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Questions

1. At the close of the case, why was Li Ning experiencing a competitive disadvantage?
2. What are the strategic positions of Nike, Adidas, and Li Ning? Do you see a link between strategic position and firm performance? If so, what explains that link?
3. Why is it so difficult for Li Ning to challenge Nike and adidas even in China? Would you expect that the Chinese consumer would be more loyal to a Chinese brand? What moves could the company make that would build customer loyalty? What recommendations would you give Li Ning to achieve a successful turnaround? Explain.

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