

SUPPLY CHAIN MANAGEMENT COMPARISON OF NIKE AND ADIDAS SHOE PRODUCTION PRACTICES IN INDONESIA

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Abstract

Nike and Adidas products are two leading brands in the sports shoe industry that have a major impact on the global market. This research aims to find out the supply chain management of Nike and Adidas shoe production practices, as well as solutions to the challenges of each company's supply chain production practices. This research is classified as qualitative research using the library research method. The data analysis technique used by the author is carried out in various stages including through data collection, data display, data condensation, and carrying out conclusion drawing and verification. The results of this study indicate that: Supply chain management is an important aspect in the global manufacturing industry, and industry. The management of Nike's shoe production practices in Indonesia is that Nike works based on three principles of corporate organization, namely 1) Outsourcing; 2) Diversification, and 3) Corporate Social Responsibility. While the management of Adidas shoes production practices in Indonesia is based on: 1) Strategic Sourcing; 2) Demand Forecasting; 3) Product Customization; 4) Quality Control; 5) Distribution; and 6) Technology. The solution to sustainability challenges in the Adidas supply chain is to target the entire cycle in the management of social and environmental impacts, specifically related to water, chemicals, energy use, and labor rights. While Nike is more about: 1) New energy facilities; 2) Carbon emission reduction; 3) Diversion of Production Waste; 4) Recycle raw materials and 5) Reuse-A-Shoe and Nike Grind programs.

Keyword: Supply Chain Management, Production, Adidas, Nike

Introduction

The development of a dynamic industrial environment in today's global era is a trigger for many corporate organizations to explore their potential, and identify key success factors to excel in competition (Widyarto, 2013). The efforts made are directed at providing the best products for consumers. The products that companies offer to consumers in the sense of production and operations management are a combination of goods and services (Sarina et.al, 2021). Presenting products in a broad sense is both a challenge and an opportunity for the production system operations that the company must carry out (Sucahyowati, 2011). Starting from identifying consumer tastes to seeking all input needs from suppliers to produce and distribute these products in accordance with the tastes of targeted consumers. Basically, consumers expect to be able to obtain products that have benefits at an acceptable price level (Amanah, 2010).

Over the past 10 years, Indonesia has achieved high progress, especially in the industrial sector (Fitri & Zahar, 2019). According to an assessment issued by the World Bank,

Indonesia ranks 5th among several G-20 countries (Likuayang & Matindas). Indonesia's position in the top 5 makes the World Bank almost put Indonesia on par with Germany, which accounts for 20.6% of production. Thus pushing the level of public consumption to a higher direction. To further improve the competitiveness of Indonesian industry, the Ministry of Industry's policy is to continue to make every effort so that the products produced are quality products. Of course, it has a good effect on the development of the national economy and the progress of public peace (Yulianti et.al, 2021). For sports shoes, aka senakers, this trend tends to increase due to the nature of use that knows no boundaries or locations.

In the last 5 years, there has been a drastic change, especially in terms of lifestyle. Evidence of this change can be seen in the number of workers who go about their work activities with casual make-up and wear athletic shoes that are equivalent to formal wear. The progress made can be seen with the release of high-quality athletic shoe labels (Ramli & Kartini, 2023). Thus, looking at the global market preferences in Indonesia, many global branded shoe manufacturers tend to replicate and expand their investments in Indonesia (Yulianti, 2021). The increasing number of sports shoe brands entering the market creates problems in the business world (Lukito, 2020). To accentuate their appearance, many people tend to try sneakers. It is not impossible if the users are fond of collecting and using sneaker products, especially young Indonesians are a significant market for international brands such as Nike and Adidas.

Nike and Adidas products are two leading brands in the sports shoe industry that have a major impact on the global market (Wiratama & Khasana, 2012). Both brands are known for their product innovation, attractive designs and strong brand image. They offer a wide range of products including shoes, apparel, accessories, and sports equipment. These products appeal to various consumer segments, from professional athletes to casual fashion enthusiasts (Nudin & Nurlinda, 2023). These two brands are also known for various collaborations with celebrities, famous athletes, and renowned designers, which enhance the appeal of their products. Moreover, the presence of Nike and Adidas brands in the Indonesian market is significant and contributes to the economic growth as well as the manufacturing industry in the country. Therefore, a deep understanding of consumer preferences towards these products in Indonesia has great strategic implications in supply chain management and marketing (Ismawati & Kadarsih, 2023).

Data reported by researchers from www.topbrand-award.com explains that in the last 3 years the top brands in Indonesia for sports shoes are dominated by brands such as adidas, Nike, Reebok and Puma. The top brands of several sports shoe brands have increased and decreased not too significantly. In the last 2 periods, adidas has dominated the top brand of sports shoes because it is able to offer products with more competitive specifications. Meanwhile, Nike has decreased because competition with other brands is getting tougher and requires it to continue to innovate in order to retain its customers and even increase sales every period.

Tabel 1
Top Brand Sport Shoes di Indonesia

| Nama Brand | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------|-------|-------|-------|-------|-------|
| Adidas | 41.50 | 42.30 | 43.00 | 38.80 | 38.00 |
| Converse | 8.10 | 6.90 | 7.50 | 11.00 | 7.50 |
| Nike | 20.50 | 16.70 | 19.10 | 16.20 | 17.10 |
| Puma | 13.60 | 15.30 | 14.90 | 12.70 | 11.80 |
| Reebok | 5.80 | 5.40 | 8.30 | 7.50 | 10.20 |

Supply chain management is a concept and practice that has evolved along with the development of industry and technology (Sucahyowati, 2011). The background of supply chain management reflects a long journey from the simplicity of supply chains in the past to the complexity that exists today (Setiawati et.al, 2021). To realize the wishes of consumers, each company tries optimally to use its assets and capabilities to provide value to consumer expectations (Widyarto, 2013). This effort will have different cost consequences in each company including its competitors, so the company must try to reduce or reduce all costs without reducing product quality or standards that have been set (Sarina et.al, 2021). One of the efforts to reduce costs is through material distribution from suppliers, material flow in the production process to product distribution to consumers (Abidin et.al, 2020). Optimal distribution in this case can be achieved through the application of the concept of supply chain management.

Supply chain management is a key element underlying the success of modern business (Sucahyowati, 2011). It is no longer just part of the company's operations, but rather a core strategy that affects most aspects of the business (Yanti, 2021). Seeing this phenomenon, researchers are interested in contributing to this scientific journal research with the title Supply Chain Management Comparison of Nike and Adidas Shoe Production Practices in Indonesia.

Research Methods

This research is classified as qualitative research using the library research method. Researchers conduct research using incidental means as the main instrument and analyze scientific literature in the form of journal articles, books, scientific magazines and other scientific publications related to the discussion on the theme proposed by him. Researchers Data sources are data sources used in a study (Suharsimi Arikunto: 129). Library research is the collection of theories and information from library data with research as a topic foundation in solving research problems.

In this study, researchers used data collection techniques, namely collecting data sources that were in accordance with the research variables. second, researchers selected data that had some relevance and relevance to Supply Chain Management Comparison of Nike and Adidas Shoe Production Practices in Indonesia. The next procedure in this study after the data is collected, the researcher conducts data analysis. The data analysis technique used by the author is carried out in various stages including through data collection, data display, data condensation, and carrying out conclusion drawing and verification (Sugiyono, 2018).

Research Results and Discussion

Management of Nike Shoe Production Practices in Indonesia

Supply chain management is an important aspect of the global manufacturing industry, and the shoe industry is no exception to shoe production by two of the world's leading brands, Nike and Adidas, which operate in Indonesia. Nike, as one of the shoe industry leaders, has long invested in Indonesia (Sinaga, 2021). They pursue efficiency-oriented supply chain management practices. In an effort to minimize production costs, Nike utilizes various automation technologies and real-time monitoring. They also have a strict sustainability policy, integrating recycled and sustainable materials into their products (Cahyana & Wulandari, 2021). However, the company has faced criticism regarding working conditions in their partner factories, which reminds us of the importance of monitoring and meeting ethical standards of work (Suyanto, 2007).

Nike, Inc. is one of the largest United States shoe, apparel and sporting goods companies in the world. They are famous for sponsoring some of the world's professional sportsmen such as Cristiano Ronaldo, Leroy Sané, Kylian Mbappe, Ronaldinho, Wayne Rooney, Rafael Nadal, Pete Sampras, Tiger Woods, LeBron James, Kyrie Irving, James Stewart, and Michael Jordan (Ngongoloy, 2018). Nike sports shoes and apparel products are easily identified by the company's distinctive logo, the "swoosh" tick, and the "Just Do It" slogan.

The advantage of shoes made by Nike is its undoubted quality, because it is made with the latest technology and is environmentally friendly. Because they are made with quality materials, these shoes will increase comfort which will ultimately improve the wearer's performance. Using a reputable product will also definitely increase self-confidence. Nike is a quality product, so there is no shortage in terms of quality, comfort and durability. Many say, Nike's advantage is its trendy design (Febriani & Khairusy, 2020). If you think deeper, designs that are always trendy or contemporary can be a drawback for consumers. Contemporary designs will become outdated faster, which is a disadvantage for consumers who change their shoes more often.

In an ever-changing and competitive era, strong supply chain management is one of Nike's most important assets (Utoyo, 2020). With a focus on innovation, sustainability, and social responsibility, they have succeeded not only as a well-known brand, but also as a leader in advanced supply chain management. But in fact, Nike has made every effort to compete for the top position of the top brand. The top brand in the past 3 years is still dominated by Adidas with 2x periods of occupying the top position of the top brand of sports shoes (www.topbrand.com).

Nike's global supply chain now covers 42 countries, including Indonesia (Kusumawati, 2017). They admitted to reducing the number of contracted factories and chose to invest in suppliers that they believe can grow with the company in the long term. This business strategy has an impact on the countries where they source their products, including Indonesia. However, this should not be seen as a change in their commitment to these countries. Their contract factories are publicly listed on the Nike Manufacturing Map, which is updated quarterly. The company claims to be sensitive to the potential impact of layoffs on its decisions.

One of Nike's biggest steps towards zero carbon and zero waste (environmental sustainability efforts) is in choosing our materials as they account for more than 70% of any

product's footprint (Kusumawati, 2017). By reusing existing plastics, yarns and textiles, we significantly reduce our emissions.

Nike's supply chain management works based on the company's three organizational principles: outsourcing, diversification, and corporate social responsibility. (Saleh & Miah Said, 2019)

1. Outsourcing

Outsourcing means assigning certain activities of your organization or company to other suppliers (Eko & Djokopran, 2006). The outsourcing process helps to reduce the overall cost of the company while being able to meet customer demands well. It is efficient and more productive. This process also has the benefit of giving companies the opportunity to utilize the skills and experience of others employed by their suppliers. Currently, Nike fully outsources the production of shoes and apparel to independent suppliers outside the US (Harvard.edu).

The company's willingness to take the risk of outsourcing helps them appreciate effective management which in turn helps them save on operational costs. The company also believes in "Lean Manufacturing" or a method of minimizing waste while maximizing productivity by continuously communicating and supporting its manufacturers (Utami & Sitorus, 2021). Nike, Inc. provides support, assistance, and incentives to its suppliers to continuously improve their sustainability and performance. However, this approach also has its problems. Having outsourced products can mean differences in quality and vulnerability to unexpected events such as disasters or accidents.

2. Diversification

Nike no longer focuses solely on shoes. To effectively manage risk, Nike offers almost all products be it apparel or sports equipment (Syahputra, 2020). The company continues to look for profitable opportunities such as several subsidiaries. The following are wholly owned subsidiaries of Nike Inc (US & Exchange Commission as cited in <https://www.sec.gov/Archives/edgar/data/320187/000032018722000038/nke-20220531.htm>):

- a. Converse, Inc (athletic footwear, apparel, accessories)
- b. NIKE Bauer Hockey, Inc (hockey equipment)
- c. Cole Haan (fine clothing, casual shoes, accessories)
- d. Hurley International LLC (action shoes, sports, youth lifestyle, apparel, accessories)
- e. Exeter Brands Group LLC (athletic footwear, apparel)

3. Corporate Social Responsibility.

Nike, Inc also values its CSR and uses its platform to instill change in society. As quoted in the official website (Thomasnet.com), it focuses on the following:

- a. Energy & Climate

To create a substantial environmental impact, the company joined the Sustainable Apparel Commission, a non-profit organization committed to sustainability, to implement eco-friendly materials in their products. Such as the use of organic cotton. The company also launched the Supplier Climate Action Program for carbon reduction in its processes.

- b. Workforce

The company also strives to build a diverse and inclusive workforce to develop a sense of belonging.

c. Chemical

Nike is also interested in removing hazardous materials from their supply chain that significantly affect their consumers, factory workers, and the environment.

d. Water

To address one of the world's biggest threats, Nike is looking at ways to reduce their water footprint through textile dyeing and the use of fresh water.

e. Waste

Their ultimate goal is to produce no waste from the production of their products. As a first step, Nike's finished goods suppliers must divert production waste from landfills.

f. Community

Nike shows its dedication to the community by partnering with the US Olympic Committee to develop a fun and inclusive culture for girls. Made to Play campaign to get kids moving through sports and play.

Management of Adidas' Shoe Production Practices in Indonesia

Adidas, Nike's main competitor, also has a strong presence in Indonesia. Adidas has emphasized corporate social responsibility and is committed to ensuring decent working conditions for their employees. They work with many production partners who are committed to human rights principles. In addition, Adidas has also devoted attention to innovation in their supply chain, with the development of advanced technology and management systems (Pratama et al., 2022). However, there are also challenges that Adidas faces regarding sustainability in their supply chain that still need to be addressed.

Adidas, an iconic brand of sports shoes and apparel, has emerged as one of the leaders in the shoe industry for decades. Adidas shoe products are not just footwear but also represent important values in the world of sports, fashion and technology. One of the main characteristics of Adidas shoe products is their high quality (Suryatman et al., 2021). The brand has built a reputation over the years for durable and comfortable products. High-quality materials, thoughtful design, and meticulous production processes are integral to the quality offered by Adidas. As a result, Adidas shoes are often considered a long-term investment, even in professional sports.

Adidas is also recognized as a leader in innovation in shoe design and technology. Their products reflect the company's dedication to delivering the latest features in comfort, performance and style. Obvious examples are the Boost technology, which combines responsive cushioning with lightweight, or the Primeknit technology that streamlines and allows for precision customization of the foot (ncrs.com, 2023). Adidas has become one of the most well-known and influential partners in the world of sports. Collaborations with famous athletes such as Lionel Messi, James Harden, and Beyoncé have made a strong impact in promoting their products. In addition, sponsoring various sports teams and events, such as the FIFA World Cup and the Olympics, has brought the brand to a higher global level.

In addition to quality and innovation, Adidas shoe products are also known for their iconic style. Trendy designs and diverse color choices make Adidas shoes a favorite in the fashion world. The brand manages to combine sporting elements with everyday style, making their products suitable for a variety of occasions, from morning runs to ankles. In an era of increasing concern for the environment, Adidas has committed to sustainability. The brand

strives to reduce the environmental impact of their production by using more eco-friendly materials and technologies that reduce waste (Giffari&Pambudi, 2020).

Adidas shoe products are a perfect representation of the combination of high quality, innovation, and global influence. The brand has managed to set standards in the shoe industry and inspire fans all over the world. In their long journey, Adidas has continuously updated and improved their products, but one thing remains unchanged, their dedication to providing the best for their consumers, on the field, on the road, and in the fashion world (Juniantari & Sulistiyawati, 2019). Adidas has implemented several key elements in its supply chain strategy to ensure efficiency and accuracy, this is revealed in the official adidas website which makes the main benchmark for Adidas branches around the world, including Indonesia (www.adidas-gropu.com), these elements include:

a. Strategic Sourcing

Adidas invests in strategic sourcing to obtain the best quality materials at competitive prices (Wibisono, 2013). Adidas also uses a global network of suppliers to ensure access to the latest materials and technologies.

b. Demand Forecasting

Adidas uses demand forecasting techniques to anticipate customer needs and plan production accordingly. This helps the company ensure that they have the right product mix to meet customer demand.

c. Product Customization

Adidas offers customers the ability to customize their products, which allows the company to produce products that meet specific customer needs. This helps reduce waste and ensures that Adidas produces the right product for the right customer.

d. Quality Control

Adidas has implemented strict measures to ensure its products meet the highest standards. Adidas has a team of quality assurance experts who check the products at every stage of the production process.

e. Distribution

Adidas has invested heavily in its distribution network to ensure its products are delivered quickly and accurately to customers. Adidas uses various transportation methods, such as air, land, and sea, to ensure its products are delivered on time.

f. Technology

Adidas has invested in technology to help it manage its supply chain more effectively. This includes its software platform, which manages product flow and inventory levels. The company also uses advanced analytics to better understand customer needs and preferences..

Solutions to Sustainability Challenges in Each Company's Supply Chain

A comparison of Nike and Adidas' shoe production practices in Indonesia shows two different approaches to supply chain management. Nike focuses more on production efficiency and technology, while Adidas emphasizes social responsibility and work ethics. However, both companies are faced with challenges related to sustainability and must continuously strive to reduce their environmental impact. This comparison provides a better understanding of how leading brands in the shoe industry handle their supply chain management in Indonesia. It also underscores the importance of transparency, monitoring, and improved practices in the industry, especially when it comes to protecting workers' rights and environmental sustainability.

Being in the sports business for over 70 years has taught adidas many valuable lessons; lessons about winning, losing and adapting to consumer needs. adidas sustainability: transforming our industry. For more than 20 years, adidas has been a change leader when it comes to sustainability. (Hanjaya, 2018). They claim to be the first to bring green innovations to the mass market, and led the industry with the first sustainability report.

The sustainable solutions developed by adidas target the entire cycle of managing social and environmental impacts, specifically related to water, chemicals, energy use, and workers' rights. This is revealed on the official page of the adidas-Group website where the rules are disseminated to all adidas partners and branches around the world and Indonesia...

a. Water

Water is essential for life and is increasingly under threat. That's why adidas sets strong targets for raw material suppliers to reduce water consumption in every production. Adidas is also committed to water conservation practices such as sourcing 100% sustainable eco-friendly raw materials.

b. Chemicals

Chemical handling is often unavoidable in creating high-performance products. Adidas feels it is important to maintain this commitment and is working with chemists, environmental organizations, and industry federations to improve the overall approach to reducing chemicals.

c. Energy

Adidas has achieved its 20% energy reduction target by 2020, one year ahead of schedule and ongoing to date.

d. Labor

Adidas has ensured skilled and responsible labor conditions in its supply chain, setting its own operational standards for more than two decades. By doing so, adidas contributes to the respect of human rights and the improvement of living conditions in its supplier countries.

Adidas employs a team of 50 specialists mostly located in supplier countries, who work every day to realize more sustainable business practices in its supply chain. Through more than 900 factory assessments last year, Adidas reviewed and evaluated supplier behavior, working with suppliers to address issues and make improvements where necessary. Adidas has been a member of the Fair Labor Association since 1999, measuring the standardization of its factories with the social compliance rating system (C-KPI) and all strategic suppliers are disclosed and updated on the official website. Adidas is also a leading rating for worker conditioning relating to workers' rights and is listed in the Know The Chain and Corporate Human Rights Benchmark (www.adidas-Group.com).

Meanwhile, as quoted in Nike's official page, they also have a sustainability motto "move to zero" (www.nike.com). Move to zero is the motto of Nike's journey towards zero carbon and zero waste, helping to protect the future of sport. Nike claims that all humans share responsibility for the world by reorganizing things from top to bottom through sustainability and circularity. Nike's environmental stewardship focuses on carbon, waste, water and chemicals, with the goal of achieving targets by 2025.

In recent years, sustainable initiatives at Nike have begun, with various plans and targets released to help clean up the "earth" and the brand image. From changing the SF6 gas in the Air Max to nitrogen to creating recycled Space Hippy sneakers, sustainability and innovation have been linked together to unlock success for Nike. Nike realized that they couldn't wait for sustainable solutions, they had to create them. In addition, Nike is committed to using only the latest energy sources and exploring collaboration as a path to sustainability (Roddick, 2013). It is worth noting that they have become part of the

Sustainable Apparel Coalition which focuses on creating transformative change across the fashion industry.

Nike announced its 'Move to Zero' mission - 'Nike's journey to a zero carbon, zero waste future'. The mission highlights Nike's commitment to tackling the climate crisis with clear and timely targets (www.nike.com). These include:

- a. Energy Facilities
Nike will power its owned and operated facilities with 100% renewable energy by 2025.
- b. Carbon Emissions Reduction
Nike will reduce carbon emissions across its global supply chain by 30% by 2023, in line with the 2015 Paris Agreement.
- c. Diversion of Production Waste
Nike diverts 99% of all shoe production waste from landfills.
- d. Recycle Raw Material
Nike diverts more than 1 billion plastic bottles annually from landfills to create yarn for new jerseys and Flyknit shoe uppers.
- e. Reuse-A-Shoe and Nike Grind Program
Turning trash into new products, playgrounds, running tracks and courts.

Nike wants all owned and operated facilities to be powered by 100 percent renewable electricity by 2025 and targets a 30 percent reduction in carbon emissions across its global supply chain by 2030. Nike's goals are realized through key priorities: Building strong, prosperous and inclusive teams, and championing transparent and accountable supply chains where everyone can thrive. Creating opportunities for children and communities to access resources so they can achieve. And Nike is also innovating and scaling more sustainable solutions to help protect the world...

Conclusion

Supply chain management is an important aspect of the global manufacturing industry, and industry. Nike focuses more on production efficiency and technology, while Adidas emphasizes social responsibility and work ethics. The management of Nike's shoe production practices in Indonesia is that Nike works based on three principles of corporate organization, namely 1) outsourcing; 2) diversification, and 3) Corporate Social Responsibility. While the management of Adidas shoe production practices in Indonesia is based on: 1) Strategic Sourcing; 2) Demand Forecasting; 3) Product Customization; 4) Quality Control; 5) Distribution; and 6) Technology. The solution to sustainability challenges in the Adidas supply chain is to target the entire cycle in the management of social and environmental impacts, specifically related to water, chemicals, energy use, and labor rights. While Nike is more about: 1) New energy facilities; 2) Carbon emission reduction; 3) Diversion of Production Waste, Recycle raw materials and Reuse-A-Shoe and Nike Grind Programs..

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