



GRC

Marketing Plan Brand Image Building in the Age of Social Media

7015AAD Final Major Project
Congyue Du



'Reveal the Unknown, Reach the New Height'



CONTENTS

1.0 Abstract

2.0 Introduction

3.0 Situation Analysis

3.1 Brand Position and Competitors

3.2 User Persona

3.3 SWOT analysis

4.0 Brand Image Building

4.1 User Experience

4.2 Consumer Behaviour

4.3 Social Media Platforms

4.4 Strategies

5.0 Project Management

5.1 Keller's Brand Equity Model

5.2 Hook Model

5.3 RACI Matrix

5.4 Gantt Chart

5.5 Risks

6.0 Conclusion and Limitation

7.0 Reference

8.0 Figure List

GRC

Gentleman Racing Club

ABSTRACT

As a emerging Chinese cycling apparel brand, the popularity and recognition of Gentleman Racing Club (GRC) keeps rising in the last couple of years. Nowadays, it has become one of the most famous in China. However, as time goes on, the competitiveness gap between GRC and its competing brands is closing. The traditional branding strategy of GRC are becoming limitations of its future development. In order to expand its influence in this market, creating a innovative marketing plan which is based on brand image building and management can be beneficial.

The purpose of it is to develop a marketing management plan for GRC on the strength of brand image building in the age of Social Media. Firstly, this report will introduce the background information and analyze the present situation of the company. Then, it is going to evaluate different brand image building strategies, to find out if they are applicable to Chinese market and able for GRC to use. Finally, a detailed management plan will be presented. The conclusion and limitation will also be elaborated to help GRC doing further practice. My study is based on Double Diamond Model. The Double diamond model is a visual representation which maps the divergent and convergent stages of a design and innovation process created by British Design Council(Schneider 2015). This report will be the develop and deliver process.

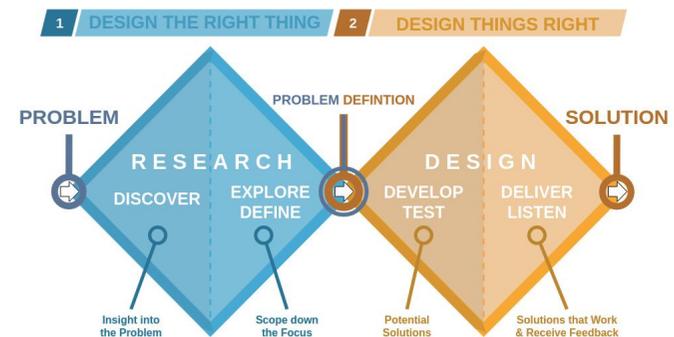


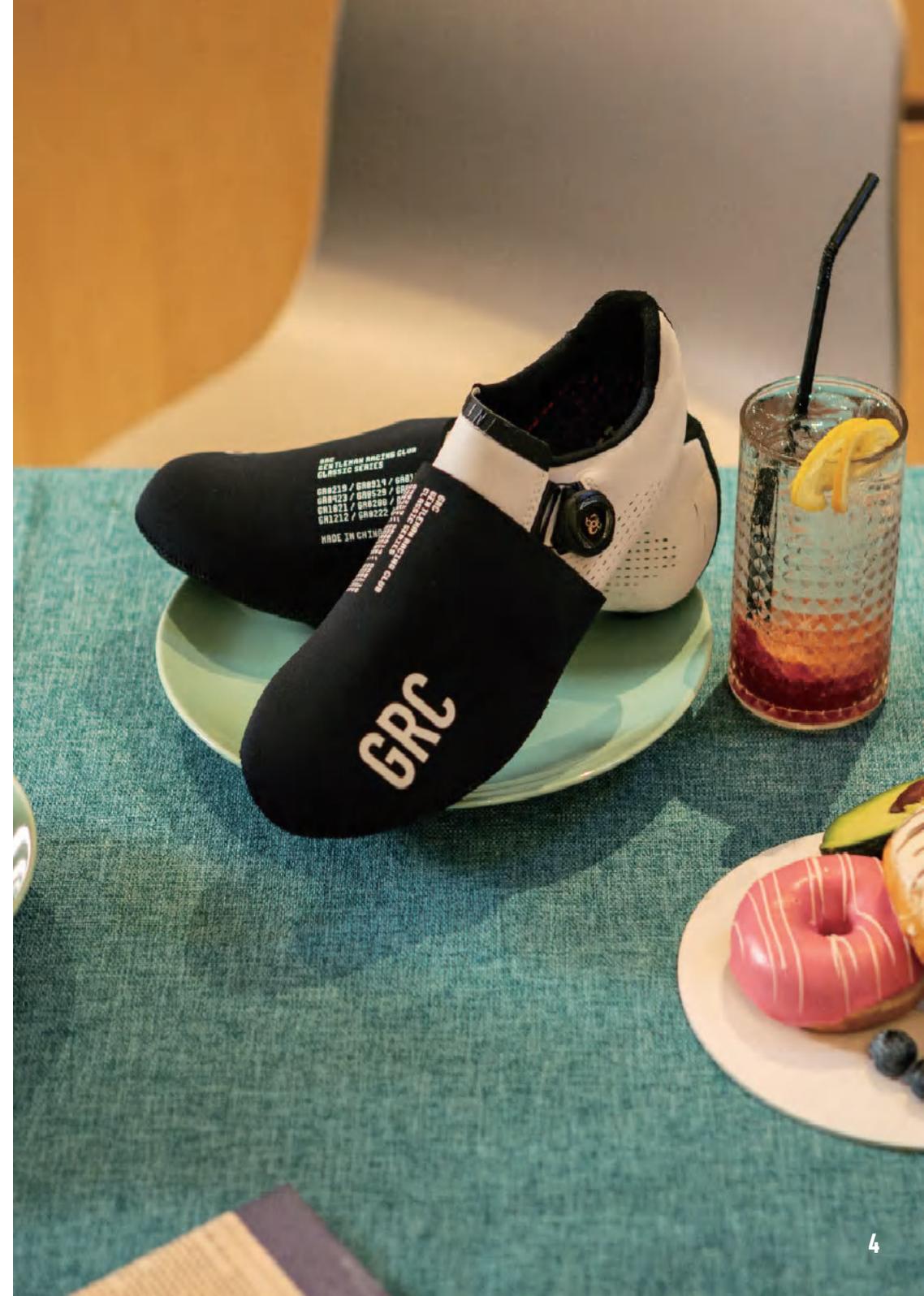
Figure 1.1 The Double Diamond Model

INTRODUCTION

GRC is a Chinese local brand, its head office is located in Taicang, Suzhou. Its retailing store is spreading all over East Asia including Hong Kong, Taiwan, South Korea, Thailand, etc. GRC has a various product line from professional cycling jerseys to daily sportswear. The artistic design and considerate customizing service of GRC has been widely praised by its collaborators and consumers.

In recent years, semi-pro cycling league and racing in China is developing rapidly. It is a valuable market and its participants and audiences are all very potential consumers. GRC has paid much attention in this area, built relationships with many premium cycling store, teams and semi-professional athletes. Another market GRC is focusing on is customization service, providing one to one service to cycling groups, teams and individuals who is seeking for products with personalized design. Comparing with other personal customization cycling apparel brand in Southeast China, GRC is more expensive but also have a more considerate and thoughtful service.

This report is going to develop a marketing plan for GRC based on brand image building in the age of social media. Brand image is the perception of the brand in the minds of the customers(Pahwa 2021). This is also one of the most wide accepted definition. However, the concept of brand image is not uniform, it differs in different context. For instance, Zhang(2015) defined brand image as general consumers' perception and feeling about a brand which have influence on their behavior. According to Keller(1993), brand image can be defined as summation of brand associations which leads consumers towards brand perception along the lines of brand attributes, brand benefits and brand attitude. Sometimes brand image might be confused with brand personality or brand identity. These concept is more like detailed explanations to brand image, and brand image is the sum total of them.



SITUATION ANALYSIS

Brand Position and Competitors

Brand positioning has been defined by Kotler as “the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market”. In other words, brand positioning describes how a brand is different from its competitors and where, or how, it sits in customers’ minds. By shaping consumer preferences, brand positioning strategies are directly linked to consumer loyalty, consumer-based brand equity, and the willingness to purchase the brand. Effective brand positioning can be referred as the extent to which a brand is perceived as favorable, different and credible in consumers’ minds (Marion 2016).

There are many other cycling apparel brands who has a strong deep consumer recognition in Chinese market as well, including Mysentan, Santic, NEZA, etc. Comparing with those brands, GRC has a very high cost performance. The target consumers of GRC are cycling enthusiasts in the middle to high class market who have a regular cycling plan. Such consumers usually have a higher demand for their equipment and would like to spend more money on their hobby. It is the vision of GRC to produce high-quality, comfortable, aesthetic-designed cycling apparel for consumers with a reasonable price. Even though the price is relatively high, products of GRC also have a better average quality than its competitors.



Figure 3.1 Brand Positioning

User Persona

User persona is a fictional representation of target customer (Veal 2020). By developing a user persona, UX designers can build empathy to their target user and identify user needs. The more specifically the description of target customer is, the easier it is to set right direction for the brand (Fashionary Team 2021).



PETER

“Eating, breathing and cycling.”

Age: 27
Location: Shanghai, China
Occupation: Architect
Status: Married
Hobbies: Skiing, Cycling
Brand Preference: GRC, Rapha, Nike
Story and Goals: Peter was a semi-professional cyclist in University. After graduation he started working in a international architecture design company. Now he is able to afford more expensive products. The comfort and sporting performance is very important to him.

Spending Ability



Sports Level



Exercise frequency



Social Media Preference





AMELIA

"Sports make me feel alive."

Age: 23
Location: Suzhou, China
Occupation: Model
Status: Single
Hobbies: Cooking, Traveling, Cycling
Brand Preference: GUCCI, GRC, ISSEY MIYAKE
Story and Goals: Amelia's social image is important to her model career. She is looking for some fashionable equipments. To her, a perfect product must have both good using experience and appearance. She enjoys reciving likes from her followers when sharing photos and videos on social media.

Spending Ability



Sports Level



Exercise frequency



Social Media Preference



SWOT Analysis

SWOT Analysis SWOT stands for strengths, weaknesses, opportunities and threats. It is a framework used to evaluate a company or a product's competitive position and to develop strategic plan. SWOT analysis assesses internal and external factors, as well as current and future potential(Grant 2021).

Strengths: This helps in understanding the core areas of the business where it beats the competition and has the competitive advantage in the market. Strengths are generally the core competency of the business(Bhasin 2019).

Weakness: This is the pain area of the organization where it does not have the resources or skills. Business has to work upon these areas so that they are not left behind from the competition. Though there will be some or the other weakness it should not be an area which takes the business pout offff the market(Bhasin 2019).

Opportunities: This helps in understanding what other things a business can do with the current skills and resources. It helps the business to know the areas where it can expand and take a lead in order to diversify the business and expand the customer base(Bhasin 2019).

Threats: This analysis helps in understanding what are the areas which can impact the business in future or right away. So business has to prepare itself to handle the threats in the market landscape. Competition or increasing number of players in the market with same value proposition is a threat to business as it directly lowers the customer

S	W	O	T
<ul style="list-style-type: none"> GRC has a good user recognition, its product and customization has been well accepted by the market in China. Now this brand is expanding its business to other countries in Asia, more potential consumers are able to know and experience its products. GRC only demands high level materials, which makes its product comfortable and reliable. 	<ul style="list-style-type: none"> Although only high level materials are demanded, not all of them are recycled or eco-friendly. According to the official website, 95% of the materials are sustainable at present, more effort are needed to reach the target of 100%. GRC only has a small factory in Taicang, more productivity will be required if the business keeps increasing. 	<ul style="list-style-type: none"> Because of the impact of the pandemic, more people in China have realized the importance of regular sports. Many of them started running or cycling by then, which meas the market is growing. Since the crisis of COVID-19 is bacially over, more sports events will be back to normal and more chance of sponsorship and collaboration will be available. 	<ul style="list-style-type: none"> Some of the competitors have started sponsoring more popular activities and teams with a wider audience and cause higher exposure, like Santic is the apparel sponsor of Inter marche-Wanty, a team taking part in le Tour de France this year.

Figure 3.2 SWOT Analysis on GRC

BRAND IMAGE BUILDING

User Experience

Peter Morville's user experience honeycomb is a tool that explains the various facets of user experience design, including usable, useful, desirable, findable, credible, accessible, and valuable. Since there are many aspects of this field far beyond usability Peter felt that this new diagram would help to educate clients. The honeycomb helps to find a sweet spot between the various areas of a good user experience. Each application will be different based on the balance between context, content and users. But, by keeping all of these points in mind it is easier to define priorities. This is essential for helping companies break down tasks in order to formulate a strategy towards an end goal(Wesolko 2016).



Figure 3.3 The User Experience Honeycomb

Allen Zhuang, the design manager of GRC, said that the mission of the brand is to provide joyful, good-looking and reliable products which should be able to bring happiness to users. At present they are focusing on findability and credibility in user experience construction. GRC is still trying to raise brand awareness, to let potential consumers find and know the brand and its product easily. After being widely known and accepted by the market, GRC will pay more attention on the accessibility and usability development of its products.

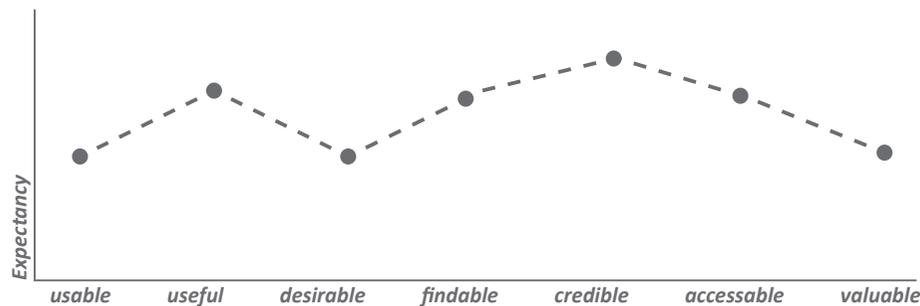


Figure 4.1 User Experience Expectations

In order to become more findable, higher exposure would be required. GRC could do more advertising on social media by working with internet celebrities and sponsoring events. During advertising, the logo and slogan are very easy for audience to remember, they could be put in a more visible place. In this way consumers would have more impression on this brand and they are more likely to choose a brand they are familiar with. Also GRC should create official accounts on more social media platforms, and link the video to the online shopping website, so the consumers could find the product in the video directly and place their order quickly.

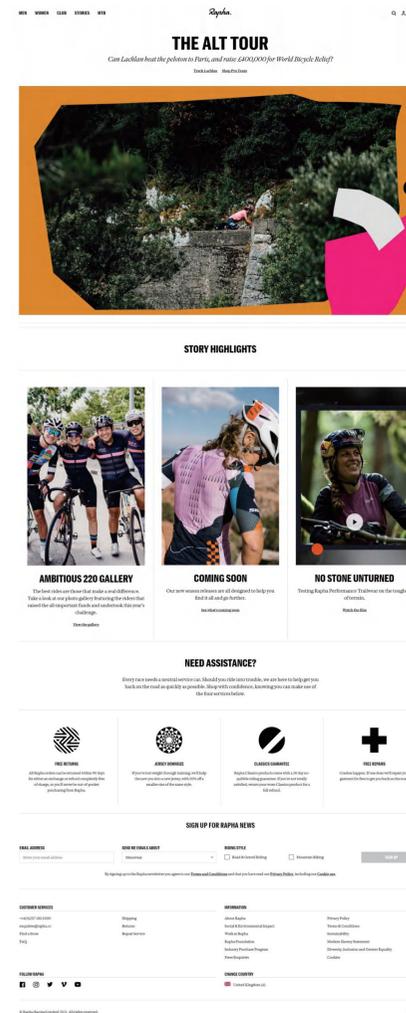


Figure 4.2 Rapha Official Website

For instance, the current official website of GRC is very simple, it more like an online store, which has the repetitive function as Taobao, GRC should add more introduction of the brand, the design and different events on it. As an example, the official website of Rapha, online store is only a part of it. More different contents of information like videos and photos about the cycling club, the cyclists and their stories are shared by the website, showing the widely usage of its product, building a more credible brand image in the mind of the audience.

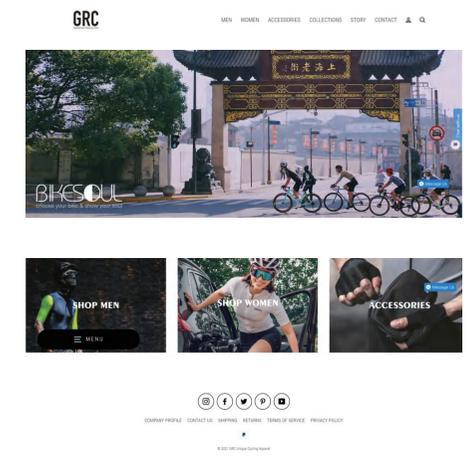


Figure 4.3 GRC Official Website

Consumer Behaviour

Roth(1995) indicated that the essential part of a company's branding plan is to maintain brand image and strategy. The point of branding is to establish trust from their consumer, thereby improving brand's equity. Brand image has significant positive influence on brand equity. it is the driving force of customer satisfaction and customer loyalty. By considering brand image building in branding strategy, consumer behavioral intention can be predictable (Zhang 2015).

Keller(1993) pointed out that brand equity came from the customers' confidence in a brand. According to his theory, connecting the strong and unique brand association with consumers' memories about the brand through marketing activities is helpful to create a positive brand image. Together, a total image will be created and then have some influence on consumers' preference and behavior(Solomon 2019). Consumer behavior is affected by consumption situation and their situational self-image. Consumer would think better of a brands if it fits their self-concept, which stands for the collection of one's perception about himself that includes elements such as capabilities, characteristics, shortcomings, appearance and personality, despite the difference of its performance in different context(Zhang 2015).

In consequence, during brand image building, GRC should evaluate the user persona and the character of its previous buyer before launching something new. Then the contents to be published should be flexible and fits the preference of consumers, providing them reasons to choose GRC and trying to maintain a unified brand image. Management tools and frame works like the Hook Model could be used during this process.

Social Media Platforms

Consumer's preference on social media keeps changing. Nowadays, streaming media has became one of the most popular media type. In order to build brand image with social media, using multiple platforms to support each other is very important. For example, providing users more information they would like to obtain. Brand should keep a unified brand image on different social media, while customizing the content to match the characteristics of each platform, and The communication should be consistent in visual and textual style. In other words, visual consistency is helpful to create brand recognition(Solomon 2019). Meanwhile, thinking about which platform and when to post contents is quite necessary to improve the efficiency(Fashionary Team 2021). Different types of contents which fits different users' preference of time and usage can be put on different platforms. According to the self-concept and self-image theory, it could be very efficient to attract users' curiosity and increase their shopping intention.



TikTok is a short-form mobile video sharing platform developed by Byte Dance which is aiming to build a global community where people can create and share, discover the world around them, and connect with others across the globe. Nowadays, streaming media is becoming more popular and replacing traditional social media. People usually use TikTok in their fragmentation time such as during the gap in work or when they are waiting for something. Short-form mobile videos usually have more content in a limited time. Although most of them are very easy to produce, higher clicking rates also require a well prepared plan.

Most cycling races are very long, people may feel too tired to watch the entire game, which limited the group of audience. Cutting the high-light moment of cycling races or events into short-form videos could make it more acceptable to modern society. Since TikTok has become one of the most popular streaming media platform not only in China, but even around the world. The growth of online businesses based on TikTok is very fast. GRC does have a official account on it but no contents have been published yet. Making a good use of this platform could be a precious opportunity to advertise, increase exposure and attract potential consumers.

On TikTok GRC could collaborate with some professional photographer, filming vlogs during cycling and other events. Also some introduction videos of new products could also be prepared before launching. Also nowadays, live streaming is a very important part of online retailing in Chinese market. It is a chance for GRC to communicate with users, answering questions and showing consumers that GRC is a brand which is producing products in consideration of user feeling and experience.



Weibo means micro-blog in Chinese. it was launched in 2008 by Sina Corporation. Until 2020 Weibo have more than 500 million active monthly users. Various type of contents are able to be found and published on Weibo including micro-blogs,images, videos, articles, etc. Since some western social media including Facebook and Twitter are banned in China, Weibo took their place and become one of the most popular multifunctional social media channel.

The official weibo account of GRC is running very well for the moment, uploading pictures and videos of its products, events and collaborations regularly. A large number of the posts are about internet celebrities using GRC's products, which is very attractive to young netizens. GRC could pay more attention to the time of posting. According to The Fashion Business Manual (Fashionary Team 2021), the peak using time of Weibo is Wednesday and Thursday, 6 p.m. to 11 p.m. Contents published in this period of time usually have higher reading quantity and clicking rate.

Official social media accounts should be operated by specialized people, arranging the density and quantity of contents legitimately. Weibo is a comprehensive platform, so contents GRC posted on other social media could also be posted on it. Running Weibo account should focus more on its connection with online store and other platforms with links and tags, allowing users find the product information quickly while they are browsing Weibo.



WeChat is developed by Tencent Technology, integrates different functions including message, phone call, file transferring, sharing, and online payment into one platform. Nowadays it has become the most widely used social media in China. The concept of WeChat is a friend circle, messages or sharing contents are accessible only to friends, one cannot see comments from another or leave messages to another before they become friends.

Many people are doing WeChat business nowadays in China, advertising and trading products on WeChat. Most users find it annoying and block those business accounts. Therefore, in the friend circle of WeChat, it is more efficient and reliable to share feelings as a friend instead of an official account of a company.

Although WeChat has a branch called enterprise WeChat for business, using it might make consumers feel less genial. Therefore, in many companies, including GRC, staff are still using their personal WeChat accounts to communicate with each other and their clients. Building personal relationship with consumers instead of an official business relationship could make them feel like they are not asking for service but talking to a friend, shortening the distance between designers and consumers, especially in the customization service.



Instagram is an American photo and video sharing social networking service created by Kevin Systrom and Mike Krieger. The app allows users to upload media that can be edited with filters and organized by hashtags and geographical tagging. Posts can be shared publicly or with pre-approved followers. Users can browse other users' content by tags and locations and view trending content. Users can like photos and follow other users to add their content to a personal feed.

Although users need vpn to access it in China, Instagram is still available in other places. If GRC would like to grow the international business around the world, it can be used to expand the influence. Many contents on Weibo are also suitable for Instagram. GRC could create an official account on it as well, posting well-designed pictures can help GRC increase its popularity of users from different countries. Unlike advertisements, contents on Instagram usually do not need so many details, but to attract users in a quick sight. Therefore GRC should design and produce those posts very carefully. GRC's posts should be able to inform users that GRC is a brand with aesthetic, it is paying more attention on design instead of retailing. The purpose of Instagram should be sharing, not marketing or advertising.



RedBook, also known as Xiaohongshu, is a social media and e-commerce platform founded by Miranda Qu and Charlwin Mao in 2013. The purpose of RedBook is to inspire lives, creating a space where people are able to show and discover the beauty of different lifestyle. Users can share almost everything on Redbook as individuals, such as traveling guides, cooking tutorials, product recommendations, etc.

GRC could use lucky draw, refunds or other methods to encourage users sharing their feelings and using experience on Redbook, delivering an impression that the product of GRC is reliable and the using experience is comfortable from users to users, and then create a unforgettable brand image in consumers' mind. Meanwhile, posts on RedBook could be very detailed, showing users all the information they would like to know, such as materials, using method, sizing, etc. Also they should be very easy to read, using more short sentences and key words instead of long paragraphs. Further more, information which is more important could be highlighted.

Strategies

Sponsorships

Sponsorships are the financial or in-kind support of activities. Businesses often sponsor events, trade shows, groups, or charity causes to reach specific business goals and increase their competitive advantage (Friedman 2021). Though sponsorship is a form of marketing, it is different from advertising. Instead of promoting products directly, sponsorship means paying to support a specific event that your consumers care about. The brand or business is then associated with the event by consumers, participants, and the media.

GRC used to sponsor some club teams a few years ago. Due to the impact of the pandemic, many cycling races have been canceled, and many teams were dismissed, and the collaboration plan with their sponsors was also forced to be paused. GRC has the ability of producing various kinds of sportswear, sponsoring athletes, teams or events other than cycling can be one of the solutions. Meanwhile, the economy and market of Mainland China is recovering quickly, with the reopening of sports activities, GRC would have the chance to restart the sponsorship.

Collaboration

Collaboration is a frequently-used strategy in the modern fashion industry, which could be considered as a win-win strategy, bringing reputation to every participant brand and attracting fans from one to another. "The Ten" series plan of Off-White and Nike is a great example of collaboration. Collaboration could be more than a temporary project but a long-term plan. For instance, after achieving a great success of the first generation of "The Ten", the collaboration between Off-White and Nike did not stop, but kept launching new products under the same concept, making the success continuing. There were some successful collaboration projects between GRC and other brands like LINE FRIENDS and KONG XIANG ZAO WU. But the outcome is just some products were launched and no further plan came out. GRC should seek for collaboration with other brands in a wider range. They could hold activities and events together, or enhance their interaction on social media.

Other

There are some other helpful strategies we can learn from other brands. For example, CSPD, a Thailand cycling apparel brand, published a series of advertising photos of plus-size models. Body shame is a topic that is being widely discussed in recent years. Formerly, most fashion brands were letting slim, tall models to demonstrate their products. Nowadays with the rise of affirmative movement, criticizing people's shape or appearance of their body is inappropriate and impolite. Since stopping body shaming is widely accepted by the society, more brands start cooperating with models of different sizes. GRC

has made similar efforts before as well. After all, beauty is not constant, not all people have the same proportion of shape as a professional model. Showing consumers how clothes look on different people could be helpful to build a more inclusive brand image.



Figure 4.4 Plus-size Model

In addition, one of the marketing strategies of Rapha is providing a lifestyle instead of products. This strategy is also used and practiced by GRC in a small scale, holding some cycling events with a limited number of participants. Meanwhile, as it has been mentioned in the sponsorship part, GRC could expand its business to some other sports, such as running, swimming, triathlon, etc. Then, collaborating with some activities other than sports but with similar brand or market positioning like coffee and mixology might be helpful too, attracting consumers with various hobbies to try something different. More importantly, if GRC wants to reach out more audience groups, more attention should be paid on risk management and overall organization.



PROJECT MANAGEMENT

Keller's Brand Equity Model

Keller's Brand equity model is also known as the CBBE model which stands for Customer based brand equity. As Marketing evolved, the customer became the main focus of the company(Keller 2001). The figure shows that brand image is a component of brand meaning, which is the connection link between brand identity and brand response. The destination of brand image building is to raise and strengthen the resonance between brand and consumer.



Figure 5.1 Keller's Brand Equity Model

GRC could start building brand image with creating a clear brand identity. The difference is brand identity means how a brand identify itself and brand image is how consumer see the brand(Pahwa 2020). According to the official website, GRC see itself as an professional, interesting and sustainable brand. While communicating with consumers by advertisement or social media, GRC should try its best to show these identity to them to raise their recognition. For example, more design specifications and innovative ideas could be exhibited on social media, instead of only posting some pictures and videos of published products.

Connecting the strong and unique brand association with consumers' memories about the brand through marketing activities is important in brand image building. After a basic brand image has been developed, further steps could be taken to obtain response and strengthen the resonance.

Hook Model

User psychology guru Nir Eyal presents the Hook Model in his recent book, Hooked: How to Build Habit Forming Products. He suggests that the products we use regularly work their way into our lives by cultivating habitual user behavior. He also believes that these habit forming products follow a similar iterative cycle.

The Hook

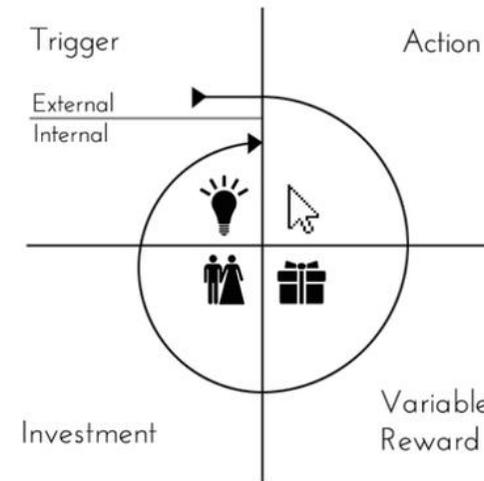


Figure 5.2 The Hook Model

Trigger: Bringing a user into the cycle starts with a trigger. At first these will be in the form of external triggers such as push notifications, but as the cycle repeats they will convert into internal triggers that will continue to drive the user forward.

For GRC, holding events like cycling, traveling or camping could be the external trigger of the cycle. Sending invitations to all of the consumers and everyone would be allowed to join. For instance, GRC is a company in Suzhou, so a bike trip to Shanghai, Hangzhou or other places nearby could be organized every week, and probably a journey to somewhere with a longer distance like Chengdu or Beijing every month. Once the weekly or monthly activity plan become regular and consumers or users of GRC have got used to take part in those events, the external trigger would become the internal trigger.

Action: The easier it is to do something, the more users will do it. Habit forming products make action easy.

Therefore, while organizing those activities, GRC should pay attention to security and convenience. During a bike trip, it is important for the team to have a leading cyclist and a ending one. Also a security car is necessary, if possible, it could even pick participants up to the rally point from their home.

Variable reward: To create a habit, it's necessary to reward the action that was triggered. However, research shows that humans are motivated by the anticipation of a reward. By adding variability into the reward system, you increase anticipation. Think about the sweet sweet anticipation that you might have a notification waiting for you on Facebook.

GRC could send some free gifts or coupons to participants, or medals or certificates of completing each activity, making them feel satisfied and raise their intention to join the next event. Meanwhile, GRC could use its official account to support participants promoting their posts on social media, which could not only make the participants proud, the exposure and recognition of the product of GRC could also be increased.

Investment: Finally, to solidify the habit, users need to invest themselves in your product. On Facebook we build a network of friends, and on Instagram we have collection of photos. These investments make it hard to leave.

Other than the investment on social media, GRC could provide some extra support or service, such as collaborating with bike stores. If a user or consumer of GRC wants to buy some bike accessories in the store, a discount would be available. In this way, users' habit of cycling could be strengthened, and their investment on it is increased. So that they would be more likely to keep investing and the external trigger could become the internal trigger.

RACI Matrix

RACI is an acronym of Responsible, Accountable, Consulted and Informed. The matrix design of the RACI Matrix describes the participation of the various functional roles in the project or business process, in completing tasks or results(Haughey n.d.).

Activities	Brand owner	Project Manager	Project Operator	Design Manager	Designer	Product Manager	Product Developer	Customer Service
Consumer Information collection	I	R/C/I	C/I	C/I	C/I	C/I	C/I	R/A
Brainstorming	C/I	R/A	C/I	I	I	I	I	I
Strategy Development	I	R/C/I	R/A	C/I	I	R/C/I	I	I
Event Planning	I	R/A	C/I	I	I	I	I	I
Event Orgnization	I	C/I	R/A	I	I	I	C/I	C/I
Feedback Collection	I	C/I	C/I	C/I	C/I	I	C/I	R/A
Social Media Construction	C/I	C/I	R/A	C/I	C/I	I	I	I
Product Development	C/I	C/I	I	R/A	R/A	R/A	R/A	I
Product Launch	I	C/I	I	R/C/I	R/C/I	R/A	C/I	C/I

Figure 5.3 RACI Matrix

Gantt Chart

Gantt chart is a project management tool assisting in the planning and scheduling of projects of all sizes, although they are particularly useful for simplifying complex projects. Project management time lines and tasks are converted into a horizontal bar chart, showing start and end dates, as well as dependencies, scheduling and deadlines, including how much of the task is completed per stage and who is the task owner. This is useful to keep tasks on track when there is a large team and multiple stakeholders when the scope changes.

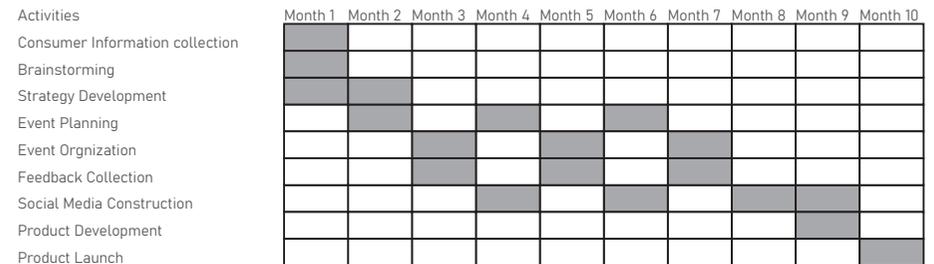


Figure 5.4 Gantt Chart

Risks

Risk management is the process of identifying, assessing and controlling threats to an organization's capital and earnings. These threats, or risks, could stem from a wide variety of sources, including financial uncertainty, legal liabilities, strategic management errors, accidents and natural disasters(Cole 2020).

The potential risks of GRC are mostly come from four areas, customization, supply chain, public relation and security. Firstly, customization. Customization is one of the most important service of GRC. Usually, consumers who are seeking for customization service would have a higher demand for the product quality. Secondly, supply chain. Only a stable supply chain could ensure the sustainable production. A backup plan should be prepared as well, in case the uncontrollable risk occurred such as the impact on the economy and industry of the pandemic. Thirdly, public relation. Public relation have a significance influence on brand image building. The relationship between consumers and the brand is a determining factor of brand image in consumers' mind. The attitude of custom service and how to communicate with consumers should also be considered to win consumers' satisfaction. Finally, security. As it has been mentioned above, GRC might need to hold some events to attract consumers and promote their lifestyle. During the events, the security of participants must be protected. Otherwise, the consequences would be tragic.

CONCLUSION AND LIMITATION

In conclusion, brand image can be explained as the perception of the brand in the minds of the customers(Pahwa 2021). With which a brand can predict consumer behavior and increase its brand loyalty and brand equity by making targeted plan(Zhang 2015). As an emerging cycling apparel brand, GRC could focus on brand image building to increase consumer recognition and loyalty. In the age of social media, it should keep a unified brand image on different platform, while customizing the content to match the characteristics of each one. Except, social media, maintaining its brand image on other internet platform such as its own official website and online store should also be considered. To sum up, brand image could influence consumers' attitude, help GRC to establish an impression and stimulate consumers' behavior, in order to increase market share and developing brand equity(Zhang 2015).

This report is using secondary research only, it is unable for me to obtain information from consumer and company directly. Although information and data can be collected from public publications, there could still be some deviation between them and the reality. This report is only providing a strategic plan, putting it into practice will require more detailed data and more feedback from consumers. This study is based on global research and it might need some adjustment to be applied to fit the market in China. It would also be helpful if there can be some more contemporary study based on social media and modern context.



REFERENCE

Bhasin, H.(2019) *SWOT Analysis of Oakley* [online] available from <<https://www.marketing91.com/swot-analysis-oakley/>> [12 July 2021]

Cole, B.(2020) *Risk Management* [online] available from <<https://searchcompliance.techtarget.com/definition/risk-management>> [12 July 2021]

Fashionary Team(2021) *The Fashion Business Manual*, Fashionary International Ltd, Hong Kong

Friedman, S. (2021) *Why Your Marketing Plan Should Include Sponsorship* [online] available from <<https://www.thebalancesmb.com/sponsorship-a-key-to-powerful-marketing-2295276>> [12 July 2021]

Grant, M.(2021) *Strength, Weakness, Opportunity, and Threat (SWOT) Analysis* [online] available from <<https://www.investopedia.com/terms/s/swot.asp>> [25 March 2021]

Haughey, D. (n.d.) *RACI Matrix* [online] available from <<https://www.projects-smart.co.uk/raci-matrix.php>> [12 July 2021]

Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57, 1-22. <http://dx.doi.org/10.2307/1252054>

Keller, K. L. (2001). Building customer-based brand equity. *Marketing Management*, 15-19.

Marion(2016) *A Simple Definition of Brand Positioning* [online] available from <<https://www.thebrandingjournal.com/2016/11/brand-positioning-definition/>> [8 June 2021]

Pahwa, A.(2020) *What Is Brand Identity? Definition, Importance & Examples* [online] available from <<https://www.feedough.com/brand-identity/>> [12 July 2021]

Pahwa, A.(2021) *What is Brand Image? Importance & Examples* [online] available from <<https://www.feedough.com/brand-image-explanation-examples/>> [25 May 2021]

Roth, M.S.(1995) Effects of global market conditions on brand image customization and brand performance, *Journal of Advertising*, 24, 55-72

Schneider, J. (2015) *The Double Diamond: Strategy and Execution of the Right Solution* [online] available from <<https://www.thoughtworks.com/insights/blog/double-diamond>> [16 June 2021]

Solomon, M.R.(2019) *Consumer Behaviour*, 7th Edition, Pearson Education Ltd, Harlow

Veal, R.L.(2020) *How to Define a User Persona* [online] available from <<https://careerfoundry.com/en/blog/ux-design/how-to-define-a-user-persona/>> [22 March 2021]

Wesolko, D.(2016) *Peter Morville's User Experience Honeycomb* [online] available from <<https://medium.com/@danewesolko/peter-morvilles-user-experience-honeycomb-904c383b6886>> [12 July 2021]

Zhang, Y.(2015) The Impact of Brand Image on Consumer Behavior, *Open Journal of Business and Management*, 3, 58-62

FIGURE LIST

- Figure 1.1 The Double Diamond Model
- Figure 3.1 Brand Positioning
- Figure 3.2 SWOT Analysis on GRC
- Figure 4.1 User Experience Expectations
- Figure 4.2 Rapha Official Website
- Figure 4.3 GRC Official Website
- Figure 4.4 Plus-size Model
- Figure 5.1 Keller's Brand Equity Model
- Figure 5.2 The Hook Model
- Figure 5.3 RACI Matrix
- Figure 5.4 Gantt Chart