



**MODULE: INTERNATIONAL MARKETING**  
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## **1. Introduction**

Globally recognised as an industrial powerhouse, Nike is a brand that embodies athletic prowess and innovative apparel (Kim et al., 2023). Nike has grown from its humble beginnings in Beaverton, Oregon, USA, to become a global sensation since its founding in 1964. A household name among both athletes and trendsetters, Nike has become famous for its distinctive "Swoosh" emblem and cutting-edge product designs. The company has become an industry leader in sportswear due to its ability to combine fashion with functionality and technology, attracting various consumers.

This report thoroughly examines Nike's global marketing approaches, emphasising two major markets: China and the United Kingdom (UK). This research aims to evaluate and contrast the techniques used by Nike in different locations via a rigorous investigation. Marketing in its many forms, from cross-cultural adaptation to market entrance strategies and long-term development plans, will be the subject of the investigation. Studying Nike's strategy in these distinct locations leads to understanding how global businesses may stay true to themselves while navigating multiple cultural and economic environments.

## 2. Background Information about Nike

An example of lasting brand strength and worldwide visibility is Nike, a legendary name in athletic footwear and gear. Blue Ribbon Sports was founded in 1964; in 1971, the firm changed its name to Nike and acquired the now-famous Swoosh emblem. With this shift, Nike began a new era of dominance in sports marketing and innovation; Nike has a wide global presence. The company's operations span continents and more than 170 nations, all from its headquarters in Beaverton, Oregon, USA. The diverse product line, encompassing footwear, clothes, and accessories for various sports and fitness activities, is a key factor in its worldwide penetration. Athletes and non-athletes alike are drawn to the brand's innovative spirit, which is shown by innovations like Dri-FIT technology and Air Max cushioning.



*Figure 1 : Nike*

Source: (Kim et al., 2023)

Nike has achieved several standout moments throughout its history. The firm strengthened its financial position and allowed for more growth in 1980 when it went public. In the 1980s, Nike also deftly used celebrity endorsements, the most famous being 1984's collaboration with Michael Jordan. The move transformed sports marketing and created the Air Jordan brand, a cultural phenomenon. Sales and market share aren't the only metrics that measure Nike's importance. The Swoosh has come to represent the company, representing both style and athletic prowess. Nike has become an icon in sports and popular culture worldwide because of its smart marketing, celebrity sponsorships, and relentless innovation (Brohi et al., 2016).

### 3. The Macro Environment Analysis

An essential component of strategic management for businesses is macro-environment analysis, which entails assessing and comprehending the outside variables that may influence the general company environment. The research thus uses the PESTLE and Porter Value Chain Analysis for the determination of Nike's macro environment analysis. Using Porter's Value Chain and a PESTLE analysis gives insights into how Nike deals with these two separate fields. The analytical frameworks will be useful in illuminating the elements that impact Nike's achievements, difficulties, and tactics in both nations. Comparing and contrasting the two markets is a good way to learn more about Nike's worldwide operations and the ways in which they are similar and different.

#### 3.1 PESTLE Analysis:

Several variables may affect Nike's business operations in the UK and China; thus, it's important to analyse both nations using the PESTLE framework.

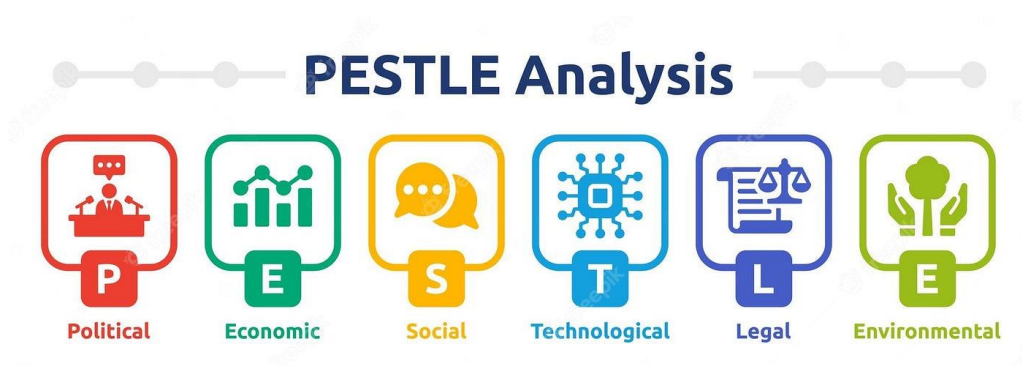


Figure 2 : PESTLE Analysis

Source: <https://medium.com/@anirbanmukherjee1311/pestle-analysis-c6b822164d4>

| <b>Factors</b>       | <b>China</b>                                                                                                                                                         | <b>UK</b>                                                                                                                                       |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Political</b>     | China has a one-party communist government, which can influence policies and regulations. The government's control over business can affect foreign companies.       | The UK operates as a parliamentary democracy with political stability. Brexit has brought about changes in trade regulations and relationships. |
| <b>Economic</b>      | China has a rapidly growing economy with a rising middle class, leading to increased consumer spending on sports products. Currency fluctuations can impact profits. | The UK has a developed economy with fluctuating consumer spending influenced by economic conditions and external factors like Brexit.           |
| <b>Social</b>        | Chinese consumers are becoming more health-conscious, driving demand for sportswear. Cultural nuances and preferences require adaptation.                            | In the UK, there's a diverse consumer base with evolving fashion trends and a focus on sustainability and ethical sourcing.                     |
| <b>Technological</b> | China is a tech-savvy market with a strong e-commerce presence. Digital marketing and online sales are vital.                                                        | The UK has a mature digital market with consumers relying on e-commerce, necessitating a strong online presence for Nike.                       |
| <b>Environmental</b> | China faces environmental challenges, including pollution. There's a growing emphasis on                                                                             | The UK has stringent environmental regulations, demanding responsible sourcing and manufacturing practices.                                     |

|              |                                                                                                                           |                                                                                                                                     |
|--------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
|              | sustainability and eco-friendly products.                                                                                 |                                                                                                                                     |
| <b>Legal</b> | China has complex legal and regulatory requirements, including intellectual property protection. Compliance is essential. | The UK has a well-established legal framework but can see changes in regulations, such as those related to Brexit, affecting trade. |

*Table 1 : PESTLE Analysis in Both Countries*

### 3.1.1 Comparison of Nike in the UK and China as per PESTLE Analysis

**Political:** The UK's parliamentary democracy offers more political stability than China's one-party system, which may result in government interference with businesses (Brohi et al., 2016).

**Economic:** Opportunities abound in China's rapidly growing economy and rising middle class, but there is also the danger of currency volatility. Consumer spending in the UK is affected by the economy and Brexit.

**Social:** Customer tastes are changing in both areas; for example, the UK places a premium on sustainability, while China places a premium on health.

**Technological:** From a technological standpoint, Nike's online presence is vital in the UK and China because of its established digital marketplaces (Kaushikkar et al., 2020).

**Environmental:** China tackles pollution, and the UK enforces stringent environmental regulations; both nations emphasise sustainability.

**Legal:** Intellectual property protection is one of China's many complicated legal requirements, and Brexit threatens to shake up the UK's long-established legal tradition.

- **Similarities**

**Political:** There are difficulties with regulations in both nations (Choi, 2022). Market activities in the UK are affected by political dynamics and economic uncertainty associated with Brexit. At the same time, new entrants in China have challenges in comprehending and complying with the regulatory environment.

**Economic:** Both nations are susceptible to economic swings. While the UK's market is saturated and requires constant innovation to sustain development, China's middle class and customer base are rising (Brohi et al., 2016).

**Technological:** Opportunities for digital marketing and e-commerce development exist in both China and the UK. In response to these developments in technology, Nike may modify their advertising campaigns.

- **Differences**

**Social:** Consumer choices in the two nations are impacted differentially by cultural variations. Adaptability is key in China due to cultural differences and local competitiveness, and in the UK, due to changing customer tastes and preferences, products and marketing must be constantly adjusted (Yan et al., 2020).

**Environmental:** Socially and ecologically responsible sourcing are top priorities in both marketplaces. Nevertheless, Nike's activities in the UK could be more affected by the stringent supply chain regulations than in China.

**Legal:** While both nations have regulatory frameworks that must be followed, the details of these frameworks are different. While it is crucial for Nike to follow UK standards in the UK, new entrants in China must overcome Chinese restrictions (Brohi et al., 2016).

There are certain parallels between the Chinese and British markets in terms of PESTLE and Porter's Value Chain. Still, there are also significant variances that need strategic adjustments for Nike in these two unique marketplaces. If Nike wants to be successful in China and the UK, it has to understand these differences.

- **Favourable Conditions**

**Economic Growth:** The burgeoning middle class and consumer base in China provide great prospects. Nike may enter this industry with its global brand (Cardy et al., 2022).

**Economic Growth:** China and the UK value ethical and sustainable sourcing. Nike's environmental efforts provide a good working environment.

- **Unfavorable Conditions**

**Economic Volatility:** Brexit and other economic concerns may reduce consumer spending on non-essential products like athletics, which might hurt Nike.

**Culture Adaptation:** Cultural awareness is essential in both nations (Matsui, 2021). Nike must adjust to swiftly changing customer tastes and local competitors, which may be difficult.

#### 4. Porter's Value Chain Analysis

It is essential to identify and comprehend the primary elements impacting Nike's competitive advantage in the Chinese and British marketplaces while using Porter's Value Chain to examine the company's activities in these regions.

| Factors                  | China                                                                                                                                                                      | UK                                                                                                                                                                   |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Inbound Logistics</b> | <ul style="list-style-type: none"> <li>• Efficient supply chain management due to proximity to manufacturing hubs.</li> <li>• Varied supplier network globally.</li> </ul> | <ul style="list-style-type: none"> <li>• Access to high-quality raw materials and suppliers.</li> <li>• Compliance with strict UK supply chain standards.</li> </ul> |
| <b>Operations</b>        | <ul style="list-style-type: none"> <li>• Local manufacturers often handle production</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>• Focus on innovation and product development.</li> </ul>                                                                     |

|                            |                                                                                                                                                                                                                                            |                                                                                                                                                                                          |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | <p>in China (Steinhoff and Palmatier, 2020).</p> <ul style="list-style-type: none"> <li>• Emphasis on ethical sourcing and sustainability.</li> <li>• Digital technology integration in operations.</li> </ul>                             | <ul style="list-style-type: none"> <li>• Compliance with ethical standards and quality control.</li> </ul>                                                                               |
| <b>Outbound Logistics</b>  | <ul style="list-style-type: none"> <li>• Extensive distribution network due to China's vast geography.</li> <li>• E-commerce growth and direct-to-consumer channels.</li> </ul>                                                            | <ul style="list-style-type: none"> <li>• Efficient distribution networks and partnerships.</li> <li>• Emphasis on e-commerce and direct-to-consumer channels.</li> </ul>                 |
| <b>Marketing and Sales</b> | <ul style="list-style-type: none"> <li>• Adapted marketing strategies to meet varying consumer demands in China.</li> <li>• Investment in digital marketing and celebrity endorsements.</li> <li>• Growing brand consciousness.</li> </ul> | <ul style="list-style-type: none"> <li>• Constant innovation to cater to changing UK consumer preferences.</li> <li>• Direct-to-consumer channels, including flagship stores.</li> </ul> |
| <b>Service</b>             | <ul style="list-style-type: none"> <li>• Focus on customer loyalty through personalised services.</li> <li>• Chinese customers are increasingly interested in foreign brands.</li> </ul>                                                   | <ul style="list-style-type: none"> <li>• Dedication to customer satisfaction and loyalty.</li> <li>• High customer expectations and demand for quality service.</li> </ul>               |

Table 2 : Porter's Value Chain Analysis for Nike in China and the UK

#### **4.1 Comparison of Nike in UK and China as per Porter Value Chain Analysis**

**Inbound Logistics:** Nike's closeness to Asian production centres allows for effective supply chain management in China. The organisation has a diverse network of suppliers all around the world. Nike adheres to stringent UK supply chain standards and has access to high-quality raw materials and suppliers in the UK (Brohi et al., 2016).

**Operations:** Nike places a premium on ethical sourcing and environmentally conscious manufacturing processes in China, where it often partners with local manufacturers for production (Wiedmer et al., 2021). The use of digital technologies greatly impacts operations. Innovation, product development, ethical compliance, and quality control are all highly prioritised in the United Kingdom.

**Outbound Logistics:** Managing a huge distribution network to span an enormous area of China is an important part of Nike's outbound logistics. Prominent are the expansion of e-commerce and direct-to-consumer platforms. There is a comparable focus on e-commerce and direct-to-consumer channels in the UK, and effective distribution networks and partnerships are crucial (Sichol, 2019)

**Marketing and Sales:** Nike uses digital marketing and celebrity endorsements to cater to the different expectations of Chinese consumers. Among Chinese consumers, brand awareness is on the rise (Ennis, 2020). There has to be continual innovation in the UK to meet the ever-changing tastes of consumers, and flagship shops and other direct-to-consumer channels play an essential role in this.

**Service:** Personalisation of services is a key component of Nike's loyalty programme in both nations. In contrast to the UK's high customer standards and need for excellent service, Chinese consumers are showing a growing interest in overseas companies.

- **Similarities of Porter's 5 Forces**

**Competitive Rivalry:** The sportswear markets in China and the UK are both quite competitive. In both markets, Nike encounters well-established rivals. In the United Kingdom, Nike faces stiff competition from the likes of Puma and Adidas, while in China, the likes of Anta and Li Ning are both global and domestic powerhouses(Sichol, 2019).

**Supplier Power:** Nike maintains a wide global supply network in both nations. Nike is able to negotiate better deals with its suppliers because of the variety in their supply chain. Furthermore, in both areas, Nike is committed to ethical sourcing.

**Buyer Power:** Negotiation clout is high among Chinese and British customers. Customers in the UK have a lot of alternatives, so Nike has to come up with new products all the time. The growing brand consciousness of Chinese customers necessitates adapting products to individual preferences.

- **Differences of Porter's 5 Forces**

**Threat of Substitution:** Although there are alternatives in both marketplaces, the kinds of these alternatives are different. In China, clients may find local brands and imitations, while in the UK, they can find a wide range of local and worldwide athletic brands. In reaction to these changes in the market, Nike changed how it operates(Brohi et al., 2016).

**Threat of New Entry:** New entrants have difficulties in both markets. Nevertheless, Nike employs several approaches to overcome these obstacles. Marketing, partnerships, and innovation are the pillars upon which Nike's UK market position rests. Nike strengthens their standing in China by partnering with local influencers and sportsmen.

## 4.2 Favorable and Unfavorable Conditions

**Porter's Value Chain** to analyse Nike's operations in China and the UK and find numerous positive and negative variables.

- **Favourable Conditions**

**Global Supply Network:** Nike's varied supply network decreases supplier power. It improves bargaining terms. Nike has this edge in China and the UK.

**Brand Presence:** Nike's worldwide brand presence benefits both nations. Quality and innovation attract loyal consumers (Brohi et al., 2016).

- **Unfavorable Conditions**

**Competition:** Nike has tough competition in China and the UK. It has a large market share, but high barriers make new entries difficult, making competition unfavourable.

**Cultural Sensitivity:** China faces cultural disparities. Mistakes in understanding and adjusting to local market preferences might hurt Nike.

## 5. SWOT Analysis

The study utilizes SWOT Analysis to identify and comprehend the strengths, weaknesses, opportunities and threats for Nike's the Chinese and British marketplaces to identify the current strengths for Nike and create a winning long-term plan for both in China and Britain.

| Factors   | China                                                                                                                                                                                                      | UK                                                                                                                                                                                      |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengths | <ul style="list-style-type: none"><li>• Nike China grows its share of the market by providing higher-quality goods and services. Nike China has solid relationships with its vendor partners and</li></ul> | <ul style="list-style-type: none"><li>• Nike's brand range and line of goods allow them to simultaneously target several local markets. Nike's UK subsidiary has been able to</li></ul> |

|                      |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | other supply chain participants because it is an established player in the market(Yan et al., 2020).                                                                                                                                                                       | develop a varied income flow and profit margin as a result.                                                                                                                                                                                                                                                                                                             |
| <b>Weaknesses</b>    | <ul style="list-style-type: none"> <li>Nike China has incorporated digital into its backend operations, but it hasn't been able to fully utilize its potential for front-end operations.</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>Nike, UK is finding it difficult to reorganize its operations in light of advancements for product promotion , especially for VR (Ennis, 2020 .</li> </ul>                                                                                                                                                                       |
| <b>Opportunities</b> | <ul style="list-style-type: none"> <li>Nike China can create an innovative company structure where clients pay a premium for its products as developed for Chinese culture (Yan et al., 2020).</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>Nike UK may leverage advances in machine learning to enhance the suggestions it makes engines, target specific markets, and forecast customer demand more accurately.</li> </ul>                                                                                                                                                 |
| <b>Threats</b>       | <ul style="list-style-type: none"> <li>Consumers of Nike China now have much more negotiating power, which is driving down costs as per high market competition.</li> <li>Declining Market share in China as per competition from local products (Ennis, 2020).</li> </ul> | <ul style="list-style-type: none"> <li>Nike UK operates in an industry where there is a culture of sticky prices. This can lead to inability on part of the organization to increase prices that its premium prices deserve.</li> <li>Economic Downturn in China as per increase in inflation.</li> <li>Changes in logistic and labor policies as per Brexit</li> </ul> |

Table 3 : SWOT Analysis for Nike in UK and China

### **5.1 Opportunities for Nike in China and UK**

- In China Nike can be able to maintain an advantage over its rivals in the fiercely competitive sporting and athletic sector because to innovation. The company may stand out in the marketplace and keep a competitive advantage over competitors by creating innovative and cutting-edge items (Matsui, 2021).
- In order to forecast future demand for certain products, machine learning algorithms can examine previous sales data, market patterns, and other pertinent variables. By doing this, Nike UK can be able to increase the effectiveness of the supply chain overall, minimize excess or stockouts, and improve the handling of inventory.

### **5.2 Threats for Nike in in China and UK**

- In China , Nike faces a tough competition. A significant rival of Nike on a global scale is Adidas. It is well-known in China and faces up against Nike in the apparel and athletic shoe markets. One of the biggest sportswear brands in China is Anta, which is based in China. It is becoming more and more popular with Chinese customers, which is a serious threat to Nike's market position in that country (Ennis, 2020).
- Economic downturn, sticky prices and change in policies after Brexit make it more difficult for Nike UK to react swiftly to changes in the market, including alterations in customer preferences, price swings for raw materials, or adjustments to the marketplace. The earnings and market share of the business may be impacted by this lack of adaptability.

### **5.3 Critical Analysis as per PESTLE, Porter Value Chain Analysis and SWOT**

In the UK and China's macroeconomic environments, Nike has different problems and possibilities. The UK's GDP was £3.152 trillion in purchasing power parity terms in 2022. World Economics' Purchasing Power Parity GDP database includes informal economy estimates and modifications for out-of-date GDP base year data. The substantial buying power and established retail infrastructure give Nike a dependable sales and marketing platform (Brohi et al., 2016). Due to this stability, Nike must innovate and customise its marketing methods to a highly competitive market with smart customers.

Domestic consumption drives economic development in most industrialised nations, while China's GDP is consumer spending. China consumed 54% of its GDP in 2021, while the US and UK consumed over 80%. Economic expansion has created a middle class with more disposable money, increasing demand for branded athletics. Nike can profitably increase its market share in this situation. China's economic dynamics, such as government laws and local brand preferences, provide problems (Sichol, 2019). Nike must balance these factors with the country's urbanisation, youth sports, and fitness passion.

Nike must adjust to local realities in both areas. In a crowded UK market, distinctiveness and brand loyalty may be priorities. In China, boosting market presence and appealing to health-conscious and brand-aware youngsters may be priorities. The UK is stable yet competitive, whereas China is fast changing with its difficulties and possibilities. Nike must comprehend and adjust to these macroeconomic realities to preserve its market leadership in both markets.

## **6. Cultural Analysis**

The cultural analysis provides for understanding and communicating across cultural boundaries by outlining how cultural norms influence individual values and how those values influence actions. Nike must comprehend these distinctions as it traverses the varied cultural terrains of the UK and China.

### **6.1 Hofstede's Cultural Dimensions Model**

According to Hofstede's Cultural Dimensions Model, Nike's marketing campaigns in China and the United Kingdom take local customs into account as explained below (Jan et al., 2022).

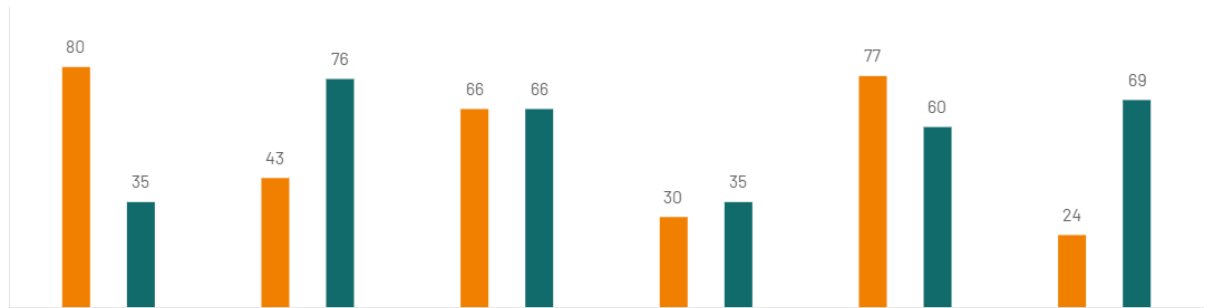


Figure 3 : Hofstede Model of UK and China

Source : <https://www.hofstede-insights.com/>

- **Individualism vs Collectivism**

There is a lot of individuality in the UK; this implies that independence and personal success are highly valued in British culture. Success and personalised incentives seem to motivate British consumers. Nike uses this by promoting their goods, emphasising individual athletic accomplishments and personal bests. This demographic responds well to ads highlighting the inspirational journeys of athletes who have overcome adversity.

On the other hand, China's collectivist culture values the collective more than the individual (Minkov and Kaasa, 2022). Team sports, community accomplishments, and the importance of each person's role in achieving a larger good are central to Nike's marketing campaigns in this setting. In Chinese political campaigns, messages of solidarity, communal service, and shared pleasure in achievements are common.

- **Uncertainty Avoidance**

A culture that is more receptive to novel concepts and cutting-edge goods is reflected in the United Kingdom's lower score in the uncertainty avoidance category (Sun et al., 2022). Because of this cultural characteristic, Nike can experiment with daring marketing campaigns and offer unique product lines with less opposition. Nike's unique and trend-setting designs and marketing strategies that question the status quo are more likely to be received positively by the United Kingdom market.

The higher score that China received in this area, on the other hand, indicates that the country has a propensity for stability, tradition, and established standards. Consequently, Nike's marketing methods in China are more conservative because they concentrate on establishing trust and respect for the brand by using constant and recognisable language. The importance of upholding high standards and honouring cultural customs cannot be overstated (Fog, 2023).

- **Power Distance**

Due to the significant power gap in China, there is a respect for authority and tradition and an acceptance of the uneven power distribution. As a result of this atmosphere, Nike's marketing strategy sometimes entails forming ties with well-known individuals or associating the brand with influential events. When it comes to the Chinese market, this strategy helps acquire respect and recognition (Fog, 2023).

A more egalitarian frame of mind may be seen in the United Kingdom due to its shorter power distance (Jadil et al., 2022). When it comes to marketing, Nike's techniques are more straightforward and engaging, with an emphasis on relatability rather than authenticity. Campaigns often incorporate a wide variety of persons and seek to engage with people on a more personal and communal level. It is in contrast to campaigns that rely on endorsements from influential characters.

- **Masculinity/Femininity**

Achievement, competition, and success are highly valued in the United Kingdom, which has a more masculine attitude. Nike's marketing strategy in this region capitalises on this mindset by emphasising high performance, competitiveness, and celebrating athletic accomplishments. Competitive sports, endurance difficulties, and personal accomplishments in athletics are often highlighted in advertisements (Baird et al., 2007).

Even though it is not feminine, China focuses on the quality of life and the community's well-being. Nike's approach in China combines these principles by promoting sports and goods to promote health, build community relationships, and contribute to the overall well-being of

people and groups. This strategy contributes to the overall well-being of individuals and groups (Fog, 2023).

- **Long-Term Orientation vs Short-Term Normative Orientation**

Concerning this aspect, China's long-term orientation demonstrates a forward-looking attitude, which highly values endurance and repeated attempts. For this discussion, Nike portrays itself as a brand that encourages and supports long-term objectives and aspirations in sports and health (Noorbehbahani and Salehi, 2020). It is possible for marketing efforts to center on the long-term growth of athletes, the journeys that athletes take, and the quality that Nike goods have maintained throughout time.

The marketing methods of Nike, which often center on instant advantages, current trends, and the most recent technical developments in sportswear, reflect the more short-term orientation prevalent in the United Kingdom. The focus is on the here and now, namely, how Nike's goods can fulfill the wants and aspirations of consumers right now (Baird et al., 2007).

- **Indulgence vs Restraint**

This aspect still has a function, even though it is less prominent in both populations (Kaasa, 2021). The marketing campaign for Nike can afford to be more cheery and focused on enjoying life and sports since the culture in the United Kingdom is more indulgent. In China, where self-control is more prevalent, the emphasis may be placed on the discipline and devotion necessary for sports participation.

Hofstede's model reveals that cultural variations substantially impact Nike's marketing methods in the United Kingdom and China (Shaw, 2023). Individualism, low uncertainty avoidance, low power distance, and masculinity are the focal points of the culture in the United Kingdom (UK). Still, in China, the emphasis is placed on collectivism, high uncertainty avoidance, high power distance, and a balanced approach between masculinity and femininity. Nike can guarantee that its message connects with its target audiences by matching its marketing tactics with these cultural aspects. It allows Nike to strengthen its worldwide brand while adhering to the cultural subtleties of each market.

## **6.2 Navigating Cultural Differences**

Nike benefits and suffers from cultural differences between China and the UK.

- **Advantages in China**

Nike profits from China's cultural variety and the middle class's interest in foreign brands. China's growing economy means more consumers have disposable cash and want global brands like Nike. Nike's strengths, quality, innovation, and brand reputation match Chinese values (Ennis, 2020). Nike has also teamed with Chinese sportspeople and influencers to boost its Chinese market presence. Nike benefits from its cultural adaptation when reaching local customers (Fog, 2023).

- **Disadvantages in China**

Nike may struggle with Chinese cultural differences. Chinese consumer patterns vary greatly from Western ones. Nike must adapt its products and marketing to Chinese tastes to be competitive (Rajagopal, 2022). Local competition, especially local sportswear firms, understands these intricacies, making it hard for Nike to compete. Multinational corporations may also struggle to navigate China's corporate culture and regulations.

- **Advantages in the UK**

Nike has a large and loyal UK following. Athletes and fashionistas trust its extensive sportswear tradition. Nike is respected in the UK for quality and innovation. Global awareness helps the brand stay competitive. Its position is strengthened by strict supply chain standards and ethical sourcing, which meet UK requirements (Baird et al., 2007)

- **Disadvantages in the UK**

Competition and market saturation make the UK market difficult. Nike must develop and distinguish to compete with several existing and rising sportswear firms. UK market maturity limits quick development, and customer loyalty to other brands might be a disadvantage. Nike may face difficulties from economic uncertainty like Brexit, which might affect consumer spending on non-essentials like sportswear.

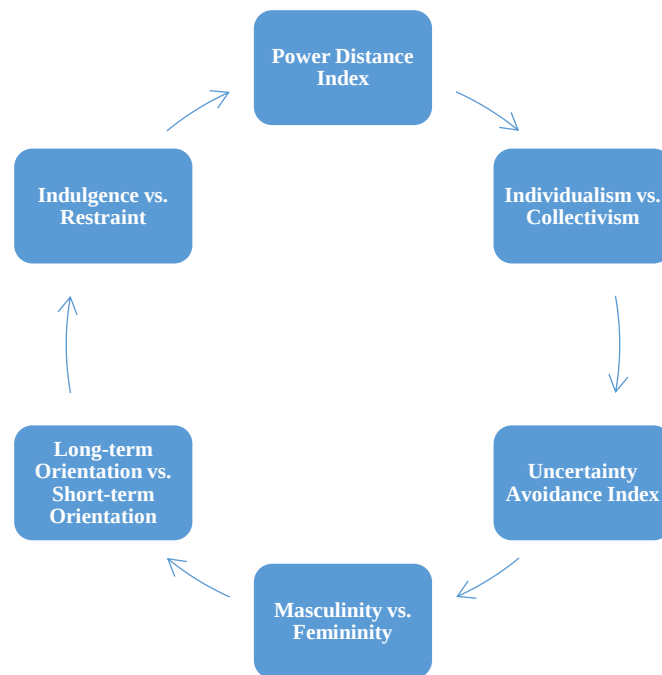


*Figure 4 : Hofstede's Cultural Dimensions Model*

Source : Self Created

## 7. Segmentation, Targeting, and Positioning (STP)

Nike divides the UK market into subsets reflecting customers' varied interests in sports and ways of life, appealing to everyone from serious athletes to style mavens. The company markets itself to consumers as an elite option for athletic gear. Nike targets a younger, more aspirational demographic in China based on the country's urbanisation and sports participation patterns. Nike promotes itself as an emblem of triumphant athleticism. Successful brand positioning, targeting, and segmentation in the UK and China allow Nike to meet customers' unique demands and tastes in both regions. With this strategic strategy, Nike can keep its diverse consumer base and strong market presence.

### 7.1 Segmentation in the UK and China

Nike has a complex market segmentation strategy that considers the specifics of the Chinese and British markets. Nike uses a mix of demographic, psychographic, and behavioural variables to divide the UK market into many divisions. The UK customer base is recognised for its different interests in sports and leisure via this segmentation (Terzić et al., 2020). Nike

serves a diverse customer base here, including serious athletes and style-conscious folks. Nike can reach certain demographics with personalised ads and merchandise if they can identify these groups.

Nike is capitalising on the fast urbanisation and changing patterns in sports participation in China via their segmentation method. Young people, who are becoming more ambitious and impacted by global trends, are the primary focus of this category. This demographic is increasingly interested in health and fitness, has a strong grasp of current fashion and sports trends worldwide, and is tech-savvy.

- **Targeting**

The results of Nike's market segmentation study inform the company's targeting approach. Nike uses targeted product lines and marketing activities to appeal to its varied consumer groups in the UK. Nike, for instance, caters to athletes and sports fans with an emphasis on performance and innovation while catering to the fashion-conscious with an emphasis on style and partnerships with fashion designers. Nike has a different strategy in China to reach younger, more ambitious consumers. The goal is to appeal to this demographic's drive for athletic greatness. Nike uses internet channels that are popular among the younger population and runs inspiring marketing campaigns featuring accomplished athletes (Brohi et al., 2016). The company also plays on consumers' sense of national pride by endorsing regional sporting events and players.

- **Positioning**

A strong reputation for quality, innovation, and elegant design supports Nike's position in the Chinese and British markets. Nike is considered a luxury brand in the United Kingdom since it offers diverse items, including high-performance athletic apparel and fashionable streetwear. Advertising campaigns, alliances with well-known designers and athletes, and major sponsorships accomplish the bolstering of this stance. When Nike promotes itself in China, the company intends to represent Chinese national pride and individual aspirations. The corporation markets its products not only as sports equipment but also as a route to the

aspirations of China's younger generation (Sichol, 2019). The items' emphasis on fashion, technology, and innovation make this market an excellent match for the company's overall strategy.

| <b>Factors</b>      | <b>China</b>                                                                                                                                                                       | <b>UK</b>                                                                                                                                                                                                                  |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Segmentation</b> | Young people, who are becoming more ambitious and impacted by global trend for fitness                                                                                             | Serious athletes and style-conscious folk.                                                                                                                                                                                 |
| <b>Targeting</b>    | China plays on consumers' sense of national pride by endorsing regional sporting events and players. Emphasis is made on consumers who aim to excel in performance and innovation. | Nike, caters to athletes and sports fans with an emphasis on performance and innovation while catering to the fashion-conscious consumer as well.                                                                          |
| <b>Positioning</b>  | <p>Nike is considered a luxury brand in the China since it offers diverse items at a premium price.</p> <p>The perceptual map for Nike in China is attached in Fig 6</p>           | <p>Nike UK positioning in UK was characterized by its luxury, strong brand presence, emphasis on innovation, and a focus on both performance and lifestyle.</p> <p>The perceptual map for Nike UK is attached in Fig 5</p> |

*Table 4 : Segmentation in the UK and China*

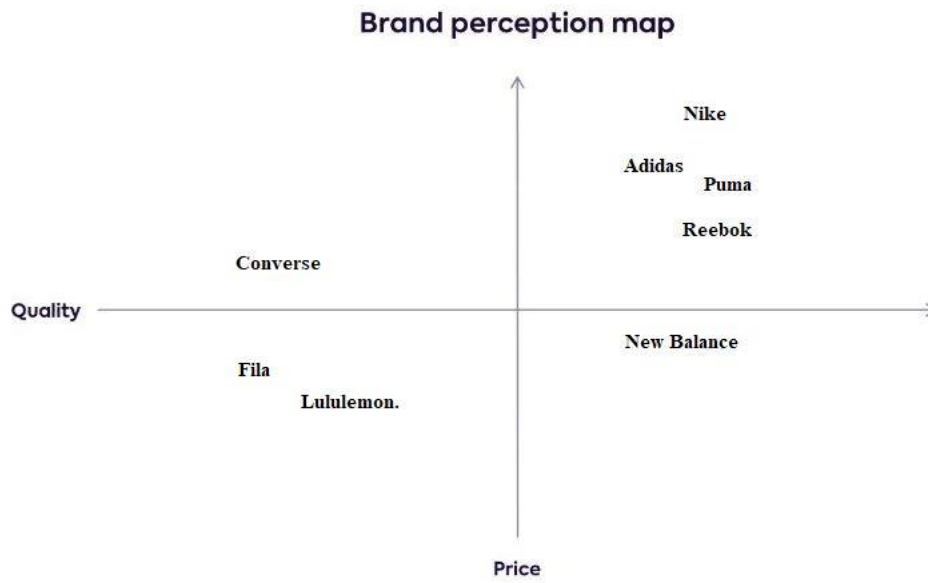


Figure 5 : Perceptual map for Nike in UK

Source: Self Created

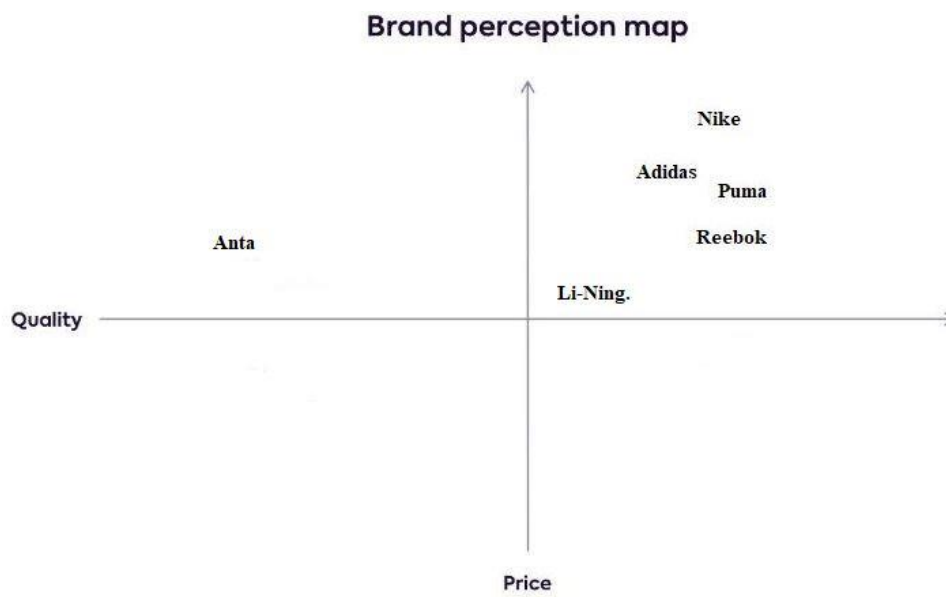


Figure 6 : Perceptual map for Nike in China

Source: Self Created

## 8. Marketing Mix Analysis (7Ps)

### 8.1 Product

- The product is aimed at the UK market; Nike sells a range of fashionable and functional athletic apparel in the UK (Wilfling et al., 2021). Quality, creativity, and catering to the unique demands of British athletes in areas like football and running apparel are priorities.
- Among Chinese consumers, Nike is known for its high-tech sportswear. It shows that Chinese customers are more interested in fitness and high-tech sports gear. Popular sports in China, such as basketball, may also inspire Nike to release localised merchandise.



*Figure 7 : Nike Product*

Source: (Wilfling et al., 2021)

### 8.2 Price

- The pricing strategy for the United Kingdom: Currency changes and a relatively stable economy impact Nike's pricing strategy in the UK. To appeal to a large customer base, Nike may use a premium pricing strategy for niche goods while keeping the prices of its more popular items reasonable.
- Nike has a dynamic pricing approach in China. To cater to the different economic capacities of its large client base, it must strike a balance between charging premium pricing for high-end items and offering more cheap alternatives.

### 8.3 Place

- The company's use of high-street storefronts, specialty sports merchants, and internet outlets has led to the extensive availability of Nike items in the UK (Lacy et al., 2020).
- Whether in-store or online, Nike is well-represented in China. By partnering with big e-commerce sites like Alibaba, Nike can reach consumers in urban and rural areas.



*Figure 8 : Nike Store in UK*

Source: (Ennis, 2020)



*Figure 9 : Nike Store in China*

Source: (Yan et al., 2020).

- **Market Entry Methods for Nike in UK and China**

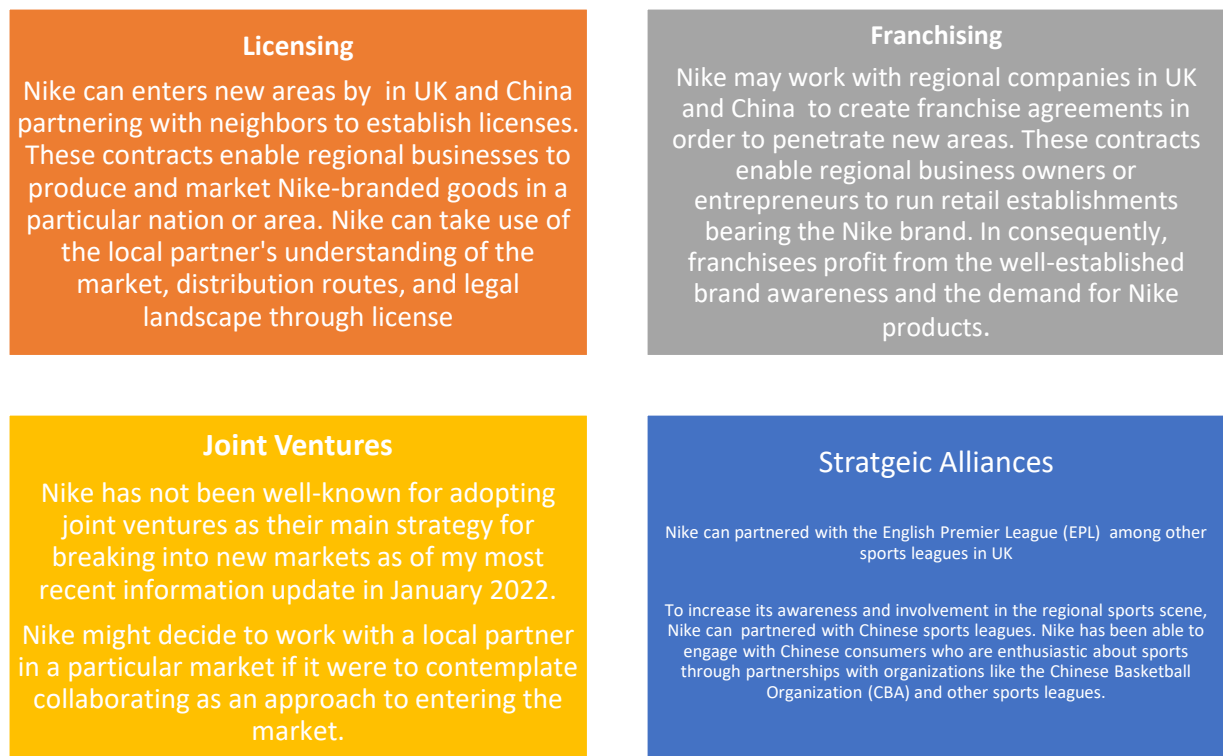


Figure 10 : Market Entry Methods for Nike in UK and China

Source : Self Created

#### 8.4 Promotion

- Regarding the United Kingdom, Nike focuses on regional advertising campaigns, supports homegrown sports teams and events, and utilises social media to reach locals.
- In China Nike uses a combination of internet marketing, conventional advertising, and partnerships with Chinese athletes and celebrities to promote their brand in China.

#### 8.5 People

- Nike puts a lot of resources into educating their employees in the UK to provide outstanding in-store and online customer care. An improved purchasing experience is the end goal.
- In China, Nike provides consumers with an immersive and engaging experience. They use technology in-store and on their website to ensure customers are fully engaged.

## 8.6 Process

- Nike prioritises customer service in the UK by providing easy and quick online purchasing options.
- To improve the shopping experience for Chinese customers and make online purchases easier, Nike uses cutting-edge innovations like AI and VR.

## 8.7 Physical Evidence

- Many UK Nike shops adhere to the brand's contemporary , celebrity endorsement , athletic image while incorporating local tastes via a classic and sophisticated design.
- To represent the energy and creativity of the brand, Nike shops in China often use vibrant, interactive displays to attract a younger, tech-savvy demographic (Standaert, 2021).

Finally, while Nike's worldwide brand image remains constant, the company's marketing strategy in China and the United Kingdom demonstrates clever adjustments to local market circumstances, customer tastes, and cultural subtleties, guaranteeing that the brand remains relevant and appealing in these varied marketplaces. Nike can keep its worldwide reputation intact while effectively adapting its marketing strategy to the specific needs of the UK and Chinese markets, as well as local tastes and cultural norms.

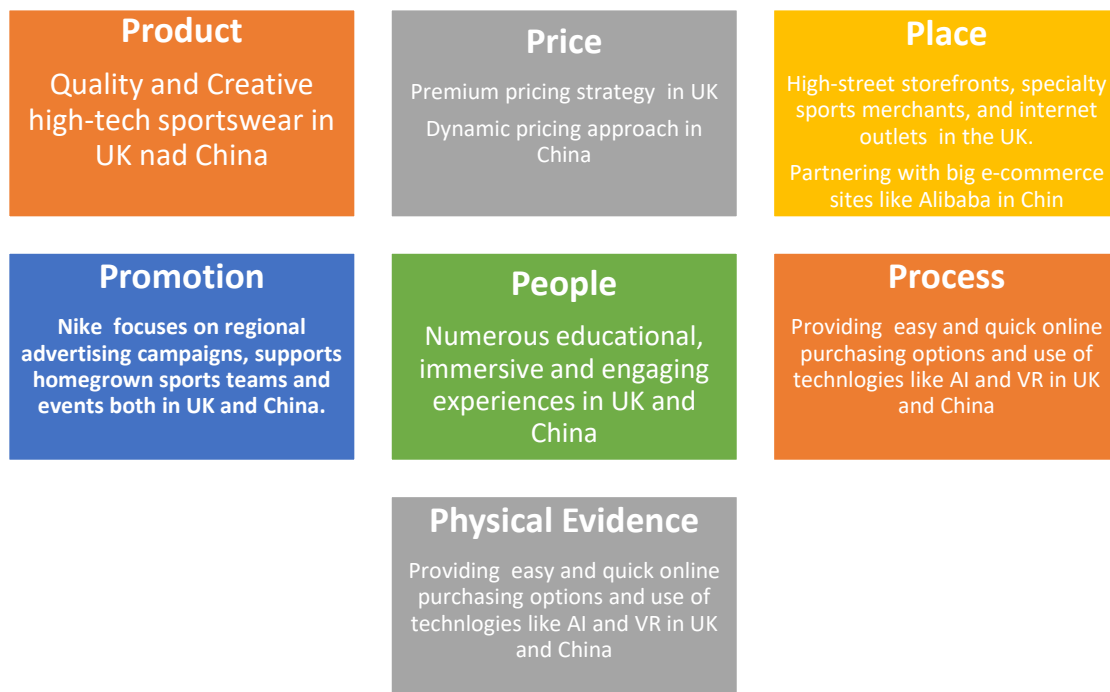


Figure 11 : Marketing Mix (7P's)

## 9. Directional Development Strategies

Nike has shown flexibility and strategic vision in two different markets with its expansion strategy in China and the United Kingdom. While staying true to its worldwide objective, the brand has adapted its strategy in both nations to suit local tastes and preferences better. The study utilizes the ANSOFF matrix to provide directional development strategies for Nike. Nike can employ market ANSOFF matrix to grow its market share in current markets because it is an international innovator in athletic footwear and gear.

### 9.1 ANSOFF Matrix for Nike

The study utilizes the ANSOFF matrix to provide directional development strategies for Nike. Nike can employ market ANSOFF matrix to grow its market share in current markets because it is an international innovator in athletic footwear and gear.

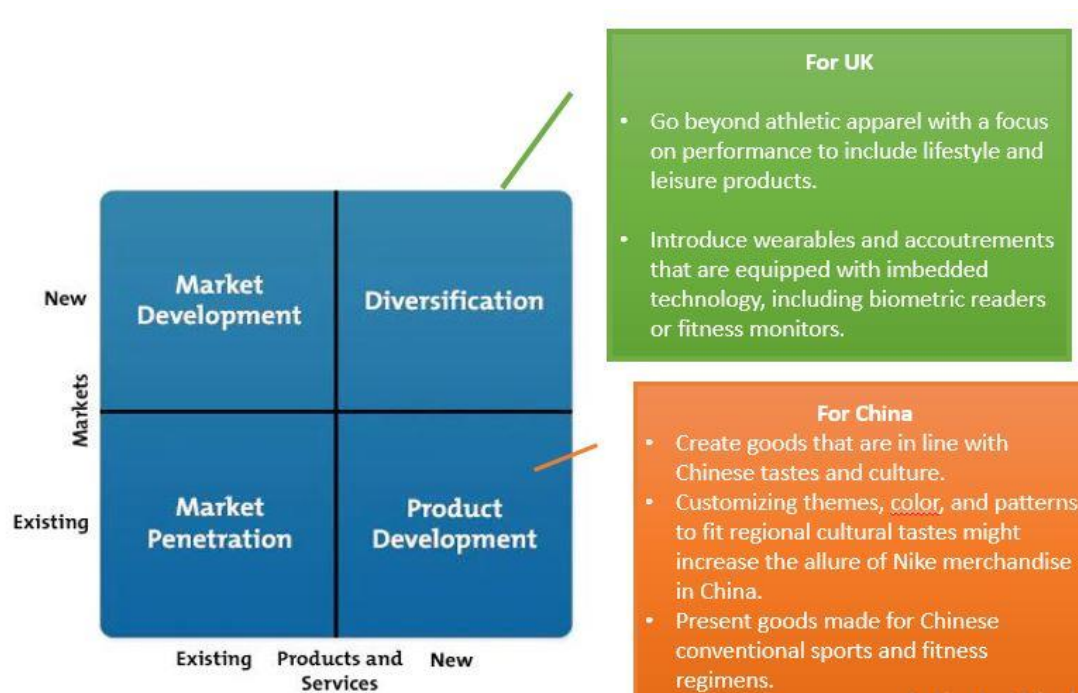


Figure 12 : ANSOFF Matrix for Nike

## **10. Similarities for Expansion for Nike in China and UK**

### **10.1 Expansion in the UK and China Market**

Nike has prioritised increasing its brick-and-mortar and online retail footprint in the UK and China. The United Kingdom presents a substantial opportunity for Nike due to its robust sports culture and relatively stable economy. In response, Nike has expanded the number of its shops in the area, stocking a varied selection of merchandise to meet local athletes' needs. Their goods will be more accessible due to this growth, which is taking place in both large cities and smaller villages. Particularly strong has been the UK's digital strategy. By expanding its online presence and enhancing its mobile app offerings, Nike has become more accessible to customers. Features like customised product suggestions and online-only items show how digital platforms have become integral to the process. This digital drive has been crucial, With more Britons opting to purchase online. Nike will face new challenges in China due to its changing demographics and rapidly expanding middle class. Nike has used a multipronged approach in China (Yan, 2019). Nike has partnered with Chinese designers to produce items that appeal to local customers, acknowledging the significance of local preferences and tastes. This approach does double duty: it satisfies the visual requirements of Chinese customers while simultaneously encouraging a feeling of local pride in the brand. Participation from China's younger generation is also important to Nike's approach there. The company has made good use of celebrities and influencers, harnessing the potential of social media to attract a younger demographic. Due to this strategy, young Chinese now see Nike as a cool and desirable brand.

### **10.2 Partnerships and Collaborations**

Both markets have seen the significant impact of Nike's strategic relationships. Brand awareness and relevance in the UK and China have been maintained via partnerships with regional sports organisations and players (D'Cruz et al., 2022). Through these collaborations, which range from low-key events to major sponsorships, Nike has maintained contact with its loyal fan base of athletics. The collaboration between Nike, Alibaba, and other Chinese e-commerce behemoths has changed the game. Nike has accessed Alibaba's enormous customer base through this partnership, increasing exposure and efficient shipping. It exemplifies Nike's dedication to the Chinese market and its awareness of the significance of e-commerce in China.

Nike's strategic approaches to expansion in the United Kingdom and China reveal an in-depth familiarity with the regional marketplaces. Culture integration and influencer marketing have

taken center stage in China while growing retail and improving internet presence have been priorities in the UK. Nike has grown and thrived in these varied areas because of these tactics based on strategic alliances. Nike has been successful for so long because of its ability to adjust to changing market conditions without compromising the brand's core values.

## **11. Differences for Expansion for Nike in China and UK**

### **11.1 Product Diversification in UK**

Diversifying your product line is a crucial tactic for maintaining growth and satisfying changing customer demands. Diversifying its product line can assist a business like Nike, which has become an international innovator in sports footwear and apparel, break into other markets and draw in a larger clientele.

### **11.2 Product Development in China**

In order to offer Nike product development recommendations in China, it is imperative to take into account the distinct dynamics of the market, customer tastes, and cultural factors that are particular to the area. These are some specifications for the creation of products that Nike might take into account for the Chinese market.

## 12. Recommendations

Nike should keep adapting their marketing efforts to satisfy local customer preferences in light of cultural variations and market dynamics between the UK and China (Wichmann et al., 2021). Nike could also explore increasing its presence in the country's smaller cities and rural regions to capitalise on China's developing middle class. Nike's ability to adapt to different market situations while being true to its brand identity has been crucial to its success in worldwide marketing. Nike can maintain its success in both the UK and China by adapting to the specifics of each market. Recommendations for Nike as per TOWS Matrix are presented for strategic planning to assess and evaluate their outside possibilities, threats, and internal advantages and disadvantages.

|                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div style="text-align: center;"> <b>Internal<br/>Factors</b> </div> <div style="text-align: center;"> <b>External<br/>Factors</b> </div>                                                                                                                              | <b>Strengths (S)</b> <ul style="list-style-type: none"> <li>• Strong Financial Position</li> <li>• Proefficient R &amp; D in product developement</li> <li>• Brand Name</li> <li>• Supplier Relations</li> </ul>                                                                                | <b>Weaknesses (W)</b> <ul style="list-style-type: none"> <li>• High Price product</li> <li>• Lack of talent especially in the field of technology &amp; digital transformation for markeing</li> <li>• Competitive Market</li> </ul>                                    |
| <b>Opportunities (O)</b> <ul style="list-style-type: none"> <li>• Create an innovative company structure based on research and digital technologies</li> <li>• Use of Artificial Intelligence</li> <li>• Create Products as per local taste and preferences</li> </ul> | <b>S/O : (Maxi-Maxi)</b> <ul style="list-style-type: none"> <li>• Utilize R and D in procut development as well as financing in becoming sustainable</li> <li>• Innovate prodcuts with top technology avliable in market</li> <li>• Develop new prodcuts as per regional preferences</li> </ul> | <b>W/O : (Mini-Maxi)</b> <ul style="list-style-type: none"> <li>• Work on low cost production with higher sustainability</li> <li>• Create innovation in product marekitng with use of VR.</li> <li>• Create new product market as per regional preferences.</li> </ul> |

|                                                                                                                                                                                         |                                                                                                                                                                  |                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Threat (T)</b> <ul style="list-style-type: none"> <li>• Intense Competition</li> <li>• Economic Downturn</li> <li>• Changes in Policies</li> <li>• Declining Market share</li> </ul> | <b>S/T : (Maxi-Mini)</b> <ul style="list-style-type: none"> <li>• Work on differentiation with excellent R &amp; D and be innovative and sustainable.</li> </ul> | <b>W/T : (Mini-Mini)</b> <ul style="list-style-type: none"> <li>• Work on customer loyalty program and give discount offeres to the most loyal customers</li> </ul> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|

*Table 5 : TOWS Matrix*

Source : Self Created

As per TOWS matrix and external analysis following recommendations are provided to Nike

### 13. Adapting to Local Preferences and Cultural Variations

With a presence worldwide, Nike has been able to effectively traverse several markets by adjusting its techniques to suit local tastes and cultural subtleties. Nike may enhance its involvement in the UK by concentrating on customised and regional marketing initiatives that appeal to the country's individuality and traditional sports culture. Customer preferences in the UK may be better understood via data analytics, allowing for more personalised product recommendations and advertising. For instance, Nike may forge a stronger connection with its UK audience by highlighting items connected to popular UK sports like cricket and football and teaming up with local sports legends.

Nike would do well to keep honouring and incorporating local cultural aspects into their marketing and product design in China, a country with strong collectivism and a consumer market that is always changing. One possibility is collaborating with Chinese designers to develop limited-edition items that reflect local tastes and customs. Nike can also improve its digital marketing tactics in China, targeting the younger generation via Weibo and Douyin (TikTok), two of the country's most prominent social media sites.

## **14. Expanding in Emerging Markets**

There is a sizable customer base among China's expanding middle class in the country's smaller cities and rural areas, providing Nike with the potential to increase its market share (Ennis, 2020). Opening more brick-and-mortar shops or launching regional e-commerce platforms in these regions may be wise. Additionally, Nike might launch community-based initiatives like training camps and sporting events to increase brand recognition and loyalty in these developing areas. Despite a crowded market, Nike may appeal to environmentally aware consumers in the UK by exploring niche niches, such as sustainable and eco-friendly sportswear. Furthermore, fresh opportunities for expansion in the UK market might be found by capitalising on the rising trend of "athleisure," which refers to lifestyle and leisure sportswear.

## **15. Leveraging Technology and Innovation**

Nike has to keep pouring resources into R&D and innovation in both markets, focusing on improving the consumer experience and new products (Ejaz, 2023). For example, consumers may have one-of-a-kind and adapted purchasing experiences using augmented and virtual reality (AR/VR) technology used in-store or via mobile applications. The younger, more tech-savvy generations in China and the UK may respond well to this strategy.

## **16. Building on Brand Identity While Embracing Diversity**

The worldwide character of the Nike brand must be preserved even while the company adjusts to local markets (Rego et al., 2021). All market strategies must reflect inclusion, inspiration, and innovation principles. And because diversity and inclusion appeal to people worldwide, Nike should keep up its support and promotion of these issues. Advertising campaigns that feature athletes with a wide range of talents and backgrounds may help Nike solidify its reputation as a company that values and promotes diversity in sports.

Nike can maintain its global sportswear industry dominance by consistently adjusting to local market dynamics and cultural variations (Kusi et al., 2021). Nike must prioritise technological advancement, innovation, and a better understanding of consumer preferences to maintain a

lead in highly competitive areas like China and the United Kingdom. Maintaining a strong brand identity while embracing local cultures, growing in developing countries, and capitalising on technical breakthroughs will be crucial to Nike's continuing success.

## **17. Conclusion**

Nike's adaptability in foreign markets is shown by its unique yet successful methods in the UK and China. Nike has targeted customers in the UK with different sports interests and lifestyles, taking advantage of a stable economy and a society that values autonomy. Nike has aligned itself with China's urbanisation and sports participation trends by targeting a younger, more aspirational audience in its fast-increasing consumer market, which is collectivist and long-term. Nike's success in these many areas depends on its ability to adjust the 7Ps of its marketing mix to local tastes and economic situations, including goods, prices, and promotions. While Nike faces severe competition and market saturation in the UK, it capitalises on the expanding middle class and changing customer preferences in China. Nike's ability to adapt its marketing to different cultures and markets shows its worldwide brand power. As a global sportswear leader, Nike needs agility and a deep grasp of local markets.

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