

Marketing of Multinational Enterprises

Brand localization or globalization?



December 2022

MODULE NAME: Marketing Management(BMMB7012)

NAME: Qin Hu

STUDENT NUMBER: 2217940

EXECUTIVE SUMMARY

This paper uses PESTLE analysis and SWOT analysis to analyze the internal and external environment of McDonald's China from the perspective of corporate brand operation, sort out the impact of the internal and external environment on McDonald's Chinese brand operation, summarize the advantages and disadvantages of brand globalization and brand localization, and put forward suggestions on the brand operation mode suitable for McDonald's marketing. The ultimate goal is to make McDonald's China surpass KFC and other competitors in brand operation and marketing, and maintain its future resilience and sustainable competitive advantage.

McDonald's is the largest and most famous fast food brand in the world. It has been more than 30 years since it entered China in 1990. McDonald's China was acquired by CITIC China with 52% shares in 2017, and has been expanding the number of restaurants in the past two years.

McDonald's has always adhered to the global brand strategy, using standardized products, services, management and procurement to operate its brand, which is no exception in China. On the other hand, KFC insists on a thorough localization transformation in China, which has played an extraordinary role. Both the number of restaurants and the turnover are far more than McDonald's. Therefore, the focus of this study is to take McDonald's China as a sample to analyze whether multinational brand operation should adhere to its global standards or carry out localization transformation.

TABLE OF CONTENT

1	INTRODUCTION.....	4
2	ANALYSIS OF MCDONALD'S EXTERNAL ENVIRONMENT IN CHINA.....	5
	2.1 Political.....	5
	2.1.1 Relationship with the government.....	5
	2.1.2 The power of NGOs.....	6
	2.2 Economical.....	6
	2.2.1 Global economic integration.....	6
	2.2.2 Cheaper labor and raw materials.....	6
	2.3 Social.....	7
	2.3.1 Corporate social brand image.....	7
	2.3.2 Diversified social needs.....	7
5	RECOMMENDATIONS.....	8
	2.4 Technological.....	8
	2.4.1 New technical equipment.....	8
	2.4.2 Digital technology.....	8
	2.5 Ecological.....	8
	2.5.1 "Double carbon" target.....	8
	2.5.2 Environmental protection packaging requirements.....	9
	2.6 Legal.....	9
	2.6.1 Intellectual property rights of enterprises.....	9
	2.6.2 Legal dispute settlement mechanism.....	10
3	ANALYSIS OF MCDONALD'S INTERNAL ENVIRONMENT IN CHINA.....	11
	3.1 Advantages (strong brand effect).....	11
	3.2 Weaknesses (lack of local characteristics).....	11
	3.3 Opportunities (acquisition by local state-owned enterprises in China).....	12
	3.4 Threats (KFC and Other competitors).....	12
4	CONCLUSION.....	13
5	RECOMMENDATIONS.....	14
	5.1 Adhering to the service standards of globalization.....	14
	5.2 Adhering to the core product standards of globalization.....	14
	5.3 Adhering to the supply chain standards of globalization.....	15
	5.4 Adhering to the training standards of globalization.....	15
	5.5 Expanding the management and operation team of localization.....	16
	5.6 Expanding the regional and featured food of localization.....	16
	5.7 Expanding a Corporate Brand Image of localization.....	17
6	REFERENCES.....	18

1 INTRODUCTION

It is well known that brand operation is crucial to marketing. Multinational enterprises often face a dilemma when choosing the international market----localizing their brands or sticking to their global brands?

McDonald's is a world-famous fast food brand. According to the release of 2022 Forbes Global Enterprise 2000, McDonald's ranked 223, which is well deserved as the world's leading fast food chain (Databahn, 2022). It has greatly surpassed KFC in brand value, sales volume and operating income. However, in China, McDonald's has encountered strong challenges. As KFC is a typical representative of Chinese brand localization, it has surpassed McDonald's in every aspect (Ashley Turner, 2018). This is indeed a very interesting phenomenon.

So, is McDonald's brand successful in China? Is it feasible to insist on global brand operation in China? In order to answer these questions, this paper focuses on the external and internal environment of McDonald's in China from the perspective of brand operation and marketing, finds out the relevant problems in brand operation, and puts forward relevant suggestions on how to improve brand construction and marketing strategies.

2 ANALYSIS OF MCDONALD'S EXTERNAL ENVIRONMENT IN CHINA

The PESTEL framework is an effective tool to analyze the external environment of organizations. It can be used to identify how the issues in the political, economic, social, technological, ecological and legal environments might affect organisations (Gerry Johnson, 2014, p.34).

2.1 Political

A multinational enterprise must pay close attention to the political system, government interests and other political factors in the countries involved in its business. In a broad sense, it should also pay attention to trade and investment policies, financial regulation, consumer protection and other factors (Morrison, J, 2020, p.306).

2.1.1 Relationship with the government

To some extent, the government is an important stakeholder of enterprises, and active stakeholders will promote the success of enterprises in the commercial field (Janet Morrison, 2020, p.306). McDonald's has established good public relations with governments around the world, and has obtained many local preferential policies. For example, when McDonald's entered China for the first time, the local government generally gave it extremely preferential rent policies, such as a five-year rent free lease contract. Since the outbreak of COVID-19 in 2020, the Chinese government has been implementing strict epidemic prevention policies, and McDonald's should strictly comply with the requirements. In addition, China has always been very sensitive to political events, especially when it touches the core interests of the country. 2021 Xinjiang Cotton Incident Damaged the Operation of Nike, Adidas and Other Multinational Enterprises in China (Woo Stu, 2022). McDonald's must remain sober and actively adapt to China's political environment.

2.1.2 The power of NGOs

McDonald's has been actively responding to the call, participating in various NGOs and playing an active role. For example, in 2004, McDonald's sponsored the China Basketball Association to hold the first NBA China game. McDonald's also carried out a series of cooperation with Chinese basketball organizations, including a training course held in Beijing in July 2004. A series of activities carried out by these NGOs had a great impact on Chinese people, especially young people, and also promoted McDonald's brand promotion. However, in recent years, McDonald's has hardly cooperated with NGOs in China. In 2020, KFC (Yum China) was designated as the official sponsor of the 2022 Beijing Winter Olympics, but McDonald's failed to do so (New York PR Newswire Association LLC, 2020).

2.2 Economical

2.2.1 Global economic integration

Global economic integration has provided a fertile soil for the development of transnational enterprises, especially for developing countries like China. In order to introduce foreign enterprises, trade barriers are often greatly lowered. For example, since China first introduced McDonald's in 1990, the number of McDonald's stores will reach about 4500 in 2022, becoming the world's second largest and fastest growing market (REUTERS, 2017). But on the other hand, the International Monetary Fund (IMF) believes that the global economic situation in 2022 is more fragile than previously expected and lowered its growth forecast for 2022. The global economic growth would slow down from 5.9% in 2021 to 4.4% in 2022 (Brinsden Colin, 2022). The slow recovery of the global economy has led to a decline in consumer demand, which has had an impact on McDonald's market in China.

2.2.2 Cheaper labor and raw materials

China is a developing country with a large population. McDonald's can obtain cheaper labor than western developed countries. McDonald's manages a large number of part-time employees in China. Flexible hourly workers do not need to be included in the preparatory work and pay for social security and accommodation, which can save a lot of labor costs. McDonald's can also obtain cheaper and higher quality raw materials worldwide, which has played a positive role in maintaining McDonald's high-quality brand.

2.3 Social

2.3.1 Corporate social brand image

Multinational enterprises should not only produce and operate, but also actively undertake corporate social responsibility to ensure the continuous quality of their brands. Founded in the United States in 1974, Ronald McDonald House is a global public welfare project covering 65 countries and regions (Keisha Boyd, 2020). It is one of McDonald's core public welfare projects in China. McDonald's also employs disabled people to help them reintegrate into society. As a responsible enterprise, McDonald's needs to serve the society and give back to the society to ensure that its good brand image continues to be maintained.

2.3.2 Diversified social needs

McDonald's needs to master local social conditions and customs and adopt flexible brand operation methods. Faced with low-income people, McDonald's needs to promote its brand affinity. With the increasing demand for health, McDonald's should advocate a healthy brand image. McDonald's in China launched the slogan "i'm lovin'it", while KFC likes to use red decoration. Although "i'm lovin'it" can attract young people, red is the favorite color of Chinese people, representing reunion. Obviously, KFC brand operation has a better understanding of Chinese culture.

5 RECOMMENDATIONS

2.4 Technological

2.4.1 New technical equipment

McDonald's will use various technical equipment to innovate brand operation. McCrispy Chicken is a new product launched in China in 2021. The chicken is automatically massaged and relaxed 360 degrees in a vacuum bucket, automatically marinated in a 0 to 4 degrees Celsius curing bucket, automatically fried to lock water, and automatically fried at low temperature to produce golden crisp. In 2019, McDonald's announced the acquisition of American technology start-up Apprente. By combining voice based dialogue technology with dynamic interest personalization technology, customers can not only quickly and intelligently book meals in advance, but also quickly and accurately pick up meals (Kelly Tyko, 2019).

2.4.2 Digital technology

The Internet of Things and intellectualization based on digital technology have brought opportunities for McDonald's brand operation. In 2020, McDonald's China's first IT strategic R&D center - McDonald's China Nanjing IT R&D Center was officially launched. The R&D direction of the center covers such fields as catering intelligent terminal system, big data platform, artificial intelligence service, etc., providing strong support for McDonald's digital development (China Food, 2021).

2.5 Ecological

2.5.1 "Double carbon" target

"Double carbon" target is the national independent contribution improvement target updated by China according to the provisions of the Paris Agreement. The carbon emissions will reach the peak in 2030 and reach carbon neutral in 2060 (Hao Jian, 2022). In this case, McDonald's Brand operation in China should be actively reformed under the

"Double carbon" target. In September 2022, McDonald's China announced the opening of its first "zero carbon restaurant" in Beijing. This restaurant is designed and built according to the zero carbon emission and zero energy consumption standards of LEED, an international authoritative green building certification, which is a good green brand promotion.

2.5.2 Environmental protection packaging requirements

Another focus of environmental protection is packaging. In June 2020, McDonald's China announced that it would further reduce the plastic content of food packaging, gradually stop using plastic straws, and reduce plastic consumption by about 400 tons every year (People's Daily, 2020). In 2020, McDonald's China will use 100% paper food packaging bags certified by the Forest Management Committee or the Forest Certification and Accreditation Program. These behaviors of McDonald's have won the corporate brand image of green and environmental protection.

2.6 Legal

2.6.1 Intellectual property rights of enterprises

Most trading countries in the world have established such systems to protect the trademarks and patents of enterprises. This is very important for the brand protection of transnational enterprises in the host country. McDonald's brand trademark and logo are the most important intellectual property rights of McDonald's. When it comes to McDonald's, people always think of "Golden Arch". Yellow can remind people of hope, happiness and glory, and is easy to identify. The white "McDonald's" is the full English name of McDonald's. The whole LOGO is simple and generous, which is unforgettable at a glance. If there is no such legal system as intellectual property rights, there will be some imitation of brand trademarks and logos, which will affect McDonald's brand protection in China.

2.6.2 Legal dispute settlement mechanism

The activities of transnational corporations often conflict with other brands. In this case, a good legal environment can provide solutions to these disputes. The trademark "McFlurry in Traditional Chinese" (the disputed trademark) was applied by a Hong Kong company to the China Trademark Office in 2013. In 2019, McDonald's filed a request for invalidation and appealed to Beijing Intellectual Property Cour. According to the judgment, the disputed trademark constitutes a copy of McDonald's quotation trademark, which harms McDonald's interests. The "McFlurry" trademark of McDonald's is recognized as a well-known trademark (BEIJING EAST IP LAW FIRM, 2019).

3 ANALYSIS OF MCDONALD'S INTERNAL ENVIRONMENT IN CHINA

SWOT analysis method is an analysis method for studying the internal environment of enterprises (Phadermrod Boonyarat; Crowder Richard M; Wills Gary B, 2019, p.195). It achieves this by assessing the strengths (what the organization can do) and weaknesses (what the organization cannot do) of the organization to match opportunities (potential advantages of the organization) and threats (potential disadvantages of the organization) (Pingali Venugopal, 2010, p.66).

3.1 Advantages (strong brand effect)

McDonald's is the leader of the fast food industry, and its production and operation are standardized. People hold a highly positive attitude towards its food safety, product quality, service, dining environment, etc. McDonald's has also established a long-term cooperative relationship with suppliers to comprehensively coordinate, manage and optimize the supply chain network management, laying a good foundation for the entire McDonald's brand operation.

3.2 Weaknesses (lack of local characteristics)

Chinese people like all kinds of Chinese food very much. China's 23 provinces have their own unique eating habits. Compared with KFC, McDonald's doesn't have so many local specialties. When KFC began to introduce cold dishes in China, McDonald's still insisted on using deep fried food with heavy oil and salt. In addition, although McDonald's has a global advanced standardized management and training system, excessive standards will greatly reduce efficiency. The regional headquarters of each province have too little authority over the management team, so they can only passively implement the requirements of the headquarters in China, rather than independent innovation and brand operation.

3.3 Opportunities (acquisition by local state-owned enterprises in China)

In August 2017, McDonald's announced a strategic cooperation with CITIC. In the new company, CITIC will hold 52% of the controlling interest and become a veritable "big boss" (EFE News Service, 2017). CITIC is a very professional Chinese enterprise in real estate and finance, which helps McDonald's continue to expand its market in China. At present, McDonald's stores are mostly concentrated in China's first tier cities. In the future, there is a great opportunity to seize the second and third tier cities together with CITIC.

3.4 Threats (KFC and Other competitors)

KFC and McDonald's have been competing for 30 years. In 2016, Yum China, the parent company of KFC, was listed on the New York Stock Exchange as an independent company (PR Newswire, 2016). It can be imagined that KFC China, which has tasted the benefits of localization, will continue to deepen its localization brand operation. KFC has expanded its restaurants to the fourth and fifth tier cities in China, even to the first tier villages and towns. More than half of its products are Chinese food. McDonald's is also facing challenges from well-known Chinese local enterprises such as Mr. Rice and Zhenkungfu, as well as multinational enterprises such as Subway and Burger King. If not careful, it may lose its high-quality brand.

4 CONCLUSION

It can be seen that brand operation is crucial to marketing. Although McDonald's political, economic, social, technical, legal and other external environments in China are generally good, there are also some external environmental risks, such as slow economic recovery, strict epidemic prevention and control policies, diversified social needs, etc., which pose challenges to McDonald's brand operation. McDonald's is very successful in product quality, brand image, supply chain and standardization, but there are also some contradictions and problems in brand operation localization that are difficult to solve in a short time.

After being invested by CITIC, a powerful Chinese company with rich financial and real estate experience, how can McDonald's continue to operate its own brand, promote marketing and defeat its competitors? In general, McDonald's China cannot only choose to operate its brand according to global standards, nor can it just choose to localize in China. In terms of some advantages like the service standards, the core product, the supply chain, the training system, McDonald's should adhere to globalization. And on some aspects like the management and operation team, the regional and featured food, it should carry out localization transformation.

5 RECOMMENDATIONS

5.1 Adhering to the service standards of globalization

Standardization refers to an unchanging sequential process, in which each step is arranged in sequence and all results are unified. The goal of standardized services is to cover as many customers as possible (Keh, Hean Tat, 2016). McDonald's is a typical example of global enterprise service standardization. Its global service standards have three requirements: F (Fast), and the service must be completed in the shortest time. A (Accurate), the service is delivered carefully and punctually. F (Friendly): Service should be smiling and polite. The tone, attitude, language and body language should be standardized. As for stores, high chairs, children's entertainment areas, baby changing areas, and disabled toilets are required. (Assignmetnpoint, 2022). These mature global service standards should be adhered to to maintain the brand image of McDonald's high-quality service.

5.2 Adhering to the core product standards of globalization

McDonald's has established many product R&D and quality management centers around the world. The R&D cycle of McDonald's products is basically more than 10 years or more, but the product life cycle is more than 50 years. McDonald's core products include Big Mac, Hot Apple Pie and so on. These core products are also very popular in China, with taste and characteristics different from similar products of other homogeneous enterprises. These core products should continue to be adhered to, which is very necessary to retain McDonald's loyal customers. For example, In 1968, McDonald's launched the Big Mac, which consists of two whole beef patties, Special Sauce, lettuce, cheese, pickles and onions on sesame bread. The giant with a long history "is not only a hamburger", but also an "international idol", which is still popular all over the world. In the later stage, although there are two Big Mac and le Mac, the raw materials and

formula are still adhered to (Derrick Jayson, 2020).

5.3 Adhering to the supply chain standards of globalization

Modern supply chain networks can effectively provide various forms of products and add value to customers and other stakeholders (Bryan Christiansen editor, 2016, p.47). McDonald's has an advanced logistics supply chain in the world, providing McDonald's with stable, safe and affordable raw materials and logistics services. McDonald's suppliers and logistics providers in China mainly include Tyson Foods Inc and J R. Simple Company, Grupo Bimbo and HAVI Group. Tyson Foods Inc, founded in 1935, is one of the world's largest producers and suppliers of chicken, beef and pork. Grupo Bimbo is the world's largest bakery food manufacturer. HAVI Group has more than 40 years of cold chain logistics experience in the world, and has maintained a stable cooperative relationship with McDonald's since the 1970s (SNACK FOOD&WHOLESALE BAKERY, 2017). McDonald's should continue to cooperate with these supply chain enterprises in China to obtain cheap and high-quality products and services.

5.4 Adhering to the training standards of globalization

For managers, training is generally carried out in the form of post practice, regional training center and short-term study at Hamburg University (HU). HU was founded in 1961, including Shanghai and Hong Kong in China. Every year, more than 8000 students from more than 120 countries receive courses in 27 languages at McDonald's Hamburg University. Students learn leadership, teamwork and decision-making skills in the classroom and restaurant environment of Hamburg University (Corpus Christi, 2015). Post practice is mainly to require the management personnel to invest in the grass-roots work posts of the restaurant as ordinary employees, such as making French fries and hamburgers. For ordinary hourly employees, each new employee will be led by an old employee from the beginning of employment and trained one-to-one until the new

employee can operate independently.

5.5 Expanding the management and operation team of localization

In order to give full play to the advantage that local talents are familiar with the policy environment and market characteristics, McDonald's must enrich a large number of Chinese local talents in the management team and operation team, especially the heads of operation teams in various regions of China can be completely localized. At the same time, Strengthening organizational management. Establish a coordinated and efficient process and organizational structure system that takes users as the center, markets as the guide and benefits as the goal. White Colin proposed five Cs, namely coordination, communication, command, control and conflict/concern. The requirement for successful management and operation is to focus on the five Cs (White Colin, 2004, p.361). McDonald's should pay close attention to the five Cs.

5.6 Expanding the regional and featured food of localization

McDonald's familiar core American products can be purchased by any visitor, but the unique local new products will cater to the local consumer market (Crawford Alice, 2015). In order to meet the complex and diverse product needs of Chinese people, McDonald's must constantly introduce new products. According to the regional characteristics, McDonald's can launch casserole porridge in Guangzhou and cold pot string in Chengdu. For night snack, beer+chicken rack and other fast food can be introduced. In order to meet people's demand for low fat, low salt and low sugar, vegetable salad, roasted wings, steamed vegetables and cold dishes can be introduced. In short, based on demand, regional differences and other factors, on the basis of retaining some global standardized core products, in-depth research, bold innovation, give regional management and operation teams full autonomy, and regularly launch a variety of new products adapted to local characteristics.

5.7 Expanding a Corporate Brand Image of localization

For advertising, it can boldly use Chinese traditional culture, from Beijing Opera to Chinese Dragon, and appropriately use some dialects. For the spokesperson, it is more likely to choose ordinary public figures and life scenes with Chinese characteristics, such as family reunion during the Spring Festival, and family and friends playing together. In terms of the restaurant environment, some lanterns and Spring Festival couplets with Chinese characteristics are arranged to cater to the habits of Chinese consumers. Make full use of the opportunity of cooperation with CITIC to push the McDonald's brand to a new height and breadth with CITIC's understanding of the Chinese market (Carlsbad; Uloop Inc, 2017).

6 REFERENCES

- Ashley Turner. (2022) This is how KFC became the biggest fast food chain in China.
<https://www.cnbc.com/2018/09/06/kfc-mcdonalds-burger-king-pizza-hut-china.html>
- Assignmentpoint. (2022) Customer Service at McDonalds.
<https://assignmentpoint.com/customer-service-at-mcdonalds/>
- BEIJING EAST IP LAW FIRM. (2019) MCFLURRY IN SIMPLIFIED CHINESE AND MCFLURRY IN TRADITIONAL CHINESE: WELL-KNOWN MARKS IN CHINA.
<https://www.beijingeastip.com/type-news/mcflurry-simplified-chinese-mcflurry-traditional-chinese-well-known-marks-china/>.
- Brinsden, Colin. (2022) Economic recovery 'like no other': IMF. AAP General News Wire; Sydney [Sydney]. 25 Jan 2022.
- Bryan Christiansen editor. (2016) Handbook of research on global supply chain management. Business Science Reference.
- Carlsbad; Uloop Inc. (2017) Why McDonald's Is Selling Its Chinese Business. University Wire, 2017.
- CHINA FOOD. (2021) McDonald's China app is on!
<https://chinafoodpress.com/2021/06/24/mcdonalds-china-app-is-on/>
- Corpus Christi Caller - Times. (2015) Hamburger U a school for service: McDonald's training follows system. Corpus Christi [Corpus Christi]. 03 May 2015: A.1.
- Crawford Alice; Humphries Sarah A; Geddy Margaret M. McDonald's: A Case Study in Glocalization. Journal of Global Business Issues; (Spring/Summer 2015): 11-18.
- Databahn. (2022) 2022 Forbes Global 2000 Companies List.
<https://www.databahn.com/products/2022-forbes-global-2000-companies-list-free-excel-spreadsheet>.
- Derrick Jayson. (2020) What's Better Than A Big Mac? A Double Big Mac. Benzinga Newswires; Southfield [Southfield]. 11 Mar 2020.
- EFE News Service. (2017) McDonald's sells majority stake in China business to Citic, Carlyle: CHINA MCDONALD'S. EFE News Service; Madrid. 09 Jan 2017.
- Gerry Johnson; Kevan Scholes; Duncan Angwin; Patrick Regnér. (2014) Exploring strategy : text & cases (10th edition). Pearson.
- Hao Jian; Chen Lin; Zhang Na. (2022) A Statistical Review of Considerations on the Implementation Path of China's "Double Carbon" Goal. Sustainability; Basel Vol.14, Iss.18
- Janet Morrison. (2020) The global business environment : towards sustainability? Macmillan International Higher Education.
- Keh Hean Tat; Ding Ying. (2016) A re-examination of service standardization versus

customization from the consumer's perspective. *The Journal of Services Marketing*; Santa Barbara Vol. 30, Iss. 1, (2016): 16-28.

Keisha Boyd. (2020) McDonald's Restaurants Across Florida Raised more than \$950,000 for Ronald McDonald House Charities: McDonald's Franchisees are Helping to Offset the Loss of Thousands of Dollars Amid the On-Going Pandemic. *PR Newswire*; New York. 21 Aug 2020.

Kelly Tyko. (2019) McDonald's acquires Apprente, plans to speed up drive-thru lines with voice-based ordering technology. *Arlington; USA Today*.

Morrison, J. (2020) *The Global Business Environment Towards Sustainability*. Red Globe Press.

New York PR Newswire Association LLC. (2020) Yum China Named Official Retail Food Services Sponsor of the Beijing 2022 Olympic Winter Games. *PR newswire*, 2020.

People's Daily. (2020) McDonald's to phase out plastic straws in China. *People's Daily*; Beijing. 01 July 2020.

Phadermrod Boonyarat; Crowder Richard M; Wills Gary B. (2019) *Importance-Performance Analysis based SWOT analysis*. Kidlington: Elsevier Ltd.

Pingali Venugopal. (2010) *Marketing management a decision-making Approach*. New Delhi, India : Sage Publications Pvt.

PR Newswire. (2016) Yum China Completes Separation From Yum! Brands, Lists on The New York Stock Exchange: Yum China to ring NYSE Opening Bell(R) remotely from Shanghai. *PR Newswire*; New York. 01 Nov 2016.

REUTERS. (2017) McDonald's Unveils Plan to Open 2,000 More Stores in China. <https://fortune.com/2017/08/08/mcdonalds-china-2000-stores/>.

SNACK FOOD&WHOLESALE BAKERY. (2017) East Balt Bakeries China earns McDonald's Supplier of the Year Award. <https://www.snackandbakery.com/articles/89854-east-balt-bakeries-china-earns-mcdonalds-supplier-of-the-year-award>.

White Colin. (2004) *Strategic management*. Palgrave Macmillan Press.

Woo Stu. (2022) Chinese Sportswear Company Anta Gains on Nike, Adidas Over Forced-Labor Issue; Western sportswear brands lose ground in China amid consumer boycott of foreign companies taking stand on Xinjiang cotton. *Wall Street Journal* (Online, 05 Jan 2022).