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АНАЛИЗ МАРКЕТИНГОВОЙ СТРАТЕГИИ NIKE НА РЫНКЕ КНР

ПОЯСНИТЕЛЬНАЯ ЗАПИСКА
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ABSTRACT

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China has become one of the world's largest economies, which has huge business opportunities, among which the sports industry are the most outstanding. In China, basketball and even the entire sports market is an incremental market. Compared with the 3% of the GDP in US, our sports industry is only 313.6 billion yuan, accounting for 0.6 percent of GDP. China's sports market is far from reaching saturation and has huge growth potential. Nike is one of the leading brands in the global sporting goods industry. Nike China is the abbreviation of Nike Sports (China) Co., Ltd., the China subsidiary of Nike Inc., which manages businesses in mainland China, Taiwan and Hong Kong. According to internal data of Nike, Nike has a market share of more than 20% in China's sportswear market, among which clothing occupies 18% in China's sportswear market, and shoes occupies an astonishing 23% in China's sports shoe market. It can be said that Nike also occupies a dominant position in China's sportswear brand market. However, Nike's operations in China have not been plain sailing, with overstocked dealers, slow growth in the retail market, a wave of store closings and staff turnover.

This paper is based on the Chinese market environment of sports goods from the 2008 Olympic Games to 2020 as the background, mainly discusses the marketing strategy of Nike brand in the Chinese market, and analyzes the changes of the Chinese sports industry, and points out the environmental changes that Nike must deal with, the challenges and the future market opportunities. Through the research of this paper, it can provide reference for the future development of Nike and other sports brands in the Chinese market.

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INTRODUCTION

Based on the background of the Chinese sports goods market environment from the 2008 Olympic Games to 2020, this article mainly discusses the Nike brand's marketing strategy in the Chinese market, and analyzes the changes in the Chinese sports industry, and points out the environmental changes, challenges and future challenges that Nike must deal with. Market opportunity. The first part gives a brief introduction of the paper. The second chapter analyzed the internal and external of Nike's Chinese Market. Chapter three is an analysis of Nike's decision making and market position in China. Chapter four presents Nike's marketing strategy mix in China. The fifth chapter regards to the implementation of Nike's marketing strategy. The research in this article can provide references for the future development of sports brands such as Nike in the Chinese market.

Current marketing situation and existing problems of Nike

At present, the sports products that Nike mainly promotes can be divided into running, basketball, men's training, football, women's training, sports life, tennis and Jordan. At present, Nike shoes account for 23% of China's sportswear market share, and apparel accounts for 19% of China's sportswear market share. From this point of view, Nike is far and away the leader in China's sportswear market, both in shoes and apparel. Because of the huge market of leisure sports shoes, their price and variety, Nike's leisure shoes have a relatively high market share due to their relatively high-end positioning.

A commanding lead in the industry, while Nike sales and market share also ahead of major competitors such as adidas and li Ning, but there are also some problems, these problems may affect the performance stability of the Nike in the Chinese market and market position, for Nike realize the goal of the Chinese market in 2015, 30 billion order amount has a huge challenge.[4]

(2) Lack of retail personnel

At present, China's offline retail talent shortage is quite serious, mainly for two reasons:

1. Online retail talent demand impact is serious. In the past 15 years of rapid

development of offline retail business in China, Carrefour, Wal-Mart and other large retailers like the Whampoa Military Academy have injected vitality into China's retail talent market. Many people devote themselves to e-commerce because of their entrepreneurial dreams, leading to the extreme shortage of middle and senior management talents in many retail chain enterprises. Nike is no exception. The monthly income of 4000 yuan is already the ceiling of Nike shopping guide.[6]

2. The aging of population in China is becoming more and more serious. By 2030, China's elderly population is expected to reach 350 million, which means that both the number of consumers with the purchasing power and the number of young people willing to work in retail will decline. As a large number of people "migrate" to first - and second-tier cities, Nike stores in third - and fourth-tier cities will face a sharp drop in sales. It also means employees will not get high bonuses and then leave to look for jobs in first - and second-tier cities, a vicious cycle.

Purpose and significance of the paper

(1) Analyze Nike's marketing strategies in the Chinese market, and combine with the current situation of the Chinese sports market, summarize the problems and solutions Nike has encountered in the Chinese market since 2008, analyze the current opportunities, and look forward to the future marketing. In fast fashion, luxury, rapid development of outdoor retail brands and the traditional sports shrinking market environment, how to make the company's products and stores to keep up with market changes rapidly and keep the differentiated competitive advantage, to ensure that the market share and improve overall sales growth, under the premise of slowing economic environment situation in China, how to deal with larger stores close shop, In response to the challenge that the turnover rate of retail employees is higher than that of other industries, and since 2017, more and more e-commerce "festival" such as "Double 11", how to adapt to the O2O mode development between retail and e-commerce, etc.

(2) through the use of the conclusion of this study in the context of the macro environment, combined with the actual situation analysis of sales, into the market and competition factors, enhance the operating indicators of Nike China branch, and more

Chinese consumers to establish closer links, guide consumers to buy Nike products, and improve the brand loyalty, To maintain Nike's position as a strong brand in a highly competitive market environment, so as to maintain and expand its competitive advantage.

(3) This study provides a reference for other sports brand companies to make marketing strategies. As China's overall economy slows, Chinese consumers have less purchasing power and less impulse to spend than in previous years, and are spending more rationally. Especially under the impact of e-commerce, combined with the rapid development of mobile phone terminals, other sports brands except Nike are facing a more severe situation. Since 2008, domestic brands such as Anta and Li Ning have opened a large number of discount stores imitating foreign brands such as Nike and Adidas in order to reduce inventory. Because the consumer viscosity of domestic brands is relatively poor, product technology and promotion are not new. A large number of discounted clothing and footwear products flood the market, leading to consumers' sense of recognition of the brand's price and value. The customer group also gradually shifts to people over 40 years old, leading to poor sales of new products and new products with novel and fashionable design, and then entering a vicious circle of discount stores. The decline in sales of domestic brands has led dealers to close stores or turn them over to brand ownership. In particular, high rents in first - and second-tier cities have made it hard for domestic brands to survive. [10] However, high-end shopping malls are not enthusiastic about domestic brands due to customer orientation, which leads to unsatisfactory sales and living environment for domestic brands in shopping malls. At the same time, due to the existence of a large number of wholesalers of domestic brands, many

In order to clear the inventory or reduce the spot pressure, wholesalers choose to sell at a low price on Taobao and other platforms, which further disturbs the price control of the brand market and further reduces the profit brought by the regular price sale. This study will analyze the challenges Nike has encountered in the Chinese market and provide countermeasures, so as to provide solutions to the difficulties mentioned above, and provide constructive suggestions and reference value for the healthy development of domestic brands.

Research methods and technical route of the paper

Will first analysis of the current Nike's main problem, at present China's sporting goods market competition is intense, exerted greater pressure on the entity retail industry, especially the sports and leisure apparel industry.

This study will be around the core of the Nike brand marketing strategy, the use of learned MBA marketing and strategic management of related theory, combined with practical problems that exist in the Nike marketing strategy, and using the market macro environment analysis, SWOT analysis, PEST analysis, marketing mix strategy analysis, porter five methods of analysis model, Put forward concrete solutions to these problems. The following will be divided into five parts, including literature review, macro environment analysis, brand competitiveness and competitor analysis, market demand and positioning, SWOT analysis method, and brand strategy suggestions, according to the route of raising, analyzing and solving the problems.

1 INTERNAL AND EXTERNAL ENVIRONMENT ANALYSIS OF NIKE'S CHINESE MARKET

1.1 Nike Company Profile

Nike was founded in 1964 by University of Oregon distance runner Phil Knight and his coach Bill Berman's partnership. Based on a thesis Mr. Knight wrote at the Stanford Graduate School of Business, it reflects a desire among some track and field stars and fans to put more and more athletes in high-quality, inexpensive running shoes made in Japan. Phil Knight and Bill Berman formed the Blue Ribbon Sporting Products Company in 1964, and in 1972 the company was named after Nike, the ancient Greek goddess of victory.

Nike has always taken it as an honor to inspire every athlete around the world and deliver the best products. The language of Nike is the language of the sport. Over the past 30 years, the company has always been committed to creating opportunities for everyone to express themselves. Nike knows: only the use of advanced technology to produce the best products. Therefore, Nike has been investing a lot of manpower and material resources in the development and research of new products. Nike revolutionized the world of sports with its pioneering air cushion technology. Using this technology to produce athletic shoes can be very good protection of the athlete's body, especially the ankle and knee, prevent its sprain when doing strenuous exercise, reduce the impact and wear of the knee. Moving shoes that use air cushion technology are popular as soon as they are introduced. Both consumers and professional athletes love it -- online sales grew 51% year-over-year in the fourth quarter of FY15, and 55% year-over-year in FY15. Nike is using its Nike+ platform to reach 020 Omnichannel. In 2015, the brand value of Nike reached 29.717 billion US dollars, an increase of 21% over the previous year. According to Eon.com, Blue Ribbon Sports, the predecessor of Nike, was founded on January 25, 1964, and its headquarters is located in Portland, Oregon, USA. Currently, in addition to the eponymous brand Nike, Nike also owns and operates Nike Golf, Nike Pro, Nike+, Air Jordan, Nike Blazers, Air Force 1, Nike Dunk, Air Max, Foamposite, Nike

Skateboarding and sub-brands Brand Jordan, Hurley International and more Converse .[1]

Brand is the lifeblood of Nike. Nike has become a kind of objectified sportsmanship or symbol of human conquering nature and transcending oneself. The function of the product has been melted by the symbolism and emotion implied by the brand, which is the essence of a successful brand. Excellent creativity endures products with an added value of visual beauty and emotion that can meet the psychological needs of target customers. Combined with the excellent and lasting quality of products, the two are both inclusive and jointly build the international brand image of Nike. Nike is a company that pursues constant progress and change, no matter in product, organizational structure, or market strategy. In the 20 years since its entry into China, Nike has chosen to make many changes on its own initiative, and finally became the brand with the highest market share in China until now.

Nike's current organizational structure in China is the Greater China Region, which includes mainland China, Hong Kong, and Taiwan. It also divided China into three regions: the Great North Region, the Eastern Region and the Southern Region. The sales department mainly adopts the structure of five offices in Shanghai, Chengdu, Shenyang, Beijing, Guangzhou and Wuhan, which are responsible for different regions. Nike signed an agreement with Tishman Spear in 2012 to build a new centralized Greater China headquarters for Nike employees in Shang Pu World Park, Yangpu District, Shanghai, with a total floor area of more than 55,000 square meters, including three office buildings and a five-story multipurpose conference center. Nike moved into the new headquarters in the first quarter of 2014. Until then, Nike's headquarters had been based in Phase 2 of Shanghai's Plaza Hang Lung, previously one of the most expensive office rentals in the city. [2]This follows the completion in 2010 of Nike's China Logistics Center in Taicang, Jiangsu Province, with a total investment of US \$170 million and an area of 120,000 square meters. The project will be Nike's largest logistics center in Asia and will handle logistics operations for footwear, apparel and athletic equipment products. Construction of the logistics center began in early 2009 and it became operational in the third quarter of 2010. Both investments demonstrate Nike's long-term development strategy in China,

which is ahead of other international brands in terms of investment intensity and time planning. Nike plans to reach \$5 billion (31 billion yuan) in sales by 2020, which could make it the No. 1 player in the consumer sportswear industry in China.

Nike is currently adopting a pyramid image promotion strategy in China. That is, from the top athletes in the top tower to the national team, to the Chinese Super League teams, until the packaging to ordinary youth basketball activities, covering the four levels of the composition of the whole sports goods market. The top athletes are the least numerous, but have a strong radiating power. Nike is not alone in using athletes to promote its products, but it has done so most successfully. Nike has a saying that the secret of its business is to make good shoes for athletes so that they can stay ahead of fashion and the rest of the market will follow. Nike's current dealer model in China is a combination of national strategic customers, local customers and franchise customers. However, in the past five years, due to the slowdown of China's economic environment, the decline of China's overall retail industry and the impact of e-commerce, local customers and franchise customers have become less and less. Nike has focused its resources largely on its strategic national customers, Posen and Belle, which now account for more than 85% of its order book. Nike's current business organization structure is mainly divided into retail management and customer management. The regions are divided into North Region, South Region and East Region, all of which report to the Nike Sales Director.[3]

1.2 Macro environment analysis

1.2.1 Political environment

At present, the state vigorously promotes the development of sports service undertakings, gradually cancels the examination and approval of commercial and mass sports events, and promotes the market-oriented and professional development of the domestic sports service industry. The development of sports industry began to cancel the matter for examination and approval, state separate government functions from enterprise management and management separation at the same time, the sports industry association

will gradually decoupling and administrative authority, the Chinese football association, for example, basketball association, society platoon to related department, will focus on the development of the market and management, not only result theory, set to take off the record related to aggressive deepening reform, Rapid improvement of the commercialization of the sports industry.

According to the analysis of the Foreview Industry Research Institute, the structure of China's sports industry is unreasonable. At present, the sports service industry only takes up 20%, while the manufacturing of clothing, shoes and hats and stadium construction takes up too much, while the foreign sports service industry takes up more than 50% in the whole sports industry. Therefore, it is conservatively estimated that by 2025, At present, the output value of sports service industry is only 69.6 billion yuan. In order to maintain an average annual growth rate of 32.29%, in 2020, the output value of sports service industry in China will reach 493.513 billion yuan. By 2025, the output value of sports services will reach 2 trillion yuan.

As the State Council on accelerating the development of sports industry, promote the sports consumption of several opinions "(on October 20, 2014), a lot of the news media and financial stocks about good news constantly, sports industry future development in the sports industry and the investment direction prediction, and so on correlation analysis emerge in endlessly, on the one hand, is the industry's great good news, It is a huge cake in the eyes of investors, a good news for sports industry practitioners and a great opportunity for the development of the sports industry itself. The other side, it is the cold reality of sports industry and sports in the majority of the people in your life is missing, the sports fitness activities limited in cities and economically developed areas, the sports industry development resources be subject to the jurisdiction of the department of macro and market free space is small, sports media market appeal remains to be seen to strengthen, the operational efficiency of sports venues are still remains to be further improved, The public awareness of sports events still needs to be improved.[11]

In general, the development of sports industry in China in spite of his flaws, at the same time with a large number of market opportunities and consumption potential, for

Nike, from 1998 sales in China were only \$18 million, to 15 billion yuan now, Nike seize the market opportunities of the development of Chinese sports industry forward briskly, defeated rival adidas, Domestic brands, such as Li Ning and Anta, dominate the Chinese market in sports products.

1.2.2 Economic environment

From the start of reform and opening up in 1980, China's national economy has developed by leaps and leaps, and its economic output has more than nearly everything else in the world. China's overall national strength and international competitiveness have both grown from weak to strong, and it has been able to transform itself from a low-income to a middle-income country. China's economy has maintained steady and rapid growth. From 1979 to 2013, China's GDP grew at an average annual rate of 9.8 percent, while the world economy grew at an average annual rate of 2.8 percent from 2003 to 2013. The US, the world's largest economy, has not grown more than 4 per cent for a decade, while Japan's has grown at 2 per cent. The duration and growth rate of China's high-speed growth period have surpassed that of Japan and the "Four Tigers" in Asia during the economic take-off period, creating a new miracle in the history of human economic development.

By 2014, China's GDP growth had fallen back to 7.4%, the lowest annual rate since 1990 (3.8%). China's economy has entered the "new normal", which means that China's economy will change from high-speed growth to a sustained growth rate of between 7 and 8 percent. However, in reference to the national development plan of doubling per capita income by 2020, coupled with the continuous introduction of favorable policies for the sports industry by the state, and the increasing attention of the people to sports events and fitness, the whole sports consumer goods industry in China has a huge space for development. Nike has also set an ambitious target of reaching 30 billion yuan in total sales orders in China by 2020.

From the perspective of market size, according to the "2015-2020 China Sports Industry Market Prospect and Investment Strategic Planning Analysis Report" released by

Foresight Industry Research Institute, the scale of the national sports industry in 2012 was 313.595 billion yuan, accounting for about 0.60% of the GDP of that year. In 2013, the added value of China's sports industry was 357.5 billion yuan, accounting for about 0.63% of the GDP in 2013, which was a very small proportion of GDP. If we deduct the benefits of sports apparel, equipment and other manufacturing industries, the value created by sports services such as pure national fitness and sports events is even more insignificant.

From the perspective of economic development, the development of the sports industry lies in how to make consumers consume, and let consumers develop the habit of voluntary consumption. When sports become a habit and a hobby, sports consumption will become a normal state. At present, sports are not a daily habit in China. Therefore, the concept of national fitness is adopted in the implementation of national policies for the development of sports industry. The author believes that the national fitness is good, from the perspective of the whole social level to develop and promote the development of sports. To do a good job, we need to dig deep. Real sports habits are cultivated and cultivated since childhood. Sports participation and daily training in youth will further lay a consumption foundation for the development of sports industry in the future. At present, with strong economic consumption capacity of the wage earners, sports participation and watching sports events have become the development direction of the market cultivation, daily fitness, sports events watching and sports tourism projects, properly marketed, can not yet be regarded as the economic growth point of the sports education industry.[12]

Mobile Internet is not only the future market but also the development power for sports goods enterprises. Under the stimulation of mobile Internet market, enterprises will implant new ideas in products, services, marketing and other aspects in order to win a larger market share, so as to drive efficiency growth and industrial upgrading. E-commerce has given greater confidence to China's sports industry. With the increasing penetration rate of mobile Internet, e-commerce has become a new bright spot in China's sports goods industry.

1.2.3 Social environment

People today are more brand conscious where they prefer to buy products which have brand value associated with them. However, this is no problem for Nike as it is the number one sports brand in the world. Its famous ‘SWOOSH’ is instantly recognizable. Preferences of young consumers are changing. They now want fashion-oriented products for leisure activity instead of sports activities. Nike also faces a problem with the labor and factory conditions in the factories located in the Asian countries. This caused bad publicity which resulted in decline in sales as people and society demand more socially responsible firm. There are also an increasing number of women consumers in the market due to changing lifestyle and trends.

1.2.4 Technological environment

Nike has integrated technology to develop its products fast. Since Nike is a fashion brand and fashions keep changing. The product could become unfashionable before it wears out, i.e., consumers need to replace shoes. Nike always adopts latest technology for its product manufacturing and development.

1.3 Market analysis

1.3.1 Market demand analysis

According to the the China Fitness Industry Market Research Report released by Champ Consulting, the number of consumers between 18 and 50 years old in China who have demand for sports-related products and services has exceeded 400 million. China has become the world's largest commercial sports and leisure market, and China's sports industry is in a period of rapid development. In recent years, the quantity and scale of physical education consumption in China have been greatly improved. The consumption of urban residents for personal fitness increases by 30% annually, which is significantly higher than the global average rate of 20%.

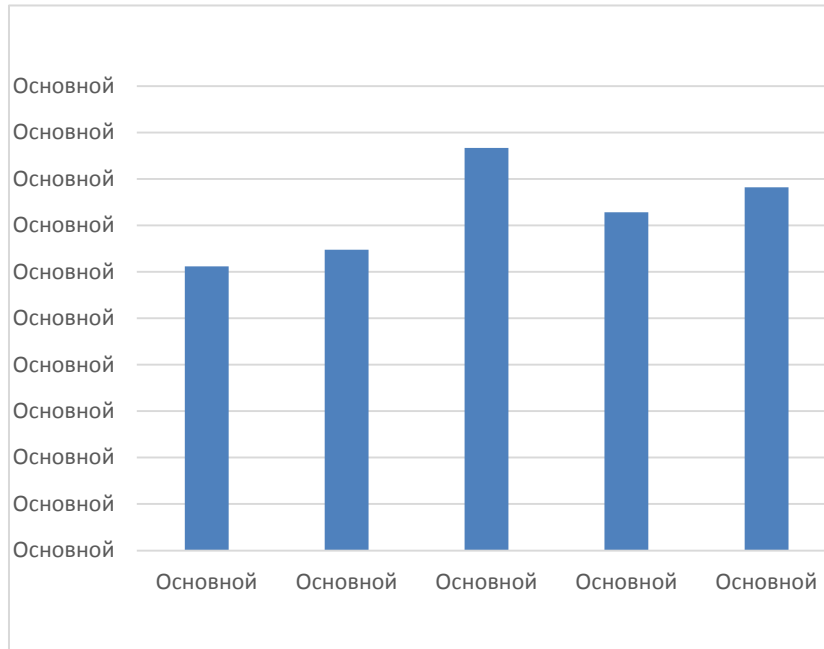


Figure. 2.1- Work out industrial in the last five years

Sports industry in China is still in the early growth of the emerging industry, it is a broad prospect of sunrise industry, has a huge market potential. For example, as shown in the figure below, China's sports producing areas and per capita area have achieved a steady and rapid growth in recent years, which has led to a steady increase in sports consumption. It is predicted that in the next 10 years, the global sports sales market will expand, and Asia will account for 60 percent of the expanding market, with China accounting for two thirds. China's market is now worth €15bn - €25bn, twice the size of France's. At present, the per capita GDP and per capita income in China are about 1/7 of that in the United States, while the per capita consumption of sports goods in China is only 1/170 of that in the United States. In the second half of 2017, the domestic sports goods industry ushered in an inflection point. In 2018, the market capacity (excluding sports equipment) was 142 billion yuan. With a year-on-year growth of 5.4%, the industry ushered in the period of policy dividend in 2019 (separation of management and office). With the release of policy dividend and the increase of sports and health demand brought by demographic change, the sports goods industry still has a large room for growth in the future

1.3.2 Analysis of customer behavior

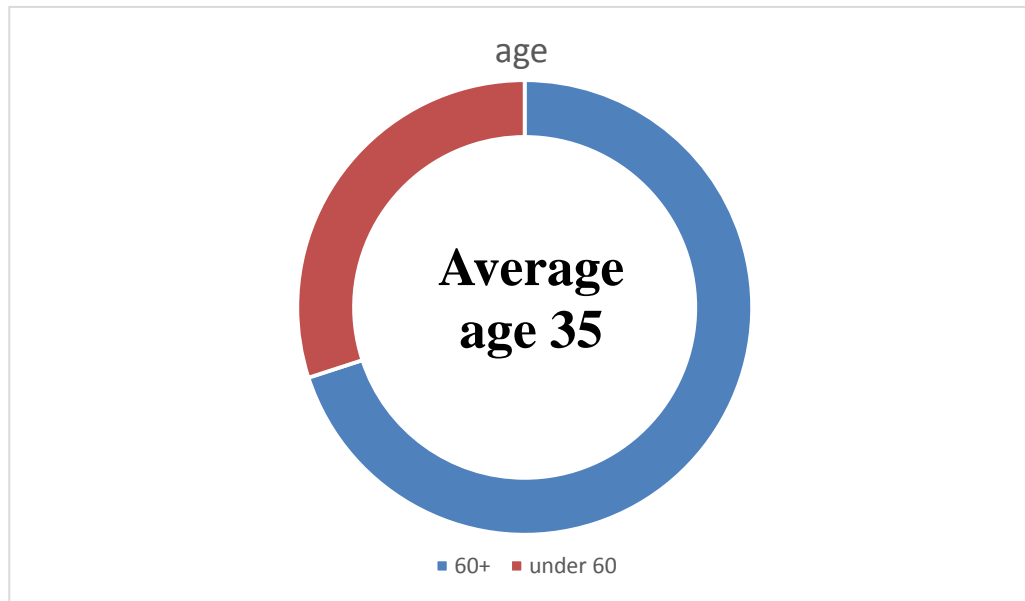


Figure.2.2 -The Age Proportion of Consumers

As can be seen from the figure, Nike's consumer groups are mainly young and middle-aged people. This suggests that Nike should pay more attention to the needs of consumers in this age group in its marketing strategy formulation, and cater to the needs of consumers in this stage in purchasing products.

When: the distribution of purchase time?

The time of customers' purchase, on weekends or holidays, accounts for 68%, and on weekdays 32%. It is proved that consumers like to go shopping at the end of the week, and it is easy to make purchases at the weekend. In the first half of the year, there are a lot of small holidays, which to some extent enlarged the consumption demand of working days and holidays. Therefore, we should ensure the arrival and display of new products in holidays to avoid missing the shopping peak.

Where: Where can I get the information about the new product?

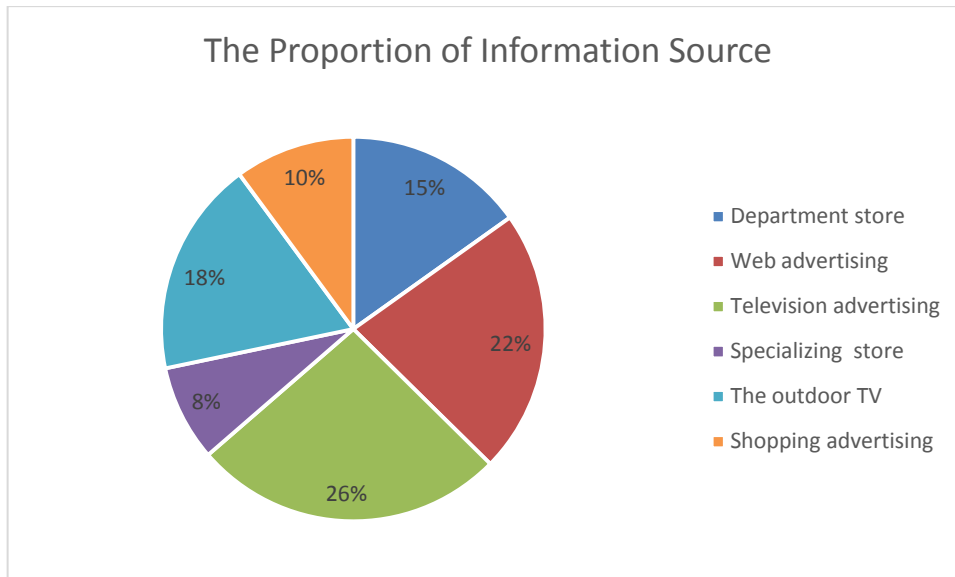


Figure 2.3- The Proportion of Information Source

Consumers have a high degree of brand recognition and loyalty to Nike. As can be seen from the data, a large number of consumers learn about new product information through TV advertisements (26%) and website advertisements (22%). Of course, there are also some consumers who buy impulsively through the broadcast of games, such as football and basketball, etc., when they see athletes wearing clothes.[13]

1.4 Competitive analysis

1.4.1 Domestic and foreign sports brands

With the continuous development of society, more and more Chinese people have participated in various sports and fitness activities, and the Chinese sports consumer goods market has gradually stepped out of the trough from 2008 to 2013. No matter domestic brands or international brands, the sales data from 2014 to 2015 have been relatively obvious improvement. From 2016 to 2021, the sales statistics has undergone a growth. Nike led the recovery among sportswear brands, but other brands recovering from the winter of destocking will continue to challenge Nike's leadership in the Chinese market. At the same time, more and more fashion brands are also eyeing the sports cake, the following analysis of Nike's competitors.

ADIDAS was founded in 1920 and the trademark ADIDAS was registered in 1948. In

the world of sporting goods, ADIDAS is the iconic flag. Brand founder Adi. Dassler is a skilled shoemaker, and Adidas has been able to supply top athletes with shoes through constant design innovation since the brand's inception in 1920. With its exposure in the Olympic arena, the Adidas brand began to become a symbol of professional athletic footwear on the athletic field. In 1948, Adidas created the Adidas brand and used the dynamic three-line design in all its athletic shoes, because founder Adidas thought the three-line design would better fit the athlete's foot shape. The core philosophy of the Adidas brand is function first and giving the best to athletes. Through continuous efforts to develop and communicate with top athletes, adidas founder has acquired more than 700 patents. You could say Adidas sports shoes is a pioneer in the field, now, Adidas sports shoes in basketball, football, running, outdoor, tennis, bodybuilding, boxing, training, golf and other sports areas, in the world has a very high visibility. At the same time, Adidas is also through the cooperation with FIFA, sponsorship of football World Cup and other global events to gain a large market returns, Adidas also signed a lot of well-known athletes and football teams, such as the famous soccer player David Beckham.

New Balance was founded in 1906 in Boston, the United States, and is known in many countries as the "Presidential Running Shoe" because the product is often worn by the President of the United States. The corporate mission of New Balance is to create an international brand that athletes are happy to wear, employees are happy to create and society is happy to support with a high sense of responsibility. New Balance has for years maintained its own shoe factories in the U.S. and the U.K. in its quest for the perfect shoe craft. Despite its worldwide popularity, the New Balance brand hasn't fared well in China. Because most of the styles belong to retro design, and the products focus on the design inspiration of leisure and running shoes, the product line is relatively narrow. Compared with the greatly expanded product line, Nike, Adidas and other brands that have entered the full-category sports market are inferior to many others. However, it is this kind of casual retro design that has been exposed in many Korean TV dramas since 2012, and has been popular in China for a while. Many young people choose New Balance running shoes over sportswear from Nike and Adidas because "there are too many people who wear

them, and they have no personality or fashion sense."

Li Ning Sports Goods Co., Ltd. was founded in 1990 in Sanshui, Guangdong Province by Li Ning, a famous Chinese gymnast and world champion gymnast. With the development of more than 20 years, the products of Li Ning have spread to football, basketball, "running" and other sports items, and even sports equipment such as badminton racket. Since the company aimed at the domestic market in the early stage, Li Ning focused its product research and development on sports items favored by Chinese people, such as sports shoes and sports equipment such as badminton and table tennis. But as basketball and soccer are increasingly broadcast live in China, Li Ning has also signed up some basketball and soccer players. Since 2014, Li Ning has sponsored the Chinese Basketball League and signed several players on the national team. However, since the beginning of 2009, with the spread of the economic crisis, the market performance of Li Ning has entered a downturn, and a large number of stores have been closed. At the same time, the new slogan "Li Ning after 90" proposed by Li Ning has become a laughing stock in the industry for a while. The original intention of this slogan is to catch more young consumers.

To improve the problem that the main customer group of Li Ning brand is over 40 years old. Unfortunately, this slogan has not brought in the "post-90s" generation, nor has it hurt the feelings of loyal "post-60s" and "post-70s" consumers. In a sense, the failure of this marketing plan, once let Li Ning in the market performance can not get up after a fall, from 2008 back to exceed Adidas to be surpassed by Adidas, just less than a year. However, domestic brand Li Ning's revenue rose 16 percent in 2015 compared with the same period in 2014, while its loss was reduced by 95 percent, according to data

Anta Sports Goods Co., Ltd., or Anta for short, is a well-known Chinese sports goods enterprise, which mainly designs, develops, manufactures and sells sports apparel. Anta was established in 1994 in Jinjiang, Fujian Province under the chairperson of Mr. Ding Jianzhong. Anta's motto is "Keep Moving ". In the 20 years of the vigorous development of China's sporting goods market, more than 30 brands of large and small appeared in Jinjiang, Fujian, among which Anta is one of several very successful brands, and the

market is closely followed by Nike, Adidas, Li Ning three brands. During the ten years from 2005 to 2014, Anta recruited a large number of executives and middle managers from Nike, Adidas and other brands with salaries more than twice higher than the market, and also recruited a large number of experienced talents from retailers. In store design, product design, distributor and retail channel management, Anta has made a lot of reference and even copied Nike's operation mode. For example, the color of Anta's store props is almost the same as Nike's. In the market investment, Anta also learned from Nike's way, sponsorship of the Chinese Table Tennis Association, sponsorship of the Chinese Basketball Professional League, sponsorship of NBA basketball stars, etc.

Table 1.1 - Domestic and foreign sports brands

Sports Brands	Founded Year	Product Line	Location
ADIDAS	1920	basketball, football, running, outdoor, tennis, bodybuilding, boxing, training, golf	US
New Balance	1906	leisure and running shoes	Boston, US
Li Ning	1990	sports shoes and sports equipment	Guangdong, China
Anta	1994	sports apparel	Fujian, China

In addition to Anta, 361 degrees, Xtep and other brands have the same success as Anta. These brands, together with Anta, Li Ning and other brands, share the cake of Chinese sporting goods market together with international brands Nike and Adidas in the main commercial streets and shopping malls of every city.

1.4.2 Domestic and foreign leisure brands

Nike has been facing challenges in the sneaker space from various brands, but none of them poses a real threat to Nike's sneaker sales for now. In apparel, however, the threat Nike feels is real. For Yunan brand, the purpose of sportswear is first to help the wearer improve sports performance and at the same time play the role of sweat, air permeability, cool or warm. Generally, the materials selected for these products are mostly woven fabrics of synthetic fiber, while most of the casual fabrics are made of pure cotton knitting.

Regardless of the type of clothing, the threat Nike feels is real. Because fast fashion is not focused on the professional sports field, but the broader sports fashion field of the consumer group.[14]

Uniqlo Japan Fast Retailing Co., Ltd. was founded in 1963, from a small clothing store selling suits, to become an international well-known clothing brand. Tadashi Yanai, the current chairman and general manager of Uniqlo, pioneered the hypermarket style of clothing sales in Japan for the first time. Through a unique system of commodity planning, development and sales, Uniqlo realized low cost operation of stores, and rapidly achieved substantial sales growth throughout Japan. In 1999, Uniqlo set up an office in Shanghai, China, and in 2001, it set up a subsidiary in China. In September 2002, the first Uniqlo company opened in Shanghai. Uniqlo saves a lot of decoration costs by opening stores in a warehousing way. Its sales philosophy of "good quality, low price" is similar to the company's name, "Fast Retailing". In Japan, where growth is sluggish, and in China, where growth is booming, Uniqlo is able to meet customers' demand rapidly. Both have achieved remarkable results. Uniqlo has rebranded itself from "Made for All" to "Wear," and is also a sponsor of world Grand Slam tennis champion Novak Djokovic, with a line of casual sportswear.

H&M H&M was founded in Sweden in 1947 by Erling Persson. Today, H&M sells clothing, accessories and cosmetics in more than 1,500 stores around the world. The old H&M store on Storagatan Street in the Swedish city was the first H&M store in the world. H&M brand name is by "Hennes" (in Swedish "she" meaning) women's wear and "Mauritz" men's wear brand merger, each take the first letter to become "H&M". H&M's slogan is "Offer fashion and quality at the best price." H&M entered China in 2008 and achieved rapid success. At the beginning of its opening, the store in Huaihai Road, Shanghai, China, achieved a sales volume of 2 million yuan on that day. In 2014, H&M began to launch a series of sports products, which represents that H&M not only wants to provide consumers with fashionable clothes. For example, the retired world famous football star David Beckham is used as the endorsement of men's wear products, making H&M's style more casual and sporty. Gap was founded in 1969 by Donald and Doris

Fisher in Gap, San Francisco, California, with only a handful of employees. Now it's a multinational company with five brands (Gap, Banana Republic, OldNavy, Piperlime, Athleta), more than 3,200 chain stores, more than \$13 billion in annual revenue and 165,000 employees. Gap has entered China for a short time, but it adopts the same store opening strategy as the world, the same product line as Japan, low price, fashionable style, and provides a full range of product lines from children's clothes to adult clothes, which quickly wins the favor of Chinese consumers. Since 2011, Gap has been investing in sportswear, recently buying Athleta, and even hiring Jill Stanton, an executive vice president of product development and design after 14 years at Nike, from its Old Navi brand. Veteran designers from professional sportswear brands such as Puma, The North Face, Adidas and Reebok have also been brought in to make The Active line more professional and even subdivide it into different types of sports such as running or basketball.

Table 1.2- Domestic and foreign leisure brands

Leisure Brands	Founded Year	Product Line	Location
Uniqlo	1963	clothing	Japan
H&M	1947	clothing, accessories and cosmetics	Sweden
Gap	1969	Clothes of all age	San Francisco, US

After the above brand introduction and analysis, it can be seen that adidas is the main competition Nike now and in the future in the hand, li ning, and other domestic brands for Nike is now not a threat, and fast fashion brand by brand positioning constraints and limits, although the novel design to cater to tide, but there is no technical barriers, so do not have lasting competitive advantage. For the old rival Adidas, Nike has been eyeing up. The Adidas brand entered the Chinese market earlier and was the first to sponsor the national team in sports such as soccer. Nike started with the Chinese track and field team because running was the origin of Nike's brand. It can be said that the Chinese retail market of the two brands began to make a force in 1994. In that year, the US World Cup, the US Professional Basketball League, the Chinese Professional Football League, and even the English Premier League and Italian Serie A football games were all broadcast live on Chinese central and local TV stations. Because of the limited spending power of

Chinese consumers at that time, Adidas and Nike brands were often used as status symbols for those with better economic conditions. Later in the Chinese market operation, Adidas in football, basketball and other fields, are far ahead of Nike brand. But Nike, with its huge cash pile and industry-leading technology, quickly overtook Adidas to become China's top sports brand by market share. Combined with global sports star resources, Nike frequently visited China, and made use of its strong brand influence to quickly complete the layout of the offline retail market. The number of stores once exceeded 8,000, with product distribution

For the two categories of on-court sports and offline leisure, Adidas quickly occupied the market, while Nike was slower to bring out the new products. The design changes of basketball shoes and football shoes did not keep up with the needs of consumers, and the sales declined significantly. Therefore, compared with Adidas, Nike is more competitive in the Chinese market at present. However, Adidas is not willing to give up. At present, it is grabbing the sponsorship contracts of some famous football teams, so it should bring new products to the Chinese market.

1.5 Internal environment analysis

1.5.1 Resource analysis

(1) Brand resources. Brand equity is an important competitive advantage. Strong brand equity is a result of a strong commitment to quality and customer experience. If Nike's brand equity is strong, it means the brand has been successful at connecting with its customers and engaged them well. Strong brand equity comes from building trust and customer experience. If you manage customer experience well, the result will be higher engagement and loyalty. Brand equity depends upon what your customers think of you and how well designed your customer experience is. Nike has generally performed strongly in terms of customer experience. Apart from the other things, its focus on quality and innovation has resulted in high brand equity which helps generate higher sales and to build a larger customer base. Moreover, brand equity is a basic advantage that helps you sustain

the other sources of advantage you have built. It also helps you create a differentiated and unique identity in the market.

(2) Product resources. Product quality is also an important focus area for Nike. Any market-leading brand has become successful by consistently focusing upon quality and by bringing market-leading products and innovations for its customers. Product quality also leads to higher customer retention and higher trust among consumers. A consistent focus on great product quality helps a company achieve loyal customers. In the case of Nike, it allows the brand to charge higher prices and manage the competitive pressure as well. The sports shoe industry has continued to grow hyper-competitive. The rival brands are also investing in quality and marketing. However, Nike has brought a large range of products and by sustaining its quality level, it has also been successful at building high-level trust among its consumers. It is an important source of competitive advantage that has helped Nike continuously strengthen its position in the market.

(3) Research and innovation. Research and innovation can also be a source of competitive advantage. Most of the market-leading brands in nearly every industry place a heavy focus on research and innovation so as to bring good quality products to the market. The growth of digital technology has brought higher competition to the market by offering Nike and its competitors, new channels for marketing and sales. Nike also invests a heavy sum in research and development each year to grow its product range and bring market-leading products. Consumer trends are changing fast and it is vital to understand these trends and remain ahead of the rivals. This is also why research and innovation get to become a source of competitive advantage for any brand. the staff turnover rate is lower than the average level of sports brands in the industry.

1.5.2 Capability analysis

(1) Research and development capability. Nike's research and development capability has always been the leader in the sporting goods industry. Although the emergence of new technologies in recent years is not as frequent as in the past, Nike has always utilized its global platform and top designers in the industry to launch new products for different

groups and markets and apply them to competitive sports. At the same time, Nike will also develop signature products for many world-class sports stars, such as Kobe Bryant and LeBron James, and update the products every year thereafter, such as the first generation to the NTH generation.

(2) Marketing ability. Nike mainly relies on a large number of advertising and market resources to expose its existing products, stimulate consumers' shopping impulse, and rely on offline dealer store system and online channels for sales. Nike brand resources is one of the largest rivals adidas other brands even envy, whether it's basketball, football, tennis, running Even boxing sport, Nike has the world's top stars, through the comprehensive market exposure, permeability of Nike products can reach seven cities of China, and have been sought after by young Chinese consumers. Almost all shopping malls must mention Nike if they do the promotion of sports clothing, and virtually Nike has become the endorsement brand of the sports goods market.

(3) Service capability. Nike offline after-sales system rely on the dealer, Nike give dealer training and service code, provide consumers with the best service, at the same time, Nike also in key markets such as north guang self-run flagship store, and in the vast majority of the city to open factory store, let consumer experience with Nike standardization management process close shopping experience. Online, Nike relies on Shanghai Baozun, the largest e-commerce operation company in China, to run its official Nike flagship store and Taobao Tmall flagship store. It uses SF express service and offers 7-day returns without any reason, which guarantees the speed of delivery and the rights and interests of consumers.

1.6 SWOT analysis of NIKE

Here is a chart to summarize the main contents of Nike's strengths, weaknesses, opportunities and threats.



Figure. 2.4- The SWOT- Analysis of Nike China

1.6.1 Strengths analysis

(1) Strong market competitiveness. The market competitiveness of Nike is self-evident. As the sports brand with the highest market share, Nike is the wind vane of the whole industry. Whether it is basketball, football, running, golf or rugby, Nike has quite a lot of high-tech products, whose core technologies cannot be replicated by other brands. In addition, in order to ensure the competitive level, the vast majority of top athletes also choose top brands like Nike, which makes Nike have great appeal and competitiveness in the market.[16]

(2) Since 2009, Nike has terminated its cooperation with OEM factories in China and turned to factories with lower production costs such as Thailand and Vietnam. Without a factory of its own, Nike's manufacturing costs are much lower than those of some domestic brands, which typically cost no more than 25 percent of the retail price

(3) The market share in mainland China ranks first. Nike since mounted the throne of the mainland market share first, up to now have no any chance to competitors, both

basketball and football, all use star, Nike team, sports sponsorship attract eyeball, Nike at the same time maintaining a 1-7 cities market penetration, the vast majority of Chinese consumers can easily buy Nike products.

(4) Nike dares to innovate. Both in terms of products, and in terms of research and development that caters to the intelligent information technology revolution. Nike's continuous innovation has far outpaced its competitors and catered to the market, which is the source of Nike's strong competitiveness. At the same time, many sports brands, including local Chinese brands, are still imitating and do not have their own research and development results, so they cannot really seize the opportunities at the forefront of the market.

1.6.2 Weaknesses analysis

(1) The revenue mainly depends on the power of the brand. The brand power of Nike is a double-edged sword. For example, Nike football products launched Ronaldinho R10 series in 2008, but unexpectedly Ronaldinho suffered a sharp decline after 2008, resulting in a large backlog of Nike R10 series products in dealers' warehouses. If the brand appears negative information, such as Nike children's wear products have been investigated by industry and commerce whether there are harmful substances to human health, consumers will therefore question and even refuse to buy.

(2) Pressure from strategic dealers. About 80% of Nike's business in China comes from two strategic distributors, Posen and Belle. Because the market shares of these two distributors are so large, it is difficult for Nike to have the absolute initiative in resource allocation and order index as it did before 2010.

(3) Scientific and technological advantages of other brands. Although Nike owns a large number of te

(4) Saturated competitive market. The sporting goods market is a saturated and competitive market with hundreds of brands, large and small. Some brands adopt a full-category strategy such as Nike and Adidas, while others focus on a niche market such as Under Armour and New Balance. In a competitive market, there is a risk of losing

business opportunities if you make mistakes. Under Armour, for example, has more market share in the US than Adidas. Now it's building up its presence in China, and Nike will face another strong competitor in the next five years.

1.6.3 Opportunity analysis

(1) Nike products have strong bargaining power. The bargaining power of Nike products is second to none in the whole industry. No matter it is shoes, clothing, or even equipment products, the price of Nike products is at the top. Nike's brand image is deeply rooted in the hearts of Chinese consumers, Nike once became a symbol of identity and consumption power.

(2) Many loyal consumers. Nike has a large number of loyal fans, a large part of which comes from the love of the sports element signed by Nike and the recognition of Nike's "Just Do It" culture. Nike and its brand Air Jordan will launch some shoes in the 1990s every year. This marketing method is second to no one in the industry. Many consumers even think that buying a pair of their favorite sports shoes in those days represents their memories of youth. Nike also uses the online interactive program NikePlus+ to encourage more runners to share their sports achievements, which has accumulated a huge consumer resource.

(3) Trend consumption. The 1998 World Cup held in France, zinedine zidane, roberto baggio to many fans left a deep memory, the Chicago bulls in 1998 is the American basketball league, China children born in the year of 1998, 2015, 17 years old, for these young people, they may not remember the superstar highlights, But Nike's continued cultural penetration of young people is unknowable. Nike has repeatedly emphasized that its products contain sports inspiration and stories, which are becoming a leading trend in athleisure. Air Jordan's basketball shoes, for example, were a no-go in 2008, but have exploded in recent years as Nike has used a number of big cultural stars to get consumers excited about their products.

(4) Exploit high-profit markets. With the deepening of market segmentation, Nike has abandoned some traditional products. For example, the products with a price range of 300-

500 yuan have hardly been launched by Nike, because the profit in this part of the market is low and it does not contribute much to the brand image. Nike is pursuing some high-end sports, such as golf and rugby. Although they are relatively small, they have great potential in the future, and the target groups are all consumers with certain consumption power. At the same time, Nike continues to release a certain number of sneakers, called "limited edition", which are usually sold out without any discount due to the small quantity. Both Nike and its distributors can get rich profits and returns.

(5) Nike has very strong sports resources and athlete resources in China. Although Li Na and Liu Xiang are retired, sprinter Su Bingtian has become a new star of Nike. Nike has worked closely with a number of professional sports departments in China, providing support from coaching to sports recovery. Through this partnership, Nike has sponsored the Chinese Super Professional Football League, one of the most popular sports in China, and has sponsored the Chinese national football teams at all levels since 2015. It can be said that Nike is far ahead of its competitors in Chinese football, basketball, running, fitness and other sports resources.

1.6.4 Threat analysis

(1) China is gradually aging. After three decades of breakneck growth, China's economy, like the West's, faces an ageing population crisis. After 2020, the "post-70" and "post-60" baby boomers in China will gradually withdraw from the mainstream consumer market, and the "post-80" generation in China will also enter the age of 40, facing the pressure of "older children, younger children". As the largest group of only children in China, the "post-80" and "post-90" will encounter great challenges in terms of their consumption power. Nike's vision of 30 billion yuan in annual sales in China is hard to predict.

(2) Commercial real estate closing tide. With China's economy slowing down and China's commercial real estate investment glut, a large number of malls are facing the risk of being sold or closed. The growth rate of the overall retail industry in China is much lower than that of the real estate industry in China. The rapid development of online retail

has also diverted a large number of consumers. As more than 80% of the business are from offline channels of Nike, even the brand pull again is strong, also can't attract enough consumers to a traffic few or many brands have been removed from store in the mall, so Nike channels in the offline store huge sunk costs, high-grade decoration does not bring high sales return.

(3) Many imitation brands. Nike has been the model for many domestic brands since 2008, when its sales began to climb rapidly. Not only the products, but also the store design is highly similar to Nike. Anta, in particular, has had two store upgrades that closely resemble Nike's designs. Although Nike has tried its best to get rid of the imitation of domestic brands, "Peak", "Hongxing Erke" "Ke series", and "China Qiaodan" and other brands, with a large number of low price and similar appearance of products, Nike gradually withdraw from the low-end product market.

(4) E-commerce impacts the price system. Jingdong has 618, Suning has 818, Amazon has 819, Tmall has double one, 12-12, e-commerce in China, with one festival after another created out of thin air, the traditional Chinese retail system is broken into seven pieces. And Nike in the Chinese market, has been adhering to the offline main retail system, but not receive electricity costs, many retailers in order to reduce inventory pressure, all online channels as clearance, in 2013 at the height of the inventory problem, many dealers even at low price goods, to avoid the backlog of inventory capital chain rupture, and this part of the goods, And again back to online sales, causing a serious impact on the price system.

(5) High turnover rate of retail employees. Retail work requires great care and hard work, as well as customer complaints and overtime during sales promotion. For the current "post-90s" generation of retail employees, the job is not decent and the income is not high. Nike used to be a very desirable brand for many retail employees, but with the expansion of light luxury and fast fashion brands, Nike is no longer the only choice for retail employees. Even in a factory store run by Nike, the annual salary of 100,000 to 130,000 yuan for a manager is hardly enough to impress experienced retail talents.[17]

1.7 Literature review

1.7.1 STP theory

This paper mainly refers to the famous American economist Professor Philip Kotler's marketing management, the American sports marketing professor's sports marketing case analysis and other books.

The main influencing factors of consumers' purchasing behavior are as follows: cultural factors, including culture, subculture and social class, all have an impact on consumers' purchasing behavior. The most fundamental factor that determines human needs and behaviors is culture. Each consumer's values, ethnic and religious beliefs, and social class will play an imperceptible role in the consumer's purchasing behavior. Because consumers are in different classes, brand advertising and marketing methods are also different; Social factors include family, social role, status and reference group. A reference group is a group that has an indirect or direct influence on consumer attitudes and behavior. For example, consumers often follow the lifestyle of fashionistas or celebrities or consumer goods brands in their minds. They are the opinion leaders of consumers. Brands can influence consumers' purchase and attention to brands through opinion leaders. Personal factors, including age, life stage, occupation, financial status and so on. Of course, there are also consumer personality factors, such as psychological characteristics that are different from people. [7]There are also lifestyle and values, such as consumers choosing a high-paying but stressful life in a big city, or a low-paying but slow-paced life in a small city. Core values, such as consumers' inner values, can arouse consumers' impulse to buy, and brands can make use of consumers' core values to arouse consumers' resonance. For example, Nike's bold Slogan "Just Do It" has been echoed to this day, or Nike's motto "If you have a body, you are an athlete" and so on.

For all brands, finding the target market is the most important part of their marketing strategy. The target marketing strategy requires three main steps :(1) identify and describe the consumer group that needs to provide a relatively independent product or marketing mix, which is often referred to as market segmentation; (2) Select one or more markets to

enter, that is, select the target market; (3) Establish and disseminate the key benefits of product differentiation in the market, that is, market positioning. The main sub-variables of the consumer market are: Region, city size, population density, climate, population variables, age, family size, family life cycle, gender, income, occupation, level of education, religion, race, age, nationality, social class, psychological variables, lifestyle, personality, behavior variables, occasions, interests, user status, usage, loyalty, preparation stage, The attitude to the product, etc. Effective market segmentation can help enterprises quickly find market opportunities and provide products and services for this market segment.

There are five main criteria for evaluating the market segment :(1) Measurable, i.e. the purchasing power of the market segment, size and characteristics are measurable. (2) Large enough, the size and profitability of the market segment should be worth serving. (3) Approachable, able to effectively approach and serve the market segment. (4) Able to distinguish, differentiate the market segment with concepts and adopt different marketing methods. (5) Operate and develop effective service plans to serve and attract market segments.

Accurate brand positioning of an enterprise requires a thorough and sensitive understanding of consumer demand, consumer capacity and competitive behavior. All marketing strategies are based on the target market, market segmentation and market positioning. When the company finds different consumer groups in the market, it will choose a better way to meet the market demand. There are three requirements for the positioning of decision :(1) determine the reference frame of positioning; (2) Determine the similarities and differences between brands that arouse resonance or association; (3) Create a brand motto as a summary of positioning.

Market leader competition strategy, differentiation strategy and other strategies are the main strategies in the market. When the market leader accounts for 40% of the total market, the market challenger accounts for 30%, the market follower holds 20%, and the remaining 10% of the market share is called the market fill. For example, Nike is currently using the market leader competition strategy, constantly expanding its market share

through market segmentation, and protecting its market share through excellent product performance and advertising investment. However, Adidas, which is relatively weak, adopts the challenger strategy, constantly competing for the existing market by launching new products or signing endorsement contracts with stars. However, domestic brands Li Ning and Anta mostly adopt a follower strategy, maintaining their existing market shares by copying or imitating the channel strategy, product appearance and advertising strategy of Nike and Adidas.

1.7.2 4P Theory

According to McCarthy's theory, an enterprise's marketing activities can be divided into four marketing mix tools, referred to as the 4Ps: Product, Price, Place and Promotion. In modern marketing management, Kotler put forward a more complete marketing mix, including People, Process, Programs and Performance.

A product is anything, tangible or intangible, that a company provides to consumers to meet their needs. Products are divided into durability, tangibility and utility. The consumer goods related to this paper are divided into convenience goods, optional goods, special purchase goods and non-search goods. Product differentiation helps shape the brand, while design differentiation helps consumers remember the brand. For example, Nike's "hook" logo is simple and elegant, and helps consumers to recognize and remember. Xtep, a Chinese brand, chose X as its brand logo based on this principle. At the same time, it referred to the inspiration of Nike's "matching number" and chose "wrong number", which is memorable.

Not all brands want to have the longest product line, although this represents the ability and skill of the enterprise to deliver the product. Choosing a longer product line will help companies pursue high market share and high market growth, while companies seeking maximum profitability will adopt a selection of shorter product lines. Consumers have a sense of rejection for the excessively dense brand product line, the infinite extension of product categories and the continuous expansion of product categories. Such as Nike once faced the dilemma of inventory pressure after 2008, Nike greater China

adopted the idea of less is more, greatly reduces the number of the design of the product, such as the same color clothes won't all sporting category, at the same time reduce the same sneakers to provide different color, increase sales forecast the best sports shoes order depth.[8]

Marketing channel system mainly refers to the whole set of all marketing channels adopted by the company or brand. The marketing channel decision is often one of the most critical decisions that management faces. In the US market, the total margin for each channel is about 30 to 50 percent of the final selling price - in managing the middleman, the company must decide how much effort to put into push marketing and pull marketing strategies, respectively. In a push strategy, manufacturers use sales staff and trade promotion funds to induce middlemen to undertake, promote and sell products to end customers. This strategy works for product categories where brand loyalty is low, where brand decisions are made in the store, where the product is an impulse shopping item, and where the benefits of the product are well known, and so on and so forth. Early to enter the Chinese market, such as Nike Nike, as manufacturers, according to sixty percent of the price of the products to replenish onr's stock, the middle dealer to get the product to all over the country set up shop, hiring sales personnel, the doubts in the Chinese market in the li ning, Nike, adidas, puma and other brands, Nike goods mainly depends on the store within the advertising and sales personnel recommended sales. In the pull strategy, the manufacturer uses advertising or promotion to encourage consumers to buy goods from middlemen, and then induces middlemen to order goods. This strategy works well for categories with high brand loyalty, high involvement, where people can clearly sense the differences between brands and choose the brand long before they even walk into the store. Nike has been on a par with Adidas in the Chinese market since 2005, and soon overtook Adidas and Li Ning. At the same time, Nike's massive marketing advertising, as well as its signed sports stars constantly visit China, such as Kobe Bryant, LeBron James, Ronaldinho and so on, their signature shoes are quickly popular among Chinese consumers. These shoes, which are immediately snatched up by consumers, even become Nike's resources. They cannot be ordered by dealers at will, but are allocated by the sales

department according to the importance of the market. In the Chinese sports brand market, only Nike combines the push and pull strategy perfectly, and makes use of the two strategies to achieve a leading position in the market segments of several sports categories, from running to basketball and football, in just ten years.

All channels include producers and end consumers, and the number of intermediaries between producers and end consumers is a hierarchy. In the consumer goods marketing channel, the hierarchy is usually divided into manufacturers, wholesalers, transit merchants and retailers, and finally to the end consumer. Designing a marketing channel system involves analyzing customer needs, setting goals and constraints, and identifying and evaluating major channel options. Customers may choose their preferred channels based on price, product mix, convenience and their own shopping goals. Due to the existence of market segments, marketers of physical products must pay attention to the different needs of different customers in the purchase process. Even the same customers will show different needs in the purchasing process. The decision of channel management determines the company to select channel members, train and motivate channel members, and evaluate channel members. The company may adjust the channel according to the change of the market size, whether there are new competitors involved, the establishment of new channels, the change of purchasing methods, and the stage of the product life cycle. It is impossible to avoid channel conflict in channel design and management. Because the members of the channel are different companies, practices for their respective goals may affect each other.

Sales promotion, also known as sales promotion, takes many forms. Promotions can be used to achieve different goals, such as using price promotions to attract new customers or to convert customers from other brands. At the same time, sales promotion can also require dealers to add more inventory and resist the restocking of competing brands, because the retailer's cash flow is limited. Promotions can also be used to soak up stock and recycle money. Of course, promotion can also be used to cooperate with advertising, such as new product marketing promotions, increase the effectiveness of advertising. Promotion is also a double-edged sword. Long-term promotion with large discounts may

cause consumers to lose trust in the brand, or store up goods in advance, leading to poor sales at normal prices in the future. China's sporting goods market began to decline in 2008, and reached the bottom in 2009 and 2020. All brands, including domestic and international brands, were vigorously promoting sales, resulting in a state of special sales in the whole market. Many low - margin retailers choose to withdraw and brand cooperation, even

To some brands began to shrink the market, closed stores or withdraw cabinets. Nike has continued to widen the market share gap with its competitors during this shakeout, but the market volatility is actually an opportunity.[9]

All brands rely on sales teams to drive sales growth, whether direct or distribution. Usually the main sales representative in the consumer goods market is to take orders, or to win orders. The size of the sales team depends on the size of the company's sales and the type of market. The sales team of Nike in China is mainly established according to the region and sales volume, and the region is divided according to the geographical location of China. At the same time, every increase of 40 million yuan in the order amount of Nike, the default is to hire an additional salesperson.

2 DECISION-MAKING AND MARKET POSITIONING OF NIKE'S CHINA TARGET MARKET

Market segmentation (market segmentation) is a process in which enterprises divide the whole market into different consumer groups according to the different needs of consumers. The concept of this concept plays an important role in promoting the development of enterprises. Its objective basis is the heterogeneity of consumer demand. The main basis for market segmentation is the customer group with the same demand in the heterogeneous market, which is essentially to seek homogeneity in the heterogeneous market. The goal of market segmentation is to converge, that is, to bring together consumers with the same demand in different markets. The concept of market segmentation was put forward by Wendell Smith, an American market scientist. According to the consumer desire and demand, the overall market, which is difficult for enterprises to serve because of the large scale, is divided into several sub-markets with common characteristics. The consumer group in the same market is called the target consumer group, and compared with the mass market, the consumer group in these target sub-markets is the focus.

It is a new development of enterprise marketing thought and marketing strategy under the new market form of changing many American product markets from seller's market to buyer's market after the end of the second World War, and it is also the inevitable product of enterprises carrying out the modern marketing concept centered on consumers.

Lan Xiaohua, a famous scholar, believes that there are two extreme ways of market segmentation: complete market segmentation and no market segmentation; there is a series of transitional segmentation models between the two extremes.

Subdivision foundation. The difference of customer demand. The difference of customer demand means that the demand of different customers is different. In the market, consumers always want to buy products according to their own unique needs. According to the difference of consumer demand, we can divide the market into two categories: "homogeneous demand" and "heterogeneous demand".

Homogeneous demand refers to the small difference in consumer demand, which can even be ignored, so it is not necessary to carry out market segmentation. Heterogeneous demand refers to the differences in price, quality and style of products due to the different geographical location, different social environment, their own psychology and purchase motivation. This difference in demand is the basis of our market segmentation.

Similarity of customer demand

Under the same geographical conditions, social environment and cultural background, people form subcultural groups with relatively similar outlook on life and values, and their demand characteristics and consumption habits are roughly the same. It is precisely because of the relative homogeneity of consumer demand in some aspects that consumers with absolute differences in the market can aggregate into different groups according to certain standards. Therefore, the absolute difference of consumer demand results in the necessity of market segmentation, and the relative homogeneity of consumer demand makes market segmentation possible.

Limited resources of an enterprise

Due to the limitations of their own strength, modern enterprises can not provide the market with products and services that can meet all the needs. In order to compete effectively, enterprises must subdivide the market, select the most profitable target to segment the market, concentrate the resources of enterprises, and formulate effective competitive strategies in order to obtain and increase the competitive advantage.

Subdivision principle

The purpose of market segmentation is to achieve greater economic benefits by positioning customer demand differences. As we all know, the differentiation of products will inevitably lead to the corresponding increase of production costs and marketing costs, so enterprises must make a trade-off between the benefits of market segmentation and the increased costs of market segmentation. As a result, we conclude that an effective market segment must have the following characteristics:

Proportionality. That is, the affordability of market characteristics: the degree to which the purchasing power and size of each segment of the market can be measured. If

subdivision variables are difficult to measure, markets cannot be defined.

Profitability or the efficiency of market development: refers to the newly selected market segmentation capacity of the enterprise is sufficient to make the enterprise profitable.

Accessibility or the feasibility of entering the market: refers to the selected market segmentation must match the situation of the enterprise itself, the enterprise has the advantage to occupy this market. Accessibility specific table information entry, product entry and competitive entry. Considering the accessibility of the market is actually to study the feasibility of its marketing activities.

The dynamic nature of difference or subdivision mark: refers to the fact that market segmentation can be distinguished in concept and respond differently to different marketing combination factors and schemes.

Subdivision type

1. Geographical segmentation: market segmentation by geographical characteristics, including the following factors: terrain, climate, transportation, urban and rural areas, administrative regions, etc.

2. Population breakdown: market segmentation by demographic characteristics, including the following factors: age, sex, family population, income, level of education, social class, religious belief or race, etc.

3. Psychological segmentation: variables such as personality or lifestyle subdivide customers.

4. Behavior subdivision: an assessment of consumer behavior, followed by a breakdown

5. Social and cultural subdivision: it is to subdivide the market according to the social and cultural characteristics, mainly by nationality and religion.

6. User behavior segmentation: market segmentation, occupation, culture, family, personality according to personal characteristics.

1. Full market segmentation

The so-called complete segmentation is that each consumer in the market constitutes

an independent sub-market, and the enterprise produces different products for each consumer according to the different needs of each consumer. In theory, only a few small markets with a small number of consumers can be fully subdivided, which is uneconomical for enterprises. Nevertheless, there is still a large market in some industries, such as aircraft manufacturing, and the "customized marketing", which has become popular in recent years, is the result of complete segmentation of the market by enterprises.

2. No market segmentation

No market segmentation means that the demand of every consumer in the market is exactly the same, or the enterprise intentionally ignores the difference between consumers' demand and does not subdivide the market.

As far as the consumer market is concerned, the subdivision variables are mainly geographical and environmental factors, demographic factors, consumer psychological factors, consumer behavior factors, consumption benefits factors and so on. There are five basic forms of market segmentation: geographical segmentation, population segmentation, psychological segmentation, behavior segmentation and benefit segmentation.

2.1 Market Segmentation

Consumers constitute the market, but there are obvious differences among consumers. In different regions, different demands and sources of resources, there will be great differences in purchasing behaviors and attitudes. Sports market segmentation is mainly divided into six parameters, such as population parameters, socio-economic parameters, psychological parameters, geographical parameters, behavioral parameters and benefit parameters. For the entire Chinese market, demographic parameters and socioeconomic parameters are consistent for all brands. Population parameters are mainly influenced by the following factors:

(1) Age variable

According to age, the sports market can be divided into children's market, adolescent market, adult market and elderly market. At the end of 2014, the total population of the

Chinese mainland (including 31 provinces, autonomous regions and municipalities directly under the central government and active service personnel of the People's Liberation Army, excluding those from the Hong Kong and Macao Special Administrative Regions and Taiwan Province as well as overseas Chinese) was 1.36782 million, an increase of 7.1 million over the previous year. The number of births was 16.87 million, and the birth rate was 12.37 percent. , the death rate was 9.77 million with a mortality rate of 7.16%), and the natural population growth rate was 5.21, 0.29 thousand point higher than that of the previous year.

In terms of age composition, the working-age population between 16 and 60 (excluding 60) was 915.83 million, 3.71 million less than that at the end of the previous year, accounting for 67.0% of the total population. The population aged 60 and above was 212.42 million. It accounts for 15.5% of the total population, and 137.55 million people aged 65 and over, accounting for 10.1% of the total population. In China, people between the age of 0 and 14 are usually defined as children. In 2014, the number of children in China was about 225 million, and at the same time, children's business forms in shopping centers in China accounted for 15%, showing huge potential of children's consumer market. By the end of 2014, China's elderly population aged 60 or above had reached 212 million, accounting for 15.5 percent of the total population. People between the ages of 14 and 60 account for 70 percent of China's total population. In the context of the national encouragement of birth, the rapid growth of the number of children can to some extent make up for the annual shift of the young and middle-aged population to the old population. The movement's main target group for adult products is 14-34 years old, but as the population ages, the importance of children's wear will increase significantly in the future. Compared with adult products, children's products pay more attention to comfort and cost performance.

(2) Sex variable --

According to gender, the sex ratio at birth in China was 115.88 in 2014, still higher than the internationally recognized reasonable range of 103-107. Both the traditionally agrarian north and the rich south of China tend to prefer boys, exacerbating China's male-

to-female ratio to some extent. For the sports products industry, in recent years, more and more people are paying attention to health, both male and female. In addition, women's fitness is becoming more and more popular. Nike's women's products in China include women's fitness, basketball, running and even women's football shoes. Nike has also been promoting women's fitness project NTC, which indicates the importance of women's market. The functional demand of women's products is very important, such as tight pants, sports underwear and other clothing that can help women participate in running and fitness, which are favored by female consumers.

(3) Regional variables

China has a vast territory. According to the data in 2014, China has 5 first-tier cities, 8 second-tier developed cities, 15 second-tier moderately developed cities, 7 second-tier weak cities, 61 third-tier cities, 107 fourth-tier cities, and the rest are cities or towns or towns of the fifth tier or below. At present, the commercial layout of the first to fourth tier cities is relatively mature, and basically there are large shopping malls or urban complexes integrating shopping, catering and entertainment. Residents in the first to fourth-tier cities have relatively high income, high awareness of product brands, strong consumption power, and basically engage in non-agricultural labor, and are willing to participate in various sports and fitness activities. For Nike, this group is the main consumer component of Nike, and its sports brand can easily gain the brand identity of these Chinese people. Many of these cities have professional basketball teams and football teams, which have a good mass base and pursue fashion and trend.

(4) Demand variables

Many consumers buy sports products in order to participate in different sports. At present, the most popular sports in China are football, basketball, badminton, running, bodybuilding and other sports. For these people, the technological functions of the products, such as shock mitigation, perspiration and ventilation, are very important. For consumers who wear casual clothes, the brand, comfort, price and style of the product are important reference factors influencing their purchase.

Consumer demand refers to consumers' demand and desire for consumer goods in the

form of goods and services. When the commodity economy is in the underdeveloped stage, the consumption field of consumers is relatively narrow, the content of consumption is not rich, and the degree of satisfaction is also greatly limited. Consumer demand and its satisfaction are in a state of repression. Under the condition of market economy, the means of production and means of livelihood are commodities, and the satisfaction of the people's production and daily consumption needs can not be separated from the market exchange. With the continuous development of social productive forces, enterprises will provide the market with more quantity and better quality products in order to better meet the consumer needs of consumers. At the same time, with the increasing improvement of people's material and cultural living standards, consumer demand also presents a trend of diversification and multi-level, and gradually develops from low level to high level, the field of consumption continues to expand, the content of consumption is increasingly rich, and the quality of consumption is constantly improving.

Content of consumer demand

First, the demand for the value of the use of goods.

The use value is the material attribute of the commodity, is also the basic content of the consumption demand, the human consumption is not abstract, but has the concrete material content, whether this kind of consumption focuses on satisfying the human material need, or the psychological need, can not be separated from the specific material carrier, and this kind of material carrier must have certain use value.

Second, the demand for commodity aesthetics.

The yearning for and pursuit of good things is the nature of human beings, which is reflected in all aspects of human life. In the consumer demand, people's aesthetic need and pursuit of the consumer object is also a kind of persistent and universal psychological need. For consumers, the goods purchased should not only be practical, but also have aesthetic value. In a sense, the decision of consumers to buy a commodity is also an affirmation of its aesthetic value. In the consumer demand, people's aesthetic requirements for consumer objects are mainly manifested in the process design, modeling, style, color, decoration, style and so on. People attach importance to the quality of goods at the same

time, always hope that the commodity also has a beautiful appearance, harmonious hue and a series of characteristics in line with aesthetic taste.

Third, the demand for the times of commodities.

There is no social consumption without the imprint of the times, people's consumption demand always consciously or unconsciously reflects the characteristics of the times. The pursuit of the times of consumption is to constantly feel the changes in the social environment, so as to adjust their consumption concept and behavior in order to adapt to the changes of the times. This requirement is mainly manifested in the consumption activities as follows: demand that the commodity is time-oriented, rich in change, novel, strange, and can reflect the latest contemporary ideas. In short, the goods are required to be full of the flavor of the times. The times of commodities are of great significance in commodity sales. In a sense, the timeliness of goods means the life of goods. Once a commodity is eliminated by the times and becomes out of date, it will be unsalable and end its life cycle. Therefore, on the one hand, marketers should make the goods they operate adapt to the needs of the times and meet the needs of consumers for the sense of the times; on the other hand, producers should be able to stand in the forefront of the times and produce goods with the characteristics of the times in time.

Fourth, the symbolic demand for commodity society.

The social symbolism of the so-called commodity is that people give the commodity a certain social meaning, so that the consumers who buy and own a certain commodity get some kind of psychological satisfaction. For example, some people want to show their social status and identity through some kind of consumer activity, others want to increase their social visibility through the goods they own, and so on. For marketers, understanding the symbolic demand for commodity society in consumer behavior is helpful to adopt appropriate marketing strategies to highlight the differences between high-grade and general, hardcover and paperback goods, in order to meet the symbolic psychological requirements of some consumers for commodity society.

Fifth, the demand for good services.

With the development of commodity market and the improvement of people's

material and cultural consumption level, the idea of "spending money to buy services" has become an integral part of consumers' demand for goods. For marketers, it is necessary to establish the purpose and thought of "serving consumers wholeheartedly", truly implement measures and actions of all-round and lifelong service, and truly think of consumers.

Categories of consumer demand

1. According to the purchase purpose of consumers, it can be divided into productive consumption demand and living consumption demand.

Productive consumption demand is to meet the needs of materialized labor and living labor consumption in the production process. For example, the production of enterprises requires labor, plant, land and machinery and equipment, raw materials, water, electricity, steam and so on, all of which belong to productive consumption. Living consumption demand refers to the needs of all kinds of material and spiritual products in order to meet the needs of personal life. Such as the need for material products such as food, clothing, housing and transportation in people's lives, and the need for spiritual life such as culture, education, art and so on.

2. According to the object of consumption demand, it can be divided into social group consumption demand and individual consumption demand.

The consumer demand of social group refers to the part that is arranged as a whole to meet the needs of public consumption in order to realize the collective consumption fund of society. Personal consumption demand mainly refers to the living consumption needs of residents who have the ability to pay for money. The consumer demand of social groups accounts for a considerable share of the total social consumption demand of our country. With the development of market economy, the field of personal consumer demand will continue to expand, the content will be more colorful, and the degree of satisfaction of consumer demand will be greatly improved.

3. According to the substantive content of consumer demand, it can be divided into material consumption demand and spiritual consumption demand.

This is also a way to classify the demand for domestic consumption. Material consumption demand refers to people's need for material daily necessities. The spiritual

demand refers to the need to meet the needs of people's psychological and spiritual activities, such as people's self-esteem, giving full play to their potential, spiritual entertainment and so on. Compared with the material demand, the spiritual demand is a higher level of demand.

4. According to the degree of realization of consumer demand, it can be divided into real consumer demand and potential consumer demand.

Realistic consumer demand refers to the demand with clear consumption consciousness and sufficient ability to pay. According to the degree of realization of demand, real consumer demand can be divided into realized consumer demand and unmet consumer demand. The realized realistic consumer demand refers to the part of the demand that has been actually met because of the purchase of the goods; the unmet realistic consumer demand refers to the unmet demand for the actual existence of the ability to pay because of the lack of the consumption characteristics needed by the purchasers in the market, which is directly manifested as the "consumption hot spot" in the market. If there is a shortage of certain goods in a certain period of time, then there will be a considerable amount of unmet consumer demand in the market.

Main factors affecting consumer demand

The improvement of the overall Economic level and the complexity of personal Economic Psychological expectations

Economic conditions determine people's ability to buy, but also affect their desire to consume. The level of real economic income is one of the direct factors that determine purchasing power. At the same time, it also affects the choice and structure of customer consumption. In addition, economic expectations also have an important impact on people's consumption desire and consumption choice. With the continuous improvement of the overall economic situation of the society, with the deepening of the development of the market economy, the factors that affect the individual economic expectations are complicated, and the individual differences are constantly increasing. The change of economic situation and the individualization of economic expectation are one of the important influencing factors to diversify and complicated consumer demand and its

structure.

Changes in living environment and conditions

(1) With the development of society and economy, the gradual improvement of material and cultural living standards, people get rid of the constraints of basic living conditions, the field and scope of life pursuit are gradually expanded, and the level is constantly improved.

(2) The improvement of science and technology and the management level of enterprises is constantly stimulating the emergence of new consumer desire. First of all, the means and ability to develop and meet social needs are constantly enhanced, new products continue to emerge, the product life cycle is gradually shortened, the real consumer demand is constantly met, stimulating people's new consumption pursuit; secondly, the ability and level of enterprises to arouse customers' potential demand for real demand is also one of the important factors to promote the change of consumer demand.

(3) The abundance of means to meet the needs also makes the needs of life more and more complex. To meet the needs of a certain life, from paying attention to the pursuit of the individual consumption utility of a product or service in the past, to the pursuit of the complex and systematic needs of the quality of life, the degree of complexity and complexity of the needs of life has been gradually improved. In addition, due to the "proliferation" of goods, the time and energy costs of customer consumption decisions are increased, and the degree of non-functional demand for products (or services) is also increased.

(4) The increase of work, study and life pressure and the change of environment and condition of slow release psychological stress. Due to the pursuit of higher quality of life and social status, fierce social competition, accelerated pace of life and so on, the psychological pressure such as further study, raising children, supporting the elderly and working has increased, and the need for physical and mental adjustment has been enhanced, at the same time, the environment and conditions for directly and naturally alleviating stress have been restricted. For example, the changes in the relationship between neighborhoods, family members and colleagues caused by the socialization of

housing, nuclear family, competition and so on, the communication content or environment and conditions between people are affected to a certain extent, as well as the improvement of social and individual requirements for behavioral civilization, which restricts people to express some opinions or vent their emotions in a more direct and "incisive" way. People often need to release stress or vent certain emotions intentionally or unintentionally through consumer activities or directly through consumption. The pursuit of meeting certain psychological needs in consumer activities has increased.

(5)Environmental pollution, energy and other resource problems are becoming increasingly prominent, and the awareness of safety, environmental protection and resource conservation in consumption is increasing.

Diversity of social culture and values

(1) The exchange of various forms of economic and cultural activities, the development of transportation, information and means of communication, and the promotion of the blending of various cultures and the diversification of values also directly affect and stimulate people's pursuit of life and their desire for specific products.

(2)The continuous relaxation of ideological and behavioral constraints has created a spiritual space for the pursuit of freedom. In order to achieve the necessary conditions for survival and development, individuals need to rely on one or more groups. The group needs to "unite" the members of the group through some kind of restraint. With the continuous improvement of living conditions and the pluralistic development of social economy and culture, the consciousness and degree of "dependence" and "restraint" are weakening day by day. The dependence of individuals on specific groups (such as families, families and organizations they work for, etc.) is gradually reduced, and the constraints of traditional countries and groups on their members are also constantly relaxed, which is conducive to people's pursuit of diversity and individualization of life.

(3)The expansion of the field and scope of life and the diversification of belonging groups promote the diversification of values and the pursuit of life. With the expansion of the field of life and the improvement of the level of life, as well as the relaxation of ideological and behavioral constraints, while the dependence on specific belonging groups

is reduced, people often consciously and unconsciously belong to more tangible or invisible groups, such as organized social groups, or "fans", "fans", "Huiyou", "shareholders", "lottery people" and so on. In these groups, there is generally greater degree of freedom, which is more conducive to the development of the personality and ability of the members and the direct or indirect influence of the members, and affects the values and lifestyle and the pursuit of life to varying degrees.

Changes in individual needs and motivations

Need and motivation are the fundamental factors that affect consumer demand.

(1) Psychological needs to be improved. With the improvement of living standards, the level of people's psychological needs is also constantly improving, and life is becoming more and more complex. "in a more general sense, life is becoming more and more complex at the level of advanced needs. The search for respect, status involves more people than the search for fraternity, requires a larger stage, longer processes, more means, and more subordinate and preparatory steps. There are also these differences when comparing the needs of fraternity with the needs of security. " Obviously, compared with meeting the lower needs of physiology and security, there will be great differences in the angle and field that people pursue to meet the needs of respect or self-realization, while for the same person, they may need to meet these needs through more means in several areas of their lives. At the same time, with the improvement of the level of need, the proportion of spiritual and emotional needs is also increasing.[18]

(2) The change of self-concept and social consciousness. Self-consciousness affects behavior motivation and life attitude and way. After the general living conditions are satisfied, people begin to pay more attention to the value and significance of self-existence, and to the self under the action of social relations. The reorientation of the self-concept of listening to the inner needs of the majority, political, and even scientific authority is no longer believed in as it used to be, and the repositioning of the self-concept of listening to the inner needs has changed the single pattern of life needs. People's pursuit of survival and security is more shifted to the pursuit of the meaning of life. Self-concept is gradually strengthened, including: the actual self (what I am now), the ideal self (what I

want to be), the personal self (what I think of myself or what I want to be), and the self of society (what others think of me or what I want others to think of me). This kind of self-concept, especially the strengthening of the concept of "social self", the pursuit of the social value and significance of self-existence, and the social concept and consciousness in people's life behavior are also strengthening.

(3)Diversification of consumer motivation. With the gradual improvement of the level of life needs to meet and the change of attitude and way of life, the enrichment of direct or indirect life and consumption experience, and the continuous maturity of consumer psychology, the pursuit of life has formed the basic change process of "basic pursuit", "seeking common ground", "seeking difference", "pursuing superiority" and "self-satisfying pursuit". After the basic needs of life have been met, from chasing the trend, showing personality, to reflecting taste, the pursuit of self-satisfaction. Psychological pursuit is gradually developing to a high level, and the motivation of life and consumption is also constantly diversified.

Potential consumer demand

Potential consumer demand refers to the coming consumer demand in the future.

It takes the form:

The first is the part of the demand that has a clear sense of consumption, but currently lacks sufficient capacity to pay; for example, at present, a considerable number of households have included it in a clear "investment plan" for the consumption of multimedia computers in our country, but it has not yet been realized because of purchasing power constraints.

The second is the ability to pay, but the part of consumer demand that has not been formed because of the current consumer awareness is not clear. For example, consumers do not know much about dishwashers, disinfection cabinets, indoor fitness machines and other commodities, coupled with the influence of habit consciousness, there will often be temporary difficulties in sales, but with the development of people's health concept, this part of the potential demand will soon be transformed into real consumer demand.

The third kind refers to the consumer demand that is about to emerge in the future

under the influence of national policy. For example, in the past, the sale of commercial housing in our country has not been very ideal, resulting in a large supply of commercial housing, idle backlog of commercial housing serious phenomenon. This is related to the insufficient purchasing power of consumers, but the national welfare housing policy plays an important role. Through the reform of the national housing system, we should stop all welfare housing distribution, change the physical distribution into monetary distribution, and greatly promote consumers' demand for commercial housing.[19]

2.2 Target market selection

Nike's target market is determined as follows based on the target market's accessibility, scalability and behavioral changes, and the number of target markets:

(1) Children's wear and shoes market

With the continuous improvement of people's income level, more and more families pay more attention to their children's clothes and physical health besides their children's education. Benefiting from positive factors such as the change of consumption concept of post-80s and post-90s parents and the two-child policy, the annual growth rate of Chinese children's wear industry is expected to reach 25% ~ 30%. By 2015, the scale of local children's wear market will reach 140 billion yuan. For 0-14 years old children, the body is in the development stage, a lot of physical activities will help the rapid growth of the body bones, for the enhancement of cardiopulmonary function is also of great help. With the rapid growth of the post-80s, post-90s and other consumer groups, the market pattern of the local clothing industry is constantly reshaping. The enthusiasm of the new generation of consumer groups for online shopping has pushed the e-commerce market to one high point after another, and formed a great impact on the physical channels. But this is not obvious in the children's wear industry. Although the e-commerce market of children's clothing has also maintained a trend of rapid development, the offline channel is still the main sales force of children's clothing in recent years, according to the sales situation of children's clothing market.

(2) Women's fitness market

Adidas, Nike's old rival, has opened a women's store in Beijing's Financial Street shopping mall. In early December 2014, Adidas opened its Women's Products Store in Chengdu Ocean Taikoo Li and Kaide Tianfu Shopping Center. In addition to the running, training and yoga collections, Adidas also displayed products from a collaboration with designer Stella McCartney in the women's store. At various events in 2014, executives from Adidas Greater China mentioned that women's products accounted for 40 percent of sales during the event, as well as the double-digit growth in women's sales in 2013. Another sports brand, Under Armour, hired supermodel Gisele Bundchen as its face in 2014. Under Armour has also launched the Women's What's Beautiful online fitness competition, and has also opened a physical store in Shanghai with women's products. Fast-fashion brands are also competing for female consumers. In 2010, American fast fashion brand Forever21 launched an athleisure line. Athleta, which is part of Gap, is also gaining momentum. This market, which is highly valued by all major brands, is also an important map of Nike's future Chinese market.[20]

(3) Running equipment market

Running of domestic market is not mature, according to a survey, 78% of consumers will not choose the professional running gear, this means that the market has a huge space, the 2014 national marathon in the history of the people 900000 times, participate in running the crowd presents the explosive growth, become the universal carnival, and formed a huge industry chain. In this year, a large number of running activities and runners emerged. The appearance of color running, fluorescent running and family running made running no longer a "lonely sport". In 2105, the continuous emergence of various derivative products related to running, such as social platforms and sports software, has promoted the running fever and subtly changed the traditional way of running, providing more possibilities for the accelerated outbreak of this sport in the commercial field. Nowadays, more and more people are participating in running, and domestic and foreign brands are developing new products to meet the needs of consumers. In the next five years, running will become the number one sport in China, with a low threshold, a large number of participants and no limits on the running distance.

(4) Football market

Chinese football has enjoyed a new lease of life with the formal departure of the Chinese Football Association from the government, and the efforts of the past few years to crack down on gambling and gangsters. Data show that football is the biggest single sport in the sports industry, accounting for more than 40% of the output value of sports, with more than 1.6 billion fans worldwide and more than 300 million Chinese fans. Based on the 2 trillion yuan market space of China's sports industry, the market space of football industry is over 800 billion yuan. China football super league already paid close to one hundred million yuan giant star foreign aid, the level of salary of more than 50 million yuan of foreign aid is also very much, Beijing, Shanghai and guangdong three cities home almost always crowded, the home team fans version jersey sales soar, more and more young people will be the weekend league rank in life Cheng, The home team's every move has become a hot topic in the society. Nike contract since 2009 the China football super league shirt sponsorship and equipment, has the team by now battle for share of the domestic football series products, Nike's "kill" is acquired through to the Chinese super league sponsor of monopoly resources, as the Chinese super league into bigger and bigger, the Chinese super league team there are more and more high level of foreign aid. Some teams have achieved some good results in the Asian Champions League. Fans are also significantly more willing to spend money on authentic fan clothing worn by some of the league's biggest players and some of its top teams. Since Nike sponsored the Chinese Super League, the annual sales growth of Adidas football series has decreased to about 15%, while the annual sales growth of Nike football series has reached more than 20%.

(5) Basketball and Youth Groups

Nike has partnered with retired Chinese basketball superstar Yao Ming to promote youth basketball in China since November 24, 2014. As of June 10, 2015, Nike and the National Basketball Association (NBA) have established a global merchandising and marketing partnership. Nike will become the official on-court apparel supplier to the NBA for a total of eight years starting with the 2017-2018 NBA season. On August 7, 2015, China successfully won the right to host the 2019 FIBA Men's Basketball World Cup. The

basketball market is more mature than the football market, and the basketball culture also has a very high status in the minds of Chinese teenagers. Many teenagers grew up watching videos of the famous American basketball player Michael Jordan, and many spent hours in the hot sun to follow Kobe Bryant on his trip to China. This market, full of youth enthusiasm and strong support from parents, is another focus of Nike's market strategy in Greater China.[21]

Young people: people living in water all over the world today

The general improvement of ping is manifested in the sharp increase in the cash available in the hands of this group among young people; and under the influence of the new concept of life, the consumption concept of young people and its openness, so the consumption ability of this group is very strong, which is a market that any business can expect and must grasp at present.

Young people are energetic and vulnerable to all kinds of thoughts and behaviors. The influence of. The pursuit of strength and the expectation of outstanding performance in specific sports is the eternal pursuit of young people. Therefore, the production of sports products with high performance and high comfort will be one of the magic weapons to win the market for young people.

At the same time, the carefully designed style and the beautiful design are also

Young people attach great importance to it. How to be ingenious and design a variety of products that lead the trend is also a must for sports product manufacturers to consider.

In the face of complex market changes, simply choose any kind of

The target market strategy is not enough to achieve success, excellent enterprises should learn how to use a variety of strategies. Nike is one of the best marketing strategies.

For some classic products, Nike uses the same difference camp

Marketing strategy. For example, once appeared in "Forrest Gump" in the Cortez shoes, air force 1 shoes and so on. Because this kind of shoe style has a great influence around the world, it has even developed into a cultural phenomenon, just as Coca-Cola changes its formula in textbooks, it is not suitable for drastic transformation. Nike, in addition to maintaining the annual production of such classic shoes, is based on some

changes to the new technology and then goes on sale as a supplement. And the classic shoes with different colors, special versions emerge in endlessly, in order to attract the constant patronage of old customers. 2. Differential marketing strategy

There is no doubt that Nike is doing it in this field

The best sporting goods dealer. Nike covers almost all areas of sports, and even in what seems to be a colder gymnastics, Nike successfully launched its first gymnast shoes in 2008. Others, in the hottest areas of football, basketball, running and so on, Nike launches no less than every kind of new models every year. Tens of thousands of products, almost perfect for all the population to provide the right products.

One of the classic representatives is basketball shoes. Nike works for itself every year

Its top superstars are designed to suit their personal characteristics of the exclusive signature shoes, but also designed to meet the vast majority of ordinary enthusiasts shoes. These shoes are worn by Nike mid-range players at regular times and play a very good role in advertising.

2.3 Market positioning

The target market positioning is that according to the competitive situation of the same kind of products in the target market, aiming at the degree of attention to some characteristics or attributes of this kind of products, the enterprise creates a strong and distinctive personality for the products of the enterprise, and vividly transmits its image to the customers to obtain customer identity. The essence of market positioning is to make the enterprise and other enterprises strictly distinguish, so that customers clearly feel and recognize this difference, so as to occupy a special position in the eyes of customers.

Market positioning can be divided into repositioning of existing products and pre-positioning of potential products. The repositioning of existing products may lead to changes in product name, price and packaging, but the purpose of these appearance changes is to ensure that the product leaves a worthy image in the minds of potential consumers. The pre-positioning of potential products requires marketers to start from scratch so that the characteristics of the products are indeed in line with the selected target market. When the company carries on the market positioning, on the one hand, it should

understand the characteristics of the competitors' products, on the other hand, it should study the consumers' attention to the various attributes of the products, and then according to these two aspects of the analysis, and then select the characteristics and unique image of the company's products.

Nike's brand slogans "Just Do It ", "If you have a body, you are an athlete" and so on all express Nike's attitude towards the target group. Nike has a large number of loyal consumers all over the world, and accurate market positioning is an important pillar. Nike in China has always presented itself as a Young, lively, energetic, tech-savvy and professional sports brand. In the Nike system, their core target group is called "Young & Fast" (meaning the Young generation with a strong desire for innovation), aged 19-22, or 25 for women. Anything that Young & Fast thinks is cool and affordable will be Nike's competition. In fact, Nike's consumer base can expand to age 40 and beyond. Since the 1998 World Cup, Nike's consumer group has been growing rapidly. Nike's positioning this year is to cultivate young consumers, constantly sowing seeds in today's market and maintaining consumer loyalty. It is Nike's vision to buy Nike products all the time when consumers grow up from teenagers to rich middle age. Nike also actively promotes extreme sports, such as skateboarding, water skiing, skiing, etc. Although these sports are relatively small, most of them are young people. They wear fashionable clothes, love life, often become the opinion leaders and focus of young people around them, and can lead the fashion trend of young people around them.[22]

Relative to competitors, adidas, Nike and chose not to sign a lot of literary celebrity endorsements, Nike's explanation is that hope to consumers, is a professional sports brand Nike, even Nike sportswear, Nike also add movement of the elements in the design of the product, and efforts in the product, tells the story of the movement. Despite the influx of fast fashion brands into the sports market, Nike has a large number of technological advantages, its products can meet the needs of consumers for various sports, and cover a variety of sports categories. Compared with its competitors or potential competitors, Nike has sufficient advantages.

In terms of football and basketball, Nike has been focusing its publicity on soccer

stars to convey the belief of individual heroism to consumers, which is quite different from the strength of many brand publicity teams. Such as Nike choose Chinese man mobilization of liu xiang, female athletes li promotion running respectively, tennis and women's fitness, selection and basketball superstar kobe Bryant To visit China, basketball and basketball culture and soccer program, although at present in China sponsored by Nike comparison of football player, but Nike in north wide also promoted the story of the hero, such as in shandong, Nike is promoting Wang Dalei, the national team's goalkeeper. In Beijing, Nike has Xu Yunlong as its player leader. In Guangzhou, China's current best forward, Du Lin, has been featured in advertisements that can be seen by consumers. This kind of heroic publicity, let every consumer feel the concept of the brand is constantly strengthened, as if wearing Kobe Bryant's signature shoes can play like Kobe Bryant. Through this way, Nike naturally switched consumers from fans of stars to fans of Nike, which was very successful.

In each Nike store, Nike provides one-stop service for consumers through the centralized display and display of products of a certain sports category. For example, for football products, consumers can find football shoes, leg pads, goalkeeper gloves, jerseys, etc. This display mode is different from the foreign display mode based on category rather than brand. [22]Nike wants to express that football is Nike, and Nike can also represent the concept of football. While Nike has lost out on sponsorship deals with big names like Manchester United and Juventus in the global market, it is positioning itself as soccer's leading brand in China, from leagues to national teams to star players.

The children's wear market is fiercely competitive, but Nike has divided it into kids (0-6) and older kids (7-12). Comfortable and safe in Nike child market mainly, according to the needs of the consumers, for example, launched the "caterpillar" baby shoes, let the children wearing feeling comfortable, for the big child, Nike is trying to promote the star style, such as kobe Bryant, Michael Jordan basketball shoes, hope to the players after the children grow up to be teenagers, has continued loyalty.

1. Identify potential competitive advantages

Adidas, Reebok, Puma, New Bailen and Nike

Rivals Li Ning, Anta, Puma and so on in the Chinese market are all direct competitors for Nike. Competitors, by contrast, are not doing as well as Nike, but they cannot deny their future growth capabilities. Adidas's basketball shoe market last year, for example, had an impact on Nike's basketball shoe business because NBA's new class MVP, Derrick Ross, was signed by Adi.

(2) the orientation of core competitive advantage of enterprises. Nike's advantages are

In science and technology research and development, brand awareness. (3) to formulate the strategy of giving full play to the core competitive advantage. Based on its own advantages, Nike mainly promotes the scientific and technological content, product quality and comfort of the products, and strengthens the product promotion with the superstar strategy, and has achieved good results.

2. Market positioning strategy

1 Product differentiation strategy: as described above, on this basis

Nike plans to further refine the product market in the future. For example, the NIKE iD business launched in 2008, consumers can design their own favorite colors, styles, special marks and so on through the way of self-design on the Internet, which provides consumers with a freer choice.

(2) the strategy of image differentiation

In a world where the image represents Che, Nike's is full.

One of the most recognized symbols in the world. To understand Nike's success and corporate culture, understanding its logo is indispensable because it is a business logo that makes Nike brands ubiquitous.

3. NIKE'S MARKETING STRATEGY MIX IN CHINA

3.1 Product Strategy

Nike's current product line in China has changed from shoes and apparel to basketball, football, running, men's training and other categories. Based on the market research data, we analyzed the Boston matrix of Nike's product line, and the results are shown in the following figure:

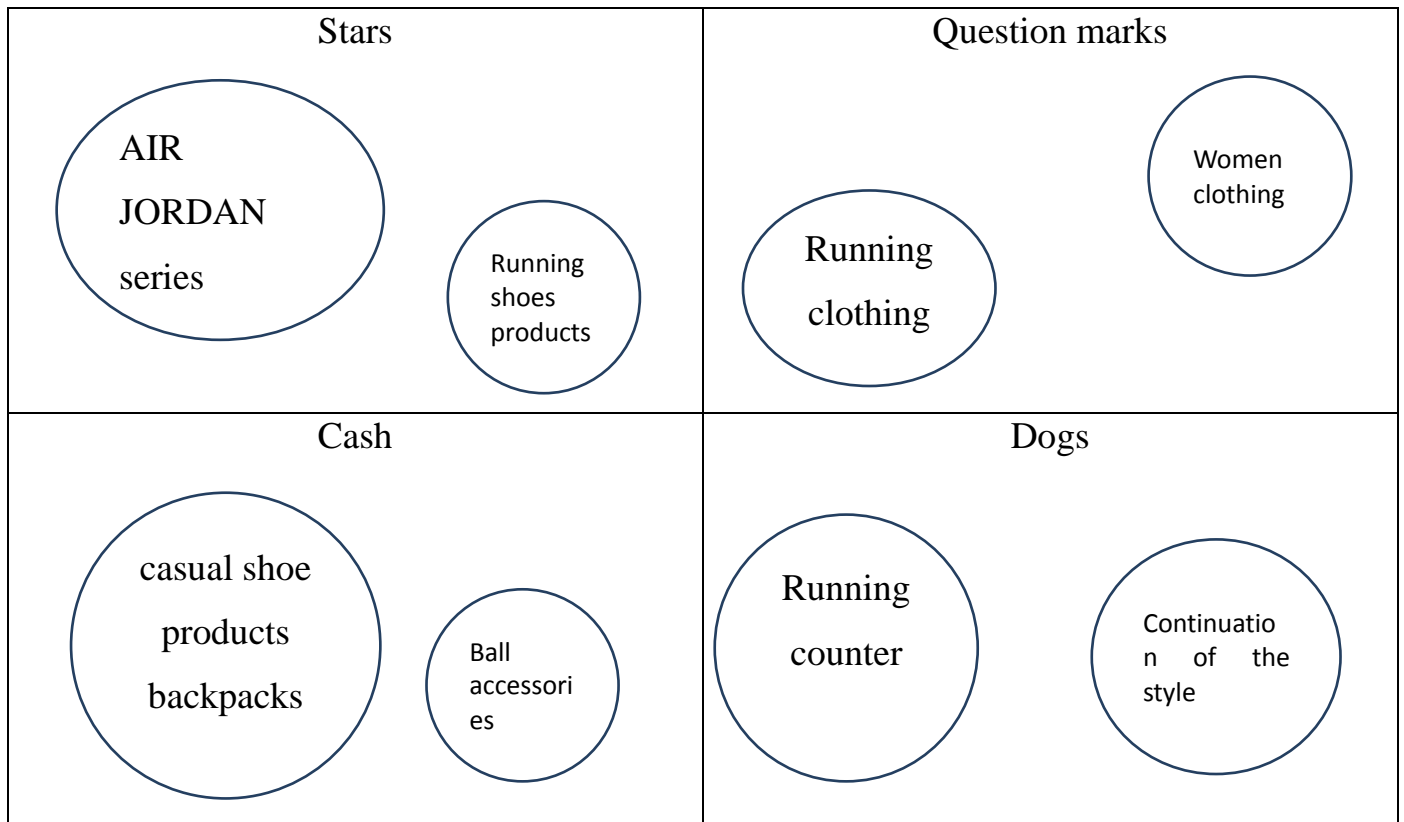


Figure. 3.1- Boston matrix analysis

According to the analysis results of Boston matrix, we believe that for different product lines, we should adopt the following differentiated product strategies to develop.

(1) Star product development strategy

The company should continue to maintain a limited distribution of Air Jordan products and create hunger marketing. Currently, Nike sells about 50 Air Jordan limited products every year, and the sold out rate of these limited products has always been 100%.

There were plenty of sneaker-loving consumers in China who queued overnight to draw lots to get their hands on these limited-edition products. This heat is difficult for competitors to replicate, and even if it is replicated, it is impossible to do so every year. Nike has a large number of shoes by consumers heated speculation. And it's not just sneakers. Nike's limited-edition clothing line is also popular because it's worn by celebrities. Although Nike never uses non-sports stars to endorse products, a large number of non-sports stars will publish some wearing pictures of Nike products on their WeChat microblogs, which imperceptibly makes consumers feel that the products are very fashionable and valuable. Retro collections such as AirMax90 AirMax 1 and more should be kept each year with a theme and a new color scheme. Nike is a storytelling company with a history of more than 50 years and has sold tens of thousands of sneakers. Fashion trend is a reincarnation. From time to time, sports shoes that have been selling well will be re-marketed at the right time. While making consumers full of nostalgia, it is also a new fashion. In addition, running has become popular in China in the past five years. Major brands have flooded into the running shoe market, among which Nike, as the most competitive brand in the running shoe market, holds the pricing power of the whole market. It should add more product colors and try more materials, so as to occupy the Chinese running shoe market with a growth rate of 30% as much as possible.

(2) Problem product development strategy

The price of basic running clothing is expensive, and there is no obvious difference with the sweaty and breathable technology of competitors. Therefore, it is necessary to provide fewer styles, but deepen the ordering depth of core products. When it comes to sneakers, Nike has no clear advantage over Adidas and Under Armour in athletic apparel, especially running apparel. Women's clothing should be more fashion design, because Nike does not choose fashion stars to endorse, so how to attract female consumers is very important for Nike's marketing strategy in Greater China. Currently, Nike's women's products mainly focus on on-field sports products, while off-line leisure products have few highlights. Therefore, we should apply to the product department for providing sports and leisure products that meet the body characteristics of Chinese women and cater to the

fashion trend.

(3) Development strategy of cash cow products

Leisure shoes should continue to increase SKU, cooperate fashionable tide. Nike's skateboard shoes have always been the favorite products of consumers, and now its Roshe shoes are also very popular among young people. Nike should increase its product launch in China, as these products are rarely discounted and the sold-out rate is also very good. The sales of backpack products is stable, so more color matching should be added to suit different groups of people. In addition, we should take the opportunity of the back-to-school season twice a year and the long vacation travel season to vigorously promote Nike backpacks and other products. Ball products, sports protective equipment and other accessories have stable sales and good profits, and there are basically no threatening competitors, so the display space should be guaranteed.

(4) Skinny dog product development strategy

Running counters should be abandoned as soon as possible. With the development of technology, smart phones have been replaced. The sales of some extended styles are gradually deteriorating, so we should decisively cut down this part of SKU or reduce the depth of order. Of course, you can also change the color matching of some continued styles, to arouse the freshness of this part of the product, because most of these continued styles are very good sales in the past, do appropriate changes, you can attract consumers to buy again.

3.2 Price strategy

3.2.1 Pricing method

In the specific marketing work, Nike should adopt different pricing methods for different consumers or in order to achieve sales targets.

(1) Prestige pricing. For the rapidly growing children's sportswear, Nike should take advantage of its brand and adopt the reputation pricing method without referring to the price of competing brands. Especially in children's shoes, Nike's "Caterpillar" line is in

short supply all year round, and some parents even buy seven colors of the same style for their children from Monday to Sunday. The passion to develop loyalty to Nike products in early childhood has great potential to increase sales of Nike in the future market. Such as Nike, Jordan series, no competitors in the market, and in the design of some star Joe Dan play period, Nike USES the hunger marketing way to attract consumers to buy for a long time, this part of the product, Nike can keep prices are slightly higher, every two years is similar to the luxury mode of operation, Let consumers fully realize the value sense of Qiaodan brand.

(2) differential pricing method. As competitors adidas has been concern for men's and women's training products, and investment has developed close to Nike's tights function products, Nike products should adopt differential pricing method, and according to adidas and under armour the function of the subdivision of the categories of similar product price, because this part of the products are mainly in sports wear, Consumers pay more attention to the function, followed by the cost performance. When the function is basically similar, the brand awareness difference is not very obvious. Nike should avoid the situation that consumers are transformed by competitors. Nike controls the pricing of sneakers on the market, especially at the high end. For example, Nike's normal sales style and Nike's ID are also known as customized style. When consumers want their name to appear on the shoes, they will adopt the ID mode for customization. Nike can raise the price by as much as 20%, and consumers will pay for their unique, custom-made shoes, which in turn will generate higher profit margins for Nike.

(3) discriminatory pricing. With a large number of sports stars and sports team sponsorship contracts, Nike often issues limited products in the market, causing the scarcity effect in the market. For this part of products, Nike should adopt demand differential pricing (discriminatory pricing), that is, it should appropriately raise the price according to the attention and popularity of the products, which will not only enhance the brand image, but also give consumers a sense of high value recognition for the products. For example, when Nike sponsors the Chinese national soccer team, it should offer collectibles of Nike jerseys and print numbers based on consumer demand. The prices

should be the same as or slightly more expensive for other teams, such as Spain's Barcelona soccer team. Nike will be combined with the Christmas, Easter, Halloween festival sale, etc Different style, this part of the design style has been possible with existing products, but the color is different, Nike also can introduce this operation mode in China, such as Nike China in color matching, and of course in the past, Nike has to adopt, but isn't particular joint Chinese consumer demand for product design, For example, color matching. The profit of this part of products will be very good, and discrimination pricing will be adopted in combination with hunger marketing.

3.2.2 Pricing strategy

On the basis of the above pricing method to determine the basic sales price, Nike should also adopt some flexible pricing strategies to make consumers feel that the price is more competitive.

(1) Mantissa pricing strategy. At present, Nike adopts the 9 ending pricing method in the brand suggested retail price for all its products, but the calculation method is based on the principle of benefiting customers. For example, the price is multiplied by the markup factor, it is 850, which will be reduced to 849. In this way, it is equivalent to giving part of the profit to the customer and giving more discounts to the customer.

(2) Discount pricing strategy. At present, Nike's discount pricing methods mainly include quantity discount, promotional discount and functional discount. Quantity discount means that customers who buy more than two pieces of goods have different degrees of discount. For example, the current out-of-season clothing goods are 95 percent discount when they buy two pieces, and 10 percent discount when they buy three pieces. This way is conducive to the related sales of the same category of goods, and can also clear the inventory of the same category of goods well. Promotional discount is mainly aimed at commercial products with poor sales or large inventory. For example, clothing products are currently trapped in the dilemma of large inventory pressure and slow turnover, so there are many goods with discounts, some of which can be as low as 20% off. Promotional discount is the most commonly used discount pricing method of Nike, which

greatly promotes the sales of goods. Functional discount is the right of the dealer's senior management at or above the manager level. According to the large-scale promotion and the activities of the shopping mall, we will give more support to the discount.

(3) Skimming pricing strategy O has special products for some customer groups. For example, Nike superfans in the main target market, commonly known as SNEAKER, have a high purchasing power. Although price is not their first consideration, as long as the limited edition products are available, they will be impressed and their brand loyalty will be better improved. Therefore, high-end products are usually sold at a price higher than the market price for such consumers to ensure the enthusiasm and attention of these opinion leaders for the Nike brand.

3.3 Promotion Strategy

3.3.1 Online and offline interaction

One of the most popular buzzwords in 2015 is "Online To Offline", which refers to the combination of Offline business opportunities with the Internet to make the Internet the front stage of Offline transactions. This concept was originally originated in the United States. The concept of O2O is very extensive, which involves both online and offline. It can be called O2O mainstream business management courses all introduce and pay attention to this new business model of O2O. In 2013, O2O entered the stage of rapid development and started the integration and improvement of localization and mobile devices. It was the emergence of O2O business model and became the localization branch of O2O model.

At present, Nike has two online stores in China, including its official website and Tmall flagship store, as well as some direct-sale stores offline. The basic conditions for Nike to do O2O have been met. But Nike does not do the traditional O2O model, such as try on offline and buy in bulk, or vice versa, order online and pick up offline. Nike hopes to make use of online and offline resources to attract more consumers to buy Nike products and enhance their loyalty and love for the Nike brand. Nike has opened a women's gym in New York, engaging with customers through Nik Bang, and inviting some VIP customers

to the gym for events. In China, Nike shares sports data, feelings and even videos through Nike, which enables many consumers to interact and communicate with each other. Obviously, consumers who are willing to share on Nike+ will definitely buy Nike products or have the possibility to buy Nike products. Nike will also invite charismatic consumers, such as basketball fans, to participate in Bryant's activities to encourage consumers to share, which will further expand Nike's consumer group and increase the purchasing viscosity.

It is believed that with the convenience of smart phones and APP, Nike's market development in China will be pushed to a new height, and every consumer will feel Nike's advice, concern and expression of wearing feelings, which will be realized in the near future. With this, Nike will keep the No.1 market share in China for a long time.

3.3.2 Star marketing and post-2000 teenagers

In the summer of 2015, Chinese basketball lovers once again looked forward to the basketball legend they had been waiting for for a long time. Apparently, Kobe Bryant. Tens of thousands of fans have been eager to catch a glimpse of Bryant, and countless fans have been sharing their own photos of him on their WeChat Moments. It doesn't matter if it's good or not, but it's there.

In the past ten years, Nike has made Chinese teenagers feel the passion brought by Nike through the travel of a large number of sports stars to China and left countless beautiful memories. It is also through this way that Nike has implanted its DNA into the brains of these teenagers and cultivated a large number of potential consumers. In fact, Adidas started the celebrity tour earlier than that, when La Liga and European Champions League winners Real Madrid, known as the Galaxy, visited China in 2003 for a friendly match against the then Chinese Dragons. Since its arrival in China, Adidas has capitalized on the popularity of soccer stars like David Beckham, and has teamed up with China Central Television to provide extensive coverage of the games and events. At that time, Beckham's endorsement of a pair of "Beckham fingerprint" concept of football shoes, priced as high as 1,280 yuan a pair, but still quickly snapped up. This successful marketing

campaign of Adidas made Nike see the huge potential of the Chinese market and the super popularity brought by the stars' trip to China. For Nike, it is not difficult to emulate Adidas because it has a large number of athletes and team resources.

Since then, we have seen the likes of Manchester United and other Nike-sponsored teams come to China to participate in activities or friendly matches, and Nike's market awareness and recognition has also increased. For teenagers born after 2000, it is almost in infancy that they began to contact the Nike brand. Today's children born in 2000 are 15 years old, about to enter high school and will be playing a lot of sports. Nike is looking at the needs of this group.

Unlike Li Ning's failed promotion case of "Li Ning of the post-90s generation", Nike currently has no slogan aimed at the post-00s generation. Instead, it makes use of sports stars' visits to China time and again to make the post-00s naturally become Nike fans. After Liu Xiang and Li Na retired, Nike urgently needed to find new young Chinese athletes to maintain a sense of identity and belonging in the minds of young Chinese consumers. Nike's unswerving sports star route instead of rigid marketing will lay a good foundation for the market growth in the next 5-10 years, especially as China is about to enter the aging society, the post-2000 generation is not only the future "God", but also the killer copper for Nike to fight competitors.

3.3.3 Use holidays to promote sales

In China, consumers usually shop during holidays, including weekends and festivals. Since the New Year's Day, winter (October-December) has come to an end, but January-February is the coldest season in China, so all thick winter clothes start to be discounted and promoted. Nike should also take advantage of the shopping peak before the New Year's Day and Spring Festival to encourage consumers to buy down jackets and cotton-padded clothes, so as to sell winter clothes as much as possible. Every year, Valentine's Day is a time for many couples to exchange gifts, so Nike should promote their products more. By March 8, Women's Day, Nike should make use of the holiday to offer women's clothing 50% off in all its stores, narrowing the distance with female consumers. Then the

May Day, Dragon Boat Festival, Mid-Autumn Festival as a reunion festival, can focus on the concept of family shopping, the main push of family sports, family leisure products. National Day on October 1st should be the longest holiday in the whole year except Spring Festival. Consumers should be encouraged to buy more sports products before the holiday, because many consumers will choose to wear comfortable and light sports and leisure clothes when traveling. Halloween and Christmas are festivals for young consumers. Nike can use promotion to improve the viscosity and loyalty of young consumers. It should not be ignored that during the festivals created by e-commerce companies such as Double 11 and June 18, Nike should make use of the channel of Tmall flagship store to promote sales vigorously, so as to solve the problem of unsalable inventory.

3.4 Channel Strategy

3.4.1 Adjust traditional channels

Direct stores, such as Factory Stores, Nike Lab, and Nike Flagship Stores, are internally known as DTC businesses (Direct to Consumer). Nike pointed out in the 2014 financial report, in order to better strengthen Nike in the brand building and other aspects of the effect, DTC business will further increase investment. Nike opened its first store on the Chinese mainland in 2007, located in Wangfujing, Beijing. Opening Asia's largest flagship store on this high-priced commercial street is a clear sign of Nike's ambitions in the Chinese market. However, in April 2013, after less than five years of operation, Nike closed its Wangfujing store in Beijing. Nike, meanwhile, opened more than 40 new factory stores in 2013-14. They are all Nike's own stores. Why does Nike close a store and open a store at the same time?

First of all, Nike's self-run flagship stores in Beijing, Shanghai and Guangzhou are basically located in the most core local business districts, with the most expensive rental. Take the Nike World Flagship Store on Nanjing East Road in Shanghai for example, the annual rent is reported to be as high as 20 million yuan. Nike's big investment, naturally expect high returns. Both the brand value and influence of Nike in China and the shopping

experience of consumers are enhanced by Nike's self-operated flagship stores. Before and after the Beijing Olympic Games, Chinese people's enthusiasm for sports surged, and Nike took advantage of the opportunity to open high-end flagship stores to promote its brand to the greatest extent. Regardless of the profits brought by sales, Nike's appeal to potential consumers and brand awareness are of immeasurable value.

However, due to the economic crisis in 2008 and the massive construction of middle and high-end shopping malls in China, the customer flow of the original Nike self-operated flagship store was diluted to some extent. The sales volume increased slowly year on year, while the rent increased year by year. Nike's self-operated flagship store gradually failed to make ends meet, so it was understandable for Nike to close the Wangfujing flagship store. It is Nike's strategy to kill two birds with one stone to build a large number of Nike factory stores, especially in the second and third tier cities across the country. Recycling dealers on the one hand a large number of inventory backlog need to Nike, Nike is solved urgently need to channel these recycling back unsold goods, on the other hand through Nike factory outlet to penetration of lower-tier cities, so as to the potential consumers to buy a lot like Nike out-of-season on sale, with the li ning, anta domestic brands such as great impact pricing strategy. Nike, which has a firm grip on the high end of the sportswear market, uses its factory stores to undercut other brands' suggested retail prices.

At present, the online consumer and the manufacturer directly is the main characteristic of the sporting goods industry development, including so Nike use marketing model not only can bring consumers excellent shopping experience, also can show and sell products according to oneself idea, to give priority to with dealers mode when with retail system is a chip, remind the dealer to keep service quality and cooperation, It's a three-shot move.

In addition, it is necessary to develop new dealers. At present, Nike's national strategic partner distributors Belle and Pourson have contributed more than 80% of Nike's orders. On the surface, large distributors can help the brand better maintain business growth because of their perfect system, rich retail experience and abundant funds. In

effect, the dealer structure is a Damocles sword hanging over Nike's head. In order to better control the resources, such as brand decoration support, old inventory recovery and so on, large dealers adopt the centralized system, and they will choose to negotiate with Nike headquarters for all things in order to maximize the interests. Nike, on the other hand, tried to implement different product strategies in different regions, and it was very difficult to divide existing stores and sell goods in different sports categories.

For example, in the spring of 2015, Nike launched a sports store in the middle street of Shenyang. Some stores implemented the strategy of mainly displaying football products. Because the weather in Shenyang was still cold in January, and outdoor football games were almost not participated by the public. The display of football products may affect the customer flow of the store, but in order to ensure the differentiated operation of Nike sports stores in the middle street, different stores must adopt the strategy of interpreting different sports. In the end, after strong protests from Nike headquarters, the store did not comply with Nike's display requirements. In this case, only the introduction of new distribution business, let there be existing dealers of crisis, to ensure the brand's position, also can guarantee strategy execution, otherwise, whether dealers directly refuse or part, brand of product planning and store in each city theme, ultimately unable to perform, dealer for short-term interests, It's hard to look after the long-term interests of the brand.

For factory stores and outlet stores, Nike should enter outlet stores in first-tier cities. Outlets, for most consumers, is the place where high-end brands are cleared. Outlets can clear Nike's existing inventory in a relatively comfortable shopping environment without damaging the brand image. Because the production cost is only 25% of the retail price, the sales discount of outlet stores is basically maintained at about 50%, and the gross profit can still be 100%. Nike should pay attention to the dealer inventory at the same time, reduce the dealer to open the unauthorized factory store, because most dealers agents more than one brand, the unauthorized factory store is almost a warehouse, consumer shopping experience is very poor, and it will be mixed together with some domestic brands, seriously affect the Nike's brand image. Recycling dealer inventory at 90% of the dealer's

purchase price, even if it temporarily eats up the company's cash flow, is well worth it in the long run.

When traditional retailers such as Paosheng and Belle began to try online sales, the advantage of e-commerce platform is to provide a more comprehensive selection of products, but due to the lack of offline shopping experience, there are still shortcomings. E-commerce companies can display products of all categories and series, but they can only introduce them through pictures and words. Consumers cannot try on and touch them, and they cannot get personal feelings. It is likely that there will be mistakes similar to the misfit size. Therefore, the shopping experience and service experience brought to consumers by Nike physical stores are difficult to be achieved by online retail. For Nike, which has a retail network of more than 7,000 stores in Greater China, it can bring consumers unparalleled visual impact and shopping impulse by changing the way of store display, displaying sports theme in stores, fitting service and selling limited edition products.

Since the second half of 2014, the employee organization structure of Nike has been reformed. Some sales managers have been transferred to retail managers, from sales department to retail department, and they are responsible for the retail supervision work of different dealers. This change indicates that Nike has officially changed from fulfilling the target of ordering agents to fulfilling the retail growth of stores. From sales to sales, Nike pays more attention to retail details, and the retail management staff accounts for as high as 50%.

At the same time, Nike should pay attention to the differentiation of store display, use the product line to cover the whole category of sports, display products of different sports categories in stores of different target groups, and try its best to avoid consumers' feeling that all stores are the same. In the current economic environment is not particularly ideal, under the background of overheated commercial real estate investment, it is likely that in the next five years, due to the increasingly serious aging problem in China, many shopping malls will be idle. Nike should take the lead in selectively abandoning some stores with low customer flow, and at the same time reduce the investment in store display props to

stop losses in time.

3.4.2 Vigorously develop online channels

Since 2012, sports brands have collectively encountered a long cold current in the Chinese market. The saturated market and channel space have slowed down the progress of almost all sports brands. Nike's development in the Chinese market has shifted from focusing on the number of stores it opened before 2011 to handling inventory issues.

With the e-commerce model brought by the Internet and the rapid development of mobile Internet, Nike has strengthened this non-traditional retail channel by accelerating the layout of e-commerce business in the Chinese market. At the end of April 2014, Nike China announced that the three existing websites -- Nike China Mall, Nike Platform and Nike+ Platform -- would be merged into one. Nike China's move is also in line with the global implementation of Nike's e-commerce strategy. Nike's direct sales in Greater China, which included ecommerce and stores in 2013, rose more than 30 per cent last year. Nike announced in 2013 that it plans to grow its e-commerce business from \$550 million in 2013 to \$2 billion in 2017. However, in the process of developing e-commerce, how to solve the existing products sold by numerous unauthorized dealers or individual sellers on the Internet will become the primary problem that Nike needs to solve. Although Nike is accelerating its layout in China's e-commerce market, it is frustrated by the current situation of its products circulating in the e-commerce field. Currently, only four channels of Nike products sold online in China are officially authorized by Nike. In addition to Nike official website, Nike Tmall flagship store, YOHO! Except in stores (Sports Life and Extreme Sports) and Goodbaby (Nike Kids), Nike products sold on other online channels are not officially authorized by Nike.

In addition to the above four websites, Nike products are sold on many online platforms, including Jingdong Mall, Suning Mall, Vipshop, Yougou and Haolemai. There is currently no way for Nike to prevent these unauthorized online channels from selling Nike products. Due to the restrictions of the anti-monopoly law, Nike can only not recommend consumers to buy Nike products in unofficial authorized channels, and Nike's

focus on digital marketing is not price, but brand experience and idiosyncratic service. A staggering number of Nike products are currently sold daily through online channels not licensed by Nike, with some websites selling Nike products in the hundreds of millions of dollars per month.

Because Nike can well control the sale price of its products, it can use its official website and its Tmall flagship store to bring quality shopping experience to consumers, and even offer preferential discounts sometimes. In other words, Nike currently sells on so many platforms. As long as the problem of fake goods is well solved, the influence and popularity of Nike brand in China will be free advertising publicity. Today, Nike's new technology products are available on almost every platform, and by this alone, Nike has beaten all competitors online.

Nike should choose to sell some limited products online in stages, so that consumers can pay attention to the official online flagship store of Nike. At the same time, they can also clearly feel that Nike's new products are almost without discount, which is completely different from the e-commerce of most existing brands. For discount goods, Nike can set a separate page, so that when consumers click on the special promotion area, they will see these goods, which ensures that the new products and the old inventory are consumed at the same time, and avoids the conflict between them. For example, the color of a certain sports shoe is changed in 2015 compared with that in 2014. We should avoid giving discounts to the products in 2014, or try to differentiate them in different channels. For example, we can give discounts to the old models in the official flagship store of Tmall, while the official flagship store can't find this product at all.

Nike should also encourage consumers to customize their personalized sports shoes, and selection of good design inspiration as a share of the template, let more consumer involved, at the same time using WeChat weibo, the athletic shoes design and buy into the process of DIY, to ensure product awareness, and consumer loyalty, enthusiasm, are very important, And it is difficult for competitors to imitate and copy the meaning.

4 ENSURE IMPLEMENTATION OF NIKE'S MARKETING STRATEGY IN CHINA

4.1 Organizational structure and talent management plan

After the Beijing Olympic Games, Nike experienced the decline in sales caused by the economic crisis and the problem of high inventory, so it adjusted its organizational structure accordingly. In August 2009, Nike changed the original sales organization structure of shoes, apparel and equipment to a sales organization structure based on category. The purpose of this change is mainly based on the change of Nike's global organizational structure, which is targeted at different sports categories, such as basketball/men's training/Jordan; Running/women's training; Football/tennis/children's products; Four categories of sports life. This allocation strengthens the promotion of products of each category in a targeted way, and divides all Nike stores into different categories to avoid the occurrence of store homogenization.

In 2013, Nike reformed its organizational structure again, abolishing the category sales management team and replacing it with a customer management team and a retail management team. This reform is an adjustment and revision of the previous organizational structure reform. With the positioning of sports categories in most stores having been formed, the sales teams of various categories will inevitably suffer from internal friction in order to achieve sales performance. For example, the key stores of basketball sports cannot display any football products, which may be overcorrected. As a result, once there is a problem in the sales of prominent categories in the actual retail, no matter it is the dealer, Or the Nike management team. After the change to account management team, part of Nike sales into the retail department, the implementation of the company's retail policy. Dealers felt it was "more down to earth", with Nike putting more human resources on the ground rather than negotiating orders with dealers. This change has laid a good foundation for Nike's long-term plan.

Nike has always been a company that is constantly changing. Whether it is product

design or organizational structure, it responds quickly and actively to seek for changes. In order to deal with the economic crisis or the rapid economic growth of the company, it can adopt different sales strategies to deal with it, which reflects its good execution. In this process, although Nike lost some old employees with long working years, it also attracted more retail talents from different fields to enter, learn from and adapt to each other in the work, learn from the old and learn from the new, see the development of the sports industry from the perspective of development, and maintain the leading position.

In the era of the Internet, information communication is more convenient, professional managers can quickly find a new job in the market, and it is also easy to be found by various headhunting companies. Nike rely on brand awareness and is easy to absorb the talent, industry status and how it is very important to the long-term development opportunities for staff, but at present in China is gradually younger employees, Nike has a lot of ideas of employees after leaving the Nike said Nike is more suitable for "endowment, obviously, Nike employee career management planning out of the question. Nike requires employees to write Individual Development Plan (IDP) every year, and then review the Plan in the next year and evaluate employees' performance according to relevant KPI achievement, which is divided into exceeding expectations, meeting expectations, falling below expectations, and so on. The sales manager of the sales department doesn't even check the order quota because Nike's sales are increasing rapidly every year. This situation and easy to cause the loss of fairness, justice, internal staff cliques and so on. In recent years, although the performance of Nike has been booming, the value of its employees in the talent market has been greatly reduced, which is related to Nike's excessive obsession with its own brand promotion and performance without providing good training and development plans for its employees.

Nike should clarify the responsibilities and indicators of employees as soon as possible, so that employees can be clear about their own development indicators, and adopt a timely rotation system, so that employees will always be full of enthusiasm for the company and work.

4.2 Optimization of business management process

Nike's current process of determining new products is that the U.S. Product Department sends the product information documents and design idea inspirations of the quarter nine months later to China, and then listens to the feedback of the regional product department in China, and then sends the updated product information documents to the Chinese product team. China product team and China sales team will meet again for communication and feedback. In this link, the problem is more serious, because the American product team will hardly make any changes according to the feedback of the Chinese team, because at this time, the American product team has communicated with the OEM to place the order according to the prediction of the Chinese product team. In China, Nike should call the Chinese market team for feedback earlier, so as to avoid such communication becoming a unilateral notice of the American product team and losing its practical significance.

From the perspective of sales team, Nike currently divides the sales team into two parts: one is the retail team, which Nike calls MM, and the other is the customer management team, which Nike calls Account. The retail team is responsible for communicating with the retail team of dealers, mainly responsible for promoting the movement strategy of stores, giving feedback on the sales status of each store, and analyzing and asking questions to ensure the continuous growth of the business. The customer management team mainly negotiates with the Nike brand manager or regional director of the dealers about the growth of future futures (Nike collectively refers to future orders as futures), and decides the dealers' final order amount, product structure and so on.

As a practical matter, neither team is currently in charge of sales order growth, as strategic clients are all coordinated from Nike headquarters. However, there is little effective communication between the two departments, and the management mode is head-to-tail in terms of responsibilities. This structure is untenable in the long run. Nike should adopt a more simplified retail supervision model, in which the Shanghai headquarter specifies the strategy, and the retail supervision follows up the implementation

and gives feedback on the actual situation. Nike emphasizes delivering result, which means achieving performance. After changing into retail supervision mode, it can not only solve the problem of overstaffed branch offices in Wuhan, Shenyang, Guangzhou, etc., but also put the saved human resources into the retail market, which can effectively guarantee the long-term promotion of the retail terminal growth of dealers. For example, among the current imported brands, cosmetics brands such as Estee Lauder and Lancome, fast fashion clothing brands such as ZARA and GAP, and even luxury brands such as Cartier, all adopt the retail supervision model. In the past decade of rapid growth, they have always ensured the standardized service and display standards of each store.

Nike should develop a synchronous management system with stores to track the sales situation of stores in real time, and grasp the sales details and inventory status of stores in real time. In the Internet era, rapid response to customer needs is a necessary condition to achieve performance. Synchronous transfer management system can also be done fast, a lot of electric business platform, such as JingDong, amazon is relying on all parts of the country allocate inventory warehouse according to consumer demand, greatly improving the efficiency and turnover of inventory, it is also a Nike into the era of Internet +, meet consumer demand and adjustments must be made one of the most important.

4.3 Training and assessment of marketing personnel

For the Nike brand whose products are the king, employee training in the sales department of Nike mainly focuses on product training. Only when employees are familiar with the products can they better feedback the market situation. Due to the current shift of Nike sales department to retail, communication skills and retail management training should be properly enhanced, because the communication between marketing personnel and store managers and shopping guides is gradually increasing. At the same time, opportunities for collective training of employees should be increased to encourage employees to share their experiences and ideas and give suggestions, such as communication between sales staff in charge of different dealers or sales staff in charge of stores in different cities. Increasing training can increase the loyalty of employees, and the

continuous improvement of personal value is an important parameter of self-identification for many salespeople.

Since 2013, Nike has cancelled the bonus for sales staff to achieve the order target. Many employees feedback that although they feel less pressure than before, as sales staff, they feel no passion or feel like eating a big pot without the incentive of business bonus. There are even sales staff feel oneself and monthly income 3000-4000 yuan of just graduated college students engaged in retail supervision post no substantial difference. Nike has cancelled the assessment of futures order index and bonus incentive, but it should add the index of retail sales growth or product sell-out rate as an auxiliary assessment, otherwise many passionate sales staff will feel unfair and leave the company.

As for training, Nike always emphasizes On learning On job training. Many professional management courses can only be realized by purchasing external professional training institutions. For employees, brand value certainly adds luster to their resumes, but to enhance their personal value, in addition to the work experience, the training provided by the enterprise is also a very important link for employees. What many enterprises adopt is to provide a large number of training, which is shared by colleagues in various departments. This not only saves costs, but also organically combines relevant courses with enterprise needs. For example, Amazon is a model case of this training mode. It is suggested that Nike use this method for reference in corporate training to retain employees and not necessarily rely on salary increase and promotion.

CONCLUSION

This paper takes the marketing work of Nike in China as the research object, and makes a statement on the current operating status of Nike in China by using the analysis of operating data and statements. It makes a detailed analysis of Nike's external environment, internal environment, customer market demand and competitors. By comparison and analysis of Nike's earnings from each market segment, the target market and market positioning suitable for Nike are found. This paper summarizes the existing marketing strategies of Nike products, price, promotion and service, and puts forward some suggestions on how to use effective and reasonable marketing strategies to improve Nike's profitability and competitiveness.

Based on solving the four problems that caused Nike's marketing dilemma summarized at the beginning of this paper, this paper, combined with Nike's current business situation, draws the following conclusions:

In terms of product strategy, according to the demand of the main target market, we insist on optimizing the product mix, enriching the fashion clothing category and running and basketball shoes; Eliminate low-end styles, expand the proportion of children's wear, to meet the needs of the main target market consumer groups; Improve the commercial layout, pay attention to the display of key stores, and increase the display area of goods.

In terms of pricing strategy, based on the currently adopted cost-oriented pricing method, demand-oriented pricing method and competition-oriented pricing method, two or more pricing combinations are carried out to find a good price balance and meet the reasonable psychological needs of customers to improve the price competitiveness of Nike products.

Sales promotion strategy, in the existing personnel sales, business promotion, advertising and other promotional incentives, on the basis of continuous improve the service level, the salesman in sports broadcast, key site media launch new product advertisement, strengthen the official shopping platform and official Tmall flagship store, use different seasonal promotion node clearing slow-moving inventory, improve cash flow,

And timely sales of limited goods to ensure the attention of consumers for the brand heat and loyalty.

In the sporting goods market environment, domestic competition environment for the brand, Nike should maintain a professional sports brand, and increase the trend of the market products, for the sales staff reasonable incentive system to guarantee the development of the marketing strategy, improve the shop sales plan and evaluation mechanism, to Nike store to ensure consistent service, but the focus of the different products and services of high quality, The products have new ideas, so that consumers always maintain the belief that Nike is the leading brand in the sporting goods industry.

Finally, in the process of writing the paper, I have a new understanding of the marketing discipline, and my knowledge level has also been improved. However, I still cannot study some problems very thoroughly and carefully. I sincerely request your guidance. I hope to further study marketing knowledge in my future work and study life.

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