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SPORTSWEAR BRANDING IN CHINA

A comparative case study of Li Ning and Adidas

Business Economics and Tourism

2014

ACKNOWLEDGEMENT

I would like to thank all the people who have participated in the research to help me complete my thesis. It has been interesting and meaningful for my study life in Bachelor's degree. I feel it is my honor to have studied in Vaasa University of Applied Sciences, where I meet my lovely classmates from the entire world. I have to say I have got great education from this university and I appreciate all the wonderful classes from those responsible and wise teachers Ms.Camilla Harald, Ms.Heidi Hellström, Ms.Kerstin Siegfriids, Mr.Ossi Koskinen, Ms.Satu Lautamäki, Mr.Niklas Kallenberg etc..

Especially I would like to express my sincere gratitude to my supervisor Ms.Rosmeriany Nahan-Suomela for her support, valuable advice and the opportunity to work my own way through the entire process.

On a personal level, I want to thank my family and friends for their support and encouragement and for all their love.

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01/05/2014

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TIIVISTELMÄ

Tekijä	Hu Jingling
Opinnäytetyön nimi	Sportswear Branding in China
Vuosi	2014
Kieli	Englanti
Sivumäärä	66 + 2 liitettä
Ohjaaja	Rosmeriany, Nahan-Suomela

Yhdessä tekniikan ja viestinnän nopean kehityksen kanssa urheilutuotteiden kulutushuuma tuo mukanaan urheiluvaatteiden ja -jalkineiden menestyksen Kiinan markkinoilla. Tämä on seurausta käytettävissä olevien tulojen suuresta kasvusta ja huomattavasta elintason kehityksestä. Urheiluvaatteiden tuottamien tulojen kokonaissumma Kiinalaisilla markkinoilla oli noin 31,3 miljardia dollaria vuonna 2013, ja summa on yhä kasvava. Lisäksi noin 80% urheiluvaatetuotteista ovat vahvasti brändättyjä, mikä on tuottanut suuria liikevoittoja yhtiöille.

Koska niin monet urheiluvaatetuotteet ovat brändätty modernissa yhteiskunnassa, aion seurata tätä suuntausta ja tutkia urheiluvaatebrändäyksen erityispiirteitä. Näin ollen tämä opinnäytetyö keskittyy urheiluvaatteiden brändien luomiseen Li Ningin ja Adidaksen esimerkkitapausten avulla. Tutkimuksen kohde on asiakkaiden ostokäyttäytymisen vaikutus brändeihin, niiden kehitykseen ja brändiviestintään. Tarkemmin sanottuna, tässä työssä ratkotaan seuraavat ongelmat: 1) Kuinka brändi vaikuttaa kiinalaisten kuluttajien ostopäätöksiin? 2) Mikä on paras metodi brändin rakentamiseen Kiinassa? 3) Mitä eroja on Kiinalaisten ja kansainvälisten tavaramerkkien välillä?

Kuluttajien näkökulmasta tulee tietää, kuinka brändi on hahmotettu ja kuinka sitä voidaan kehittää. Valitsin kvantitatiivisen tutkimusmenetelmän kerätäkseni informaatiota kuluttajilta. Tulosten mukaan Li Ning-yhtiön tulisi kehittää sen kansallista mielikuvaa kansainväliseksi käyttäen perinteisiä Kiinalaisia elementtejä sekä parantaa tuotteiden ominaisuuksia. Adidaksen taas tulisi tarjota useampia hinnoitteluvaihtoehtoja valittavaksi erilaisille tulonsaajille, kuten halpahintaisia tuotteita opiskelijoille.

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ABSTRACT

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Title	Sportswear Branding in China
Year	2014
Language	English
Pages	66 + 2 Appendices
Name of Supervisor	Rosmeriany, Nahan-Suomela

With the fast development of technology and communication, the sports consumption fever brings along the prosperity of the sportswear and footwear market in China, which results from the high growth of disposable income and substantial improvement in living standards. The total sportswear revenue in the Chinese market was about 31.3 billion dollars in 2013 and it is still growing. In addition, about 80% of sportswear products are heavily branded, which has brought huge profits to the companies operating in this field.

As so many sportswear products are branded in the modern society, I am going to follow this tide and explore the beauties of sportswear branding. Therefore, my thesis focused on sportswear branding with the case studies of Li Ning and Adidas in Chinese context. The research objectives are customers' purchase behaviors towards brands, brand development and brand communications. More precisely, the following problems were stated: 1) How does the brand affect Chinese consumers' buying behaviors? 2) What is the best method to build a brand in China? 3) What is the difference between a domestic brand and an international brand?

From the perspective of consumers, it is important to know how the brand is perceived and how it can be improved. So the quantitative research method was chosen to collect information from consumers. As a result, Li Ning Company should develop its national image to an international one with the full use of Chinese traditional elements and improve the attributes of the products as well. And Adidas should offer more price ranges for different incomers to choose such as low-price products for students.

Keywords brand management, marketing communication, sportswear, China

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1 INTRODUCTION

“In the digital age, your name is the only currency (Schawbel 2011)”. The role of brand has become more and more important during the past few years because of the fast development of communication and technology. Building a strong brand has become a crucial issue for many organizations since a brand can increase the companies’ competitive strengths. (Hoeffler and Keller 2002)

Moreover, among the 20 reasons what make people buy, name recognition plays a key role to motivate consumers to buy certain things. (see Eisenberg 2011) This is how I got to realize how important the brand is, especially when you can make full use of it. It will certainly bring huge profits to your business.

As a result, brand building is crucial to enhance product recognition and positioning the product so as to generate more loyal consumers but it is still very difficult to succeed in the dynamic Chinese market. What is the best method to build a brand in China? How will the brand affect the buying behaviors of the Chinese customers? What is the difference between a domestic brand and an international brand? I am going to write about the successful branding stories among two well-known sportswear brands, namely Li Ning and Adidas in China.

And for this chapter, first the background of the study is described, which presents the current situation of global sportswear market and then Chinese sportswear market as well as the two case companies. Next, the research objectives, research problems and limitations will be demonstrated step by step. Finally, the whole structure of the thesis will be introduced.

1.1 Background of the Study

Today, due to the stresses and strains of modern living, physical exercise has become a good way of releasing tension and raising energy. Meanwhile, playing sports can increase the appetite and favor digestion, which can help us build a strong body and reduce the risk of diseases. Gradually, the sports consumption fever is bringing along the prosperity of the sportswear and footwear market. Now, let’s have a look at the situation of sportswear in the global market.

According to the Fibre2fashion in 2011, athletic apparel in the global market was estimated to be around USD 6.40 billion with a 19.4% increase in the past four years. And experts predict the industry is going to reach USD 7.6 billion by 2014 with a dramatic growth rate of 18.75%. (Fibre2fashion.com) From the above data, it can be seen that sportswear will become a mainstream fashion product in the near future.

As shown in Figure 1, the Chinese Compounded Annual Growth Rate (CAGR) of total sportswear expenditure per capita is 31.4%, which far exceeds those of other countries from 2008 to 2013. As the biggest consumer group in the world, Chinese sportswear industry will grow very fast.

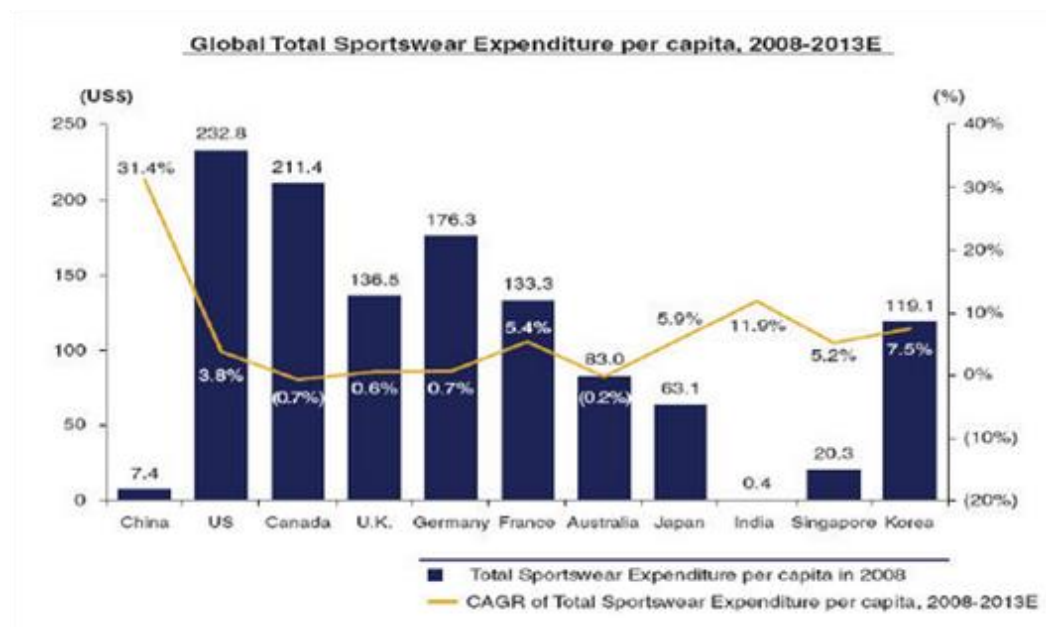


Figure 1. Global total sportswear expenditure per capita, 2008 - 2013E (8888 Acquisition CORP, 2010)

More precisely, estimates hold that 72.5% of the active sportswear and 79% of the athletic footwear products are branded. According to Just-style, the top three global sportswear brands, namely Adidas, Nike and Reebok, occupied 33% of the global active sportswear and athletic footwear market in 2007. (Malcolm 2008)

The majority of sportswear products are heavily branded and it does deserve high investments.

1.1.1 The current situation of Chinese sportswear market

The Chinese sportswear market has been growing tremendously over the past few years, which has mainly resulted from two stimulating factors, namely the high growth of disposable income and a substantial improvement in the living standards. As a result, today, a number of sports events are held in China, such as 2008 Beijing Olympia Games, 2010 Asian Games in Guangzhou and 2011 Universiade in Shenzhen, which all to some extent stimulate the growth of the domestic sportswear market. Along with the unprecedented prosperity of sportswear industry in China, domestic sportswear brands are intensely competing with international brands.

What is more, when it comes to the business model and distribution platform, it can be seen that China Sportswear industry structure has changed to be more efficient. “There are currently three prevalent working models in the industry - pure play brand management (such as Dongxiang), brand management along with retailing (such as Li Ning), and sportswear product manufacturing along with brand management (such as Xingquan and Anta sports) (Anonymous 2011)”.

Figure 2 shows the distribution of the value for sportswear apparel, sports footwear and sports accessories. Every segment is increasing gradually and sports apparel always ranks in the top, followed by sportswear.

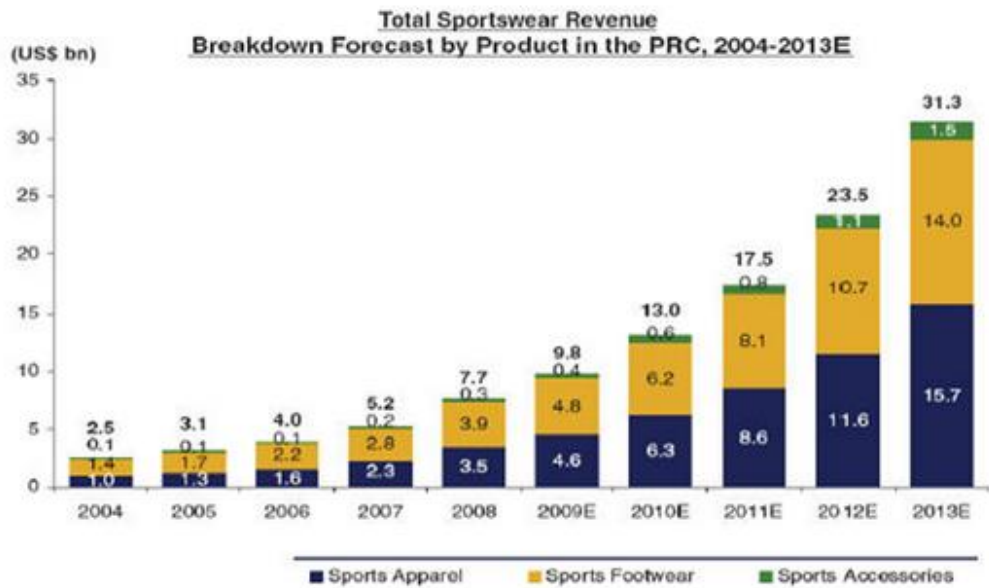


Figure 2. Total sportswear revenue breakdown forecast in China, 2004 - 2013E (8888 Acquisition CORP, 2010)

According to Figure 3, Li Ning and Adidas had the same percentage of the market share in 2009. Also, the value of Chinese sportswear market keeps growing rapidly.



Figure 3. Market share of major sportswear brands in China, Sportswear market by value in China (Moody 2010)

From the point of GDP, “The Chinese sportswear market has been directly correlated with GDP per capita, urban population and retail sales. GDP per capita is one of the major factors affecting the Chinese sportswear market. Increasing living standards of people and higher GDP per capita is expected to boost the retail sales of the sportswear industry in China (Anonymous 2010)”, as shown in Figure 4.

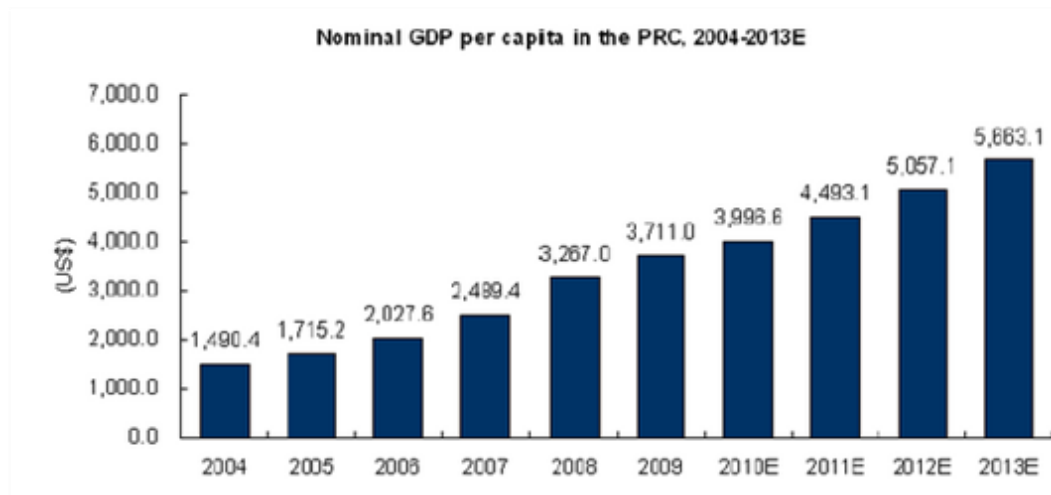


Figure 4. Nominal GDP per capita in China, 2004 - 2013E (8888 Acquisition CORP, 2010)

1.1.2 Introduction to Li Ning Company Limited

Make The Change.

----- Li Ning



“The founder of Li Ning Company Limited and the “Li Ning” brand are a renowned world-class Mr. Li Ning gymnast with 106 gold medals and two World Cup championships.” His won six out of seven gold medals at the Sixth World Cup Gymnastic Competition in 1982, which marked history in the world of gymnastics and then people titled him as the “Prince of Gymnastics”. In 1984, Li Ning won three gold medals, two silver medals and a bronze medal so that he become the most honored athlete at the 23rd Los Angeles Olympics Games. (Li Ning Company)

Following his retirement, Mr. Li Ning founded Li Ning Company Limited in 1990. After 20 years of exploration, Li Ning Company Limited has gradually become an international leading sports brand company on behalf of China, which mainly produces sporting goods including footwear, apparel, equipment and accessories for professional and leisure purposes. Headquartered in Beijing, the Group has brand marketing, research and development, design, manufacturing, distribution and retail capabilities. An extensive supply chain management system and a retail distribution network are established in China, predominantly through outsourced manufacturing operations and franchised distribution. (Li Ning Company)

Li Ning company takes multi-brand business development strategy, in addition to its core Li Ning brand, the Group also manufactures, develops, markets, distributes and sells sports products under several other brands, including Double Happiness (table tennis), AIGLE (outdoor sports) and Lotto (sports fashion) which are either self-owned by, licensed to or operated through joint ventures. Moreover, Li Ning company has acquired Shanghai DHS and KASON sports. (Li Ning Company)

The company has been seen explosive growth in shoe sales in the past several years. Li Ning has its own major shoe lines which are the “Flying Armor” series of basketball shoes and “Flying Feather” running shoes. On 30 December 2008, Li Ning got the award of “the most competitive Chinese brand” because of its popularity and good brand image. Then, on 1 July 2010, Li Ning company carried out the rebranding activities, such as the creation of new slogan “Make The Change”, the new logo of the original “Li Ning cross”, the new brand positioning of “Real sport lovers can experience the real sport” and so on. (Li Ning Company)

1.1.3 Introduction to Adidas Group

Impossible is Nothing.

----- Adidas



Located in Bavaria, Germany and founded by Adolf Dassler, Adidas is a German multinational corporation that designs and manufactures sports clothing and accessories. It is the holding company for Adidas Group. As the largest sportswear manufacturer in Europe, Adidas is the second biggest sportswear manufacturer in the world. Today, the three parallel bars that form its logo is well-known worldwide. (Adidas Group)

For over 80 years the Adidas Group has been part of sports on every level, delivering state-of-the-art sports footwear, apparel and accessories. Today, the Adidas Group is a global leader in the sporting goods industry and offers a broad portfolio of products such as bags, glasses and watches. In addition, Adidas has created a very strong brand loyalty among customers so many people wear Adidas clothes and shoes as a fashion statement. In 2012, the company's revenue reached 34.48 million euros. The company's strategy is simple: continuously strengthen our brands and products to improve our competitive position and financial performance. (Adidas Group)

Products from the Adidas Group are available in virtually every country of the world. Adidas currently has three series: sport performance, the movement of traditional series of originals and sports fashion series style. The products of the Adidas Group support each other so as to satisfy customers in different ages and works, especially well designed to help athletes perform better, play better and feel better. (Adidas Group)

1.2 Research objectives and problems

Based on the backgrounds of Chinese sportswear market mentioned above, I chose the following research topic: a comparative study between Li Ning and Adidas. The topic deals with what kinds of methods can be used to build a brand in China and what differences exist from the perspective of a domestic company and an international company. Therefore, the theoretical part of the thesis concentrates on customers' purchase behaviors towards brands, sportswear branding and brand communication through marketing programs.

In order to achieve the main purpose, the main research questions are set:

- ✧ How does the brand affect Chinese customers' purchasing behaviors?
- ✧ How do Chinese consumers perceive the domestic brand Li Ning and the international brand Adidas?
- ✧ How is the sportswear brand built and managed through marketing programs?
- ✧ What kinds of marketing communication tools can be used in sportswear brand building in China?

The aim of the research is to find out customers' purchasing behaviors towards brands, brand development in marketing programs and brand communications. In addition, conclusions and suggestions for improvement in sportswear brand building in China are made based on the research results.

1.3 Research limitations

Although this research is well planned and carefully prepared, some limitations and inadequacies are inevitable when it comes to the practice. For example, first, the researcher can't have face-to-face interview with the majority of customers so the customers' in-depth opinions can't be completely understood.

Second, the questionnaire will be published in the popular social networks such as Facebook, QQ, Sina Blog etc., but there are still many customers who don't use the internet so often so the research sample is limited to those who use computer frequently, for example, the youth, IT engineers and so on.

Third, the research sample is not geographically distributed evenly, so the participants' ideas are not representative for the whole area. Specifically, if there are very few participants who come from the south, it will become difficult to draw conclusions for southern people with limited feedbacks.

Finally, an online research requires for a corporate attitude and scientific spirits from the participants so as to get adequate data and honest opinions. However, it is impossible to make sure everyone will fill the questionnaire carefully.

1.4 Structure of thesis

This paper starts with the introduction from which a basic understanding of the background can be gained, the situation of global and Chinese sportswear markets. Then, the two case companies Li Ning and Adidas are being demonstrated from mainly history, products and brand point of view.

In the theoretical foundations, in Chapter 2, the concepts of brand and some brand knowledge can be learned. Then, the Chinese customers' purchasing behaviors towards brands will be presented, from which how a strong brand will affect Chinese customers' purchasing behaviors can be learned.

In Chapter 3, from the perspective of marketing mix, the key elements for branding are presented. How the product, price and channel can work together to build a strong brand will be discovered. Chapter 4 discusses the brand campaign through marketing communication in some detail and how value can be added to the brand will also be examined.

Then, in Chapter 5 and 6, the empirical part study starts, first, the research methodology will be stated in details including the research process and data analysis. Specifically, how the questionnaire is designed is introduced on the basis of theories discussed above as well as how the quantitative research is being conducted.

Finally, the findings will be introduced through graphs and tables to illustrate the attitudes of customers towards Li Ning and Adidas, namely the brand positioning. In the end, suggestions are given to the sportswear companies in China.

2 BRAND AND BRAND EQUITY

The theoretical foundations of a brand will be introduced in this chapter.

2.1 Concepts of brand

The word “brand” is initially derived from the Old Norse “brandr”, which means “to burn” and brand is usually a mark indicating ownership of livestock, burned on the hide of an animal with a hot seal. (Keller 2003, 2) Shortly in the past, a brand states to the ownership so as to distinguish it from others. According to “The Father of Advertising” David Ogilvy (1963), brand is a complicated symbol and an assembly of something intangible, which include brand attribute, brand name, packaging, price, history, reputation and advertising. Focusing on traditional elements such as name and logo, this definition is still valid today, which required owners to provide genuine products and services well in match with the symbol.

However, with the fast developed communication and technology, the definition concluded by Ogilvy needs to be extended to the modern society. More precisely, the American Marketing Association (2012) defines a brand as “a customer’s experience represented by a collection of images and ideas; often, it refers to a symbol such as a name, logo, slogan, and design scheme (AMA, 2012)”. Also, “a brand is a product, then, but one that adds other dimensions to differentiate it in some way from other products to satisfy the same needs (Keller 2003, 4)”. During this period, the companies began to develop the brand from the perspective of customers experiences. Now, brand also means the cognition of consumers towards products. Actually, the images and concepts in consumers’ mind are a little different from the symbol the company tries to express.

Specifically, according to Kapferer’s hexagonal prism, a brand has six facets (see Figure 5). This prism logically sums up the attributes of a brand in the modern society.

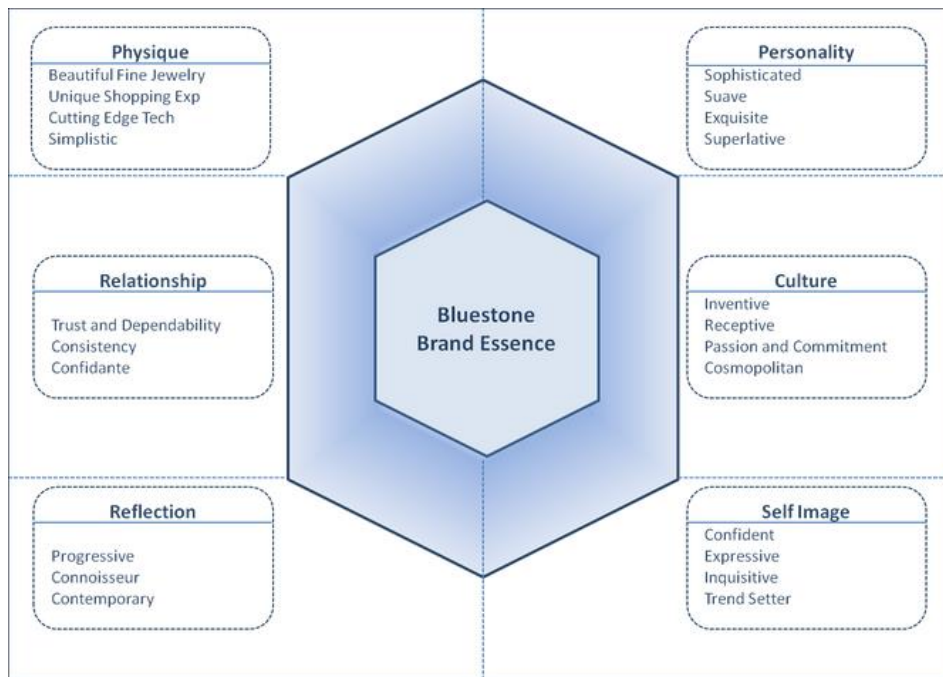


Figure 5. Brand identity prism (Kapferer 2008, 183)

First of all, a brand has its basic physical specificities and qualities, namely its physique. Physique is both the brand's backbone and its tangible added value. Then, every brand has its own personality, for example, Adidas is fashionable and professional while Li Ning is national and youthful. The character of a brand is built up gradually through communication. We can assume it is the kind of person it would be if it were human beings. Also, a brand is a culture, the set of values feeding the brand's inspiration. Major brands are certainly driven by a culture but, in turn, they also convey this culture to customers. Next, a brand is a relationship, which indicates how a brand interacts with its customers. Indeed, brands are often at the crux of transactions and exchanges between people. Meanwhile, a brand is a customer reflection, namely the way others see the brand's users. For example, when we talk about certain perfumes, a perceived client type may come to our mind, such as this is specially designed for young girls or office ladies. A brand is tending to build a reflection of the buyer or user which it seems to be addressing through some striking products. Finally, a brand speaks to our self-image. If reflection is the customer's outward mirror, self-image is his own internal mirror,

which shows his attitudes and inner relationship with the brand. (Kapferer 2008, 182-187)

2.2 Brand equity

The official Marketing Science definition of brand equity is “the set of associations and behavior on the part of a brand’s customers, channel members and parent corporation that permits the brand to earn greater volume or greater margins than it could without the brand name (Leuthesser 1988).” Later, Aaker developed this old definition to the new one, namely “Brand equity is a set of assets (and liabilities) linked to a brand’s name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm’s customers” (Aaker 1996, 7). Specified, brand equity consists Brand Awareness, Brand Loyalty, Perceived Quality and Brand Associations.

Brand Awareness refers to the strength of a brand’s presence in the consumer’s mind, which is made up of brand recognition and brand recall performance. Brand recognition means that consumers can correctly discriminate the brand as having been seen or heard previously. Brand recall means consumers can quickly retrieve the brand while seeing the same kinds of products etc. as a relevant cue. (Aaker 1996, 10; Keller 1998, 88)

Brand Loyalty is the faithfulness of consumers to a certain brand. A market is usually divided into five customer groups: 1. noncustomers, those who buy products randomly; 2. price switchers, those who are price-sensitive; 3. the passively loyal, those insist on own habits; 4. fence sitters, those love two or more brands and change preference among them; 5. the committed, those are loyal to certain brand. (Aaker 1996, 22)

Perceived Quality is customers’ perception of the overall quality of the brand. A high-level of satisfied perceived quality is difficult to be achieved over years as customers’ needs and expectations change from time to time. But some segments

have been playing key roles all the way, for example, performance, features, reliability, durability, style and design, serviceability etc. (Keller 1998, 176-177)

Brand Association is what consumers make with a brand, such as product attributes, a celebrity spokesperson, or a particular symbol. “Brand associations are driven by the brand identity - what the organization wants the brand to stand for in the customers’ mind”. (Aaker 1996, 25-26)

The following figure will show us how brand loyalty, brand awareness, perceived quality and brand associations work together to generate value in details. As we can see, a larger number of benefits can result from a strong brand, such as greater loyalty, additional brand extension opportunities, less vulnerability to competitive marketing actions etc.. (Keller 1998, 53)

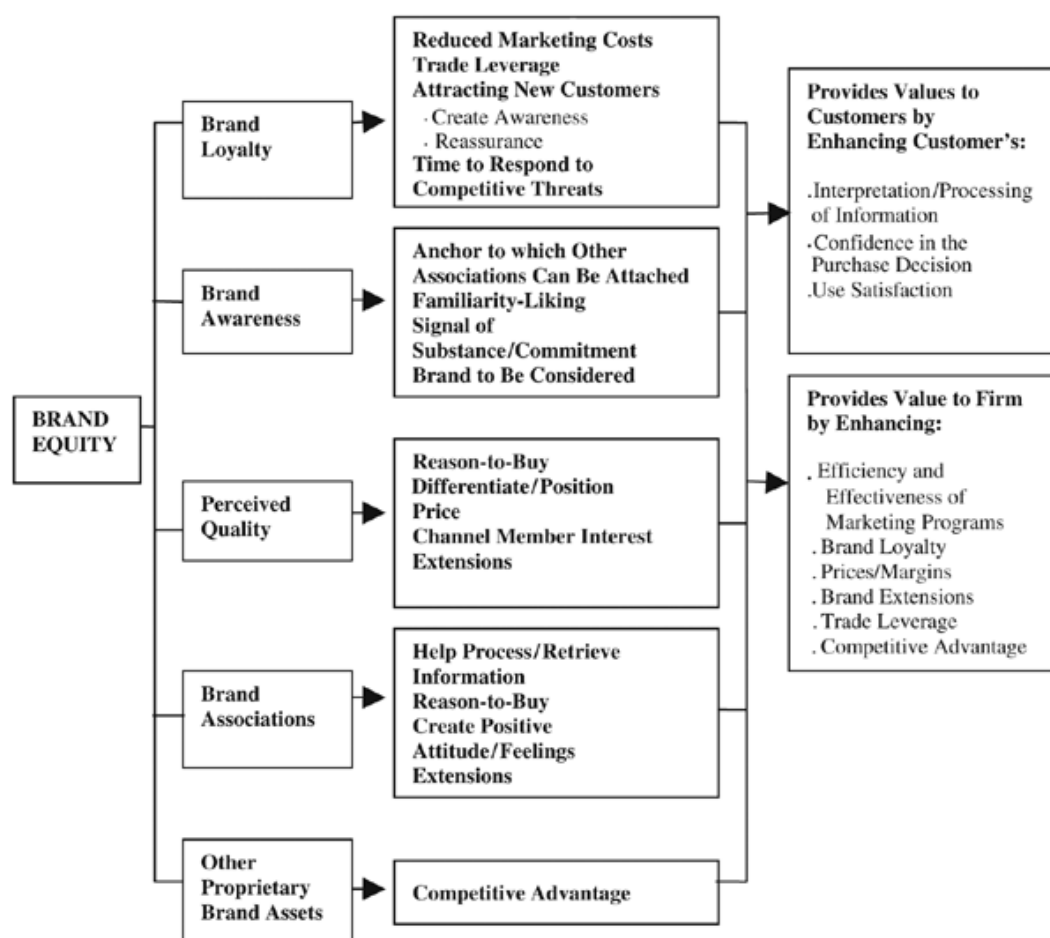


Figure 6. How brand equity generates value (Aaker 1996, 9)

On the other hand, Brand identity is a promise to customers, which includes a core and extended identity. “Core identity is the central, timeless essence of the brand that remains constant as the brand moves to new markets and new products. Core identity broadly focuses on product attributes, service, user profile, store ambience and product performance (Ghodeswar 2008).

2.3 Customer behavior towards brands

The field of customer behavior studies “how individuals, groups and organizations select, buy, use and dispose of goods, services, ideas or experiences to satisfy their needs and desires (Cant, Strydom, Jooste & Plessis 2007, 62) ”. Some customers make decision to purchase quickly while others act slowly with a long-time preparation. Actually, consumers’ decision-making varies with the type of purchase decision. Based on the degree of the buyer’s involvement and the differences among brands, there are the following types of purchase decisions. (Cant et al. 2007, 63-64) Based on the Table 1, we can see that customers have a high sense of brand awareness is more loyal, who will not seek things randomly or habitually.

Table 1. Types of purchasing decisions (Assael 1987, 87)

	High	← Involvement →	Low
Significant ↑ Differences between brands	Complex buying behaviour		Dissonance-reducing behaviour
↓ Few	Variety-seeking buying behaviour		Habitual buying behaviour

When customers purchase products, they usually follow the process of decision. (see Figure 7) First, people usually recognize what they need in a hurry, which is called problem recognition or problem awareness phase. Then, some will search the information about the products and choose the product after careful comparison or as mentioned above, some certain brands lovers may skip several steps and make decisions fast. (see Cant et al. 2007, 65-69) For those who will

search information carefully, there are many information sources (see Table 2), among which, the salesperson, newspaper advertisement and friends or family members rank the top three. From these popular channels, we can choose the best channels to deliver the value of brands to more potential customers.



Figure 7. Stages in the purchase decision-making process (Cant et al. 2007, 65)

Table 2. Information sources consulted in purchasing durable products (Wilkie 1994, 492)

1.	Salesperson	49
2.	Newspaper advertisement	28
3.	Friend or family member	31
4.	Catalogues	28
5.	Brochures and labels	25
6.	Consumer reports	18
7.	Technician repairing the appliance	10
8.	Magazine advertisement	7
9.	Television advertisement	5

Nevertheless, in many situations, consumers don't have the time, the resources, or the motivation to buy certain things. Then, they are used to being passive recipients of product information, who need to spend minimal time and effort to determine brand choice. (Hoyer 1984) Based on the brand system (see Figure 8)

made by Kapferer (2008), we can see clearly how customers perceive a brand from the beginning.



Figure 8. The brand system (Kapferer 2008, 34)

Usually, customers look at this pyramid from the bottom up, which starts with what is real and tangible, namely the product level such as the physical features of a brand. This level leads to the next one strategic benefits and attributes, which shows the perceived brand's image features like the personality of a brand as we mentioned before in brand identity prism. Then, the brand personality codes in this pyramid can be connected to the relationship in brand identity prism. Indeed, the brand codes such as styles are conveyed less by words than the way of being communicated, which reflect the unique characters of a brand and build the bonds with a certain group. Finally, we come to the top and get the conception of the

brand from its vision, which help customers to understand the core value of the brand and finally become loyal to it. (Kapferer 2008, 34-35)

However, in Asia, some customers perceive the brand more than the product itself especially when it comes to the social class. For instance, interpersonal relationships and social interactions are more valued than self-actualization needs. So sometimes in order to reach a social status level, Asian people could deprive themselves of some basic needs such as food, so as to buy certain well-known brands to enhance their social class. The truth is that some Asians gain status through affiliation and admirations (Roll, 2006), seen from the Figure 9.

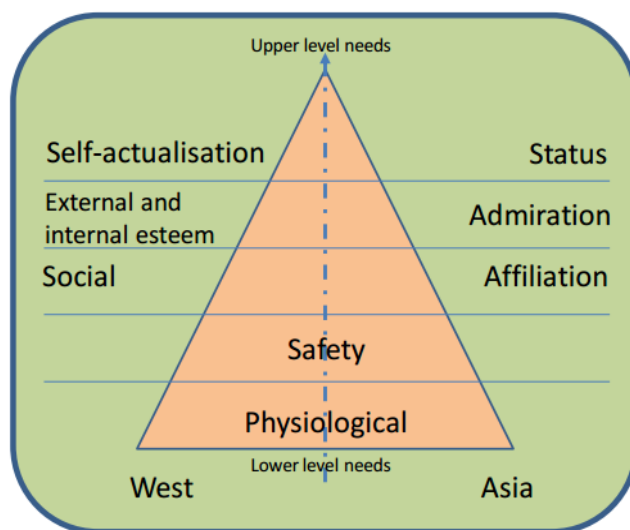


Figure 9. Maslow's hierarchy of needs with Asian equivalents (Roll 2006, 47)

3 BRAND MANAGEMENT IN MARKETING PROGRAMS

This chapter will describe the main theoretical approaches of brand building briefly based on some key elements of a brand, as well as compare and analyze different marketing mix issues, such as product, price, and distribution strategies. Specifically, a bridge is built between the brand and its customers through brand communication. Communication can be general message to a large audience or personalized message, which both cater to customers' needs. According to Broussard's research, that repeating messages to customers will be translated into awareness and learning, possibly more positive attitudes toward the brand. (Broussard 2000). Thus the process of building a well relationship between the brand and customers is much more than traditional media advertising. (Aaker and Joachimsthaler 2000, 42)

3.1 Product strategy

No brand is successful without great products. Tracing the history of those successful brands, most brands are born out of a product or service innovation which outperformed its competitors. As the product name evolves into a brand, the reasons why customers purchase may still be the brand's "superior performance image", although in reality that performance has been matched by new competitors. (Kapferer 2008, 40) As we look deeper into the brand-product relationship (see Figure 10), the brand can guarantee consumers about desired benefits, which means reliability. Generally, customers choose the desired visible attributes (size, color etc.) of a product and then it comes to invisible attributes which can't be observed. Hence, they tend to choose the well-known brands with a good reputation.

Figure 10 reminds us of the double nature of brands. Psychologists have also identified this halo effect as a major source of value created by the brand: knowing the brand's name does influence customer's perception of the product advantages beyond what the visible cues had themselves indicated, not to speak of the invisible advantages. (Kapferer 2008, 41)

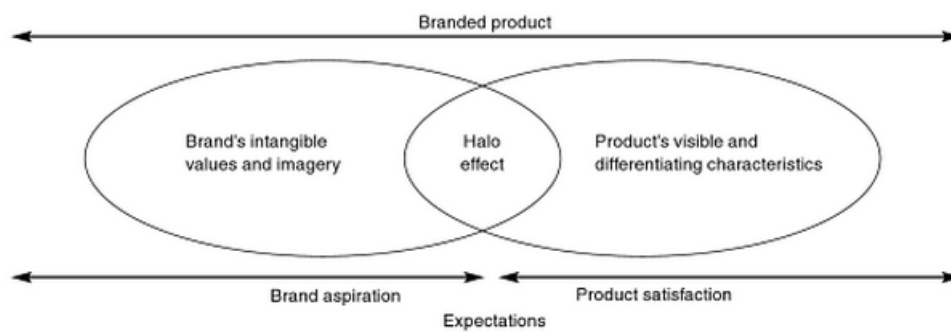


Figure 10. The product and the brand (Kapferer 2008, 41)

3.1.1 Perceived quality

Keller defined “perceived quality” as “customers’ perception of the overall quality or superiority of a product or service relative to relevant alternatives and with respect to its intended purpose (Keller 1998, 176)”. It is difficult to achieve a high-level satisfactory of the brand as continual product improvements have resulted in higher consumer expectations of product quality. (Sherman 1992, 91) As a result, over years much attention has been paid to understand how customers perceive quality in their opinions. And prior research has identified the following dimensions of product quality:

- “1. Performance: Levels at which the primary characteristics of the product operate (e.g., low, medium, high or very high)
2. Features: Secondary elements of a product that complement the primary characteristics
3. Conformance quality: Degree to which the product meets specifications and is absent of defects
4. Reliability: Consistency of performance over time and from purchase to purchase
5. Durability: Expected economic life of the product
6. Serviceability: Ease of servicing the product
7. Style and Design: Appearance or feel of quality (Keller 1998, 177)”

Consumers think these dimensions have great effects on the quality of products which in turn, can affect their attitudes and behaviors towards a brand.

3.1.2 Perceived value

The perceived value of a product is usually a combination of product quality and product cost. Kotler stated that cost is not only restricted to the actual monetary price but also may reflect opportunity cost of time, energy, and any psychological involvement in the decision which consumers may have. (Kotler 1994) How can the cost be reduced? Thus, we will come to the value chain of the company. The value chain contains many value-creating activities such as inbound and outbound logistics, marketing and sales etc.. According to Harvard's Michael Porter, we can improve performance and reduce costs in the value chain so as to achieve more advantages. (Porter 1985)

3.1.3 Style, fashion and fad life cycles

In the product life cycles, the styles, fashions and fads (see Figure 11) can be clearly distinguished.

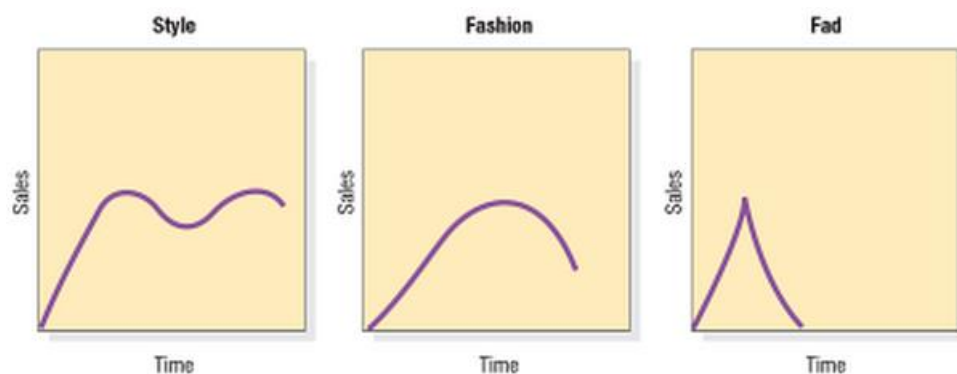


Figure 11. Style, fashion and fad life cycles (Kolter et al. 2012, 559)

A style which appears in homes, clothing and art, is a basic and distinctive mode of expression. Generally, a style can last for generation and go in and out of vogue. A fashion is a currently widely accepted or kind of popular style in certain field. Fashion passes through four stages: distinctiveness, emulation, mass fashion and decline. Fads are fashions that come quickly into public view, are adopted with great zeal, peak early and decline very fast. (Kolter, Keller, Brady, Goodman & Hansen 2012, 559-560)

3.2 Price strategy

Many components make up price, which comes in many forms and performs many functions. There are a large numbers of factors, such as rent, rates, wages, tuition etc., which will influence the price you pay for, especially in the changing pricing environment. (Kolter et al. 2012, 650)

3.2.1 Consumer price perceptions

The pricing strategy shows how consumers categorize the price of the brand like low-, medium-, or high-priced and how firm or flexible consumers see that price like as frequently or infrequently discounted. Customers like to rank the brand in the price category and relate the quality of a brand to its price, which will leads to a final perceived value on the basis of the quality and price. Based on the tangible or intangible considerations, consumers usually justifies a higher price of the brand's uniqueness. (Keller 1998, 183-184) Therefore, from the branding perspective, a deep understanding of consumers' perceptions of price can help the firm to set price better.

3.2.2 Setting the price

According to Kolter et al., there are mainly six steps for a firm to set the price: 1. Selecting the pricing objectives; 2. Determining demand; 3. Estimating costs; 4. Analysing competitors' costs, prices and offers; 5. Selecting a pricing method; 6. Selecting the final price. (Kolter et al. 2012, 657-673)

On the other hand, Keller thinks an effective value pricing strategy should strike a balance among product design and delivery, product costs and product prices. The first key issue will cover different popular means, such as product quality improvement, better service offerings or a longer warranty period etc. The second one requires us to lower the price as much as possible because the customers only want to pay what they perceive as real value-added. (Keller 1998, 185-187) The final key to a successful value pricing strategy is "to understand exactly how much value consumers perceive in the brand and thus to what extent they will pay

a premium over product costs” (Keller 1998, 187). Nowadays, the pricing policy of Every Day Low Pricing (EDLP) is very popular, which “eschews the sawtooth, whiplash pattern of alternating price increases and decreases or discounts to establish a more consistent set of everyday base prices on products” (Keller 1998, 188).

3.3 Channel strategy

Without successful value delivery, the brand means nothing. Formally, marketing channels are “sets of interdependent organizations participating in the process of making a product or service available for user or consumption” (Kotler 1994). They are the set of pathways a product or service follows after production, culminating in purchase and consumption by the final end user. (Coughlan, Anderson, Stern & El-Ansary 2007) They will overcome gaps of time, place and possession that separate goods and services from final users. There are many key functions of marketing channels, see Table 3.

These functions such as storage and movement, title and communication in Table 3 will result in different activities in the process of value deliveries from the company to consumers.

Table 3. Channel member functions (Kotler et al. 2012, 699)

-
- Gather information about potential and current customers, competitors, and other actors and forces in the marketing environment.
 - Develop and disseminate persuasive communications to stimulate purchasing.
 - Negotiate and reach agreements on price and other terms so that transfer of ownership or possession can be affected.
 - Place orders with manufacturers or service providers.
 - Acquire the funds to finance inventories at different levels in the marketing channel.
 - Assume risks connected with carrying out channel work.
 - Provide for buyers' payment of their bills through banks and other financial institutions.
 - Oversee actual transfer of ownership from one organisation to another.
-

3.3.1 Channel design

Figure 12 illustrates several customer-based marketing channels.

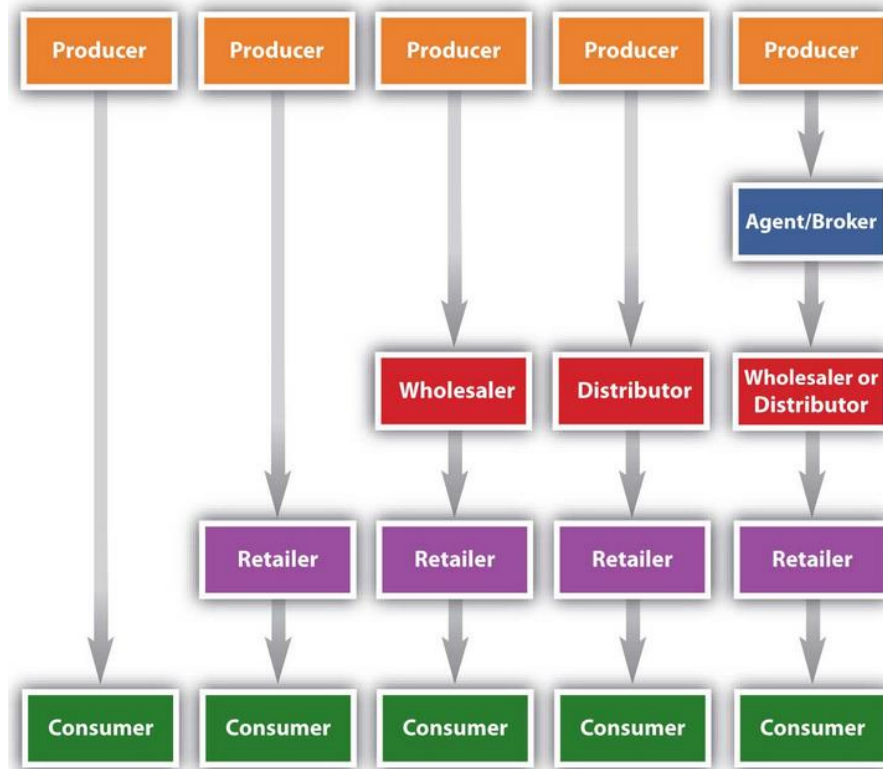


Figure 12. Consumer marketing channels (Kotler et al. 2012, 700)

It is crucial for the company to choose what kind of channel can add most value to their products and deliver best information to the target customers, therefore, the stronger brand awareness will be built and the uniqueness of brand association will be improved.

A study shows that direct channel may be preferable when:

- “Product information needs are high
- Product customization is high
- Product quality assurance is important
- Purchase lot size is important
- Logistics are important” (Keller 1998, 191)

On the other hand, indirect channels are suitable when:

- “A broad assortment is essential
- Availability is critical
- After-sales service is important” (Keller 1998, 191)

3.3.2 Indirect channels

Although indirect channels usually contain many intermediaries such as wholesaler, jobber etc., we will focus on retailers who have the most visible and direct contact with customers and therefore have largest impact on the brand. Through the products and brands they stock, retailers strive to create their own brands by offering added value in the selection, purchase or delivery of product offerings, which will require them to create the strong, favorable and unique associations. (Keller 1998, 191-192 and 617)

3.3.3 Direct channels

In order to gain better control of the selling process and build stronger relationship with customers, many companies have their own retail outlets such as the company-owned stores, from which the images of the brand will be delivered to the customers directly without image transfer from the wholesalers and retailers. (see Keller 1998, 197-198) For example, both Adidas and Li Ning have their own department stores and athletic specialty stores, through which they show the depth, breath and variety of their branded products. Furthermore, these kinds of stores can measure consumers’ responses to the attributes (design, price and quality etc.) of alternative products by keeping their fingers on the pulse of consumers’ purchasing habits. (Keller 1998, 199-200)

4 BRAND COMMUNICATIONS

Initially, the American Association of Advertising Agencies (1984) defined Integrated Marketing Communication (IMC) as “an approach to achieving the objectives of a marketing campaign through a well-coordinated use of different promotional methods that are intended to reinforce each other (Business Dictionary Online 2014)”. A more contemporary definition states, “True IMC is the development of marketing strategies and creative campaigns that weave together multiple marketing disciplines (paid advertising, public relations, promotion, owned assets, and social media) that are selected and then executed to suit the particular goals of the brand (Stirology 2013)”. From the above definitions, we can see the shifts for IMC from traditional marketing to digital marketing, from mass media to specialized media.

The Figure 13 displays some widely used marketing communication tools for building the brand equity. There are many activities for brand communication, from which we can promote sales and hence brand awareness by linking the right associations to brand image in consumers’ long-term memory, motivating positive brand feelings and facilitating a stronger consumer-brand bond. (Kotler et al. 2008, 778)

Moreover, marketers need to find out what kind of experiences and impressions will have the most influence on each stage of the decision-making process so as to hold the most suitable activities to engage with potential customers and build the good relationship. Therefore, it is always crucial to improve their memory performance through these marketing activities.

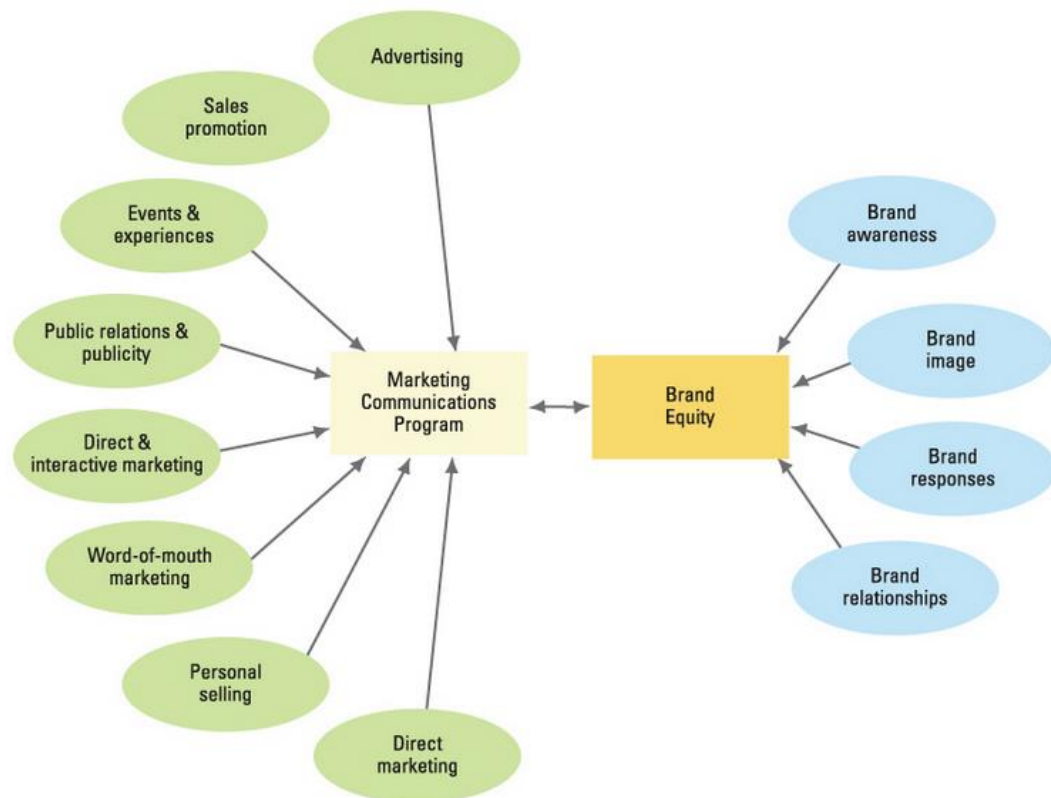


Figure 13. Integrating marketing communications to build brand equity (Kotler et al. 2008, 779)

4.1 Advertising

Keller defined advertising as “any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor (Keller 1998, 221)”. Advertising (TV, radio, newspaper etc.) does reach geographically dispersed buyers through a long-term image built for a certain product. According to Kotler et al., we can benefit a lot from advertising. For example,

- Pervasiveness. Advertising allows the message of the product repeat many times so that the customers can receive the message from time to time, which can strengthen their brand awareness all the time. (Kotler et al. 2008, 796)
- Amplified expressiveness. Generally speaking, the company and its product are dramatized by the artful use of print, sound and color. (Kotler et al. 2008, 796)

On the other hand, how the ad is managed will have a great impact on the brand awareness and brand image. Specifically, type of advertisement used (mock-up or finished), frequency of exposure (single or multiple), how an ad is shown (isolated, in ad clutter etc.), where the exposure occurs (in a shopping center, on TV, in a theater). (Keller 1998, 228)

4.2 Sales promotion

Sales promotion can be defined as “short-term incentives to encourage trial or usage of a product or service” (Keller 1998, 239). Generally, sales promotion tools such as price-off packs, coupons, premiums etc. can motivate customers’ purchase desires so as to enhance the attitudes and loyalty of customers toward a brand. There are three main categories: “first, customer promotions (premium, gifts, prizes and competitions, e.g. on the back of breakfast cereal boxes); second, trade promotions (special terms, point-of-sale materials, free pens, diaries, competition prizes, etc.); third, sales force promotions (incentive and motivation schemes etc.) (Smith and Zook 2011, 358)”.

Sales promotion can increase marketing communication with customers through the incentives such as low price, samples and so on, which can attract their attention and get the responses fast. Therefore, it is quite a convenient way for the company to engage with customers and control the whole process of customer purchase behaviors.

4.3 Word-of-mouth marketing

Word of mouth (MOW) is defined as “an interpersonal communication of products/services (market offerings) where the receiver regards the communicator as impartial (Kotler et al. 2012, 790)”. Similarly, “buzz marketing generates excitement, creates publicity and conveys new relevant brand-related information through unexpected or even outrageous means. Viral marketing is another form of word of mouth that encourages consumers to pass on company-developed impressions of company offers to others online (Kotler et al. 2012, 790)”.

During the decision-making process, many people search information from their friends and parents, which can be regarded as the effects of WOM. This kind of one-to-one conversation can bring both positive and negative messages to others so that the company needs to build a good brand reputation.

4.4 Event marketing and sponsorship

Event marketing refers to “public sponsorship of events or activities related to sports, art, entertainment, or social causes” (Keller 1998, 246), which can improve the relevance between customers and products, promote the involvement and implicitness with customers. More precisely, it can identify with a particular target market, increase awareness of company or product name, create or reinforce consumer perceptions of key associations, enhance corporate image dimensions, express commitment to the community or on social issues, entertain key clients or reward key employees and permit merchandising or promotional opportunities. (Keller 1998, 246-253; Kotler et al. 2012, 797)

4.5 Public relations and publicity

Publicity refers to “nonpersonal communications that involve press releases, media interviews, press conferences, feature articles, newsletters, photographs, films, tapes and so on” (Keller 1998, 253). Public relations also may “involve annual reports, fund-raising and membership drives, lobbying, special event management and public affairs” (Keller 1998, 253). From these activities, three distinctive advantages of public relations and publicity are widely used to the full, such as high credibility, ability to catch buyers off guard and dramatization. (Kotler et al. 2012, 797)

4.6 Personal selling

Personal selling involves “face-to-face interaction with one or more prospective purchasers for the purpose of making sales” (Keller 1998, 253), which can offer the detailed and customized message to the customers and get the feedback soon. It is the most effective tool during the buying process but also cost prohibitive.

However, it does increase the personal interaction, cultivate deep friendship with customers and also offer better services through customers' responses. (Keller 1998, 253-254; Kotler et al. 2012, 798)

4.7 Websites and social media

According to the web usability expert Jacob Nielsen, four basic factors can satisfy visitors very well. Namely, 1) high-quality contents; 2) easy navigation; 3) quick downloading and 4) updated information. Besides, we can ensure the contents of official websites are more relevant and interesting by using scenario planning, personas, sizzle and customer engagement. (Smith and Zook 2011, 444)

5 RESEARCH METHODOLOGY

The American Marketing Association (1998) defines marketing research 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. Marketing research specifies the information required to address these issues, designs the method for collecting information, manages and implements the data collection process, analyzes the results, and communicates the findings and their implications (AMA, 1998)”. This definition shows that the research is the bridge between marketer and market, by which the marketers can utilize the marketing functions to find the target market. Meanwhile, the marketing actions should be well monitored especially when it comes to the research process.

Another definition states that research is “the systematic and objective identification, collection, analysis and dissemination of information for the purpose of assisting management in improving decision making related to the identification and solution of problems and opportunities in marketing (Malhotra 1999)”. This one requires more specific research activities and therefore, all the activities (e.g. design of questionnaire, research sample, research method) should be well planned, organized and carried out so as to get accurate data and feedbacks.

5.1 Quantitative research method

The research method applied in this study is the quantitative research method. According to Shukla, “quantitative research methods, seek to quantify the data and typically apply some statistical analysis, which put heavy emphasize on using formalized standard questions and predetermined response options in questionnaires or surveys administered to large number of respondents (Shukla 2010)”. In other words, quantitative research will provide statistical data and insights to help marketers make an informed decision.

The reason why I chose this method is because of its generalizability, reliability and validity so I can acquire the clear phenomena in branding markets. In my opinion, the consumer is the key element of a strong brand so if you want to manage the brand well, you need to know perceptions and opinions from customers. Then, you will know that the best method to build a brand and how you can strengthen the brand awareness and brand images based on consumers' preference. As a result, more customers will gain a high sense of brand loyalty.

The whole research period is about one month long from 1st April to 1st May. During this period, some small changes are made to the layout and structure of the questionnaire on basis of my friends' suggestions and respondent feedback. Finally, I got 254 filled questionnaires from every region of China.

5.2 Non-probability sampling

In order to gather data from different alternatives, non-probability sampling was chosen, which used some selection procedures according to my personal judgments. Specifically, judgmental sampling and snowball sampling are used.

5.2.1 Judgmental sampling

Generally, those sports lovers have more specific perceptions and more useful suggestions for the sportswear branding so it is important to find the groups of sports lovers. First of all, some famous social networks (QQ, Sina Blogging and Douban Group) in China are introduced. At present, QQ has many functions such as instant messaging service, free videos dialogue, document transmission and so on, which is like Facebook in western countries. Sina Blogging is a secure platform for publishing news and collecting plenty of fresh ideas like Twitter. Douban Group works like a forum with many interest groups, where people sharing the same interest will gather together and discuss their hobbies.

Then, the groups for sports lovers were searched in QQ, Sina Blogging and Douban Group and I joined these groups. Next, I posted the questionnaire in the group and asked them to finish the questions. Besides, some people have given

some good questions for questionnaire and taught me which structure was better for respondents.

5.2.2 Snow sampling

The data is limited to a small group if I just used judgmental sampling so I took snowball sampling at the same time to gain more information from general users. I send the direct emails to all of my friends with the cover letter and questionnaire link. And I also ask them to send the emails to their friends to help me complete the research.

5.3 Design of questionnaire

The questionnaire is designed based on theories mentioned above and the structure is displayed according to the research objectives. The questionnaire is made up of mainly six sections, namely basic information of customers, purchasing habits, brand awareness and image, marketing mix (product and price), channels and brand communications. There are mainly two principal forms of questions: multiple choice questions and open-end questions, which both have pros and cons. They were combined together in the questionnaire to support each other. The fixed questions are “putting answers in people’s mouth” while the open-ended questions are more difficult to handle, raising problems of interpretation and comparability. (Kothari 2004, 100-103)

5.4 Reliability and validity

Reliability measures the consistency of data and results, which means whether it is reliable and other researchers can get the same results under same condition and tests. Generally speaking, the larger the sample is, the better is the reliability. (Taylor, Sinha and Ghoshal 2006, 2)

Validity means whether we really measure what we want to measure. For example, when we ask salary one month, it doesn’t measure purchasing power. So I put the monthly living expense and preferred price range of products as a comparison,

which can help us measure the approximate percentage of expense on sportswear every month. There are four main approaches for assessing validity, namely face validity, content validity, predictive validity and construct validity. When I ask the attitude scale whether customers are satisfied with the attributes of Li Ning and Adidas in product strategy, this is the face validity. If I ask the degree of satisfactory should range between 1 to 5, then it has content validity. Furthermore, if I define that 1 means not satisfied at all, 2 means not satisfied, 3 means neutral, 4 means satisfied and 5 means very satisfied, then it becomes predictive validity. As followed, construct validity is more effective, which can used to predict the level of correlation on theoretical grounds based on the degree of satisfactory. (Taylor et al. 2006, 2-3)

5.5 Data analysis

When the research period ended, I collected all the returned information and categorized it in questions. Then, the SPSS and Excel are used to analyze the data and make graphs, tables and so on. The analysis will involve estimating the values of unknown parameters of the population. More precisely, when I used the judgmental sampling to search the groups of sports lovers from popular social networks, I can't make sure whether they are professional sports lovers or just for fun, which will influence their attitudes towards the attributes of products. In addition, due to the more opportunities the developed cities such as Beijing and Shanghai have, China has a quite high fluidity of the population so many people who live in the south of China, their hometowns may locate in the north. Thus, it is difficult to predict purchasing behaviors according to regions.

Furthermore, some analyses are required. For example, descriptive analysis is the study of distributions of one variable such as gender, age, occupation etc. The correlation analysis will study the joint variation of more variables to check their connection is strong or not such as occupation and price range preferred. The regression analysis will make a prediction about dependent variable based on covariance with other variables such as the normal distribution of brand loyalty and fashion of sportswear. (Kothari 2004, 130-131)

6 EMPIRICAL FINDINGS

This chapter will present the practical findings from the quantitative research based on the six dimensions of the questionnaire.

6.1 Demographic findings

Based on the total number of 254 respondents, shown in Figure 14, the male (143) and female (111) respondents make up 56.3% and 43.7% respectively. The male participants are a little more than the female participants. The majority of participants (73.23%) are between 15 to 25 years old, followed by the group of 25-35 with a proportion of 20.87%. Therefore, judged from Figure 15, the main consumers of sportswear and footwear are young people between 15-35. Besides, most of them are students (60.24%) or at work (32.68%). (see Figure 16)

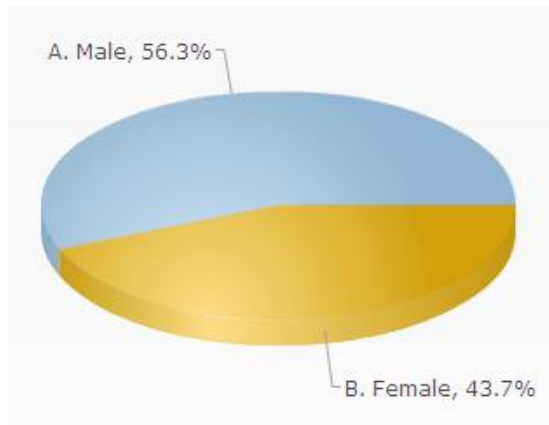


Figure 14. Respondent's gender

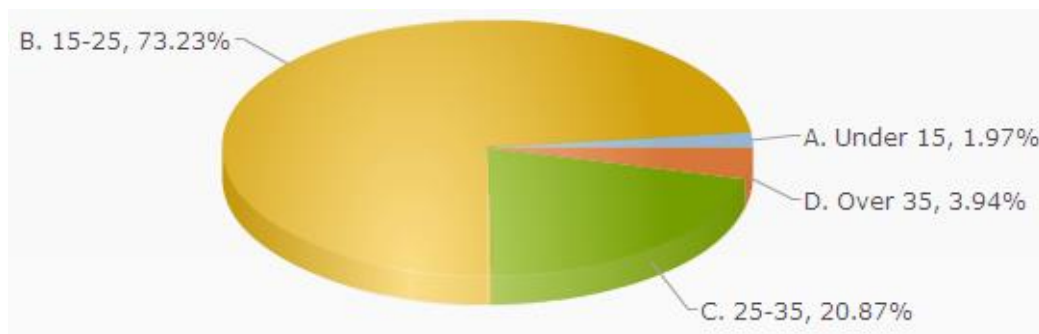


Figure 15. Respondent's age

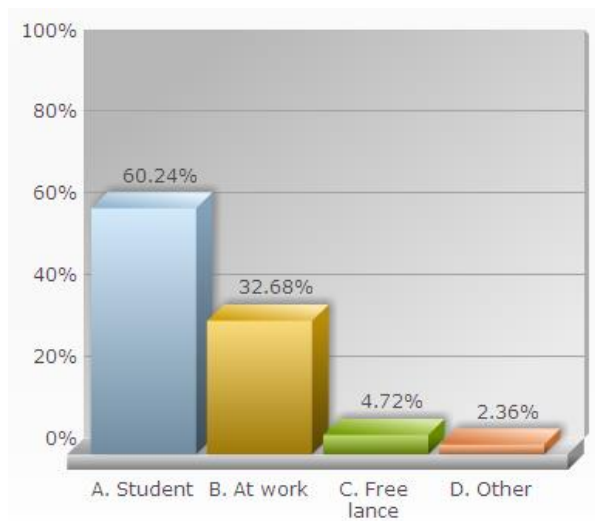


Figure 16. Respondent's occupation

Figure 17 shows the distribution of respondents. Because I posted the questionnaire in social network sites and ask friends to send emails to their friends, many participants are from the same region in China. I live in Wuhan, China, which is located in the midland and closed to the south of China. As a result, my friends' social networks mostly cover the area of midland and south, as do mine. This is the reason why participants who come from the midland (101) and south (64) of China make the largest proportions of the research.

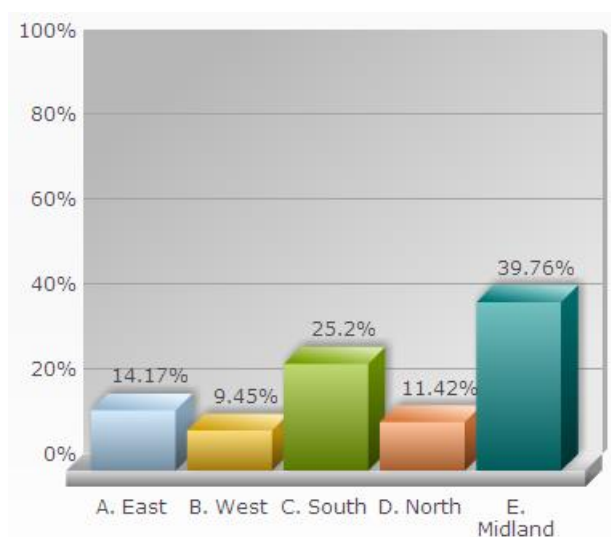


Figure 17. Respondent's hometown

As shown in Figure 18, 42.13% of the respondents' monthly living expenses are between 500-1000 RMB, which accounts for the largest percentage, followed by 37.4% of respondents whose living expenses range from 1000 to 2000 RMB. Only a few respondents' monthly living expenses are either under 500 or above 2000 RMB. Therefore, the majority of consumers are from the middle-income class who prefer the sportswear products with a price range of 200-500 (see Figure 19). More exactly, more than half of the respondents (132, 51.97%) appreciate the middle price range of 200-500 RMB. Then, the rest of respondents chose the price range of under 200 and 500-800, representing 21.26% and 22.83% correspondingly.

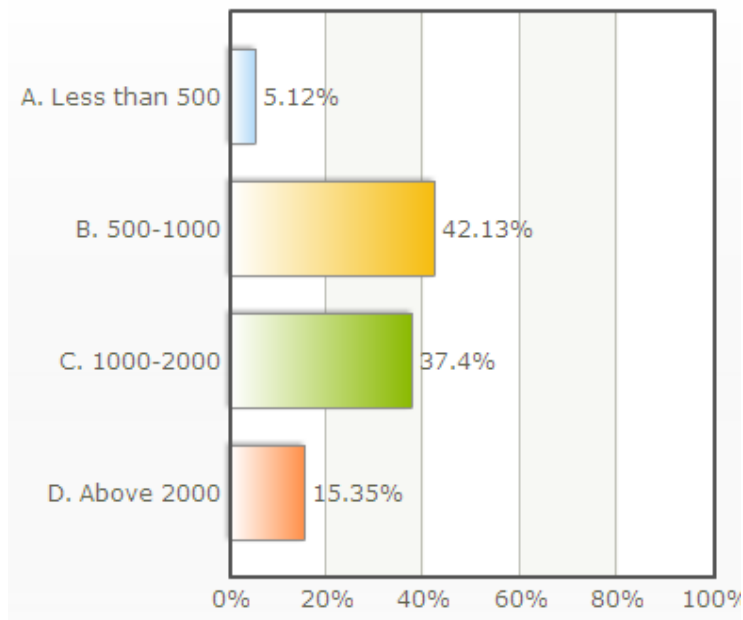


Figure 18. Respondent's monthly living expense (RMB)

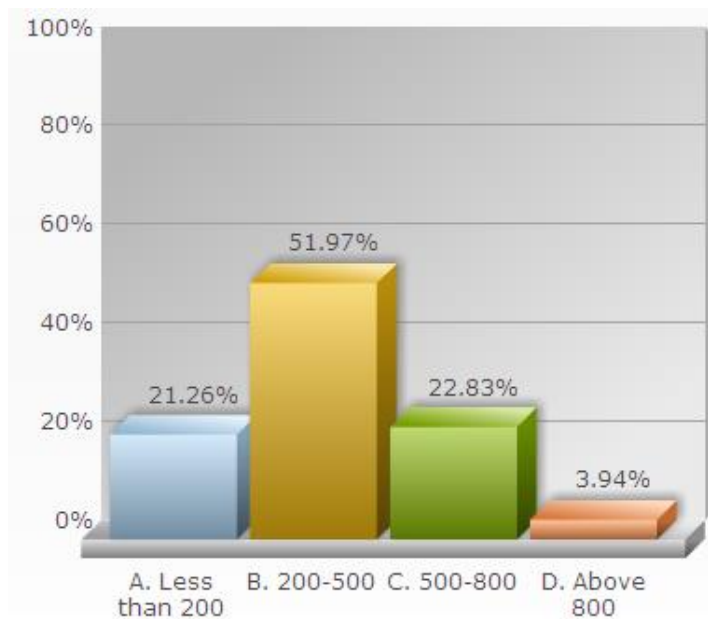


Figure 19. Respondent's preference in price range (RMB)

As shown in the following in Figure 20, when the living expenses are under 500 RMB, people tend to buy cheaper products. However, for those whose living expenses are just over 500 or even above 2000 RMB, they still prefer the middle price range of 200-500 RMB. Overall, the price range of 200-500 RMB is the most popular one for almost all the respondents.

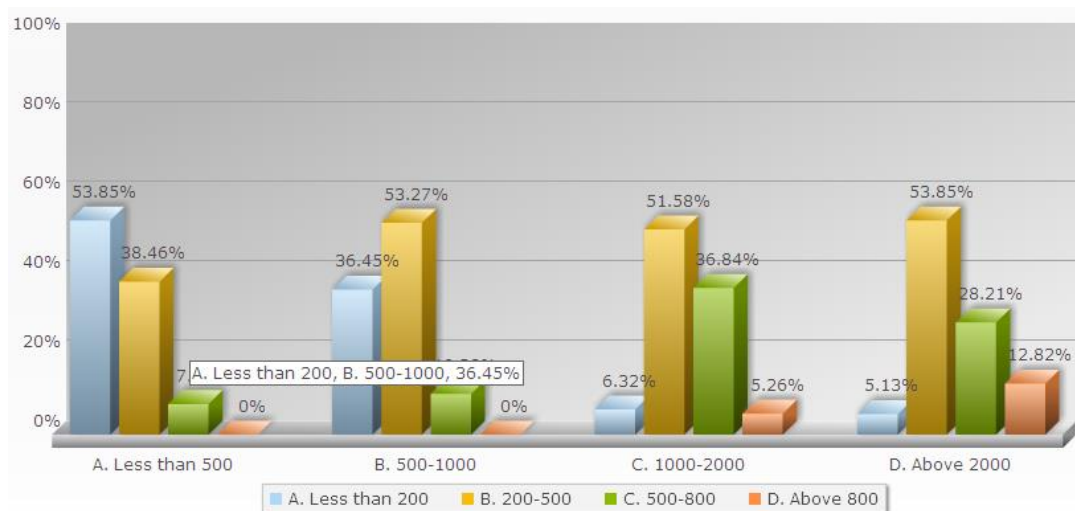


Figure 20. Relationship of preferred price range with monthly living expense

6.2 Customers' purchasing behaviors

As discussed above in 2.2 about brand equity, there are mainly five types of customers based on their degree of brand loyalty. It is manifest in Table 4 that 47.2% of the respondents (120) are passively loyal and choose products according to their habits. Among all the respondents, only 24 people are loyal to a certain sportswear brand while 47 people are sensitive to price and 29 people don not care about brand at all. As a result, it is difficult to gain loyal customers but it is possible to change the potential customers who are passively loyal to committed loyal, which is a huge market for marketers to explore and once succussed, there will be a large proportion of loyal customers.

Table 4. Customers' purchasing behaviors

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid The committed	24	9,4	9,4	9,4
The passively loyal	120	47,2	47,2	56,7
Price switcher	47	18,5	18,5	75,2
Fence sitter	34	13,4	13,4	88,6
Noncustomer	29	11,4	11,4	100,0
Total	254	100,0	100,0	

As can be seen from Table 5, for both Li Ning and Adidas, people purchase items once more than one year, which constitutes 43.7% and 44.9% respectively, almost half of the respondents. Very few people purchase sportswear products once every month. People who purchase items once in half a year and once a year make up almost the same percentage, approximate 22%.

Table 5. Purchase frequency of Li Ning and Adidas

8.How long do you purchase Li Ning products for once

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid one month	2	,8	,8	,8
three months	28	11,0	11,0	11,8
half the year	55	21,7	21,7	33,5
one year	58	22,8	22,8	56,3
over one year	111	43,7	43,7	100,0
Total	254	100,0	100,0	

8.How long do you purchase Adidas products for once

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid one month	3	1,2	1,2	1,2
three months	24	9,4	9,4	10,6
half the year	57	22,4	22,4	33,1
one year	56	22,0	22,0	55,1
over one year	114	44,9	44,9	100,0
Total	254	100,0	100,0	

Table 6 shows that 75 people purchase sporting items once every year from Li Ning and Adidas products. It seems to take a long time for customers to exchange their old footwear and sportswear, which, on the other hand, speaks of high quality and durability of these two brands.

Table 6. Cross-table of purchase frequency for Li Ning and Adidas

8.How long do you purchase Li Ning products for once * 8.How long do you purchase Adidas products for once
Crosstabulation

Count

		8.How long do you purchase Adidas products for once					Total
		one month	three months	half the year	one year	over one year	
8.How long do you purchase Li Ning products for once	one month	1	1	0	0	0	2
	three months	2	10	12	3	1	28
	half the year	0	3	26	15	11	55
	one year	0	4	3	24	27	58
	over one year	0	6	16	14	75	111
Total		3	24	57	56	114	254

6.3 Brand awareness and image

Seen from Figure 21, 70.87% of all the customers prefer the Adidas products, which is about more than double of percentage of Li Ning customers. Therefore, Adidas is more popular in China and wins a bigger share in the sportswear and footwear market in China.

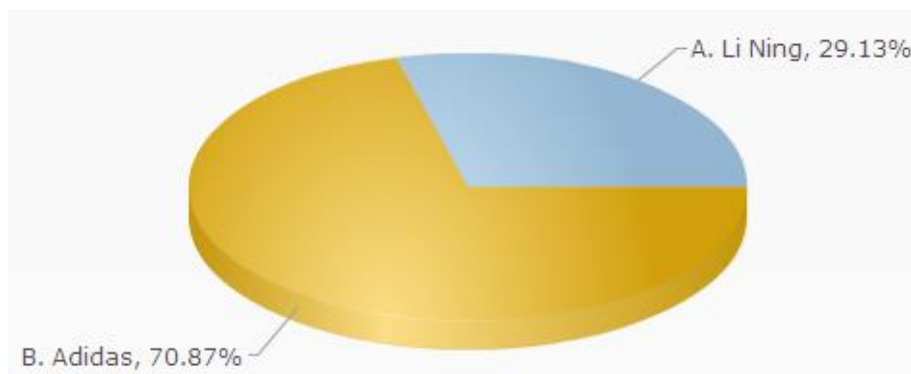


Figure 21. Sportswear brand preference

As Adidas is more popular in China, the average evaluation (4.04) is higher than that of Li Ning (3.50). Meanwhile, most people think both Li Ning and Adidas products are good as for both their median and mode are 4.

Table 7. Evaluation of brand value for Li Ning and Adidas

		10. Please mark these Adidas from a scale from 1 to 5 where 1=terrible, 2=bad, 3=neutral, 4=good and 5=great	10. Please mark these Li Ning from a scale from 1 to 5 where 1=terrible, 2=bad, 3=neutral, 4=good and 5=great
N	Valid	254	254
	Missing	0	0
Mean		4,04	3,50
Median		4,00	4,00
Mode		4	4

More precisely, how customers perceive these two brand will be illustrated in Table 8. For Li Ning, people regard it as an national, relaxing and youthful brand, occupying 50%, 35.43% and 25.2% respectively. While for Adidas, it is tagged as an international, fashionable, professional and youthful brand, making up 55.12%, 47.64%, 32.28% and 30.71% respectively.

Table 8. Brand images of Li Ning and Adidas

Brand Images	Youthful	Mature	Fashionable	Old-fashionable	National	International	Professional	Relaxing	Normal	No feelings
Li Ning	64 (25.2%)	26 (10.24%)	42 (16.54%)	40 (15.75%)	127 (50%)	27 (10.63%)	36 (14.17%)	90 (35.43%)	49 (19.29%)	42 (16.54%)
Adidas	78 (30.71%)	26 (10.24%)	121 (47.64%)	18 (7.09%)	9 (3.54%)	140 (55.12%)	82 (32.28%)	62 (24.41%)	6 (2.36%)	15 (5.91%)

Furthermore, a small proportion of customers also think Li Ning is normal (19.29%) and have no feelings (16.54%) for it while Adidas has almost no negative images. It is noticeable in Figure 22 that Adidas has a stronger and brighter image than Li Ning does in most aspects. In other words, Adidas has more alternative personalities than Li Ning does so that Adidas can attract more customers, and hence, brand awareness via the good connection.

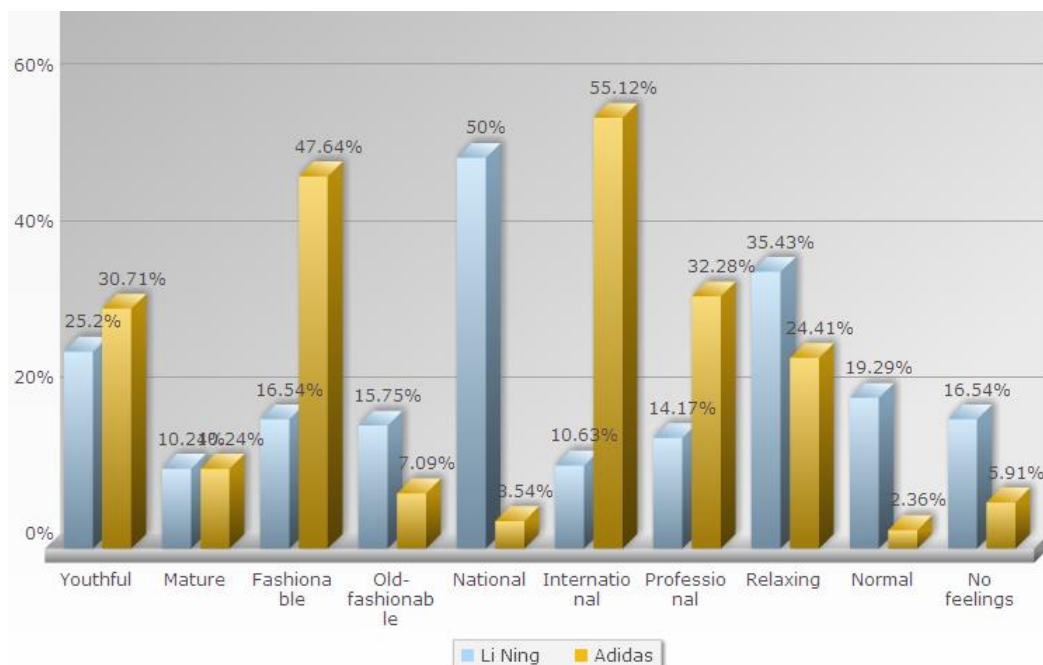


Figure 22. Brand images comparison between Li Ning and Adidas

6.4 Brand management in marketing programs

Seen from Figure 23, the preference of the four kinds of products is in the same sequence for Li Ning and Adidas. Footwear ranks first, followed by sports suits, then sports equipment and sports decoration comes the last. So both two companies can focus on the product development of footwear and sports suits, which is worth a considerable investment and should be heavily branded as well.

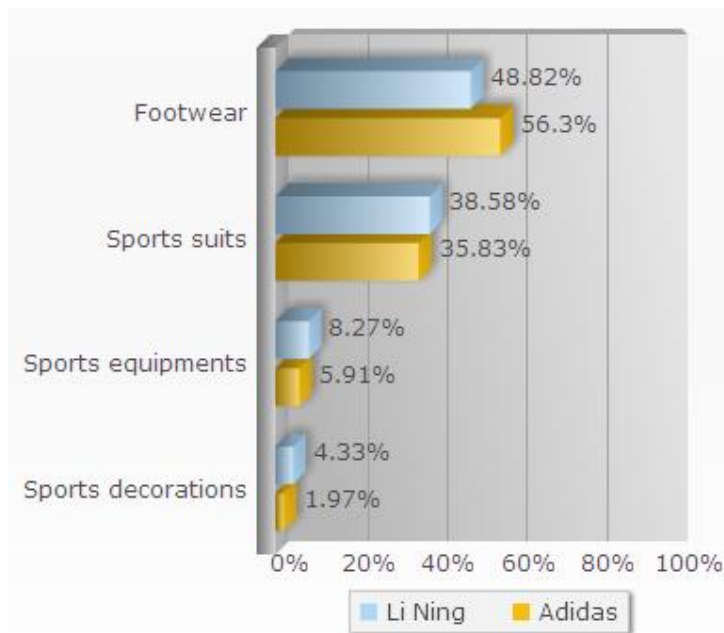


Figure 23. Preferred product type

As for the key factors which have the greatest impact on the brand value and customers' decision-making process, comfort level and quality rank as the top two, 72.83% and 68.11% correspondingly. (see Figure 24) Next, fashion, durability, style and design also play as the key roles, constituting about 45% each.

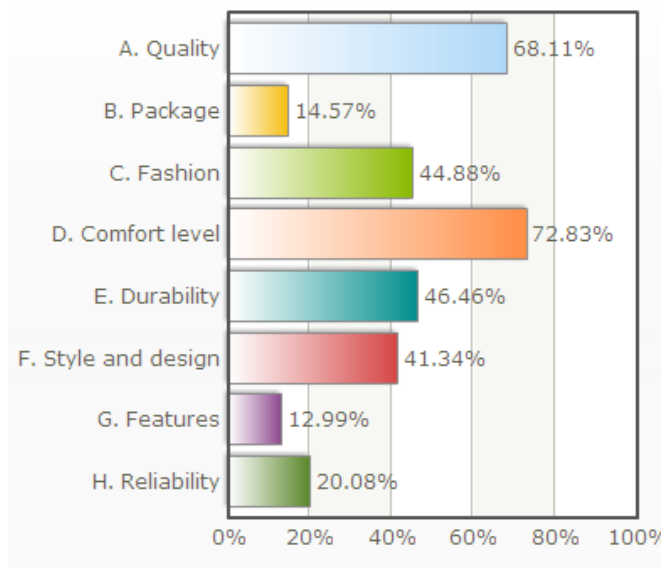


Figure 24. Factors affecting the decision making

According to Table 9, the average evaluations of package, fashion, style and design are 3.45, 3.35 and 3.31 respectively, which just exceed the neutral mark of 3. Among all these factors, the durability of Li Ning products ranks the top one with a highest average point of 3.59, followed by the comfort level and reliability, 3.57 and 3.56. So Li Ning does have an old-fashioned brand image, which needs to be improved as soon as possible.

Table 9. Evaluation of Li Ning products

		14. Are you satisfied with the following aspects of Li Ning_Quality	LN_Package	LN_Fashion	LN_Comfort_level	LN_Durability	LN_Style_and_design	LN_Features	LN_Reliability
N	Valid	254	254	254	254	254	254	254	254
	Missing	0	0	0	0	0	0	0	0
	Mean	3,49	3,45	3,35	3,57	3,59	3,31	3,45	3,56
	Median	4,00	3,00	3,00	4,00	4,00	3,00	3,00	4,00
	Mode	4	3	3	4	4	3	4	4

However, for Adidas products (see Table 10), every aspect of the product is more highly evaluated than that of Li Ning, almost reaching 4 in every aspect. While reliability, comfort level and fashion rank the top three, features and quality followed closely with a slight distance. Every dimension of the product is satisfactory by most of customers with a mode of 4 for each one. Overall, the

Adidas products have a quite high value and perceived quality in the customers' minds.

Table 10. Evaluation of Adidas products

		14. Are you satisfied with the following aspects of Adidas_Quality	AD_Package	AD_Fashion	AD_Comfort_level	AD_Durability	AD_Style_and_design	AD_Features	AD_Reliability
N	Valid	254	254	254	254	254	254	254	254
	Missing	0	0	0	0	0	0	0	0
	Mean	3,85	3,76	3,89	3,90	3,83	3,83	3,87	4,05
	Median	4,00	4,00	4,00	4,00	4,00	4,00	4,00	4,00
	Mode	4	4	4	4	4	4	4	4

As shown in Figure 25, the ratio of quality and price is examined. As discussed in price strategy above, customers are just willing to pay for what they think is worthwhile, which requires a perfect match between cost and price. While 59.45% of customers think Li Ning products are of moderate cost performance, only 39.37% of customers hold the same opinion with almost the same proportion of customers thinking Li Ning has low cost performance. Adidas has set higher price than Li Ning did. Among the main consuming age group of 15-35, most of them are students and they prefer the low price range of 200-500 RMB. (see Figure 15, 16 and 19) However, on the other hand, since Adidas has a stronger brand image with better products as the customers think, it is understandable that it has a higher price. (see Table 7 and 10, Figure 22)

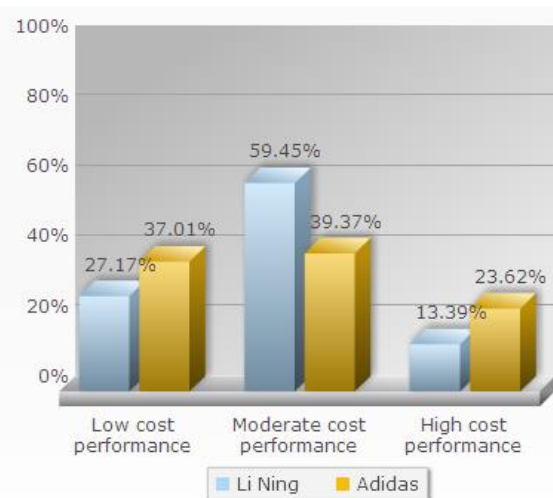


Figure 25. Cost performance of Li Ning and Adidas

During the decision-making process, shown in Figure 26, customers gather product information from TV ads and networks mostly with a same percentage of 56.69%. Friends and family are also main sources through WOM, occupying 36.61%. Then, 26.38% of customers gather product information from the salesperson. In Figure 27, customers usually purchase sportswear products in a specialty store (46.85%), followed by shopping mall and online, 31.5% and 21.65%. Based on Figure 26 and 27, companies can offer practical training and in-service training so as to cultivate great salesperson. Meanwhile, making full use of TV ads and networks will also work well to build strong brand connections with customers.

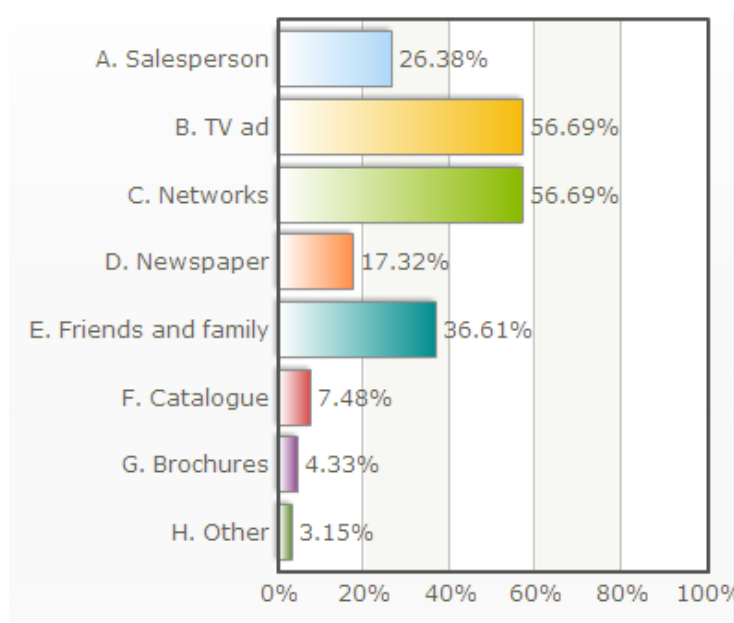


Figure 26. Information source

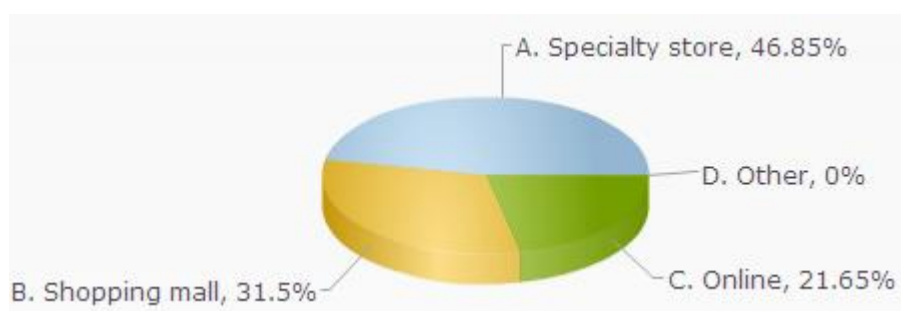


Figure 27. Purchasing place

6.5 Brand communications

Judged from Figure 28, innovative and youthful ads are most popular with a large proportion of the students scoring 37.4% and 31.5%. Thus, innovative and youthful elements need to be added into the ads as well as the product themselves.

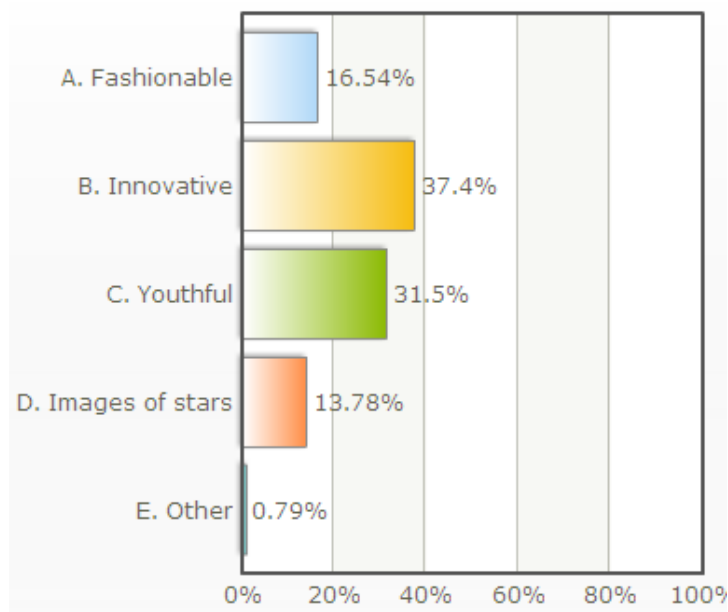


Figure 28. Preferred advertising type

Moreover, as seen from Figure 29, females prefer fashionable ads more than males do while males prefer images of sports stars. It seems that females concentrate on the fashion and beauty of shoes while requiring youthful and innovative ads and males enjoy sports and sports stars. Therefore, they are attracted by their favorite stars easily.

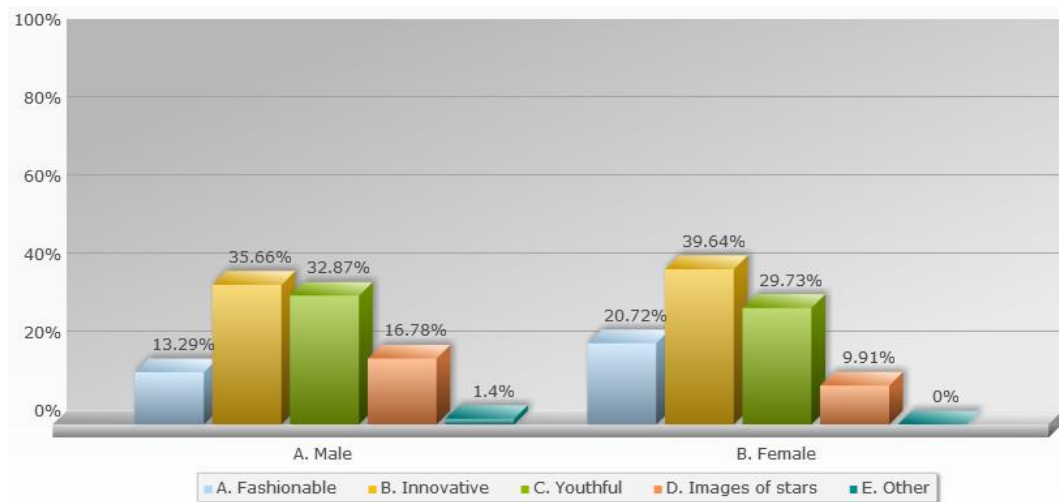


Figure 29. Relationship between gender and preferred advertising type

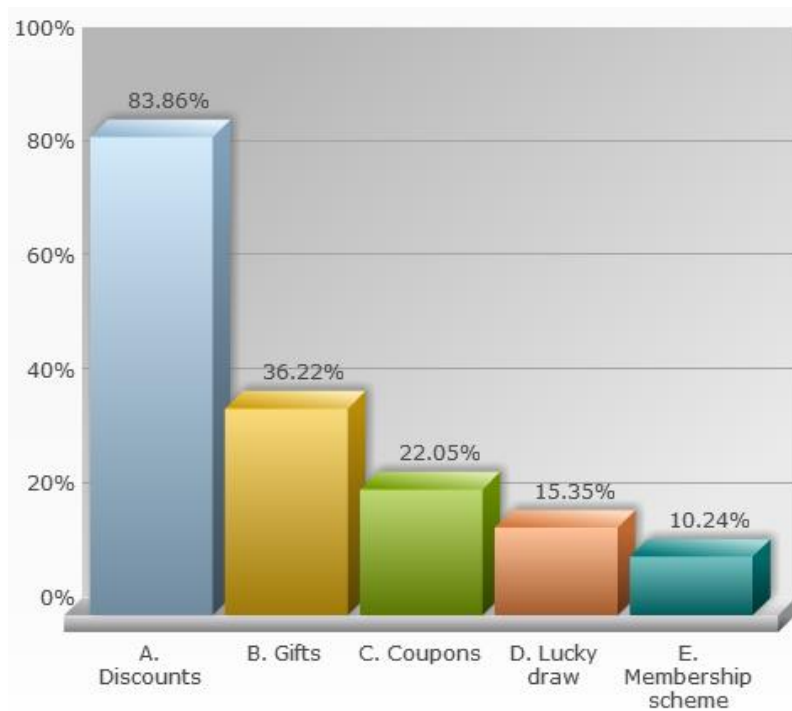


Figure 30. Preferred sales promotion type

In Figure 30, discounts (83.86%) as the most direct promotional means, was far ahead of other sales promotion tools. Then, from gifts to membership schemes, the importance declined gradually.

Based on Figure 31, it is clear that brand websites can engage most of customers with 171 out of 254 people choosing it. Then, social networks and micro-blogging followed with almost the same shares. Viral marketing won the least votes.

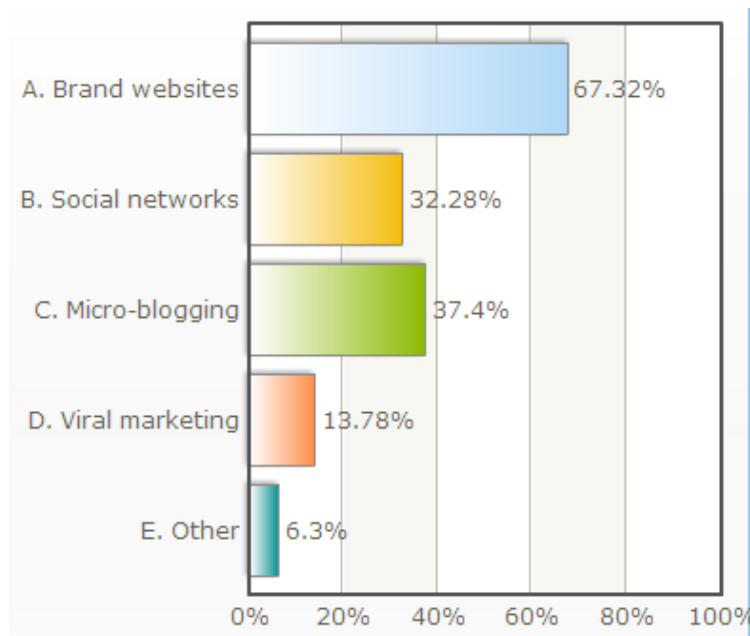


Figure 31. Preferred digital media tool

When it comes to sportswear, people have a want for sports competitions and sports star interaction, which ranks the top two at 37.4% and 26.38%, shown in Figure 32. This is followed by lottery-attached interlocution and fashion models show, which shares a similar proportion of about 17%.

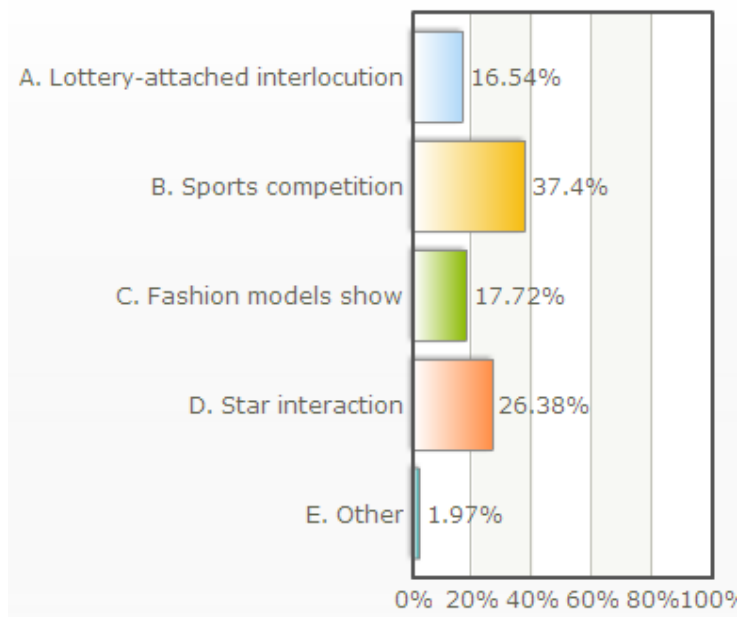


Figure 32. Preferred on-the-spot activity

6.6 Suggestions from customers

In the final open-end question, the Chinese customers have offered me 88 suggestions in improving the brand value of Li Ning and they hope the most popular domestic sportswear company Li Ning can become more international and successful like Adidas is. Especially some respondents wish that Li Ning company can add some national elements to the products and become a typical symbol of China in the global sportswear market. As for Adidas, it is regarded as a successful sportswear brand but price is higher than many customers' expectations.

The main suggestions are as followings: 1) Li Ning needs to design fashionable shoes and sports suits to catch the new trends; 2) Li Ning should build the typical and clear brand image for itself; 3) Li Ning needs more branding activities such as ads to strengthen its brand awareness.

7 CONCLUSIONS AND CONSIDERATIONS

The last chapter will illustrate the conclusions based on the previous theoretical study and empirical analysis, including suggestions to both companies.

7.1 Conclusions

As the empirical analysis indicates the main consumer group for sportswear is students between 15-25 years old whose living expense is about 500-2000 RMB every month and who prefer the moderate price range of 200-500 RMB. Besides, as most of them are passively loyal, they purchase products according to their habits and are sensitive to the price.

While purchasing, quality and comfort level are the key attributes to motivate customers' purchase desires. Then, fashion and durability are the key factors of purchasing considerations. About 44% of customers purchase sportswear products once a year after comparing products.

For the product itself, the attributes of Adidas products are better than those of Li Ning in all aspects. However, Li Ning has lower price with quite good products, which customers like very much as Adidas products are tagged as upper-class products with good quality and high price as well.

Generally, customers prefer Adidas brand far to Li Ning as Adidas is thought to be a more valuable brand than Li Ning is, especially when it comes to the brand image. Specifically, Adidas has clearer and brighter brand image and knows what is suitable for their target customers.

During the decision-making process, people usually gain information from TV ads, social networks, friends and family and purchase the products in specialty stores so the companies need to take well use of these channels.

As for the marketing communication tools to build stronger brand awareness, people prefer innovative and youthful advertisements, sales promotion such as

discounts, social media like brand websites, public relations such as sports competitions and star interaction.

7.2 Suggestions for Li Ning

Li Ning, as the most popular domestic brand, has a very easy-going and national brand image, which forms its unique advantage against the international brands. However, Li Ning does not make full use of its advantages and imitates the international brand blindly, therefore, it has lost its own strengths and lacks in clear market positioning and brand image. Li Ning products do have good attributes at moderate prices which can satisfy most customer's needs but if compared with international brands, it is far behind. Therefore, Li Ning needs to target on the loyal consumers it already has and work on improving its brand gradually, and once it gains enough brand equity and is supported by a large number of loyal consumers, it can try to change and become a more international brand.

First, Li Ning needs to create clear brand image in match with its target customers, as shown in Kapferer's brand identity prism, "brand is a customer reflection. Reflection and target often get mixed (Kapferer 2008, 186)". When we talk about certain products, some target customer group is tightly related to it. That is exactly what Li Ning should do. A clear brand image represents a certain kind of a customer. So Li Ning can utilize its national elements in the brand itself as a kind of a unique Chinese sportswear and this is exactly what Chinese customers hope for. Since we already have so many international brands, why doesn't Li Ning just be itself and use some traditional Chinese elements to produce shoes and sportswear suits. As Kapferer said "a brand is a culture and every brand should have its own culture, from which every product derives (Kapferer 2008, 184)", exactly, culture is always the most unique attribute for any product. I believe, a majority of Chinese people will support Li Ning to build a typical national brand image and let it grow gradually into an international brand in symbol of China, then finally it is well-known in the world. Li Ning has a strong people behind of

with a large population and fast-developing economy so the company needs to find the right national brand image.

Second, as Keller said “the product itself is at the heart of brand equity, as it is the primary influence of what consumers experience with a brand, what they hear about a brand from others, and what the firm can tell customers about the brand in its communications (Keller 1998, 176)”, indeed, a product plays as a key role in brand building. Li Ning products are thought to be old-fashioned by many customers. Checking the style, fashion and fad life cycles discussed in product strategy, it is crucial for Li Ning to catch the marketing trend and cater to customers’ changing demands according to Kotler et al.’s opinion “to the customer, a well-designed market offering is one that is pleasant to look at and easy to open, install, use, repair and dispose of (Kotler et al. 2012, 583)”. Besides, quality, comfort level and durability are always the key dimensions which have great impact on customers’ purchasing behaviors. This requires Li Ning to invest in product research and product development in all aspects, especially in fashion, package, style and design.

7.3 Suggestions for Adidas

Adidas is very successful brand now in China with strong brand awareness and vivid brand images. So what Adidas needs is to create more added values to its brand such as innovations in products and new channels for distribution, which can help win more market share as well as still strengthen brand awareness. Nevertheless, what Adidas needs to improve in a hurry is the price strategy.

Specifically, compared with Li Ning, Adidas has higher prices for the customers which will result in loss of a certain group of customers. Especially at present, students are becoming a large group of potential customers. While most students are habitual and price-sensitive, Adidas can design some special products for students at moderate prices. Usually, students don’t have very high requirements for professional shoes and suits. Instead, they look for moderate costs. Adidas can classify its target customers into groups and offer different products to each group

namely customer-segment pricing, as both Keller and Kotler et al. mentioned in their books, companies should adapt their prices to accommodate preferences and differences in target customers. (Keller 1998, 183-185; Kotler et al. 2012, 676-677) Upper-class products can bring huge profits but the rich people account a small percentage in China. If Adidas ignores the middle-income or low-income consumers, it will lose a large group of customers.

7.4 Suggestions for sportswear companies in China

In the dynamic Chinese market, if the aim is to build a strong sportswear brand, the following aspects will be essential to brand building.

First of all, great products with matched price are needed, namely high cost performance. Borrowed Kotler et al.'s words, it means perceived-value pricing, which is a good combination of “buyers’ image of the product performance, the ability to deliver on time, the warranty quality, customer support and softer attributes (Kotler et al. 2012, 667)”. This is the core of a brand. Precisely, quality, features, durability, comfort level and so on should be concentrated on during the product development. These are also the in the key roles affecting customers’ purchasing behaviors. Meanwhile, the right price needs to be set based on the value of the product and cost of production, advertising etc.

Then, as Keller said it is important to take full use of channels to “build brand awareness and improve the strength, favorability, and uniqueness of brand associations (Keller 1998, 205)”, so the right channels should be chosen to deliver the brand value to customers. In China, people prefer to buy sportswear in specialty stores and gather information from TV ads, social networks, friends and family. These channels can be well used to strengthen brand awareness and build a good relationship between the brand and its customers. For example, cultivating some professional salesperson in specialty stores, making enough ads on popular TV channels, putting important information of products on social websites, engaging in some activities among friends and family can be utilized as ways to build a good relationship.

Next, in the research, marketing communication tools for these two famous companies were explored, which are also suitable for other sportswear companies in China to enhance customer loyalty, for example, innovative and youthful advertisements, sales promotion such as discounts, social media like brand websites, public relations such as sports competition and star interaction. This is well proved by Merisavo, “increasing sales digital marketing communication can especially be used to enhance customer loyalty in the long term (Merisavo 2008, 21)”.

Overall, a successful sportswear brand can be built if the company has good products with high cost performance, good control of channels for value deliveries and innovative marketing communication activities for strengthening brand awareness and brand loyalty as well as build positive brand images.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE IN ENGLISH

Li Ning and Adidas Brand Communications Research in China

Dear respondents,

I am doing my bachelor thesis on the comparative studies of Li Ning and Adidas. This questionnaire is designed to find out the differences between them and test the marketing communications effects. Personal information will be kept confidential. Thank you!

Basic Information

1. What is your gender *

- A. Male
- B. Female

2. How old are you *

- A. Under 15
- B. 15-25
- C. 25-35
- D. Over 35

3. What is your occupation *

- A. Student
- B. At work
- C. Free lance
- D. Other

4. Which part of China do you live in *

- A. East
- B. West
- C. South
- D. North
- E. Midland

5. What is your monthly living expense (currency yuan) *

- A. Less than 500
 B. 500-1000
 C. 1000-2000
 D. Above 2000

6. Which price range of sportswear brand do you prefer (currency yuan) *

- A. Less than 200
 B. 200-500
 C. 500-800
 D. Above 800

Purchase Behaviors

7. What is your behavior when purchasing the sportswear *

- A. The committed, who only buys a certain brand
 B. The passively loyal, who buys products habitually
 C. Price switcher, who is price-sensitive
 D. Fence sitter, who changes among several brands
 E. Noncustomer, who buys products randomly

8. How long do you purchase Li Ning and Adidas products for once *

	one month	three months	half the year	one year	over one year
Li Ning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adidas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Brand Awareness and Brand Image

9. Which brand do you prefer *

- A. Li Ning
 B. Adidas

10. Please mark these two brands from a scale from 1 to 5, where 1=terrible, 2=bad, 3=neutral, 4=good and 5=great. *

	1	2	3	4	5
Li Ning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adidas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please mark the brand image of Li Ning and Adidas (you can choose one to six options) * [请选择1-6项]

	Youthful	Mature	Fashionable	Old-fashionable	National	International	Professional	Relaxing	Normal	No feelings
Li Ning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adidas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Product and Price

12. Which kind of product do you prefer *

	Footwear	Sports suits	Sports equipments	Sports decorations
Li Ning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adidas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. What aspects do you appreciate more while purchasing (you can choose one to four options) * [请选择1-4项]

- A. Quality
- B. Package
- C. Fashion
- D. Comfort level
- E. Durability
- F. Style and design
- G. Features
- H. Reliability

14. Are you satisfied with the following aspects of Li Ning *

	not satisfied at all	not satisfied	neutral	satisfied	very satisfied
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Package	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fashion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comfort level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Durability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Style and design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Features	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Are you satisfied with the following aspects of Adidas *

	not satisfied at all	not satisfied	neutral	satisfied	very satisfied
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Package	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fashion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comfort level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Durability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Style and design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Features	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. What do you think about the price of Li Ning and Adidas products *

	Low cost performance	Moderate cost performance	High cost performance
Li Ning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adidas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Channel

17. What is your information source for products (you can choose one to three options) * [\[请选择1-3项\]](#)

- A. Salesperson
 B. TV ad
 C. Networks
 D. Newspaper
 E. Friends and family
 F. Catalogue
 G. Brochures
 H. Other [请注明...](#)

18. Where do you buy Li Ning and Adidas' products *

- A. Specialty store
 B. Shopping mall
 C. Online
 D. Other [请注明...](#)

Brand Marketing Communications

19. Which kind of ad. do you prefer *

- A. Fashionable
 B. Innovative
 C. Youthful
 D. Images of stars
 E. Other [请注明...](#)

20. Which sales promotion tool do you prefer (you can choose one to three options) * [请选择1-3项]

- A. Discounts
- B. Gifts
- C. Coupons
- D. Lucky draw
- E. Membership scheme

21. Which digital marketing communication tool do you prefer (you can choose one to three options) * [请选择1-3项]

- A. Brand websites
- B. Social networks
- C. Micro-blogging
- D. Viral marketing
- E. Other 请注明... _____

22. Which kind of on-the-spot activity do you prefer *

- A. Lottery-attached interlocation
- B. Sports competition
- C. Fashion models show
- D. Star interaction
- E. Other 请注明... _____

23. Could you give some suggestions to the domestic sportswear companies like Li Ning company

Thank you for your participation!

APPENDIX 2: QUESTIONNAIRE IN CHINESE

李宁和阿迪达斯品牌问卷调研

尊敬的先生/女生：

您好！这是一份关于李宁LiNing和阿迪达斯Adidas在中国营销推广的调查问卷。为了比较本土品牌和国际品牌的差异，从而取长补短，更好的建立中国运动品牌。本问卷仅用于学术研究，个人信息将会严格保密。耽误您几分钟，感谢您的合作！

基本信息

1. 您的性别是 *

- A. 男
 B. 女

2. 您的年龄是 *

- A. 15岁以下
 B. 15-25岁
 C. 25-35岁
 D. 35岁以上

3. 您的职业是 *

- A. 学生
 B. 上班族
 C. 自由职业
 D. 其他

4. 您住居在中国那个地区 *

- A. 东部
 B. 西部
 C. 南部
 D. 北部
 E. 中部

5. 您的月均生活费是 *

- A. 500以下
 B. 500-1000
 C. 1000-2000
 D. 2000以上

6. 您最能接受的运动品牌价格范围是 *

- A. 200以下
 B. 200-500
 C. 500-800
 D. 800以上

购买习惯

7. 您平时购买运动品牌有固定偏好吗 *

- A. 只买一个固定品牌
 B. 主要看自己是否喜欢
 C. 更看重价格
 D. 几个固定品牌轮换购买
 E. 不在乎，没有固定品牌

8. 您多久购买一次李宁和阿迪达斯产品 *

	1个月	3个月	半年	一年	一年以上
李宁	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
阿迪达斯	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

品牌意识和形象

9. 您更喜欢李宁还是阿迪达斯品牌 *

- A. 李宁
 B. 阿迪达斯

10. 请给李宁和阿迪达斯这两个品牌评分 *

	1	2	3	4	5
李宁	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
阿迪达斯	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. 您对李宁和阿迪达斯的品牌形象评价【多选题】 * [请选择1-6项]

	年轻个性	成熟稳重	时尚潮流	保守呆板	民族荣誉	国际化	专业	休闲	普通	没感觉
李宁	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
阿迪达斯	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

产品和价格

12. 您最满意李宁和阿迪达斯的什么产品 *

	运动鞋	运动服	运动器材	运动配饰
李宁	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
阿迪达斯	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. 您购买产品的时候，更关注那些方面 * [请选择1-4项]

- A. 质量
 B. 包装
 C. 时尚感
 D. 舒适度
 E. 耐用性
 F. 款式设计
 G. 专业性能
 H. 品牌名声

14. 您对李宁产品以下方面是否满意 *

	很不满意	不满意	一般	满意	很满意
质量	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
包装	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
时尚感	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
舒适度	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
耐用性	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
款式设计	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
专业性能	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
品牌名声	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. 您对阿迪达斯产品以下方面是否满意 *

	很不满意	不满意	一般	满意	很满意
质量	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
包装	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
时尚感	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
舒适度	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
耐用性	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
款式设计	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
专业性能	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
品牌名声	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. 您觉得李宁和阿迪达斯的产品价格如何 *

	货次价高	物美价廉	物超所值
李宁	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
阿迪达斯	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

渠道

17. 您一般从哪里得知产品相关信息【多选题】 * [请选择1-3项]

- A. 售货员
- B. 电视广告
- C. 网络
- D. 报纸杂志
- E. 家人朋友
- F. 产品目录
- G. 宣传册
- H. 其他 请注明...

18. 您会在哪里购买运动品牌 *

- A. 专卖店
- B. 商场
- C. 网上
- D. 其他 请注明...

品牌营销

19. 你最喜欢什么样的宣传广告 *

- A. 时尚潮流
- B. 创新新颖
- C. 年轻活力
- D. 明星代言
- E. 其他 请注明...

20. 以下促销方式中,您更喜欢【多选题】 * [请选择1-3项]

- A. 折扣
- B. 赠品
- C. 优惠券
- D. 抽奖
- E. 会员制

21. 以下数字媒体工具营销途径中,您更喜欢【多选题】 * [请选择1-3项]

- A. 品牌官方网站
- B. 社交网络(人人,朋友网等)
- C. 微博(新浪微博,腾讯微博等)
- D. 病毒营销(公司个性化网络视频或短片等)
- E. 其他媒体途径 请注明...

22. 您最喜欢那种形式的现场活动 *

- A. 现场问答
- B. 运动比赛
- C. 模特走秀
- D. 明星互动
- E. 其他 请注明...

23. 您对李宁今后的发展有何建议【文本框题】

非常感谢您此次的参与，谢谢！