

ACTIVE ACTIVISM:
LEVERAGING SOCIAL RESPONSIBILITY IN ATHLETIC
BRANDS

by

CLEO BETHEL

A THESIS

Presented to the Department of the School of Journalism and Communication
and the Robert D. Clark Honors College
in partial fulfillment of the requirements for the degree of
Bachelor of Arts

June 2019

An Abstract of the Thesis of

Cleo Bethel for the degree of Bachelor of Arts

in the Department of Public Relations to be taken June 2019

Active Activism:

Leveraging Social Responsibility in Athletic Brands

Approved: _____

Dr. Christopher Chavez

Engagement with social issues has become an increasingly large part of everyday life and it seems to be rising alongside the age of social media. Brands are progressively using cause marketing techniques to promote themselves as a brand while simultaneously speaking out about important social issues. However, this does not come without skepticism from some parties that either believe brands have no reason to share their opinions about certain issues or question their intentions. The sports industry has been an auspicious contender in the rise of brand activism, providing a unique vantage point to research what it is about these campaigns that have been impactful. This thesis addresses the specific conditions that allow the sports industry to be successful in their campaigns of social activism: congruency, audience demographic, and platform. After conducting brand audits and researching case studies, the data collected was then applied to a local brand in Eugene, Oregon to determine if they too could be successful with a social activism campaign. Brands today can leverage the expectation consumers have to be social activists and use it to distinguish themselves from their competitors in the market.

Acknowledgements

First and foremost, I would like to thank Dr. Christopher Chavez for his insights, guidance, and encouragement throughout this entire process. This project surely would not have evolved into what it has become if it were not for his commitment to the project and belief in me. I am also very grateful to Dr. Autumn Shafer who always could see what I was unable to and guided me in the right direction. Also, to Dr. Barbara Mossberg, for her unceasing faith and encouragement in me throughout the last four years of college, and for her kindness and charisma that have motivated me to pursue my honors degree.

Of course, thank you to my wonderful parents for their endless support and for never doubting me. I will be eternally grateful for their love, guidance, and for giving me the gift of education. Thank you as well to my sister, Flannery, for her sage advice and for paving a path for me to follow. I would also like to say thank you to my roommates, Julianna, Cassidy, and Allie, for managing the late-night meltdowns with sweets, dogs, and laughter and for ensuring me that I would be able to finish this, even when I was doubtful. Thank you to them as well for reminding me daily that I am capable of anything I set my mind to and for being my guiding light through all of college. To Allie and Lindsey for sticking with me through this journey through the honors college, it always helps to have people by your side.

Finally, thank you to every professor I have had in my four years at the University of Oregon, I can truly say I learned something valuable from each one. And to anyone not mentioned, thank you if you have supported me, picked me up when I've fallen, or reminded me of who I am—every word of encouragement has gotten me to

here today. This thesis process has been a challenging marathon, and although I am near the finish line, I am grateful for the run I've had.

Table of Contents

Introduction	1
Literature Review	6
Introduction of Public Relations	6
The Difference Between Corporate Social Responsibility and Brand Activism	8
The Significance of Social Responsibility	11
Communication in Sports	12
Further Research	14
Research Questions	15
Methods	16
Nike	16
Brand Audit	16
Case Study: Colin Kaepernick	22
Recreational Equipment Inc. (REI)	25
Brand Audit	25
Case Study: #OptOutside	29
Eugene Running Company	31
Brand Audit	31
Discussion	36
Application	40
Background	40
Campaign	40
Executable Elements	41
Conclusion	46
Bibliography	51

List of Figures

Figure 1: Nike Brand	20
Figure 2: "Dream Crazy"	24
Figure 3: REI Brand	27
Figure 4: "#OptOutside"	30
Figure 5: Eugene Running Company Brand	33
Figure 7: "Visual Data"	43
Figure 8: Instagram Story	44
Figure 9: "#HoweverYouMove"	45

Introduction

Picture this: you go to the grocery store in October and make your way to the cereal aisle, reach for a box of Cinnamon Toast Crunch and see a breast cancer awareness pink ribbon on the front. When you look to the left you see a box of Lucky Charms with the same thing. In the dairy aisle you see stacks of Yoplait yogurt with pink lids, and in the beauty aisle, as you pick out your shampoo, you see a Dove bottle with a pink label. There is pink everywhere and purchasing these products will contribute proceeds to the Susan G. Komen Breast Cancer Foundation.

This phenomenon is what public relations practitioners call pinkwashing, and it is representative of why brands engaging with social responsibility causes a negative reaction. Breast Cancer Action, an organization dedicated to attaining health justice for women with breast cancer, defines pinkwashing as a type of cause marketing that leads to an overuse of the pink ribbon to support breast cancer awareness fundraising to promote products that could potentially be contributing to the disease (Breast Cancer Action, 2002). Countless companies are printing the pink ribbon on their products during October (Breast Cancer Awareness Month), donating a small amount of the profits to the Foundation, and reaping the benefits of increased sales and a better image. These products, specifically cosmetics, often have ingredients in them that are harmful and potentially cause the cancer they are claiming they are combatting. Yoplait yogurt has also been proven to have had a harmful hormone in it that is linked to breast cancer at the time that they first marketed with their pink lids (Rachoń, 2016).

Pinkwashing is an example of the organization and the issue not being congruent. Cereals and yogurts have nothing to do with breast cancer, so why would

they promote the pink ribbon? A lot of mistrust in brand responsibility come from this issue of congruency; partnerships that seem arbitrary are less likely to be successful, and a lack of transparency causes skepticism. In recent years, as millennials become more a predominant group of consumers, the expectation of companies to be socially responsible has increased. Consumers have become more empowered in the marketplace due to the changing media environments, which cause brands to consider their audiences' desires more than ever, with 87 percent of consumers reporting they have a more positive image of a company when it supports a cause they care about (CONE, 2017). These shifting expectations have led to many brands and products integrating social activism into their practices; however, this application does not come without criticisms. Likely the most ubiquitous critique of companies working with social causes is the question of whether the intentions are pure and genuine, or if companies are capitalizing on serious issues to increase profits. However, when done correctly, social activism in brands can be symbiotic for the companies as well as the social issue being addressed. When an audience believes that a brand's intentions are reliable and trustworthy, they are more likely to believe that a higher purpose can be achieved. After taking many public relations classes, researching case studies of corporate social responsibility, and discussing outcomes, I learned about the aspects of certain instances of cause marketing that were successful and what were not. Applying these ideas to brand activism, I am arguing that there are several conditions that are essential to the success of brand activism, which are congruency, audience demographic, and platform.

Conditions :

Congruency: If a company decides to partake in social cause, it is essential that the cause and the brand are complementary; that is, they are congruent or related. If organization have similarities, it makes it less confusing to the consumer that the brand is partaking in a social issue, and they will more likely to engage. It also combats the negative assumptions that go along with brand activism because a congruent cause positively represents the motives of the organization. Inconstancies cause consumers to mistrust the intentions of the companies, because it looks as if the companies are only focused on profits and not the cause.

Audience Demographic: The congruency condition extends past just the cause, but also to the consumers. If an audience demographic does not expect a brand to engage with social issues, doing so could possibly lead to them losing customers. Millennials for example, generally expect the companies that they engage with to be socially responsible and will take this responsibility into consideration when choosing where to work, where to invest, and where to shop. Therefore, understanding and considering the needs and expectations of an audience is essential to the functional success of a campaign.

Platform: Audiences also take into consideration the medium in which they encounter social activism and if it was the proper platform. Different audiences will react differently to specific platforms. Once the target audience is determined, matching the demographics of the platform's users further allows the message to be more

impactful. Many modern protests and activism have been born through various social media platforms. The #MeToo and #BlackLivesMatter hashtags are prime examples of this, with the latter being used nearly 30 million times on Twitter as of May 1, 2018 (Anderson et al., 2018). In a study, it was determined that 67 percent of Americans believe that social media platforms are very or somewhat important for creating movements for social change (Anderson et al., 2018). Again, the specific platform chosen is important as well because the users will vary. Americans aged 18 to 24 are significantly more likely to use platforms such as Snapchat, Instagram, and Twitter (Smith and Anderson, 2018). It is important to understand what your target audience and goals are in order to have the most substantial impact through social media.

Framing:

Different fields market differently to their consumers, even if the demographics are similar. How Nike markets toward a 23-year-old female will be different from how McDonald's does. This is because different industries have different goals and different publics have different characteristics. The sports industry for example, has one of the most aggressive, inquiring, and engaging customer bases. Because of this, marketing and media relations in the sports industry is unique. This is why I have decided to focus my thesis on social activism within athletic brands. This thesis will discuss further what the conditions are that allow athletic brands to be social activists. It will also research whether or not this social activism has impacted the competitiveness of companies in the past, looking at examples such as REI and Nike. I will also try and determine whether or not the athletic brand based in Eugene, The Eugene Running Company

would benefit from a PR campaign centered around a social issue, and subsequently I will create a campaign for them. I will do this by researching brand audits for each company and comparing their successes and failures.

Literature Review

Introduction of Public Relations

There are endless definitions of the term "public relations"—just one Google search of "definition of public relations" yields almost three million results. The Public Relations Society of America (2012) defines it as such, "Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics." The authors of the book *THINK Public Relations* (2013) define it as "Public relations is the strategic management of competition and conflict for the benefit of one's own organization and when possible for the mutual benefit of the organization and its various stakeholders or publics." Communication scholars Larry W. Long and Vincent Hazelton (1987) define it as "Public relations is a communication function of management through which organizations adapt to, alter, or maintain their environment for the purpose of achieving organization goals." All of these definitions, and countless others, while differing in some ways, all center around a similar idea of strategic communication through a symbiotic relationship between an organization and its publics. Understanding the many different definitions and approaches to PR is important to this study because it represents the significance that different contexts impact different communication goals.

Essentially, the importance of PR lies in its function to create strategic communication between parties. The field has been shaped by many practical and theoretical communication needs. Public relations scholar Cynthia Clark (2000) explains that throughout history, communication practices have evolved along with

significant historical developments. Clark argues that historically, public relations did focus on the dissemination of information, but did not take audience reactions into account, this was considered one-way communication. It was around the 1920s when communication theorists began to understand the importance of public opinion, that the field began to evolve into what we understand it today. In the 1930s, after the Great Depression, there was a need to communicate with a concerned public and persuade them that things were changing. While it was significant that public opinion was being considered, the idea that the needs of society and the needs of businesses were synonymous still was representative of only one-way communication.

The 1950s were met with the introduction of the television, which had a notable effect on public relations, especially in terms of shaping public opinion. While this began a shift toward two-way communication, it also centered around the manipulation of audiences, something theorist Edward Bernays wrote an essay on entitled "The Engineering of Consent" (1947). Bernays argued the importance of this two-way communication model and how audience consideration could inspire action, which would ultimately benefit all parties. He discussed the idea that symbols and themes can subconsciously influence consumer behavior. This essay was quite subversive for its time; while the two-way communication model was becoming widely accepted through public relations theories, this essay essentially reimagined propaganda into effective, strategic communication. Bernays made it possible for society to see public relations, not as a scheme, but as a necessity—which is why he is often referred to as the father of public relations.

In her essay, Cynthia Clark (2000) argues that in the 1960s, activism, tension and skepticism were on the rise. The palpable atmosphere between businesses and society caused people to not trust corporations, this was partly due to the nuclear power threats, civil rights movement, and other significant struggles of the time. Due to this mistrust, corporations had to change the way they interacted with their publics. This movement is largely credited with the initial emergence of corporate social responsibility. Public relations tactics to shift significance toward the consumer and the community emerged, and are still in use today, and have caused PR to orbit around two-way communication.

Communication models have developed through the history of communication, many of which we still employ today. All models are based on the basic concept that communication is the process of sending and receiving messages to another party. Harold Laswell (1948) built upon this concept to develop the Laswell model of communication, which is a linear process of communication that goes Sender-Message-Platform-Audience-Effect. This communication model demonstrates the significance of each step of the communication process and has been analyzed frequently throughout literature. Duncan and Moriarty (1998) argue that cultivating each step of this communication model is the key to building a positive brand value and relationships with publics.

The Difference Between Corporate Social Responsibility and Brand Activism

In the field of public relations, most campaign activism centers around the concept of corporate social responsibility (CSR), therefore a lot of the research and

literature is based on that idea. However, brand activism is becoming more popular in the communications world. It is important to differentiate the two because they are often interchangeably used; while both CSR and brand activism exist as ways for companies to voluntarily integrate social concerns into business practices, they differ in execution and goals.

Like public relations, there is no single, universal definition of CSR. The many definitions do however center around similar ideas. Crowther and Aras (2008) discuss some of these definitions, and explain that some definitions focuses on the relationship between corporations, governments, and individual citizens, other definitions are more concerned with the relationship between a corporation and its local society, and some focus on the relationship between a corporation and its stakeholders. Each definition highlights the key idea of CSR, which is that there should be a healthy relationship between a corporation and society. A reasonable definition of CSR for the purpose of this study is by the European Union Commission (2002). It states that "CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis." This definition highlights the significant components of CSR, particularly that it must be done voluntarily to qualify.

Brand activism is a newer concept that evolved from CSR, and therefore has less confusion regarding its definition. However, there is still not one universally accepted, textbook definition. Christian Sarkar and Philip Kotler (2018) say that brand activism "Consists of business efforts to promote, impede, or direct social, political, economic, and/or environmental reform or stasis with the desire to promote or impede

improvements in society." They argue that it is driven by a "Fundamental concern for the biggest and most urgent problems facing society."

May, Cheney, and Roper (2007) argue that CSR can help companies out of scandals and controversies, but can also cause them because of oversights, misguided intentions and a lack of understanding of the issue. This seems to be the general consensus when it comes to critiques of CSR: whether the efforts by the corporation to make a difference are genuine or if they come solely from a place of own self-interest. Craig N. Smith (2003) classifies these two sides of CSR as the "normative case" and the "business case."

According to Sarkar and Kotler (2018) CSR is corporate-driven, while brand activism is societal-driven. They argue that brand activism is CSR naturally evolving into what society desires more, because CSR was not impactful enough. Similarly, to debates on CSR, they also believe that there are two sides to brand activism, categorizing them as "progressive activism" and "regressive activism." They use tobacco companies advertising the virtues of smoking as an example of regressive activism, essentially regressive activism is when brands actively integrate policies that go against the common good and hurt the consumer; progressive activism does the opposite. Views on CSR and brand activism have changed throughout history, with specific time periods having significant impacts on the debate. All of these pieces of research agree that times of increased skepticism, such as the 1960s and the present day, lead to an increased expectation of brands having a sense of social responsibility.

The Significance of Social Responsibility

As skepticism and expectations change, research follows the same pattern. Most research and literature around the importance of integrating social responsibility focuses on the connection audiences have to brands and if this connection is impacted by whether or not the brand decides to engage in social issues. According to a study by KRC Research and Weber Shandwick (2017), it is a commonly accepted theory that millennials are more inclined to have an interest in companies supporting social issues, and this study provided research to verify this theory. They found that 51 percent of millennials are indeed more likely to buy from a company whose CEO spoke out on an issue they agree with, while only 30 percent of the Baby Boomer generation agreed. Another study by YouGov (2018), focused more on the brands expressing opinions rather than the CEO in particular.

Audiences are expecting the companies they purchase from to be actively involved and open about social issues. In another survey done by McPherson Strategies (2018), they found that 93 percent of respondents agree that "When CEOs issue statements about the key social issues of our time and I agree with the sentiment, I am more likely to make a purchase from that company" and 72 percent agreed that CEOs should use social media to address these key social issues. Research such as this demonstrates that the way that audiences interact with companies has become more direct.

Another facet of research surrounding companies and social issues is the idea of congruence, which is essentially the idea that there should be consistent messages and meanings between a brand and what it is marketing. Menon and Kahn (2003)

demonstrate that the degree of congruence between a brand and an issue heavily impacts public acceptance of philanthropic involvement. They argue that higher congruence between the sponsor and a social issue increases favorable ratings for cause promotions. They also believe show that this acceptance is likely to decrease if the company is not actively involved in the campaign. They ultimately believe that congruency between a company and an issue leads to less cognitive effort and confusion and allows consumers to associate a favorable attitude more easily.

Communication in Sports

There is an extensive amount of research that suggest that the sports industry is a unique sample, especially in terms of communication with audiences. McGregor and Harvey (1999) argue that one unique aspect of sports public relations is that it focuses more on the reactive than the proactive—that is sports communication professionals focus more on reacting to unplanned negative events than proactively trying to influence positive public attitudes. However, this has become somewhat less true since the age of social media has begun to develop. Sallot, Porter and Acosta-Alzuru (2004) believe that social media accounts and websites have provided a way for teams to have direct communication with their fans and audiences, which makes the communication more controllable.

Westerbeek and Smith (2003) discuss this uniqueness as well, arguing that social conscience will likely significantly impact the sports industry in the near future, citing the removal of certain corporate sponsorships, such as the tobacco industry, as

evidence of the growing phenomenon. They also argue that demography and sports have an important relationship, explaining that shifting demographic trends are affecting the range of sporting experiences offered. They believe that the industry has the unique capability of providing a collective experience for their audience, which decidedly impacts sponsorship. Deciphering the relationship between audiences and companies is particularly significant in the realm of this study, as it can often determine the success of a campaign.

There have been several cases of athletes and sports teams using their platform to advocate for social or political change throughout history. Steve Wulf (2019) goes back through time and details some of the most significant moments of sports protests, citing an incident from as far back as 532 A.D. in order to demonstrate that the combination of athlete activists is not new. The reason this community is uniquely conducive to social movements is somewhat unclear. Giulianotti (2005) believes that sports are a unique tool to promote social justice, arguing that "Sports participation enables the dissemination of humanitarian messages and the implementation of contemporary policy initiatives." Hendricks (2006) argues that sports foster the same ideals that are often linked to Émile Durkheim and moral sociology: self-discipline, diligence, obedience to (moral) authority, and collective responsibility. While there are many theories that scholars have argued regarding the conduciveness of sports and activism, a large majority center on the idea that sports idiosyncratically provide a collective experience, which causes a heightened moral consciousness.

Further Research

My research will differ from previous research because I am focusing solely on athletic brands and activism instead of activism in general, a topic that I have not come across in my research. Also, I will be analyzing both audience reactions as well as quantifiable market research to determine the success of social activism campaigns.

While CSR is a critical facet of public relations, I believe that brand activism is an often overlooked, and arguably more impactful way to engage with social issues. This is why my methods will be based on cases of brand activism and not CSR. I have noticed a gap of research in which the unique success of athletic brands engaging in social activism could be explored. This is how I decided upon my research questions, which follow in the next section.

Research Questions

Based on my background, literature review and gaps in existing research, I determined the following four research questions to focus on:

1. What are the conditions that allow athletic brands in particular to engage with brand activism?
2. Is social activism detrimental or beneficial for athletic brands?
3. Which aspects of existing cases of brand activism would stay the same and which would need to change in order for the findings to be applied on a smaller scale?
4. To what degree can The Eugene Running Company leverage social activism to distinguish itself in the marketplace?

Methods

To address the research questions of this thesis, I conducted brand audits for Nike, Recreational Equipment Inc. (REI) and The Eugene Running Company, to gain a thorough, extensive understanding of each brand. I determined their key audiences, strengths, weaknesses, opportunities, threats, key messages, objectives and more. Both Nike and REI have had successful social activism public relations campaigns, which allowed me to compare the information I found in these brand audits to Eugene Running Company's and determine if they could be successful with an activism-based campaign. After gathering the information for each brand, I conducted a case study to outline specific instances of REI and Nike participating in social responsibility. This was to demonstrate that the specific conditions that I outlined earlier—congruency, audience and platform—that allow athletic brands to uniquely engage with brand activism, are present in these brands.

Nike

Brand Audit

Context

Athletic lifestyles and health consciousness have increased in popularity worldwide, which is leading to people buying more athletic apparel. Nike has also become more involved in key social issues, something that audiences are beginning to expect. With the economy as it is right now, people are in a place they feel they can

spend money on "leisure items" such as athletic-wear. If the market were to change, it could potentially lead to consumers shifting to purchasing cheaper products. Nike's profits come, a large part, from their ability to keep labor cost low by outsourcing, if they were not able to do this, they would either have to increase their prices or make less revenue (Lemon, 2018). With Nike outsourcing their labor as well as having products in many global markets, the political climate and globalization debate significantly impacts Nike.

Objectives

Nike's objectives can be determined through looking at key aspects of their brand. For one, Nike has two mission statements, the first and better known one is "Bring inspiration and innovation to every athlete* in the world. (*If you have a body, you are an athlete)" (*Nike, About*). Their secondary mission statement goes more into the how their mission,

"Our mission is what drives us to do everything possible to expand human potential. We do that by creating groundbreaking sport innovations, by making our products more sustainably, by building a creative and diverse global team and by making a positive impact in communities where we live and work." (*Nike, About*).

They target their mission to their primary audience, 18-22-year-old males, middle to upper class that have been dubbed "sneakerheads" (Lee, 2018). Nike's ideal customers are high-earning, active young people that likely live in a big city and often engage with media and keep up with consumer tendencies. In 2017 they decided to focus their marketing efforts on 12 key cities—New York, London, Shanghai, Beijing, Los Angeles, Tokyo, Paris, Berlin, Mexico City, Barcelona, Seoul, and Milan—where they

would likely encounter these ideal customers to test new products and track trends. Through research Nike determined that these are the cities they would gain the most growth from. (Danziger, 2017). Further research led them to determine that the younger generations that would soon have dominance of purchasing power, value brand relevancy, so Nike decided to integrate a plan to reboot their marketing strategy (Gay, 2018). Nike's website outline what their goals are as a company. Regarding long-term goals, Nike aspires to create products more sustainably, increase internal diversity, continue to be leaders in the athletic industry and stand up for equality (*Nike, Purpose*). Their short-term goals are more specific and more aimed at shareholders. These include a 15 percent growth in digital revenue, growth from innovations in global geographies and in-store purchases on the Nike app (Nike Fiscal Report, 2018).

Evaluation

There are many ways to evaluate Nike as a brand. The way a brand positions itself impacts consumers' opinions of it (Keller 2010). Nike positions itself as a premium brand and as a leader in the footwear and athletic-wear industry. They do this by partnering with high-profile athletes to influence the consumer's perception of the brand, along with their brand mantra "Athletic, authentic performance." Nike has several competitors within the athletic industry, including Adidas, Under Armor, Puma, Lululemon and New Balance. Although Adidas is fast approaching, Nike still remains with the dominate global market share (Statistica, 2017). Each company has been attempting to input new business practices in order to distinguish themselves from one another in the marketplace, such as new partnerships, marketing initiatives and products.

Nike is the world's leading athletic apparel company and the most prominent producers of athletic wear and maintaining their strategically-constructed brand is essential to their success. In order to sustain their brand, Nike invests heavily on advertising and marketing campaigns, in 2018 alone they spend 3.58 billion dollars in this department (Nike Fiscal Report, 2018). With 2018 revenues being 9.8 billion dollars, this is a significant amount that demonstrates their sheer market dominance and importance of maintaining their brand positioning.

Nike has numerous strengths as a company. They have extremely strong brand recognition, particularly with the Nike "swoosh," they have a cohesive global reach and are recognized as one of the strongest sports brands in the world with headquarters stationed globally and they also have a strong relationship with their audience that they cultivate through their many social media accounts. The swoosh and the "Just Do It" mantra together have led to Nike becoming one of the world's most recognizable brands, as well as extremely valuable brand with a value of \$26 billion (Hughes, 2008). The brand is so distinguishable, that the logo does not have to be accompanied by the word "Nike" to be identified.



Figure 1: Nike Brand

However, along with these examples of strengths, Nike also has weaknesses in their brand. One of the largest ones is that their products are relatively expensive and not available economically to a large amount of the population. Another weakness is that they have had a few controversies with their labor practices and people accusing them of using sweatshops and cheap labor. They have also been criticized for not representing female athletes as equally as they do males. Although Nike is the dominate athletic company, they do have room for growth. Some opportunities include the chance to expand to developing countries, increase product variety, increase inclusivity for female athletes as well as the potential of new partnerships and influencers. One threat that Nike should consider is that they often take risks which could potentially not pay off. Another important threat to recognize is that their competition is not that far behind them has the potential to catch up.

Communication

Nike focus most of their communication mostly through their advertising and social media. They have developed several recognizable television advertising campaigns as well as consistent print and billboards. One of their most distinguishable one is their "Just Do It." campaign, which has just entered its 30th year of use. This has extended beyond advertising initiatives and has become Nike's slogan for all communication. Two of their more recent televised campaigns were their "Dream Crazy" and "Dream Crazier" advertisements that were rebased in 2018 and 2019, encouraging people to pursue their dreams, regardless of how crazy they may seem.

Social media is another way that Nike chooses to engage with their audience. Their main Instagram account has 86.8 million followers and 726 posts, their Twitter has 7.76 million followers and 35.8 thousand tweets, their Facebook has 32,801,163 likes, and their YouTube has 979,193 subscribers. They also have at least 16 other Instagram and Twitter accounts that are more specified to their general topics which include @nikebasketball, @nikerunning, @nikesportswear, @usnikefootball, @nikewomen, @nikegolf, @niketraining, @nikefootball, @nikesb, @nikelab, @nikenyc @nikeswim, @nikelosangeles, @nikelondon, @nikecourt and @jumpman23. Nike's "Dream Crazy" featuring Colin Kaepernick and "Dream Crazier" featuring Serena Williams advertisements also are grouped under Nike's decision to engage with social justice issues.

Assessment

It is clear that Nike is high-quality company with a strong sense of brand. With their extremely distinguished social media presence, marketing strategies and social context, Nike has a thorough understanding of their brand positioning, values and

audience. While they are already heavily engaged with social justice issues, finding more opportunities to be activists would be beneficial, such as sustainability initiatives. It is vital that Nike continues to determine ways to distinguish themselves from their competitors.

Case Study: Colin Kaepernick

Nike has engaged with several socially conscious issues throughout their history. Most recently, they extended ex-NFL quarterback Colin Kaepernick's contract and made him a spokesperson for their ongoing Just Do It campaign. This was controversial, with Kaepernick being the leader in the decision to kneel during the National Anthem to protest racial injustice and police brutality. As stated in the brand audit, Nike is the globally dominant athletic brand, which made partnering with Kaepernick even more risky. Kaepernick tweeted a still of a tight frame around his face captioned "Believe in something. Even if it means sacrificing everything. #JustDoIt." This picture was a part of a larger advertisement that Nike created that featured other athletes as well, entitled "Dream Crazy" in early September 2018. The larger tagline of the advertisement was "Don't ask if your dreams are crazy, ask if they're crazy enough. It's only crazy until you do it. #JustDoIt." This advertisement sparked a lot of resistance and was responded by some with the trend #BoycottNike (Abad-Santos, 2018) where people destroyed their Nike apparel on social media. Despite these reactions and many assumptions that this partnership would be detrimental to the brand, Nike's market shares increased by almost four percent just within the first initial week the advertisement was released and continued to increase before eventually leveling out (Halzack, 2018) (See Appendix 1). Spoke to Nike's target audience by addressing an

issue they knew was important to them. 62 percent of people ages 18 to 34 believed that athletes were “doing the right thing” when they protested by kneeling during the National Anthem (Agiesta, 2017). Similarly, through social media analyses, it was determined that of a random sample audience of 5,100 Nike Twitter followers, fans were four times more likely to be liberal than conservative, and 11 percent valued political discourse (Zoomph, 2018).



Figure 2: "Dream Crazy"

Analysis

Nike took a calculated risk in choosing to partner with Kaepernick. Nike was successful because they picked a congruent issue to their core values, understood their target audience, and chose to present it through social media and advertising, platforms

that they knew would reach their demographic. Both the execution and the content of the Dream Crazy advertisement were very much in-line with Nike as a brand, consistent with their "Just Do It" mantra. The decision to use Kaepernick was surely quite strategic and meticulously planned, Nike's Vice President of Brand for North America, Gino Fisanotti, said "We believe Colin is one of the most inspirational athletes of this generation, who has leveraged the power of sport to help move the world forward." The intention of this campaign was to combat the rising threat of their competitors, such as Adidas and Under Armour, while maintaining their brand. After the campaign was launched, Nike earned 43 million dollars' worth in media exposure, saw a 1,300 percent jump in mentions on Twitter, and a 31 percent increase of online sales (Hanson, 2018). So not only did Nike meet their desire to increase their sales, they also did in a way that stayed true to their brand.

Recreational Equipment Inc. (REI)

Brand Audit

Context

REI is operation in a time in which sustainable living and environmentalism has started to become more popular, which is beneficial for REI because sustainability is one of their core values and goals. Although the political climate is unpredictable, there is no real reason for REI to be concerned for changes because they are not a global company. People are increasingly more willing to spend money on leisure activities, so there are no immediate economic trepidations. However, it is important to note that

REI's prices are high, and any change in the economy and society's willingness to spend money on outdoor equipment could drastically impact revenue.

Objectives

REI has several mission statements that they base their values and operations off of. The first one is "A Life Outdoors is a Life Well Lived," their second is "Inspire, educate and outfit for a lifetime of outdoor adventure and stewardship." Their final statement is more comprehensive, and gives a detailed scope of their business model,

At REI, we love to get outside and play, and we know first-hand the importance of quality outdoor gear. We stand behind all our products with a 100% satisfaction guarantee, and we design our own line of award-winning REI brand gear and clothing. Whether you're new to outdoor adventure or a seasoned pro, we gladly share our enthusiasm for our products—and the trails, slopes and waterways where we play (REI, About).

They use these several statements to appeal to their target audience, which is outdoor-minded males and females age 20-45 (REI, 2018 Stewardship Report). REI's ideal customer is a higher-income, relatively young person who desires to be outside and engage with nature. However, REI is also known for having consistent messaging across all audiences, they have started to try and reach an increasingly diverse audience, from socioeconomic to gender to racial diversity (Outdoor Industry Association, 2014). Their commitment to the outdoors is present in their logo, which features a mountain and a trail along with their company name.



Figure 3: REI Brand

All of REI's goals coincide with their mission. Their long-term goals include maintaining to operate a sustainable business and encourage the next generation to have a relationship with the outdoors (REI, Newsroom). Their short-term goals, which are increase transparency with audiences and use profits towards maintaining outdoor spaces are complementary to their long-term ones (REI, 2018 Stewardship Report). All of their goals are consistent with their business practices and values.

Evaluation

REI positions themselves as a co-op that is dedicated to serving the greater good of their employees and members and not just making profits. Because the company is a co-op, there are no shareholders and no one demanding profit growth—this allows REI to have a greater understanding of their audience and their desires (Jay Chiat Studio, 2016). REI's competitors include several outdoor recreational equipment companies, such as Dick's Sporting Goods and Bass Pro Shops. Also, they do not hold the dominant market spot, REI is well within the realm of their competitors. REI made \$2.78 billion

in revenue sales in 2018 (REI, 2018 Stewardship Report), Dick's Sporting Goods made \$1.86 billion in 2018 (Mergent Online, 2019) and Bass Pro Shops made \$8 billion in 2017 (Forbes, 2018).

REI has several strengths, one of them is that they have developed a strong brand loyalty through secondary strengths such as customer service. They have a large variety of high-quality products, loyal members and customers, extremely dedicated employees as well as a passion for what they offer. However, there are some weaknesses as well, one of which being that because the quality of product is high, the price is also high, which limits their customer base. Another thing that contributes to this is they only operate in 36 states, also limiting their outreach (REI, Stores). REI has grown significantly recently and have several opportunities to continue this growth, they have the potential to increase the number of stores and expand to other cities to increase revenue. They have also begun to target a more diverse audience through their social media. With these opportunities for growth also come threats, the largest of which is larger companies potentially expanding to outdoor equipment such as Amazon and Walmart. They also run the risk of the environmentalism "fad" fading, which is something they base a lot of their business decisions on.

Communication

While REI does produce television and radio advertising, the bulk of their communication comes from print advertisements and announcements through their website and social media. Their Twitter account has 415,600 followers, 101,100 thousand tweets, their Instagram account has 2.1 million followers and 4,164 posts, their Facebook has two million likes, their Pinterest has 133,000 followers, 8.5 million

monthly viewers and they have 153,881 subscribers on YouTube. Along with posting business updates and event announcements on their social media, REI has become involved in a few social justice issues they share as well. The largest one being their #OptOutside campaign where they close their doors on Black Friday and provide alternative outdoor activities. They have also begun to expand their sizing options in order to increase inclusiveness for their customers.

Assessment

While REI has a lot of room for growth, they are solid in where they stand as a company in terms of values and goals. Having this foundation will allow them to expand their business, either by number of stores or by reaching a more diverse audience. It is important for REI to keep under consideration their competitors and continue to move along with the trend of outdoor recreation. If REI expanded its target audience to a more diverse group, they could likely increase memberships and profits.

Case Study: #OptOutside

In order to take a stance against consumerism and encourage people to participate in outdoor recreation, REI decided to develop a campaign called "#OptOutside" where they close on Black Friday and offer alternative outdoor activities. While the campaign first started in 2015, it has continued each year since. REI started by releasing the statement on their website,

For 77 years, our co-op has been dedicated to one thing and one thing only: a life outdoors. We believe that being outside makes our lives better. And Black Friday is the perfect time to remind ourselves of this essential truth. While the rest of the world is fighting it out in the aisles,

we'll be spending our day a little differently. We're closing to opt outside and want you to come with us. If you don't know where, we can help with that too. Visit REI.com to find out more. Join us. #OptOutside.

Audiences were encouraged to use the hashtag and post on social media to increase awareness and impact of the campaign. The campaign led to 1.4 million people deciding to spend Black Friday outside, earned 6.7 billion media impressions, revenues increased and there has been a 20% increase in membership (Jay Chiat Studio, 2016) Not only did they close their doors to the public, they also paid all of their 12,000 employees for the time lost, aligning with their brand positioning.



Figure 4: "#OptOutside"

Analysis

Although it was a risk to close their doors on Black Friday, ultimately deciding to do so led to an increase in profits and memberships for REI. They chose a social issue that was not only congruent with their values, but also something they are passionate about, and used social media as well as live events to target their millennial

audience, who they knew would likely respond well. REI has built its brand based on the outdoors, so their campaign was congruent with what they advocate for. Due to the fact that REI is a co-op and not a public company, they do not have as many financial stresses, and they answer mostly to their members. Nikki Baird, who is a managing partner at Retail Systems Research, said that this campaign allows REI to stand out amongst their competitors, "REI is not a big deal-driven retailer, so losing out on Black Friday is less of a risk for them than, say, a Target or Wal-Mart. For most of their shoppers, it's a nice touch in an otherwise crazy holiday weekend" (Masunaga, 2015). In other words, REI's target audience likely appreciated this campaign, which REI strategically considered.

Eugene Running Company

Brand Audit

Context

Eugene Running Company is set in Eugene, Oregon which is famous for its running history; often called "Tracktown USA." This allows the company to engage with this running culture and find a common connection with their audience. Because Eugene Running Company sells other company's products and cannot necessarily control the prices, the economic implication is somewhat complicated. However, a desire for a more active lifestyle has increased recently, so the willingness to buy

athletic apparel has gone along with it, allowing Eugene Running Company to not have any economic threats lately.

Objectives

Eugene Running Company's objectives mainly focus on providing a positive experience of any type of runner. Their mission statement is "We work hard to actively introduce, teach and inspire our customers in all things related to running and walking. We build lasting and meaningful relationships both in the store and through our year-round community runs, walks, clinics and races" (Eugene Running Company, About). Although it is not specified, based off of their social media presence, services offered, past marketing and prices of equipment, it is deducible that they target females and males age 26-55, middle to upper class.

They have several goals that all involve engaging with the community. Their long-term goals include inspiring a passion for running in the community and cultivate a unique experience for each customer (Eugene Running Company, Get Running). In order to achieve their long-term goals, their short-term goals involve maintaining a high-standard of customer service and provide events that inspire the community to participate (Eugene Running Company, About). Their logo works connects themselves to Oregon, with two runners in front of a Douglas Fir tree, something the local community would recognize.



Figure 5: Eugene Running Company Brand

Evaluation

As a brand, Eugene Running Company positions themselves as a community-serving, locally owned and operated store, dedicated to maintaining the high-standards of customer service they created for themselves. They do this by providing numerous services for customers to improve their experience. Their competitors include more high-profile companies as well as other local ones such as Nike, Lululemon and Run Hub Northwest.

Eugene Running Company has many strengths, one of their largest is they have strong community recognition and dedication, which leads to reliable customer loyalty. They also have had significant previous customers endorse them such as 2012 Olympian Bridget Franek (Eugene Running Company, Our Community). In terms of weaknesses, their most prominent is that they are only known in Eugene and do not

extend beyond a local reach. However, they are growing and have opportunities to maintain this growth. One opportunity is the potential to partner with other local businesses to appeal to larger customer base. They also could increase their social media presence and put more effort into advertising initiatives to expand their reach.

There are also significant threats to consider as well, the first is that Eugene Running Company has well-established competitors that are difficult to compete with. They are also limited to Eugene and only offer running apparel. Lastly, although it is good that they have multiple social media accounts, the handles for each one is different, making it difficult for their following to remain consistent.

Communication

Eugene Running Company has produced a few television commercials and radio advertisements, but they focus a lot of their communication efforts through their social media and website. Their Instagram, @eugene_running_company, has 7,472 followers and 1,457 posts, their Twitter, @EugeneRunningCo, has 2,137 followers and 4,645 tweets, and they have 3,362 likes on Facebook. While they have not actively engaged in social justice issues, they provide opportunities for accessibility for all levels of runners as well as free physical therapy consultations (Eugene Running Company, Get Running).

Assessment

Eugene Running Company is on the rise and has a lot of room for growth. Although they are limited to the Eugene community, this is something that they can use to their advantage by maintaining their brand positioning as community-serving.

In order to distinguish itself from their dominate competitors, Eugene Running Company should leverage this trend of athleticism to increase marketing initiatives, as well as fine-tune their social media in order to appeal to their target audience.

Discussion

Between the brand audits and case studies, this thesis was designed to determine what specific features of a company allow them to be social activists. My hypothesis was that there are necessary conditions that companies needed to fulfill in order for them to have their stance on a social issue be accepted. These conditions, as I have outlined previously, are congruency to the issue, compatible audience demographic and appropriate platforms for communication. Based on the literature I reviewed, it is unclear why the sports protests have been historically prominent and successful sector of social responsibility. However, after my research and the academia that I have encountered, I surmise that it is because of the unique collective consciousness that sports create in society (Hendricks, 2006). I believe that this consciousness has evolved into a collective, moral consciousness and responsibility. We can see through the brand audits, that both REI and Nike have strong brand recognition and customer loyalty. This likely causes their customers to feel some sense of belonging, as though they too are a part of the brand, as people often feel with sports teams. This connection, which is unique to sports and athletic brands, accompanied by the aforementioned conditions, is what allows these brands to be successful social activists.

Nike's partnership with Colin Kaepernick is largely considered to be successful. Although this success is often showcased through the numbers and the financial outcomes of the campaign, I believe it should be credited to these three conditions. Nike's target audience is 18-22-year-old males, that is millennial males. A significant amount of research has been done that demonstrate that millennials not only support but expect the brands they interact with to share their stances on social issues, this indicates

that Nike has a compatible audience demographic. In fact, 65 percent of recent Nike customers said that they agreed that they "Like brands that are willing to get involved in societal issues" and 46 percent had a positive opinion of Kaepernick (YouGov, 2018). They chose to produce their campaign via social media, commercials and print advertising, all platforms that their audience would likely interact with. As I discussed, Kaepernick was a controversial choice because of his choice to kneel during the national anthem to protest racial injustice, which is where the most backlash comes from against this campaign, it also is arguably not a congruent issue for Nike as an athletic brand. However, the social issue being addressed here is not specifically racial injustice—it is more the overarching idea of overcoming some type of obstacle. That is more congruent with Nike as a brand with their history, mission, values and context.

REI's decision to close on Black Friday was not necessarily as controversial as Nike partnering with Colin Kaepernick, but it was definitely a risk. With 116 million consumers shopping on Black Friday and averaging \$1000 per person, REI could have stood to lose a lot of money (Hess, 2018). However, this move allowed REI to improve their brand and actually increase sales and participation since the inaugural #OptOutside in 2015. Like Nike, REI's decision was strategic and particularly planned. They conducted research that determined the outdoor community was not as interested in spending the Black Friday holiday weekend shopping (Jay Chiat Studio, 2016). Combatting consumerism and providing alternative options to get outdoors fits extremely well into the mission of REI, as their goal is to get "Get more people outside, operate more sustainably, and protect and create access to outdoor places" (REI, 2018 Stewardship Report). REI also had an understanding of their primary target audience,

recognizing that their demographic consisted mainly of environmentally aware, outdoor driven millennials. Maintaining their position as a co-op, there to serve its members and employees first, the campaign first focused on direct communication to the employees and an email to their five million members. Once that community was familiarized with the situation, they moved the campaign into the public eye by posting updates on their website and social media, including a calendar with live events, influencer engagement and testimonials in various formats, as well as print ads in major news publications (Jay Chiat Studio, 2016). These platforms were specifically used to appeal and engage their target audience, also the use of the hashtag #OptOutside, allowed their publics to keep up to date and participate in the campaign.

Although the Eugene Running Company is on a smaller, more local scale, it is comparable to REI and Nike in several ways; even beyond providing similar products that appeal to audience interests. Like REI, Eugene Running Company is focused on serving its direct community, through stewardship and events. All three companies have a loyalty-based relationship with their customers, a strong social media presence and are set in similar social contexts. Based in Eugene, Oregon they are a unique candidate to engage with social activism. One reason for this is that 43 percent of Lane County's voters are registered democrats (Elections Division, 2016), and research shows that 78 percent of liberal consumers believe that it is somewhat important or very important for brands to engage with social issues (Oster, 2018). This could potentially balance the risk of Eugene Running Company engaging with a social issue, because while Nike and REI were, to an extent, more equipped to take on risks, Eugene Running Company's public has more comprehensive characteristics, and therefore could avoid the potential

of backlash. It is because of this that I believe Eugene Running Company is an excellent candidate for engaging in a social responsibility-based campaign. Despite the fact that it is more of a risk for a lower-scale company to take a social stance, Eugene Running Company adheres to the necessary conditions. REI and Nike took a risk as well, yet both were successes and both situations allowed them to distinguish themselves from their competitors, which I believe would be the outcome for Eugene Running Company as well.

Application

Background

Throughout history, the representation of people with disabilities in media have often showcase stereotypes; that disabled people are unable to participate in normal life, that they are a burden, and so on (Momene, 2015). What one sees and hears in media influence one's perception of a subject, so the misrepresentation or the under-representation of a group could drastically interfere with what the reality of the situation is. Proper representation in general is essential for disabled people in order for them to not feel marginalized. Applying this representation to the sports industry is another important layer in this battle. There are endless benefits of physical activity for all humans, specifically for people with disabilities is can be advantageous, "Sport instills self-discipline, a competitive spirit, and comradeship. Its value in promoting health, physical strength, endurance, social integration, and psychological wellbeing is of little doubt. It is not difficult to understand why sport is so important for the wellbeing of people with disability" (Chawla, 1994). Many people with disabilities already recognize this and participate in various forms of activity, such as adaptive sports, Unified, and the Paralympics. However, the stereotypes are still there and influencing people with disabilities and able-bodied people alike. Therefore, there needs to be a shift in representation that demonstrates an equitable ability to participate in sport.

Campaign

One of Eugene's Running Company's goals is to provide a positive experience for every level and type of runner, with training groups and physical therapy

consultations (Eugene Running Company, Our Community). I propose to extend this beyond any type of runner to any type of mover. It is just as important for people with disabilities to remain active, as it lowers the risk for increased physical and mental impairments (National Institute on Disability, 2016) A social media and live event-based campaign titled "However You Move" would provide accessibility and opportunity to disabled athletes, and encourage all types of movement. This campaign would comment on the importance of inclusiveness in the athletic industry. Keeping in mind the Eugene Running Company's public and demographics of the greater Eugene area, the target audience for this campaign would be active adults, age 25-45, who are present on social media. The purpose of the proposed campaign is to create inclusivity, so it would target all types of movers, and not just people with disabilities. Below are some proposed contributions to this campaign.

Executable Elements

Logo Rebrand



Figure 6: Temporary Logo

Providing a temporary, alternative logo would capture the attention of the public. While it is a risk to change a logo, because logos are what provide brand recognition to the public, this would not be a factor because it would not be a permanent change. More likely, a change in logo would potentially spike interest, as it would catch the public's eye. Similarly, this campaign would be marketing to a new audience, so altering the brand slightly would help them do so. Lacoste adopted a new temporary logo in the name of social activism in 2018, when they replaced their iconic crocodile on their shirts with the images of ten endangered species to generate awareness of the threat of extinction, part of a limited running campaign called "Save Our Species" (See Appendix 2). All of the profits were donated to the International Union for Conservation of Nature (IUCN). Lacoste has one of the most recognizable logos that their target audience has a deep attachment to, so changing the logo was risky. However, it generated 1.2 million impressions on social media and donations to the ICUN multiplied by four during the time of the operation (Havas, 2018). I believe that a temporary rebrand for the "However You Move" campaign could have a similar, albeit smaller-scale, outcome as Lacoste's.

Infographic



Figure 7: "Visual Data"

Visual representation of data has become increasingly popular in communicating with audiences. It was recently found that 74 percent of marketers rely on visuals in their social media marketing, and 84 percent of companies that have used infographics in their messaging and found the medium to be effective (Infographic World, 2017). The reason that they are so effective is because human brains process visual information better and are more likely to retain the information. This study also determined that people are most likely to view these infographics on a computer or

phone (Infographic World, 2017). Therefore, I propose that Eugene Running Company post this infographic on their website and social media in order to maximize awareness of the issue and their operation.

Social Media Engagement

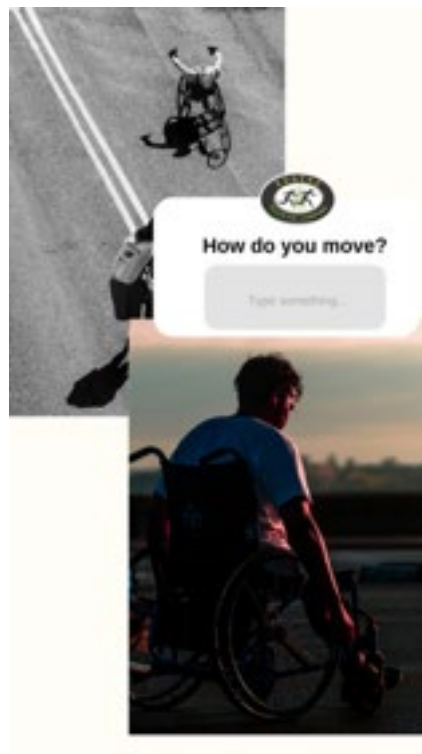


Figure 8: Instagram Story

Instagram is one of the most engaged-with social media platforms, so it is important for brands to know how to strategically use it. One in five of original Instagram stories from businesses lead to a direct message. Put simply, Stories lead to direct communication with a potential client 20 percent of the time (Instagram, 2017). Instagram Stories is an ideal way for a business to share moments with their followers,

whether it is sharing a live event or product promotion. This specific example of a Story would allow audiences to engage with not only Eugene Running Company, but with their campaign as well; this would generate awareness and increase participation.

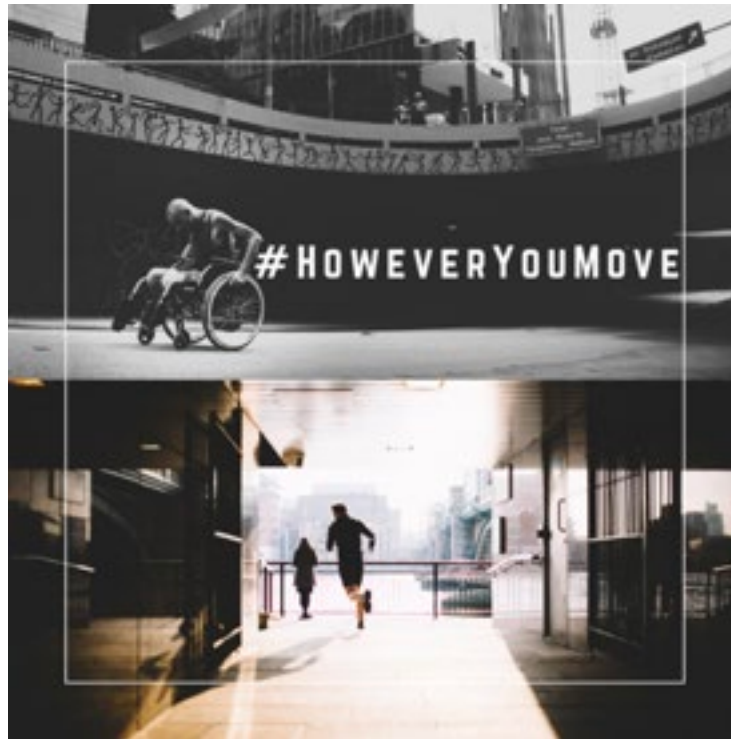


Figure 9: "#HoweverYouMove"

Including a hashtag that audiences can participate with helps navigate through the digital landscape. It also encourages people to participate while simultaneously give a face to the campaign. The same idea was used in REI's #OptOutside campaign, the hashtag was what increased social media impressions, motivate involvement and allow the campaign to go beyond the company needs, which shifts it into the brand activism sector instead of the CSR one.

Conclusion

This research sought to fill in a segment of research that I saw as lacking. To study brand activism specifically in the realm of athletic brands requires a comprehensive understanding of the history, culture and inner-workings of sports communication. Understanding how this industry is changing analogously to how communication is changing is a pivotal factor of this study. Differentiating characteristics of the sports industry and athletic brands was more difficult than I foresaw before I started the project. However, through my research and project cultivation, my research questions were ultimately answered.

My first research question sought to determine what conditions specifically and uniquely allow athletic brands in particular to engage with brand activism. My hypothesis was that these conditions are congruency to the issue, compatible audience demographics and complementary platforms for the executable elements. While the literature I reviewed agreed that suitable audience demographics are necessary when working in the domain of activism. My review of literature also allowed me to apply the Laswell communication model to brand activism, which demonstrated the importance of using the proper platform or medium when communicating a message.

I then conducted brand audits and case studies to answer my second research question. In order to determine if social activism is detrimental or beneficial for athletic brands, I chose brands and case studies that would uphold the dimensions of activism I determined in my research. I used financial data and market research to measure success, which in hindsight was possibly not the only determinant of success.

However, I also considered public reactions through social media, and although Nike had a lot of backlash initially for their campaign, the positive feedback was larger. The brand audits and case studies I conducted fell somewhat short in complexly answering my second research question, with the data being slightly more nuanced than I anticipated. Nevertheless, they gave key insights into measuring what characteristics were important. For my third research question, I was able to determine what aspects of successful cause marketing campaigns worked and would be applicable on a smaller scale with the Eugene Running Company. Using a hashtag that the target audience can use themselves in order to participate in the campaign themselves was inspired by REI's #OptOutside, which proved quite successful. For the most part, it is difficult to determine if success could be achieved on a smaller scale, understanding that the similarities of Nike, REI, and Eugene Running Company as brands is what would give the most potential of success. Similarly, understanding what differences could also be leveraged to be beneficial was important too.

In this case, Eugene Running Company having a smaller audience than Nike and REI is likely a benefit, because they have fewer people to answer to and their public has more similar universal characteristics. While my final research question is difficult to answer without implementing the recommended tactics, based on my research and knowledge of other successful social activism campaigns, I can draw the conclusion that integrating a key social issue into their practices would deliberately and positively distinguish Eugene Running Company from their competitors.

Brand activism is a growing concept and something that is not easily quantifiable. The conclusions I came to with my research are preliminary discernments

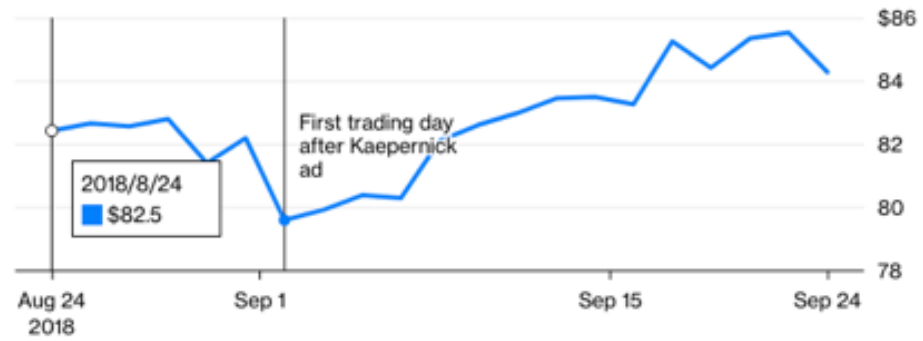
of where the future could lead, particularly within the sports industry. With challenges ahead, I end my research with the belief that social responsibility could become a key aspect of communication, and with the right tools for understanding and measurement, likely will.

Appendix 1: Financial Aftermath of Nike Campaign

Just Do It

After briefly dipping in the wake of the debut of the Kaepernick ad, Nike shares have risen and recently hit an all-time high

— Nike Inc.



Appendix 2: Lacoste Campaign



Bibliography

- Abad-Santos, A. (2018). Why the social media boycott over Colin Kaepernick is a win for Nike. *Vox*, Retrieved from <https://www.vox.com/2018/9/4/17818148/nike-boycott-kaepernick>
- Agiesta, J. (2017). CNN poll: Americans split on anthem protests. *CNN*, Retrieved from <https://www.cnn.com/2017/09/29/politics/national-anthem-nfl-cnn-poll/index.html?iid=EL>
- Anderson, M., Toor, S., Rainie, L., & Smith, A. (2018). Activism in the Social Media Age. *Pew Research Center*. <https://doi.org/10.1080/08998280.2018.1441474>
- Bernays, E. L. (2007). The Engineering of Consent. *The ANNALS of the American Academy of Political and Social Science*. <https://doi.org/10.1177/000271624725000116>
- Breast Cancer Action, (2002). Retrieved from <http://thinkbeforeyoupink.org/past-campaigns/buckets-for-the-cure-2/>
- Chawla, J.C. (1994) Sport for people with disability. *British Medical Journal* 308:1500-4.
- Clark, C. E. (2000). Differences between Public Relations and Corporate Social Responsibility: An Analysis. *Public Relations Review*. [https://doi.org/10.1016/S0363-8111\(00\)00053-9](https://doi.org/10.1016/S0363-8111(00)00053-9)
- CONE Communications. (2017). 2017 Cone Communications CSR Study. *Cone Communications*. Retrieved from <http://www.conecomm.com/research-blog/2017-csr-study>
- Crowther, D., & Aras, G., (2008). Corporate Social Responsibility. *Ventus Publishing*. Retrieved from <https://www.mdos.si/wp-content/uploads/2018/04/defining-corporate-social-responsibility.pdf>
- Danziger, P. (2017). Nike To Stay Out In Front With Biggest Data Of All: Demographics. *Forbes*. Retrieved from <https://www.forbes.com/sites/pamdanziger/2017/06/19/nike-to-stay-out-in-front-with-biggest-data-of-all-demographics/#638a3741432c>
- Duncan, T., & Moriarty, S. E. (1998). A Communication-Based Marketing Model for Managing Relationships. *Journal of Marketing*. <https://doi.org/10.2307/1252157>
- Elections Division. (2016). Voter Registration Comparison by County, *Oregon Secretary of State*. Retrieved from <https://sos.oregon.gov/elections/Documents/registration/Oct16.pdf>

- Eugene Running Company (n.d.). Retrieved from <https://www.eugenerunningcompany.com/>
- European Union Commission. (2002). Communication from the Commission concerning Corporate Social Responsibility: A business contribution to Sustainable Development. Commission Of The European Communities. Retrieved from https://ec.europa.eu/europeaid/sites/devco/files/communication-corporate-social-responsibility-sustainable-development-com2002347-20020702_en.pdf
- Forbes. (2018). Bass Pro Shops on America's Largest Companies List. *Forbes*. Retrieved from <https://www.forbes.com/companies/bass-pro-shops/#246bbc2b56ee>
- Gay, J., (2018). Colin Kaepernick and Nike, Starring You and Me. *The Wall Street Journal*. Retrieved from <https://www.wsj.com/articles/colin-kaepernick-and-nike-starring-you-and-me-1536177307>
- Giulianotti, R., (2005). *Sport: A Critical Sociology*. Cambridge: Policy Press.
- Halzack, S., (2018), Nike's Results Put Kaepernick Gamble in Perspective. *Bloomberg*. Retrieved from <https://www.bloomberg.com/opinion/articles/2018-09-25/nike-nike-earnings-put-colin-kaepernick-ad-in-perspective>
- Hanson, A., (2018). 5 Numbers from Nike's Recent “Dream Crazy” Campaign That Confirm Its Smashing Success. *Business 2 Community*. Retrieved from <https://www.business2community.com/public-relations/5-numbers-from-nikes-recent-dream-crazy-campaign-that-confirm-its-smashing-success-02117687>
- Havas. (2018). Lacoste: Save Our Species. *Havas*. Retrieved from <https://havas.com/work/lacoste-save-our-species/>
- Henricks, T. S. (2006). *Play reconsidered: Sociological perspectives on human expression*. Urbana: University of Illinois.
- Hess, A., (2018). 116 million people plan to shop this Black Friday, but REI will be closed—here’s why. *CNBC*. Retrieved from <https://www.cnn.com/2018/11/23/116-million-people-shop-on-black-fridayheres-why-rei-will-be-closed.html>
- Hughes, M., (2008). Logos that became legends: Icons from the world of advertising. *Independent*. Retrieved from <https://www.independent.co.uk/news/media/logos-that-became-legends-icons-from-the-world-of-advertising-768077.html>
- Infographic World, (2017). The State of Infographics. *Infographic World*. Retrieved from <https://infographicworld.com/project/the-state-of-infographics-2017/>

- Instagram, (2017). Celebrating One Year of Instagram Stories. *Instagram Info Center*. Retrieved from <https://instagram-press.com/blog/2017/08/02/celebrating-one-year-of-instagram-stories/>
- Jay Chiat Studio, (2016). #OptOutside: Jay Chiat Awards. *Jay Chiat Studio*. Retrieved from <http://www.aaaa.org/wp-content/uploads/2016/10/VBP-REI-OptOutside-Silver.pdf>
- Keller, K.L., (2010). Brand Mantras: Rationale, Criteria and Examples. *Journal of Marketing Management*, 15:1-3, 43-51. Retrieved from <https://www.tandfonline.com/doi/abs/10.1362/026725799784870513>
- KRC Research & Shandwick, W., (2017). CEO Activism in 2017: High Noon in the C-Suite. Retrieved from <https://www.webershandwick.com/wp-content/uploads/2018/04/ceo-activism-in-2017-high-noon-in-the-c-suite.pdf>
- Lasswell, H., (1948). *The Structure and Function of Communication in Society. The Communication of Ideas*. New York: Institute for Religious and Social Studies. p. 117. Retrieved from <https://pracownik.kul.pl/files/37108/public/Lasswell.pdf>
- Lee, A., (2018). "Nike Knew Their Target Market"- a Note about the Kaepernick Ad. *Zoomph*. Retrieved from <https://zoomph.com/blog/nike-knew-their-target-market-colin-kaepernick-ad/>
- Lemon, J., (2018). Nike Called Out for Low Wages in Asia Amid Colin Kaepernick Ad Promotion. *Newsweek*. Retrieved from <https://www.newsweek.com/nike-factory-workers-still-work-long-days-low-wages-asia-1110129>
- Long, L. W., & Hazelton, V. (1987). Public relations: A theoretical and practical response. *Public Relations Review*. [https://doi.org/10.1016/S0363-8111\(87\)80034-6](https://doi.org/10.1016/S0363-8111(87)80034-6)
- Masunaga, S., (2015). 3 reasons REI can close on Black Friday and Macy's can't. *LA Times*. Retrieved from <https://www.latimes.com/business/la-fi-rei-black-friday-20151027-htmllstory.html>
- May, S., Cheney, G., & Roper, J., (2007). *The Debate over Corporate Social Responsibility*. Oxford: Oxford University Press.
- McGregor, J., & Harvey, J. (1999). The rise of sport PR in New Zealand. *Sport business management in New Zealand*, 248-258.
- Menon, S., & Kahn, B. E. (2003). Corporate Sponsorships of Philanthropic Activities: When Do They Impact Perception of SponsorBrand?. *Journal of Consumer Psychology*, 13(3), 316-327. http://dx.doi.org/10.1207/S15327663JCP1303_12

- Mergent Online, (n.d.) Dick's Sporting Goods. Retrieved from <http://www.mergentonline.com.libproxy.uoregon.edu/companydetail.php?compnumber=106071&pagetype=synopsis>
- Momene, R., (2015). Negative Stereotypes And Attitudes Linked To Disability. *Atlas Corps*. Retrieved from <https://atlas Corps.org/negative-stereotypes-and-attitudes-linked-to-disability/>
- National Institute on Disability, (2016). Promoting the Participation of People with Disabilities in Physical Activity and Sport in Ireland. *NDA*. Retrieved from nda.ie/Publications/Health/Health-Publications/Promoting-the-Participation-of-People-with-Disabilities-in-Physical-Activity-and-Sport-in-Ireland1.html
- Nike Fiscal Report, (2018). NIKE, Inc. Reports Fiscal 2018 Fourth Quarter and Full Year Results. *Nike*. Retrieved from <https://investors.nike.com/investors/news-events-and-reports/investor-news/investor-news-details/2018/NIKE-Inc-Reports-Fiscal-2018-Fourth-Quarter-and-Full-Year-Results/>
- Nike (n.d.). Retrieved from <https://www.nike.com/>
- Oster, E., (2018). Majority of Consumers Want Brands to Take a Stand on Social and Political Issues, According to New Study. *AdWeek*. Retrieved from <https://www.adweek.com/brand-marketing/majority-of-consumers-want-brands-to-take-a-stand-on-social-and-political-issues-according-to-new-study/>
- Outdoor Industry Association, (2014). REI's Approach to Diverse Audiences: A Nuanced Conversation. *Outdoor Industry Association*. Retrieved from <https://outdoorindustry.org/article/reis-approach-to-diverse-audiences-a-nuanced-conversation/>
- Public Relations Society of America Staff, (2012). Public Relations Defined: A Modern Definition for the New Era of Public Relations. *PRSA*. Retrieved from <http://prdefinition.prsa.org/>
- Rachoń, D. (2015). Endocrine disrupting chemicals (EDCs) and female cancer: Informing the patients. *Reviews in Endocrine and Metabolic Disorders*. <https://doi.org/10.1007/s11154-016-9332-9>
- REI, (n.d.). Retrieved from <https://www.rei.com/>
- Sallot, L. M., Porter, L. V., & Acosta-Alzuru, C. (2004). Practitioners' web use and perceptions of their own roles and power: A qualitative study. *Public Relations Review*. <https://doi.org/10.1016/j.pubrev.2004.05.002>

- Sarkar, C. & Kotler, P., (2017). “Finally, Brand Activism!” – Philip Kotler and Christian Sarkar. *The Marketing Journal*. Retrieved from <http://www.marketingjournal.org/the-case-for-brand-activism-a-discussion-with-philip-kotler-and-christian-sarkar/>
- Statista, (2017). Market share of clothing and apparel brands worldwide in 2017. *Statista*. Retrieved from <https://www.statista.com/statistics/856454/market-share-of-the-leading-clothing-and-apparel-brands-worldwide/>
- Smith, A. & Anderson M., (2018). Social Media Use in 2018. *Pew Research Center*. Retrieved from <https://www.pewinternet.org/2018/03/01/social-media-use-in-2018/>
- Smith, N. C. (2003). Corporate Social Responsibility: Whether or How? *California Management Review*, 45(4), 52–76. <https://doi.org/10.2307/41166188>
- Wilcox, D.L., Cameron G.T., Reber, B.H., & Shin J.H., (2013). *THINK Public Relations*. Pearson
- Westerbeek, and Smith, Aaron. (2003). *Sports Business in the Global Marketplace*. New York: Palgrave Macmillan
- Wulf, S., (2019). Athletes and activism: The long, defiant history of sports protests. *The Undefeated*. Retrieved from <https://theundefeated.com/features/athletes-and-activism-the-long-defiant-history-of-sports-protests/>
- YouGov, (2018). The Social Voice of Brands. *YouGov*. Retrieved from https://campaign.yougov.com/rs/060-QFD-941/images/YouGov_social_voice_brands_whitepaper.pdf
- Zoomph, (2018). Nike's Audience Insights. *Zoomph*. Retrieved from <https://zoomph.com/twitter-followers-profile/Nike/>