



MASTER PROGRAM OF INTERNATIONAL MARKETING

A study of brand image of ANTA Company in China's sportswear market

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Abstract

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Title: A study of brand image of ANTA Company in China's sportswear market

Problem statement: What are the mismatches between ANTA Company's wanted brand image and the perceived brand image by the target consumer group?

Purpose: The aim of this study is to find out the mismatches between ANTA Company's wanted brand image and consumer's perception about ANTA's brand image in China's sportswear market in order to suggest how ANTN Company should deal with those mismatches.

Methodology: The method of this case study is mainly based on the primary and secondary information. The primary information mainly comes from the interview with the manager and questionnaires from the respondents. The books, articles and internet are used as the secondary information.

Conceptual Framework: The theoretical framework includes three aspects which consist of marketing mix, brand image and attitude.

Conclusion: The conclusion arises from the analysis and research based on the methods, theoretical framework, finding. And there are 5 mismatches which ANTA Company need to deal with. In order to deal with the mismatches, it is very necessary

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for ANTA to adjust the current marketing strategy and analyze systematically the mismatches for improving the brand image.



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1. Introduction

1.1 Background

1.1.1 Brand image

Brand image means the perception which the consumers have of a brand. Through product positioning or marketing activities, brand image can be carefully developed by the owner of brand. (BENT 2008) According to Keller, brand image can be as perception about a brand as reflected by the association held in the customer's memory. (Keller 1998) Because of inappropriate advertisement or the association with somebody or something which has fallen from public favor, brand image can be seriously tarnished. (BENT 2008)

In the customers led world, consumers usually define themselves and Jungian “persona” based on their possessions. According to Freud, the superego and ego control to a huge extent the brand image which customers would like other people to have of them. When the customers intend to buy something, they buy not only a commodity, but also the image associations of the product, such as wealth, power, sophistication, and the most significantly association with other users of brand. If the brand images are good, they are instantly evoked, positive and always unique among other competitive brands. Through brand communications such as advertising, packaging, customer service, word-of-mouth, promotion, and other factors of brand experience, the brand image can be reinforced. (ASIA MARKET RESEARCH DOT COM 2008)

1.1.2 ANTA Company

ANTA Company is a local sportswear enterprise in China, established in 1991. Its products include sports footwear and apparel for sports professionals and the general public. ANTA Company offers a wide range of ANTA products. These products can be broken down into three broad categories: footwear, apparel and accessories. (anta.cn 2008)



The company is trying to establish a sports spirit of “Going beyond oneself” into everyone’s daily life, as its brand image among the consumers. Their vision is to be the top national sportswear brand in China in terms of both brand desirability and market share and to be the top ten international sportswear brands in terms of global revenue. However, ANTA Company is a younger and smaller sport company, compared with Nike, Adidas, Lining. They are lack of brand management experience, especially in brand image. (anta.cn 2008)

1.1.3 ANTA wanted brand image

According to the interview with the manager, the wanted brand image of ANTA product is that ANTA tries to create and bring the “modern and encouraging” association with ANTA brand to the customers’ perceptions. (J. Lee, Personal interview, March 27, 2008)

However, these years ANTA brand experiences different kinds of problems, and this brand is facing challenge from its brand itself aging as well as its competitors’ brand development and expansion. ANTA brand is losing the attractiveness for the main customers because they didn’t improve the brand image in a correct way to achieve their wanted image although they have invested considerable money and energy in establishing brand image. The mismatches between brand image building and the consumer’s perception of ANTA brand image are growing. As a result, the ANTA brand image developing is not very suitable for the main target groups. (J. Lee, Personal interview, March 27, 2008)

1.2 Problem Statement

What are the mismatches between ANTA Company’s wanted brand image and the perceived brand image by the target consumer group?



1.3 Purpose

The aim of this study is to find out the mismatches between ANTA Company's wanted brand image and consumer's perception about ANTA's brand image in China's sportswear market in order to suggest how ANTN Company should deal with those mismatches.

1.4 Target Groups

The primary target group of our work is the company of ANTA China in Beijing, and they will make use of our finding, analysis and recommendation on their brand management strategy. Also the companies who intend to improve the brand image, and the college students who are interested in brand image are all our target groups.



2. Methodology

2.1 Topic Selection and Company Selection

The reason we selected this topic is that both of us are very interested in the theory of brand management which is a very significant marketing strategy and increase the perceived value of product to the customers, in our opinion, brand management would play more important role in enhancing one company's core competitive advantage, so we attempt to make a deep study in this field through our thesis not only for gaining more knowledge about it, which could be good for our future career, but also for providing valuable recommendations to the company we study.

The reasons that we choose ANTA Company are as follow. Firstly through personal channel, we know that Brand Management Center of ANTA Company is committed to improve and reinforce the brand image in order to gain more stable brand loyalty and more market shares in China's sportswear market. Our thesis rightly caters to ANTA Company's interest and makes it become our target group. Secondly, we have a strong personal relationship with the manager of marketing department of ANTA Company in Beijing who is the uncle of one author of the group; it is very convenient for researchers to collect primary information.

2.2 Theory Selection

After the company and the field of study were identified, we focused on working for the relevant theories. And there are three aspects about the theories that are very suitable and feasible to use for analyzing the mismatches between ANTA Company wanted brand image and customers' perception, which are marketing mix, brand image and attitude.

2.2.1 Marketing Mix

In order to further improve the brand image of ANTA, it is very necessary to use the theory of Marketing Mix to analyze ANTA Company's product, price, channel of



distribution and promotion, because they are very profoundly connected with consumer's perception of ANTA Company's brand image. So the Marketing Mix should be first factor to consider which is the basic element for our analysis and can give us a general and clear picture to understand and analyze brand building of ANTA.

2.2.2 Brand Image

When we started making initial information research from the internet and two times interview with the manager, we knew ANTA Company now is ignorant about what are the mismatches between ANTA Company wanted brand image and the consumer's perception. The company is now putting more energy and effort to seek gaining better brand image and more marketing share in China's sportswear marketing. And according to the information we researched, we found the literature from Kevin Lane Keller's "Strategic Brand Management" that regards of brand management, brand building, and brand measurement. And the parts of brand image of the book convinced us to provide more suitable and appropriate literature for the brand image reinforcement of ANTA. Brand image in the theory of strategic brand management focuses on brand image definition, brand image building and reinforcement, attribute, benefits, and attitude of consumer, which fits for the case study of ANTA brand image improving. After compared with other books we have scanned in the library of MDH, we determined to make use of the book of Strategic Brand Management written by Kevin Lane Keller in 1998.

In Keller's book, there are four aspects about the brand image, which include types of brand association, favorability of brand associations, strength of brand associations, and uniqueness of brand associations. In order to deeper analyze the brand image of ANTA Company; we decide to focus on using the theory of types of brand association. Because the part of brand association includes attribute which is strongly connected with marketing mix, in addition, the type of brand association also includes the



attitude theory which is more suitable for the case study.

2.2.3 Attitude

In order to gain and analyze primary information and data from consumers about the perception of ANTA brand and other elements effecting ANTA brand, so we researched the development status of ANTA consumer's attitude when they interact with Anta Company. During this research, we found the existing status for Anta's brand image. The related theory of ANTA consumer target group's attitude will be chosen from the book of Consumer Behavior written by Martin Evans, Ahmad Jamal and Gordon Foxall and Marketing Research written by Thomas C. Kinnear and James R. Taylor.

There are many kinds of useful ways to measure the attitude with specific scales. For example, Rank-order scaling approach, verbal rating scaling approach, paired comparison scaling approach, nominal Scaling approach, Semantic-differential scaling approach, Likert scaling approach and so on. In our case, we chose nominal scaling approach, Likert scaling approach and Semantic-differential Scaling approach as our main questionnaire design methods.

2.2.4 The interaction of three theories

The three theories are interacted each other. The attribute of brand image is arising from the marketing mix, for example, price of attribute is arising from price, and feeling and experience is arising from product and place, the brand personality is arising from promotion, and benefits attribute is arising from product. The attitude services for the brand image. And we used attitude theory to research consumers' perception about ANTA Company's product, price, distribution and promotion. So the three theories are interacted each other.

2.3 Information Collection



In order to make sure the information collected is valuable, we divided the method of information and data collection into two parts which are primary information and secondary information. There are three approaches to collect the primary information and measure the attitude, which are scaling approach, Likert scaling approach and Semantic-differential Scaling approach.

2.3.1 Attitude measurement

2.3.1.1 Nominal Scaling approach

Nominal Scale can help us to understand the basic and direct feeling about ANTA brand. In this approach, the respondent's attitude was divided into categories. For example, "Do you know Anta's advertisement? O Yes O No" Then, the numbers became our analysis data.

2.3.1.2 Likert Scaling approach

This scale is also a useful approach to measure the attitude, because it is easier to conduct and organize reasonably. To be specifically, the respondents chose from the following scale from each question.

For example, ("X" means the respondents agreed or chose the point.)

I think Anta can stand for health and energy. (Favorable statement)

☒ Strongly Agree ☐ Agree ☐ No View ☐ Disagree ☐ Strongly Disagree

I think Anta's product is expensive. (Unfavorable statement)

☐ Strongly Agree ☐ Agree ☐ No View ☒ Disagree ☐ Strongly Disagree

I Like Anta's advertisement. (Favorable statement)

☐ Strongly Agree ☐ Agree ☐ No View ☐ Disagree ☒ Strongly Disagree

2.3.1.3 Semantic Differential Scale

It's very common to use Semantic Differential Scale to measure the attitude in our research, especially the brand image project. (Kinnear and Taylor, 1991, P251)



For example, there is the part of the questionnaire.

The following adjective words can express your feeling about ANTA.

	1	2	3	4	5	6	7	
Positive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negative
Passional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Offish
Challenge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Conservative
Aspiration of success		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Enjoy status quo
Keep moving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Give up
Luxurious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor
Fashionable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	outdated
Optimistical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Futilitarian
Open-mind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Bashful
Teamwork spirit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Individualistic

(The reason why we choose these adjective words is based on the theory of brand personality.)

We measured the distance between the company desired brand image and costumers perceived. The brand images attributes are coming from Anta's brand strategy which the company represents their product's character and their target consumer's character.

We also sent the above questions of our questionnaire which is relevant to brand images to the manager of ANTA via email, he replied us from the company trying to established aspect. And then, we calculated the distance between our questionnaire data.

2.3.2 Primary Information

Due to the purpose of the paper, the primary source provide us a better understanding



and insight about the situation of ANTA brand image building and the consumer's perception about ANTA brand. We made a series of interviews with the manager and questionnaire to the students of college and high school. The purpose of interviews is for obtaining primary and valuable information directly from the manager. Because it is very important for us to understand the main objective and intent of ANTA brand image building and reinforcement, in order to provide some useful recommendations about how to cope with the mismatches between the brand images of ANTA and perceived by the consumers. The purpose of questionnaire is mainly for summarizing and analyzing the existing consumers' feeling and perception of ANTA brand.

2.3.2.1 Interview

We made interviews for four times with Jiantian Lee who is the manager of department of marketing of ANTA Company in Beijing. According to the interview, we gained in-depth data about the company, situation, plan, and process of brand image building. The interview was conducted in Chinese and translated to English by one of the authors. The more details about interview is as following,



Table 1 the Schedule and purpose of interview

Time for interview	Purpose and content
Mar.27, 2008	<p>Purpose: basic introduction</p> <p>Content: made the basic introduction about our master thesis, such as the plan, purpose of our thesis, and want</p>
Mar.31, 2008	<p>Purpose: find out ANTA Company's specific aim of brand management</p> <p>Content: asked the manager some questions about the situation, plan and aim of brand management of the company currently.</p>
Apr. 30, 2008	<p>Purpose: gain more concrete and more data about the company and brand image.</p> <p>Content: asked questions about ANTA brand building, product design, price, channel of distribution, promotion activities, competitors, the past and current plan of building and improving brand image, etc.</p>
May. 29, 2008	<p>Purpose: check feasibility of our recommendations</p> <p>Content: after finishing the paper draft and showing it to the company, asked some questions if the analysis and recommendation is feasible, and gained some valuable suggestions from the manager.</p>



2.3.2.2 Questionnaire

In order to gain primary source about the consumers' perception about ANTA brand, we sent a series of questionnaires to the customers. Because according to the interview (Question 1, Section1 and Question1, Section 2), over 80% of consumer target group is college students and high school students, and the ANTA Company Beijing Branch is in charge of 4 provinces which include Shandong province, Shangxi province, Hebei Province and Henan province and two Municipalities including Beijing and Tianjin. (J. Lee, Personal interview, March 27, 2008 and March 31, 2008) We sent 500 copies of questionnaire to one college and one high school. The university we chose is University of Jinan. And Jinan City is the capital of Shandong Province and a typical city in china where there are 3 million people, 6 universities and 14 high schools. About University of Jinan, there are over 40,000 students from 30 different provinces of China. We got help from Chen Lu who are the vice president of Student Union of University of Jinan, and she sent 250 copies to 4 different schools in order to cover the different consumers. Another 250 copies have been sent to No.1 middle school Jinan City which has over 5,000 students with help of the cousin of one member of our group.

According to the interview (Question 2, Section 2), the manager told us there are about 4.5 million college students and over 6 million high school students in the four provinces and two municipalities. (J. Lee, Personal interview, March 31, 2008) And according to book of researching and writing a dissertation for business students (Fisher 2004), if there are 10 million populations and want to prepare to accept a margin of error of +/- 5 percent, the number of competed questionnaires necessary should be 384 copies. (Fisher 2004, P159) Considered the number of competed and useful questionnaires, we sent 500 copies.

Considering avoiding the misunderstanding about the questions of questionnaire by the respondents because of their English level, we translated the English version to



Chinese version to the respondents when we sent. And then when we used the result of questionnaire, we translated them into English again.

The design of questionnaire was based on comparing with ANTA wanted brand image building, and the theory of brand image. In order to give more systematically picture about the mismatch between ANTA and consumers' perception, we designed 2 main parts, one is used for measuring the consumers' attitude about ANTA product, price, distribution and promotion, the other one is used for measuring the customers' perception of ANTA brand image. Therefore, our following analysis is supported by the brand image relevant theory and marketing mix. Our research was spread by consumer attitude on ANTA brand and marketing mix, because brand image and the consumer perceptions about ANTA which helped us to find out the mismatches between ANTA Company wanted and consumer perceptions'.

As following, there is a structure of making questionnaires.

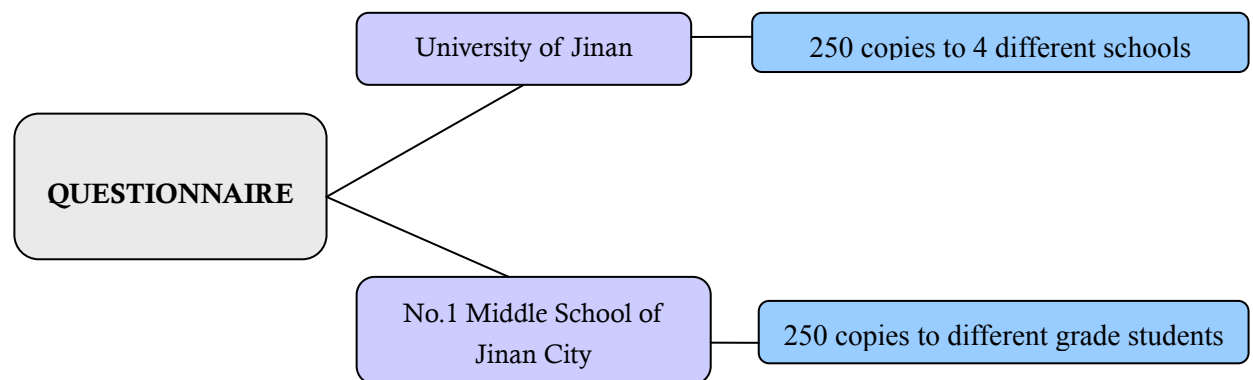


Figure 1 the structure of questionnaire plan



Table 2 Questionnaire Structure

1. Target respondents	-high school students and university students
2. Distribution of questionnaires	-the questionnaires were collected by our Chinese friends after the respondents finished
3. Number of questionnaires collected	-250 questionnaires were handed out for high school students and 250 questionnaires were handed out for university students
4. questionnaire time	28 – 30 April 2008

In order to show the respondent information clearly in the chart, we used quantitative ways in this part.

About the completed number of questionnaire, at last we got 400 completed copies with the help of the authors' friends, which include 200 completed copies from high school and completed 200 copies from the college.

2.3.3 Secondary Information

There are many kinds of ways to collect the secondary data, which including the book, article, and webpage.

Books

The book of ANTA Sports Product Limited, Global Offering, is mainly for the secondary data about the company.

Internet

The main secondary information about ANTA Company is mainly from the webpage of anta.cn

Article

The articles we use are mainly about the brand image, and we search these articles from the e-library of MDH, such as “Effect of brand extension strategies on brand image” written by Eva Martinez and Leslie de Chernatony in 2004, “The role of advertising in brand



image development” written by Tony Meenaghan in 1995.

2.4 Limitation

About the questionnaire and interview, there is limitation of the coverage of questionnaire that just covered one province, which might not represent all market. Moreover, there could be the misinterpretation in interview and questionnaire from Chinese to English. And also due to the fact that most of information is in Chinese, there will be a limitation because of the language barrier. In addition, the product-related attribute theory could be omitted since it is un-related to this case study. The authors only use one of four aspects theories about brand image as the theoretical framework other than three aspects, such as favorability of brand association, strength of brand association and uniqueness of brand association, since the authors focused on analyzing the mismatched from types of brand association in-depth and the other aspects are un-related to this case study of finding out the mismatches. And also we didn't use some questions in the questionnaire, such as question 1, section 1, question 5, section 2, and so on. At last, the authors could only analyze the footwear other than others, such as apparel and accessories, since the main product of ANTA is footwear, which is the representative product.



3. THEORITICAL FRAMEWORK

3.1 Marketing Mix

The marketing Mix was published in 1964 by Neil. H. Borden. There are four major ingredients in Borden's Marketing Mix which comprise of product, price, place, and promotion, namely 4Ps. See Figure 2.



Figure 2 the 4Ps Marketing Mix

Source: Marketing Teacher 2000-2008

3.1.1 Product

Product means the physical product or service which is offered to the customers. And there are many aspects of product decisions which include the quality, function, the features, designing, packaging, appearance, guarantees and the level of after-sales service. (Marketing Teacher 2000-2008)

3.1.2 Price

Price decision revises from the profits margins and compared with the competitor's price. There are some aspects of price including the list of price, financing, cash discount, distributor's price, the terms of credits. (Marketing Teacher 2000-2008)

3.1.3 Place

Place is also meaning channel or distribution which means move the goods, product or service from the service or product provider to the consumers. There are some

factors of place decision including logistics, the level of service, distribution member selection, location, marketing channels.(Marketing Teacher 2000-2008)

3.1.4 Promotion

Promotion means communicating and selling to the customers. It concludes advertising, personal selling, direct mail, display, packaging, publicity, sale promotions, the word of mouth, public relations, media types, etc. (ARRAY Development 2008)

The marketing mix is used by different business to accomplish the aim of the company by marketing and making marketing strategy to a particular consumer target group. In Figure 3, it describes the marketing mix strategy.

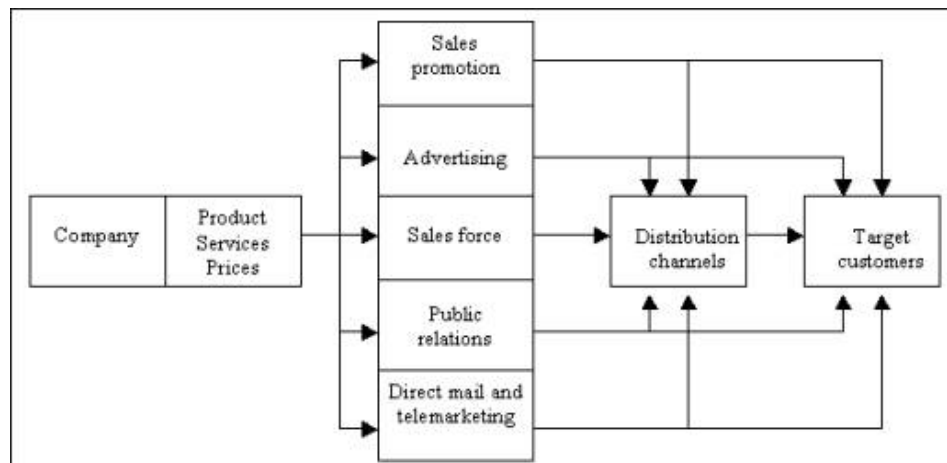


Figure 3 the Marketing Mix Strategy

Source: ARRAY Development 2008

3.2 Brand Image

Brand image means the perception which the consumers have of a brand. Through product positioning or marketing activities, brand image can be carefully developed by the owner of brand. (BENT 2008) Definition of brand image can be as perception about a brand as reflected by the association held in the customer's memory. (Keller 1998, Page 93) And it also can be defined as a set of associations, usually organized in

some meaningful way. (Meenaghan 1995) “These associations refer to any aspect that link the brand with the consumers’ memory.” (Martinez and Chernatony 2004) A positive brand image is created by marketing programs which connects with strong, favorable, and unique association to the brand in memory, which play an significant role in determining the differential response which makes up the brand equity. (Keller 1998, Page 51, 93)

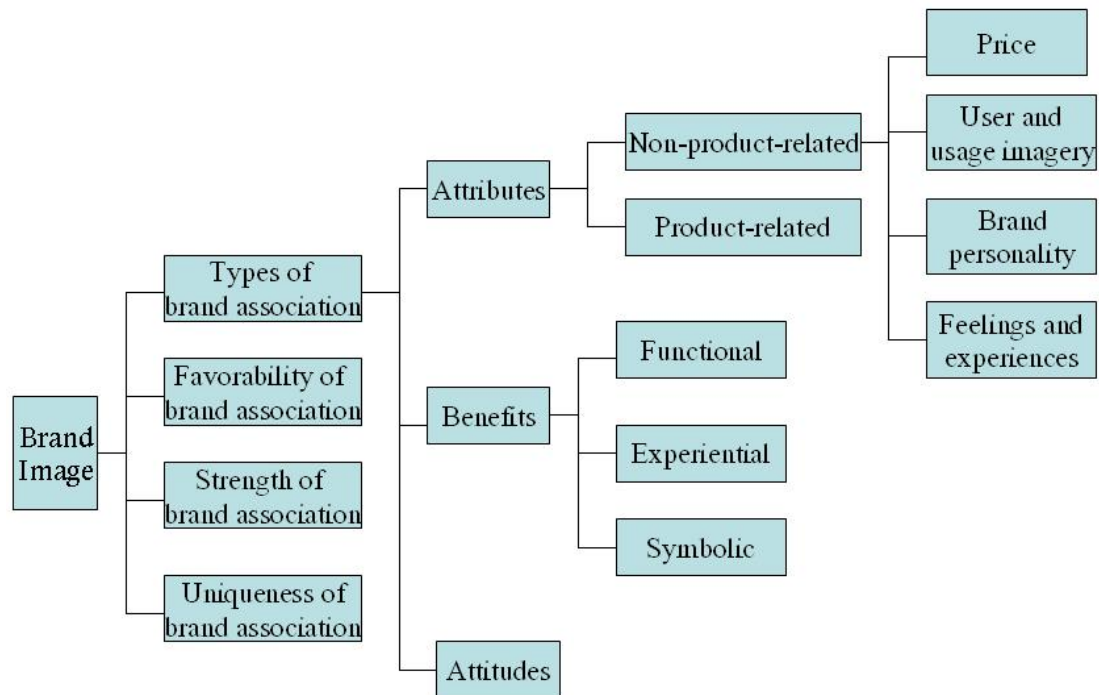


Figure 4 Summary of Brand Image

Source: Keller 1998, Page 94

3.2.1 Type of Brand Associations

There are three major categories of brand associations that including attributes, benefits, and attitudes, which are discussed in detail as following.

3.2.1.1 Attributes

Attributes are the descriptive features which characterize a product or service. For example, what do consumers think a product or service is, or what is involved with its consumption or purchase. Attributes can be classified into two ways, which comprise



of product-related attributes and non-product-related attributes. (Keller 1998, Page 93)

3.2.1.1.1 Product-Related Attributes

Product-related attributed can be defined as the ingredients necessary for performing the service or product function, and refer to physical composition of a product or the requirements of a service. According to optional features and essential ingredients, product-related attributes can be further distinguished. (Keller 1998, Page 93)

3.2.1.1.2 Non-Product-Related Attributes

Non-product-related attributes are defined as external aspects of the service or product, and relate to its consumption or purchase, and it arises from the marketing mix. Non-product-related attribute may affect the process of consumption or purchase but do not directly influence the performance of the product. There are five types of non-product-related attributes which include price, user imagery, usage imagery, feeling and experiences, and brand personality. (Keller 1998, Page 95)

Price is particularly significant attribute association because there are very strong beliefs about the price and values of a brand for the consumers, which may organize the product category knowledge in terms of the price tiers of different brands. The price does not directly concern the product performance or service function, but it represents a step which is very necessary in the process of purchase. (Keller 1998, Page 95)

User and usage imagery attributes can contact with brand users and be formed directly from consumers' own experience. And also they can be formed indirectly through the depiction of target market and usage situation. The association of brand user may be based on the time of day, week, or year, the location, and the demographic factors which include gender, age, race, and income. (Keller 1998, Page



95, 96)

Feeling and experiences: according to Mc-Queen, emotions can provide the product meaning and increase use satisfaction of product while they can enhance the product perceptions for the consumers. It can become strongly associated between the feelings associated with a brand and emotions they evoke. There are four types of feeling consumers can experience when viewing the TV ads, which comprise of upbeat feelings, warm feelings, disinteresting feeling, and uneasy feelings. (Keller 1998, Page 95, 96)

Brand personality reflects how consumers feel about a brand rather than what they think a brand is. A brand can be characterized as being, “encouraging”, “lovely”, “modern” “old fashioned”, “lively”, “exotic”, etc. There are also other dimensions of brand personality which includes gentleness, competence, distinctiveness, annoyingness, excitement, and ruggedness. (Hofstede, Hoof, Walenberg, and Jong 2007) Customers are choosing a brand more based on the brand personality than brand identity because brands are becoming more homogeneous. (Hussey and Duncombe 1999) A right brand personality can lead to the customers’ feeling about the brand. They will think if the brand is relevant and my kind of product. For the consumers, they are more willing to invest in a relationship or make friend with the brand if the advertising reflects the appropriate brand personality. There are many aspects of marketing program to affect the brand personality, but the advertising may especially influence the brand personality. (Keller 1998, Page 97)

3.2.1.2 Benefits

Benefits are the second major type of associations. Benefits mean that consumers attach to the product or service attributes. Benefits are personal value---what kind of benefits the consumers think they can gain for the product or service. Benefits can be classified into three categories which are functional benefits, symbolic, and



experiential benefits.

Functional benefits are the more intrinsic advantage of product or service consumption. Functional benefits usually correspond to product-related attributes, and are often linked to basic motivations, such as the safety and physiological needs. (Keller 1998, Page 99)

Symbolic benefits are the more extrinsic advantage of product or service consumption. They relate to underlying needs for personal expression or social approval, and often correspond to non-product-related attributes, especially user imagery. (Keller 1998, Page 99)

Experiential benefits mean what the consumers feel like to use the product or service. They can correspond to both non-product-related attributes and product-related attributes. The experiential needs, such as variety, sensory pleasure, variety, and cognitive stimulation, are satisfied by these benefits. (Keller 1998, Page 100)

3.3 Attitude

3.3.1 Concept of Attitude

Psychologically, Attitude is a combination of continuous motivation, emotion, and perception in the individual's mind. To be more specific, it presents that a person likes or dislikes an object. Attitude can be positive, negative or between positive and negative towards the object. The object is in a wide range. It can be a item, for example, a brand, a supermarket or a leader of company, or a activity, for instance, go traveling or learn an other language and so on (Evans, Jamal and Foxall, 2006, P67).

The Affective Component:

This component represents the respondent's preference towards to the objects. It presents the feeling like or dislike of the individuals, such as "I think it is good" or "I



think it is bad”. Sometimes, it is described as: I prefer brand X to brand Y” or “I insist the advertisement is so poor”. (Kinnear and Taylor, 1991, P243)

3.3.2 Attitude measurement theory

3.3.2.1 Nominal Scaling approach

According to marketing research book, nominal scaling approach is the easiest one among those scaling approaches. Usually it is divided into two or more categories. The respondents are asked for choosing “Yes or No”. (Kinnear and Taylor, 1991, P244)

3.3.2.2 Likert Scaling approach

Moreover, it's simple to use statistical techniques to calculate the data through replied scores. (Kinnear and Taylor, 1991, P255) Likert Scale is including a series of statements related to on the consumer's attitude towards the company brand in the survey. The respondents are asked for choose their agreements from five degrees; from strongly agree to strongly disagree. (Kinnear and Taylor, 1991, P256)

Calculation

The statements are defined as favorable and unfavorable.

On one hand, under the favorable statement, the scales from strongly agree to strongly disagree would be given 5 score to 1 score. For example,

Strongly Agree=5, Agree=4, No view=3, Disagree=2, Strongly disagree=1

On the other hand, under the unfavorable statement, the scales from strongly agree to strongly disagree would be given 1 score to 5 score. For example,

Strongly Agree=1, Agree=2, No view=3, Disagree=4, Strongly disagree=5

The score of that respondent is 5(favorable statement) +4(unfavorable statement) +1(favorable statement) =10(total score). This calculation helps us receive a general impression about the consumer attitude through total scores as well as find the specific facts from each statement.



Formulation 1

$$\text{MEAN} = (N1*5 + N2*4 + N3*3 + N4*2 + N5*1) / (N1 + N2 + N3 + N4 + N5)$$

N1: the number of respondents who choose “strongly agree”

N2: the number of respondents who choose “agree”

N3: the number of respondents who choose “no view”

N4: the number of respondents who choose “disagree”

N5: the number of respondents who choose “strongly disagree”

N1 + N2 + N3 + N4 + N5 = 400 (the total number of respondents)

3.3.2.3 Semantic Differential Scale

The semantic differential has two bipolar words which stand for opposite meanings, such as comfortable and uncomfortable, fashion and out of fashion, and so on. There are seven-point rating scale represents the extent for the bipolar words. The respondents need to tick the one of point to show their attitude to the object.

(Kinnear and Taylor, 1991, P251)

Formulation 2

$$D = \sqrt{(DM - DR)^2}$$

D: the distance between the company desired image and consumer target group perceived image

DM: the company desired image

DR: consumer target group perceived image

If the $D=0$, it shows there is no distance between the images. If the distance is large, it proves that Anta Company exist big problem in image development process. (Evan, Jamal and Foxall, 2006, Page 144)



4. Finding

4.1 Marketing Mix

4.1.1 Product

According to ANTA Sports products limited, ANTA Company provides a range of ANTA brand sportswear designed for maximum fashion, function and comfort. The products are primarily to meet the needs of active young people who are college and high school students. In order to meet the demands of season, the company provides four collections each year. The company designs and offers different kinds of products to complement each other for encouraging multiple purchases. The main products offering by ANTA are footwear which including basketball footwear, running footwear, outdoor sportswear, extreme sports footwear tennis footwear, table tennis footwear, cross-training footwear and football footwear. The basketball footwear is the main product and account 60% of total footwear products. And also ANTA provides other two categories which consist of apparel and accessories. In the following figure (5), is the turnover by product categories during the year of 2004, 2005 and 2006.

	Years ended December 31,					
	2004		2005		2006	
	RMB (million)	% of total turnover	RMB (million)	% of total turnover	RMB (million)	% of total turnover
Footwear	265.9	85.4	446.0	66.5	797.7	63.8
Apparel	41.2	13.2	215.0	32.1	409.9	32.8
Accessories	4.4	1.4	9.3	1.4	42.5	3.4
Total	<u>311.5</u>	<u>100.0</u>	<u>670.3</u>	<u>100.0</u>	<u>1,250.1</u>	<u>100.0</u>

(100Euro = 1096.65RMB June 11, 2008)

Figure 5 the Turnover of 2004-2006

Source: ANTA Sports products limited, Global offering

There are many kinds of footwear for the men and women, and most of them are designed in color of white and black, and only a few are designed into blue, grey and red. The main footwear of men is basketball footwear, which can be classified into



about 20 different kinds. The color is mainly white and black. There are few kinds of other footwear for men, such as outdoor sportswear, football footwear, table tennis footwear, etc. The female footwear is mainly running footwear, outdoor footwear, and basketball footwear. There are also a few kinds of other footwear for men, such as football footwear, table tennis footwear. (anta.cn 1)

4.1.2 Price

According to the interview with Lee (Question 9, Section 3), the company manages its price strategy by finding the right price for the target customer group and comparing with other footwear brands and rivals. (J. Lee, Personal interview, April 30, 2008)

There is the breakdown of the price, as following:

Table 3 Price list of ANTA footwear

Product	ANTA's Price
Basketball footwear	€17— €45
Running footwear	€17— €28
Tennis footwear	€20— €26
Cross – training footwear	€24— €26
Table tennis footwear	€20— €25
Football footwear	€18— €27

Source: DANAWA 2005-2008

4.1.3 Place

The national headquarter of ANTA is located in Jianjiang city of Fujian province. ANTA managers 39 distributors and operate 4716 ANTA authorized retail outlets through 6 regional operational centers. There are 4 flagship stores located in Shanghai, Wuhan, and Shenzhen. The company motivates the distributors to open bigger and more attractive stores in prime cities in order to gain more brand recognition and sales.

(2007 Annual Results Presentation)



Figure 6 ANTA's distribution

Source: 2007 Annual Results Presentation

(anta.cn 2)

4.1.4 Promotion

The ANTA brand management center is in charge of creating a strong brand image and increasing the brand recognition. Through making market research, evaluating the market information and trends, managing the program of sponsorship endorsement, coordinating unified brand marketing strategies as well as the media, the brand management center make different kinds of marketing plans and strategies to promote ANTA brand.(ANTA sportswear Ltd, global offering 2007)


Through utilizing the television network, newspaper, magazine, internet, outdoor display, ANTA Company makes media advertising campaign. The ads mainly focus on the new products, ANTA brand, and ANTA brand logo. The company also prints the ads in the stores to promote the brand. These years, ANTA Company mainly chooses the domestic sports games as their sponsorship, such as China basketball Association, China Table Tennis Super League, and China National Volleyball League.



According to the three sponsorships, ANTA obtains significant brand exposure, increases the brand recognition and improves the brand image. In order to take the advantage of the opportunities of Beijing Olympics, ANTA gains the sponsor of a CCTV program called “ANTA CCTV Sports Personality”. ANTA also makes other promotional activities, such as sponsor the basketball competition, “meet the player”, to promote the brand and improve the brand image. (ANTA sportswear Ltd, global offering, 2007)

4.2 Brand Image

About the brand of ANTA

The company of ANTA markets products under the ANTA (安踏) brand name. The ANTA logo “” is designed in the shape of English letter of “A” slanting to left as if accelerating into motion. The color of the logo is red and is designed to represent youth and energy. The Chinese slogan of the company is “永不止步”, which is translated into English as “keep moving”, and is designed to symbolize courageous perseverance and also embodies the core corporate value. Since 2002, ANTA branded athletic footwear was named one of “China’s Famous Brand Products” by the General Administration of Quality Supervision, Inspection and Quarantine of the PRC. (According to ANTA Sports Products Limited, Global offering, 2007)

Brand image of ANTA

The essence of ANTA brand is that “Realize your aspiration in sports by exciting repetitiously without flinching so as to forge a true self.” (anta.cn 1) According to the interview with the manager, the slogan of ANTA is “keep moving”, and the target group is the ordinary young people with dream of future. They are the high school students with high pressure of studying and the college students who need self-fulfillment and self-development. These people need to find out a suitable way to release themselves, and they have one goal and dream of life to achieve. And the way that makes them self-fulfillment and show personality is the sport. The sport spirit of



self-improvement and self-development is catering to the needs of their hearts, and becomes a strong weapon that encourages those people keeping efforts, keeping beyond themselves and never giving up. So they try to create a brand image to motivate these young people to persist in their dream and keep striving and moving, and encourage them never give up when they face trouble of life and career. They hope ANTA brand can bring the hope and belief which make them achieve and fulfill their dream. “Encourage” is the essence of ANTA brand image.



Ads Slogan (translated): Staidness, dream comes out

Source: cnnd.com (2008)

4.2.1 Non-Product-Related Attributes

4.2.1.1 User imagery and usage imagery

ANTA Company offers a range of products for both women and men, and the brand suit for most of race who love sports. The age of the customers is between 14 and 24, based on the students from college and high school. Because the target group is students most of whom don't have job and income, the brand of ANTA is designed for these customers. Most of users have goals for their life or career, and they are studying knowledge, experiencing life, showing personality at school. (CAND 1998-2008)

ANTA Company designs the slogan of “keep moving”, and makes advertising via television, internet, newspaper, magazine and store display, and sponsor China Sports Campaign to promote the brand image so as to try to convince the customers that



ANTA is the perfect brand for them. (Annual Results Presentation 2007)

4.2.1.2 Feeling and experiences

According to the interview (Question 3, Section 3), through repeated advertising exposure, such as television ads, magazine ads, newspaper ads, store display ads, ANTA Company tries to take the warm feeling, like hopeful, encourage, active, to change the customers' perception about what it feels like to use ANTA product in order to make them associate to the brand. (J. Lee, Personal interview, April 30, 2008)

4.2.1.3 Brand Personality

According to the interview (Question 2, Section 2), the brand personality of ANTA can be characterized as being “modern and encourage”. ANTA Company has invited some sports celebrities, such as Linghui Kong, Bo Wang, Kun Feng and Bateer as ANTA brand spokesmen. These celebrities are famous basketball, female volleyball and ping pong athletes, and they are representative young sports players who are modern and active. ANTA Company tries to design different kinds of ads to make target group feel that ANTA is modern and relevant “my kind of product” when they use it. About the brand personality of “encourage”, Manager Lee said, this year they have designed advertising which is relevant the “encourage”. The ads is that some young college students from one university in Beijing who are not super talent in sport, but have strong aspiration of success and pay a lot of arduous efforts in sport, at last they are winner in the sport competition. They make the advertising activities encourage the young people persist in pursuit of the dream and hope, do not scare the difficulty and pain, just keep moving no matter how big the trouble is. (J. Lee, Personal interview, April 30, 2008)



Ads Slogan (translated): painful training, don't be afraid of hot pain

Source: HZ 0752.com (2006-2007)

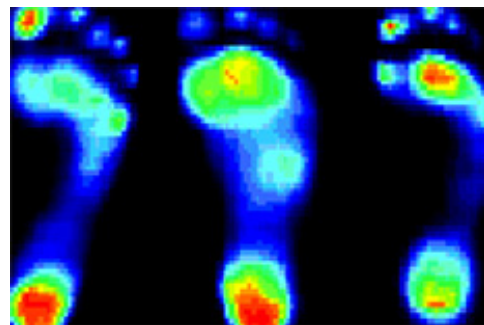
4.2.2 Benefits

4.2.2.1 Functional Benefits

ANTA Company believes that technological innovation is the key to increase product quality. ANTA Company built quality and technology center in Jinjiang headquarters, which is responsible for conducting the research and development activities, and develops the new technology to professional footwear. The core functional benefit of ANTA product is that ANTA Company offers a comfortable and high qualitative product, and meets the customers' needs of comfort, safety and high quality. ANTA has three utility patents for technologies development for the footwear, for example, "Magnetic-Core" technology which is designed to increase the shock absorption at the heel, air permeability technology and "A Core" shock absorption technology. (anta 2008)



Measure Foot Type



Foot Type Scanned Image

Source: anta.cn (2008)



4.2.2.2 Symbolic benefits

According to the interview (Question 4, Section 3), the symbolic of benefits of ANTA footwear should be that it assures users that they are using ANTA only used by “young people” who pursuit of “dream and goals of life”. These young people like adventure, pursuit of challenge of difficulty and frustration, have special personality, and desire to succeed. (J. Lee, Personal interview, April 30, 2008)


4.2.2.3 Experiential benefits

According to interview with the manager (Question 5, Section 3), the experiential benefits of ANTA might be comfort and quality and the feelings of modern and energy when they apply and use the products. ANTA Company designs the product and makes advertising activities to try to bring the experiential benefits of satisfying the needs of sight and feeling, variety, cognitive stimulation of ANTA products. (J. Lee, Personal interview, April 30, 2008)

4.3 ANTA Competitors and Target Group

4.3.1 ANTA Competitors

ANTA Company is a local sportswear brand in China. It main competitors include other local brands, such as Lining, Tebu, Deerhui, 361. Among these companies, Lining is most famous brand and ANTA think Lining is their main competitor and wants to gain more market share from Lining brand. (baidu 2008)

Lining Company Limited is one of the leading sportswear brands in China. Lining was established by Lining in 1990. Lining has own branding research and development, manufacturing, design, distribution and retail capabilities. The products of the group include sports footwear, apparel and accessories for leisure and sport use. It's the strongest company in sportswear industry in China. Lining has outstanding brand image among their consumers. It gained the rewards “my favorite China Brand in 2005” The logo of Lining is “”, and the slogan is “anything is possible.”






(Lining 2008)

Table 4 Price list of Lining footwear

Product	Lining' price
Basketball footwear	€30— €69
Running footwear	€20— €40
Tennis footwear	€35— €60
Cross – training footwear	€19— €27
Table tennis footwear	€11— €34
Football footwear	€18— €34

Source: Smarter 2002-2008

Tebu Company is created in 2001 with footwear products. The brand logo is “”. (baidu 2008) Deerhui Company is one of sportswear brand in China, created in 1985.

The brand logo is “”. (baidu 2008). 361 Company Limited is one of sportswear brand in China, established 2003. The brand logo is “”. (baidu 2008)

4.3.2 ANTA Target Group

According to the interview (Question1, Section 1), over 80% of target group is the high school students and college students, and the age is between 14 and 24. The others are the young people who are working or unemployed. (J. Lee, Personal interview, March 31, 2008)

For most of young people, they like watching NBA via internet. Because they are usually at school or working in office, the main way to watch NBA is using internet online. PPlive, PPstream and QQlive are mainly internet TV softwares, which most of young customers use to watch NBA game. Yao Ming and Yi jianlian are their favorable Chinese NBA players. Yao has been NBA for 4 years and Yi just joined NBA this year. (Xiaolin 2001-2006)



4.4 Attitude

4.4.1 Breakdown of the findings from the questionnaires

Attitude is arise from the breakdown of the findings from the questionnaires

Here are the details of response to the 400 competed questionnaires from 500 copies.

There are 200 respondents from university, 200 respondents from high school

Section 1

Personal information

1. Grade:

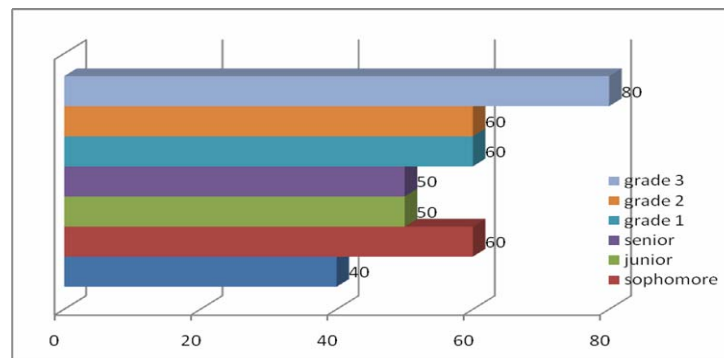


Figure 7

2. Gender: ☐ Male ☐ Female

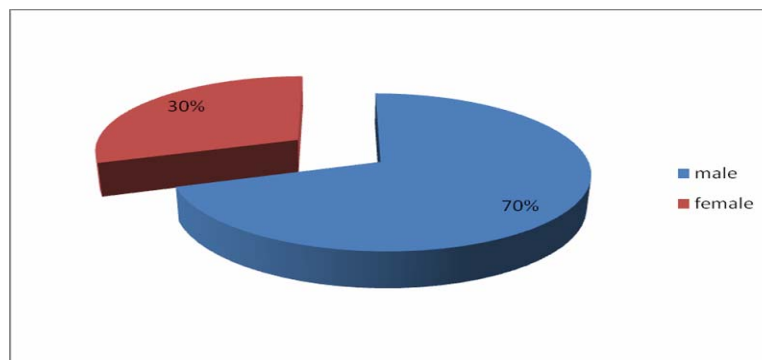


Figure 8

Section 2

Questions about Anta **product, price, promotion and place**

1. Did you buy Anta's product?

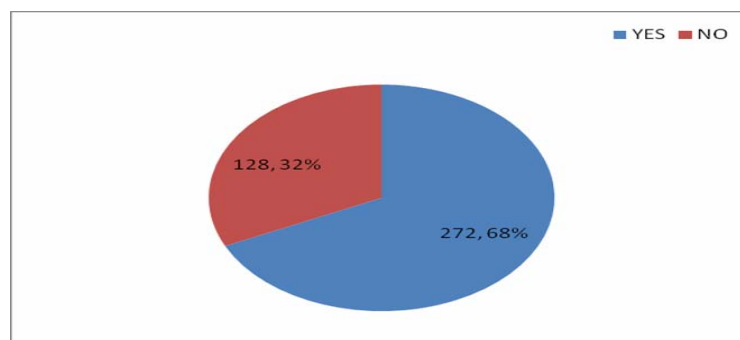


Figure 9

2. Which price scope do you think is acceptable for Anta? (100Euro = 1096.65RMB, June 11, 2008)

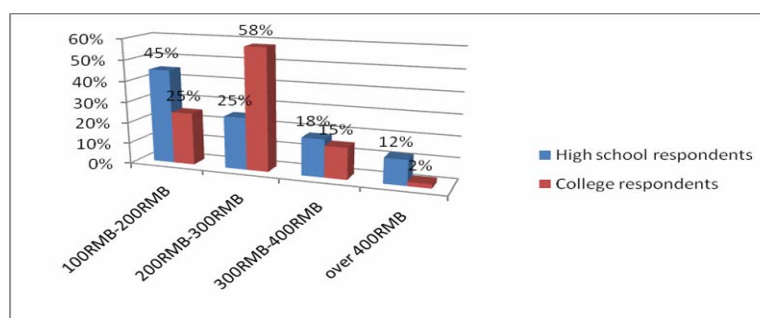


Figure 10

3. Which kind of product of ANTA do you usually buy or if want to buy?

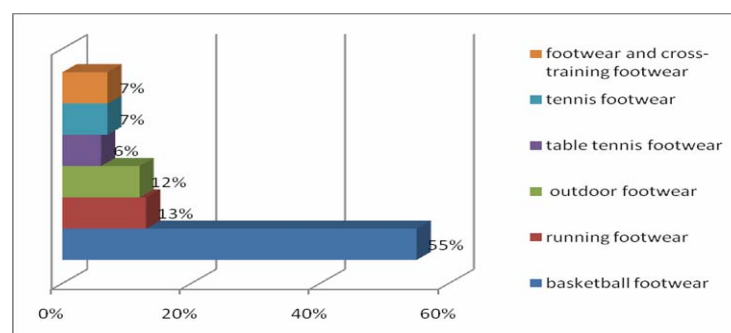


Figure 11

4. If there are two kind of products, one is good quality of ANTA with high price, the other is the same price as ANTA but is more famous brand, like Lining, which one do you will choose?

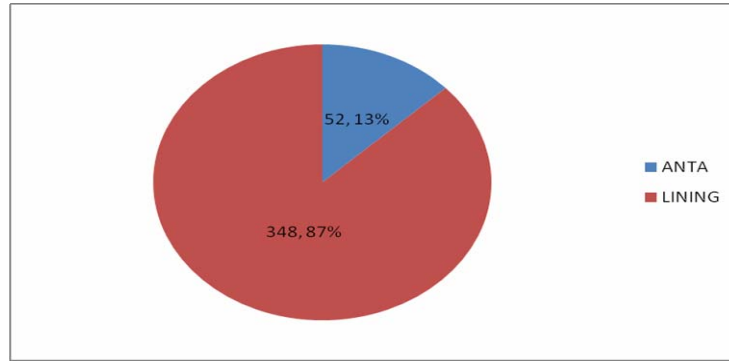


Figure 12

5. Why do you buy sport products?

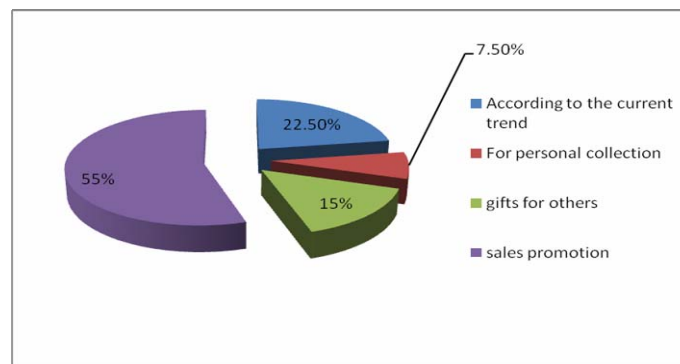


Figure 13

6. Who influences you in your buying decision?

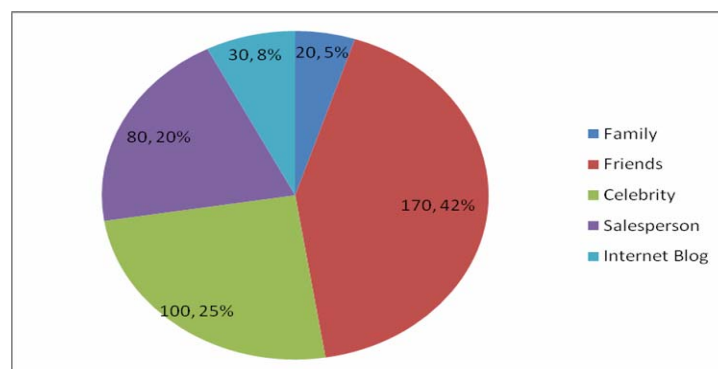


Figure 14

7. Do you know the content of Anta's advertisement? Can you repeat the slogan of this brand?

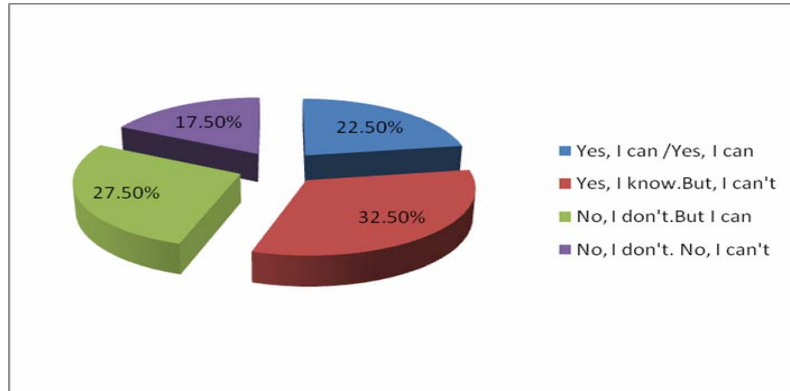


Figure 15

8. How did you know about Anta brand?

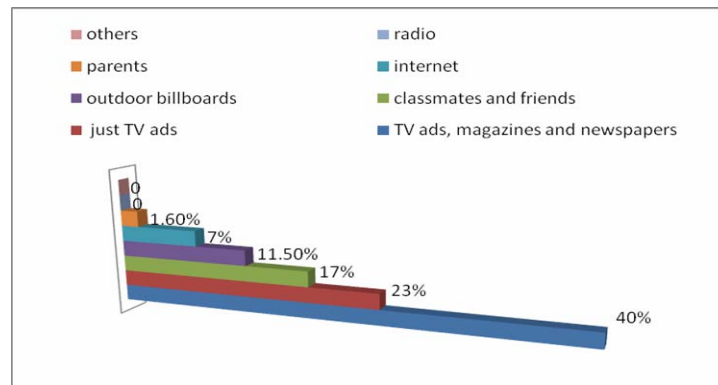


Figure 16

9. Are you usually confused by some kinds of footwear with similar design?

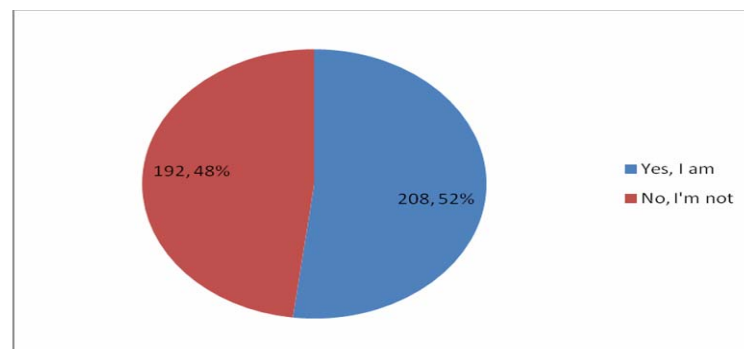


Figure 17

10. Is it convenient for you to get to the right place to buy Anta's product?

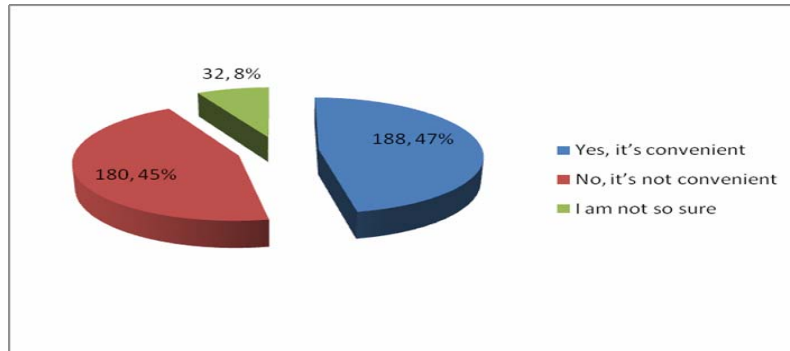


Figure 18

11. Would you like the celebrities show up in Anta's advertisement?

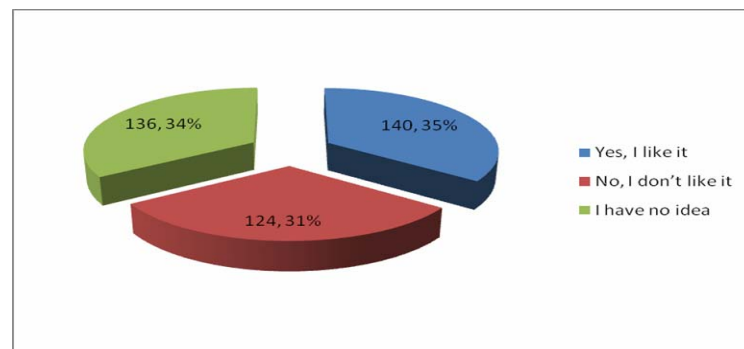


Figure 19

12. If you like the celebrities show up in the advertisement, which group do you like?

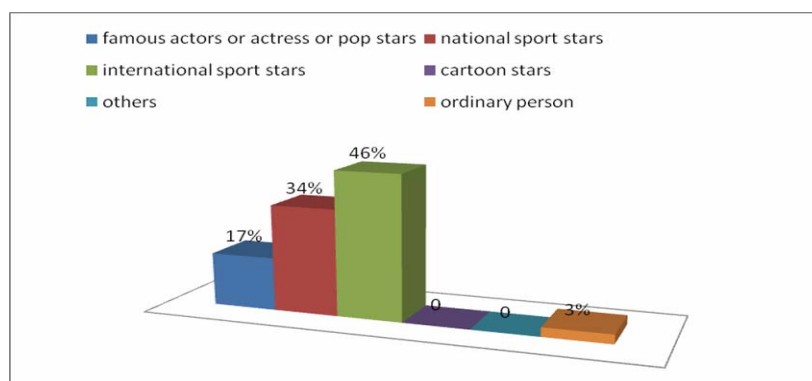


Figure 20

Selection 3 Questions about ANTA Brand Image

1. Do you know ANTA Company?

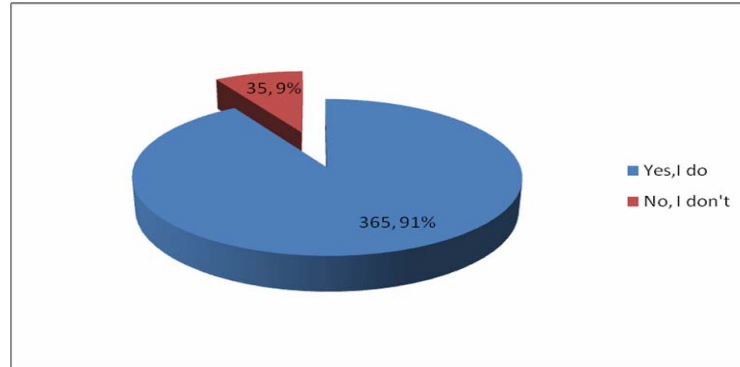


Figure 21

2. Do you know the Slogan of ANTA?

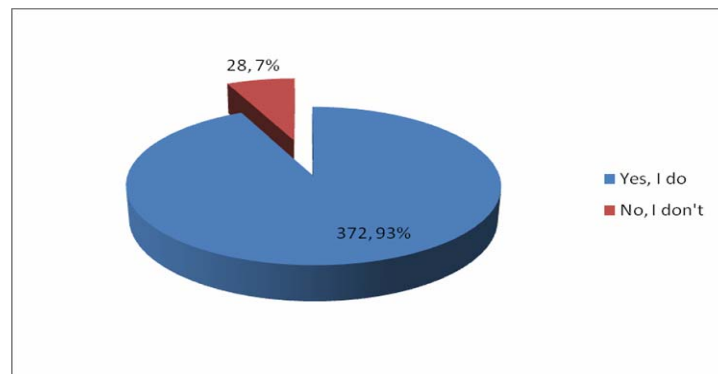


Figure 22

3. Do you know which one of the ads slogan of ANTA is, as followed,

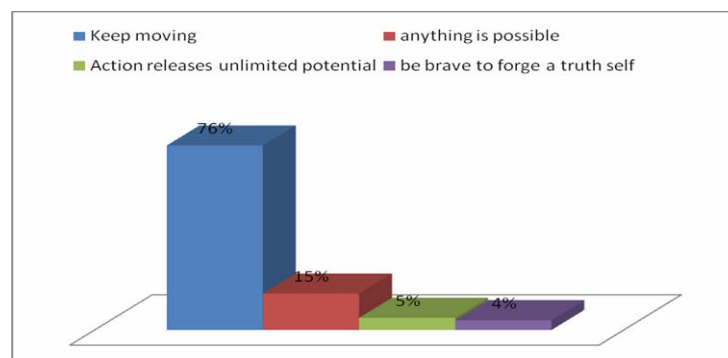


Figure 23

4. Which kind of brand image do you like more?

A CASE STUDY OF BRAND IMAGE OF ANTA COMPANY

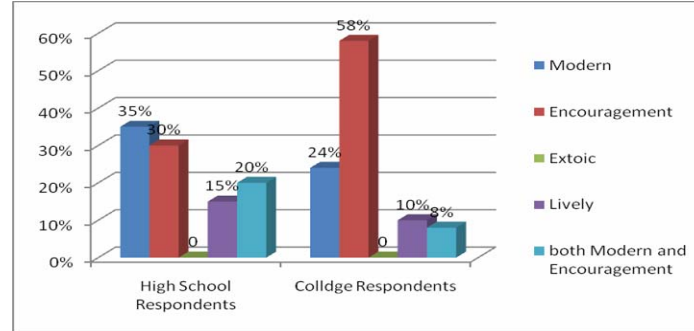


Figure 24

5. Do you think which one is ANTA brand personality, as followed,

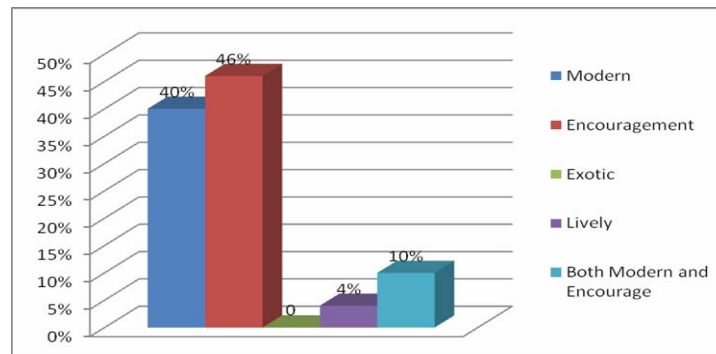


Figure 25

6. I believe the quality of ANTA products is very good and comfortable.
7. I believe the technology of ANTA is quite high
8. I believe ANTA product is expensive for me.
9. I believe ANTA ads are creative.
10. I believe ANTA is fit for the age of mine.
11. I believe ANTA can help improve my self-image
12. I believe ANTA brand image is fit for my understanding of sports sprite



Table 5 the summary of Q6-Q12

	Strongly Agree	Agree	No View	Disagree	Strongly Disagree
Q6	21.5%	33.5%	20%	17%	8%
Q7	18.5%	36.5%	31%	9.5%	4.5%
Q8	14%	26%	29%	20%	11%
Q9	11%	32.5%	21.5%	28%	7%
Q10	18%	48%	20%	8%	6%
Q11	6%	24%	46%	18%	6%
Q12	9%	36%	34.5%	18.5%	7%

The percentage of respondent choose from “strongly Agree”, “Strongly Disagree”

13. Do you think which one ANTA brand image is as following,

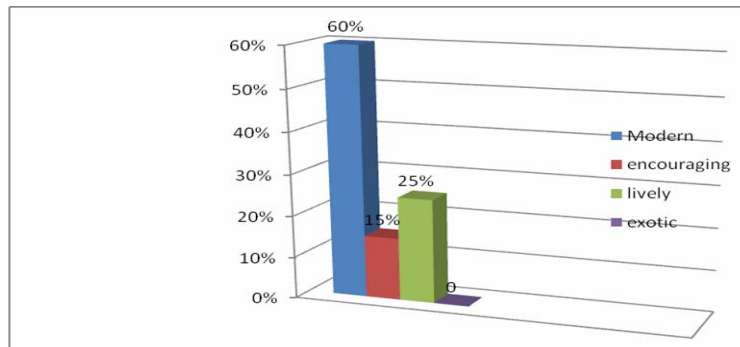


Figure 26

14. Which kind of feeling and experience after you use ANTA products?

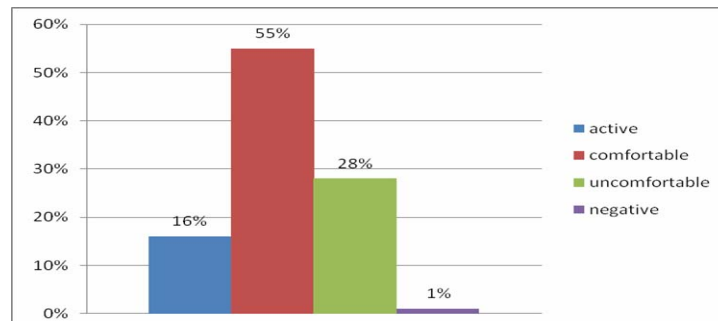


Figure 27

15. When you use ANTA products first time, will you buy it next time?

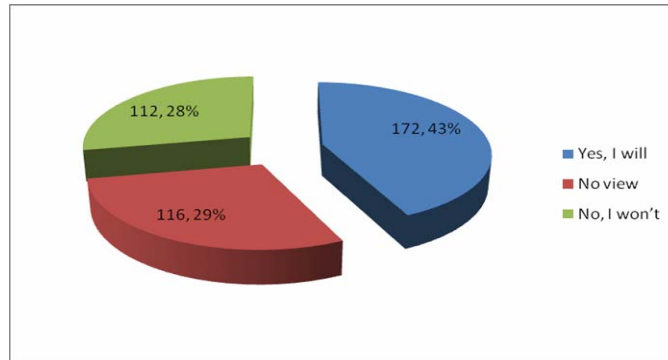


Figure 28

16. Which kind of logo of other company do you usually confuse with ANTA's logo
 ? (Lining , Deerhui , Tebu , 361°  are famous sport company limited in China. They are ANTA's competitors.)

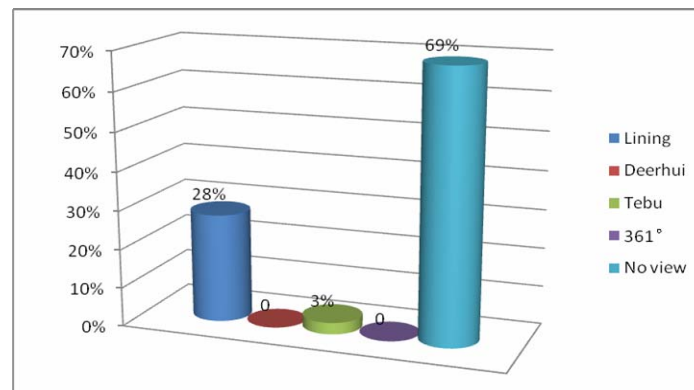


Figure 29

17. How do feel ANTA brand image in you minds?

A CASE STUDY OF BRAND IMAGE OF ANTA COMPANY



Table 6 Customer's feeling of ANTA brand image in their minds

	1	2	3	4	5	6	7	
Positive	10%	12%	20%	48%	10%			Negative
Passional	8%	12%	20%	39%	15%	6%		Offish
Challenge	8%	12%	20%	39%	15%			Conservative
Aspiration of success	8%	12%	20%	39%	15%	6%		Enjoy status quo
Keep moving	92%	8%						Give up
Luxurious		18%	22%	29%	18%	8%	5%	Poor
Fashionable	9%	8%	12%	25%	28%	12%	6%	outdated
Optimistical	8%	12%	20%	39%	15%	6%		Futilitarian
Open-mind	10%	21%	22%	28%	16%	3%		Bashful
Teamwork spirit	8%	17%	15%	20%	19%	12%	9%	Individualistic



5. Analysis

5.1 Brand image

5.1.1 ANTA's wanted brand image

Brand image can be defined as perception about a brand as reflected by the association held in the customer's memory. From finding, we found the wanted brand image of ANTA is that they try to create the brand image of "encouraging". The essence of the brand is to make the people realize the aspiration of sports in sports by exciting repetitiously without flinching in order to forge a true self. They make "keep moving" as the brand slogan, and try to satisfy the needs of main target groups' self-fulfillment and self-development. ANTA wants to create a kind of brand image which motivate and encourage these young people keep the passion of life and career, pursuit of their dream, keep striving and moving, never give up and bow in front of the frustration.

5.1.2 Consumer attitude of ANTA brand image

According to the theory part, attitude is a combination of continuous motivation, emotion, and perception in the individual's mind. To be more specific, it presents that a person likes or dislikes an object. Attitude can be positive, negative or between positive and negative towards the object. In this analysis part, we are trying to analyze how is Anta's target consumers feeling and perception about Anta's brand in their mind. Are there any mismatches between the company desired brand image and the consumers received in their minds?

According to the questionnaire, we can find 60% of customers agree the ANTA brand image is encouragement, 25% of customers feel the ANTA brand image is lively, and 15% of customers feel ANTA brand image is modern. However, according to the questionnaire, we found 35% of high schools students think "modern" as brand image is fit for them more, and 15% of high school students think lively is fit for them, only 30% of high school students think they more like encouragement as brand image. For



the college students, 58% of students feel encouragement is fit for them, 24% think modern is fit for them, 10% think lively is fit them, and 8% students they both like encouragement and modern as brand image.

According to the statistics, we found ANTA Company's advertising is successful because at least 60% of customers think they can feel that ANTA is showing the brand image of encouragement to them. However, for different age of customers, the perception of brand image is different. Most of high school students more like modern, just 30% of students think they like encouragement of brand image. For the college students, 58% like encouragement as brand image which affect their purchasing decision.

5.1.3 Analysis the affection composition of attitude

According to the questions 6-12 in section 3 of the questionnaire, we use the formulation 1 to analyze the customers' perception of favorable and unfavorable. Based on the results of questionnaire and formulation 1, the analysis is as following,

Formulation 1:

$$\text{MEAN} = (\text{N1} * 5 + \text{N2} * 4 + \text{N3} * 3 + \text{N4} * 2 + \text{N5} * 1) / (\text{N1} + \text{N2} + \text{N3} + \text{N4} + \text{N5})$$

N1: the number of respondents who choose "strongly agree"

N2: the number of respondents who choose "agree"

N3: the number of respondents who choose "no view"

N4: the number of respondents who choose "disagree"

N5: the number of respondents who choose "strongly disagree"

N1 + N2 + N3 + N4 + N5 = 400 (the total number of respondents)

The result of these questions is in the table 7.



Table 7 Scores in favorable statements and unfavorable statements

	Statements	Scores
Favorable	Q6. I believe the quality of ANTA products is very good and comfortable.	3.435
	Q7. I believe the technology of ANTA is quite high	3.135
	Q9. I believe ANTA ads are creative.	2.855
	Q10. I believe ANTA is fit for the age of mine.	3.59
	Q11. I believe ANTA can help improve my self-image.	2.835
	Q12. I believe ANTA brand image is fit for my understanding of sports sprite.	3.365
Unfavorable	Q8. I believe ANTA product is expensive for me.	3.12

If the score is below the average value 3 under favorable statement, it means the target consumer group insists a negative attitude on ANTA brand image. If the score is below average value 3 under unfavorable statement, it means they hold a positive attitude on ANTA brand image.

Table 7 shows us that four results under favorable statements are above the average value. There are, however, two results is below the average value 3. One is 2.885, the score of “I believe ANTA ads are creative.” The other one is 2.835, “I believe ANTA can help improve my self-image.” In addition, the unfavorable statement score is higher than the average value.

There are three numbers reveals negative trace in consumers’ affection. The first one is 2.885, which is lower than 3, under favorable statement “I believe ANTA ads are creative.” This proves that ANTA ads are not very creative in target consumers’ minds. The second unfriendly number to Anta brand image is the score of 2.835 which is also lower than 3 under favorable statement “I believe ANTA can help improve my self-image.” That means the target group consumer don’t believe ANTA can help



them to improve self-image, such as make them feel good looking and confident. This score implies there exist serious problems among target consumer group received image and the company's desired image among their consumers.

5.1.4 The Distance Analysis

According to the questionnaire, the distance among Anta's target group consumer's wanted self- image, self image and the brand image of Anta is analyzed in following:

Table 8 Customer's feeling of ANTA brand image in their minds

	1	2	3	4	5	6	7	
Positive	10%	12%	20%	48%	10%			Negative
Passional	8%	12%	20%	39%	15%	6%		Offish
Challenge	12%	12%	18%	41%	17%			Conservative
Aspiration of success	16%	12%	12%	38%	18%	4%		Enjoy status quo
Keep moving	92%	8%						Give up
Luxurious		18%	22%	29%	18%	8%	5%	Poor
Fashionable	9%	8%	12%	25%	28%	12%	6%	outdated
Optimistical	12%	20%	13%	31%	16%	6%		Futilitarian
Open-mind	10%	21%	22%	28%	16%	3%		Bashful
Teamwork spirit	8%	17%	15%	20%	19%	12%	9%	Individualistic

The average of "Positive" = $(1 \times 10\% + 2 \times 12\% + 3 \times 20\% + 4 \times 48\% + 5 \times 10\%) \times 100 = 3.36$

The average of "pass ional"

$$= (1 \times 8\% + 2 \times 12\% + 3 \times 2\% + 4 \times 39\% + 5 \times 15\% + 6 \times 6\%) \times 100 = 3.59$$

The average of "Challenge" = $(1 \times 12\% + 2 \times 12\% + 3 \times 18\% + 4 \times 41\% + 5 \times 17\%) \times 100 = 3.39$

The average of "Aspiration of success"

$$= (1 \times 16\% + 2 \times 12\% + 3 \times 12\% + 4 \times 38\% + 5 \times 18\% + 6 \times 4\%) \times 100 = 3.42$$

The average of "Keep moving" = $(1 \times 92\% + 2 \times 8\%) \times 100 = 1.08$

The average of "Luxurious"

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$$= (2*18\%+3*22\%+4*29\%+5*18\%+6*8\%+7*5\%)*100=3.91$$

The average of “Fashionable”

$$= (1*9\%+2*8\%+3*12\%+4*25\%+5*28\%+6*12\%+7*6\%)*100=4.15$$

The average of “Optimistical”

$$= (1*10\%+2*20\%+3*13\%+4*31\%+5*16\%+6*6\%)*100=3.31$$

The average of “Open-mind”

$$= (1*10\%+2*21\%+3*22\%+4*28\%+5*16\%+6*3\%)*100=3.28$$

The average of “Teamwork spirit”

$$= (1*8\%+2*17\%+3*15\%+4*20\%+5*19\%+6*12\%+7*9\%)*100=3.97$$

According to the answers of interview question via email, we gain the result of ANTA wanted brand image. See Table 3.

Table 9 **ANTA’s wanted brand image**

	1	2	3	4	5	6	7	
Positive	X							Negative
Passional	X							Offish
Challenge	X							Conservative
Aspiration of success	X							Enjoy status quo
Keep moving	X							Give up
Luxurious				X				Poor
Fashionable		X						outdated
Optimistical	X							Futilitarian
Open-mind	X							Bashful
Teamwork spirit		X						Individualistic

The result of ANTA’s brand image from the manager, as following:

Positive = 1,

Passional =1,

Challenge =1,

Aspiration of success=1,

Keep moving =1,



Luxurious =4,

Fashionable =2,

Optimistical=1,

Open-mind =1,

Teamwork spirit =2.

The distance analysis

According to the formulation:

$$D = \sqrt{(DM-DR)^2}$$

D: the distance between the company desired image and consumer target group perceived image

DM: the company desired image

DR: consumer target group perceived image

If the $D=0$, it shows there is no distance between the images. If the distance is large, it proves that Anta Company exist big problems in image development process. (Evan, Jamal and Foxall, 2006, P144)

The result of distance is as following:

Distance of "Positive" = $\sqrt{(1-3.36)^2} = 2.36$

Distance of "Passional" = $\sqrt{(1-3.59)^2} = 2.59$

Distance of "Challenge" = $\sqrt{(1-3.39)^2} = 2.39$

Distance of "Aspiration of success" = $\sqrt{(1-3.42)^2} = 2.42$

Distance of "Keep moving" = $\sqrt{(1-1.08)^2} = 0.08$

Distance of "Luxurious" = $\sqrt{(4-3.91)^2} = 0.09$

Distance of "Fashionable" = $\sqrt{(2-4.15)^2} = 2.15$

Distance of "Optimistical" = $\sqrt{(1-3.31)^2} = 2.31$

Distance of "open-mind" = $\sqrt{(1-3.28)^2} = 2.28$

Distance of "teamwork" = $\sqrt{(2-3.97)^2} = 1.97$



According to the above analysis, we found there is a big distance between ANTA Company brand image building and customers' perception. As above, the distance of "positive", "Passional", "Challenge", "Aspiration of success", "Modern", and "Optimistical" is over score 2.00, especially, the largest distance is passional, which means the distance is very huge. Based on the book "Marketing research", if $D=0$ there is no distance and if over 0 it means that there is distance, the bigger the score, the huger the distance. According to the data analysis, we found the distance exists in most of aspects of brand image building, and if ANTA has not yet realized the distance they will obviously be lost their way in their brand image building.

Mismatch 1: ANTA Company's wanted brand image building and customer's perception

According to the above analysis, we found that there is a mismatch between ANTA Company's wanted brand image building and customer's perception of brand image. ANTA Company invests so much money and energy to repeat their ads exposure and publicize the brand image of encouragement that makes the young customers release the aspiration, challenge and passion in sports. Although they have the strong desirability of building and improving the self-image, but only 30% high school students and 58% college students agree the encouragement of brand image, the others like different kind of brand image, such as, modern or lively.

Therefore, according to analyze the statistics of questionnaire in customers' perception of ANTA brand image and distance between ANTA Company and consumers' attitude, we deduce the young customers can feel directly ANTA brand image of encouraging, but customers can not strongly feel the idea that ANTA want to express in its advertisement and promotion, because there is the mismatch of perception among different group with different educational background and intention so that it would cause barriers to communication and transmit of each one's thinking. Moreover, even the same thing, different people could look in different perspectives



and then have distinct understanding. The effect of this kind of barriers turn out that ANTA invests a large amount of money in advertisement and promotion of brand image and so on, however, it accepts achievement much lower than its expectation. Technically, this kind of mismatch is impossible to disappear only through company's efforts, but at least, company can narrow and deal with the mismatch through unremitting efforts in a long time.

5.2 Attribute & marketing mix

5.2.1 Price

“Price is particularly significant attribute association, because consumers often have strong beliefs about the price and value of a brand and may organize their product category knowledge in terms of the price tiers of different brands.”

5.2.1.1 Price of ANTA

From the finding, we found the price of footwear of ANTA is mainly between € 17 and € 45. The basketball footwear is the main footwear product, and the price of best basketball footwear is € 45, which seems the highest price. ANTA Company believes the price is quite fit for the needs of their customers, which is that not very high and not very low. However, we found if compared with other more famous brands, the price of some products is a little high, because they are very close to the low level of some of international brands.

5.2.1.2 Consumer attitude of ANTA's price attribute

According to the questionnaire, we find 45% of high school students think the price scope between € 10 and € 20 is very acceptable, 25 % think the price between € 20 and € 30 is acceptable, and 18% accept the price scope between € 30 and € 40, and 12% accept the price scope above €40. For the college students, 25% college students accept the price between € 10 and € 20, 58% accept between € 20 and € 30, 15% accept between € 30 and € 40, and only 2% can accept above € 40. It seems that high



school students mainly buy lower price product, and the college students mainly buy products in the middle-level price. So if the price of ANTA is too high, then they will lose lots of customers, for example, only few students will buy the price above € 30.

When we ask them which kind of products they usually buy or plan to buy, approximately 55% students plan to buy basketball footwear, 25% students intend to buy running footwear and outdoor footwear; only 13% students want to buy the tennis footwear and table tennis footwear. In this case we find the price of basketball footwear is quite high, which is between € 17 and € 45, many customers don't accept the price. When we ask the respondents if there are two kinds of product, one is ANTA with high price, the other is Lining, which one they will choose. As a result, 87% of the college students and high school students chose Lining rather than ANTA. For ANTA, there are so many kinds of basketball footwear with the high price which is the same level as the Lining. Moreover, in table 7, the third number 3.12 under unfavorable statements show that the target consumers insist the price of the product is higher than they expected, which may play a negative role for the consumers attitude towards ANTA.

As we know, the main potential clients of ANTA want to buy basketball footwear, but the price of ANTA's relevant product is a little bit higher than its competitors such as Lining which is most famous domestic sports brand, on the condition that the degree of recognition of ANTA's brand has not reach that level as same as Lining brand. Higher price but lower recognition of brand of ANTA could lead to its potential customers tend to purchase similar products from other company like Lining rather than that of ANTA.

Mismatch 2: ANTA's wanted price attribute and consumers' attitude

According to the compared analysis, we deduce there is a mismatch between ANTA wanted price attribute of brand image and consumers' attitude about the ANTA price.



The price strategy of ANTA is made depending on comparing with international sports brands, other domestic competitors, and the brand value. In spite of this, the customers still think the price of some kinds of basketball footwear is too expensive to buy it. They will buy other famous brand, like Lining, instead of buying some ANTA products with high price. The mismatch exists between the pricing of ANTA and the price potential customers are willing to take.

5.2.2 Feeling and experience& product and place

According to Mc-Queen, emotions can provide the product meaning and increase use satisfaction of product while they can enhance the product perceptions for the consumers. There are four types of feeling consumers can experience when viewing the TV ads, which comprise of upbeat feelings, warm feelings, disinteresting feeling, and uneasy feelings.

5.2.2.1 The feeling and experience that ANTA tries to make

From the finding, we found through repeated advertising exposure, such as television ads, magazine ads, newspaper ads, and stores display ads, ANTA tries to bring the warm feeling to the customer, for example, hopeful, encourage, active. ANTA utilizes the repeated advertising exposure to change the customers' perception about what it feels like when to use ANTA products.

5.2.2.2 Products and place

According to the finding, we found ANTA Company design many kinds of footwear. In order to make sure the quality and technology, they built a research and development center which is in charge of the innovation and designing a comfortable product. In the finding, we also found some kinds of footwear look quite similar, such as table tennis footwear and running footwear. About the place, from the finding we found there are 4716 authorized retail outlets through 6 regional operational centers, which makes sure to cover different customers from different place. But as we know,



in China, there are so many cities and the size and population of every city is very huge, so it seems that ANTA needs enough efforts to investigate the information of city and design retail outlets in the right place where it can cover most of customers.

5.2.2.3 Consumer's feeling and experience of ANTA products and place

According to the questionnaire, we found 55% of respondents acknowledge they feel comfortable after using ANTA products, but there is 28% of respondents think they feel uncomfortable when using it and 24% of respondents think they will not buy it again. About 55% of respondents think the quality of ANTA product is good and acceptable. 25% of respondents think the quality is bad. And there are 52 % of respondents think they are usually confused by some kinds of footwear with the similar design. According to table 2, we found over 40% of respondents can feel the passion, positive and challenge is the brand image of ANTA. There are also about 40% of respondents whose feeling of the brand image ANTA building is not very clear. About the place, from the questionnaire, we found only 47% of customers think it's convenient to get the right place to buy Anta product, and there is 45% of respondents think it is not convenient to buy the product. It seems when ANTA Company selected the place as retail outlets, they didn't cover most of customers.

Therefore, ANTA Company tries its best to make technology innovation to make sure the good quality and the high degree of comfortable, but there are still large numbers of customers who thinking the quality and degree of comfortable is not ANTA publicizes in advertising and anticipation. And this will affect the customers' perception of ANTA brand image.

Mismatch 3: the attribute of feeling and experience ANTA intends to bring and customers' perception

According to the above analysis, we deduce there is a mismatch between the attribute of feeling and experience which ANTA Company intend to bring and customers'



perception. Every year, through using television, internet, newspaper, magazine, stores display and sponsorship to repeat the advertising exposure in order to affect the customers' feeling and experience after using ANTA products. ANTA Company tries to bring comfortable and positive feeling and experience to the customers. But there are only less than 50% of customers to acknowledge they can gain the effect and feeling. And there are many customers who think the products are not comfortable for them and the stores are not convenience to go, which are not ANTA Company expects.

Different customers have distinct preference and needs, the question that to what extent ANTA Company can meet different customers' needs decide the width of the mismatch. Sport footwear could be used in all sorts of sport and different functions, which could cause bad consequence if a man aiming to play table tennis buys a ANTA running footwear, after a table tennis match, he is definitely dissatisfied with the experience of using ANTA products, because he does not realize he wrongly bought running footwear to play table tennis and utilized one product's function wrongly, for this reason, it seems like ANTA is very innocent to be blamed, but we must confess ANTA products in two range of footwear look very similar, for un-experiential buyer, it is a little bit hard for him to distinguish these two kinds different products with different internal design and function. It exposes ANTA is lack of efforts to introduce its products' specific function and technology which it used in its products to customers, which leads to that customers could not better use and experience its products, without saying leaving good impression on its products. So it requires ANTA differentiates its product's attributes to meet different demands and display its technology contained in its products, so that majority of customers would be satisfied.

5.2.3 Brand personality & promotion

The brand personality reflects how people feel about a brand rather than what they think the brand is or does. Advertising in particular often needs to reflect the



appropriate brand personality.

5.2.3.1 ANTA brand personality

According to the interview, we found that ANTA Company tried to characterized ANTA brand as “modern and encouragement”. About the “modern”, we found the company designed a range of footwear with different color, size, and pattern. And they also invited some famous domestic sports stars as their spokesmen. The celebrities are the table tennis players who are the champions in past Olympics games, volleyball player, and basketball player. About the encouraging brand image, ANTA Company makes different kinds of encouraging advertising and ads slogan. The company tries to create impression to customers, which is that when customers talk about ANTA product, or when they face the trouble, they will recall the core slogan of ANTA, “Keep moving”, or the other slogans, such as “success, arises from the first step”, “don’t bow in front of unfair”, “without talent, you still can succeed”, and so on.

5.2.3.2 Promotion


Promotion means companies communicate and sell to the customers through advertising, personal selling, email, package, sale promotion, word of mouth.

ANTA Company makes advertising campaign focusing on the new products, ANTA brand, brand logo, brand personality through television network, newspaper, internet, store display, magazine etc. In order to increase the brand recognition, publicize the brand personality, improve the brand image, ANTA also sponsor the domestic sports game as their sponsorship and endorsement.

5.2.3.2.1 The ANTA logo“”and slogan

From the finding, we found the ANTA logo“”is designed in the shape of English letter of “A” slanting to left as if accelerating into motion. The color of the logo is red



and is designed to represent youth and energy. The slogan of ANTA is “keep moving”.

Compared with ANTA, Lining’s logo is this“”, Lining’s slogan is “anything is possible”. We found these kinds of brand have the quite similar logo and slogan.

5.2.3.2.1 The ANTA brand celebrities

From finding, we found the celebrities of ANTA are Linghui Kong, Bo Wang, Kun Feng and Bateer. Linghui Kong and Bo Wang are the table tennis champions in the past Olympics Games, Kun Feng is the famous domestic female volleyball player, and Bateer is the famous domestic basketball player who is playing CBA. According to compare with the main footwear products ANTA offers, we found the main footwear product is basketball footwear, which account about 60% of footwear products. There is only one celebrity who is the basketball player. Two are table tennis players and the other one is volleyball player.

5.2.3.3 Consumer’s attitude of ANTA brand personality and promotion campaign

According to table 8, we found there are about 54% of respondents who think ANTA brand is modern and fashionable, but there are 46% of respondents who think ANTA is not modern but outdated. About the encouraging brand personality, there are about 40% respondents who don’t have the strong feeling about it. About the celebrities, 75% of respondents know the celebrities but 65% respondents think these celebrities are not their favorable stars. About the ANTA logo “”, about 26% of respondents were confused with other logo once, like confused with Lining“”. Although most of people know the company’s symbol, there are still 7% of the respondents who don’t know what the right brand logo it is. Moreover, there are 60% of them choosing the correct answer “keep Moving”. This percentage is not high enough for Anta which intends to compete with other famous international and national brands. Generally, Anta Company developed so well until now in consumer’s cognitive of attitude with high brand basic knowledge and moderate level capacity to distinguish brand symbol



and slogan, which is not ANTA anticipates

Mismatch 4: ANTA brand personality and consumers' perception

According to the breakdown analysis, we deduce there is a mismatch between ANTA brand personality and consumers' perception. ANTA Company want to build a modern and encouraging brand personality to the customers, but there are so many respondents who think ANTA products and advertising are not modern, some customers think they are outdated. The main celebrities are not the favorable stars of other customers, although some customers like them very much. And some high school and college students even don't know these celebrities. The brand logo is very similar with the other brands, which make the potential customers confused about it.

Brand spokesman the company chooses should be able to perform the main products of the company, because the reason company chooses celebrity as its spokesman is the effect of celebrity, which can make common people think this celebrity has recognized and appreciate this brand and make people imitate celebrity's behavior buying the products of this brand. As we know, ANTA main products is basketball footwear, it would have chosen celebrities in basketball field, but it chosen table tennis players as its main spokesmen, this action blurs its products so that people would consider basketball footwear not as the main and strong products with competitiveness in ANTA.

About the customers' perception of the brand personality of comparing with ANTA logo and slogan and Lining, if we think about the logo of these two company, we can easily find out what they want to express to customers is very similar. Both of them want to make customers believe in themselves and meet and exceed their potential. Although the meaning of the two companies' slogans want to express are similar, Lining's has been advocated for years and been planted in customers' mind, as a newcomer, ANTA just simply copy Lining's idea, not only not promote its brand



image, but also has negative influence on itself, because once customers find ANTA's idea are from Lining's only changed the slogan's words but with same meaning, and changed logo but still look very similar, customers would think ANTA has no innovation and plagiarizes other's idea and definitely avoid to buy its product, firstly, because everyone has desire to be special rather than a follower of others, secondly, plagiarize is immoral in Chinese' eyes. In one words, ANTA's slogan and logo quite similar with Lining will confuse the customers' perception about ANTA brand personality and make people question its personality.

5.3 Benefits

There are three kinds of benefits which include functional benefits, symbolic benefits, and experiential benefits.

5.3.1 Benefits ANTA tries to make

About the functional benefits, we found that ANTA Company believes technological innovation is the key to increase product quality. ANTA Company built a quality and technology center to manage the research and development activities, which makes sure to offer a comfortable and high qualitative product, and meets the customers' needs of comfort, safety and high quality. About the symbolic benefits, we found ANTA Company wants to assure the young users get the benefits of feeling of "dream and goals of life", adventure and challenge. About the experiential benefits, from the interview, we found that ANTA Company designs the product and makes advertising activities to try to bring the experiential benefits of satisfying the needs of sight and feeling, variety, cognitive stimulation of ANTA products.

5.3.2 Consumer attitude of benefits of ANTA brand image

According to analyze the questionnaire, we found that the quality of ANTA is good, because there are about 55% of respondents think they feel very comfortable and the quality is quite good. Most of these customers will buy it again. These kinds of brand



image also increase the customers' brand loyalty. However, there are still almost 25% customers think when they wear it, they feel uncomfortable. And these customers think the quality is also not good. About the symbolic benefits, according to table 2, we found although there are about 40% of customers can get the feeling about the passion, challenge and adventure, there are still 20% of respondents don't get symbolic benefits from ANTA brand image building.

Mismatch 5: the benefits of brand image ANTA built and consumers' attitude

According to the above analysis, we can deduce that there is a small mismatch between the benefits of brand image ANTA built and consumers' attitude. The company thinks technology is the key to keep good quality and comfortable. And they try to bring the passion and challenge of symbolic benefits to the customers. However, there are still many people think the footwear is not comfortable and the quality is not quite good. Many customers don't get symbolic benefits from ANTA, which ANTA Company anticipates to take to customers. It seems when ANTA Company designs the footwear, they don't cover and stratify the needs of different kinds of customers. And the advertising activities are not enough to make most of customers to understand ANTA brand image and benefits.



6. Conclusion

Through Finding out ANTA Company wanted brand image and the perception of ANTA brand image among their target consumer group, we found there are some mismatches in the reality in five aspects.


Firstly, we can deduce there is a mismatch between ANTA Company wanted brand image building and customers' perception. According to our research and analysis, through repeating the ads exposure and publicizing the brand image of encouragement, ANTA Company tries to make the customers directly feeling the brand image of encouraging. However, customers can not strongly feel the idea that ANTA anticipate and expect, because of the mismatch of perception among different group with different educational background and intention.

Secondly, we found there is a mismatch in price attribute of brand image between the company and the consumer. Most of the target consumers think the company's products price is not reasonable. The price is so high for target consumers, especially compared with other brands products with better quality and brand image.

Thirdly, we found there is a mismatch between the attribute of feeling and experience which ANTA intends to bring and customer's attitude. On one hand, in order to give the customer a good feeling of comfort, the company established a development center for comfortable footwear innovation. Also, they designed many kinds of footwear for different sports. On the other hand, in order to make convenient for consumers, they established many retail outlets. However, some target consumers think the products are not comfortable, and ANTA footwear which are using in different sports are no big differences.

Fourthly, there is a mismatch in attributes of brand personality between the company trying to established and their consumer's attitude. ANTA Company intends to build a



modern and encouraging personality to their target consumers. And they chose “” to express their encouraging brand personality. However, there are large amount of those respondents can’t feel ANTA has those personality because they can receive the impressive modern and encourage message from ANTA’s advertisement. In addition, some of the respondents are confused by other brands with similar logo and slogan.

Lastly, we can deduce that there is a mismatch between the benefits of brand image ANTA built and consumers’ attitude. The company thinks technology is the key to keep good quality. And they try to bring the passion and challenge of symbolic benefits to the customers. However, there are still many people think the footwear is not comfortable and the quality is not quite good. Many customers don’t get symbolic benefits from ANTA, which ANTA anticipates to take to customers.



7. Recommendation

According to our research, we found out that there exist some mismatches between the company wanted brand image and consumer perceptions in 5 aspects. Hence, ANTA faces quite serious problems in the brand image development process. How to deal with those mismatches and settle the problems? We are going to give ANTA Company some suggestion as following.

7.1 Deal with mismatch 1: ANTA wanted brand image building and customers' perception.

ANTA Company should pay more attention to their exposure rate through suitable channels. They should invest more money on TV advertisement which is the most effective way for ANTA company (according to our finding), to increase the brand exposure rate for their target group consumers. About the TV ads, we suggest ANTA should focus on choosing the right time in CCTV5 which is the most famous sports TV. We suggest the ads time should be during the live time of CBA and NBA. That will be many young viewers watching the games. As we know, most of college students like watching NBA program, so that will be a good chance to show the ANTA brand.

7.2 Deal with mismatch 2: ANTA's wanted price attribute and consumers' attitude

Because the target group consumers have a common point of view is that the price is higher than ANTA brand position, especially the price of basketball footwear. It is true higher price can bring better brand image association; however, this is not a good tactic for ANTA. Because ANTA Company is facing other better brand image competitor with same price in the market. Therefore, we suggest ANTA Company should decrease the price of footwear, for example the price scope of many kinds of basketball footwear is above 40 euro. So keep the price of the best basketball footwear above 40 euro, which can still keep improving the ANTA brand as



middle-level brand, as the same time ANTA Company should decrease price of other kinds of footwear which above 40 euro, into the 30 euro in order to make the customers can afford it.

7.3 Deal with mismatch 3: the attribute of feeling and experience ANTA intends to bring and customers' perception

ANTA Company has invested certain money into the hi-tech to make their target consumer group feel and experience their products are in very comfortable. But, that's far from enough. To make their products meet the requirement in physical needs, they should increase the investment in Hi-tech. Moreover, the technology center of ANTA should concern the differentiation of different functions of products, and make the customers more easily distinguish the different kinds of product, such as the table tennis footwear and tennis footwear. About the place of marketing mix, ANTA Company should make more investigation to find out the different location with different size of target consumers group to cover most of customers and make them feel convenience and comfortable to buy the products. And ANTA Company also should choose shopping mall with high grade to create a modern and comfortable shopping environment.

7.4 Deal with mismatch 4: ANTA brand personality and consumers' perception

Firstly, ANTA Company should make the advertisement express their brand image correctly. ANTA Company need to give a clearer brand image in the advertisement. Their slogan "Keep Moving" should be expressed frequently and be easier to understand in the advertisement. More importantly, the "positive", "passional", "Challenge", "Aspiration of success", "Optimistic" should also be enhanced in the advertisements. Therefore, our suggestions are based on not changing the slogan, but highlight the slogan in the every advertising. For the ads design, the slogan of "keep moving" should be highlighted in the end or in the beginning. ANTA also should print the slogan to display in the stores to make sure that every customers will see the



slogan when they going through the stores. In the sponsorship campaign, the most important thing is to highlight the slogan and make sure every consumer knows that ANTA Company is the sponsoring company and the slogan of company is “keep moving”.

Secondly, ANTA Company should invite to more celebrities who are the famous basketball player in CBA showing up in their advertisement, especially international sports stars from NBA. The right international sports stars that are consistent to the target group taste can help them improve their brand image in brand personality and so on. Considering the cost of celebrities, we don't suggest ANTA invites the famous star in NBA, but we suggest ANTA now should concern the Yi Jianlian, who just joined the NBA. We think it is very worth and valuable to hire Yi as the spokesmen.

7.5 Deal with mismatch 5: the benefits of brand image ANTA built and consumers' attitude

This suggestion is also about the technology innovation. We suggest ANTA technology center should cooperate with other research institution, such as famous university. Through the cooperation with famous university, ANTA Company could get technology support to make product innovation. Moreover, ANTA Company should collect a large amount of data about customers' foot size and shape with different age and gender. The database should be the basic of designing the footwear.



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Appendix 1

Interview

Below are the questions of interview, which we made on Mar. 27, Mar. 31, April 30, May 29, 2008 with Jiantian Lee by telephone.

Section 1

March 27, 2008 Interviewee: Marketing manager, Jiantian Lee

1. Would you please tell us the background of the company?

Lee: ANTA group was founded in 1994 by Mr. Ding Siren. Anta Sports is one of the leading branded sports footwear enterprises, and is primarily engaged in design, development, manufacturing and sales of sportswear. Its products consist of sports footwear and apparel and the general public under the ANTA brand.

2. Would you please describe your position and duty in the company?

Lee: I am the manager of marketing department of ANTA Company of Beijing Branch, and I am in charge of making marketing plans for the company in four provinces and two municipalities, which include Shandong Province, Shanxi Province, Hebei Province, Henan Province, Tianjing City and Beijing City

1. In these years, which aspect of brand management does the company do? Why?

Lee: in these years, we try to crease and improve ANTA brand image, because we found that ANTA are facing a lot of issues about brand image. The brand is facing challenge from its brand itself aging as well as its competitors' brand development and expansion. ANTA brand is losing the attractiveness for the main customers because we found that we did not improve the brand image in a correct way to achieve their wanted image although we have invested considerable money and energy in establishing brand image. The mismatches between brand image building and the consumer's perception of ANTA brand image are growing. As a result, the ANTA brand image developing is not very suitable for the main target groups.



Section 2

March 31, 2008 interviewee: Marketing manager, Jiantian Lee

1. What kind of customers are your main target groups?

Lee: over 80% of target group is the high school students and college students, and the age is between 14 and 24. The others are the young people who are working or unemployed.

2. How many populations in your target group?

Lee: according to our investigation in the past year, there are about 4.5 million college students and over 6 million high school students in the four provinces and two municipalities.

3. Would you please describe the basic information about the brand image building and improving in last two years?

Lee: in last two years, we realize the importance of creating a brand image and increase the brand recognition. We created the slogan of “keep moving”, invested more money to ads through television, internet, newspaper, magazine, we sponsor main domestic sports games. In the last three years, we spent approximately Euro 2.9 million, Euro 4, 7 million, and Euro 10 million on media advertising, endorsement and sponsorship, and other promotional activities.

4. What is ANTA wanted brand image?

Lee: the wanted brand image of ANTA product is that ANTA tries to create and bring the “encouraging” association with ANTA brand to the customers’ perceptions.

Section 3

Apr. 30, 2008 Interviewee: Marketing manager, Jiantian Lee

1. What is ANTA’s brand image you want to create or has created?

Lee: “Encourage” is the essence of ANTA brand image. We designed “keep moving”



as the slogan of ANTA, and the target group is the ordinary young people with dream of future. We find that they are the high school students with high pressure of studying and the college students who need self-fulfillment and self-development. These people need to find a suitable way to release themselves, and they have one goal and dream of life to achieve. And the way that makes them self-fulfillment and show personality is the sport. The sport spirit of self-improvement and self-development is catering to the needs of their hearts, and becomes a strong weapon that encourages them keeping efforts, keeping beyond themselves and never giving up. So we try to create a brand image to motivate these young people to persist in their dream and keep striving and moving, and encourage them never give up when they face trouble of life and career. We hope ANTA brand can bring the hope and belief which make them achieve and fulfill their dream.

2. Would you please tell us what ANTA's brand personality is?

Lee: We characterized the brand personality of ANTA as being “modern and encourage”. We have invited some sports celebrities, such as Linghui Kong, Bo Wang, as ANTA brand spokesmen. These celebrities are famous basketball and ping pong athletes, and they are representative young sports players who are modern and active. We try to design different kinds of ads to make target group feel that ANTA is modern and relevant “my kind of product” when they use it. About the brand personality of “encourage”. For example, this year we have designed advertising which is relevant the “encourage”. The ads is that some young college students from one university in Beijing who are not super talent in sport, but have strong aspiration of success and pay a lot of arduous efforts in sport, at last they are winner in the sport competition. We make the advertising activities encourage the young people persist in pursuit of the dream and hope, do not scare the difficulty and pain, just keep moving no matter how big the trouble is.

3. What kind of feeling and experience does ANTA want to bring to the customers?



Lee: Through repeated advertising exposure, such as television ads, magazine ads, newspaper ads, store display ads, we try to take the warm feeling, like hopeful, encourage, active, to change the customers' perception about what it feels like to use ANTA product in order to make them associate to the brand.

4. What kind of symbolic benefits does ANTA bring to customers?

Lee: The symbolic of benefits of ANTA footwear should be that it assures users that they are using ANTA only used by “young people” who pursuit of “dream and goals of life”. These young people like adventure, pursuit of challenge of difficulty and frustration, have special personality, and desire to succeed.

5. What kind of experience benefits does ANTA bring to the customers?

Lee: The experiential benefits of ANTA might be comfort and quality and the feelings of modern and energy when they apply and use the products. We designs the product and makes advertising activities in order to bring the experiential benefits of satisfying the needs of sight and feeling, variety, cognitive stimulation of ANTA products.

6. What promotion activities have you done for improving the brand image and increasing the brand recognition?

Lee: Through utilizing the television network, newspaper, magazine, internet, outdoor display, we make media advertising campaign. The ads mainly focus on the new products, ANTA brand, and ANTA brand logo. We also select the domestic sports game as our sponsorship, such as China basketball Association, China Table Tennis Super League, and China National Volleyball League. We have gained the sponsor of a CCTV program called “ANTA CCTV Sports Personality”, in order to take the advantage of the opportunities of Beijing Olympics.

7. In order to improve the brand image, what plan will you intend to do?



Lee: In order to improve the brand image, we will persist in our brand strategy of brand image, that we invest money and energy to publicize the essence of brand image, namely “encouraging”.

8. Does the slogan of “keep moving” have special meaning, what is that?

Lee: The slogan of “keep moving” means when you face trouble and difficulty, you should never give up, and should still keep efforts, keep passion, persist in the dream.

9. Would you please describe which kind of price position for the target groups?

Lee: The price position strategy depends on comparing with international sports brands, other domestic competitors, and our brand value.

10. Which companies are your main competitors?

Lee: Our main competitors are not international sports brand, like Nike, Adidas, Puma, but domestic sports brands, such as 361°, Tebu, Deerhui.

This question is answered by email

11. As following, would you please choose the answer which can stand for ANTA brand image? X is the answer.

	1	2	3	4	5	6	7	
Positive	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negative
Passional	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Offish
Challenge	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Conservative
Aspiration of success	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Enjoy status quo
Keep moving	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Give up
Luxurious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor
Fashionable	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	outdated
Optimistical	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Futilitarian
Open-mind	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Bashful
Teamwork spirit	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Individualistic



Appendix 2

The English Version of Questionnaire

Section 1

Personal information

2. Grade:

University ☐ Freshmen ☐ Sophomore ☐ Junior ☐ Senior

High school ☐ Grade 1 ☐ Grade 2 ☐ Grade 3

2. Gender: ☐ Male ☐ Female

Section 2

Questions about Anta **product, price, promotion and place**

1. Did you buy Anta's product?

☐ Yes, I did. ☐ No, I didn't

2. Which price scope do you think is acceptable for Anta?

(100Euro = 1096.65RMB, June 11, 2008)

☐ 100RMB—200 RMB ☐ 200 RMB—300 RMB ☐ 300 RMB—400 RMB

☐ Above 400RMB

3. Which kind of product of ANTA do you usually buy or if want to buy?

☐ Basketball footwear ☐ running footwear ☐ tennis footwear ☐ table tennis
footwear ☐ outdoor sportswear ☐ cross-training footwear ☐ football footwear

4. If there are two kind of products, one is good quality of ANTA with high price, the other is the same price as ANTA but is more famous brand, like Lining, which one do you will choose?

☐ ANTA ☐ Lining



5. Why do you buy sport products?

- ☐ According to the current trend ☐ For personal collection
- ☐ gifts for others ☐ Sales promotion

6. Who influences you in your buying decision?

- ☐ Family ☐ Friends ☐ Celebrity
- ☐ Salesperson ☐ Internet Blog

7. Do you know the content of Anta's advertisement? Can you repeat the slogan of this brand?

- ☐ I know the advertisement and I can repeat the slogan.
- ☐ I know the advertisement, but I can not repeat the slogan.
- ☐ I don't know the advertisement, but I can repeat the slogan.
- ☐ I don't know the advertisement, and I can not repeat the

8. How did you know about Anta brand?

- ☐ TV advertisement ☐ Radio ☐ Magazines and newspapers
- ☐ Internet ☐ Outdoor billboard ☐ Classmates and friends
- ☐ Parents ☐ Others

9. Are you usually confused by some kinds of footwear with similar design?

- ☐ Yes, I do. ☐ No, I don't

10. Is it convenient for you to get to the right place to buy Anta's product

- ☐ Yes, it's convenient. ☐ No, it's not convenient. ☐ I am not so sure.

11. Would you like the celebrities show up in Anta's advertisement?



☐ Yes, I like it. ☐ No, I don't like it. ☐ I have no idea.

12. If you like the celebrities show up in the advertisement, which group do you like?

☐ Famous actors or actress or pop stars ☐ national sport stars ☐ international sport stars ☐ cartoon stars ☐ ordinary person ☐ other

Selection 3 Questions about ANTA Brand Image

1. Do you know ANTA Company is Sportswear Company?

☐ Yes, I do ☐ No, I don't

2. Do you know the Slogan of ANTA?

☐ Yes, I do ☐ No, I don't

3. Do you know which one of the ads slogan of ANTA is, as followed,

☐ Keep moving ☐ anything is possible ☐ Action releases unlimited potential ☐ be brave to forge a truth self

4. Which kind of brand image do you like more?

☐ Modern ☐ encouragement ☐ exotic ☐ lively

5. Do you think which one is ANTA brand personality, as followed,

☐ Modern ☐ encouragement ☐ exotic ☐ lively

6. I believe the quality of ANTA products is very good and comfortable.

☐ Strongly Agree ☐ Agree ☐ No View ☐ Disagree ☐ Strongly Disagree

7. I believe the technology of ANTA is quite high.

☐ Strongly Agree ☐ Agree ☐ No View ☐ Disagree ☐ Strongly Disagree

8. I believe ANTA product is expensive for me.

☐ Strongly Agree ☐ Agree ☐ No View ☐ Disagree ☐ Strongly Disagree



9. I believe ANTA ads are creative.

☐ Strongly Agree ☐ Agree ☐ No View ☐ Disagree ☐ Strongly Disagree

10. I believe ANTA is fit for the age of mine.

☐ Strongly Agree ☐ Agree ☐ No View ☐ Disagree ☐ Strongly Disagree

11. I believe ANTA can help improve my self-image

☐ Strongly Agree ☐ Agree ☐ No View ☐ Disagree ☐ Strongly Disagree

12. I believe ANTA brand image is fit for my understanding of sports sprite

☐ Strongly Agree ☐ Agree ☐ No View ☐ Disagree ☐ Strongly Disagree

13. Do you think which one ANTA brand image is as following

☐ Encouragement ☐ modern ☐ lively ☐ exotic

14. Which kind of feeling and experience after you use ANTA products?

☐ Active ☐ comfortable ☐ uncomfortable ☐ negative

15. When you use ANTA products first time, will you buy it next time?

☐ Yes, I will ☐ No view ☐ I don't know

16. Which kind of logo of other company do you usually confuse with ANTA's

logo ?

☐ Lining



☐ Deerhui



☐ Tebu



☐ 361



☐ No view

17. How do feel ANTA brand image in you minds?

	1	2	3	4	5	6	7	
Positive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negative
Passional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Offish
Challenge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Conservative
Aspiration of success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Enjoy status quo
Keep moving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Give up
Luxurious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor

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Fashionable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	outdated
Optimistical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Futilitarian
Open-mind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Bashful
Teamwork spirit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Individualistic



Appendix 3

The Original Version of Questionnaire (The Chinese Version)

安踏体育用品有限公司品牌形象调查问卷

第一部分

个人信息

1. 年龄:
2. 性别: ☐ 男 ☐ 女

第二部分

安踏公司产品, 价格, 促销, 销售的相关问题

1. 你购买过安踏的产品吗?
☐ 够买过 ☐ 没购买过
2. 你对于安踏运动鞋可以接受的价格范围
☐ 100 元—200 元 ☐ 200 元—300 元 ☐ 300 元—400 元 ☐ 400 元以上
3. 下面哪一种安踏商品你经常买或者即将要买
☐ 篮球鞋 ☐ 跑鞋 ☐ 网鞋 ☐ 乒乓球鞋 ☐ 户外跑鞋 ☐ 训练鞋 ☐ 足球鞋
4. 同样的价钱, 质量好的价钱高的安踏和价钱低的李宁产品, 那个你会买?
☐ 安踏 ☐ 李宁
5. 你通常为什么购买运动产品?
☐ 追求潮流 ☐ 个人爱好收藏 ☐ 送其他人做礼品 ☐ 其他
6. 你购买体育用品时通常会参考谁的意见
☐ 家长 ☐ 朋友 ☐ 名人 ☐ 网络论坛 ☐ 销售员
7. 您知道安踏的广告, 并能说出一两句广告语吗?



☐ 知道广告，也能说出广告语 ☐ 知道广告，但不能说出广告语

☐ 不知道广告，能说出广告语 ☐ 不知道广告，也不能说出广告语

8. 你通过什么途径知道安踏品牌？（可多选）

☐ 电视广告 ☐ 广播 ☐ 报纸杂志 ☐ 网络 ☐ 户外广告牌

☐ 同学，朋友 ☐ 家长 ☐ 其他

9. 你是否被安踏不同的产品混淆过？

☐ 是的 ☐ 不是

10. 你觉得安踏产品方便购买吗？

☐ 方便 ☐ 不方便 ☐ 不了解

11. 你希望在广告里看到明星吗？

☐ 希望 ☐ 不希望 ☐ 无所谓

12. 如果希望看到明星，你希望什么样的群体出现在安踏广告里？

☐ 影视歌坛明星 ☐ 国内体育明星 ☐ 国际体育明星 ☐ 卡通人物 ☐ 普通人

☐ 其他

第三部分 安踏品牌形象相关问题

1. 你知道安踏体育用品公司吗？

☐ 知道 ☐ 不知道

2. 你了解安踏体育用品公司的标志吗？

☐ 知道 ☐ 不知道

3. 你知道安踏的广告标语是下面哪一个吗？

☐ 永不止步 ☐ 一切皆有可能 ☐ 行动让潜能无限 ☐ 勇敢做自己



4. 哪一种品牌形象你更喜欢?

☐时尚 ☐励志 ☐ 异国风情 ☐活跃

5. 你认为下面哪一个是安踏的品牌个性?

☐时尚 ☐励志 ☐ 异国风情 ☐活跃

6. 我相信安踏产品质量很好很舒适

☐ 很同意 ☐ 同意 ☐ 没想法 ☐不同意 ☐ 很不同意

7. 我认为安踏产品技术含量高

☐ 很同意 ☐ 同意 ☐ 没想法 ☐不同意 ☐ 很不同意

8. 我感觉安踏产品价格很贵

☐ 很同意 ☐ 同意 ☐ 没想法 ☐不同意 ☐ 很不同意

9. 我觉得安踏广告富有创意

☐ 很同意 ☐ 同意 ☐ 没想法 ☐不同意 ☐ 很不同意

10. 我认为安踏符合我的年龄层次

☐ 很同意 ☐ 同意 ☐ 没想法 ☐不同意 ☐ 很不同意

11. 我认为安踏能帮助提升自我形象

☐ 很同意 ☐ 同意 ☐ 没想法 ☐不同意 ☐ 很不同意

12. 我认为安踏符合我对运动精神的理解

☐ 很同意 ☐ 同意 ☐ 没想法 ☐不同意 ☐ 很不同意

13. 你认为哪一个是安踏的品牌形象

☐ 励志 ☐ 时尚 ☐ 活跃 ☐ 异国风情

14. 下面哪一种感觉和经验在你用了安踏产品后得到的



☐ 积极的 ☐ 舒适的 ☐ 不舒服 ☐ 消极的

15. 在你用安踏产品一次后，你是否会继续购买安踏产品

☐ 是的 ☐ 很难说 ☐ 不知道

16. 下面哪一个品牌标志如意和安踏的品牌标志  相混淆

☐ 李宁  ☐ 德尔惠  ☐ Tebu  ☐ 361°  ☐ 其他

17. 您对安踏品牌的形象是怎样理解的？

	1	2	3	4	5	6	7	
积极的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	消极的
热情的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	冷漠的
勇于挑战的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	保守的
渴望成功的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	安于现状的
永不止步的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	易于退缩的
奢侈的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	贫穷的
时尚的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	老套的
乐观的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	悲观的
交际广泛的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	羞涩的
团队精神的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	个人主义的