaign had huge viral result, in the many different ways. On Twitter Nike had the top trending term, so the mentions about Nike had a viral outcome. Also different pictures or in the other words called memes had huge viral exposure in the several networks. This can be considered to be viral marketing, because of these pictures spread around the world. It can be said that most of the people geographically knew about the advert was because of these viral contents. Like mentioned earlier, not all of the viral content were positive. On the Twitter most trended hash tags were #JustBurnIt and #BoycottNike. (Thomas, 2018)

The Lazarsfelds theory about the limited effects, which was provided earlier, gives two possible outcomes to analyze the Nike Inc's marketing style. The belief of this theory is that advertising does not have that big affect on individuals buying behavior. But in the other hand, theory also provides the belief that people like to follow influencers and their opinions while making decisions. So it could be argued that Nike's plan is to provide opinions that the opinion follower, gatekeepers, media and opinion leaders would be able to share.

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Beside all of the free marketing that Nike gathered after the release, advert also had impact on their financials. Immediately after the ad was published, Nike Inc.'s stocks experienced major changes. At the beginning Nike Inc.'s stock dropped 3,2%. But as a result of the high increase of the online sales, which grew up to 31%, Nike Inc was able to have recovery on their stocks prices also. The recovery of the stocks reached up to record high. Only days after the ad release Nike Inc.'s stock share was \$83,90. Stock's recovery brought the Nike's market cap up to \$133 billion. (Thomas, 2018)

Kaepernick ad believed to bring positive outcome for the Nike's biggest competitors. Because of the big negative wave of the consumer's emotions, which means that it would make them change the brand to another athlete brand. In this case Adidas, would have been the most of the peoples first choice. Surprisingly also Adidas stock went down by 2% after Nike's advert. Was this part of the Nike's plan? (McGee, 2018)

Even though the measurements shows at least short time increase in the profit and in the share prices, there are still besides advertising some factors that must be strong, to have this possibility of success. Nike got this boost of increased finances because of its base is built correctly. Nike has its iconic branding, aspirational positioning and innovation and optimization, which are the main reasons why success is possible.

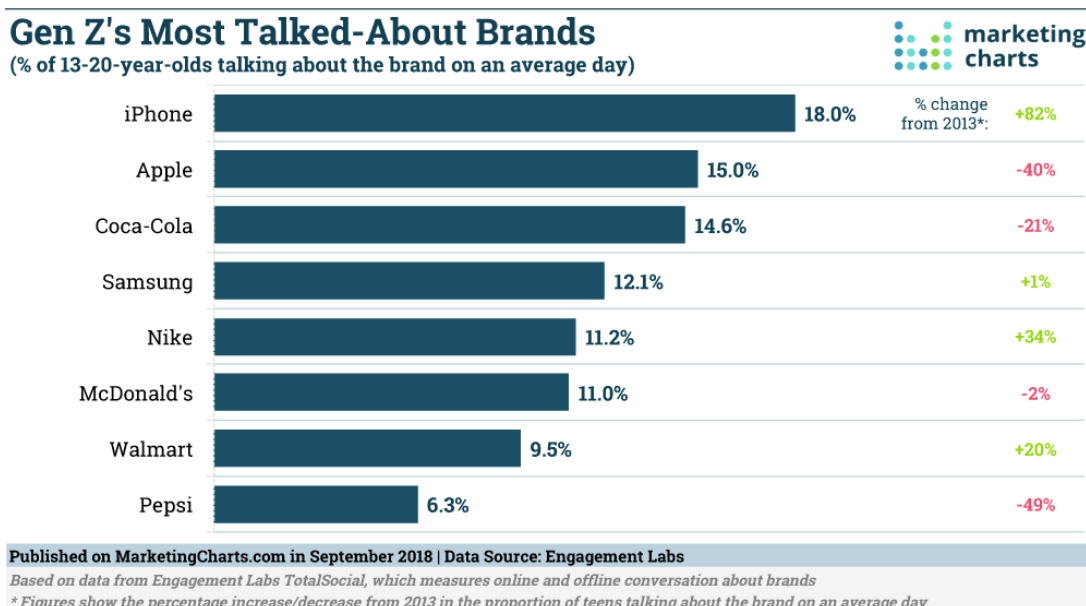


Figure 13. Chart: Gen Z's Most Talked-About Brands. (Marketingcharts.com, 2018)

Figure 13. Includes a chart made from a survey in 2018. This chart includes all the most talked about brands between the 13-20 years olds. The survey was made right after the Kaepernicks ad campaign, and it shows that conversations of Nike has increased 34% after the year 2013, from the except of the survey. Nike is the only brand from the athlete industry, which gives it advantage also in this situation.

The whole process of consumer’s response to Nike Inc.’s Kaepernick advert can be demonstrate through proposed response model of the controversial advertising in the figure provided below.

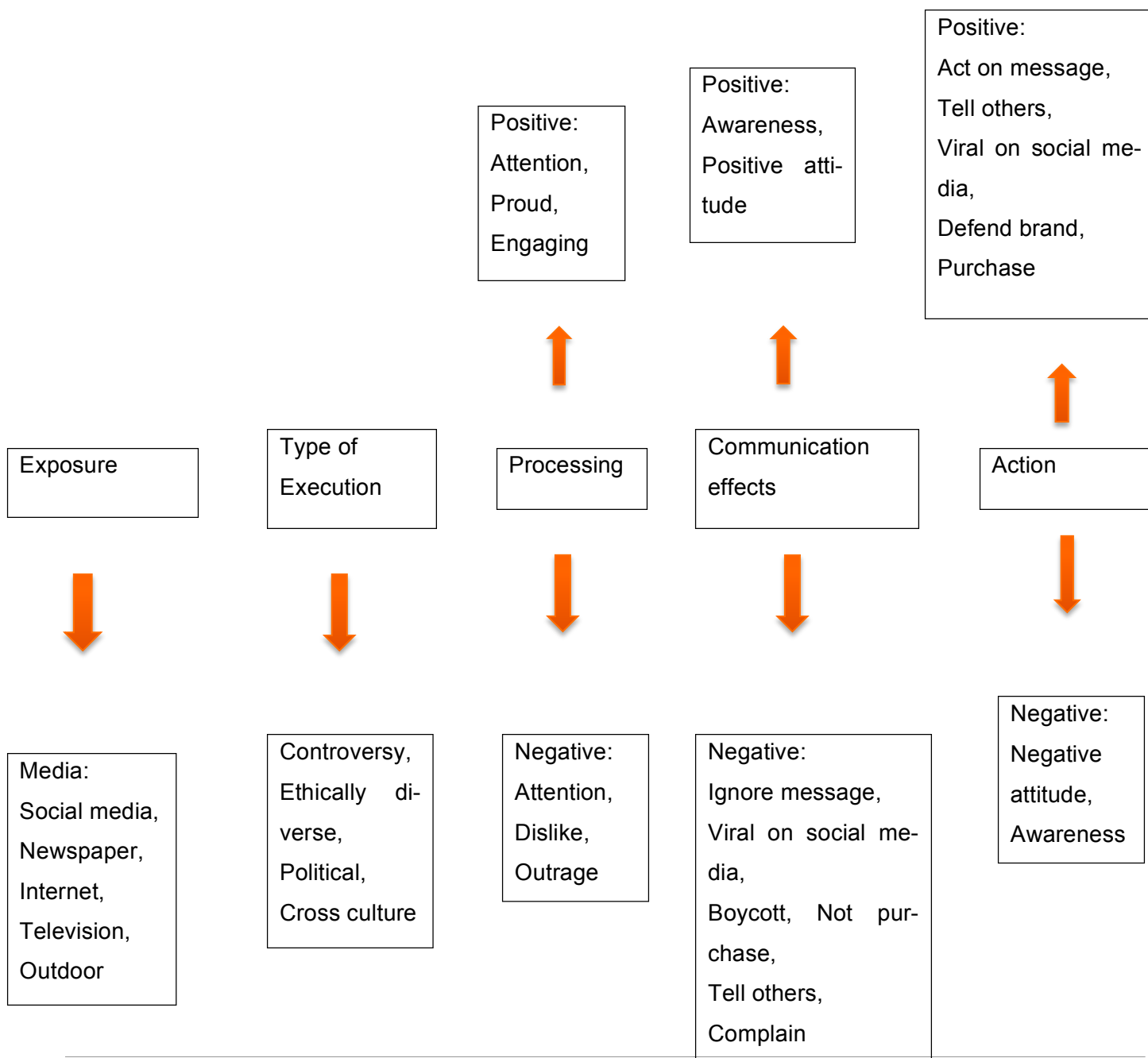


Figure 14. Nike Inc. proposed response model of controversial advertising

If a weak brand would use this style to market their brand, it would probably bring even more disadvantages. Weak brands do already have a lack of consumer awareness. If they would utilize controversial opinions in their marketing plan, they would probably get even more hate and would gain even more poor consumer awareness. They would probably get even more limited possibilities to expand their business. This might be the reason, why only stronger and compelling brands has been seen to use some part of the controversial advertising material, for example, previously mentioned Pepsi, Coke-Cola and Dove. For weak brand it would not be worth of taking this kind of a risk, because of the result would probably mainly be negative.

## **11 Conclusion**

Every organizations goal is to have the best possible value and relationship between their brand and consumers. If a brand has been able to build this relationship to be strong and invincible, they are able to use risky styles to promote their brand. When brands and consumers relationship has evolved, it is on the cards that it is not easy to brake.

Nike is one of the strongest and compelling brands in the world. Nike knows its target group from head to toes, which makes them able to use more shocking and controversial styles in their promotion. In an industry of athlete footwear, the competition between brands is enormous. That is why each organization in this field, wants to have the best possible competitive advantages as possible. They need to stand out, so individuals would get interested in their products and services, and not competitors. Nike's style to get advantages in the competitions is to use several different ways to bring their brands name out and noticed. Controversial marketing has been a part of their marketing management plan, already from the beginning of the company. Nike wants to stay behind their opinions and share them to consumers, who would stand behind these same opinions. The controversy in these methods, divides people because of the

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cultural differences between the countries. Nike's marketing plan involves the cross-cultural differences in a way that they make different kind of advertising campaigns to each continent. The way to reach every consumer in a right way is impossible, because of the different backgrounds of the consumers. Even though the marketing management plans different promotions to every continent, it does not take away the fact about that people use social media to share everything. Social media is used every day also as a marketing platform. It is a place where individuals can make appearance with their opinions about the issues in the world. It is also the place where bad image about the brands can go viral in a different ways. This is also called free marketing, even though it might not always be positive, it still brings the brands name out again.

Nike's advertising strategy has accumulated around meaningful stories, emotions and selling aspiration. Using a controversy in advertising campaigns, can make small backlash right after the publication. This has occurred to several other brands besides of Nike. After the short crisis, in most of the cases the outcome has been mainly positive. The main positive influences that controversial marketing will most likely have are viral content or free marketing which will put the brands name up in the consumers ears again, so individuals would not forget their brand, while same time markets says welcome to the new and fresh brands almost every day. By using the target group that is most aware of social media, will give a brand advantages to get successful and free marketing. Social media is a platform where marketing gets whole new perspective. Brands are able to use social media for marketing their own opinions and ideas or have their consumers to share the opinions about their brand. This way brand's name is able to spread around the world, with several opinions and pictures about the brand. These opinions might not always be positive, but if the brand knows the way to use also consumer's negative emotions as an advantage, they have greater possibility to have success.

When a brand is familiar with its main target group, it will probably forecast that their main consumer group will be on their side no matter what. In Nike's case the target group was mainly minnelials or under 35 years olds, which makes this group to be more racially diverse and open-minded. Negative outcomes usually occur outside the main target group. So the target group's support will probably increase to be even more

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stronger when having a brands side, but in the other hand individuals that are not included to be in target segment, will most likely to boycott the brand and spread negative opinions about them. Every brands marketing management should be aware of all the negative backlash that advertising campaigns could send out. Standing behind the brands own opinions about ethical and political stances will most likely bring success in the end. The positive outcome are for example free marketing, increasing stock prices and increased profit but mainly more visibility with unforgettable way. Not compelling and strong brand would not be able to go through with this kind of marketing plan, because they do not have as strong and supportive group of consumers as strong brands have.

The platforms of controversial marketing are mainly used in internet, television and in social media, which able to reach the wider consumer group of all the platforms. Because usually controversial advertising campaigns are targeted to the specific segment, brands might use billboards. Even though brands have to target a specific segments in using controversy, to avoid cross-cultural differences, it does not take the fact away that only one individual can make the ad to go viral.

Controversial marketing is the way to show brands own ethical and political stances, and show their main target group loyalty and respect. The backlash might occur right after with profit loss and loose of consumers, but if the brand owns strong and valued consumer group they will most likely to get more advantages than negative outcomes. If brands want to use controversial topics or persons in their advertising campaigns, they must be familiar about the correct ways to manage it and how to receive negative backlashes.

Reasons for the Nike's success is mainly their iconic branding swoosh and Just Do It, aspirational positioning which includes relationships with the professional athletes but also the innovation and the optimization which includes Nikes sport technologies for example, Nike+. These three factors are the base for the Nikes success, but using controversial advertising has its own influences on boosting their short period profit decreases and increases. Kaepernick ad had influence on increasing the profit and share price together with the mentioned basic factors. Like said earlier without this base of iconic branding, aspirational positioning and innovations, brands controversial advertising would not work even for short period of time.

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