




SAYS BYE 

The word "SAYS" is in large, bold, black, sans-serif capital letters. The word "BYE" is also in large, bold, sans-serif capital letters, but the "Y" is red and the "E" is white. The "E" is partially obscured by a small, square image of Kanye West's face, which is set against a red background.

ADIDAS DROPS PARTNERSHIP WITH YE

CASE SUMMARY

In October 2022, Adidas dropped the lucrative partnership with Ye (more commonly known as Kanye West) after his repeated antisemitic remarks. This case study evaluates Adidas' actions based on the Arthur W. Page Society core principles.



Lookout for the shoes to see the Page Principles in **action!**

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The Fallout of Dropping Yeezy



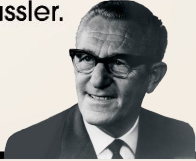
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TIME
LINE

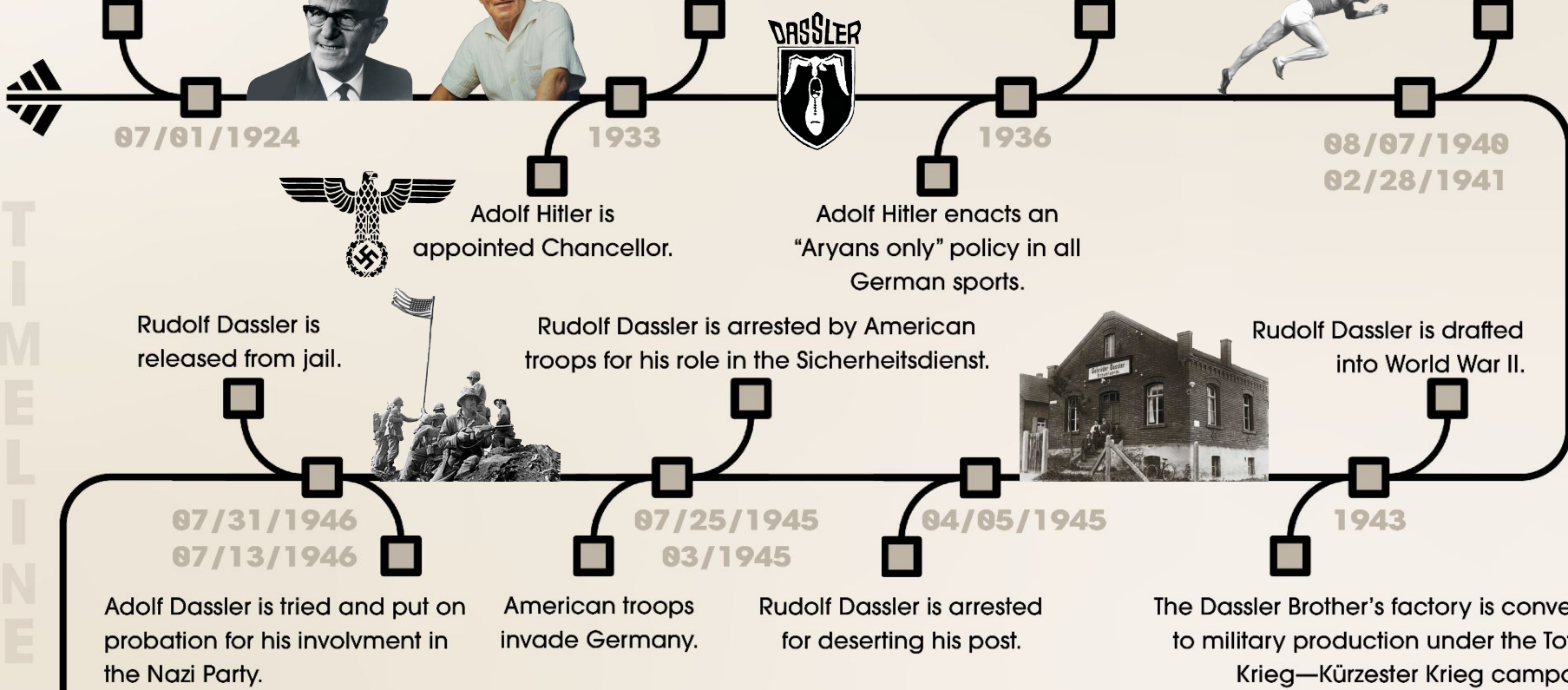
Gebrüder Dassler Sportschuhfabrik”
(Dassler Brothers' Sport Shoe Factory)
is listed for commercial register by
Adolf and Rudolf Dassler.



The Dassler Brothers
join the Nazi Party.

Jesse Owens wins four gold
medals in the Track & Field
during the Berlin Olympics,
wearing Dassler Brothers' Shoes.

Adolf Dassler is drafted
into World War II and
then relieved of duty.



07/01/1924



Adolf Hitler is
appointed Chancellor.

1933



Adolf Hitler enacts an
"Aryans only" policy in all
German sports.

1936

08/07/1940
02/28/1941

Rudolf Dassler is
released from jail.



Rudolf Dassler is arrested by American
troops for his role in the Sicherheitsdienst.



Rudolf Dassler is drafted
into World War II.

07/31/1946
07/13/1946

Adolf Dassler is tried and put on
probation for his involvement in
the Nazi Party.

American troops
invade Germany.

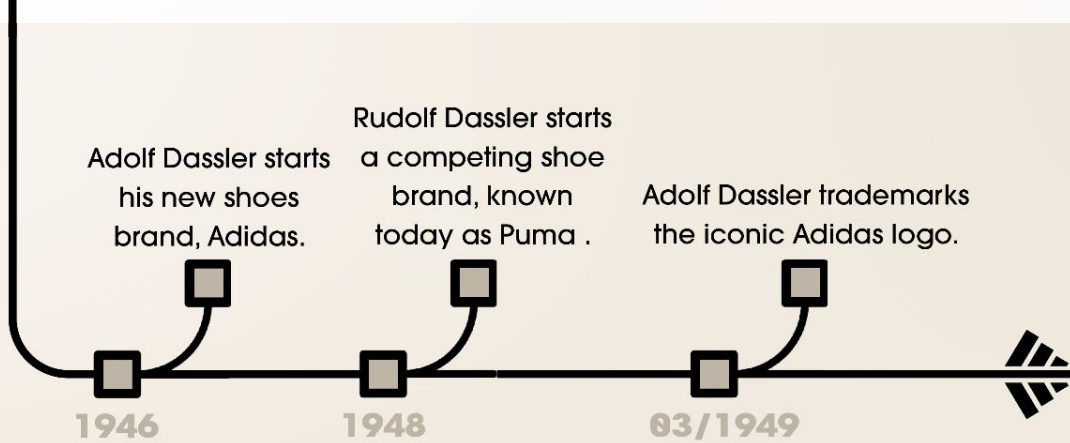
07/25/1945
03/1945

Rudolf Dassler is arrested
for deserting his post.

04/05/1945

The Dassler Brother's factory is converted
to military production under the Totaler
Krieg—Kürzester Krieg campaign.

1943



NOT ALL IS FAIR IN SHOES AND WAR: ANTISEMITISM IN THE UNITED STATES

85%

Believe at least one anti-Jewish trope

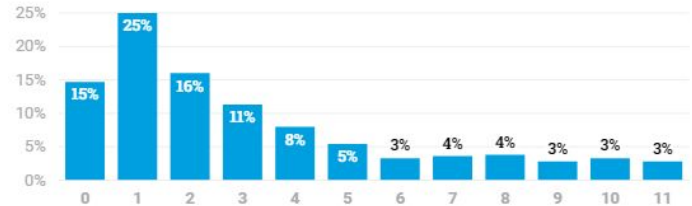
63%

Under age 40 do not know that 6 million Jewish people were killed in the Holocaust

1 in 10

Cannot recall ever hearing the word "Holocaust" in their lives

Number of Anti-Jewish Tropes that Americans Believe to Be at Least Somewhat True



Source: ADL



ADIDAS' CORPORATE SNAPSHOT

PURPOSE: “Through sport, we have the power to change lives. We will always strive to expand the limits of human possibilities, to **include and unite people** in sport, and to create a more sustainable world.”

VALUES:

-  Leadership
-  Betterment
-  Performance

MISSION STATEMENT:

To be the best sports brand in the world.

ATTITUDE:

Impossible is Nothing.



Social Profile

Sector/Region Score 35/50

	Workforce and diversity	Strong
	Safety management	Good
	Customer engagement	Strong
	Communities	Strong
	General factors (optional)	None

Entity-Specific Score 38/50

S-Profile (30%) 73/100

Source: S&P Global Ratings

YEEZY COME, YEEZY GO

The Ye partnership with Adidas began when annual sales were down by 1%; three years into the partnership, Adidas reported an 18% annual sales increase.

In 2016, after several years of successful collaboration, Adidas and Ye announced a long-term partnership, calling it “the most significant partnership ever created between an athletic brand and a non-athlete.”

Partnership generated an estimated \$2 billion a year in revenue for Adidas and \$220 million annually for Ye.



**T
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Ye accuses former Adidas CEO Kasper Rorsted of copying his Yeezy designs for Adidas's Adilette slide on social media.

06/13/2022



Ye causes controversy with his "White Lives Matter" shirt at Paris Fashion Week.

10/03/2022



Adidas announces that the partnership is under review after his disparaging comments against Adidas and Rorsted.

10/06/2022



Ye tweets, "I'm a bit sleepy tonight but when I wake up I'm going death con 3 On JEWISH PEOPLE. The funny thing is I actually can't be Anti Semitic because black people are actually Jew..."

Ye is subsequently removed from the Twitter and Meta platforms.

10/08/2022



Ye posts text messages with Sean "Diddy" Combs following an interview on Fox News. The texts are deemed antisemitic by the American Jewish Committee (AJC), one of the oldest Jewish advocacy organizations.

10/07/2022



Ye claims on the Drink Champs podcast: "The thing about me and Adidas, like... I can say antisemitic things, and Adidas can't drop me. Now what? Now what?"

10/16/2022



A change.org petition in response to Ye's antisemitic comments garners 90,000+ signatures and #BoycottAdidas trends on Twitter.

10/24/2022



Adidas announces the end of its controversial partnership with Ye.

10/25/2022



YEEZY COME, YEEZY GO



PROVE IT WITH
ACTON



AUGUST, 2022:

"He's had a tremendous impact globally for us," Rorsted told CNBC in August. "Kanye is **our most important partner worldwide**. We have a very, very good relationship with him. We communicate with him on a very ongoing basis. And we're very proud of that relationship." (CNBC, 2022, para. 8)

OCTOBER 6, 2022:

"After repeated efforts to privately resolve the situation, we **have taken the decision to place the partnership under review**. We will continue to co-manage the current product during this period." (CNBC, 2022, para. 2).

OCTOBER 25, 2022:

"adidas **does not tolerate antisemitism** and any other sort of hate speech. Ye's recent comments and actions have been unacceptable, hateful and dangerous, and they violate the company's values of diversity and inclusion, mutual respect and fairness.

After a thorough review, the company has taken the decision to terminate the partnership with Ye immediately, end production of Yeezy branded products and stop all payments to Ye and his companies. adidas will stop the adidas Yeezy business with immediate effect" (Adidas, 2022, para. 1-2).

SAY WHAT YOU NEED TO S-YE: MEDIA RESPONSES



Adidas says its relationship with Kanye West is under review



ADL Letter to Adidas Executives Regarding Kanye West



Adidas Finally Drops Kanye West

“Adidas does not tolerate antisemitism and any other sort of hate speech,” the company said in a statement



EMPLOYEES FELT UN-YEEZY: INTERNAL STAKEHOLDERS

→ REALIZE AN ENTERPRISE'S
TRUE CHARACTER IS
EXPRESSED BY ITS PEOPLE



The
Guardian

Kanye West reportedly showed explicit photos to employees at Adidas

Rapper and designer created 'toxic environment' by sharing
images of Kim Kardashian and his own sex tapes, Rolling Stone
reports



Sarah Camhi • 3rd+

Director, Trade Marketing at adidas
4mo • 🌐

+ Follow ...

Coming off of the [adidas](#) global week of inclusion, I am feeling anything but included.

As a member of the Jewish community, I can no longer stay silent on behalf of the brand that employs me. Not saying anything, is saying everything.

It's been 14 days since Kanye started spewing anti-Semitic rhetoric and adidas has remained quiet: both internally to employees as well as externally to our customers.

We have dropped adidas athletes for using steroids and being difficult to work with but are unwilling to denounce hate speech, the perpetuation of dangerous stereotypes and blatant racism by one of our top brand partners.

We need to do better as a brand. We need to do better for our employees and we need to do better for our communities. Until adidas takes a stand, I will not stand with adidas.

[#work](#) [#community](#) [#brand](#) [#inclusion](#) [#runawayfromhate](#)

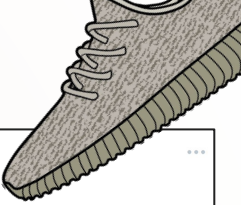


Michael J. Asquith 🇺🇸 and 31,631 others

1,362 comments • 867 reposts

BU-YERS SPEAK OUT: SOCIAL MEDIA RESPONSE

→ LISTEN TO STAKEHOLDERS



 **Dan "I Stand With Ukraine" P**
@ddanpereira

Adidas needs to drop Kanye West (Ye) for his antisemitic remarks. Balenciaga & CAA have broken ties with West but he said that [#adidas](#) wont do it. [@adidas](#) was founded in Germany in the 1920's before Hitler & the Nazis so the silence is shocking. [#boycottadidas](#) [#DeadlineWH](#)

4:22 PM · 10/24/22

235 Retweets 10 Quotes 537 Likes

 **Kimberley Johnson**
@AuthorKimberley

Let [@adidasUS](#) know you will never purchase anything of theirs again as long as they support an antisemite/Ye. RT this or tag them in your own tweet. But tell them directly. [#boycottadidas](#)

3:10 PM · 10/23/22

215 Retweets 27 Quotes 473 Likes

change.org
Adidas must end its partnership with the antisemite Ye (AKA Kanye West)
This petition made change with 182,011 supporters!

 **Alexander S. Vindman**
@AVindman

This dude Kanye is a clown. [@adidas](#) what do you think about this? He seems to imply you're okay with antisemitism.




5.5M Views 0:07 / 0:15

 **ZV**
@ZoomerVirgil

I stand with ye [#boycottadidas](#)



 **VVTM**
@SincerelyVeeVee

The left wants to boycott Adidas because they want to censor Ye... but are fine supporting Nike with children working in horrible conditions in factories.

The left don't care about people. Just their feelings.

Now I got to buy more Adidas.

[#boycottadidas](#)

Censorship is not hip

9:37 AM · 10/24/22

20 Retweets 2 Quotes 91 Likes

ALL EYES ON YE: CELEBRITIES CALL FOR ADIDAS' RESPONSE



Kat Dennings ✓
@OfficialKat

The world is watching, @adidas

10:30 AM · 10/23/22 · Twitter for iPhone

2,672 Retweets 170 Quote Tweets 28.8K Likes



valerie bertinelli ✓
@Wolfiesmom

Hey @adidas you up?

11:20 PM · Oct 23, 2022

3,357 Retweets 152 Quote Tweets 36.8K Likes



Josh Gad ✓
@joshgad

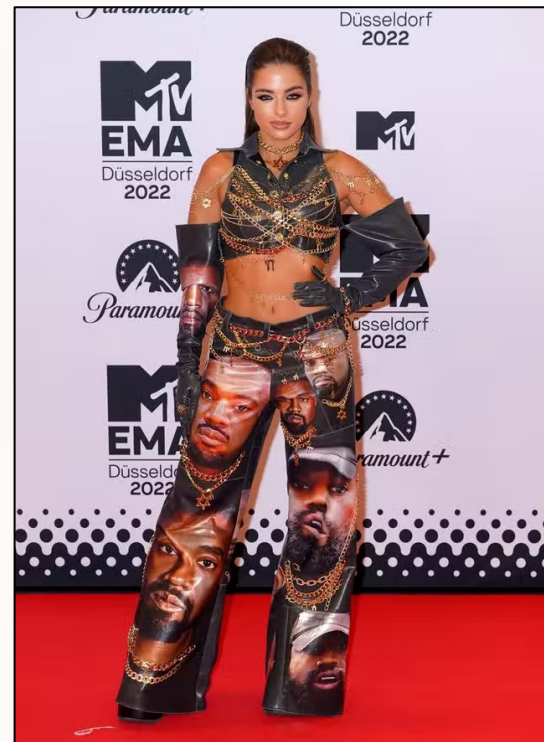
This is not a good person. This is a person who's dangerous rhetoric continues to go unchecked. Hey @adidas, is this right? Can he single out a single faith and group of people with hatred and vitriol and it doesn't matter? Asking for a friend.



Rex Chapman ✓ @RexChapman · Oct 21, 2022
Kanye:

"The thing about it being Adidas — I can say antisemitic things and Adidas can't drop me. Now what? Now what?"

[Show this thread](#)



KEEPING UP WITH THE BOTTOM LINE: THE FALLOUT OF DROPPING YEEZY

→ The stock price had been declining since Ye's initial tweet, and by the time of the announcement, Adidas's stock had fallen 23%.

→ In a profit warning issued on February 9th, 2023, Adidas stated that the risk of not repurposing the inventory could cost the company €1.2 billion in revenue and €500 million in operating profit.

→ Yeezy accounted for \$1.5 billion of Ye's total net worth. Forbes reported that Ye's net worth is now estimated to be \$400 million.

Adidas stock price performance



Source: Sentieo • By The New York Times

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MEDIA

ADIDAS PROVIDES TOP- AND BOTTOM-LINE OUTLOOK FOR 2023



Herzogenaurach

FEBRUARY 09, 2023

ARTHUR PAGE SOCIETY PRINCIPLES:

- Tell the truth.
- Prove it with action.
- Listen to stakeholders.
- Manage for tomorrow.
- Conduct public relations as if the whole enterprise depends on it.
- Realize an enterprise's true character is expressed by its people.
- Remain calm, patient and good-humored.



ARTHUR W. PAGE SOCIETY

FUTURE IMPLICATIONS: THE FALLOUT OF DROPPING YEEZY



- Environmental, Social and Governance (ESG)
- Celebrity Spokesperson vs. Fictional Character