

OWNED

SITUATION ANALYSIS

INTERNAL

STRENGTHS

- DSG proudly holds themselves as the leading U.S. sporting goods retailer, commanding nearly 9% of the estimated \$140 billion total addressable market (Porter's Five Force, 2025). This is a strength because their prominence in the market is unmatched being the top retailer due to being authentic to their values and mission.
- DSG partners with the best and most notable of the sporting athletic industry including Nike, Under Armour, Adidas, and many more. The variety of premium brands in one store allows consumers easy access to their favorite brands products without needing to shop each brand independently.
- DSG continues to grow their loyal consumer base by adding immerse interactive features such as House of Sport. House of Sport offers ways for the consumers to participate in experiences such as sports cages, climbing walls, field hockey, simulators and more (Reagan, 2025).
- Dick's Sporting Goods continues to "operate a premium omnichannel" with their e-commerce platform and brick and mortar stores allowing them to successfully have a "digital-to-store ecosystem" dominating the market (BCG Matrix, 2026). The all-in app, ScoreCard, where consumers can "make and share lists, unlock app-exclusive offers" encourages users to track and redeem rewards incentivizing them to keep making purchases adding into the omnichannel ecosystem (from the Dick's Sporting Goods website).

WEAKNESSES

- Dick's dominates primarily in the U.S. market, has limited presence internationally, and has minimal experience marketing to the international consumer. Even though it made its recent

acquisition with Foot Locker, strategies have always been focused on the American market and there is no guarantee that Dick's can be successful in applying "its own formula of discipline execution" internationally (Faithfull, 2025). Along with this, according to Yahoo! Finance, "investors should be aware that the challenge of integrating a weaker-performing Foot Locker continues to carry significant risk" posing uneasy tension with stakeholders (Simply Wall St, 2025).

- For many consumers who only have one specific need, they may be turned off from having to go into Dick's to locate what they need versus going to a specialized store – going to Nike or Adidas directly for shoes or going to Bass Pro Shop for fishing gear.
- Dick's has a great sense of community engagement; however, they lack focus on the elderly target audience. According to the CDC, the benefits of physical activity for adults 65 or older include reduced blood pressure, reduced risk of heart disease and improves bone density (CDC, 2025). They offer events and activities for the general adult and youth, but fail to recognize a whole age demographic.

EXTERNAL

OPPORTUNITIES

- With the recent Foot Locker acquisition, Dick's has the special opportunity to take advantage of the "ready-made platform" internationally, synthesizing brand recognition of both Foot Locker and Dick's Sporting Goods to test marketing concepts overseas (Faithfull, 2025).
- Though they do have a strong Varsity Team program that is an "influencer program to the public," DSG can grow further with to grow their online presence (news release from Dick's Sporting Goods). Being authentically endorsed by families, health and fitness, and sporty content creators, they can reach different audiences and promote the variety of reasons why the consumer should shop with DSG.

- Leaning into their sustainability initiatives for the environment and the community, the brand can take the opportunity to sell or re-sale past gear and apparel at a discounted price. These items may be returned or cancellations with further inspection to meet their quality standards. They may even go further as to donate them to the communities they already help out financially.

THREATS

1. With a competitive sports retail industry, there are several competitors that the brand faces. Brands/companies such as Big 5 Sporting Goods, Champs Sports, and JD Sports are all brands that have similar reputations when it comes to sporting good chains. There are also the competitors that sell their outdoor gear and apparel such as Patagonia, Bass Pro Shops, and North Face. Noting the success of House of Sport, these brands may also begin implementing the immersive experience in their own stores for more competition.
2. Even though there is an incredible opportunity using Foot Locker for broadening international consumers and brand marketing, tariffs can cost the company more money with “American businesses [such as DSG] absorbing 22% of the costs” leading the company to be spending more across seas (Harvard Business School, 2025).
3. Consumers spending less is a threat to DSG because consumers may cut out unnecessary spending which can account for new apparel, new shoes, new gear, etc. Consumers spending less in general can also affect DSG partnerships if the brands notice a massive decline of spending. According to the Associated Press, “consumers have taken on more debt and saved less to maintain their spending, a process that may be difficult to sustain” which can mean a shift of behavior in the future (Rugaber and Ott, 2026).

STRATEGIC INSIGHTS

Strategic Initiative 1 – Operation Good for the Sole - Los Angeles Pop-Up Activation:

Operation Good for the Sole is a Los Angeles pop-up activation that invites community members to donate gently used shoes at a branded event combining music, fitness demos, on-site shoe inspection/repair, and partner booths from nonprofits and local vendors. DSG will take this opportunity to also resale returned/cancelled gear and apparel at a discounted price to avoid inventory write-offs and needless waste while funding community donations. By turning shoe collection into an experiential moment, the initiative leverages Dick's community trust and CSR positioning to increase brand visibility, drive foot traffic to local stores, and channel quality donations to underserved communities while diverting waste from landfills.

- Success Metric: Garner media coverage with at least 15 community outlets such as Los Angeles Times, LA Magazine, LAist and more. The social engagement will receive earned media attention along with shared engagement from DSG's own platforms. Will also measure event success with attendance of at least 2,500 visitors and a target of 5,000 shoes collected.

Strategic Initiative 2 – Still Got Game Community Program - Target Elderly Consumer:

Being very proud of their sustainable pillars for community, Dick's should launch an initiative focusing on elderly adults expanding into an older age demographic. *Still Got Game* would be similar to Sports Matter encouraging adults 65 and older to participate in sports or any activity with movement by addressing barriers and creating awareness. Dick's leverage their established trust with the community and would position themselves authentic to the mission's message that everyone has the athlete within them. Dick's will partner with senior centers, AARP, YMCA, and other groups that the age group already has visibility with to sponsor low-impact classes, intergenerational leagues, and community grants. This also will help differentiate them from competitors lacking focus in this area as well. This initiative will create higher demand in apparel and equipment that is tailored to the audience: supportive footwear, low-impact equipment and more.

- Success Metric: Keep track of pilot locations launched and monitor active senior participants within a 6 to 12 month period measuring the retention rate. In that 6 to 12 month period, have a 40% rise in products tailored for this audience.

Strategic Initiative 3 – Moolah Move Campaign - Amplify Digital Presence:

The Moolah Move Campaign is a digital campaign partnering with influencers and content creators to promote the ScoreCard app amplifying social media presence but also benefiting by increasing awareness of app. The campaign will partner with mega-influencers like health and fitness influencer Whitney Simmons (@whitneysimmons) who has 3.1M followers and has consistent engagement and micro content-creators like Kelly (@bigdumbidiotshow) who recently went viral talking about the benefits of the ScoreCard app with over 2.4M views and over 600K impressions across likes, shares, comments and saves. This benefits Dick's Sporting Goods because the creators will reach a variety of target audiences ranging from Gen Z to Millennials who would primarily use the app. The creators will encourage users to share what they've redeemed with their points.

- Success Metric: Increase social media engagement by 35% along with increasing traffic on the app by 50%. This traffic on the app will organically follow an increase use of the store mode and foot traffic in the stores with users checking out what products they plan to get with their redeemed points.