

Rebranding Reebok

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Introduction

Athletic shoes are among the largest consumer purchases. Trends suggest that this market is expected to continue growing. Leaders dominating this market include Nike, Adidas, Skechers, and Asics. Nike and its Jordan brand is dominating this industry, with a hefty 62% of market value making it a leader equating to over four times the other leading brands' value (Statista, 2017). This can be attributed to their influential marketing and strong, integrated messaging. Unlike Nike, top competitor Adidas, has a mere value of 5%. In 2005, Adidas attempted to overcome the market rival of Nike, and acquired Reebok for \$3.8 Billion (New York Times,). During the initial acquisition, Reebok flourished under new management. However, years after the acquisition, Reebok has seen continual decline of value, going from a value of \$1.2 billion to \$.8 billion (Statista, 2017). With the expectation for continued market growth, Adidas, particularly with their Reebok brand, has the potential to gain a greater market share. To create a more equally competitive landscape of the athletic shoe industry, a rebrand may be advantageous for the company to try to recover market foothold. This rebrand will encompass a variety of marketing techniques, focusing on different aspects of a family's lifestyle. Through family-orientated print promotions in recognized magazines, and sports arenas' advertisement, these techniques offer the potential to rebuild brand recognition and loyalty for athletes, as well as the traditional family. Furthermore, the marketing plan will include the use of commercial advertising through partnerships with NBC and ESPN.

SWOT Analysis

To understand Reebok's positioning within the athletic shoe market, a SWOT analysis was conducted. By analyzing both internal and external factors related to Reebok, the marketing plan can exploit existing strengths and opportunities, while navigating through weaknesses and threats with a fluid motion. Understanding these characteristics is pivotal to ensure an integrated marketing communication plan that will bring Reebok to its full potential.

Strengths

Through the SWOT analysis, Reebok was discovered to have many internal strengths. Their largest strength is a global presence, allowing them to tap into a variety of markets. With Reebok offerings in over 80 countries, they have a larger consumer population utilizing their products. Another strength for Reebok is their strategic partnerships with professional athletes. With endorsements from these public figures, everyday consumers will be more likely to purchase Reebok products in an attempt to mirror their role models and bring in similar benefits for top-notch performance. These celebrity backings have fostered a movement to make Reeboks “trendy,” continuing to propel it forward. Likewise, through sponsorships of big name events such as CrossFit and Spartan Race, allows for Reebok to accelerate its brand recognition to consumers interested in the broader focus of fitness. Lastly, Reebok is continuing to expand its product line to please all of its many consumers. This extended product line allows for anyone to shop at Reebok; continuing to promote the Reebok brand.

Weakness

Although Reebok’s strengths are propelling the brand’s momentum forward, there are a number of attributes that hinder the company from reaching its potential success. The largest is the concern for a growing number of counterfeit products. As they are continuing to increase their global presence, many places, China in particular, has started making fake and duplicate sales. This is leading to Reebok suffering due to the loss of revenue. Additionally, Reebok’s shoes are expensive, making their target audience be middle-upper class individuals and families, which leads them to overlook larger, lower-middle class families. This is evident in their suffering children’s line. This particular line, compared to their other products, is doing the worst; yet, has the potential to be thriving. Other brands, such as Nike or its parent company Adidas, see this subset of products prosperous.

Opportunities:

Aside from their internal strengths and weaknesses, Reebok faces a number of untapped opportunities within the market. The first is the potential of emerging markets, particularly with BRICS. With the growing presence of Brazil, Russia, India, China, and South Africa (BRICS), as global market leaders, Reebok may gain momentum within some of these regions; allowing for them to become a viable competitor of Nike. Secondly, Reebok could focus and expand on their lifestyle section. By entering this, in conjunction with their athletic offerings, they can reach a greater target audience and become recognized by a wider range of individuals. To develop brand loyalty and recognition, Reebok may explore partnerships with local sporting teams or educational institutions worldwide. These tend to be much cheaper and accessible, while also reaching their target audience. Lastly, Reebok must continue to stay ahead of current trends within society. With the current trend of, “fit being the new skinny,” Reebok could use this growing market to their advantage.

Threats:

Reebok has numerous threats to watch out for in order to stay on track. One of the biggest ones is the competitive landscape of the athletic shoe market. As mentioned, Nike is the leader controlling over half of the total market. Another threat is the international currency exchange rate. Although they are selling products abroad, the currency exchange may be costing them more than it's worth. Another thing they have to worry about is the rapidly changing technology and trends. These two things combined are a huge threat to the company. They must adjust their product line to stay relevant during this time of continuous change. Reebok must focus on their supply chain to ensure the products they are producing enter the market in a timely fashion to sell the goods before there is a newer and better trend/technology change.

Advertising Goal/Objectives

For the advertising campaign, Reebok will use three types of advertising to reach their target audience: print advert in a magazine, print advert in sports arenas, and a televised commercial shown across popular networks. This approach will allow for Reebok to reach across the wide range of consumers that their products have the potential to reach.

These marketing campaigns will focus on the AIDA Model to effectively attract consumers' attention to the new campaign and lead them to become interested in the products, and ultimately take action to purchase Reebok's offerings.

Celebrity endorsements through Instagram will aid in spreading brand awareness, enhancing the campaign in order to continue to propel the Reebok brand to a wider audience. Continuing with strategic alliances, Reebok will partner with the National Hockey League (NHL) for sponsorships and sweepstakes in order to enhance customers excitement. Additionally, Reebok will introduce a cause-related marketing campaign through another partnership with the Children's Miracle Network. These campaigns will feature demonstration strategies through commercial and print advertisements to show the potential of Reebok.

Commercial Advertisement:

For the commercial I have decided to use an everyday family, instead of using a celebrity family in order to relate to all families. The overall goal for the commercial is to attract families to Reebok, instead of just physically fit middle-aged men and women. Having a family doing many activities is the goal in order to show costumers that you can do many activates while wearing Reebok.

Sports arena Print advertisement:

I have chosen to have Reebok advertisements in Sports Arenas across the United States because people who go to sports games are attracted to sports gear. My goal for this is that people who frequent sporting events will see the family advertisements and end up purchasing more because the more they see Reebok is for the whole family the more likely they will be to buy it.

Magazine Advertisement:

I have chosen to have a Reebok advertisement in People Magazine because there are 76 Million readers and 1 in 2 moms read People Magazine (People Magazine). Having the exposure to moms is crucial because 94% of moms spend more on their children's

wardrobe than their own (Times). My goal for the Magazine Advertisement is to have mom's feel connected to Reebok and want to be with their sons or daughters whether they are doing physical activity or going about everyday life.

Message Design Choice:

Executional Framework

TV Advertisements

In order to reach the greatest audience possible I decided to use **demonstration** for my Executional Framework for Reebok. By doing this it will enhance the credibility and show the product being used. I will have a family shown that is wearing Reebok out and about in their daily life, eventually going to watch the dad and son play basketball, showing it can be casual or used for physical activity.

Print Advertisements

For the Magazine advertisements, the use of **demonstration** will be used for the executional Framework. Everyday families seeing other families wearing Reebok will attract a large population of consumers. There will be a different advertisement every month in the magazine in order to show how diverse Reebok's apparel and shoes can be for different daily or physical activity.

Message Content

TV advertisements:

In the Commercial there will be a family getting ready to leave the house. It will be a family of four. There will be a mom, dad, daughter and son. The first shot will be a mom calling to the son telling him to hurry and then you will see him running down the stairs wearing Reebok sweatshirt. Next you will see the dad tying the daughter Reebok shoes and then the family heading out the door. Next there will be a shot of the family walking down the street (all in Reebok gear). Then it will go to a shot of the family at the playground. You will see the mom pushing the daughter on the swing, as she swings closer to the camera you will see her Reebok shoes again. Then the dad and son call the mom and daughter over to play a game of basketball as a family. The commercial ends

with the family eating a picnic at the park together. During the advertisement not much is said besides here laughter and seeing smiles from all members of the family. There is no need for much commentary from the actors because the point of the commercial is to show that families can be casual or physically active together and always have a good time while wearing Reebok.

Print advertisements:

The point of the print advertisements is to remind and call attention to potential costumers. The point of having print advertisements in Sporting arena's and People magazine is to make sure to cover all audiences. Saying this the print advertisements will be the same in the Magazine and the sporting arena. Again it is in both in order for all audiences. For the print advertisement there will be a family of four again. Each will be representing a different sport they can play. The dad holding a basketball, the son holding a baseball bat, the daughter holding a soccer ball and the mom holding a yoga mat. All members of the family are wearing reebok and all members of the family are admiring one and another. This will create the illusion that they are proud of each other and one, even though they are all doing different sports. This will also show that Reebok can be used for anything. At the bottom of the ad it will say "Fit Family is a Happy Family".

Message Structure

TV advertisements:

In the commercial I am going to the aspect of trustworthiness by using everyday people (non famous actors). By doing this it gains trust in the viewers by showing them that this is relative and relatable to their lifestyle. In the end they can draw their own conclusion on how they view family and how families should interact whether they are doing everyday or physical activities.

Print advertisements:

For the print advertisements, the goal is to show that all members of the family can wear Reebok and do whatever activities make them happy and in the end make them become a happier family. We want the viewers to conclude that getting out and doing physical activities as a family or separately will in return create a healthier, happier home life.

Message Format

TV advertisements:

The point of doing a commercial is to show families "typical" day as a family. This cannot be done using just a Print advertisement. It is important that the viewers can see everything that can be done in a day as a family while wearing Reebok. I think its symbolical just by seeing the everyday movements of a family and how they work together to stay active and have fun together.

Print advertisements:

The print advertisement is symbolic because it shows every member of the family is capable of getting fit and being their own person. Everyone can do their own sport or activity but they are still one family, just happier and healthier.

Message Source

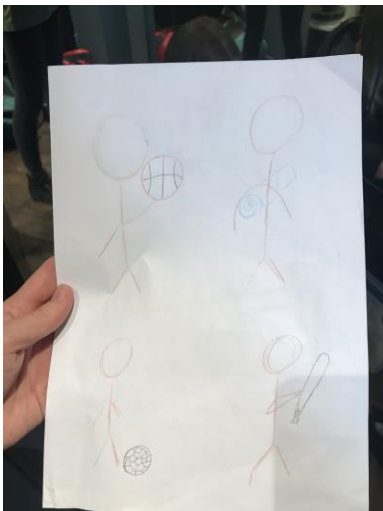
TV advertisements:

The actors in the advertisements will represent a normal, everyday family. This is because we want to relate as much as we can to all families. Having "normal" families advocate for Reebok and represent reebok will appeal to families of all ages and sizes.

Print advertisements:

The same goes for the print advertisement. Having a family that isn't famous will help attract a larger number of families. This will help persuade normal families into becoming more physically active even if they are not or if they are it will encourage them to stay active.

Storyboard/A3:



Advertising Choice In Numbers:TV advertisements

Reach: 126,000,000

Frequency: 2

GRP: 252, 000,000

Explanation:

The commercial will be shown twice a day on ESPN and NBC for the months of October to April. That is approximately 210 days that the commercial is shown twice a day. For the other 155 days the commercial will be shown once a day on ESPN and NBC. In one year the commercial will be shown 1,725 times across three different channels. For the frequency I am taking into consideration that some viewers will watch more frequently and some viewers will watch less frequently. In 2016 ESPN reach 126 Million viewers in the United States (Statista,2017).

Magazine advertisements:

Reach: 48

Frequency: 1.4

GRP: 67,200,000

Explanation:

In one year People Magazine publishes 48 copies. I am accounting for the 100% of the People who bought or are subscribe to People Magazine will read and see the advertisement. I am account for 40% extra viewership because of People who pick up the Magazine in a doctors office, friends house or elsewhere. I aimed for a high percentage of extra viewers because People Magazine is the Number one read magazine in the United States (Huffington Post, 2009).

Sales Promotions (Sweepstakes)

Reach: 2,328,669

Frequency: 1

GRP: 2,328,669

Explanation:

Reebok made 2,100,000,000 Dollars in 2016 Worldwide. If one third of that money came from the United States that would be 699,300,000 Million dollars from the United States. If each person who purchases Reebok spends \$100 Dollars then that would mean 6,993,000 people would have bought Reebok in 2016. Knowing that not everyone will spend \$100 dollars and some will spend much more. I will reduce the number of people of 1/3. This will equal 2,328,669 people.

Public Relations (Instagram):

Reach: 40,000,000

Frequency: 1.3

GRP: 52,000,000

Explanation:

Reebok has 1.5 Million Followers and Gigi Hadid has 39 Million Followers. If we consider that 500,000 of Reeboks followers also follow Gigi Hadid then the total viewers would be 40 Million people that would see the new campaign. I have the frequency at 1.3 in order to account for 100% of the followers that both have respectively and then add in the people that accidentally see it by "searching", "creeping" or seeing them on the popular page of Instagram.

Public Relations (Cause Related Marketing):

Reach: 2, 328,669

Frequency: 1.3

GRP: 3,027,269

Explanation:

Like above we will estimate that 2,328,669 people bought Reebok in 2016 in the United States. That is how many people would be exposed to the question, "Would you like to donate to Children's Miracle Network?". I have made the frequency 1.3 for 100% of the people that will be exposed to the question in stores or online and then the 30% extra that won't buy Reebok but will see on the Reebok website, in newsletters or emails.

Sales Promotion Choice:

In order for people to get excited about something, I have decided to incorporate **Sweepstakes** in Reebok's new marketing plan. I have decided to do Sweepstakes because many consumers believe that they are the "lucky ones" and will do anything to try to win, including buying products in order to enter (Advertising and Promotion, 2004). Reebok has a sponsorship with the NHL and I have decided this is the perfect opportunity. There will be sweepstakes sign ups year around and there will be one drawing prior to the first NHL game closest to them. If people purchase over \$100 dollars in store or online they will be entered in for a chance to win. First place prize would be up to four NHL Tickets for the family with Meet and greet. Second place would be a pair of shoes for up to four members of the family. For third place, a \$500 dollar gift card for third place prize.

By doing a sweepstakes such as this one that involves the word family, it will attract families to sign up for the sweepstakes. Although the max number of tickets or shoes you can win is four, it still shows that Reebok wants the idea to be about the family.

Public Relations Choice:

In order to best reach out to families, **Cause Related Marketing** is the best Public Relations option. Reebok will give to Children's Miracle Network in order to help out kids that can't do everyday activities. By teaming up with Children's Miracle Network this not only helps children who are ill but will also helps Reebok by attracting to the Psychological part of being a human and/or having kids. Having a child who is sick is every parent's worst nightmare and parents can easily relate to other parents who have sick children. Saying this, parents are more likely to be attracted to Reebok if they are trying to help out families and sick children.

In addition, in every store children will have the chance to write uplifting and happy notes to children in the hospital. This will create an interactive environment for kids while their parents are shopping and when the child turns the note in, the parent will be asked if they would like to donate any money to the CMN. On top of that what people

donate in store, Reebok will give 200,000 of their annual proceeds to the CMN to help kids in need.

Reebok will also be teaming up with CMN for Digital Marketing Campaigns on Instagram, see section below for more details.

Although Reebok already has a portion of their proceeds go to BOKS program, it wasn't advertised while within Reebok, therefore most families don't know about it and it isn't as interactive as the CMN team up. With the new charitable work, it will bring in more attention due to the fact that it will be advertised more effectively and it lets the customers interact in the store and ask questions.

Digital Media Marketing:

In addition to Cause Related Marketing, Reebok will continue to be present in Digital Media Marketing and will show the new family campaign along with reposting Gigi Hadid's post she makes wearing Reebok. In 2017 Facebook and Instagram qualified as being the most used Social networking Apps. Right now, Reebok has 1.5 Million followers on Instagram. I don't think the concern is to increase the followers on Reebok's own pages. I think that people need to be attracted to look at the post instead of scroll past it. To make sure that people stop and look I think that there needs to be many "family related posts" that picture many different types of families doing many different types of activities. I want to bring in an "everyday family" along with keeping up some celebrity appearances. Reebok already has deals with star Gigi Hadid and Reebok will continue to have a partnership with her in order to attract more viewers.

In addition, I would like Reebok to team up with the CMN for an online campaign that is advertising both Children's Miracle network and Reebok. This will include Gigi Hadid visiting the children's hospital and taking pictures with the kids while wearing Reebok clothes and posting it on Instagram with a caption such as "Reebok supports CMN will you?" and there will be a link included to donate.

Personal Selling:

In the year long campaign I do not believe personal selling should be a factor. Personal selling is personal presentation by the firm's sales force for the purpose of engaging customers, making sales and building customer relationships (Principles of Marketing). Personal selling normally works better for small or local or business that are just starting. Reebok, however, is a globally known company that is stores located in 80 different countries. Saying this, personal selling doesn't work for Reebok. I am confident by using the previously stated advertising goals and objectives Reebok will be able to reach a large audience.

Scheduling Choice:**Magazine**

The Magazine ad will be on a **continuous** cycle. This is to make sure all readers get a chance to see the ad and in addition see it frequently, in order to remind them of Reebok and the fact that Reebok is a family brand. In addition, there is a new copy of People magazine once a week and having the ad in the magazine every week ensure that every reader will see it at least once there fore making sure that the whole audience of the magazine is reached. Considering that most people who read People magazine have a year long subscription, this will ensure that most readers will see the advertisement numerous times throughout the year. Which will keep the readers reminded that Reebok has something for the whole family.

Commercial

The use of a **pulsating** cycle will be used for Commercial use on all three channels they will be aired on. These channels included ESPN and NBC. Not only is it more logical financially because commercials are more expensive, it is also logical due to the sport season peaks. Basketball season runs from October to April, Football being September to February and wrestling being October to March. Having the most commercials aired during this time is the best way to go. During the low season, commercials will still be aired but less frequently, in order to save money for times the advertisements are more likely to be seen.

Sports Arena

The use of **continuous** advertisements in sports arenas will be used for this marketing campaign. Using continuous advertising at arenas is logical because people of all ages go to sporting events. Even if the event happening at the arena isn't a sporting event that is okay because Reebok is trying to show that Reebok can be worn for everyday activity and physical activity. All kinds of events happen at Arenas such as circus, concerts, sporting events, trade shows, etc. Therefore it will extend to a wide and diverse audience.

Sales Promotion

The use of the **continuous** method will be best for Sweepstakes. This is due to the fact that the actual drawing of the sweepstake will happen once but the chance to win will happen the whole year up until right before the first NFL game. Having Sweepstakes the entire year will make people want to sign up and will give the illusion that the prize is a lot bigger than it is because of the fact that it is one drawing and one drawing only, therefore they only have one shot to win. It is exciting to customers.

Public Relations

By using the **continuous** method for Public relations it will help make sure that people know that Reebok is helping and supporting the Children's Miracle Network. It will remind customers that if they support Reebok they are also supporting a good cause.

Digital Marketing

The **flighting** method is the best option for Digital Marketing. Paying a celebrity to constantly be posting photos on Instagram would cost the company more than needed. Instead, Reebok will make a deal with a celebrity saying that they need to post a certain number of times within the year wearing Reebok and supporting the CMN. By having a celebrity post every once in a while will save money and keep viewers most interested. If viewers constantly were seeing the CMN they would start blocking it out in their minds but if they see it every once in a while it will keep it fresh and not be annoying to viewers.

Media Schedule:

	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March
Magazine												
Commercial												
Sports Arena												
Sales Promotion												
Public Relations												
Digital Marketing												

Budgeting:

In order to most effectively Budget for a yearlong advertising campaign Reebok will use the Objective-and-Task Method. The objective Task Method will break down each thing I need to budget for and find the total for that and then at the totals of each task. The objective-and-Task Method will Define the specific promotion objectives, determine tasks needed to achieve objectives and estimate cost of performing these tasks and in the end add all of these up to find a total budget for each task (Principles of Marketing, 2018).

Budget for TV advertisements: \$38,566,825

Cost to produce advertisement: \$300,000

Cost to airing: \$38,266,825

ESPN: $\$31,551 \text{ per showing} \times 575 \text{ showings a year} = \$18,141,825$ (AZCentral, 2011)

NBC: $\$35,000 \text{ per showing} \times 575 \text{ showings a year} = \$20,125,000$

Explanation:

According to statistics from 2013 the total cost to produce a TV advertisement for Reebok will be approximately \$300,000 (AZCentral, 2013). This adds in to account that the actors hired will be non-famous actors, so they won't have to be paid nearly as much. The commercial will be shot in Los Angeles and the actors will also be from Los Angeles in order to save on accommodation and traveling fees for actors. To actually air the commercials it will cost \$38,266, 835 total between ESPN and NBC. The reason for the high cost is because during the peak season we will be airing the commercial twice a day.

Budget for magazine advertisements: \$15,000,000

Cost to produce magazine advertisement: \$6,000

Cost to run magazine ad for a yearlong campaign: \$14,400,000

Explanation:

According to Statistics from 2013 the cost to produce and average non-celebrity ad is \$6,000. People Magazine normally charges \$324,000 to put a full page colored ad in their magazine but if a company wants to have their add in every copy of the 48 it produces a year the magazine will normally make a deal. I could not find stats on how much money People will take off a year but looking at Magazines like Forbes that will take of \$12,000 dollars for a \$142,000 per ad price, I estimated People would take of \$24,000 due to their high reader numbers and the high price of cost to have an ad in their Magazine.

Budget for Print Advertisement in Arenas:\$40,000

Cost of Ad: Cost is 6,000 from above but cancelled out because they only have to pay for the ad once.

Cost of display in Arena:

Explanation:

A plan print ad in an arena will cost \$2000 per arena. If we displayed in 200 arenas across the United States that would be \$40,000 a year.

Budget for Sales Promotions: 1,700

Cost of sweepstakes: \$1,700

1st place: \$400 per person = \$800

2nd Place: \$100 per shoe = \$400

3rd Place: \$300

Explanation:

The budget for Sweepstakes is completely based on how much the prizes are and how much Reebok has to pay for the prizes. Above the breakdown of the cost per prize is. The Sweepstakes itself to campaign doesn't cost anything. It just depends on if people spend \$100 dollars and if they do then they get to sign up. The actual sign-up process doesn't cost anything.

Budget for Public Relations: \$200,000

Cost per year: \$200,000

Explanation: Reebok will for sure give \$200,000 dollars of their end of year revenue to the Children's Miracle Network. All of the other money donated to them is by donation from Reebok's costumers and doesn't have to do with Reeboks ending revenue or Reeboks Budget.

Budget for Digital Marketing (Instagram): \$2,994,000

Cost for employee controlling Instagram: $7,000 \times 12 = \$84,000$

Cost of 6 photo-shoots: \$30,000

Cost of Gigi Hadid: \$2,880,000

Explanation:

An Instagram account manger at a big name company cost \$5,000-\$10,000 per month (Upwork). I decided to estimate \$7,000 dollars per month because it isn't the largest company but it is a new campaign therefor I think it would cost a little more than normal to run an Instagram account that is advertising a whole new campaign. In a year, Reebok will have 6 photo-shoots for Instagram to complete the new campaign. It will cost approximately \$5,000 per photo-shoot.

In addition we have to pay Gigi Hadid for posting twice a month about the Children's Miracle Network while wearing Reeboks Clothes. For every post she will make \$120,000 (HighNobility, 2017). In a year she will post 24 times and we will pay her approximately \$2,880,000.

Conclusion:

After a year-long campaign I expect Reebok Sales to increase due to the increased awareness of the Kids section and lifestyle section. The goal of advertising is to identify and satisfy needs of various costume groups (Basic Marketing Research, 2004). I believe that having consumers see a family orientated campaign it will increase the likeness that the whole family will purchase and wear Reebok gear. Although the budgeting for a whole new campaign is expensive I think that the sales boost from the new campaign will even out and hopefully help Reebok increase revenue. I also think that Reebok will be able to compete at the same level as their competitors. In addition, having this campaign start in the United States only will help save budgeting costs and Reebok can see the effectiveness and if it goes well Reebok can later on move it to a global campaign.

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