**KATHRYN A. CAÑAS, PHD DIVERSITY 2019**

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*Title:* “Brave, Bold, and . . . Crazy: Analyzing Nike’s Diversity Campaign (& Contradictions)

*Audience:* Upper-level Undergraduate Management or MBA Course

*Format:* Groups and/or Discussion

**PURPOSE**

The purpose of this exercise is three-fold: (1) to examine a timeline of Nike’s branding efforts in light of their relationship with diversity and inclusion; (2) to examine whether the commercial branding to consumers reflects the diversity initiatives within Nike as an organization; (3) to acknowledge diversity contradictions in Nike’s organizational decision-making.

**COMMERCIAL #1 | RIC MUÑOZ**

Commercial #1: In 1995, Nike created a television commercial about long-distance runner, Ric Muñoz, who has HIV. This commercial is unique because it is one of the only to use HIV thematically. The commercial shows Muñoz trail running with his feet pounding and steady breathing; this combined with intense, motivational background music. The following words run on the screen: 80 MILES EVERY WEEK . . . 10 MARATHONS EVERY YEAR . . . HIV-POSITIVE . . . JUST DO IT.

**Specific Guidelines**

Guidelines are as follows:

* Show the commercial, found at the following link, to the entire class. <http://www.youtube.com/watch?v=a0PuDbuj1Pg>
* Then, in small groups of about four, discuss the following questions: (1) What was Nike’s diversity message in 1995? (2) What risks did Nike take by running this commercial? (3) What was Nike’s goal with this commercial? (4) What is Nike’s current stance on diversity? (5) Has Nike maintained their strong support of the LGBTQ community?
* How do other organizations show their support for the LGBTQ community? Can you locate any additional television commercials, like Nike’s, that clearly express a company’s unconditional support of the LGBTQ community?
* With the LGBTQ consumer market at approximately $743 billion, how do other companies market specifically to the LGBTQ community? Research how companies such as MillerCoors, American Express, Subaru, and Procter & Gamble market to the LGBTQ community. In addition to these companies, find five more companies that actively market to the LGBTQ community.

**COMMERCIALS #2 & #3 | COLIN KAEPERNICK & SERENA WILLIAMS**

**Specific Guidelines**

Guidelines are as follows:

* Show the commercials, found at the following links, to the entire class. <https://www.youtube.com/watch?v=lomlpJREDzw>

<https://www.youtube.com/watch?v=whpJ19RJ4JY>

* Then, in small groups of about four, discuss the following questions: (1) What was Nike’s diversity message when creating these commercials? (2) What risks did Nike take by running these commercials? (3) What was Nike’s goal with these commercials? (4) What different types of diversity are depicted in these commercials?
* When examining Nike’s current approach to diversity management, analyze the diversity inconsistencies/paradoxes in their diversity management efforts. Three specific issues are: 1) lack of women in executive positions at Nike; 2) a recent turnover of Chief Diversity Officer due to the lack of executive women at Nike; 3) the recent issue of Nike denying female professional runners paid maternity leave—forcing some to run when pregnant or right after giving birth. This policy recently changed due to public protests by Alysia Montaño (Olympic runner and three-time U.S. national champion) and Shelly-Ann Fraser-Pryce (World Champion and Olympic Gold medalist; recently crowned fastest woman in the world).