



VAASAN AMMATTIKORKEAKOULU
VASA YRKESHÖGSKOLA
UNIVERSITY OF APPLIED SCIENCES

He Dong

MARKETING STRATEGY ANALYSIS OF MARIMEKKO IN CHINA

Business Economics and Tourism

2012

FORWARD

The idea of the topic I study in this thesis came to my mind when a Marimekko store was opened in Vaasa, where I have been living for three years. Plenty of different colorful clothes and bags were showing behind the show window. That window attracted me and the unique design made me desired to introduce that special style to China. So when my supervisor recommended me to work on a study of Marimekko, I immediately remembered that feeling and gladly agreed.

A finished project is definitely supported by hard work. However, the most power of my research was from my parents. The study is much more valuable for me with their concern and courage, and many thanks to my sincere friends.

Moreover, the valuable recommendation and suggestions offered by my supervisor, Päivi Björkman indispensably supported my work.

TIIVISTELMÄ

Tekijä	He Dong
Opinnäytetyön nimi	Marimekon markkinointi suunnitelma kiinassa
Vuosi	2012
Kieli	englantia
Sivumäärä	72 + 3 liitettä
Ohjaaja	Päivi Björkman

Kansainvälisen kaupan aikana, monet yhtiöt alkavat esitellä tuotteitaan ja toimintaansa muissa maissa. Kuinka saada markkinointi ja strategia toimimaan vieraisissa maissa on vaikea kysymys, siinä onnistutaan tai ei.

Tämä väitöskirja on tutkimus Marimekon myynti strategiasta Kiinassa. Marimeko on kuuluisa ja kansallinen tekstiili ja muotisuuntaus suomessa, jolla on vahva tyyli Euroopassa. Suunnitelman mukaan 15 myymälää avataan Kiinaan v. 2016 mennessä

Tekstiili ja muoti Kiinassa ovat nykyään menestyvä ala. Kiinan markkinoilla on valtavat kaupalliset mahdollisuudet sekä kova kilpailu riskeineen. Tutkimuksen aiheena on analysoida Marimekon strategiaa Kiinassa; löytää ongelmat ja niihin ratkaisut.

Tämä tutkimus oli tehty määrällään ja laadultaan menetelmän ja SWOT analysoituna. Tiedot on kerätty asiakirjoista, ajankohtaisilmoituksista, kumppanien uutisista ja raporteista. Tutkimus tulokset perustuvat tietanalyysiin ja kokemuksista Marimekolta itseltään sekä muilta merkeiltä ja trendeiltä. Tuloksien odotetaan antavan suosituksia ja ehdotuksia myyntistrategialle Marimekolle Kiinassa.

Avainsanat: myyntistrategia, tilaisuudet, riskit, vieras maa

ABSTRACT

Author	He Dong
Title	Marketing Strategy Analysis of Marimekko in China
Year	2012
Language	English
Pages	72 + 3 Appendices
Name of Supervisor	Päivi Björkman

Under the background of international trade, plenty of corporations start to promote their products and brand spirit to other countries. How to implement the marketing strategy in foreign countries becomes a tough question which decides whether the brand gains benefit or loss.

This thesis is a research of the marketing strategy of Marimekko in China. Marimekko is a famous and national textile and fashion brand in Finland, which has strong style of Europe. As planned, 15 stores are going to be opened in China by 2016. The textile and fashion market in China is in a period of prosperity today. There are huge commercial opportunities in the Chinese market while at the same time, there is also intense competition and there are risks.

The aim of the study is to analyze the marketing strategy that Marimekko could implement in China; find out the problems and solutions. This research was conducted by quantitative and qualitative methods and SWOT analysis. Data collection was conducted by documents, on-line information, companies' news and reports.

The research results are based on the data analysis and experiences from Marimekko itself and other brands, moreover, the results are expected to give recommendations and suggestions on the marketing strategy of Marimekko in China.

Keywords: marketing strategy, opportunity, risk, foreign country

CONTENTS

FOREWORD

TIIVISTELMÄ

ABSTRACT

1	INTRODUCTION.....	9
	1.1 Background for the study	9
	1.2 Purpose of the study	10
	1.3 Limitations of the study.....	11
	1.4 Methodology.....	11
	1.5 Outline	12
2	BASIC INFORMATION FOR THE STUDY.....	13
	2.1 Understanding the Textile Industry.....	13
	2.2 Introduction of Case Company – Marimekko	13
	2.3 Chinese market situation	15
	2.3.1 Industrial policies.....	16
	2.3.2 Economics policy.....	17
	2.3.3 Regional Policies	18
3	THEORETICAL BACKGROUND	19
	3.1 Market analysis	19
	3.2 Analyzing competition	22
	3.3 Analyzing the business environment.....	22
	3.4 Consumer behavior Analysis	24
	3.5 Marketing mix strategy.....	25
	3.5.1 Product	27
	3.5.2 Price	28
	3.5.3 Promotion.....	29
	3.5.4 Place.....	30
	3.6 Cross-cultural Marketing Strategy	31
	3.7 The strategic Marketing Process	32
	3.8 SWOT Analysis Introduction	33
4	EMPIRICAL STUDY	36
	4.1 Research design.....	37

4.1.1	Primary and secondary data	39
4.1.2	Data collection methods and data analysis.....	41
4.1.3	Reliability and validity	43
4.2	Marketing Strategy Implemented in China	45
4.2.1	Cross-culture Marketing Strategy.....	45
4.2.2	Market Segmentation	48
4.2.3	Marketing Mix Strategy	52
5.2.3.1	Product strategy	52
5.2.3.2	Place strategy.....	57
5.2.3.3	Price strategy	58
5.2.3.4	Promotion strategy.....	59
5	CONCLUSION AND SUGGESTION.....	63
5.1	SWOT- Analysis of Marketing Strategy in China	64
5.1.1	Strengths.....	64
5.1.2	Weaknesses	65
5.1.3	Opportunities	65
5.1.4	Threats.....	66
5.2	Suggestions	66
	REFERENCES	68
	APPENDIX 1	72
	APPENDIX 2	76
	APPENDIX 3	80

LIST OF FIGURES

Figure 1	Market analysis.....	p.20
Figure 2	The marketing environment.....	p.23
Figure 3	Complex buying decision.....	p.25
Figure 4	Marketing mix strategy.....	p.26
Figure 5	Price Strategy Matrix.....	p.28
Figure 6	Firms-level Analysis.....	p.32
Figure 7	The Five Tasks of Strategic Marketing.....	p.33
Figure 8	SWOT Analysis Frameworks.....	p.34
Figure 9	Marketing Research Process.....	p.37
Figure 10	A classification of qualitative research procedures.....	p.40
Figure 11	A classification of secondary data.....	p.41
Figure 12	Images of Marimekko in brand promotion.....	p.47
Figure 13	Age of the Respondents.....	p.49
Figure 14	Salary per Month of the Respondents.....	p.50
Figure 15	Fashion Goods Buying Frequency of the Respondents.....	p.54
Figure 16	Household or household decoration Goods Buying Frequency.....	p.54
Figure 17	Daily-use Goods Buying Frequency of the Respondents.....	p.55
Figure 18	Gifts Buying Frequency of the Respondents.....	p.56

Figure 19	Products communicate with consumer in three ways.....	p.57
Figure 20	The most commonly shopping places.....	p.58
Figure 21	The Factors Considered in Buying Procedure.....	p.61
Figure 22	The most commonly used methods to know a new brand better.....	p.62

LIST OF TABLES

Table 1	Summary of Marketing Mix Decisions.....	p.30
Table 2	SWOT Matrix.....	p.35
Table 3	A Comparison of Basic Research Designs.....	p.38
Table 4	Status of Chinese consuming level (June 2009)	p.51

LIST OF APPENDICES

APPENDIX 1. Original Chinese questionnaire

APPENDIX 2. Translated English questionnaire

APPENDIX 3. Pictures of Marimekko

1 INTRODUCTION

1.1 Background for the study

China has got great attention worldwide in the past decades and is having an increasing trend. With the substantial growth of gross domestic product (GDP), huge and widening consumer market, enhancing consumer confidence, China has evolved as one of the biggest invest market in the whole world.

Textile industry has an important role in China's economy. There are plenty of Textile manufactures and a lot of them are the biggest textile manufacturers in the world. There are also many textile universities in different cities in China. It shows that there is also a large textile products market in China.

During the last two decades, China has become the powerhouse of the world within the textile industry. A large number of textile product brands mushroomed in China in decades. Many of those brands became worldwide famous brands and successes because of the high quality and relatively low price. But there is still one thing staying in the corner waiting for being developed. It is the unique brand for those ladies who love themselves and the life.

Marimekko is a famous Textile Product Brand in Finland. It is loved especially by the European women, who are independent and optimistic. So in my mind, Marimekko is the brand fits well with Chinese textile consumer market.

In this study, I will research and analysis the marketing strategies that Marimekko could implement in China and study to know how to implement the strategies to make Marimekko loved by Chinese consumers and build the brand successfully in China.

1.2 Purpose of the study

Some brands fail, while others succeed. Marimekko, as a successful textile brand in Finland, is well-known as its life-style idea and natural attitude. The design of Marimekko is with the characteristics which the Finnish people possess—bold and unrestrained like the bright color flowers bursting into bloom. Even though it is famous in Europe and America, Marimekko still has the potential to develop new markets.

According to the situation of China nowadays, the increasing trust and demand of high-level textile products makes the textile market grows rapidly. Moreover, some products of Marimekko were introduced to Chinese textile consumer market several years before and are continuing to receive the supporting of Chinese consumers. Marimekko is now cooperating with the cosmetic brand AVON and footwear brands such as Converse and Nike to expand the consumer market and tap the potential consumers. The products of AVON and Converse which are using the design or images of Marimekko made great promotion for Marimekko. These products are also offered for sale in the Chinese market and are well-received. (Sources: http://www.ebay.com/sch/i.html?_nkw=converse+marimekko) (Sources: <http://usstock.jrj.com.cn/2008-03-18/000003421225.shtml>)

International marketing involves operating across a number of foreign country markets in which not only do the uncontrollable variable differ significantly between one market and another, but the controllable factors in the form of cost and price structures, opportunities for advertising and distributive infrastructure are also likely to differ significantly. (Doole and Lowe 2001, 7).

My study objectives are to analyze the marketing strategies of the Finnish textile and fashion brand – Marimekko in the Chinese market; and study the implementation of the strategies on the present target market and the potential market in the future.

In addition to these objectives above, the following questions are necessary to be studied:

1. What is the situation and opportunities in Chinese textile market?
2. How could the case company evaluate the possibilities and risks of entering a foreign market?
3. How to adjust the strategies according to the political, economic, social and technological factors of the target country?
4. How to implement the new strategies and collect data to support the research result?

1.3 Limitations of the study

There are certain limitations in this thesis. It does not provide precise quantitative measurements. The study areas of Chinese Textile Product Market are limited -- not all the places in China are researched. The research results are based mainly on my own opinions and judgment of the collected information.

1.4 Methodology

Research is a logical and systematic search for new and useful information on a particular topic. The objectives of research are to discover new facts and develop new scientific tools, concepts and theories to solve and understand scientific and nonscientific problems; to find solutions to scientific, nonscientific and social problems and to overcome those problems.

Sources: (<http://www.scribd.com/doc/6949151/Research-Methodology>)

The qualitative research method is used in this thesis. The primary data is collected through questionnaires and interview. 20 of the Chinese consumers were interviewed. The background information is collected through the internet, company's publications, the shops' advertisements, books, articles and magazines.

The theoretical study concludes mainly the theories on understanding of textile industry, marketing analysis methods, marketing mix strategy, strategic marketing process, and cross-cultural marketing strategy.

In this study I will concentrate on the present marketing strategies and branding of Marimekko in the Chinese market, and more specifically on the interaction between Marimekko and its business cooperators, AVON and Converse. Furthermore, the prediction and suggestion of the future marketing strategy plan will be presented with analyzing the research data.

1.5 Outline

The study has three sections. The first section introduces the basic information of the study, including the introduction of the textile industry and Chinese textile products market situation. The second section is the theoretical part, which offers the theoretical framework and the theories needed in the empirical research. The last section is the empirical research which gives the results of the study.

2 BASIC INFORMATION FOR THE STUDY

2.1 Understanding the Textile Industry

Wearing of clothing is an exclusive characteristic of human and shows only in human societies. As we know that the animal skins and vegetation were used by human for covering and protecting from cold and heat. In human history, clothing and textiles have been playing important roles. The materials and technologies have been developed and mastered. The finished product reflects the culture that has the unique social significance. (Source: <http://en.wikipedia.org/wiki/Clothing>)

From ancient times to nowadays, the textile production has evolved many methods. The choices of textiles have been affected how people clothed themselves and got their surroundings decorated. There were various stages that the textile industry evolved from being a domestic small industry to the supremacy industry. The first one is the cottage stage where textile industry was on a domestic basis. During the industrial revolution, new machines such as handlooms made making clothing material become an organized industry. In the later phases of 20th century, shuttles were developed to be faster and more efficient in the textile industry. Nowadays, modern techniques and innovation is leading a competitive and low-prices textile industry. Almost any kind of cloth or design could be touched.

(Sources: http://en.wikipedia.org/wiki/Textile_industry)

2.2 Introduction of Case Company – Marimekko

Marimekko Corporation is a leading Finnish Textile and Clothing Design Company that was established in 1951. The company designs, manufactures and markets high-quality clothing interior decoration textiles, bags and other accessories under the Marimekko brand, both in Finland and abroad.

Sources: (<http://www.marimekko.com/>)

From the very beginning, Marimekko was a company made by women for women. The company's CEO, Armi Ratia, was responsible for making the avant garde designs of female artists like Maija Isola a part of the Marimekko identity. In the 1960s, bold prints and boxy fashions became the height of fashion in Finland and abroad, launching Marimekko into the international arena.

(<http://www.finnishdesign.com/finnish-design-companies/marimekko/history-of-marimekko>)

In 2010, Marimekko's net sales were EUR 73.3 million, of which international sales accounted for 29.4%. Marimekko products are sold in roughly 40 countries. The number of employees at the end of 2010 was 388. The company's shares are quoted on NASDAQ OMX Helsinki Ltd. (www.marimekko.com)

Marimekko's vision is to be the most acclaimed print designer in the world and one of the most appealing design-based consumer brands. The company's objective is to grow and succeed in the international arena as a Finnish design company that has a strong identity. Business development primarily focuses on controlled organic growth in Finland and selected export markets. (www.finnishdesign.com)

The Poppy pattern is used most often in the design of the products of Marimekko. There is a story that a designer announced that Marimekko did not manufacture the floral pattern products, while the designer Maija Isola designed Poppy against the statement and showed the public a whole new floral design which were the bold, powerful and unapologetic flowers of Poppy.

Today, Marimekko is a leading textile company, producing fabrics and readymade items for stores all over the world. Their designs can be seen in places as varied as Crate and Barrel and H&M. Marimekko's collection of fabrics, interior objects and fashion can be found in independent shops and Marimekko Concept Stores throughout the world. (www.finnishdesign.com)

Most of the females perhaps have the dream of wearing the art, and show their inside through outside wearing. Marimekko offers those women a chance to real-

ize their dream. The features of Marimekko, good quality, special design, high price, segment Marimekko as the high-level brand which suits the present consumer habit.

2.3 Chinese market situation

In the past decades, China's high growth of economy has shown it to be an important and trustworthy country by dealing a great number of international issues. China's economic management policies have changed a lot during the past years. The overseas close policy has changed to open door policy; the domestic planning economy has changed to marketing economy. From those changes, China has learnt and valued much. Therefore, the economy of China has been turning brightly. An increasing number of huge, powerful multinational companies are seeking places with a stable economic growth rate to gain new development and opportunities. Nowadays in the 21st century, China has become the new focus for the multinationals in all business lines.

(http://en.wikipedia.org/wiki/Economy_of_the_People%27s_Republic_of_China)

China's GDP growth rate in the past two decades is nearly 2.5 times more than in North America and Europe. China has dominated the global industries with the low-cost labor base and low-priced products that appeal to a broad range of consumers. In the 31 provinces, autonomous regions and municipalities of the mainland of China, there were 401517330 family households with a population of 1244608395 persons. The average size of family household was 3.10 persons, or 0.34 people less as compared with the 3.44 persons in the 2000 population census. [Source: Communiqué of the National Bureau of Statistics of People's Republic of China on Major Figures of the 2010 Population Census [1] (No. 1)]

China's power consumption in May rose 10.8 percent year on year to reach 386.5 billion kilowatt hours, according to data from the National Energy Administration. China received \$9.225 billion in foreign direct investment in May, up 13.43 per-

cent from a year ago, said the Ministry of Commerce. The producer price index (PPI), a measure of inflation at the wholesale level, went up 6.8 percent in April, 2012. In May, foreign trade totaled \$301.27 billion, up 23.5 percent from a year ago, said the General Administration of Customs. Of this total, imports totaled \$144.11 billion, up 28.4 percent, while exports edged up 19.4 percent year on year to \$157.16 billion. Retail sales of consumer goods edged up 16.9 percent to 1.47 trillion yuan (\$226.77 billion). The figure brought the amount for the first five months to 7.13 trillion yuan (\$1.1 trillion), up 16.6 percent from the previous year. (http://www.bjreview.com.cn/business/txt/2011-06/17/content_369689.htm)

2.3.1 Industrial policies

In December of the year 1997, according to general planning of the national economic development, the State Development Planning Commission, State Economic and trade Commission together with the Ministry of Foreign trade and Economic Cooperation began to revise the Industrial Catalogue Guiding Foreign Investment and put it into enforcement. At present, a new round of revising work is being under the way.

(<http://in2.mofcom.gov.cn/aarticle/chinalaw/investment/200411/20041100004699.html>)

a. The items to encourage foreign direct investments

The items to encourage foreign direct investments mainly includes: items of agricultural new technology and agricultural comprehensive development as well as industrial projects of energy, transportation and vital raw materials; high-tech projects; export-oriented projects; projects of comprehensively utilizing resources, renewing resources and prevention and cure of environmental pollution; projects which can give play to the advantages of western and central regions. The companies should actively direct foreign investments toward the technological upgrading of traditional industries as well as the old industrial bases, while developing con-

tinuously the labor-intensive projects which are in compliance with industrial policies.

(<http://in2.mofcom.gov.cn/aarticle/chinalaw/investment/200411/20041100004699.html>)

b. Foreign direct investment in services

In recent decades, in addition to the fields of commerce and foreign trade, Chinese foreign direct investment in services has expanded opening in other areas such as finance, insurance, transportation, international freight forwarding, legal services, tourism, advertising, medical care and public health, accounting, assets appraisal, education, leasing, engineering design, consulting and real estate.

(<http://in2.mofcom.gov.cn/aarticle/chinalaw/investment/200411/20041100004699.html>)

The opening pattern for trade in services has been transformed from one involving limited sectors to a pattern encompassing many more industries and sectors. The framework of opening in trade in services has taken shape. In the future, the step-by-step efforts will be continued to promote opening in service sectors, speed up the healthy development and higher the general level of the service sectors. (<http://in2.mofcom.gov.cn/aarticle/chinalaw/investment/200411/20041100004699.html>)

2.3.2 Economics policy

China is now launching active pilot projects in utilizing foreign investment in services. Ever since the year of 1992 when the State Council decided to launch trial operations of foreign-invested commercial retail businesses in Beijing, Tianjin, Shanghai, Dalian, Qingdao, Guangzhou and five Special Economic Zones, the utilization of foreign direct investment in the commercial retail sector has been opening gradually. In September of the year 1996, with the approval of the State

Council, the Ministry of Foreign Trade and Economic Cooperation (MOFTEC), published the Interim Procedures on Establishing Pilot Sino-Foreign Joint Venture Wholesale Business, which is a major step toward expanding the opening up in the service sector. At the end of the year of 1998, the Interim Procedures on the Joint Venture Travel Agent was promulgated, which enlarged the geographical areas for permitted joint-owned travel agents to the regions outside the tourism development zones.

(<http://in2.mofcom.gov.cn/aarticle/chinalaw/investment/200411/20041100004699.html>)

2.3.3 Regional Policies

At present, major policies adopted by the Chinese government to encourage foreign investment in the central and western regions include:

The foreign invested enterprises located in the eastern regions will be encouraged to reinvest in the central and western regions. In case a project involves foreign participation of over 25%, the project shall enjoy the treatment as a foreign-invested enterprise.

The foreign invested enterprises in the coastal regions are allowed to contract to manage the foreign invested enterprises and domestic invested enterprises.

In recent years, the Chinese government has also given more support to the investments in the central and western regions and investment environment in the regions has been improved greatly.

(<http://in2.mofcom.gov.cn/aarticle/chinalaw/investment/200411/20041100004699.html>)

3 THEORETICAL BACKGROUND

A strategy is a plan that integrates an organization's major goals, policies, decisions and sequences of action into a cohesive whole. (Proctor 2000, 1)

There are several manners to formulate the strategy. First, SWOT analysis and portfolio models, which have been using most of the time. Second is employing multiple scenario planning.

3.1 Market analysis

It is very important to understand the key factors which govern a company's achievement. How to forecast the market's development in the future; how to identify the trends of the buying behavior, and how to measure the size of the market are the main additional factors the firms should work out and moreover, firms need to know the methods of assessing market size and predict to which size a market will grow.

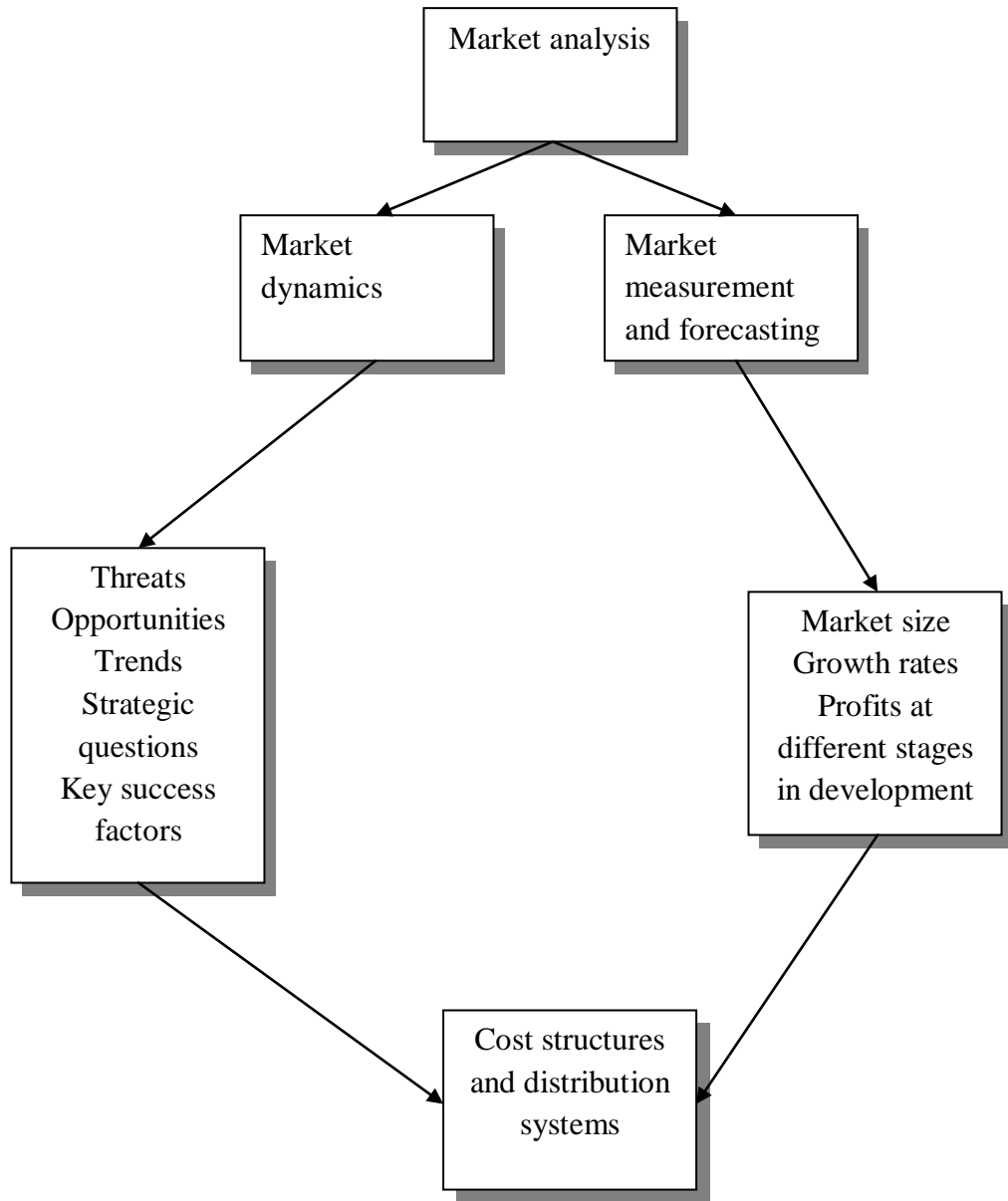
DIMENSIONS OF MARKET ANALYSIS

The dimensions vary according to the context. However, the following are often included:

- actual and potential market size
- market growth
- market profitability
- cost structure
- distribution systems
- trends and developments
- key success factors.

(Proctor 2000, 83)

Figure 1 Market analysis



Source : (Proctor 2000, 83)

ACTUAL MARKET SIZE

The actual market size can be estimated by at many methods. For example, first, it is convenient and fast to find the basic market data with the sources of government or the findings of trade association. Second, it is also easy to get information

from some published financial sources of other companies, or the customers of the competitors. Sometimes it is more expensive but more effective to get the research results from customers surveying.

POTENTIAL MARKET SIZE

The size of potential market can be changed probably by the new user group, unexpected fault of producing, or increasing usage of new product.

MARKET GROWTH

Whether the market grows, or how rapidly the market grows essentially depends on how the products fit the consumers' want, need, and demand.

Demand can be measured at several levels:

- product levels – product form sales, product line sales, company sales, industry sales, national sales
- space levels – sales to individual customers, sales by territory, area or country, world sales
- time levels – short-range, medium-range, long-range sales.

Source: (Tony, Proctor, 2000, 84)

MARKET PROFITABILITY ANALYSIS

According to Proctor (2000, 94), the attractiveness of a market is measured depends on five factors that influence profitability: competitors, potential competitors, substitute products, customer power, and supplier power.

COST STRUCTURE

By understanding the cost structure of a market, it is easier to see through the present and future key success factors clearly and also extent to the attainable strategies.

KEY SUCCESS FACTORS – BASES OF COMPETITION

Strategic necessities and strategic strengths are the key success factors when there is a competition between two firms with the same industry.

A substantial weakness will be made when lack of strategic necessities. The strategic strengths provide a competitive advantage in the competition. There are differences of the key factors in different industries in a predictable way. (Tony, Proctor 2000, 97)

3.2 Analyzing competition

The ability to identify customers' wants, needs and demands is an important factor to success in market. Therefore, it is much more important to satisfy those wants, needs and demands well than your competitors. (Proctor 2000, 102)

The first step is to identify competitors; however, the competition should be identified in advance. For example, a film publisher's main competitors might be other film publishers. However, product substitution has to be considered as the competitor. The field of competitors should be looked more broadly (Proctor 2000, 110). It can be identified that many producers of goods that are used for leisure and acts should be considered as the potential competitors for the publisher.

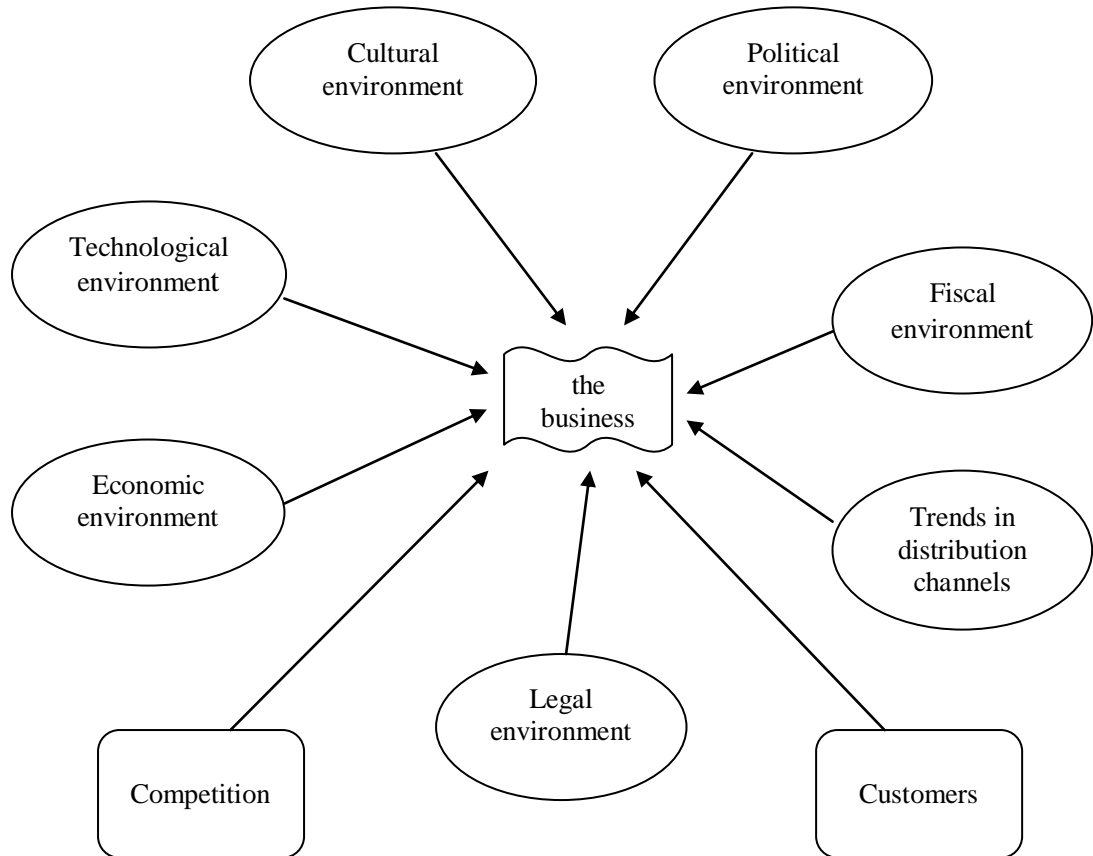
3.3 Analyzing the business environment

The marketing policies, plans and decisions are implemented in the context of an ever-changing external environment (Proctor 2000, 122). The different marketing strategies should be adopted when the nature of the markets change. There have been many changes in customers' shopping habits during the past decades.

There are many different environmental variables such as political, social and cultural factors, which have an impact on consumers' want, need and demand for products and services. (Tony, Proctor 2000, 123)

Figure 2 shows the marketing environment factors which influence the business.

Figure 2 The marketing environment



Source: (Proctor 2000, 123)

Normally, different regions of a country exhibit different buying preference patterns. The different buying preference patterns reflect different cultural and traditional values. Culture is one of the most important factors that has impact on people's buying behaviors; on the other hand, culture is reflected in the core beliefs and values of people.

3.4 Consumer behavior Analysis

Why is it important to understand the major factors influencing consumer behavior?

In order to be able to function effectively in the market place firms need to know:

1. Who constitutes the market?
2. What does the market buy?
3. Why does the market buy?
4. Who participates in the buying?
5. How does the market buy?
6. When does the market buy?
7. Where does the market buy?

(Proctor 2000, 145)

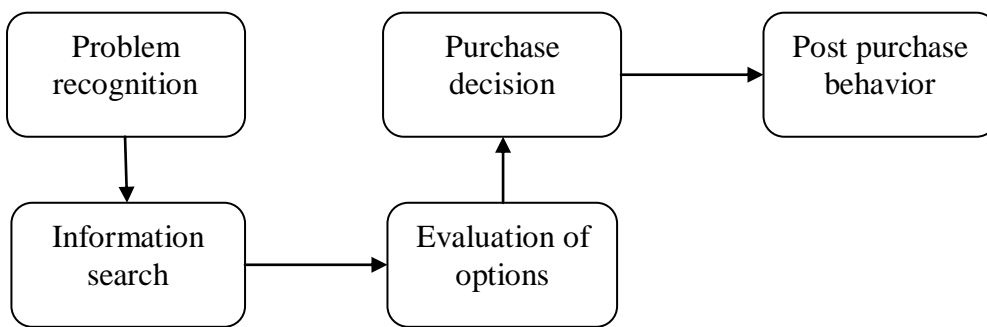
To answer those questions, the market research should be done on identifying relevant facts about buyer behavior. The factors which are influencing consumer behavior should be considered also as the factors influencing the buying decisions in business to business transactions. The approaches of the consumers differ with products and services.

Four main purchase situations are considered: Habitual purchases; limited decision making; impulse buying; complex buying decisions. (Henry 1987, 87)

Tony Proctor (2000, 145) explained the four situations: Firstly, the products which are purchased frequently are usually purchased because of habit. Consumers are usually cued by some factors of the product and have an impression about what the product is like. For example, the color of the package could be perceived by the consumers as a given level of quality. Secondly, impulse buying is the most frequently used buying method for most consumers. The marketing strategy here is to adjust the cognitive dissonance of consumers. For example, the advertising is good to achieved by making the purchasing seem sensible. Thirdly, consumers

will take a pre-purchase stage before they buy some products when the products are only occasionally needed. For example, when a new version of computer of a brand is introduced, the potential consumers might ask their friends who have used it about its quality or performance before they make the buying decision. The marketing strategy here is to provide the future information the potential consumers need to aid them in their decision making. Finally, the consumers pass through all the stages of buying process in purchasing.

Figure 3 Complex Buying Decision



Sources: (Proctor 2000, 147)

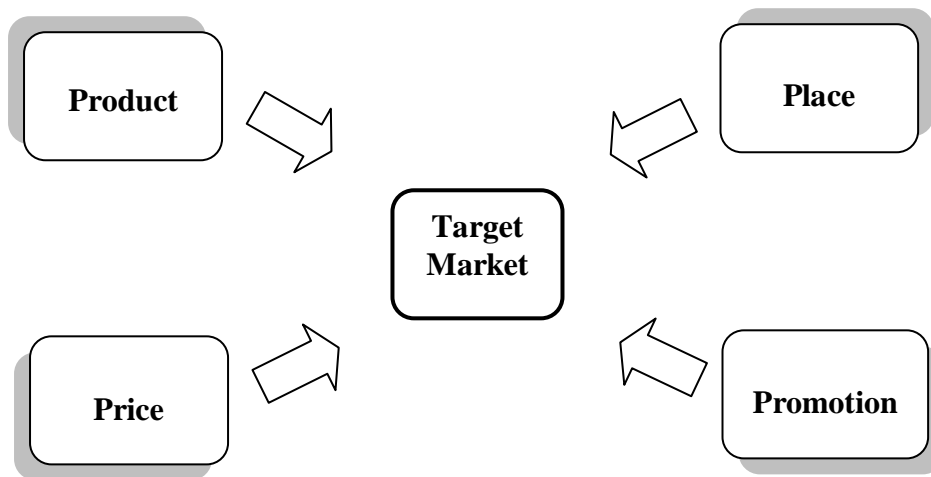
The formal models of consumer behavior are used by firms to establish the understanding communication between buyer and seller. The main factors that influence the consumer behavior are the marketing mix elements based on four Ps: product, price, place and promotion (Kotler 2003, 393) which are going to be introduced in the next section.

3.5 Marketing mix strategy

The marketing mix includes four categories: Product, Price, Place (distribution) and Promotion (Kotler 2003, 393). The four categories are provided to the target market as a marketing strategy to attract and maintain the consumers and potential consumers.

The marketing mix or the four Ps of marketing are the variables that can be controlled by the marketing management in order to satisfy the consumers best in the target market. Following diagram shows the trend and aim of the four Ps:

Figure 4 Marketing mix strategy



The firm attempts to get the positive response from the target market by using these four marketing mix elements in different situations.

Some people believe that there should be some new approaches for the marketing strategy and have built a new paradigm other than the four Ps: the four Cs which were put forward by Kotler.

- Convenience (Place)
- Cost to the user (Price)
- Communication (Promotion)
- Customer needs and wants (Product)

The four Cs seem to be more customer-oriented. They focus more on getting contact directly with consumers and remind the firm to think on the consumers' side. The Cs do focus on the customers and are more considerable, however, the Cs are more narrow and limited than the Ps while the Ps consider both side of the business—buyer and seller, which form and support the whole business. For example,

the Cost to the user considers about how the cost should be set for customer, however, it doesn't focus on how the cost should be set for the seller. The business stands for the benefit of both seller and buyer, but in the four Cs, the cost to the user does not offer any supporting for seller. Therefore, in this study the 4Ps-product, price, place and promotion are going to be used as the study tools.

3.5.1 Product

The product is defined as the physical product or service offered to the consumer in the target market.

According to Proctor (2000, 213), the product or services are helping the firm to build its own image in the consumers' mind. Whether the image is good or bad stands for the brand. The image is reflecting the feeling of customers about the product or services. It is important if firms understand the need and want of consumers to meet their benefits they want to obtain. There are many kinds of benefits consumers can get from purchasing products or services, for example, good value for money, good design, and economy in use, safety and ease of use, availability and novelty.

The designs of the product have to be made according to the following factors: quality, features, style, brand name, packaging, size, services, warranties, returns, options, and so on. Quality is one of the most important ones. People care about quality most during purchasing and using the product. The product quality shows and stands for the level of the product and how it is valued. (Proctor 2000, 213)

Firm needs to take care of product life cycle and try to extend the life cycle or develop new products. Furthermore, firm should increase the competition ability of its products through market research, market segmentation, and market positioning. (Kotler 2003, 393)

3.5.2 Price

According to the benefit-oriented marketing strategy, the goal in terms of price is to reduce costs through improving manufacturing and efficiency, and to increase the perceived value of the benefits of the products and services to the consumer.

Prices are determined by market forces which are brought by competitive pressures and patterns of consumer expenditure. Price in the marketing mix means the pricing strategy. Figure 5 shows four key pricing strategies namely premium pricing, penetration pricing, economy pricing, and price skimming which are the four main pricing policies/strategies.

Figure 5 Price Strategy Matrix

		Quality	
		Low	High
Price	Low	Economy	Penetration
	High	Skimming	Premium

Source: (<http://www.marketingteacher.com/www/lesson-store/lesson-pricing.html>)

There are two pricing strategies according to Proctor (2000, 222) have the feature of dealing with new products.

-Price Skimming: A product is charged a higher price because it has a substantial competitive advantage. The skimming strategy is used to take advantage of the fact that some consumers are prepared to pay a higher price because they have a strong demand of the product. However, the high price might attract more com-

petitors and the price can't maintain when the supply is increasing. Figure 5 shows how the price skimming works.

-Penetration Strategy: When a new product is introduced to the market, the price might be set to be a low level to instigate market growth and capture a large share. The penetration strategy works better if the target market seems to be highly price sensitive, or where low price becomes the barrier of competition.

3.5.3 Promotion

Promotion is an effective way for firms to build the good image and support the brand by promotional vehicles, such as advertising, sales promotion, publicity, and personal selling. Promotion is also a kind of communication between seller and buyer which affect the customer behavior in order to purchase. The promotion strategy is influenced by the following factors as Proctor (2000, 226) mentioned:

-The available budget: small firms have smaller budgets than others for promotional expenditure. For example, TV advertising is one of the most cost-effective ways of communicating with the market, which may be too expensive for the small firms.

-The complexity of the product or service: for some firms, when a strong service support is required, the personal selling is the only proper way of promotion.

-Market size and location: A large market needs a wide communication coverage.

-Distribution channels: obtaining suitable distribution for the product usually leads to a successful marketing method. Distributors can influence the choice of promotional medium and communicate well with ultimate consumers.

3.5.4 Place

Place decisions are associated with channels of distribution that get the product or service to the target market and ultimate consumers. Let's take a look at some basic distribution or channel decisions, and how to decide on the best ones for the product and service.

- Do we use direct or indirect channels? (e.g. 'direct' to a consumer, 'indirect' via a wholesaler).
- Single or multiple channels
- Cumulative length of the multiple channels.
- Types of intermediary
- Number of intermediaries at each level (e.g. how many retailers are in east and middle of China?)
- Which companies as intermediaries to avoid 'intrachannel conflict' (i.e. in-fighting between local distributors).

Source: (<http://www.marketingteacher.com/www/lesson-store/lesson-place.html>)

Table 1 Summary of Marketing Mix Decisions

PRODUCT	PRICE	PLACE	PROMOTION
Functionality	List price	Channel members	Advertising
Appearance	Discounts	Channel motivation	Personal selling
Quality	Allowances	Market coverage	Public relations
Brand	Leasing options	Logistics	Media
Warranty		Service levels	Budget
Service/Support			

Sources: (<http://www.quickmba.com/marketing/mix/>)

3.6 Cross-cultural Marketing Strategy

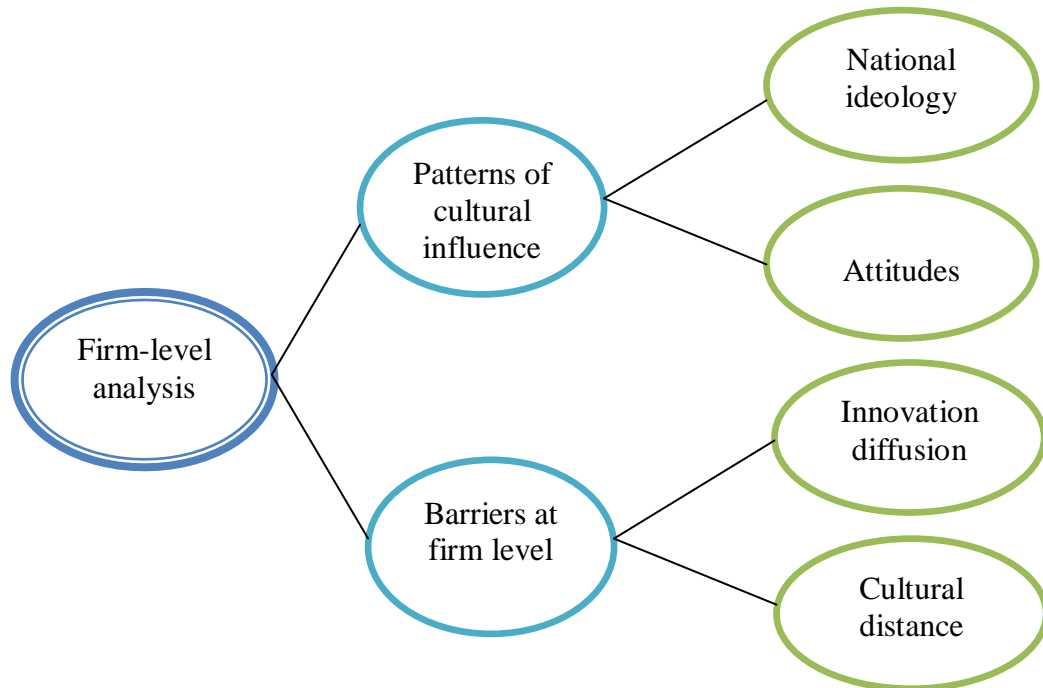
Marketing that fails to speak to a broad audience is marketing that fails. To get the largest possible consumer or potential consumer, the cultural barriers should be transcended and the messages should be sent to the potential consumer of every racial and religious heritage. Culture is defined as a picture including beliefs, law, customs, art and any other capabilities that human in the society. (Jiang 2006, 22)

When foreign companies decide to go into foreign market, they need to prepare and consider with many unknowns. There are seven key considerations for each geographic market that a firm is contemplating. An analysis of these seven variables provides the background necessary for deciding whether or not to enter the market and to what extent, if any, an individualized marketing strategy is required. (Jiang 2006, 24)

One good example, for the firms in China, the first lesson need to be learnt is how to work with the relationship. A good or trusty relationship between cooperators or seller and buyer once built, the business goes much better than the competitors. There is no doubt that the cultures influence the business and cause the changes of consumer behavior, need and demand of customer. Different marketing strategies and activities need to be matched with different cultures of target group. Figure 6 shows the influence of culture.

The patterns of cultural influence affect the attitudes and national ideology of the target country, people and products. The cultural distance which exists in the target country could cause a lot of problem when the product does not meet the target group's need or favor. Understanding how to release barriers, shorten cultural distance, get close to the attitudes the target group has is important and necessary for the multinational firms. (Jiang 2006, 25)

Figure 6 Firms-level Analysis



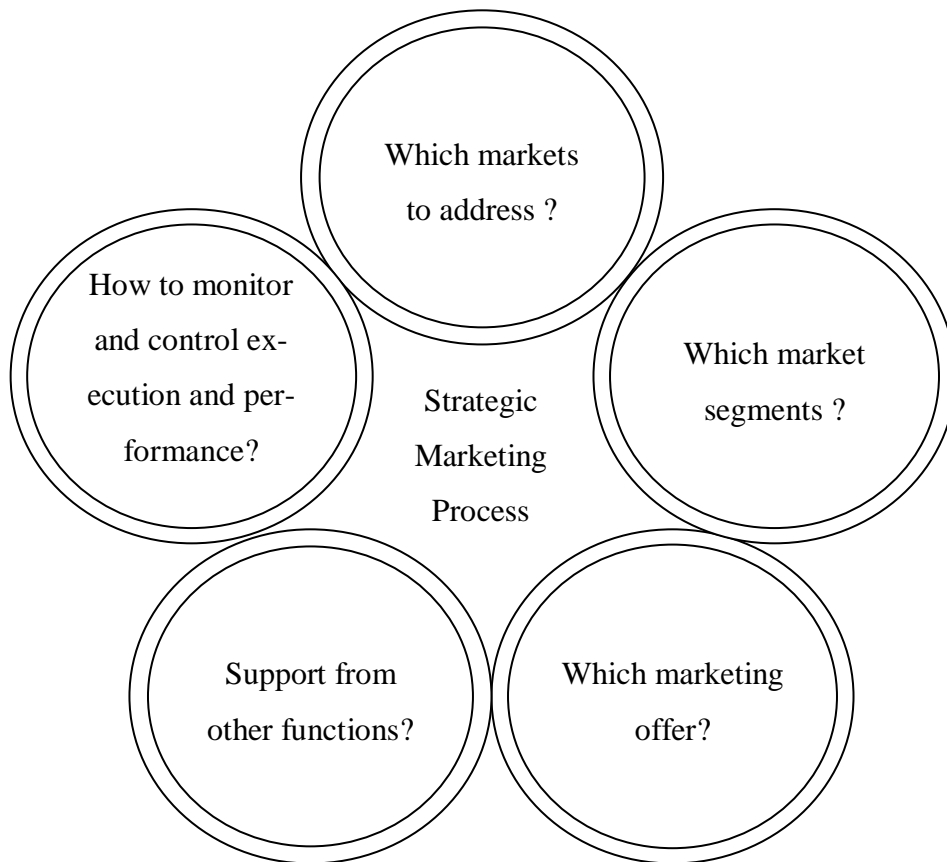
Source: Jiang (2006, 24)

3.7 The strategic Marketing Process

Figure 7 shows the five responsibilities included in the strategic marketing. Firstly the firm should know which market opportunities should be addressed. Second, select the segments in the market addressed, afterwards, offer the selected segments for the consumers, and get supporting from other functions. Finally, monitor and control execution and performance.

If the following five questions are answered, from learning above knowledge and analysis, I believe that the marketing strategies for the target market can be planned and set perfectly, and a perfect marketing strategy plan leads to the success of the business.

Figure 7 The Five Tasks of Strategic Marketing



Source: James, Noel, Nigel (2003)

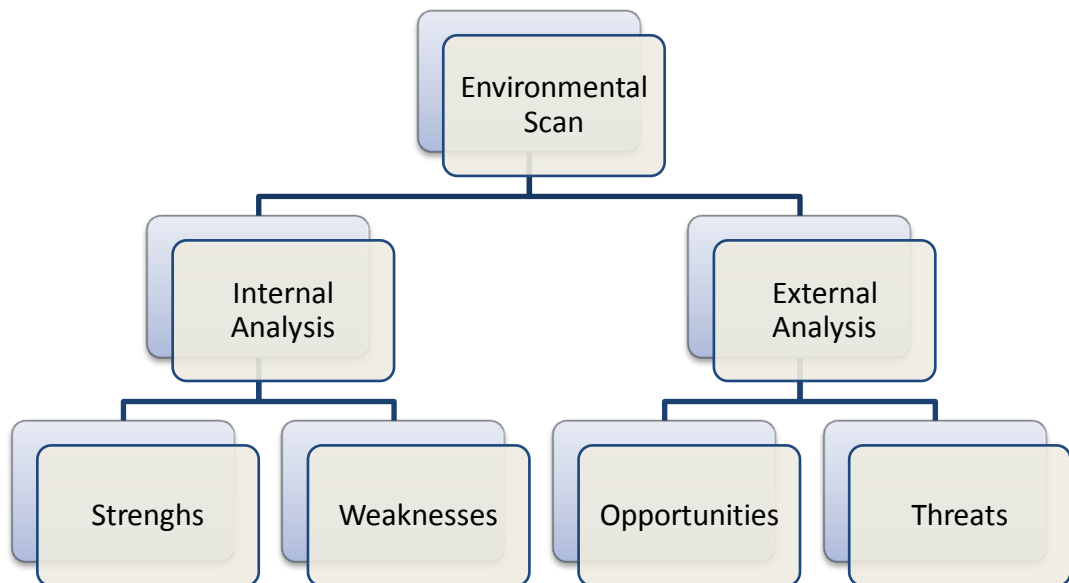
3.8 SWOT Analysis Introduction

SWOT analysis is a tool for auditing an organization and its environment. It is the first stage of planning and helps marketers to focus on key issues. SWOT stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors. Opportunities and threats are external factors.

Source: (<http://www.marketingteacher.com/lesson-store/lesson-swot.html>)

Figure 8 shows the framework of the SWOT analysis:

Figure 8 SWOT Analysis Frameworks



Sources :(<http://www.quickmba.com/strategy/swot/>)

-*Strengths*: a firm's strengths are its resources and capabilities that can be used as a basis for developing a competitive advantage. For example, strong brand names, cost advantages from proprietary know-how.

-*Weaknesses*: the absence of certain strengths may be viewed as a weakness. For example, high cost structure, lack of access to the best natural resources.

-*Opportunities*: the external environmental analysis may reveal certain new opportunities for profit and growth. For example, an unfulfilled customer need. -

-*Threats*: changes in the external environmental also may present threats to the firm. For example, the increasing trade barriers and emergence of substitute products.

Sources :(<http://www.quickmba.com/strategy/swot/>)

Table 2 shows the SWOT or TOWS matrix.

Table 2 SWOT/TOWS Matrix

	Strengths	Weaknesses
Opportunities	S-O strategies	W-O strategies
Threats	S-T strategies	W-T strategies

Sources :(<http://www.quickmba.com/strategy/swot/>)

Different kinds of SWOT Matrix suit different situations of firms and brands.

The S-O strategies fit well to the strength of the firm. W-O strategies use the opportunities to change the situation of weaknesses. S-T strategies are used to reduce the threats with the strengths. W-T strategies are using the case when the firm plans to prevent the weaknesses with facing the threats.

4 EMPIRICAL STUDY

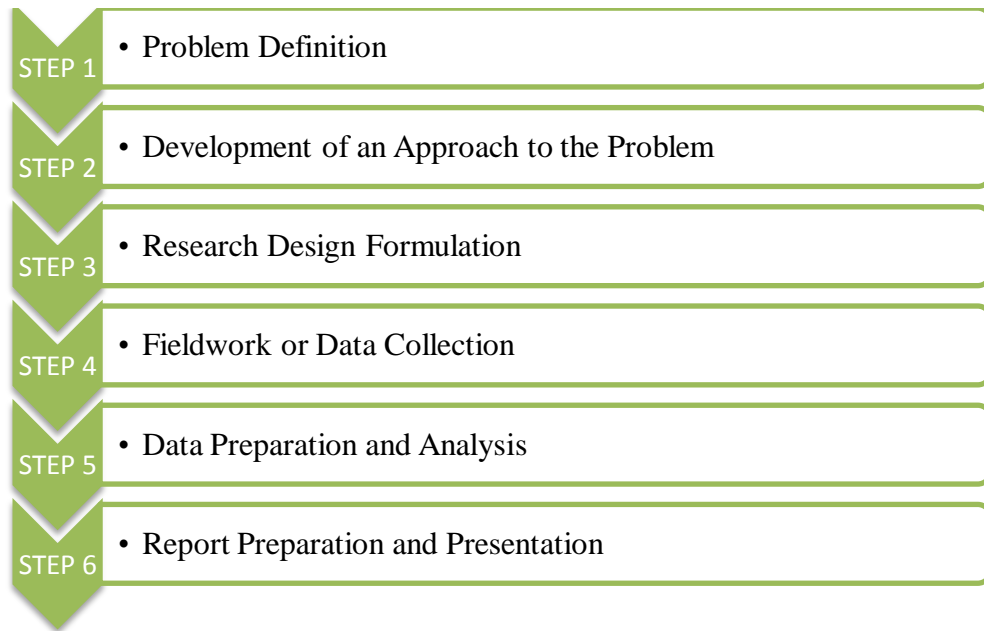
In this chapter, the marketing research design, structure and the data collecting approaches will be introduced; moreover, the research processes and findings will be presented as well. The analysis part is built up with SWOT analysis. The 4Ps are going to be analyzed as a part of the present strategy the case company has and the future strategy predicted and suggested for the case company. SWOT analyzes the case company's marketing strategies and situation which includes the advantages and risks in China.

Marketing research is defined as “the function that links the consumer, customer, and public to the marketer through information-information used to identify and define marketing opportunities and problems; generate, refine, and evaluate marketing actions; monitor marketing performance, and improve understanding of marketing as a process” (Malhotra 2007, 7)

According to Malhotra, as figure 9 shows, the marketing research process consists of six steps: Problem definition, development of an approach to the problem, research design formulation, fieldwork or data collection, data preparation and analysis, report preparation and presentation.

In the study of marketing strategy analysis of Marimekko, the research problems and objectives have been discussed in the very beginning of the thesis. The research design for the empirical part and the data collection methods and processes will be described in the following sections. The analysis of data will be supported by the data collected by the questionnaires and the existing data, which is gathered from the report of the case company.

Figure 9 Marketing Research Process



Sources: (Malhotra 2007, 10-11)

4.1 Research design

According to the definition of research design mentioned by Malhotra (2007, 78), a research design details the procedures necessary for obtaining the information needed to structure or solve marketing research problems, and specifies the details-the nuts and bolts-of implementing the approach to which the problem has already been developed. A research design involves the following components, or tasks:

1. Design the exploratory, descriptive, and /or causal phases of the research.
2. Define the information needed.
3. Specify the measurement and scaling procedures.
4. Construct and pretest a questionnaire (interviewing form) or an appropriate form for data collection.
5. Specify the sampling process and sample size.

6. Develop a plan of data analysis.

According to Malhotra (2007, 81), a research design can be broadly classified as exploratory or conclusive. Exploratory research is used in cases when you must define the problem more precisely, identify relevant courses of action, or gain additional insights before an approach can be developed. Conclusive research is typically more formal and structured than exploratory research. Conclusive research can be divided into descriptive research and causal research. Table 3 shows the comparison of descriptive and exploratory research.

Table 3 A Comparison of Basic Research Designs

	DESCRIPTIVE	EXPLORATORY
Objective:	Describe market characteristics or functions.	Discover ideas and insights
Characteristics:	Marketed by the prior formulation of specific hypotheses Preplanned and structured design	Flexible Versatile Often the front end of total research design
Methods:	Second data (analyzed quantitatively) Surveys Panels Observational and other data	Expert surveys Pilot surveys Secondary data (analyzed qualitatively) Qualitative research

Source: Naresh K Malhotra (2007, 81)

The aim of this study is to analyze the marketing strategies of Marimekko in China, find out the problems and give the solutions and recommendations for the future marketing strategies and business plans. In this study, the research objective is to describe the market characteristics and functions. The researcher has much

prior knowledge about the problem situation. The research method is to analyze both of quantitative and qualitative research. According to the background, the descriptive research is going to be used in this study. Malhotra (2007, 83-84) had given some examples of descriptive studies such as market studies, sales analysis studies, image studies, pricing studies, and advertising studies, and so on.

4.1.1 Primary and secondary data

According to Malhotra (2007, 413), there are five steps of field workers selection:

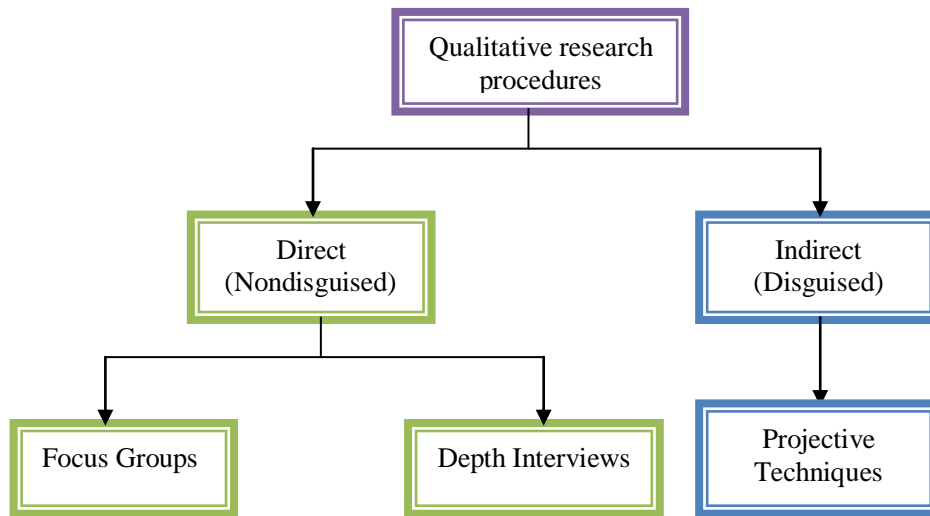
- Selection of field workers
- Training of field workers
- Supervision of field workers
- Validation of fieldwork
- Evaluation of field workers

The first step in the fieldwork process is the selection of field workers. The researcher should develop job specifications for the project, decide what the characteristics the field workers should have and recruit appropriate individuals. The training of field workers is critical to the quality of data collected. The questions in the questionnaires or in the face-to-face interviews should be thoroughly familiar with the interviewees; using the exact wording given in the questionnaire, follow instructions and skip patterns, probing carefully, and so on. The answers of the questionnaire should also be recorded carefully. (Malhotra, 2007, 413)

Qualitative research has been used in the questionnaire research, because the questionnaire is convenient and effective on collecting data and information during an interview. The questionnaire is also helpful on data record when the respondents of the interview research can't be interviewed by face-to-face, and when the target respondents are dispersed. The focus group of interview research is targeted as the Chinese women who are working as white-collar worker. The target group is located in most the southeast and middle east of China. The white-collar

women are chosen because the younger generation of Chinese is more open-minded and happier to adjust changes. The new styles of goods certainly will meet their need of pursuing changes in the life and spirit. As figure 10 shows, there are two procedures of qualitative research.

Figure 10 A classification of qualitative research procedures



Source: (Malhotra 2007, 145)

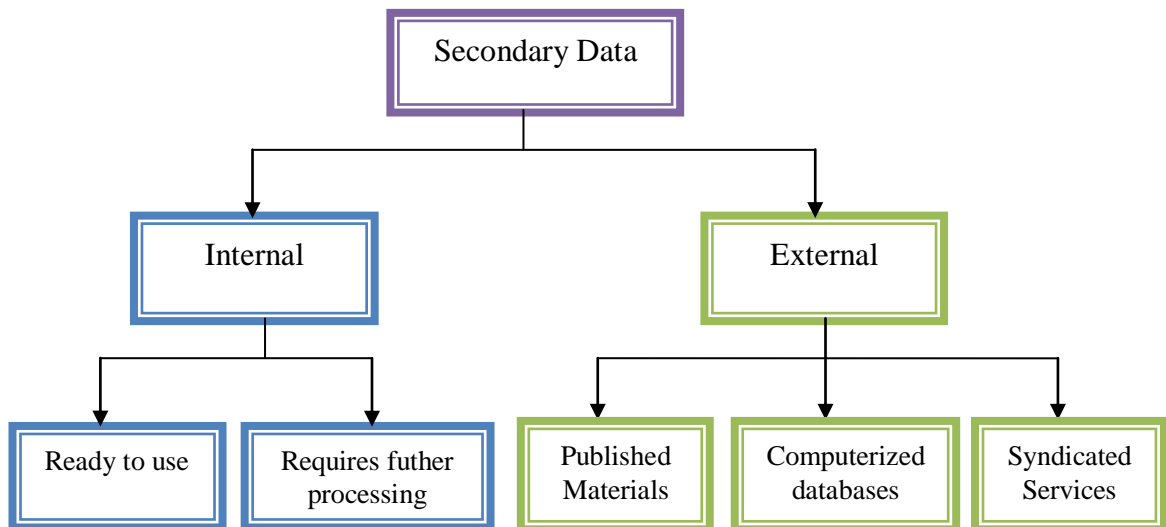
As mentioned before, the focus group of qualitative research is the white-collar Chinese women. After the questionnaire interview, there was an in-depth interview for some of the respondents who have met the conditions of requirement. The indirect method was used on the project techniques. As Malhotra (2007, 145) mentioned, there are four aspects: association techniques, completion techniques, construction techniques, expressive techniques. The expressive techniques and construction techniques were used most in the questionnaire interview.

The secondary data was collected from the annual report of the company, the government policy and published materials. The secondary data is too board to use on analyzing the exact problems but can still used as the supporting of the ideas,

plans and trends of the whole company. As figure 11 shows, the secondary data could be collected by two ways.

Both internal and external secondary data had been used as the fact supporting of the marketing strategy analysis of Marimekko during this study. Especially the published materials and computerized databases were analyzed as the burden of proof.

Figure 11 A classification of secondary data



Sources: (Malhotra 2007, 112)

4.1.2 Data collection methods and data analysis

The quantitative and qualitative surveys were used. The questionnaires were given to the focus group at the beginning, until the data collected, the respondents were Chinese women who are living and working in China.

After the first data collected and analyzed, the respondents who have had a rich experience of consuming on foreign brands were interviewed with the free talk. They have some certain features in common that they are in a higher position in their companies and are on a high wage level. The in-depth interviews were given to the respondents, which is going to offer more reliability and accuracy information on the marketing strategy study. The in-depth interviews can offer great insight issues.

A structured questionnaire was used in the quantitative survey to the respondent group, and an unstructured interview was given to the further target group. The respondents of the quantitative interview were selected from the companies in China. The respondents include normal office workers, office directors, manager assistants, editors, teachers, and statisticians.

The respondents of the further depth-interview were selected from the quantitative interview respondents with certain conditions. Four persons were chosen to take the depth-interview because they have had a lot of experience on purchasing foreign brand products. Moreover, they are looking forward to having the experience on new textile products other than the present ones.

All the respondents are Chinese and the interview methods are through internet and telephone chat. All the questionnaires and interview records are in Chinese. The questions in the quantitative questionnaire were selected according to the buying habit of Chinese women and Chinese consumption conditions. The questions are mostly based on the basic information and the actual situation of the consumption in the daily life.

The questions in the qualitative interview were based on the experiences and feelings of consumers, as well as the opinions on the advantages and disadvantages of Chinese and foreign textile and fashion products. Some suggestions and complains on Chinese textile market were also given by the respondents in the interview, which made helpful supporting to this study.

The unstructured questionnaire is built up by several open-ended questions which respondents could use their own work to describe their real thought. The questionnaire includes three parts: the first part is the basic information and background of the respondents, for example the company location and total working length. The second part is talking about the consuming habits and experiences on foreign brands of textile and fashion, as well as the judgments on the products. The final part is about the opinions of the advantages and disadvantages on the foreign brands and suggestions on how to meet their need.

The structured questionnaire is built up by many optioned questions that indicate the consuming habit and trends of the young white-collar workers on textile and fashion products. The questionnaire includes four parts. The first part is learning of the background of the respondents, for example the company location, work position and total working length. The second part is about the basic information of the respondents, for example, the salary per month and age. The third part is talking about how much the respondents usually spend on the fashion goods, household goods, and daily-use goods, as well as how often they buy these goods. In the final part, the respondents were required to evaluate each factor on a scale from 1 to 5 (1-strongly disagree, disagree, non-agree or disagree, agree, strongly agree). The evaluations help to understand the most important factors affecting the consumers' buying behavior, and which factors consumers care most in a purchasing process.

4.1.3 Reliability and validity

Joppe (2000, 1) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

In this research, the depth interviews were finished through the internet but not the way face-to-face. This condition may lead to a little bit unstable reliability, but the

interviewees are interviewed under communication, which means that I have talked with those interviewees briefly and got to know them deeper and better. The depth interviews were done under the condition of the trust and understanding between interviewer and interviewee. The interview results were discussed many times with the interviewees thus to make sure to be right. The interviewer had made sure that the questions in the interview were fully understood by the interviewees so that the answers were in the right direction with the questions and could give rich information to the research. Therefore, the results of the interviews are reliable.

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others. (Joppe 2000, 1)

The traditional criteria for validity find their roots in a positivist tradition, and to an extent, positivism has been defined by a systematic theory of validity. Within the positivist terminology, validity resided amongst, and was the result and culmination of other empirical conceptions: universal laws, evidence, objectivity, truth, actuality, deduction, reason, fact and mathematical data to name just a few (Winter 2000, 1).

The secondary data was collected from the annual report of the case company, the published information from the official websites via internet and the reliable news from the newspaper and magazines. The interview questions were built up with the understanding of Chinese textile market and Chinese buying behavior from the public resources via internet. The empirical research is based by the rich information and theory of the theoretical part of the study, which was collected from many articles and books. Thus, this research has validity.

4.2 Marketing Strategy Implemented in China

In this section, the marketing strategy of Marimekko in China will be researched. This section includes four parts. Firstly analysis of the cross-culture Marketing Strategy, which introduces the culture differences between Europe and China, the marketing strategy Marimekko is implementing and what kind of marketing strategy that can be used under the culture influence. Secondly, market segmentation, targeting and positioning are going to be analyzed according to the survey research, which can be summarized from the quantitative and qualitative interview results. Furthermore, the marketing mix strategy Marimekko could implement in China will be studied, which includes product, place, price and promotion strategy analysis. Finally, the SWOT analysis method will be used to analyze the strength, weakness, opportunity and threat of Marimekko in Chinese market.

4.2.1 Cross-culture Marketing Strategy

As showed on the website of www.marimekko.com, Marimekko has retailers and stores located in six places in Asia, Hong Kong S.A.R, Taiwan, Singapore, South Korea, Japan and Malaysia. Obviously, with the continuing increase of the economy of China, Chinese market became one of the biggest markets and the most potential market for almost every business line. Furthermore, the demand of fashion textile products in China gain a crazy growth during the last two decades, especially in the consumer group including the office ladies and housewives aged from 25 to 55 years old. The wide span of the age of the consumer group in China indicates the increasing huge potential consumer group. One of the reasons is the lacking of high-level textile and fashion brands.

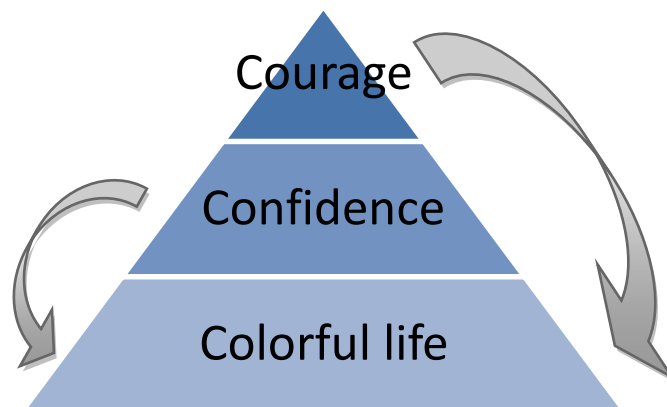
Marimekko is a worldwide brand stands for Finland and Finnish people with the unique fashion style and attitude to life. In Finns' eyes, Marimekko has got almost the same market position worldwide as Nokia. Marimekko has been famous in USA and Europe for its brilliant designs and successful marketing strategy. In recently years, besides USA and Europe, Marimekko has began to enter into the

Asian market, and Marimekko has got great success in Japanese market with the hand bags and daily-use articles. The product line works well and stable with the development and research in almost 50 years. (www.marimekko.com). The classic pattern of Marimekko's design is Unikko, which is designed by the chief designer Maija Isola, who got the inspiration from the trobbing of beautiful southland scenery during her trip in Spain. The polar climate of Finland brought about the strong desire and fascination of the splendid scenery, however, this kind of fascination and desire turned into the demand on the products which are dazzling and glow with enthusiasm. Marimekko is just like born for them. The Unikko design became a logo of Marimekko, which brought the enthusiasm since 1970s and will keep rising up. Logo of Marimekko: **marimekko**

The Spring & Summer Fashion Show 2012 of Marimekko in Tokyo was held on 14th October 2011 in Tabloid Tokyo. The show was built up with colorful dresses and young girls. Marimekko owns a magic which has the ability to change the attitude of people with the Marimekko dress on them: old women can feel themselves turn back to a young girl while young ladies can feel like in their unsophisticated childhood. The culture of Marimekko is telling people beauty does not rely on age. This kind of confidence is what Asians need. Because of the different cultures between Europe and Asia, it is foredoomed that Marimekko will become the top of the pyramid of the textile brands in China. Because of the big background of the long history of China, women used to have a low position in the family and society. Chinese women miss their lost youth when they are older, becoming mothers and grandmothers. However, nowadays Chinese women are more independent and confident with their new roles in the society, for example politician, manager, designer, engineer, artist, and so on. The new roles Chinese women play brought the changes of the fashion style among those ladies. The new modern Chinese women need the fashion style which shows their beauty, confidence, independence, smart, unique and special. Marimekko is without a doubt the style that meeting their need best. (<http://www.marimekko.com/>)

With the culture influence, the textile and fashion market is bigger and bigger in China. I have summarized the features of Marimekko and suggest the following three image promotion that Marimekko can implement on the basis of culture effect:

Figure 12 Images of Marimekko in brand promotion



The three Cs stand for the brand image of Marimekko. The three factors could be built in a form of pyramid. On the top of the pyramid is courage, which is the hardest part and the most wanted part for Chinese women. Confidence of women is continuing built in the long history of China. Colorful life is a dream and destination of most Chinese female today. Overall, colorful life is the base of all courage of confidence; courage and confidence give great support to the colorful life. In the promotion of brand, Marimekko have a great chance to catch female consumers' sense of belonging, which makes them feel the brand is just designed for them by setting those three brand images: courage, confidence and colorful life.

4.2.2 Market Segmentation

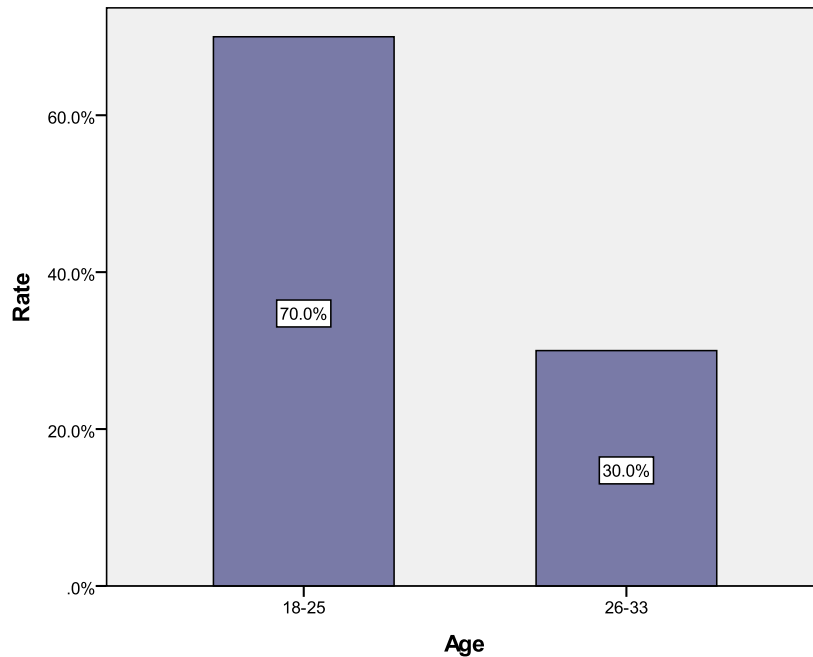
“Significant partnership aims to open 15 Marimekko stores in China and Hong Kong by the end of 2016”

This announcement can be seen on the website of Marimekko published on 30th January, 2012. In this announcement it is also said that Marimekko has signed a partnership agreement with Hong Kong-based Sidesame Ltd which has been re-tailing some fashion and lifestyle brands in a specialistic way. As is know Marimekko has already opened retail stores in Japan and South Korea. The business model used in those two countries can also be adjusted to become a way which suits China most. Now in Japan and South Korea, there are totally 22 stores. The announcement said that from January to September 2011, sales in the Asia-Pacific region grew by more than 50% and the area became Marimekko’s second-biggest market, overtaking Scandinavia. (<http://www.marimekko.com/>)

The market of Marimekko in China could be preliminary segmented as the following:

-Gender and Age: Based on the style and products of Marimekko, as well as Marimekko’s segmentation in Europe, the customers and potential customers are mostly female. The consumer group could be aged from teenager to old women in Europe. However, in Chinese culture, according to the style and color of Marimekko, young ladies are the people who accept this kind of style better and faster. The young ladies in China want most the newest and hottest products which are special and fresh-designed. Therefore, in the research survey, the respondents were all female. Figure 13 shows the age percentage of the respondents.

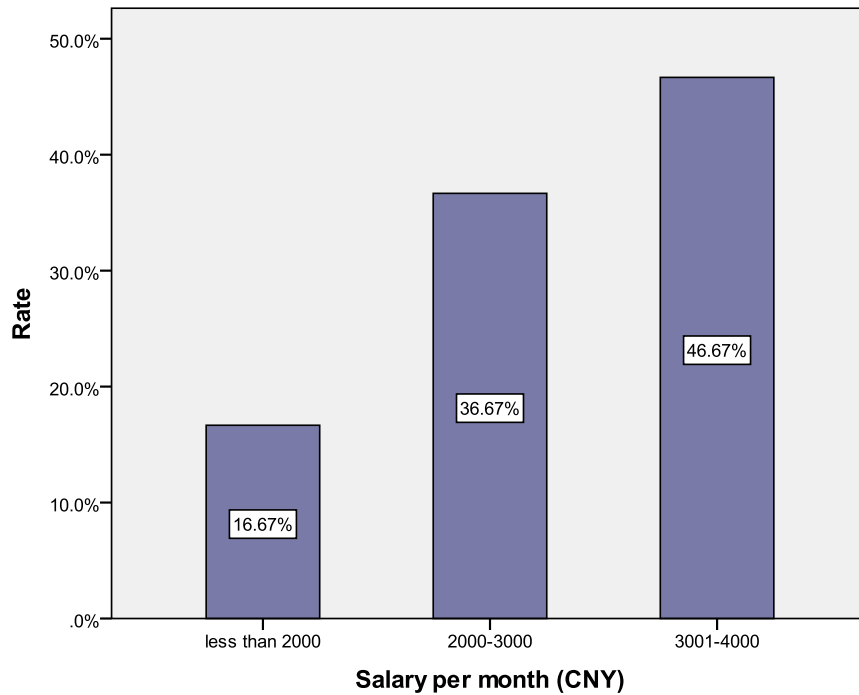
Figure 13 Age of the Respondents



In the questionnaire, the respondents were asked whether they know or have bought the products of Marimekko. Most of the respondents have no knowledge on Marimekko. The questionnaire was supplied to different age level, but only two age groups, from 18 to 25 and from 26 to 33, gave feedback and showed interest on Marimekko.

-Price: High quality and high price are two of the characters of Marimekko. The price of the products usually depends on the quality and design. For Marimekko, high price means the quality assurance and the top design. Obviously, high price stands for not only the sign of high status in the textile and fashion market, but also the high popularity among the consumers. The price relies on many factors, for example, labor, cost, tariff, the local income and consumption level, and so on. The salary level of the respondents aged from 18 to 33 is shown in figure 14. The currency in the questionnaire is Chinese Yuan (CNY).

Figure 14 Salary per Month of the Respondents



As this figure shows, the salary of Chinese females aged from 18 to 33 is much lower than Europe females, which means the labor cost is also much lower than in Europe.

-*Target group*: In Table 4, the status of Chinese consuming level is shown. In this table, a senior manager of an enterprise has the highest happiness consuming index and the second one is government or institution staff. The housewife group has the most expectation index on consuming, and the second one is government or institution staff. A student has a high index on the consuming confidence and economic situation. So the target group of Marimekko could be the middle or senior manager of an enterprise, a housewife, government or institution staff and students.

Table 4 Status of Chinese consuming level (June 2009)

	<i>ICS</i>	<i>ICC</i>	<i>ICE</i>	<i>ICH</i>
Total	94.7	84.9	100.9	86.8
Private business owner	95.8	83.0	104.1	98.1
Government/ Agency / Institution staff	99.0	90.2	104.6	104.2
Middle and senior manager of enterprises	95.5	84.1	102.9	109.1
General staff	92.7	81.5	100.0	87.1
Freelance worker	92.0	80.7	99.2	92.1
Factory worker	90.7	78.8	98.3	78.4
Migrant worker	92.7	88.3	95.6	76.8
Housewife	95.3	80.3	104.8	89.0
retired	98.5	92.1	102.6	88.1
Unemployed	78.1	62.9	87.8	53.0
Professional and technical worker	96.3	94.0	97.8	83.1
Student	101.0	96.2	104.1	91.3
	<i>ICS</i>	<i>ICC</i>	<i>ICE</i>	<i>ICH</i>

Note: 1. ICS: consumer confidence index; ICC: consumer economic situation; ICE: consumer expectation index; ICH: consumer happiness index.

2. the index lower than 100 indicates unhappy or unsatisfied; index equals 100 indicates neither happy nor unhappy; index over 100 means happy or satisfied.

3. This research was implemented during 12th May 2009 to 11th June 2009.

Source: (<http://money.163.com/09/0717/18/5EENE0F300252G50.html>)

-Location : Marimekko is planning to build retail stores in Hong Kong and Shanghai in the future decade. Hong Kong and Shanghai have the highest consuming level in China nowadays. Hong Kong has a long history that connected with foreign countries and the culture in Hong Kong is more like western culture, which is good for multinational brands to target. Shanghai as reported, is in a number 5 position in the ranking list of consuming ability of the countries in the world, as well as the culture in Shanghai is also more international than other cities or provinces. Therefore, Hong Kong and Shanghai could be considered as the best places for entering Chinese market in the beginning.

4.2.3 Marketing Mix Strategy

The research in the surveys focuses on four main types of product which are fashion goods, household and household decoration goods, goods for daily use and gifts. In this section, the results of the survey research will be presented and analyzed to understand the marketing mix strategy of Marimekko in China.

4.2.3.1 Product strategy

Diversification is one of the characters of Marimekko's products. The products of Marimekko include clothes, interior decoration, bags and accessories. The clothes are for women, men and children. The interior decoration products are for kitchen, bedroom, living room, bathroom, storage, tykes' turf, and some small and useful

goods such as notebooks and miscellaneous, and fabrics such as cotton fabrics. (<http://www.marimekko.com/products>)

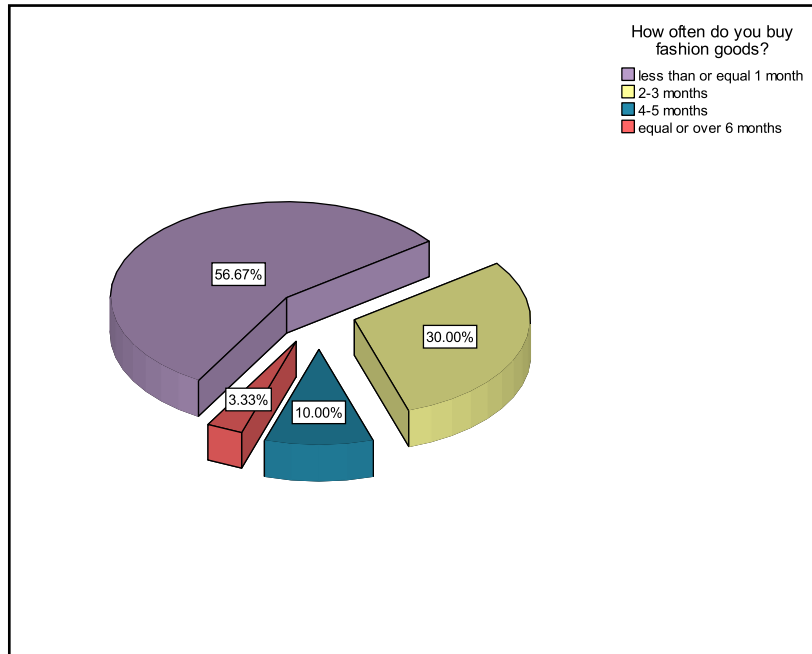
It is amazing that the products of Marimekko can be searched by themes: Moments of Life in Helsinki, Spring Fabrics, Novelties, For Him, Marimekko Gems, At Twilight, In Good Company, Silence, Classic Marimekko Fabrics, Easter, and Tyke's Turf. All those themes show people how much happiness you can get from the life full of Marimekko and its enthusiastic spirit. From those theme activities, the customers get touched and want to become a member of those activities. (<http://www.marimekko.com/products/themes/moments-life-helsinki>)

The products of Marimekko can also be searched by the catalogues, keywords or color. From the color-search way, the customers could find their favorite color which suits them best. Color is a kind of spirit of Marimekko that gets people away from the grey life, and jump into the colorful life.

(<http://www.marimekko.com/products/search/text>)

In the survey, the respondents were given four kinds of products: fashion goods such as clothes, bag and accessory; daily-use goods such as notebook, pen; household and household decoration such as table cloth, cups, curtain and vase; gifts for example for birthday or Christmas. The respondents have given their buying frequency of those products.

Figure 15 Fashion Goods Buying Frequency of the Respondents



As Figure 15 shows, 56.67% of the respondents buy the fashion goods one time in less than or equal of one month; 30% of them buy fashion good per two to three months; 10% of them buy fashion goods per four to five months; while 3.33% of them buy one time in over six months.

Figure 16 Household or household decoration Goods Buying Frequency

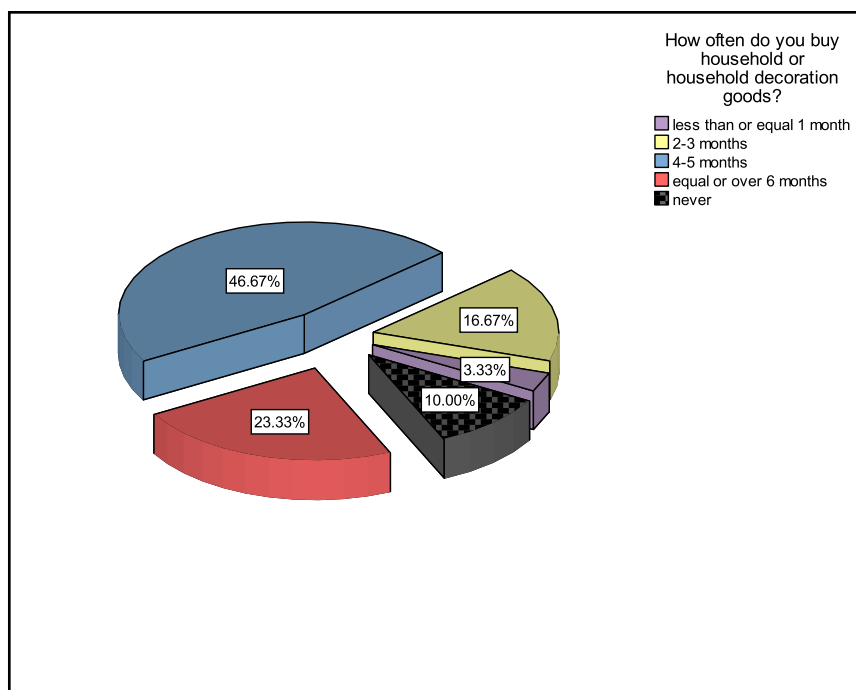
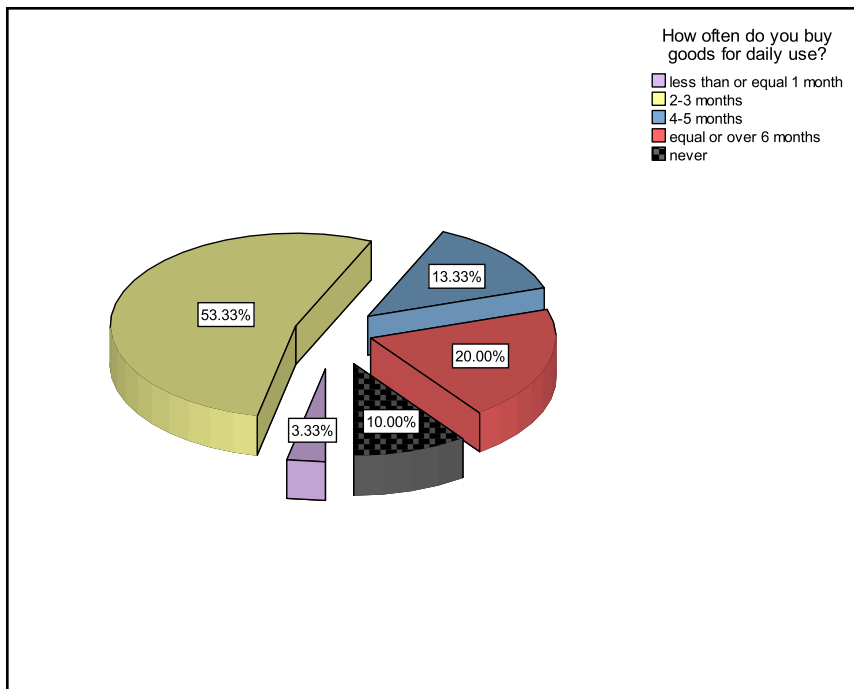


Figure 16 shows the buying frequency on household and household decoration products. 3.33% of the respondents buy the household and household decoration goods one time in less than or equal one month; 16.67% of them buy per two to three months; 46.67% of them buy per four to five months; while 23.33% of them buy one time in over six months. 10% of the respondents said they have never bought household or household decoration goods until now.

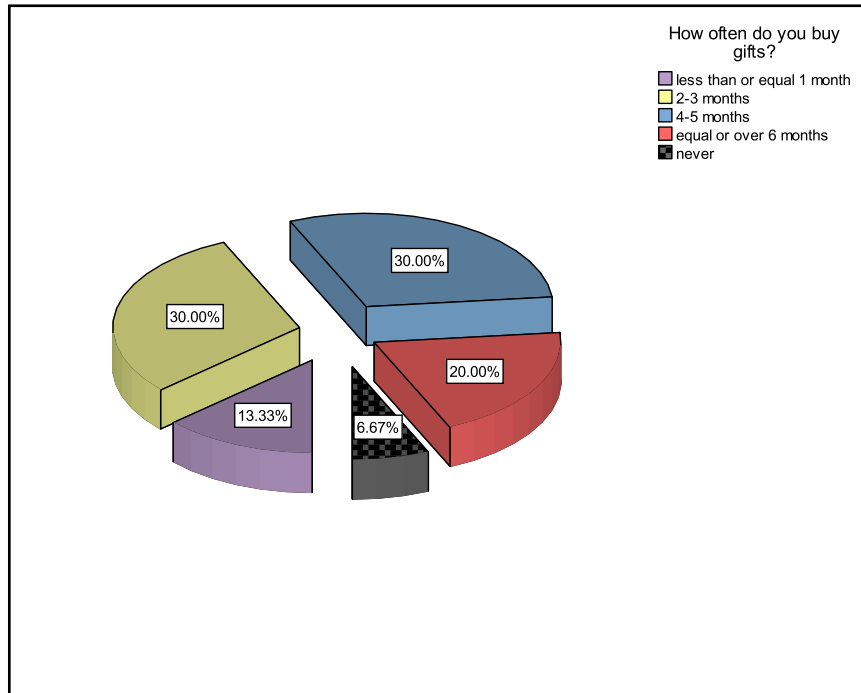
Figure 17 Daily-use Goods Buying Frequency of the Respondents



As Figure 17 shows, 3.33% of the respondents buy the daily-use goods one time in less than or equal one month; 53.33% of them purchase every two to three months; 13.33% of them buy daily-use goods every four to five months; while 20% of them purchase one time in over six months. 10% of the respondents said they have never bought daily-use goods until now.

In the depth interview, those 10% of the respondents said they bought so little that they did not remember how frequent they buy, or someone else has bought the goods for them.

Figure 18 Gifts Buying Frequency of the Respondents

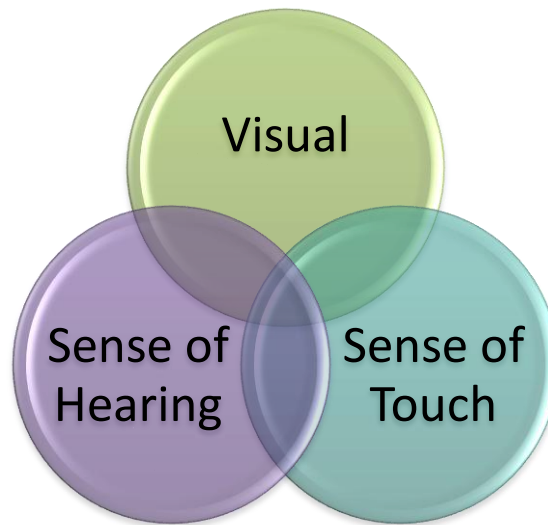


As Figure 18 shows, 13.33% of the respondents buy gifts one time in less than or equal one month; 30% of them buy gifts every two to three months; 30% of them buy gifts every four to five months; while 20% of them purchase one time in over six months. 6.67% of the respondents said they have never bought gifts until now.

In summary, the fashion goods have the highest buying rate among the four kinds of product. The second one which has higher buying rate than others is household and household decoration good. The third one is gifts and the last one is daily-use products. In Chinese culture, people usually have more interest on purchasing fashion goods and gifts, but have very little interest on daily-use goods, especially daily-use goods which are with a high price. So the products that Marimekko is going to promote in China can be mostly the fashion goods and household and decoration goods, which will be attractive to Chinese women.

Three aspects of new feelings different from other brands that Marimekko could offer to Chinese consumers are shown in Figure 19:

Figure 19 Products communicate with consumer in three ways



On the visual side, Marimekko obviously is a specialist because of the brave design and colorful paint. Sense of touch can be felt from the fabric material of the products, which have outstanding quality and excellent design. Sense of hearing is the hardest part for Marimekko to show to consumer. The paint with no doubt is the best story teller for customer. So it will be brilliant if there are pictures showing the European or Finnish stories, views, people or animals that other places do not have. The customers will sure hear something from the products.

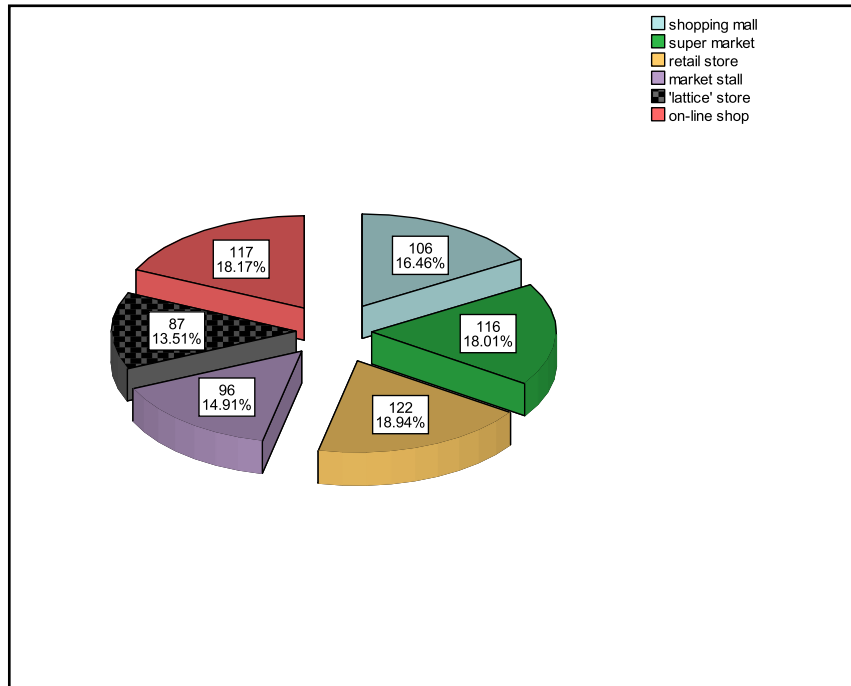
4.2.3.2 Place strategy

Place refers to providing the product at a place which is convenient for consumers to access. Place is synonymous with distribution.

(http://en.wikipedia.org/wiki/Marketing_mix)

The distributions of Marimekko in Europe are store, retailer and factory outlet. Marimekko is planning to open stores in Hong Kong and Shanghai in the future years. Figure 20 shows the favorite places where Chinese women prefer to shop.

Figure 20 The most commonly shopping places



Retail shop is the favorite shopping place for Chinese female. The on-line shop is a new shopping method that grows fast in China nowadays because the on-line shop has plenty of advantages that other methods do not have: convenient, fast, easy to compare products, save transportation cost, and so on. The shopping malls and market stall are also popular because the shopping environment there is much better than at home. As for Marimekko, the retail shop or stores are the best choices and also large shopping mall is a good place to communicate with more consumers.

4.2.3.3 Price strategy

Marimekko segments its products with a high price because of the good quality and famous design. The high price plays a role in branding to attract the people with good taste and high income. The price is very important as it determines the company's profit and hence, survival.

Sources: (<http://en.wikipedia.org/wiki/Marimekko>)

Marimekko is famous also for its high price. In China, high-priced brand is usually popular because of the thinking of good design and quality. So Marimekko should keep its high price in Chinese market. There are some examples of high-priced worldwide brands which are famous and popular in China: Louis Vuitton, Chanel, Fendi, Hermes, Gucci, Guess, Converse, and so on. Those brands are popular with their stylish and fashionable design which usually led a revolution of fashion.

All in all, even though the price is very high, still many low income people want to have and show their fashion taste. As for Marimekko, it can also lead a revolution of life style in China.

4.2.3.4 Promotion strategy

Promotion strategies are variable, for example, sales promotion, TV advertisement, propagation poster, public relations, personal selling, and so on. Those promotion methods are effective and useful to introduce a new brand or product, however, Marimekko is a brand that comes from life but higher than life, so Marimekko should attract the consumer but at the same time keep a distance with the consumer. Those normal promotion methods are not helpful enough for Marimekko to build its high-grade brand status in Chinese market. There are some methods that are tailored for Marimekko to introduce its products to Chinese consumers well.

-Cooperation with other brands: Marimekko has already cooperated with some famous brands and got good responses. For example, Marimekko has cooperated with Converse and Nike in a way that the products of those two brands used the paint design of Marimekko. This kind of cooperation is obviously welcomed by the Chinese consumer because of the appreciable sales of Converse and Nike in China. For Chinese females, it will be very nice if the Converse and Nike shoes have the beautiful paint on.

-Fashion show: In fact, Chinese love fashion shows. The desire of beauty in the life is increasing caused by the economy growth. Marimekko has held many fashion shows in Japan to show the new spring clothes. The fashion show obviously improves the grade of the brand in consumers' mind. The products showed in the fashion show will become the new fashion styles pursued and admired by the consumer.

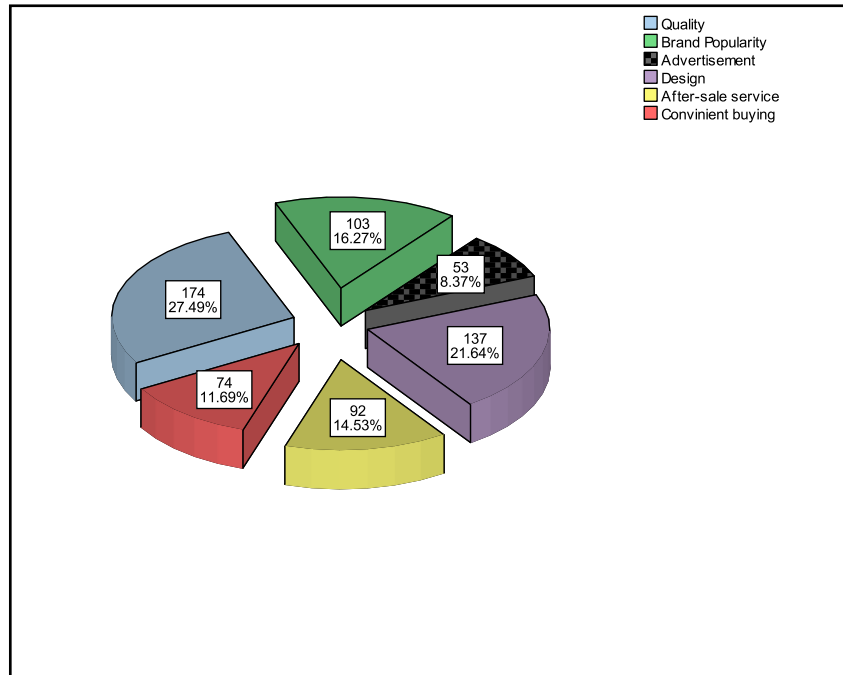
-Model on the street outside of the large shopping malls: Chinese love art, especially the art on the street. It is the leisure and interesting life style. The models attract consumers by wearing the clothes or holding the products of Marimekko, posing on the street outside of large shopping malls which are crowded by people. There is a great chance that most of the people will be attracted by the beautiful art of Marimekko, and want to try them on.

-Image representative of Marimekko: Marimekko is a foreign brand for Chinese which has not even been heard of or seen. To be trusted by the consumer is very important for entering a new market. In China, consumers trust and follow the lead of famous public people, such as a film star, a politician, CEO of a famous brand, national athletes, and so on.

To find a famous Chinese public person as an image representative can increase the favorable impression and brand recognition rapidly. The image representative is supposed to be a suitable person to have the temperament of Marimekko, which is brave, enthusiastic, happy and filled with happiness. The promotion methods should show the fact that Marimekko cares and wants to meet the customers' demand. In figure 21, the interviewees showed what they consider most when buying products.

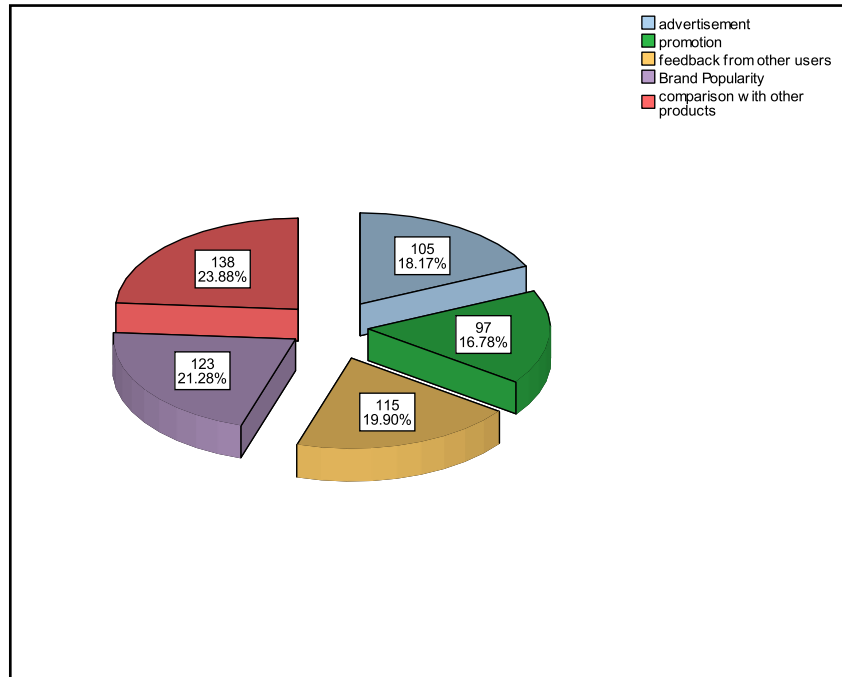
Figure 21 shows clearly the factors which attract the consumer best.

Figure 21 The Factors Considered in Buying Procedure



We can see that the six factors have similar proportion, which means that for the customers, all those factors are important and necessary to be considered when purchasing. Among the six factors, quality is the factor consumer care most. The factors considered most by the consumer are followed by product design, brand popularity, after-sale services, convenience and advertisement. So no matter which promotion methods Marimekko uses in Chinese market, those factors could be shown in this order.

Figure 22 The most commonly used methods to know a new brand better



In this figure, comparison with other products was chosen to be the most commonly used method to know a new brand. The second important one is brand popularity, and third one is feedback from other users. So Marimekko should go in for building the brand popularity and give unforgettable experience to consumers. As for the promotion, good promotions as mentioned before, are helpful on sales and become well-known in a new environment.

5 CONCLUSION AND SUGGESTION

As mentioned above, Marimekko is going to implement the plan to enter Chinese market and open 15 stores in Hong Kong and Shanghai in the next 4 years. Based on this fact, and the research results, the best ways was found for Marimekko to enter Chinese market successfully and smoothly on the aspects of market segmentation, focus products, promotion methods, price level, and places selected.

The target consumer of Marimekko could be the middle or senior manager of an enterprise, a housewife, government or institution staff and a student. The products according to the preference of Chinese consumers should focus on the fashion products, which include clothes, shoes, bags and accessories; household and household decoration products such as bed sheet, curtain, carpet, lampshade and tablecloth; gifts such as men's tie, small things with different themes. The price should be set higher than average that keeps the brand in a high market level. The place is a store that nearby the large shopping mall where people appear most and frequently. Promotion methods should be special and creative that different from normal ways to attract people better. Four methods are selected: cooperate with famous brands; hold fashion shows; model on the street outside of the large shopping malls; make image representative for Marimekko. All of those methods are suitable for Marimekko's style, and some of them Marimekko has already used in other countries and got excellent response.

Even though Marimekko meets most of the wants of Chinese consumers nowadays and will success by proper marketing strategies, there are still risks and disadvantages for Marimekko to stand a position in Chinese market. The strength, weakness, opportunities and threats will be analyzed for Marimekko entering into Chinese market. There are also some suggestions on the marketing strategies which Marimekko is going to implement in Chinese market.

5.1 SWOT- Analysis of Marketing Strategy in China

5.1.1 Strengths

- *Good quality:* Good quality is obviously one of the most important factors which consumers care about a lot. Marimekko has kept manufacturing good quality products in its entire history. In Chinese textile market, good quality products have always a good reputation which helps the brands to stand in the market steady. The good quality products will also build good reputation for Marimekko in China.

- *Europe-style design:* Chinese culture is totally different from the European. The culture differences caused great interest and curiosity among the Chinese. Nowadays, with the media and promotion, Europe-style passed through the ocean to China, and influenced the preference of the Chinese on products gradually. The rich Europe-style that Marimekko has with no doubt is attractive for Chinese consumers, who can touch and feel the real scenery of Europe.

- *Unique communication:* Since having been given soul by the designers, the products of Marimekko have the magic to communicate with the users. They interweave color and seem arbitrary graffiti, all touched customers' inside. Some brands in China might have a style of elegance and grace, while Marimekko offers people burning enthusiasm to life. The product of Marimekko could show people's real feeling, emotion, attitude, thinking and expectation for them. This kind of unique communication could build a bridge between the brand and customer.

- *Product diversification:* As mentioned above, the products of Marimekko are various. All the products can fill in people's entire life, from stationery to household items, from wearing to accessories, from life to art. In Chinese market, there are rare brands which have as variable products as Marimekko. The competition on product diversification makes a strong brand effect.

5.1.2 Weaknesses

-Gender limitation: Marimekko has developed clothes and accessories for men in recent years, however, the color and style is more like women. Especially in China, men usually prefer dark, grey and black, which shows they are sedate and sophisticated. Young men may like colorful goods but they are weak in the financial condition and seldom buy the high-price textile products.

-Age limitation: As mentioned in the research result, the female respondents aged from 18 to 33 showed more interest on Marimekko than other age groups. Young ladies would like to try new brands and are braver to try different styles than older Chinese women. In Europe or America, Marimekko is loved by different age levels, including older ladies, but in China it is a different situation. So for Marimekko, the first step is to introduce the brand to young women, and then to the older ones. Because of the age limitation, the consumer and potential consumer groups are narrower than in other countries.

5.1.3 Opportunities

-Business to Business cooperation: As mentioned in the above chapter, Marimekko has cooperated with many famous worldwide brands, such as Converse, Nike, and AVON. Those brands are popular and have good reputation in China. Cooperation with the brands which are trusted by the customers is definitely a great chance for Marimekko to enter Chinese market successfully.

-Raising level of consuming in China: The GDP of China has been growing fast in the recent decades. The consuming index is growing rapidly also. It is an opportunity for Marimekko because the consumer awareness of the Chinese is rising with the economy development and the changing of concept.

-Opening mind of Chinese female: An era makes the attitude. The attitude of Chinese female is changing fast and the thinking of them is releasing. Different from

the old days, Chinese women want to be attractive and different from others, but not hiding their real feeling any more. Marimekko is coming in time and also gives Chinese women a chance to realize their dreams.

5.1.4 Threats

-Too many textile brands in Chinese market: Today, there are plenty of famous fashion brands in Chinese market. All those brands have their brilliant marketing strategies and own an unshakable status in the Chinese textile and fashion market. The strong competitor is definitely a great threat of Marimekko.

-Price war in the market: Because of the huge demand in the market, there always appear plenty of products which are bad quality but for a very low price. Sometimes when a brand introduces a new design, there might be other producers beginning to sell the familiar designed products to seize the market.

5.2 Suggestions

As studied and analyzed above, there are some suggestions of the marketing strategies which Marimekko is going to implement in China.

1. The product strategy should follow the trend of consumers' demand. Marimekko should do a lot of market research to make adjustments in time;
2. The design of the product should base on the original style but it will be better to make some special design offer for Chinese consumers;
3. The promotion methods should be selected carefully. Normal or improper promotion methods will lead to a bad impression of consumer;
4. Competitors should be considered in the marketing strategy;
5. Marketing strategy should consider Chinese culture and the preference of the Chinese consumer;

6. Investing on film, public activities, socially useful activities, etc. is an effective way to promote the brand;
7. The marketing strategy should take the macro-environment of the Chinese market factors into consideration.

To summarize, it is the right time for Marimekko to enter the Chinese market. There are opportunities and strength as well as the threats and weakness for Marimekko to stay in the Chinese market. The marketing strategy on price, place, product and promotion are researched and given best suggestion according to the research results. The development of China makes the chances and will also bring the risks to Marimekko more than in other countries. All in all, as this study shows, it will be a successful decision for Marimekko to take a place in the Chinese market, moreover, both Marimekko and the Chinese consumer will benefit from it.

REFERENCES

Books

Burns, A. C. & Bush, R. F. (2003), fourth edition, *Marketing Research Online Research Applications*, Prentice Hall

Henry, A. (1998), *Consumer Behaviour and Marketing Action*, Kent Publish.

Isobel, D. & Lowe, R. (2001). *International Marketing Strategy*. Second Edition. London. International Thomson Business publishing.

Bradley, F. (2005), fifth edition, *International Marketing Strategy*, Financial Times / Pearson Education Limited.

Jeffrey, H. & Caron, H. S. J. (1998), *Strategic Management* Southwestern. US. Pearson education.

Hawkins, D. I. & Roger J. B. & Kenneth A. C. (2001), *Consumer Behavior: Building Marketing Strategy*, Eighth Edition, Irwin/McGraw-Hill, New York.

Jiang, H. (2006), *Marketing Strategy Analysis of Foreign Companies in China*, published by Vaasa University of Applied Sciences, Vaasa Finland.

Hulbert, J. M. & Capon, N. & Piercy, N. F. (2003), *Total Integrated Marketing: breaking the bounds of the function*, published by Kogan Page Limited 2003 in Great Britain.

Kotler, P. (2007), twelfth edition, *Marketing Management: Analysis, Planning and Control*, Englewood Cliffs, NJ: Prentice Hall.

Malhotra, N. K. (2007), fifth edition, *Marketing Research, An Applied Orientation*. US. Pearson education.

Malhotra, N. K. (2002), *Basic Marketing Research*. International Edition. US. Pearson education.

McMahon, T. F. (1996), "What Buyers Buy and Sellers Sell", *Journal of Professional Services Marketing*, No.2, pp. 3-16

Proctor, T. (2000), *Strategic marketing: an introduction*, published by Routledge, 11 New Fetter Lane, London EC4P 4EE.

Electronic publications

Joppe, M. (2000), *The Research Process*. Accessed April 15, 2012 <URL: <http://www.ryerson.ca/~mjoppe/rp.htm>>.

Marimekko Corporation Company Announcement (2012):

<URL:<https://newsclient.omxgroup.com/cdsPublic/viewDisclosure.action?disclosureId=487750&messageId=596958>>

Golafshani, N. (2003), *Understanding Reliability and Validity in Qualitative Research*, University of Toronto, Toronto, Ontario, Canada. Accessed April 15, 2012 <URL: <http://www.nova.edu/ssss/QR/QR8-4/golafshani.pdf>>

Winter, G. (2000). *A comparative discussion of the notion of validity in qualitative and quantitative research*. *The Qualitative Report*, 4(3&4). Accessed April 14, 2012. <URL: <http://www.nova.edu/ssss/QR/QR4-3/winter.html>>

Internet sources

<http://www.finnishdesign.com/finnish-design-companies/marimekko/history-of-marimekko>

<http://www.marketingteacher.com/www/lesson-store/lesson-place.html>

<http://www.marketingteacher.com/www/lesson-store/lesson-pricing.html>

<http://www.quickmba.com/marketing/mix/>

<http://www.scribd.com/doc/6949151/Research-Methodology>

<http://www.marketingteacher.com/lesson-store/lesson-swot.html>

<http://www.quickmba.com/strategy/swot/>

<http://www.marimekko.com/>

<http://video.sina.com.cn/v/b/47447478-1721749200.html>

<http://money.163.com/09/0717/18/5EENEOF300252G50.html>

<http://www.usashopcn.com/Brand/Details/1284>

http://en.wikipedia.org/wiki/Marketing_mix

<http://en.wikipedia.org/wiki/Marimekko>

<http://www.haibao.cn>

Communiqué of the National Bureau of Statistics of People's Republic of China on Major Figures of the 2010 Population Census [1] (No. 1):

http://www.stats.gov.cn/english/newsandcomingevents/t20110428_402722244.htm

http://www.bjreview.com.cn/business/txt/2011-06/17/content_369689.htm

<http://in2.mofcom.gov.cn/aarticle/chinalaw/investment/200411/20041100004699.html>

http://www.ebay.com/sch/i.html?_nkw=converse+marimekko

<http://usstock.jrj.com.cn/2008-03-18/000003421225.shtml>

http://en.wikipedia.org/wiki/Textile_industry

<http://www.marimekko.com/products>

<http://www.marimekko.com/products/themes/moments-life-helsinki>

<http://www.marimekko.com/products/search/text>

<http://en.wikipedia.org/wiki/Clothing>

http://en.wikipedia.org/wiki/Economy_of_the_People%27s_Republic_of_China

APPENDIX 1

Questionnaire to Chinese respondents: (In Chinese)

您所在公司的经营类别：

您所在公司的地理位置：

您所在职位：

您的工龄为（年）：

1. 请问您知道 marimekko 吗？ ____（选 A 请回答问题 1.1）

A. 知道 B. 不知道

1.1. 请问您通过哪种渠道了解到 Marimekko 的： ____

a. 网络 b. 广告 c. 通过购买其他品牌 d. 朋友或家人 e. 其他：

2. 您购买过 Marimekko 的产品吗？ ____（选 A 请回答问题 2.1， 2.2）

A. 是 B. 否 C. 不清楚

2.1. 您所购买 Marimekko 的产品为： _____

2.2. 您对 Marimekko 产品的满意程度为： ____

a. 非常不满意 b. 不满意 c. 中立 d. 满意 e. 非常满意

3. 您的年龄是（岁）： ____

A. 18-25 B. 26-33 C. 34-41 D. 42-49 E. ≥ 50

4. 您的每月工资是（元）： ____

A. ≤ 2000 . B. 2001-3000. C. 3001-4000 D.4001-5000. E. ≥ 5001

5. 您平均间隔多长时间购买一次时尚用品（衣服，提包，鞋，首饰等）：

A. ≤ 1 个月 B. 2-3个月 C. 4-5个月 D. ≥ 6 个月 E. 从不购买

6. 您平均每月用于购买时尚用品（衣服，提包，鞋，首饰等）所花费金额**约为**：_____（元/月）

7. 您平均间隔多长时间购买一次家居用品及家居装饰用品（窗帘，床单，墙纸，抱枕，餐桌布等）：_____

A. ≤ 1 个月 B. 2-3个月 C. 4-5个月 D. ≥ 6 个月 E. 从不购买

8. 您平均每月用于购买家居用品及家居装饰用品（窗帘，床单，墙纸，抱枕，餐桌布等）所花费金额**约为**：_____（元/月）

9. 您平均间隔多长时间购买一次生活用品（杯子，碗，文具等）：_____

A. ≤ 1 个月 B. 2-3个月 C. 4-5个月 D. ≥ 6 个月 E. 从不购买

10. 您平均每月用于购买生活用品（杯子，碗，文具等）所花费金额**约为**：_____（元/月）

11. 您平均间隔多长时间购买一次礼物：_____

A. ≤ 1 个月 B. 2-3个月 C. 4-5个月 D. ≥ 6 个月 E. 从不购买

12. 您平均每月用于购买礼物所花费金额**约为**：_____（元/月）

13. 请根据您购买高端价格产品时的重视程度，给出每个因素的等级：1-5.
（1-非常重要 2-不重要 3-中立 4-重要 5-非常重要）

产品质量

1 2 3 4 5

- 品牌知名度 1 2 3 4 5
- 广告 1 2 3 4 5
- 产品设计 1 2 3 4 5
- 售后服务 1 2 3 4 5
- 购买渠道是否方便 1 2 3 4 5
- 其他（如有请说明）_____ 1 2 3 4 5

14. 请根据您对以下购物地点的喜好，给出每个因素的等级：1-5。（1-非常不喜欢 2-不喜欢 3-中立 4-喜欢 5-非常喜欢）

- 社区购物中心 1 2 3 4 5
- 大型超市（位于商业建筑群内） 1 2 3 4 5
- 独立店铺 1 2 3 4 5
- 露天摊位 1 2 3 4 5
- 格子铺 1 2 3 4 5
- 网络店铺 1 2 3 4 5
- 其他（如有请说明）_____ 1 2 3 4 5

15. 请根据您对新品牌的了解方式，给出每个因素的等级：1-5。（1-非常不重要 2-不重要 3-中立 4-重要 5-非常重要）

- 广告（电视、网络、杂志等） 1 2 3 4 5
- 促销（节日打折、商场活动） 1 2 3 4 5

网络 1 2 3 4 5

其他人使用后的反馈 1 2 3 4 5

品牌的知名度 1 2 3 4 5

与其他产品的比较（质量、外观、价格） 1 2 3 4 5

其他（如有请说明）： _____ 1 2 3 4 5

16. 请问您认为目前中国市场上的纺织品品牌有哪些优点和缺点？（请列举出品牌名称）

优点：

缺点：

APPENDIX 2

Questionnaire to Chinese respondents: (In English)

Business type of your company:

Location of your company:

Your position:

Length of your career (year):

1. Do you know Marimekko? ____ (If no, please answer question 1.1)

A. yes B. no

1.1. In which way did you know Marimekko? ____

a. Internet b. Advertisement c. other brands d. Friends or family e. Other:

2. Have you bought any product of Marimekko? ____ (if yes please answer question 2.1, 2.2)

A. yes B. no C. I don't know

2.1. The products you have bought are: _____

2.2. How do you think about the products of Marimekko? : ____

a. Very unsatisfied b. Not satisfied c. Neither d. Satisfied e. Very satisfied

3. How old are you? (year's old) : ____

A. 18-25 B. 26-33 C. 34-41 D. 42-49 E. ≥ 50

4. How much is your income per month? (CNY) : ____

A. ≤ 2000 . B. 2001-3000. C. 3001-4000 D.4001-5000. E. ≥ 5001

5. How often do you buy Fashion goods?: _____

A. ≤ 1 month B. 2-3months C. 4-5 months D. ≥ 6 months E. Never

6. How much do you average spend on Fashion goods per month? : _____
(CNY)

7. How often do you buy Household and Household Decoration goods?: _____

A. ≤ 1 month B. 2-3months C. 4-5 months D. ≥ 6 months E. Never

8. How much do you average spend on Household and Household decoration goods per month? : _____ (CNY)

9. How often do you buy Daily-used goods?: _____

A. ≤ 1 month B. 2-3months C. 4-5 months D. ≥ 6 months E. Never

10. How much do you average spend on Daily-used goods per month? : _____
(CNY)

11. How often do you buy gifts?: _____

A. ≤ 1 month B. 2-3months C. 4-5 months D. ≥ 6 months E. Never

12. How much do you average spend on gifts per month? : _____ (CNY)

13. Please rank how important the following consideration factors are for high-price products.

Please rank each factor from 1 to 5. (1-extremely unimportant, 2-Not important, 3-Neither important nor unimportant, 4-Important, 5-extremely important)

Product Quality

1 2 3 4 5

- Brand Popularity 1 2 3 4 5
- Advertisement 1 2 3 4 5
- Product Design 1 2 3 4 5
- After-sale Service 1 2 3 4 5
- Buying Convenience 1 2 3 4 5
- Other (Please specify) _____ 1 2 3 4 5

14. Please rank how frequent the following shopping places are for your shopping.

Please rank each factor from 1 to 5. (1-seldom, 2-sometime, 3-often, 4-usually, 5-frequently)

- Large shopping mall 1 2 3 4 5
- Big super market 1 2 3 4 5
- Retail Store 1 2 3 4 5
- Market Stall 1 2 3 4 5
- Lattice shop 1 2 3 4 5
- On-line shop 1 2 3 4 5
- Other (please specify)_____ 1 2 3 4 5

15. Please rank how important the following consideration factors are for you to understand a new brand

Please rank each factor from 1 to 5. (1-extremely unimportant, 2-Not important, 3-Neither important nor unimportant, 4-Important, 5-extremely important)

- Promotions 1 2 3 4 5

Internet information 1 2 3 4 5

Feedback from other users 1 2 3 4 5

Brand Reputation 1 2 3 4 5

Comparison with other products 1 2 3 4 5

Other (please specify): _____ 1 2 3 4 5

16. What do you think are the advantages and disadvantages of the current fashion and textile brands in China?

Advantages:

Disadvantages:

APPENDIX 3

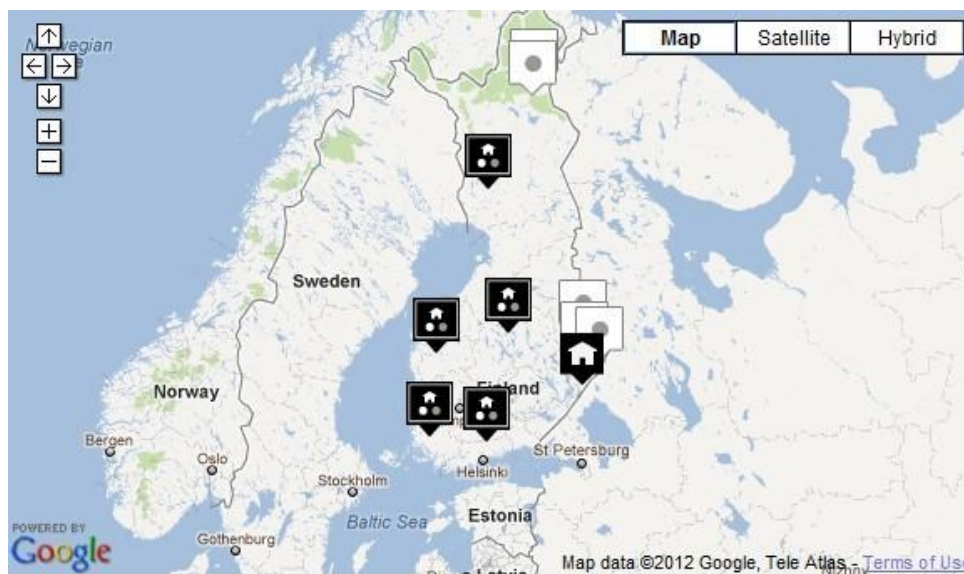
Product pictures of Marimekko

Marimekko stores in Hong Kong:



Sources : (<http://www.marimekko.com/>)

Marimekko stores in Finland:



Sources : (<http://www.marimekko.com/>)

Products of Converse with the design paint of Marimekko:



Sources: (<http://www.haibao.cn/>)

Unikko hot-air ballon flying above Helsinki, hometown of Marimekko:



Sources :(<http://www.marimekko.com/>)