

THE EFFECTS OF SOCIAL ACTIVISM ON BUSINESS
STRATEGY AND REVENUE AS OBSERVED IN NFL AND
NIKE CONSUMER TRENDS

by

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In September 2016, former quarterback of the 49ers Colin Kaepernick decided to kneel for the National Anthem to protest the police brutality of African Americans. NFL viewers and the media immediately reacted and took sides on the issue. As Kaepernick continued to kneel for the National Anthem before every subsequent game, the controversy grew and the NFL lost viewership. This led to a heated debate in which many people vocalized their support or criticism of his actions. Kaepernick became a free agent in 2017 and was not picked up by another NFL team. As the NFL regained viewership, Nike decided to sponsor him and his cause in their 2018 Just Do It ad campaign and experienced an increase in product sales and stock price as a result. These different experiences that the NFL and Nike have had by being associated with Kaepernick shows a trend in and the significance of consumer behavior and social activism in marketing decisions. This paper examines the prevalence of these behaviors and their influence on the NFL and Nike.

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Table of Contents

INTRODUCTION	1
BACKGROUND	3
LITERATURE REVIEW	8
Marketing Strategy	9
NFL, Inc.	10
Nike Inc.	11
Impact on Revenue	14
Consumer Trends	17
NFL, Inc. Market Segmentation	18
Nike, Inc. Market Segmentation	19
Phenomena	20
RESEARCH QUESTIONS AND HYPOTHESES	22
METHODS	24
RESULTS	26
Demographic Summary	26
Demographic Information Specifics	26
Hypotheses	28
Hypothesis 1: Nike is evolving their business strategy to connect with progressive consumers.	28
Hypothesis 2: As businesses with progressive target markets, such as Nike, increasingly utilize activism in their marketing techniques, they will draw more attention and purchases.	35
Hypothesis 3: The financial impact on the NFL and Nike by associating with Colin Kaepernick directly reflects the political ideologies of each consumer group.	38
Exploratory Research	41
DISCUSSION	46
Practical Implications for Brand Managers	48
Limitations	46
Future Directions	49
Appendix	51
Appendix 1	51
Appendix 2	51

Appendix 3	52
Appendix 4	52
Appendix 5	53
Appendix 6	53
Appendix 7	55
Appendix 8	56
Appendix 9	56
Appendix 10	62
Appendix 11	63
Appendix 12	63
Appendix 13	63
Appendix 14	65
Appendix 15	66
Appendix 16	67
Appendix 17	69
Glossary	71
Bibliography	72

List of Figures

Figure 1	14
Figure 2	15
Figure 7	33
Figure 8	35
Figure 9	36
Figure 10	37
Figure 12	41
Figure 13 (pages 47-50)	42

INTRODUCTION

Recent events that have transpired in the Nike ad campaign with their decision to promote Colin Kaepernick as the face of their 30th anniversary of their “Just Do It” campaign have brought to the forefront the intersection of social activism and business strategy and its resulting impact on the financial success of a company. Colin Kaepernick, former quarterback of the 49ers NFL football team, had previously experienced backlash from NFL consumers by choosing to kneel during the National Anthem at the beginning of the 2016 NFL Season. The NFL experienced a noticeable loss in viewership over the course of the 2016-2017 NFL Season in response. However, Kaepernick is producing a positive reaction from Nike consumers as observed by the increase in Nike stock since their involvement with him in 2018. This paper aims to provide an explanation of the differences in the impact that Colin Kaepernick has made on the financial impact of both companies as well as why those differences exist. As social activism becomes a prominent aspect in the progressive youth’s values, more companies are utilizing social activism in their marketing campaigns to draw attention from millennials and Gen Z consumers. However, as observed in the NFL’s case with Kaepernick, it is not necessarily social activism that drives a company’s success, but the consumers’ beliefs that determine the type of activism that helps a company succeed. However, as observed in the NFL’s case with Kaepernick, it is not necessarily social activism that drives a company’s success, but the consumers’ beliefs that determine the type of activism that helps a company succeed. Research in this paper places a heavy emphasis on the different target markets of Nike and the NFL and how the respective trends in consumer behavior determine the effect of social activism in the companies’

marketing techniques. These implications may provide explanations for diverse reactions in consumer behavior and provide insight into why Nike and the NFL chose to either promote or eschew Kaepernick.

As a business student pursuing a Marketing Concentration in the Lundquist College of Business at the University of Oregon, I intend to explore the different impact that Colin Kaepernick has made on the NFL and Nike consumer groups. Although both the NFL and Nike initially appear similar due to their athletic brand images and complex histories, the two corporations have experienced opposing consumer reactions in response to their associations with Kaepernick. I intend to use a **SWOT Analysis** to analyze the internal strengths and weaknesses as well as external opportunities and threats of the company. In conjunction, I intend to use **market segmentation graphs** to emphasize the differences in their target markets. By incorporating findings from primary research in the form of an Amazon MTurk survey and secondary research from scholarly and media sources regarding this topic in my Market segmentation results, I plan to provide a holistic analysis of the events that have occurred in the NFL and Nike. I will also be incorporating media articles and Twitter and Facebook trends so that the average perspective on the issue can be accurately represented both academically and communally. In this analysis of the recent issue that has become mainstream in the NFL, Nike and the media, I aim to provide an explanation as to why consumers reacted the way that they did.

BACKGROUND

San Francisco 49ers quarterback Colin Kaepernick began kneeling for the National Anthem during the final preseason game in September 2016 to protest police brutality against African Americans. He explained in a statement to NFL Media: “I am not going to stand up to show pride in a flag for a country that oppresses black people and people of color...To me, this is bigger than football and it would be selfish on my part to look the other way.”(Wyche, 2016). The NFL inadvertently televised the social movement and the media began reporting the event. Kaepernick’s decision to kneel instantly sparked controversy as NFL consumers and the media began to take sides on the issue. Although Kaepernick intended to spread awareness of an important social issue, his delivery provoked a reaction among the NFL audience and from President Trump (Battista, 2018). President Trump reacted to Kaepernick’s decision to kneel by tweeting:

“If a player wants the privilege of making millions of dollars for the NFL...he or she should not be allowed to disrespect our great American Flag (or Country) and should stand for the National Anthem. If not, YOU’RE FIRED. Find something else to do” (Twitter.com).

Many viewers perceived Kaepernick’s action as disrespectful to the American Flag and to the military and policemen who serve under it. They also claim that Kaepernick, a wealthy and successful professional football player, was in no position to voice his political opinions since they assert that those who serve under the flag give him the opportunity to play sports (Yeboah, 2016). Considering these claims that Kaepernick was being “unpatriotic,” Kaepernick supporters retorted that Kaepernick’s choice to exercise his right to protest was “as American as the flag” (Yeboah, 2016). As

Kaepernick's actions accumulated more media coverage and discussion, his demonstration quickly escalated from a mere protest to a social movement. In effect, NFL viewership decreased by 9% from the 2015-2016 to 2016-2017 seasons even though NFL viewership had previously increased from the 2014-2015 to 2015-2016 NFL seasons (Nielsen, MoffettNathanson analysis). Many people attribute this noticeable loss to negative consumer response to Kaepernick's protests.

As more players began kneeling, NFL viewership decreased and networks stopped televising the National Anthem before NFL Football games (Battista, 2018). Eventually, Colin Kaepernick became a free agent in Spring of 2017 and was not signed by another team (Brady, 2017). Kaepernick claimed that he had become "blacklisted" by the NFL and remained unemployed through the entirety of the 2017-2018 and 2018-2019 NFL seasons. In the meantime, other NFL teams had to give serious consideration to the viewpoints of their fans. Dallas Cowboys' owner Jerry Jones did not allow members of his team to kneel during the National Anthem. This action received praise from many fans, and as of February 2019, the Dallas Cowboys remains the most popular NFL team. According to Facebook.com the Dallas Cowboys had 8.7M Facebook "likes" in February 2018 and retains this same amount in February 2019. On the other hand, the 49ers had 4.1M "likes" in February 2018 and retain 4M in February 2019. Current distribution of team "likes" point to consumer trends associated with region, culture and political ideologies.

In October 2017, Kaepernick and fellow 49ers team member Eric Reid filed a grievance claim claiming that NFL teams had violated the anti-collusion clause associated with the Collective Bargaining Agreement (Seifert, 2018). Then, on

September 3, 2018, Colin Kaepernick became the face of Nike's ad campaign: "Believe in something. Even if it means sacrificing everything" (see **Appendix 1**). Once again, Kaepernick's controversial presence returned to the mainstream and generated attention from Nike consumers and the media. Twitter users began tweeting #BoycottNike posts in response. Some even retweeted a spoof Kaepernick ad that showed many people did not believe that Kaepernick was the representation of somebody who "sacrificed everything." Critics of the ad retweeted a spoof featuring Pat Tillman, an NFL player who was killed in friendly fire in Afghanistan after enlisting in the army after the 9/11 attacks, claiming that he was the representation of "Believe in something. Even if it means sacrificing everything" (see **Appendix 2**). These events indicate the importance of traditional patriotism and American values in the NFL target market. Although Nike stock initially fell over the first few days, the company experienced overwhelming success when it skyrocketed to an all-time high at \$83.49 on September 14th (Berr, 2018).

These events are still ongoing. Due to heavy media coverage, Kaepernick's actions have provoked celebrity response and support that has also impacted consumer perspectives of the NFL and of Nike. Celebrities such as Rihanna and Cardi B. refused to perform during the 2019 Super Bowl Halftime Show to stand in solidarity with Colin Kaepernick. According to *RollingStone*, an insider provided a statement regarding Rihanna's decision: "They offered it to her, but she said no because of the kneeling controversy. She doesn't agree with the NFL's stance...she stuck to what's right in her eyes." Cardi B. also stated in a speech during the 2017 MTV VMAs: "Colin Kaepernick, as long as you kneel for us, we gonna be standing with you..."

(Bowenbank, 2019). Rapper Big Sean also contributed the lyrics “You boys all cap, I’m more Colin Kaepernick” in the song *Big Bank* by YG also featuring other rappers such as 2 Chainz and Nicki Minaj. According to *USA Today*, *Big Bank* was included in EA Sports video game *Madden NFL 19* in which Colin Kaepernick’s name was omitted from the lyrics without sanctions from the rapper. On August 2, 2018, Big Sean posted on Twitter: “It’s disappointing and appalling @NFL and @EA took @Kaepernick7’s name out of my verse on Big Bank for Madden 19, like it was a curse word. When he’s not a curse, he’s a gift! Nobody from my team approved any of this.” Big Sean’s post accumulated at least 216,000 “likes” and received 81,000 comments. His post also provides evidence that the NFL is actively seeking to disassociate itself from Kaepernick. Since Kaepernick’s protest has turned into a movement that has motivated celebrities to spread awareness and for certain consumers to take sides, the NFL’s brand image has been threatened and this has motivated it to quickly resolve the conflict.

On February 19th, 2019, the NFL settled on a deal in the collusion case with Colin Kaepernick to pay him approximately \$10 million to remain removed from the NFL roster. According to *Forbes* author Patrick Rische, “...the league [came] off a highly successful 2018 season (ratings were up for the first time in 3 years, fueled largely by great matchups and dynamically offensive play throughout the season).” However, it is possible that these recent events demonstrate the NFL’s desire to recover viewership that was lost due to Kaepernick’s protests during the 2016-2017 NFL season. According to *CNN Business*, the NFL’s television viewership rose 5% in the 2018-2019 season compared to the previous season, which provides insight into the

characteristics of the NFL's target market and the NFL's recovery after attempting to cut ties with Kaepernick.

In the meantime, Nike's stock has risen to an all-time high since becoming associated with Kaepernick. Certain consumers responded by claiming that they did not support Nike's involvement with Kaepernick and tweeted the hashtag #BoycottNike on Twitter, but Nike experienced overwhelming success with the support of consumers in the millennial and Gen Z markets. Although Nike initially experienced a drop in their stocks immediately following the announcement of their association with Kaepernick, stocks eventually rose to \$83.49 per share on the Friday after their announcement in September 3, 2018 (Berr, 2018). According to *CBS News* writer Jonathan Berr, Nike's sales surged 33% during 2018 and their Instagram account gained 170,000 followers immediately following Nike's new campaign ad featuring Kaepernick. Despite the varying responses to Nike's decision to sponsor Kaepernick, the company experienced overwhelming success due to their ability to identify the needs of the **target market** and emphasize those values. In my research, I intend to explore the specific trends in consumer behavior that contributed to this outcome.

LITERATURE REVIEW

There is little scholarly information available specifically regarding the Kaepernick campaign due to the recent occurrences of the events. However, there is a plethora of literature published regarding the history and marketing strategies utilized by Nike, Inc. and the NFL that shed light on the causality of events that led to the effects witnessed in this specific situation. Literature relevant to the NFL and Nike marketing strategy include academic discussions surrounding consumer behavior, age cohort congruency and the cultures of the NFL and Nike. This means that although this research is innovative, challenges include lack of preconceived direction in this specific field and of preexisting scholarly input since I will be forming my own conclusions in this research topic.

The closest scholarly equivalents to my topic include the impact of celebrity endorsements on consumers and Nike's controversial advertising history. There are a variety of scholarly articles about marketing tactics and the use of celebrities in advertisements to increase revenue, but few scholarly articles that specifically address Colin Kaepernick's influence in the NFL and Nike markets exist. In the media, current debates and perspectives include either support for Kaepernick's decision to challenge conservative American ideals by protesting the National Anthem or disapproval for his decision to mix politics with football. Several movements such as #BoycottNFL and #BoycottNike were created on Twitter so that people could share their disapproval of each company's association with Kaepernick, as well. Although much media and people are passionate about their perspective of Kaepernick, less have addressed the reason behind the controversy that the two companies have experienced. I aim to bring

these differences and their existence to the forefront by examining multiple factors that contribute to the situation.

Media publications, related scholarly articles and my primary research comprise the entirety my sources. Media publications describe Kaepernick's reason to protest during the National Anthem, people's reactions to these events and Nike's success since sponsoring Kaepernick. Primary research in my thesis will include findings from a survey that asks anonymous participants to share their opinions of Kaepernick, the decisions of NFL and Nike and of their own political ideologies. Scholarly articles that address topics and tactics related to my subject are also used to provide insight into the marketing decisions of each company. This paper aims to include a concatenation of various types of sources to provide credibility and insight into my topic.

Marketing Strategy

Nike and the NFL have used certain consumer trends and analyses as observed in their target markets to drive their marketing decisions. The NFL and Nike are separate companies and thus have differing consumer behaviors. Consumer behavior is defined as "the processes involved when individuals or groups select, purchase, use, or dispose of products, services, ideas, or experiences to satisfy needs and desires" (Solomon 1995, 7) and it is heavily influenced by several factors that include internal or psychological factors, social factors, cultural factors, economic factors and personal factors (Ramya & Ali, 2016). In addition, environmental and socio-cultural factors prove to be extremely difficult challenges to effective sports marketing due to their heavy influence on consumption decisions (Hofacre and Burman 1992). All of these factors contribute to consumer purchase decisions and brand loyalties (Goss, B.D.,

Jubenville, C.B. & Polite, F.G. 2007). These types of factors are essential to understanding the specific marketing strategies of a company. According to Sunil Gupta and Donald R. Lehman, authors of *Customers as Assets*, companies are increasingly emphasizing the value of customer-based marketing: “Measuring customer lifetime value encourages managers and employees to focus on the long term... This shifts the mindset from products to customers and from a transaction to a long-term relationship orientation.” These trends will be integrated heavily within my research, hypotheses and methods to provide a holistic description of the events that led to Nike’s success and the NFL’s diversities in consumer reactions. All of the factors interact to create the motivations behind consumer purchasing behavior.

NFL, Inc.

According to the NFL Record and Fact Book on the NFL’s website, the National Football League was founded in 1920 as the American Professional Football Association and acquired its current name in 1922. The NFL is the most popular professional sports organization in the United States (Fitzpatrick) and is worth \$13.68 billion as of 2018 (Breech, Statista, 2018). The league oversees 32 franchise owners and serves to govern and promote the sport, set and enforce rules, and moderate NFL team ownership. “It generates revenue mostly through marketing sponsorships, licensing merchandise, and by selling national broadcasting rights to the games” (Mergent). Thus, the NFL is heavily reliant on consumer loyalty and positive brand perception. Corporate sponsors also play a significant role in the decisions and success of the company due to their desire to be associated with positive media platforms (Goss, B.D., Jubenville, C.B. & Polite, F.G. 2007). The most efficient way for the NFL to market is by ensuring a

positive brand image that resonates with consumers. According to research results reported by *Differentiation of Social Marketing and Cause-Related Marketing in US Professional Sport* authors Jennifer Renee Pharr and Nancy L. Lough, “The NFL had the greatest number of social programs [out of all of the United States’ professional sports leagues] with 15. Of the 15, seven (46.7%) were determined to be social, one (6.6%) was cause, and seven (46.7%) were other/community outreach.” This signifies the importance of a positive community-oriented brand image so that consumers will be excited to be associated with the brand. As with any other company, the success of the NFL is dependent on its ability to satisfy the needs of its target market (see **Appendix 3**). By feeding consumers what they desire, the NFL will succeed. However, if faced with challenges, this means that the NFL must cater to consumers so that the company can retain its significant viewership.

Nike Inc.

Founded in 1964 by University of Oregon track athlete Phil Knight and his coach Bill Bowerman, Nike is the most successful sports apparel and equipment company in the world and is worth \$36.4 billion according to *Statista.com*. The company is famous for its shoes, clothing, accessories, equipment and sports collections (*Nike.com*, 2019) (see **Appendix 4**). Nike also takes a progressive marketing stance to spread awareness of the brand. According to Rizwan Raheem Ahmed, author of *Strategic Marketing Plan of Nike*:

“Nike’s initial product advertising strategy of using professional athletes for increasing demand was through word of mouth and also provides the good publicity. Nike changes its target market from teenagers to younger

consumers due to intense competition with Adidas and Reebok and also to expand its target market.”

Initially targeting athletic consumers by sponsoring athletes and creating a positive brand image, Nike successfully drew a large market presence in the sports apparel and equipment industry. By endorsing athletes, Nike successfully spreads awareness of its brand and encourages consumers to identify with it. Mat Dom, S. M. S., Ramili, H.S. Binti, Audrey Lim Li Chin, & Tan Tze Fern describe the significance of celebrity endorsements in their work *Determinants of the Effectiveness of Celebrity Endorsement in Advertisement*: “the positive feeling towards celebrities is found to impress purchase intentions.” This signifies how marketing strategy can leverage consumer interests to enhance the popularity of its product. Also according to *Just Do It @Ad Campaign: The Case of Nike Inc.* author Trilochan Nayak,

“... Nike’s advertisement rarely focused only on the product itself... they are focusing to the person who wears the product... The clever marketing strategy done by Nike Inc. has proved that business without marketing is just a business without soul. Thus, advertising in marketing strategy does give huge impact that contributes to brand promotion and product acknowledgement that leads to corporate reputation to businesses.”

Also according to authors Johannes Knoll and Jorg Matthes of *The Effectiveness of Celebrity Endorsements: a meta-analysis*, “Celebrities frequently endorse products, brands, political candidates, or health campaigns... The most positive attitudinal effect appeared for male actors who match well with an implicitly endorsed object ($d = .90$).” The concatenation of variables such as Kaepernick’s relationship with sports and his progressive qualities that identify with those of Nike, this means that Nike considered Kaepernick to be an ideal candidate for their most recent marketing campaign. Since Nike has experienced notable success among the athletic community, Nike has altered

their company message in an attempt to capture an even larger market with the slogan, “If you have a body, you are an athlete.” (*Nike.com*, 2019). Nike’s marketing strategy creates an intense competitive presence in the sports apparel market, and it accounts for a large portion of the success that the company has experienced over the last several decades.

Nike is infamous for their “anti-hero” marketing campaigns and controversial presence. Since the beginnings of the “Just Do It” Nike ad campaign, the company has chosen to sponsor controversial athletes with the goal to increase consumer awareness and generate attention (Burton, 2000). According to N. Ind, author of *Great advertising campaigns: Goals and accomplishments*, Nike has associated its brand with controversial athletes in the past, starting with their first endorsed athlete, Steve Prefontaine, and sequentially other athletes including John McEnroe, Ilie Nastase, Andre Agassi and Charles Barkley. According to Rick Burton, author of *Exploring the curious demand the athletes with controversial images: a review of anti-hero product endorsement advertising*:

“In the mid-1980s, when the "Just Do It" campaign was developed, NIKE began a deliberate process of selecting athletes who stood out from the stereotypical "good" athlete (Reilly, 1991)...In many cases, their commercials were not paid off with humour but rather bold assertions of power or athletic commitment”.

Nike has specifically targeted consumers in the past with controversial marketing campaigns, giving rise to the company’s interest in endorsing Kaepernick and supporting the claim that the company purposefully intends to use controversial figures to draw attention and potential purchases. This strategy also keeps the company young, progressive and relevant in the eyes of its target market.

Impact on Revenue

The NFL and Nike experienced different financial effects due to being associated with Kaepernick that also give insight into their target market consumer behaviors. Although the NFL has experienced increasing revenues from \$4.28 billion in 2001 to \$13.68 billion in 2019, revenue growth rate has been inconsistent (Statista, 2019) (see **Figure 1**).

Figure 1

Total revenue of the National Football League teams from 2001 to 2017 (in billion U.S. dollars)*		
	League revenue in billion U.S. dollars	% Change
2001	4.28	-
2002	4.94	0.133603
2003	5.33	0.073171
2004	6.03	0.116086
2005	6.16	0.021104
2006	6.54	0.058104
2007	7.09	0.077574
2008	7.57	0.063408
2009	8.02	0.05611
2010	8.35	0.039521
2011	8.82	0.053288
2012	9.17	0.038168
2013	9.58	0.042797
2014	11.09	0.136159
2015	12.16	0.087993
2016	13.16	0.075988
2017	13.68	0.038012

Figure 1 describes the change in revenue each year in the National Football League from 2001-2017 in billions of dollars. “% Change” describes the revenue growth rate for each year compared to the previous. Years 2016 and 2017 have been emphasized to demonstrate the revenue earned in years 2016 and 2017. Data ranges from lowest value (red) to highest value (green).

The NFL experienced a noticeable decrease in revenue growth rate in 2016 after experiencing positive growth trends beginning in 2012. The NFL’s most highly-valued franchise are the Dallas Cowboys at \$5 billion in 2018, a 20% increase in value from its worth of \$4 billion in 2015 (Forbes, 2018). In comparison, the San Francisco 49ers are worth \$3.06 billion in 2018, an increase of 11.7% from its value of \$2.7 billion in 2015

(Forbes, 2018). According to *Statista*, the Pittsburgh Steelers and the New England Patriots have won the most Super Bowls tied at six and the 49ers and the Dallas Cowboys have both won five since 1967 (*Statista.com*, 2019). This signifies a potential difference in football culture in relation to revenue earned.

Nike, on the other hand, has experienced more volatile revenue trends from \$13.7 billion in 2005 to \$36.39 billion in 2018 (*Statista.com*, 2018). Nike experienced revenue losses in 2009 and 2010, however, it has been growing consistently since 2011 (see **Figure 2**).

Figure 2

Nike's revenue worldwide 2005-2018		
Nike's revenue worldwide from 2005 to 2018 (in million U.S. dollars)		
	Million U.S. dollars	% Change
2005	13,740	-
2006	14,955	0.081244
2007	16,326	0.083976
2008	18,627	0.12353
2009	18,528	-0.00534
2010	18,324	-0.01113
2011	20,117	0.089129
2012	23,331	0.137757
2013	25,313	0.0783
2014	27,799	0.089428
2015	30,601	0.091566
2016	32,376	0.054825
2017	34,350	0.057467
2018	36,397	0.056241

Figure 2 describes the change in revenue each year for Nike from 2005-2018 in millions of dollars. “% Change” describes the revenue growth rate for each year compared to the previous. “% Change” of revenue in 2018 has been emphasized to demonstrate the change in revenue compared to 2017. Data ranges from lowest value (red) to highest value (green).

Based on these trends, Nike did not experience noticeable revenue increase in 2018 however, their increase in stock market price—and thus market cap—indicates financial success for the company after choosing to sponsor Kaepernick.

North America, Football Culture and Societal Values

From Friday night local high school football games, to Saturday afternoon college games, to Sunday afternoon professional games, Americans have grown up with a close association to the sport. Since the 1920s, football has become an integral part of American culture. The National Football League was founded in the United States and is the most popular professional sports league in America (Mergent). Because football originated in the United States, patriotism and nationalism are closely associated with it (Oates¹, T. P., Furness, Z. M., & Oriard, M., 2014). Many friends and families spend “Football Sundays” and “Football Mondays” together watching back-to-back televised games, often without caring who is playing. According to *Statista.com*, Monday Night Football has accumulated an average of 12.9, 11.36, 10.76 and 11.60 million viewers annually from 2015-2018. Children also become accustomed to the sport and even become loyal consumers as they age because these rituals and repetition reinforce the cultural value of American football. According to Nielsen Research Data provided by Gary Levin, author of *2018 in review: The year’s most popular TV shows according to Nielsen*, the Super Bowl is also the most-watched televised event (see **Appendix 5**). In 2018, the four most-watched telecasts programs included the Super Bowl LII (NBC) at 104.1 million views, Super Bowl post-game (NBC) at 74.0 million views, NFC Championship (FOX) at 42.4 million views and NFC Playoff (FOX) at 35.8 million views (Levin, 2018). These findings indicate the prevalence of football in American culture.

As growing controversy surrounding the sport surfaced, many people turned away because it was tied to permanent brain damage in retired players and the sport was

“dangerous” (Brain Injury Research Institute, 2016). However, football remains an essential part of American culture as it retains millions of loyal consumers. Many people who are turning away are no longer an attractive part of target market, so the NFL focuses on retaining those who remain and potential growth opportunities by sponsoring youth league projects (Pharr & Lough, 2012).

Consumer Trends

Current research and consumer trends suggest that there are significant differences in consumer behavior between the NFL and Nike target markets that explain each company’s experience in being associated with Kaepernick. According to Pew Research Center, there appears to be trending beliefs among specific generational groups regarding approval of NFL protests (see **Appendix 6**). As observed in the “Among Gen Z and Millennials, most approve of NFL protests” study from Pew Research Center, Gen Zs and millennials tend to support the NFL protests while Gen X, Baby Boomers and the Silent Generation tend to disapprove. These considerations are essential in analyzing the different consumer behaviors of each company as described in the “*segmentation*” sections below.

Considering the storyline of events that have occurred since Kaepernick’s decision to kneel in September 2016, the history of the NFL and the history of Nike advertising, there are several factors that explain this outcome such as consumer age, political ideology, race, culture and geographical location. Each factor reflects the consumer approval or disapproval of Kaepernick’s protest and codifies their reaction to both companies who are associated with him. Generational differences emphasize the significance of age cohort characteristics along with other demographic factors that

explain the reasons for these differences in consumer behavior. In my research, I will utilize market segmentation to identify specific trends in the NFL and Nike consumer groups and either confirm their validity or adjust these segmentations after conducting primary research as described in the “Methods” section.

NFL, Inc. Market Segmentation

Based on research gathered about the NFL and its consumers, the most noticeable categories in which the target market can be segmented are age, race, and political ideology. According to *Sports Business Journal*, the average age of NFL viewers was fifty years old in 2016. Also, according to *Statista.com*, in 2013 approximately 77% of NFL viewers identified as “white” while 15% identified as “black” and 8% identified as “other.” This means that an overwhelming majority of NFL viewers may have difficulty identifying with Kaepernick’s perspective. Considering this fact, people who identify as “white” tend to vote for Republican candidates more often than other racial identities since the 1980s (Pew Research Center, 2017). Voter demographics gathered from the 2016 presidential elections also indicate that 60% of white voters voted for the republican candidate (see **Appendix 7**) and that this republican presidential candidate preference of white voters stood out at a 21-point margin from the middle (Pew Research Center, 2017). Older demographics are also more inclined to vote in favor of the conservative politician at approximately 53% for those forty-five years old and older. In summation, these trends show that the average NFL consumer is typically older, white and has conservative political beliefs (see **Appendix 7 & 8**).

One explanation for these political leanings relates to a person's approval or disapproval of Kaepernick's protest. Republicans appear to value traditional patriotism and patriotic symbols more than Democrats do. The Harvard Study *July 4th Parades are Right-Wing* provides insight into the flag support of each political party:

“The political right has been more successful in appropriating American patriotism and its symbols during the 20th century. Survey evidence also confirms that Republicans consider themselves more patriotic than Democrats. According to this interpretation, there is a political congruence between the patriotism promoted on Fourth of July and the values associated with the Republican Party.”

Thus, it can be argued that Republicans are expected to disagree that players should “disrespect the flag” to spread awareness. This can explain the drop in TV viewership during NFL games and the intensity of the backlash against social activism. This belief explains the potential losses experienced by the NFL because of their association with Kaepernick as well as the NFL's concerns that they would lose more fan support. Although Kaepernick's movement has gained the support of many people who find human rights essential, these people do not represent the majority of the demographics in the data and this is reflected by the NFL's loss in TV viewership.

Nike, Inc. Market Segmentation

Based on research about Nike's target market, the most noticeable segments in which consumers can be categorized include age, race, gender and political ideology. According to Statista.com, 24.5% of females and 21.66% of males report that Nike is their favorite sports apparel brand. Nike.com is also the second-most preferred online shopping site behind Amazon for American teenagers at 5%. In addition, 65% of teens also favor Nike over other sports apparel brands (*Statista.com*, 2018). Since Nike has

youthful consumer demographics that consist heavily of millennials and Gen Zs, their political leanings are essential to understanding their purchasing decisions. According to the Pew Research Center, 64% of millennials identify as “liberal” and “lean Democrat”. Gen Zs also tend to identify as “liberal” but more heavily than older age cohorts. Considering that the majority of Gen Zs and Millennials identify as “liberal”, they are inclined to support Kaepernick’s protests (see **Appendix 7& 8**). Overall, Nike’s consumers appear to support the company’s decision to sponsor Kaepernick in their latest “Just Do It” campaign.

Phenomena

Although consumer behavior analyzed above explains the behavior of polarized consumer groups, many consumers remain in the middle. Many people have opinions of the National Anthem protests, but only about 10% of business activity was affected in both companies (*Statista.com*, 2018). Consumers who are indifferent continue to purchase Nike or watch the NFL despite the politics of the situation. Because polarized political leanings tend to be the most vocal, they appear to represent the opinions of all of their political counterparts. However, the magnitude of the reaction shows that most people are not as heavily divided on either side as expected. This is due to the fact that people are still watching football and Nike has only experienced a 5.62% growth in profits (see **Figure 2**). Even though a division exists, it is not enough to motivate people to change their behavior. Due to this phenomenon, the field of marketing has approached an interesting and controversial hurdle: why do these consumer groups behave the way that they do? Why did Nike succeed when being associated with Kaepernick while the NFL did not?

Politics and the severity of political beliefs signify these diverse reactions. Those who are indifferent tend to continue consuming Nike or watching the NFL. This paper provides insight into why these consumers either continue purchasing Nike goods or stop viewing NFL games. This is driven by the research question: What describes these people?

RESEARCH QUESTIONS AND HYPOTHESES

After analyzing potential factors that may lead to these trends in the NFL and Nike's consumer behavior, I want to explore these relationships directly with the purchase decisions of the target market and the success rates of social activism. Since consumers ultimately decide business success by spending their money on products and services, their spending behavior reflects their identification with certain companies and products. The analysis of certain consumer decisions to spend their money is a prominent contributor to the outcomes examined.

Through research and experimentation, I will analyze the differing financial impacts of Colin Kaepernick's social movement on the NFL and Nike due to the reactions of each consumer group and how that influences their TV viewership or purchasing behavior. My research goals include providing an accurate explanation for the trends in consumer behavior. I plan to research the different ideologies and socio-cultural practices of each consumer group and how those factors may determine business strategy by conducting experiments, surveys and in-depth interviews.

I hypothesize that:

1. Nike is evolving their business strategy to connect with progressive consumers.
2. As businesses with progressive target markets, such as Nike, increasingly utilize activism in their marketing techniques, they will draw more attention and purchases.
3. The financial impact on the NFL and Nike by associating with Colin Kaepernick directly reflects the political ideologies of each consumer group.

By examining the results from research and experimentation, I plan to observe the impact of two companies' decisions regarding the influence of social activism on their business strategies.

METHODS

Considering that most research gathered and trends observed remain highly speculative, using a quantitative research method by releasing a survey using Amazon MTurk is useful to explore the pervasiveness of these trends. Amazon MTurk is a survey distribution platform provided by Amazon, Inc. in which survey participants are paid a certain amount by the surveyor to complete the given tasks. A convenient sample size of approximately 250 surveyors should be gathered to ensure a diverse amount of responses that encapsulate the opinions of the population. Filters such as “Located in United States,” “Greater than 95% HIT rate” and “Greater than 50 HITs Approved” are selected to certify that respondents are reliable survey-takers and familiar with the controversial issue. Questions in the form of Continuous, Likert, Rank-Order, Multiple Choice and Multiple Selection, Text Response, and Bipolar Matrix Tables are used to provide a plethora of data for analysis. The survey consists of 21 questions regarding each participant’s views of the NFL, Kaepernick and Nike followed by seven demographic questions that measure each participant’s gender, age, political party and political leaning, current state of residence, ethnicity and income (see **Appendix 9**). Each of these demographic factors will be weighed with each respondent’s preferences regarding Kaepernick, Nike and the NFL. However, due to the relationship between political party and company consumer reactions, there will be a heavy emphasis on political leanings in my data analysis.

Questions asked will directly relate each participant’s age, political ideology, ethnicity, income and region to whether they support or stand against Kaepernick. These predictions will describe whether relationships exist between different

demographic groups and provide insight into the opinions of the US population regarding this controversy. Since consumer reactions to the NFL and Nike experiences with Kaepernick seem to be heavily influenced by their age, race, gender and political ideologies, I created survey questions that intend to measure their opinions of both companies. At the end of the survey, I provide questions about each participant's demographics and compare these with their responses to their favorability of Nike and/or the NFL.

These types of questions provide insight into the consumer perceptions of both companies and whether there is any significance between their responses and their demographic information. The goal of this quantitative research method is to compare possible relationships of consumer ages and political beliefs that influence the NFL and Nike experiences to social activism. After gathering my findings, I used SPSS to show the relationship between these various factors and to determine whether I can support or reject my hypotheses.

RESULTS

Demographic Summary

Overall, 250 survey responses were recorded and used in data analysis. A majority of survey participants were female (132 or 52.8%), Democratic (108 or 43.2%), and white (204 or 81.6%). Respondents were also between 18 and 78 years old (mean = 35.98, median = 33.00), and earned a mean income level of \$50,000 - \$59,999 and median income level of \$40,000 - \$49,999.

Demographic Information Specifics

A total of 253 Amazon MTurk responses were recorded and 250 were used in data analysis. Those excluded in data analysis were duplicate responses. The survey was released on May 5, 2019 and all results were gathered by May 6, 2019. It was published on a Sunday to ensure a diversity of responses considering that a majority of participants complete the survey during their leisure time. According to demographic data gathered, 116 or 46.4% of the survey respondents identified as male, 132 or 52.8% identified as female and 2 or 0.8% of survey respondents identified as “Custom” (see **Appendix 10**). Respondent racial identities include White (204 or 81.6%), Hispanic or Latino (9 or 3.6%), Asian (29 or 11.6%), Black or African American (16 or 6.4%), Native Hawaiian or Pacific Islander (2 or 0.8%) and Other (6 or 2.4%) (see **Appendix 11**). Age of the survey respondents is between 18 and 78 years old with a mean of 35.98 and a median of 33.00 years old (see **Appendix 12**). The majority of survey respondents reside in California (38 out of 250 or 15.2%), Texas (26 out of 250 or 10.4%), Pennsylvania (19 of 250 or 7.6%), Florida (13 out of 250 or 5.2%), New York (12 out

of 250 or 4.8%) and North Carolina (10 out of 250 or 4.0%) (see **Appendix 13**). This means that a variety of regions and political ideologies are represented in the survey, however, there is a weighted emphasis on the opinions of participants from California and Texas.

Income distributions ranged from \$0 - \$150,000+ and the mean income level was \$50,000 - \$59,999 and the median income level was \$40,000 - \$49,999 (see **Appendix 14**). This indicates that the majority of survey respondents earn a household income slightly lower than the national average of \$63,600 as reported by the Bureau of Labor Statistics.

Political Orientation

Politically, 108 or 43.2% of survey participants identified as “Democrat”, 70 or 28.0% identified as “Republican”, 64 or 25.6% identified as “Independent” and 8 or 3.2% of respondents identified as “Other” (see **Appendix 15**). In terms of political leanings, survey participants responded that they were “Very Liberal” at 23 of 250 or 9.2%, “Somewhat Liberal” at 48 of 250 or 19.2%, “Moderately Liberal” at 52 of 250 or 20.8%, “Moderate” at 40 of 250 or 16.0%, “Moderately Conservative” at 29 of 250 or 11.6%, “Somewhat Conservative” at 41 out of 250 or 16.4%, and “Very Conservative” at 17 of 250 or 6.8%. According to Chi-Square Test results, females tended to be more democratic than males at a significance of $p = .013$. Females identified as “Democrat” at 61 out of 132 or 46.2%, “Republican” at 35 out of 132 or 26.5% and “Independent” at 33 out of 132 or 51.5%. Males identified as “Democrat” at 46 out of 116 or 39.7%, “Republican” at 35 out of 116 or 30.2% and “Independent” at 31 out of 116 or 26.7%. This means that females can be expected to identify as “Democrat” or “Independent”

while males are more evenly split amongst the political parties (see **Appendix 16**). In addition, a total of 34 respondents were not familiar with Kaepernick’s kneeling controversy during the National Anthem and these participants did not participate in questions regarding their reactions to Kaepernick. Skip logic was used to move these respondents to the demographics section of the survey. A total of 216 participants were familiar with the kneeling controversy and provided responses to every question in the survey.

Hypotheses

Hypothesis 1: Nike is evolving their business strategy to connect with progressive consumers.

Hypothesis 1 Results

According to survey results, the frequency of responses regarding consumer perceptions that Nike’s goal is to spread awareness of “Social Justice (i.e. To take a stance and encourage change)” are evenly divided amongst rankings one to four as observed in **Figure 3**:

Figure 3

For which reasons do you most strongly believe that Nike chose to sponsor Colin Kaepernick? Rank in Order. You can rank order by dragging the options into position. - Social Justice (i.e. To take a stance and encourage change)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	62	24.8	28.7	28.7
	2	44	17.6	20.4	49.1
	3	53	21.2	24.5	73.6
	4	57	22.8	26.4	100.0
	Total	216	86.4	100.0	
Missing	System	34	13.6		
Total		250	100.0		

According to the results in **Figure 3**, 62 or 24.8% of survey respondents ranked “Social Justice” first, 44 or 17.6% of survey respondents ranked it as second, 53 or 21.2% ranked it as third and 57 or 22.8% ranked it as fourth. This observation shows that people have diverse opinions regarding Nike’s intentions.

When observing frequencies of the most popular athletic brand however, a significant trend appears. Democrats and Independents prefer Nike over other sports companies at 57 out of 108 or 47.2% for Democrats and 33 out of 64 or 51.5% for Independents at a significance of $p = .001$. In contrast, Republicans prefer Nike at a rate of 19 out of 70 or 27.14% and Others at a rate of 0 out of 8. See **Figure 4**:

Figure 4

Case Processing Summary

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Which political party do you identify with? - Selected Choice * NikeFavBrand	250	100.0%	0	0.0%	250	100.0%

Which political party do you identify with? - Selected Choice * NikeFavBrand Crosstabulation

Count

		NikeFavBrand		Total
		Other	NikeFavBrand	
Which political party do you identify with? - Selected Choice	Republican	51	19	70
	Democrat	57	51	108
	Independent	31	33	64
	Other	8	0	8
Total		147	103	250

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.769 ^a	3	.001
Likelihood Ratio	18.888	3	.000
Linear-by-Linear Association	2.423	1	.120
N of Valid Cases	250		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 3.30.

These results suggest that Nike’s success with its target market is because polarized Democrats and moderate Independents prefer Nike over other brands.

Republicans tend to be heavily distributed among other sports apparel brand categories. This also suggests that Independents have a lesser political relationship with the company while Democrats tend to support these perspectives. Thus, this suggests that Nike’s current market is heavily democratic due to Democrat indications that Nike is their favorite brand.

When running a Chi-Square test on political party identity and its relationship to “Social Justice” ranking, a trend emerges. Based on the survey participants’ perceptions of Nike, there appears to be a minor asymptotic significance of $p = .07$ that Democrats are more likely to perceive that Nike chose to sponsor Kaepernick for “Social Justice (i.e. to take a stance and encourage change)” than other political groups. See **Figure 5:**

Figure 5

Which political party do you identify with? - Selected Choice * For which reasons do you most strongly believe that Nike chose to sponsor Colin Kaepernick? Rank in Order. You can rank order by dragging the options into position. - Social Justice (i.e. To take a stance and encourage change) Crosstabulation

For which reasons do you most strongly believe that Nike chose to sponsor Colin Kaepernick? Rank in Order. You can rank order by dragging the options into position. - Social Justice (i.e. To take a stance and encourage change)

			1	2	3	4	Total
Which political party do you identify with? - Selected Choice	Republican	Count	12	11	16	26	65
	% within Which political party do you identify with? - Selected Choice		18.5%	16.9%	24.6%	40.0%	100.0%
Democrat	Count		34	23	19	17	93
	% within Which political party do you identify with? - Selected Choice		36.6%	24.7%	20.4%	18.3%	100.0%
Independent	Count		15	8	16	13	52
	% within Which political party do you identify with? - Selected Choice		28.8%	15.4%	30.8%	25.0%	100.0%
Other	Count		1	2	2	1	6
	% within Which political party do you identify with? - Selected Choice		16.7%	33.3%	33.3%	16.7%	100.0%
Total	Count		62	44	53	57	216
	% within Which political party do you identify with? - Selected Choice		28.7%	20.4%	24.5%	26.4%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.841 ^a	9	.070
Likelihood Ratio	15.672	9	.074
Linear-by-Linear Association	2.647	1	.104
N of Valid Cases	216		

a. 4 cells (25.0%) have expected count less than 5. The minimum expected count is 1.22.

A total of 57 out of 93 Democratic survey respondents ranked “Social Justice” in the top two of their rank-order responses. Republicans, on the other hand, tended to rank “Social Justice” in the final two choices at 40 of 65 respondents. Independents split the majority of their rankings between first place at 15 or 28.8% and third place at 16 or 30.8%. This indicates that Democrats tend to support the Nike ad campaign at higher rates than other political groups do. Considering that Nike’s target market is comprised of young, liberal consumers and that it experienced increase in their stock value, Nike has succeeded in projecting its progressive brand perception in a positive way by sponsoring Kaepernick.

When observing other levels however, there is no significance between Democrat and Republican perceptions of whether Nike chose to sponsor Kaepernick for “Strategy (i.e. To appeal to the views of its consumers and make more profit)”, “Controversy (i.e. To get more publicity and spread awareness of the brand)” or “Ethics (i.e. To make a social statement and show support)” (see **Appendix 17**). In summation, Democrats and Republicans are both aware of Nike’s business strategies and needs, but Democrats tend to perceive that Nike is making an authentic social statement.

Democrats also tend to favor Nike’s brand more than other political parties do. When asked “In general, do you like Nike’s brand?” (anchored: 1 = Definitely yes, 5 = Definitely no) Democrats responded with a mean of 1.69 in favor of the company, Republicans responded with a 2.10, Independents responded with a mean of 1.89 and Others responded with a mean of 3.13. These results have a significance of $p = .001$ and suggests that there is a trend between political party identification and preference for Nike as a brand. See **Figure 6**:

Figure 6

Descriptives

In general, do you like Nike's brand?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Republican	70	2.10	1.181	.141	1.82	2.38	1	5
Democrat	108	1.69	1.009	.097	1.50	1.89	1	5
Independent	64	1.89	.961	.120	1.65	2.13	1	5
Other	8	3.13	1.727	.611	1.68	4.57	1	5
Total	250	1.90	1.104	.070	1.77	2.04	1	5

ANOVA

In general, do you like Nike's brand?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.370	3	6.457	5.586	.001
Within Groups	284.326	246	1.156		
Total	303.696	249			

When exploring these trends further, a relationship between political party and product purchase decision also appears. Democrats value a company’s ethics most heavily out of all of the political categories at a mean of 5.11 (anchored: 1 = Not at all, 7 = Very much). Sequentially, Republicans value company ethics at a mean of 4.81, Independents value it at a mean of 4.59 and Others at a 4.50. These results have a minor significance of $p = .083$. Democrats are also value “familiarity with the brand” most heavily out of all of the political parties at a mean of 5.59. Republicans value this slightly less at a mean of 5.16 and Independents have a mean of 5.09. These results have a significance of $p = .009$. See **Figure 7**:

Figure 7

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
To what degree do you value each of the following when purchasing a product? - The performance of the product	Republican	70	5.97	1.116	.133	5.71	6.24	3	7
	Democrat	108	6.23	.913	.088	6.06	6.41	3	7
	Independent	64	6.08	1.059	.132	5.81	6.34	3	7
	Other	8	6.25	1.165	.412	5.28	7.22	4	7
	Total	250	6.12	1.019	.064	5.99	6.25	3	7
To what degree do you value each of the following when purchasing a product? - The ethics of the company	Republican	70	4.81	1.344	.161	4.49	5.13	1	7
	Democrat	108	5.11	1.233	.119	4.88	5.35	2	7
	Independent	64	4.59	1.498	.187	4.22	4.97	1	7
	Other	8	4.50	1.927	.681	2.89	6.11	1	7
	Total	250	4.88	1.370	.087	4.71	5.05	1	7
To what degree do you value each of the following when purchasing a product? - The price of the product	Republican	70	5.79	1.203	.144	5.50	6.07	2	7
	Democrat	108	6.19	1.009	.097	6.00	6.39	3	7
	Independent	64	6.03	1.208	.151	5.73	6.33	1	7
	Other	8	6.38	.916	.324	5.61	7.14	5	7
	Total	250	6.04	1.124	.071	5.90	6.18	1	7
To what degree do you value each of the following when purchasing a product? - My familiarity with the brand	Republican	70	5.16	1.072	.128	4.90	5.41	2	7
	Democrat	108	5.59	1.050	.101	5.39	5.79	3	7
	Independent	64	5.09	1.123	.140	4.81	5.37	2	7
	Other	8	4.88	1.959	.693	3.24	6.51	2	7
	Total	250	5.32	1.131	.072	5.18	5.46	2	7
To what degree do you value each of the following when purchasing a product? - Product ratings	Republican	70	5.56	1.175	.140	5.28	5.84	3	7
	Democrat	108	5.76	1.084	.104	5.55	5.97	2	7
	Independent	64	5.55	1.053	.132	5.28	5.81	3	7
	Other	8	6.25	.886	.313	5.51	6.99	5	7
	Total	250	5.66	1.101	.070	5.53	5.80	2	7
To what degree do you value each of the following when purchasing a product? - Recommendations from family/friends	Republican	70	5.33	1.224	.146	5.04	5.62	2	7
	Democrat	108	5.16	1.382	.133	4.89	5.42	1	7
	Independent	64	5.19	1.194	.149	4.89	5.49	1	7
	Other	8	4.88	1.356	.479	3.74	6.01	3	7
	Total	250	5.20	1.287	.081	5.04	5.36	1	7

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
To what degree do you value each of the following when purchasing a product? - The performance of the product	Between Groups	3.135	3	1.045	1.007	.390
	Within Groups	255.265	246	1.038		
	Total	258.400	249			
To what degree do you value each of the following when purchasing a product? - The ethics of the company	Between Groups	12.466	3	4.155	2.248	.083
	Within Groups	454.690	246	1.848		
	Total	467.156	249			
To what degree do you value each of the following when purchasing a product? - The price of the product	Between Groups	8.001	3	2.667	2.140	.096
	Within Groups	306.515	246	1.246		
	Total	314.516	249			
To what degree do you value each of the following when purchasing a product? - My familiarity with the brand	Between Groups	14.742	3	4.914	3.981	.009
	Within Groups	303.658	246	1.234		
	Total	318.400	249			
To what degree do you value each of the following when purchasing a product? - Product ratings	Between Groups	5.404	3	1.801	1.495	.216
	Within Groups	296.372	246	1.205		
	Total	301.776	249			
To what degree do you value each of the following when purchasing a product? - Recommendations from family/friends	Between Groups	2.204	3	.735	.440	.724
	Within Groups	410.392	246	1.668		
	Total	412.596	249			

Democrats, Republicans and Independents also value Nike products and support the Nike brand differently and both have a significance of $p = .001$ according to **Figure 8**. In response to “In general do, you like Nike’s products?” and “In general, do you like Nike’s brand?” Democrats, Republicans and Independents indicated that they valued Nike’s products respectively at means 1.62, 1.96 and 1.91 and Nike’s brand respectively at means 1.69, 2.10 and 1.89 (anchored: 1 = Definitely yes, 3 = Indifferent, 5 = Definitely no). These results show that Republicans value Nike’s products in higher regard than Democrats do, however, Democrats support Nike’s brand at a much higher rate than Republicans do. Independents lie in the middle in both regards. See **Figure 8**:

Figure 8

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
In general, do you like Nike's products?	Republican	70	1.96	1.148	.137	1.68	2.23	1	5
	Democrat	108	1.62	.904	.087	1.45	1.79	1	5
	Independent	64	1.91	.886	.111	1.68	2.13	1	5
	Other	8	3.00	1.773	.627	1.52	4.48	1	5
	Total	250	1.83	1.035	.065	1.70	1.96	1	5
In general, do you like Nike's brand?	Republican	70	2.10	1.181	.141	1.82	2.38	1	5
	Democrat	108	1.69	1.009	.097	1.50	1.89	1	5
	Independent	64	1.89	.961	.120	1.65	2.13	1	5
	Other	8	3.13	1.727	.611	1.68	4.57	1	5
	Total	250	1.90	1.104	.070	1.77	2.04	1	5

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
In general, do you like Nike's products?	Between Groups	17.200	3	5.733	5.647	.001
	Within Groups	249.744	246	1.015		
	Total	266.944	249			
In general, do you like Nike's brand?	Between Groups	19.370	3	6.457	5.586	.001
	Within Groups	284.326	246	1.156		
	Total	303.696	249			

These results support my hypothesis that Nike is evolving their business strategy to incorporate their consumer desire to practice their progressive values in their purchase decisions. This is due to the trends observed in the data that suggest that Nike's consumers have characteristics that suggest their loyalty to the company.

Hypothesis 2: As businesses with progressive target markets, such as Nike, increasingly utilize activism in their marketing techniques, they will draw more attention and purchases.

Hypothesis 2 Results

Survey respondents indicated that they tend to purchase Nike products at a similar rate compared to before Nike's Kaepernick Campaign ad. However, there were political differences. Democrats responded that they purchase Nike products slightly

more often at a mean of 1.98 (anchor: 1 = More often, 4 = I have never purchased Nike products) Republicans indicate that they intend to purchase Nike products slightly less often at a mean of 2.43 and Independents indicate a mean of 2.35. These political differences in purchase behavior show the effects of the Kaepernick ad on the opinions of each political group. Republicans responded that they purchase Nike products “less often” since the Kaepernick Campaign ad at 20 out of 65 respondents and Independents selected this same option with 12 out of 52 respondents while Democrats stood at only 4 out of 93 respondents for this category. See **Figure 9**.

Figure 9

Descriptives

Since viewing the Kaepernick ad, you have purchased Nike products...

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Republican	65	2.43	.865	.107	2.22	2.65	1	4
Democrat	93	1.98	.489	.051	1.88	2.08	1	4
Independent	52	2.35	.683	.095	2.16	2.54	1	4
Other	6	2.67	1.033	.422	1.58	3.75	1	4
Total	216	2.22	.713	.049	2.13	2.32	1	4

ANOVA

Since viewing the Kaepernick ad, you have purchased Nike products...

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.335	3	3.445	7.378	.000
Within Groups	98.998	212	.467		
Total	109.333	215			

Contrast Coefficients

Which political party do you identify with? - Selected Choice

Contrast	Republican	Democrat	Independent	Other
1	0	-1	1	0
2	1	-1	0	0
3	0	-1	0	1

Contrast Tests

		Contrast	Value of Contrast	Std. Error	t	df	Sig. (2-tailed)
Since viewing the Kaepernick ad, you have purchased Nike products...	Assume equal variances	1	.37	.118	3.107	212	.002
		2	.45	.110	4.094	212	.000
		3	.69	.288	2.391	212	.018
	Does not assume equal variances	1	.37	.107	3.424	80.718	.001
		2	.45	.119	3.810	92.488	.000
		3	.69	.425	1.620	5.145	.164

Regarding how significantly different political groups feel Kaepernick is the representation of somebody who “sacrificed everything,” Democrats were the most supportive at 74 out of 93 or 79.56% for “Yes.” Republicans selected “No” at 38 out of 65 or 58.46% and Independents selected “Yes” at 31 out of 52 or 59.61%. These results have a Chi-Square significance of $p < .001$ which means that Democrats and Independents tend to agree that Kaepernick is somebody who represents the idea of somebody who “sacrificed everything” while Republicans tend to disagree with this statement. See **Figure 10**.

Figure 10

Which political party do you identify with? - Selected Choice * Nike's campaign message is "Believe in something. Even if it means sacrificing everything." Do you think that Colin Kaepernick is a good representation of someone who did sacrifice everything? - Selected Choice Crosstabulation

Count		Nike's campaign message is "Believe in something. Even if it means sacrificing everything." Do you think that Colin Kaepernick is a good representation of someone who did sacrifice everything? - Selected Choice		
		Yes. Explain:	No. Explain:	Total
Which political party do you identify with? - Selected Choice	Republican	27	38	65
	Democrat	74	19	93
	Independent	31	21	52
	Other	4	2	6
Total		136	80	216

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.078 ^a	3	.000
Likelihood Ratio	24.552	3	.000
Linear-by-Linear Association	4.829	1	.028
N of Valid Cases	216		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.22.

These results support my hypothesis that as businesses with progressive target markets, such as Nike, increasingly utilize activism in their marketing techniques, they

will draw more attention and purchases because both of these results show a significance of $p < .05$.

Hypothesis 3: The financial impact on the NFL and Nike by associating with Colin Kaepernick directly reflects the political ideologies of each consumer group.

Hypothesis 3 Results

According to survey responses, the mean value on a bipolar scale of 1-7 in response to “How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season?” with response options “Against/Supportive”, “Resentful/Encouraging”, “Betrayed/Supported”, “Confused/Understanding”, “Indifferent/Involved”, “Negative/Positive”, results observed in all categories except “Indifferent/Involved” proved to be statistically significant at $p < .001$ for each. Republicans identify that they leaned “Against” with a mean value 3.52, “Resentful” at 3.52, “Betrayed” at 3.63, “Confused” at 3.75, neutrally “Involved” at 4.66 and “Negative” at 3.37. Democrats identify that they were “Supportive” at a mean value of 5.47, “Encouraging” at 5.49, “Supported” at 5.38, “Understanding” at 5.72, neutrally “Involved” at 4.84 and “Positive” at 5.40. Finally, Independents tended to remain neutral within all of the categories including “Supportive/Against” at a mean value of 4.25, “Resentful/Encouraging” at 4.52, “Betrayed/Supported” at 4.35, “Confused/Understanding” with a 4.77 lean toward “Understanding”, “Indifferent/Involved” at 4.54, and “Negative/Positive” with 4.19.

These results have a significance of $p < .001$, which means that there are heterogeneous responses from each political group and homogenous within. See **Figure 11**.

Figure 11

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Against: Supportive	Republican	65	3.52	2.326	.288	2.95	4.10	1	7
	Democrat	93	5.47	1.815	.188	5.10	5.85	1	7
	Independent	52	4.25	2.204	.306	3.64	4.86	1	7
	Other	6	3.33	2.733	1.116	.47	6.20	1	7
	Total	216	4.53	2.258	.154	4.23	4.84	1	7
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Resentful: Encouraging	Republican	65	3.52	2.258	.280	2.96	4.08	1	7
	Democrat	93	5.49	1.742	.181	5.14	5.85	1	7
	Independent	52	4.52	2.005	.278	3.96	5.08	1	7
	Other	6	3.50	2.258	.922	1.13	5.87	1	7
	Total	216	4.61	2.149	.146	4.32	4.90	1	7
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Betrayed: Supported	Republican	65	3.63	2.268	.281	3.07	4.19	1	7
	Democrat	93	5.38	1.648	.171	5.04	5.72	1	7
	Independent	52	4.35	1.919	.266	3.81	4.88	1	7
	Other	6	3.67	2.338	.955	1.21	6.12	1	7
	Total	216	4.56	2.068	.141	4.28	4.83	1	7
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Confused: Understanding	Republican	65	3.75	2.077	.258	3.24	4.27	1	7
	Democrat	93	5.72	1.611	.167	5.39	6.05	1	7
	Independent	52	4.77	2.045	.284	4.20	5.34	1	7
	Other	6	3.83	2.483	1.014	1.23	6.44	1	7
	Total	216	4.85	2.062	.140	4.57	5.12	1	7
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Indifferent: Involved	Republican	65	4.66	1.761	.218	4.23	5.10	1	7
	Democrat	93	4.84	1.901	.197	4.45	5.23	1	7
	Independent	52	4.54	1.650	.229	4.08	5.00	1	7
	Other	6	3.50	2.258	.922	1.13	5.87	1	7
	Total	216	4.68	1.814	.123	4.43	4.92	1	7
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Negative: Positive	Republican	65	3.37	2.322	.288	2.79	3.94	1	7
	Democrat	93	5.40	1.842	.191	5.02	5.78	1	7
	Independent	52	4.19	2.267	.314	3.56	4.82	1	7
	Other	6	3.50	2.950	1.204	.40	6.60	1	7
	Total	216	4.44	2.294	.156	4.14	4.75	1	7

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Against: Supportive	Between Groups	161.292	3	53.764	12.197	.000
	Within Groups	934.482	212	4.408		
	Total	1095.773	215			
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Resentful: Encouraging	Between Groups	157.390	3	52.463	13.305	.000
	Within Groups	835.943	212	3.943		
	Total	993.333	215			
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Betrayed: Supported	Between Groups	125.264	3	41.755	11.148	.000
	Within Groups	794.069	212	3.746		
	Total	919.333	215			
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Confused: Understanding	Between Groups	155.102	3	51.701	14.443	.000
	Within Groups	758.857	212	3.580		
	Total	913.958	215			
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Indifferent: Involved	Between Groups	11.757	3	3.919	1.195	.313
	Within Groups	695.558	212	3.281		
	Total	707.315	215			
How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season? - Negative: Positive	Between Groups	168.338	3	56.113	12.353	.000
	Within Groups	962.995	212	4.542		
	Total	1131.333	215			

Republicans also expressed the greatest familiarity with Nike’s decision to sponsor Kaepernick at a mean of 3.97 (anchored: 1 = Not familiar at all, 5 = Extremely familiar). Democrats identified a familiarity of 3.46 and Independents identified a familiarity of 3.39. These results have a significance of $p = .04$. This means that Republicans have the greatest familiarity with these events in the NFL and how these relate to Nike’s marketing strategy. See **Figure 12**.

Figure 12

Descriptives

How familiar are you with the Colin Kaepernick Nike Ad Campaign?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Republican	70	3.97	1.063	.127	3.72	4.22	1	5
Democrat	108	3.46	1.424	.137	3.19	3.73	1	5
Independent	64	3.39	1.454	.182	3.03	3.75	1	5
Other	8	3.25	1.753	.620	1.78	4.72	1	5
Total	250	3.58	1.366	.086	3.41	3.75	1	5

ANOVA

How familiar are you with the Colin Kaepernick Nike Ad Campaign?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.371	3	5.124	2.804	.040
Within Groups	449.529	246	1.827		
Total	464.900	249			

These results support my hypothesis that the financial impact on the NFL and Nike by associating with Colin Kaepernick directly reflects the ideologies of each consumer group. Democrats tended to be the most supportive out of all of the political groups while Independents remained in the middle and Republicans were most heavily against.

Exploratory Research

Hypotheses 1 and 2 focus on the effects of Kaepernick on Nike, Inc. however, there are several trends identified in data analysis that indicate specific behaviors in the NFL target market that account for the negative aspects of social activism on business strategy. See **Figure 13**.

Figure 13 (pages 47-50)

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
To what degree do you associate each of the following words with Football? - American	Republican	70	6.09	1.164	.139	5.81	6.36	2	7
	Democrat	108	6.19	1.045	.101	6.00	6.39	2	7
	Independent	64	5.88	1.228	.153	5.57	6.18	1	7
	Other	8	6.13	1.246	.441	5.08	7.17	4	7
	Total	250	6.08	1.134	.072	5.94	6.22	1	7
To what degree do you associate each of the following words with Football? - Competition	Republican	70	5.83	1.274	.152	5.52	6.13	2	7
	Democrat	108	6.26	.999	.096	6.07	6.45	2	7
	Independent	64	5.89	1.274	.159	5.57	6.21	3	7
	Other	8	5.75	1.753	.620	4.28	7.22	2	7
	Total	250	6.03	1.190	.075	5.88	6.18	2	7
To what degree do you associate each of the following words with Football? - Conflict	Republican	70	4.43	1.611	.193	4.04	4.81	1	7
	Democrat	108	4.59	1.762	.170	4.26	4.93	1	7
	Independent	64	4.19	1.468	.183	3.82	4.55	1	7
	Other	8	4.25	1.982	.701	2.59	5.91	1	7
	Total	250	4.43	1.654	.105	4.23	4.64	1	7
To what degree do you associate each of the following words with Football? - Dangerous	Republican	70	4.33	1.674	.200	3.93	4.73	1	7
	Democrat	108	4.93	1.569	.151	4.63	5.23	1	7
	Independent	64	4.91	1.669	.209	4.49	5.32	1	7
	Other	8	5.13	1.727	.611	3.68	6.57	2	7
	Total	250	4.76	1.642	.104	4.56	4.96	1	7
To what degree do you associate each of the following words with Football? - Family/Friends	Republican	70	4.99	1.399	.167	4.65	5.32	1	7
	Democrat	108	4.24	1.634	.157	3.93	4.55	1	7
	Independent	64	4.08	1.655	.207	3.66	4.49	1	7
	Other	8	3.75	2.435	.861	1.71	5.79	1	7
	Total	250	4.39	1.642	.104	4.19	4.60	1	7
To what degree do you associate each of the following words with Football? - Progressive	Republican	70	3.94	1.710	.204	3.54	4.35	1	7
	Democrat	108	3.17	1.816	.175	2.82	3.51	1	7
	Independent	64	2.95	1.568	.196	2.56	3.34	1	7
	Other	8	2.75	2.435	.861	.71	4.79	1	7
	Total	250	3.32	1.783	.113	3.09	3.54	1	7
To what degree do you associate each of the following words with Football? - Strategy	Republican	70	5.40	1.459	.174	5.05	5.75	1	7
	Democrat	108	5.19	1.284	.124	4.94	5.43	1	7
	Independent	64	4.95	1.485	.186	4.58	5.32	2	7
	Other	8	4.88	1.727	.611	3.43	6.32	2	7
	Total	250	5.18	1.403	.089	5.00	5.35	1	7
To what degree do you associate each of the following words with NFL Football? - American	Republican	70	6.20	1.111	.133	5.94	6.46	2	7
	Democrat	108	6.45	1.131	.109	6.24	6.67	1	7
	Independent	64	6.36	1.045	.131	6.10	6.62	3	7

(continued)

	Other	8	6.25	1.165	.412	5.28	7.22	4	7
	Total	250	6.35	1.103	.070	6.21	6.49	1	7
To what degree do you associate each of the following words with NFL Football? - Competition	Republican	70	5.87	1.227	.147	5.58	6.16	3	7
	Democrat	108	6.27	1.056	.102	6.07	6.47	3	7
	Independent	64	5.75	1.357	.170	5.41	6.09	1	7
	Other	8	5.75	2.053	.726	4.03	7.47	1	7
	Total	250	6.01	1.239	.078	5.85	6.16	1	7
To what degree do you associate each of the following words with NFL Football? - Controversial	Republican	70	4.56	1.500	.179	4.20	4.91	1	7
	Democrat	108	4.50	1.694	.163	4.18	4.82	1	7
	Independent	64	4.91	1.650	.206	4.49	5.32	1	7
	Other	8	5.00	2.000	.707	3.33	6.67	1	7
	Total	250	4.64	1.640	.104	4.43	4.84	1	7
To what degree do you associate each of the following words with NFL Football? - Dangerous	Republican	70	4.69	1.611	.193	4.30	5.07	1	7
	Democrat	108	4.94	1.593	.153	4.64	5.25	1	7
	Independent	64	5.11	1.827	.228	4.65	5.57	1	7
	Other	8	4.63	2.504	.885	2.53	6.72	1	7
	Total	250	4.90	1.691	.107	4.69	5.11	1	7
To what degree do you associate each of the following words with NFL Football? - Family/Friends	Republican	70	5.00	1.465	.175	4.65	5.35	1	7
	Democrat	108	4.07	1.684	.162	3.75	4.40	1	7
	Independent	64	4.06	1.763	.220	3.62	4.50	1	7
	Other	8	3.00	2.204	.779	1.16	4.84	1	7
	Total	250	4.30	1.722	.109	4.08	4.51	1	7
To what degree do you associate each of the following words with NFL Football? - Progressive	Republican	70	3.94	1.693	.202	3.54	4.35	1	7
	Democrat	108	3.19	1.820	.175	2.84	3.53	1	7
	Independent	64	3.22	1.723	.215	2.79	3.65	1	7
	Other	8	2.63	2.264	.800	.73	4.52	1	7
	Total	250	3.39	1.801	.114	3.16	3.61	1	7
To what degree do you associate each of the following words with NFL Football? - Strategy	Republican	70	5.40	1.408	.168	5.06	5.74	1	7
	Democrat	108	5.19	1.467	.141	4.91	5.47	1	7
	Independent	64	4.81	1.680	.210	4.39	5.23	1	7
	Other	8	4.13	2.100	.743	2.37	5.88	1	7
	Total	250	5.12	1.547	.098	4.92	5.31	1	7

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
To what degree do you associate each of the following words with Football? - American	Between Groups	4.123	3	1.374	1.069	.363
	Within Groups	316.277	246	1.286		
	Total	320.400	249			
To what degree do you associate each of the following words with Football? - Competition	Between Groups	10.386	3	3.462	2.487	.061
	Within Groups	342.418	246	1.392		
	Total	352.804	249			
To what degree do you associate each of the following words with Football? - Conflict	Between Groups	6.877	3	2.292	.836	.475
	Within Groups	674.467	246	2.742		
	Total	681.344	249			
To what degree do you associate each of the following words with Football? - Dangerous	Between Groups	18.437	3	6.146	2.315	.076
	Within Groups	653.163	246	2.655		
	Total	671.600	249			
To what degree do you associate each of the following words with Football? - Family/Friends	Between Groups	36.748	3	12.249	4.747	.003
	Within Groups	634.836	246	2.581		
	Total	671.584	249			
To what degree do you associate each of the following words with Football? - Progressive	Between Groups	40.905	3	13.635	4.466	.004
	Within Groups	751.131	246	3.053		
	Total	792.036	249			
To what degree do you associate each of the following words with Football? - Strategy	Between Groups	7.425	3	2.475	1.261	.288
	Within Groups	482.831	246	1.963		
	Total	490.256	249			
To what degree do you associate each of the following words with NFL Football? - American	Between Groups	2.821	3	.940	.771	.511
	Within Groups	300.203	246	1.220		
	Total	303.024	249			
To what degree do you associate each of the following words with NFL Football? - Competition	Between Groups	13.428	3	4.476	2.988	.032
	Within Groups	368.556	246	1.498		
	Total	381.984	249			
To what degree do you associate each of the following words with NFL Football? - Controversial	Between Groups	8.167	3	2.722	1.012	.388
	Within Groups	661.709	246	2.690		
	Total	669.876	249			
To what degree do you associate each of the following words with NFL Football? - Dangerous	Between Groups	6.834	3	2.278	.795	.498
	Within Groups	704.862	246	2.865		
	Total	711.696	249			
To what degree do you associate each of the following words with NFL Football? - Family/Friends	Between Groups	56.939	3	18.980	6.854	.000
	Within Groups	681.157	246	2.769		
	Total	738.096	249			
To what degree do you associate each of the following words with NFL Football? - Progressive	Between Groups	32.484	3	10.828	3.438	.018
	Within Groups	774.880	246	3.150		
	Total	807.364	249			
To what degree do you associate each of the following words with NFL Football? - Strategy	Between Groups	19.915	3	6.638	2.836	.039
	Within Groups	575.721	246	2.340		
	Total	595.636	249			

On a Likert Scale of 1-7, survey respondents indicated how accurately the words “American,” “Competition,” “Conflict,” “Dangerous,” “Family/Friends,” “Progressive,” and “Strategy” represented **football** versus **NFL football**. There were noticeable differences in between each political party in several different categories. For

the prompt “To what degree do you associate each of the following words with football?” Democrats, Republicans, Independents and Others responded that they associate the word “Competition” with the sport at means 6.26, 5.83, 5.88 and 5.75 respectively at a minor significance of $p = .061$, “Dangerous” at means 4.93, 4.33, 4.91 and 4.25 at a minor significance of $p = .076$, “Family/Friends” at means 4.24, 4.99, 4.08 and 3.75 with a significance of $p = .003$, and “Progressive” at means 3.17, 3.94, 2.95, and 2.75 with a significance of $p = .004$. This indicates that Democrats and Independents usually identify words such as Competition and Dangerous in close association with the sport more than other groups and Republicans identify Family/Friends and Progressive more than other groups.

For the prompt “To what degree do you associate each of the following words with **NFL football**?” Democrats, Republicans, Independents and Others responded that they associate the word “Competition” with the sport at means 6.27, 5.87, 5.75 and 5.75 respectively at a significance of $p = .032$, “Family/Friends” at means 4.07, 5.00, 4.06 and 3.00 at a significance of $p < .001$, “Progressive” at means 3.19, 3.94, 3.22, and 2.63 with a significance of $p = .018$, and “Strategy” at means 5.19, 5.40, 4.81, and 4.13 with a significance of $p = .039$. This indicates that Democrats most heavily identify Competition in close association with the NFL and Republicans most highly identify Family/Friends, Progressive and Strategy compared to other groups. Finally, Independents remain in between Democrat and Republican responses on all scales measured.

DISCUSSION

The present research examines associations between Nike and NFL consumer groups in relation to Kaepernick and his National Anthem kneeling controversy. The results of 250 Amazon MTurk survey participants were recorded and analyzed to provide insight into these patterns in consumer behavior. The hypotheses were created to explore each factor that influences the complex reactions witnessed and provide explanations that reveal trends in consumer behavior and marketing strategy. Scholarly sources and media indicate that the NFL and Nike have different target markets and consumer behaviors. The survey was designed to validate findings in other scholarly sources and the media and further explore their implications. Survey results indicate that there are multiple variables that contribute to each consumer purchase decision and that political identity most heavily determines whether a company can be successful promoting social activism. In addition, Democrats tend to support Nike and the Kaepernick ad campaign while Republicans do not. Independents fall somewhere in the middle. Although these trends are applicable to the opinions of many consumers, the reactions experienced by the NFL and Nike represent only about 5%-10% of change in purchase decisions. After analyzing Amazon MTurk survey results, it appears that the majority of trends accounted for in secondary sources are reflected in primary data.

Limitations

Although these survey results accurately account for a large portion of United States consumers, there are limitations to these data. The Amazon MTurk platform requires that participants must sign up and be at least 18 years of age. They are also

typically paid below the national mean salary for full-time work. Surveys completed on this platform are selected by survey participants which means that this survey is a convenience sample. Because of these criterion mandated by the survey environment there is an appreciable demographic that is unaccounted for in this survey.

Because most Nike consumers are young and are between the ages of 13-35 (*Statista.com*), a large percentage of this consumer group is not represented by this survey. Adolescents, or those between 10 and 19 years old as defined by *Hhs.gov*, represent approximately 13% of the overall United States population. The group from 13-17 years old is essential because individuals in this age cohort are young and care about fitting in. They also have the ability to influence the purchasing decisions of their parents. This age group tends to purchase Nike products based on word-of-mouth from peers and observations of their friends. Considering that Nike is the most popular sports brand in this age cohort as mentioned *Statista* results, their opinions could have a significant impact on survey results in overall favorability of Nike. It is likely that if individuals in this age range participated in the survey, they would be favorable to Kaepernick and Nike marketing strategy, but there is no evidence from the survey to extrapolate specific indications of how this age cohort might change their purchasing behavior as a result.

Because of the low household income of the majority of survey respondents, there is a possible skew in the overall number of respondents in favor of progressive politics. The mean and median of survey participant income was also below the mean and median in the United States. The mean household income of survey respondents was between \$50,000-\$59,999 and the median was between \$40,000-\$49,999,

indicating that Amazon MTurk survey users represent the lower and lower-middle social classes in the United States. This means that survey results lack upper-middle and high-income individuals who may have more conservative political ideologies. According to the *National Breakdown* (see **Appendix 7**), individuals with incomes of \$100,000+ tend to lean conservative at noticeably greater rates than lower-income groups. Because of that skew, they would likely agree with the survey results from the more conservative group but there is not enough data in the survey to make that claim. Some Amazon MTurk survey respondents participate in these surveys full-time, indicating that there is a possible skew toward the lower end of the household income because the surveys often pay at or slightly more than minimum wage.

Practical Implications for Brand Managers

These results suggest that it will be critical for brand managers to consider societal implications in their marketing decisions. As businesses become increasingly consumer-focused, companies with progressive target markets will benefit from emphasizing progressive values in their marketing strategy. Companies such as Nike have used these strategies in their business decisions and they will continue to use them as long as they experience positive reactions from their consumers that translate into revenue growth and increased company value. Since Nike experienced success in their target market by promoting Kaepernick, this indicates that there is a close relationship between consumer values and purchasing behavior. The results from the survey also reflect this purchase behavior. Moving forward, brand managers must focus on consumer trends in their marketing decisions to encourage consumer loyalty and high return.

As for companies with more conservative target markets, social activism can hurt the brand image. Target markets with more traditional values such as that of the NFL prefer that progressive social activism not be associated with the brand. The NFL focuses on marketing through philanthropic activities such as donating to causes in the community to keep their target market involved and loyal. This type of company with an established history and culture should emphasize their traditional values and avoid using social activist strategies to grow their consumer base. By focusing on the culture and tradition of the target market, these businesses can experience more enthusiasm from their consumers.

Brand managers of both types of companies should analyze the values of the consumer and reflect those in their marketing strategies. The challenge moving forward for these brand managers will be to continually evaluate the changing values of their consumer and adjust their marketing strategies accordingly.

Future Directions

The research findings in these data suggest that politics will play a pertinent role in the marketing decisions of businesses moving forward. Since businesses are becoming less product-focused and more consumer-focused over time, businesses will tend to target the values of its consumers to facilitate greater profits and loyalty in the long-term (Mat Dom, S. M. S., Ramili, H.S. Binti, Audrey Lim Li Chin, & Tan Tze Fern, 2016). If people become more progressive and politically involved and companies become increasingly consumer-focused, social activism will become an essential marketing strategy to attract these consumers. Younger consumers reflect these behaviors according to scholarly data observed and research results. However, as

younger people age and become part of the older consumer market their perspectives may evolve to reflect those of current older consumer markets. This means that social activism is heavily dependent on constant analysis of the target market to determine its attractiveness as a marketing strategy. Companies with older target markets such as that of the NFL will continue to cater to the views of their target markets to increase business revenue. However, other companies with younger target markets such as Nike will need to reflect their consumers' societal values. An interesting question going forward would be whether companies can or should drive societal values but ultimately to stay in business, they must adhere to their customer attitudes. If the Nike consumer base becomes more like the NFL demographic, marketing strategies may instead include a stand against a Kaepernick sort of social activism. The experiences in the NFL associated with him show that.

Appendix

Appendix 1

Nike x Kaepernick Campaign ad



Appendix 2

Nike ad spoof



Appendix 3

NFL SWOT Analysis

<p style="text-align: center;"><u>Internal Strengths</u></p> <ul style="list-style-type: none"> - Established company with loyal consumers and a complex history - Sum of NFL franchise earnings is equal to approximately \$264 million - Biggest sports corporation in the US 	<p style="text-align: center;"><u>Internal Weaknesses</u></p> <ul style="list-style-type: none"> - Target market is aging and more conservative than average - Growth in reported cases of permanent brain damage in retired NFL players - Relies heavily on Television and cable
<p style="text-align: center;"><u>External Opportunities</u></p> <ul style="list-style-type: none"> - Popularity of football and of youth football programs in the US - Support of the President of the US - American culture value 	<p style="text-align: center;"><u>External Threats</u></p> <ul style="list-style-type: none"> - Evolving political beliefs and culture - Streaming is increasingly popular in young consumer groups - Celebrities speaking against NFL

Appendix 4

Nike SWOT Analysis

<p style="text-align: center;"><u>Internal Strengths</u></p> <ul style="list-style-type: none"> - Established company with loyal consumers and a complex history - Worth \$36.4 Billion - Largest sports apparel company 	<p style="text-align: center;"><u>Internal Weaknesses</u></p> <ul style="list-style-type: none"> - Child labor in Asia - Controversial stance
<p style="text-align: center;"><u>External Opportunities</u></p> <ul style="list-style-type: none"> - Growth in consumer interest in progressive business strategies - Celebrity and athlete support of ethical companies - Youth interest in politics and the company 	<p style="text-align: center;"><u>External Threats</u></p> <ul style="list-style-type: none"> - Potential backlash from NFL and conservative groups - Relationship with the NFL

Appendix 5

Top 10 telecasts of 2018

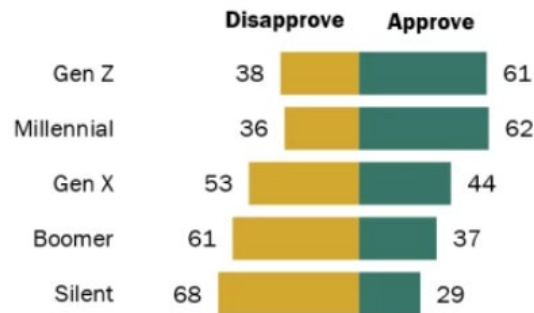
1. Super Bowl LII (NBC)	104.1
2. Super Bowl post-game (NBC)	74.0
3. NFC Championship (Fox)	42.4
4. NFC Playoff (Fox)	35.8
5. This Is Us (NBC)	33.4
6. Winter Olympics opening (NBC)	29.3
7. College Football champ (ESPN)	27.9
8. Oscars (ABC)	27.4
9. Roseanne (P) (ABC)	27.3
10. AFC Divisional Playoff (CBS)	26.9

Nielsen Research

Appendix 6

Among Gen Z and Millennials, most approve of NFL protests

% saying they ___ of players choosing to kneel during the national anthem as a form of protest



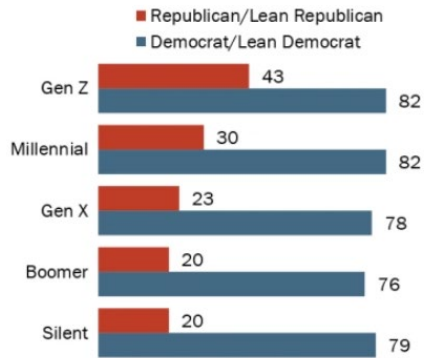
Note: Share of respondents who didn't offer an answer not shown.
 Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018, and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.

"Generation Z Looks a Lot Like Millennials on Key Social and Political Issues"

PEW RESEARCH CENTER

Gen Z Republicans more likely than other Republicans to say blacks aren't treated fairly

% saying that overall in our country today, blacks are treated less fairly than whites

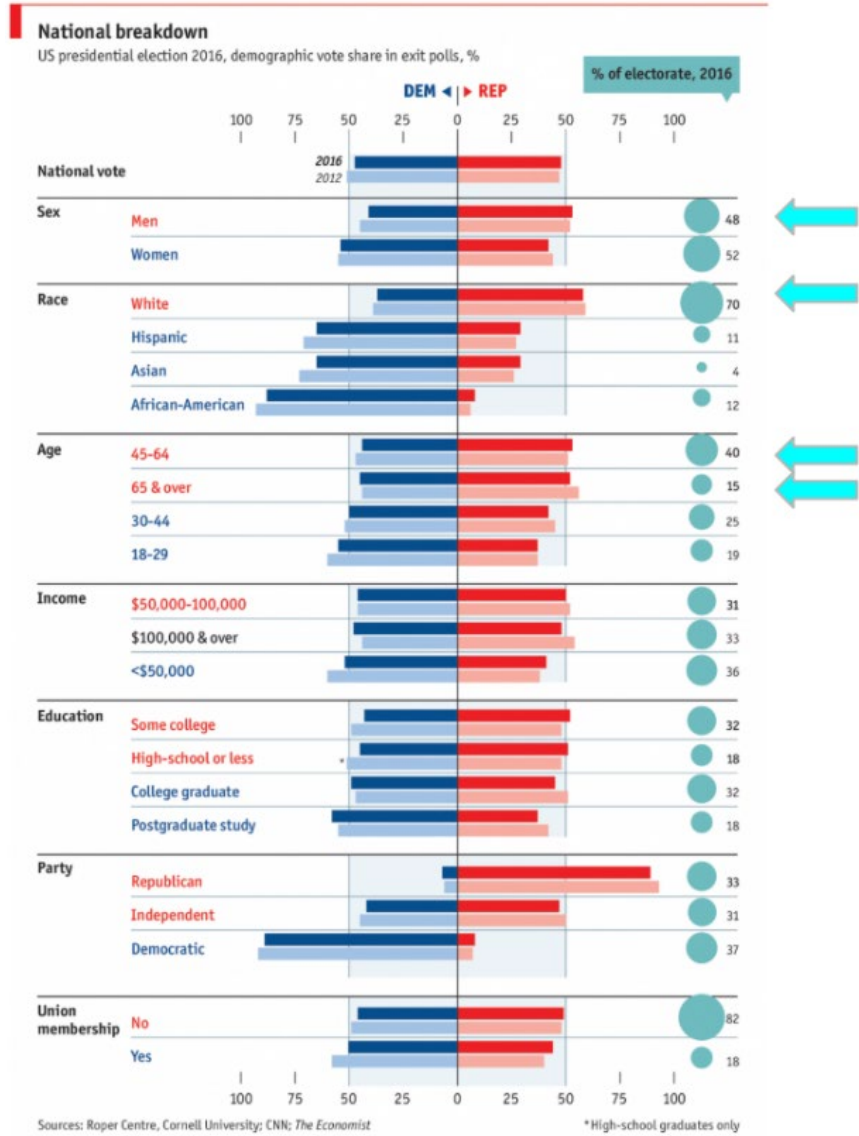


Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018, and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.

"Generation Z Looks a Lot Like Millennials on Key Social and Political Issues"

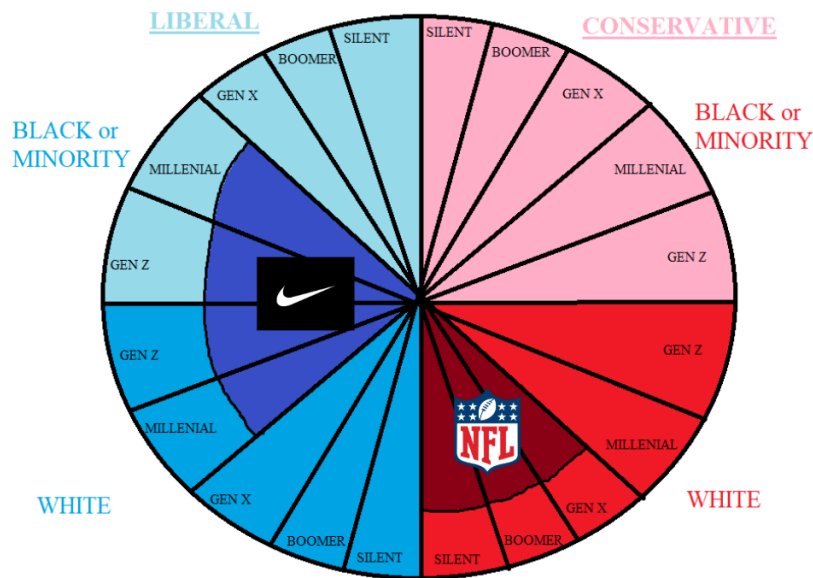
PEW RESEARCH CENTER

Appendix 7



Economist.com

Appendix 8



Appendix 9

To what degree do you associate each of the following words with **Football?**

	1 = Not at all associate	2	3	4	5	6	7 = Very highly associate
American	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dangerous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family/Friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Progressive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what degree do you associate each of the following words with **NFL Football?**

	1 = Not at all associated	2	3	4	5	6	7 = Very highly associated
American	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Controversial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dangerous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family/Friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Progressive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Why do you watch NFL Football? Select all that apply.

- I like to watch it for fun
- I grew up watching it with family
- I watch it with my friends
- I like the strategy of the sport
- I like its progressive nature
- It makes me feel involved with a community
- I do not watch NFL Football
- Other

To what degree do you value each of the following when purchasing a product?

	1 = Not at all	2	3	4 = Neutral	5	6	7 = Very much
The performance of the product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ethics of the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The price of the product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My familiarity with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product ratings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendations from family/friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which sports brand do you buy products from the most?


- Adidas
- Nike
- Under Armour
- Puma
- FILA
- New Balance
- Reebok
- Other
- I do not buy products from any of these companies

Nike_kno
w

Have you heard of the sports company Nike?

Yes

No

*  

 Condition: No Is Selected. Skip To: End of Block. Options ▾

In general, do you like Nike's *products*?

- Definitely yes
- Somewhat yes
- Indifferent
- Somewhat no
- Definitely no

In general, do you like Nike's *brand*?

- Definitely yes
- Somewhat yes
- Indifferent
- Somewhat no
- Definitely no

In general, do you think Nike embodies the following values/characteristics?




	1 = Not at all	2	3	4 = Neutral	5	6	7 = Very much
Athleticism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand Loyalty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate Social Responsibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maximize Profits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>


Are there any other values/characters that Nike embodies in your opinion? (optional)

Keep_Famil
iar

How familiar are you with the **Colin Kaepernick** Nike Ad Campaign?

1 = Not familiar at all 2 3 4 5 = Extremely familiar

 Condition: 1 = Not familiar at all Is Selected. Skip To: End of Block. Options ▾

Do you know of the recent National Anthem protests (i.e. kneeling) in the NFL, started by Colin Kaepernick?

Keep_know
w

- Yes
- Somewhat
- No



Condition: No Is Selected. Skip To: End of Block. Options ▾

How did you feel towards the actions of Colin Kaepernick as he knelt during the National Anthem in the NFL season?

Against	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Supportive
Resentful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Encouraging
Betrayed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Supported
Confused	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Understanding
Indifferent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Involved
Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Positive

During the Kaepernick event, how many **negative** reactions did you observe from others?

1 = None 2 3 4 5 6 7 = A lot

During the Kaepernick event, how many **positive** reactions did you observe from others?

1 = None 2 3 4 5 6 7 = A lot

After Colin Kaepernick started kneeling during the National Anthem, did you watch NFL games...

- More often
- The same amount
- Less often
- Stopped watching altogether
- I do not watch NFL Football

What were your *immediate* feelings following the announcement of Nike's involvement with Colin Kaepernick?

- Very Supportive
- Supportive
- Indifferent
- Against
- Very Against

For which reasons do you *most strongly* believe that Nike chose to sponsor Colin Kaepernick? Rank in Order. You can **rank order** by dragging the options into position.

- | | |
|--|---|
| Controversy (i.e. To get more publicity and spread awareness of the brand) | 1 |
| Ethics (i.e. To make a social statement and show support) | 2 |
| Social Justice (i.e. To take a stance and encourage change) | 3 |
| Strategy (i.e. To appeal to the views of its consumers and make more profit) | 4 |

Nike's campaign message is "Believe in something. Even if it means sacrificing everything." Do you think that Colin Kaepernick is a good representation of someone who *did* sacrifice everything?

- Yes. Explain:
- No. Explain:

Since viewing the Kaepernick ad, you have purchased Nike products...

- More often
- The same amount
- Less often
- I have never purchased Nike products

How has your view of Nike changed, if at all, after seeing the Kaepernick campaign? (optional)

Do you have any additional thoughts regarding the Colin Kaepernick campaign? (optional)

What gender do you identify as?

- Female
- Male
- Custom

What is your age? (Please answer as a number)

Which political party do you identify with?

- Republican
- Democrat
- Independent
- Other

Which of the following do your political views align with the most?

- 1 = Very liberal 2 3 4 = Moderate 5 6 7 = Very conservative
-

In which state do you currently reside?

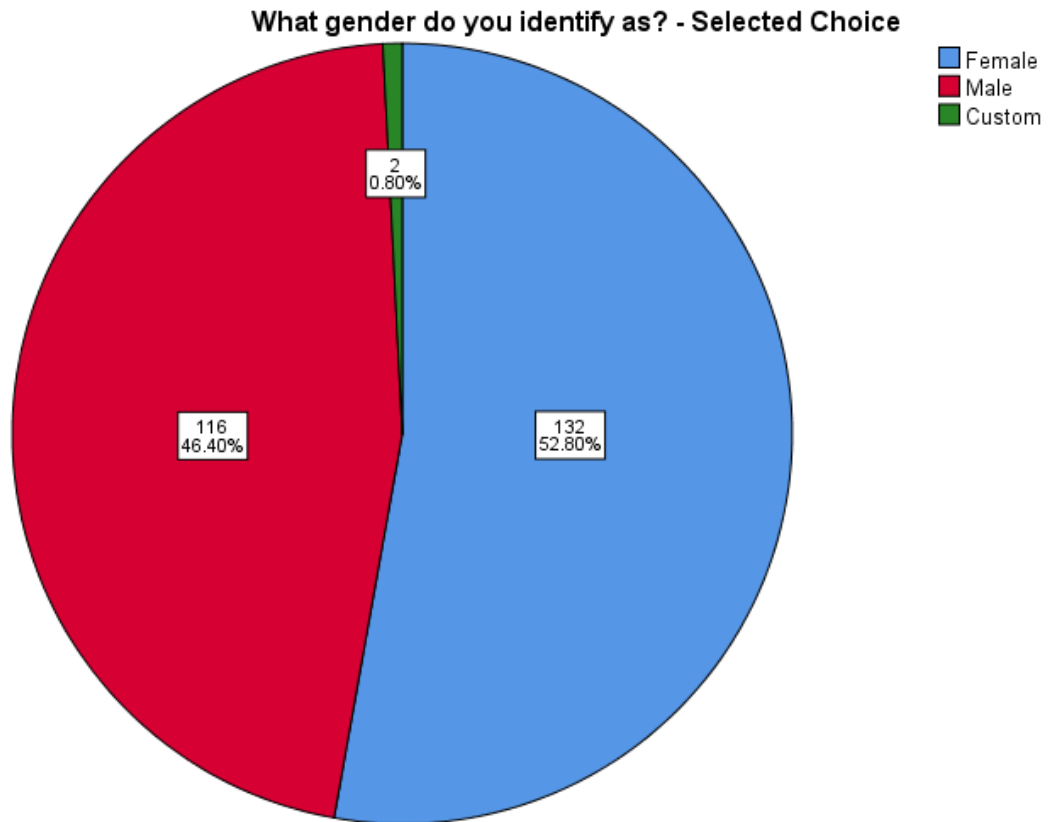
Choose one or more races that you consider yourself to be:

- White
- Black or African American
- Hispanic or Latino
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Other

Information about income is very important to understand. Would you please give your best guess?
Please indicate the answer that includes your entire household income in (previous year) before taxes.

- Less than \$10,000
- \$10,000 to \$19,999
- \$20,000 to \$29,999
- \$30,000 to \$39,999
- \$40,000 to \$49,999
- \$50,000 to \$59,999
- \$60,000 to \$69,999
- \$70,000 to \$79,999
- \$80,000 to \$89,999
- \$90,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more

Appendix 10

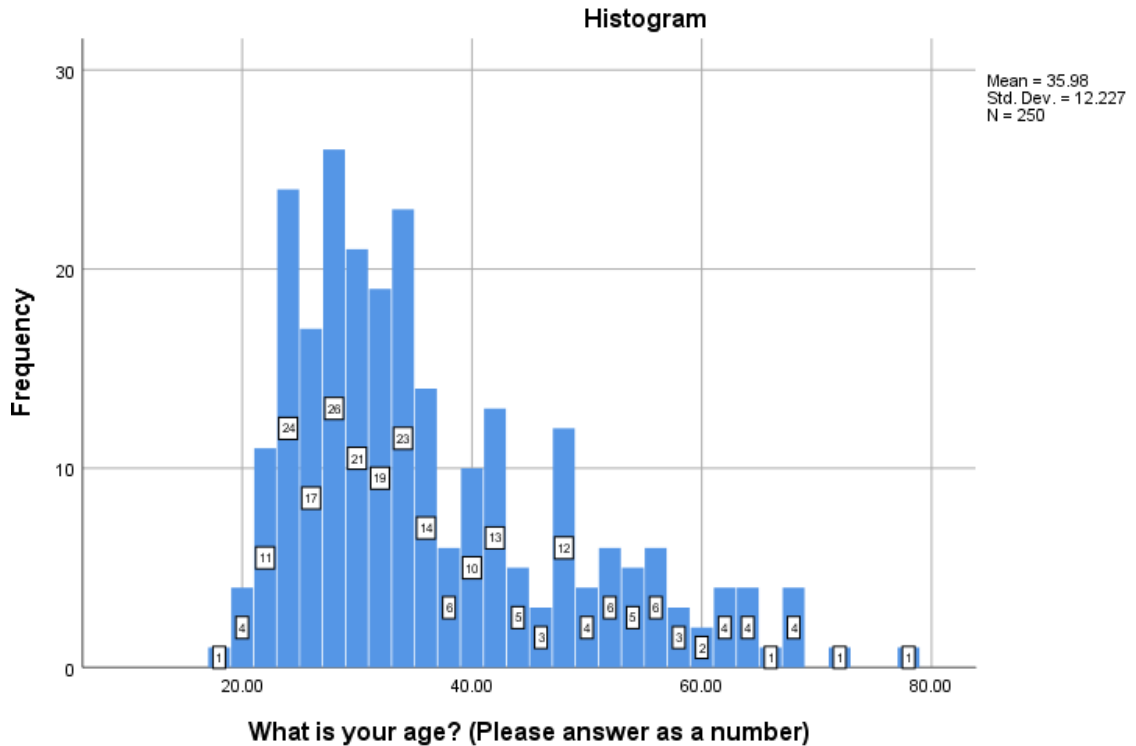


Appendix 11

Statistics

		Choose one or more races that you consider yourself to be: - Selected Choice White	Choose one or more races that you consider yourself to be: - Selected Choice Black or African American	Choose one or more races that you consider yourself to be: - Selected Choice Hispanic or Latino	Choose one or more races that you consider yourself to be: - Selected Choice American Indian or Alaska Native	Choose one or more races that you consider yourself to be: - Selected Choice Asian	Choose one or more races that you consider yourself to be: - Selected Choice Native Hawaiian or Pacific Islander	Choose one or more races that you consider yourself to be: - Selected Choice Other
N	Valid	204	16	9	0	29	2	6
	Missing	46	234	241	250	221	248	244

Appendix 12



Appendix 13

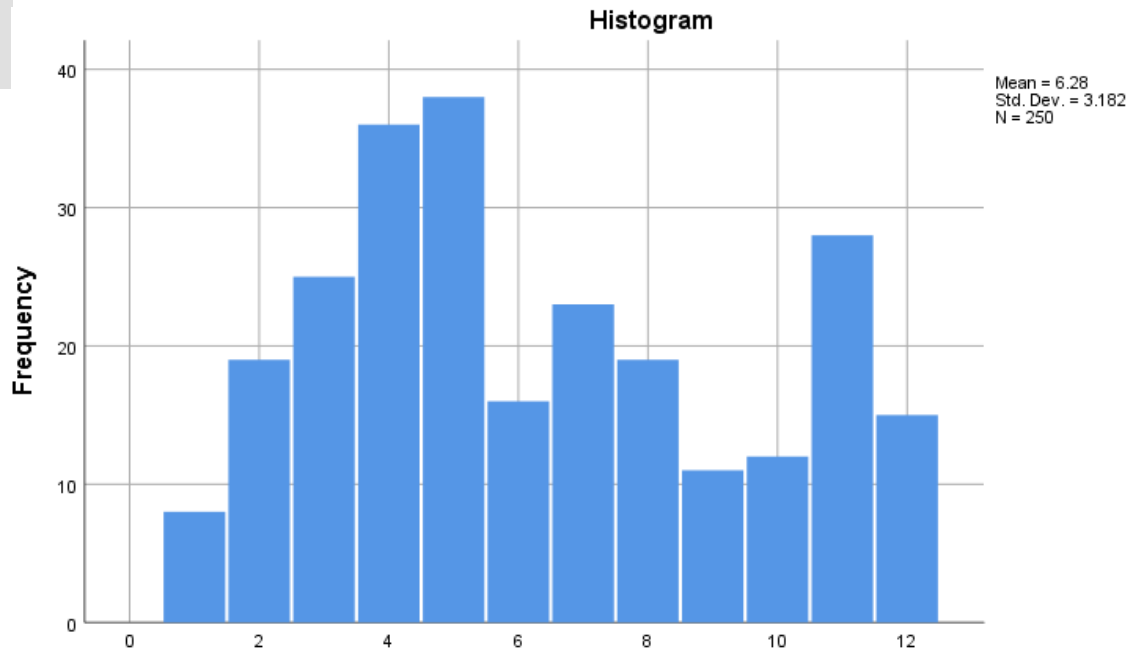
50 States, D.C. and Puerto Rico

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Alabama	1	.4	.4	.4

Alaska	1	.4	.4	.8
Arizona	4	1.6	1.6	2.4
Arkansas	6	2.4	2.4	4.8
California	38	15.2	15.2	20.0
Colorado	3	1.2	1.2	21.2
Connecticut	1	.4	.4	21.6
Delaware	1	.4	.4	22.0
Florida	13	5.2	5.2	27.2
Georgia	6	2.4	2.4	29.6
Hawaii	2	.8	.8	30.4
Idaho	1	.4	.4	30.8
Illinois	5	2.0	2.0	32.8
Indiana	4	1.6	1.6	34.4
Iowa	1	.4	.4	34.8
Kansas	4	1.6	1.6	36.4
Kentucky	3	1.2	1.2	37.6
Louisiana	4	1.6	1.6	39.2
Maryland	6	2.4	2.4	41.6
Massachusetts	3	1.2	1.2	42.8
Michigan	4	1.6	1.6	44.4
Minnesota	4	1.6	1.6	46.0
Mississippi	1	.4	.4	46.4
Missouri	5	2.0	2.0	48.4
Montana	1	.4	.4	48.8
Nebraska	1	.4	.4	49.2
Nevada	2	.8	.8	50.0
New Hampshire	1	.4	.4	50.4
New Jersey	4	1.6	1.6	52.0
New York	12	4.8	4.8	56.8
North Carolina	11	4.4	4.4	61.2
Ohio	7	2.8	2.8	64.0
Oklahoma	1	.4	.4	64.4
Oregon	5	2.0	2.0	66.4
Pennsylvania	19	7.6	7.6	74.0
Rhode Island	1	.4	.4	74.4
South Carolina	6	2.4	2.4	76.8
Tennessee	5	2.0	2.0	78.8

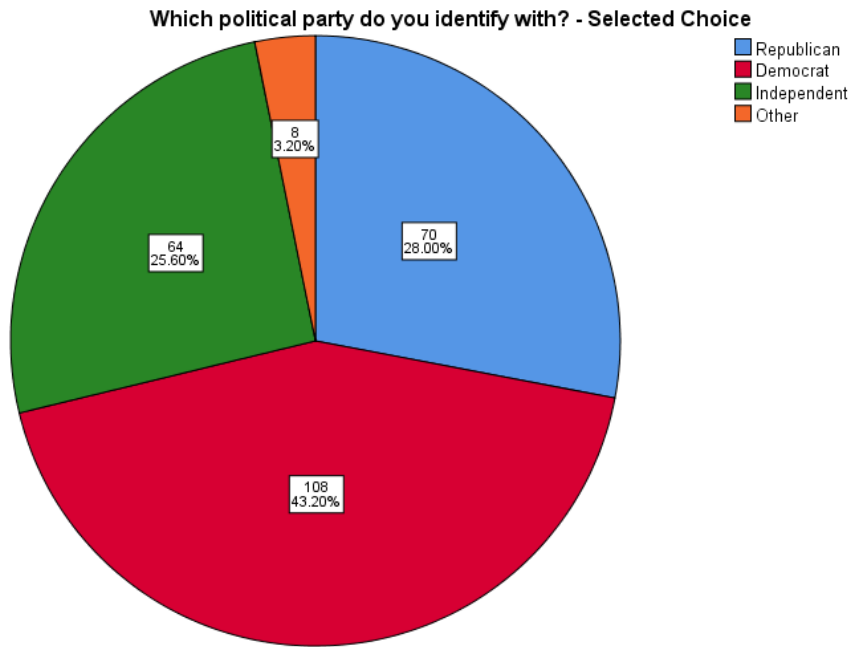
Texas	26	10.4	10.4	89.2
Utah	1	.4	.4	89.6
Vermont	1	.4	.4	90.0
Virginia	10	4.0	4.0	94.0
Washington	7	2.8	2.8	96.8
West Virginia	2	.8	.8	97.6
Wisconsin	6	2.4	2.4	100.0
Total	250	100.0	100.0	

Appendix 14



Information about income is very important to understand. Would you please give your best guess? Please indicate the answer that includes your entire household income in (previous year) before taxes.

Appendix 15



Appendix 16

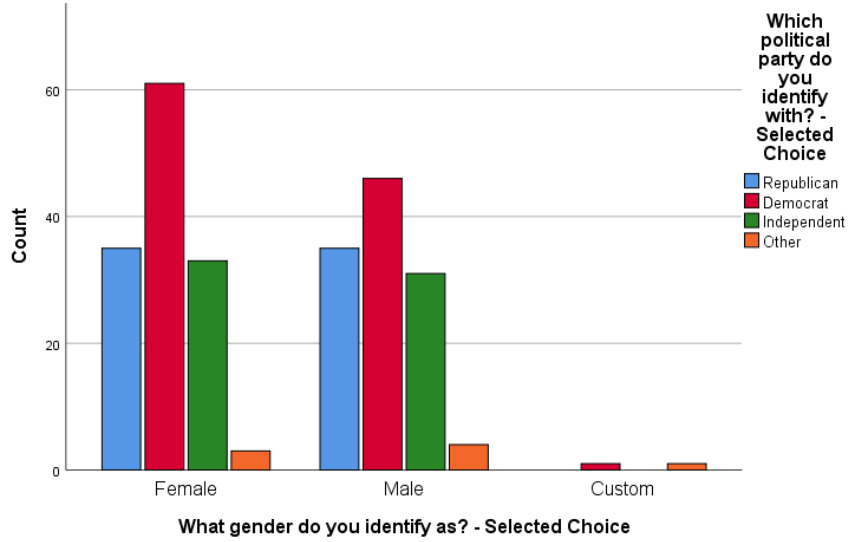
		What gender do you identify as? - Selected Choice * Which political party do you identify with? - Selected Choice Crosstabulation					Total
		Which political party do you identify with? - Selected Choice					
			Republican	Democrat	Independent	Other	
What gender do you identify as? - Selected Choice	Female	Count	35	61	33	3	132
		% within What gender do you identify as? - Selected Choice	26.5%	46.2%	25.0%	2.3%	100.0%
		% within Which political party do you identify with? - Selected Choice	50.0%	56.5%	51.6%	37.5%	52.8%
		% of Total	14.0%	24.4%	13.2%	1.2%	52.8%
	Male	Count	35	46	31	4	116
		% within What gender do you identify as? - Selected Choice	30.2%	39.7%	26.7%	3.4%	100.0%
		% within Which political party do you identify with? - Selected Choice	50.0%	42.6%	48.4%	50.0%	46.4%
		% of Total	14.0%	18.4%	12.4%	1.6%	46.4%
	Custom	Count	0	1	0	1	2
		% within What gender do you identify as? - Selected Choice	0.0%	50.0%	0.0%	50.0%	100.0%
		% within Which political party do you identify with? - Selected Choice	0.0%	0.9%	0.0%	12.5%	0.8%
		% of Total	0.0%	0.4%	0.0%	0.4%	0.8%
Total	Count	70	108	64	8	250	
	% within What gender do you identify as? - Selected Choice	28.0%	43.2%	25.6%	3.2%	100.0%	
	% within Which political party do you identify with? - Selected Choice	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	28.0%	43.2%	25.6%	3.2%	100.0%	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	16.149 ^a	6	.013
Likelihood Ratio	7.197	6	.303
Linear-by-Linear Association	.232	1	.630
N of Valid Cases	250		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .06.

Bar Chart



Appendix 17

Frequency Table

For which reasons do you most strongly believe that Nike chose to sponsor Colin Kaepernick? Rank in Order. You can rank order by dragging the options into position. - Controversy (i.e. To get more publicity and spread awareness of the brand)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	57	22.8	26.4	26.4
	2	57	22.8	26.4	52.8
	3	40	16.0	18.5	71.3
	4	62	24.8	28.7	100.0
	Total	216	86.4	100.0	
Missing	System	34	13.6		
Total		250	100.0		

For which reasons do you most strongly believe that Nike chose to sponsor Colin Kaepernick? Rank in Order. You can rank order by dragging the options into position. - Ethics (i.e. To make a social statement and show support)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	13.2	15.3	15.3
	2	68	27.2	31.5	46.8
	3	62	24.8	28.7	75.5
	4	53	21.2	24.5	100.0
	Total	216	86.4	100.0	
Missing	System	34	13.6		
Total		250	100.0		

For which reasons do you most strongly believe that Nike chose to sponsor Colin Kaepernick? Rank in Order. You can rank order by dragging the options into position. - Social Justice (i.e. To take a stance and encourage change)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	62	24.8	28.7	28.7
	2	44	17.6	20.4	49.1
	3	53	21.2	24.5	73.6
	4	57	22.8	26.4	100.0
	Total	216	86.4	100.0	
Missing	System	34	13.6		
Total		250	100.0		

For which reasons do you most strongly believe that Nike chose to sponsor Colin Kaepernick? Rank in Order. You can rank order by dragging the options into position. - Strategy (i.e. To appeal to the views of its consumers and make more profit)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	64	25.6	29.6	29.6
	2	47	18.8	21.8	51.4
	3	61	24.4	28.2	79.6
	4	44	17.6	20.4	100.0
	Total	216	86.4	100.0	
Missing	System	34	13.6		
Total		250	100.0		

Glossary

Gen Z: People born after 1996.

Market Segmentation Graph: Graph that displays different consumer groups and where their qualities overlap.

Millennials: People born between 1981 and 1996.

Target Market: Consumer group that shares many characteristics and is targeted by a company's marketing strategy.

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