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1. Introduction

Nike, originally founded as the Blue Ribbon Sports Company in 1964 then it was named to Nike in 1971 which became a major multinational footwear and apparel corporation. Nike operates in like 100 countries with 80000 employees that are selling sports products in physical and online stores. Nike aims to inspire every athlete, focusing on performance and brand leadership. The competitive sportswear industry faces strong rivals like Adidas and Puma, as well as challenges from rapid technology changes and economic issues like inflation and supply chain disruptions. So in response Nike created a substantial investment for research, development and digital transformation. This paper's analysis will be about Nike's external and internal business environment using organizational models. Sustained competitive advantage through the interaction of environmental forces and internal capabilities , which will be assessed using frameworks including PESTEL, Porter's Five Forces, VRIO, Value chain and SWOT. Based on these on these categories Nike's strategic position will be discussed, and recommendations will be offered for enhancing its competitive edge and resilience (investors.nike, 2023).

2. Industry and Organizational Context

The global footwear industry is worth over 350 billion USD and is changing due to the blend of athletic and casual trends. Nike leads the market with nearly 38% share in sports footwear, staying ahead of Adidas and Puma. Nike's success is attributed to an innovative business model, which is emphasized through cutting edge technology and product differentiation. Strong brand equity, cultivated over decades, is benefited from by the company, along with a comprehensive global supply chain. This chain is reliant on independent manufacturing partners, mainly located in Asia. However, the competitive landscape is undergoing transformation. The rise of digital brands and DTC channels is altering consumer interaction. Public demand for corporate responsibility, including ethical sourcing and carbon reduction, is rising. Companies like Nike must include sustainability in their main goals. Nike benefits from its global reach and loyal customers, but reliance on third-party production and economic changes require ongoing strategy adjustments to remain relevant.

3. Analysis (Organizational Environment)

3.1. PESTEL Analysis

A PESTEL analysis examines the major factors that impact Nike's business. It looks at Political, Economic, Social, Technological, Environmental, and Legal aspects of the business environment.

3.1.1. Political Factors

The company operates in 190 countries, exposing it to various political systems and trade rules. Trade disputes, especially between the U.S. and China, raised cost of sourcing and affected competitiveness. Nike relies on suppliers in Vietnam and Indonesia, making it vulnerable to political instability and changes of labor law. Nike relies on a diverse group of suppliers, which means it is less dependent on any one country. Additionally, government incentives for renewable energy help fund Nike's green initiatives, further strengthening its brand.

3.1.2. Economic Factors

Nike's sales performance is strongly affected by the global economy. Economic factors like inflation and changes in consumer spending affect demand. During economic downturns, people often spend less on non-essential items like sporting goods. However, Nike's diverse product range, including premium sneakers and casual clothing, helps counter this issue. This variety ensures that different customer segments can be served even during economic difficulty. Significant growth opportunities are presented in markets across India, Southeast Asia, and Africa. As regional income rises and interest in sports increases, new customers can be reached by Nike. Through the promotion of fitness and local engagement, Nike's reach and market position in sporting goods and sneakers can be expanded.

3.1.3. Social Factors

Attitudes are quickly being changed by the preference for ethical and sustainable brands. To maintain this cultural relevance, these social problems have been addressed by Nike's latest marketing campaigns. This is achieved through the people who are into equality and empowerment.

3.1.4. Technologcial Factors

Technology is a key to Nike's product development and customer interaction. Nike heavily invests too much in research and development known as R&D which focuses on new materials automation and digital design. Like Nike Fit for example, an AI tool that helps customers find the right size by improving their experience and reducing returns. Nike has also has an app which enhances shopping called the Nike App. This app, offers customized recommendations and fitness tracking as the growth of online shopping and use of data analytics has made Nike's DTC approach strong. This helps Nike to understand customer preferences and less rely on other retailers. Although this might also bring risks of cybersecurity if they are not careful. To protect customer data and maintain its reputation, Nike must keep investing in strong IT systems.

3.1.5. Environmental Factors

Sustainability is regarded widely as one of the most significant environmental challenges faced today. Nike has been criticized for the generated waste, produced emissions, and