

Research on Supply Chain Development Strategy of LW Clothing Company

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Abstract—With the continuous development of China's economy and the influence of economic globalization, the domestic and foreign markets are becoming more and more competitive. Traditional corporate single-soldier warfare mode cannot meet the competition needs now. Supply chain is the key factor of competition between modern enterprises and enterprises. This paper takes LW clothing company's current supply chain as the research object, analyzes and studies it, and puts forward solutions to solve the problem, improve the efficiency of supply chain, and improve the competitiveness of the company.

Index Terms—LW apparel company, supply chain, supply chain management and development

I. RESEARCH BACKGROUND

At present, the garment industry is not only essential to everyday life items, but also the development of the national economy to the constituent. Whether it is providing employment or contributing to GDP, it plays an important role, especially in the export trade plays a very important role. However, the Chinese clothing industry seems to be advancing forward, but in fact it is facing a severe form. China's clothing industry has not yet come out to meet the low level of "product demand", and the export market share is mainly in exchange for "cheap". In the context of domestic demand growth slowdown and the international economic downturn, the growth rate of the clothing industry is slowing significantly [1]. At present, the difficulties encountered in China's clothing industry are caused by the slowdown of global economic development on the surface, but there are many deep levels of problems. The main problems of China's clothing industry mainly include: the garment industry development started relatively late than a foreign, slow development, expand blindly, blind production efficiency is not high, the design level is low, can't meet the needs of the consumers in time. The significance of this paper through the research of "the longest time with the existing China designer brand "LW company, the actual operation of the supply chain management theory, strategic management theory and supply chain of garment enterprise combine to explore the female clothing industry supply chain management, strategies and methods. In order to improve the supply chain of LW clothing company, the strategic goal of improving the profit, reducing the cost and improving the service

quality and response speed is completed [2].

II. PROBLEMS EXISTING IN SUPPLY CHAIN DEVELOPMENT OF LW CLOTHING COMPANY

A. LW clothing company product transfer time is too long

LW clothing design cycle length garment cost is higher, resulting in less innovation ability and longer development cycle. LW accessories from design to sales takes about six to nine months time, relative to ZARA and H&M, there will be a considerable gap, ZARA inventory turnover can reach 12 times a year or so, and LW apparel inventory turnover can reach 1.2 times a year. ZARA emphasizes speed, losing time is losing the market. Meet part of the products are sold well, LW clothing will blindly expand production and increase production line, the excessive production led to oversupply, hoarding, in addition, LW apparel design fashion sensitivity and response speed are slow, so that the whole procurement, design, production and sales of circulation time is too long.

B. The market reaction is slow and the inventory is large

LW clothing enterprise in the marketing channel choice "brands - the agent - retailers" distribution model, the intermediate links through twice a year (spring and summer, autumn and winter) in order to communicate, the agent based on local sales estimate to determine the quantity of order, the agent based on local sales estimate to determine the quantity of order, there is a big difference between the needs of the consumers and the kind of inaccurate judgment, agents tend to order more goods to prevent the happening of out of stock, brands dealers will also be stored more merchandise ready for the replenishment, needs to expand the "illusion" of the two-sided ultimately resulting in excess inventory pressure. Such high inventories could overwhelm corporate cash flows and may even break. Some items will be sold at a discount, which may be short-lived, but not for long.

C. Inadequate design innovation

Design and research and development is the source of the production of products. In the early stage, advanced equipment and technology were used by designers, which laid the foundation for producing good products. In order to maintain the stability of consumer groups, and design style to stable development, the concept of design should

be integrated with the product to be delivered to consumers, and consumers will be recognized. Design inspiration to keep pace with The Times, follow the fashion trend and lead the trend [3].

For a clothing company, its core competitiveness is to design innovative competition. And designers are the source and motivation of an enterprise innovation. The role of designers in clothing enterprises should not be underestimated. The design can add glamour to the clothing and attract consumers' interest. Although LW clothing company is a domestic brand clothing, but the smaller size of the designer, and the famous stylist just one or two people, the style is relatively fixed, design is relatively fixed, in view of the consumer groups more niche. Less investment in the design, less r&d effort, and unable to timely design and innovate based on market information feedback. LW clothing is still in the traditional design management mode, compared with foreign clothing enterprises, the annual introduction of the new design is very few. This can cause a lot of customer loss.

D. Low sale

LW apparel sales rely mainly on the VIP customer resources for the most part, but as the age of the VIP customers change, changes in income, and changes in the environment, customer's aesthetic and style will also change, loyalty will also change. This means that LW's VIP customer resources are not guaranteed to change forever and always keep sales. On the other hand, LW clothing mainly relies on offline physical store sales, and the e-commerce section has not been further developed, which makes the source of sales relatively single. Due to improper management, the response rate of market information is too slow, the design style is relatively monotonous, unable to meet the customers' demand, resulting in the loss of customers and the sales cannot be guaranteed [4].

E. Supply chain management problems

At present, LW clothing company mainly focuses on processing, and the supply chain management consciousness of enterprise managers is weak. Supply chain efficiency is low, high degree of attention to the information flow is not enough, less investment on construction of information platform, information resource sharing rate is low, reaction speed slower, the supply and demand imbalance between each unit within the supply chain. The current supply chain mode of LW apparel enterprises is a "push" supply chain, which can not satisfy consumers' needs very well. Managers are not aware of the huge consumer behavior and consumption habits that today's information technology brings to people's life, and the huge impact on the clothing industry. For example, the application of bar code and rf technology greatly improves the working efficiency and can improve the information reaction speed of enterprises. Sometimes the unreal and incomplete information collection can cause great loss to the enterprise [5].

F. LW clothing company SWOT analysis

Opportunity

At present, China's clothing market is still developing, the market is not mature, and LW clothing has a certain position and attraction in the industry, which has a deep connotation and strength. And in China, there is a certain influence, the brand culture and the connotation recognition degree is higher, can get the consumer group's recognition. Our country is a developing country, innovation is the driving force in the development of a nation, our country is strongly advocated innovation the development of the domestic brands, and to support domestic brands, it undoubtedly for LW clothing company is a good chance.

Threats

Many international clothing brands have poured into China to carve up a large slice of the Chinese market, leading to intense competition. The foreign production technology is mature, the equipment is advanced, the business operation mode is relatively successful compared with the domestic. The imitative ability of domestic clothing is stronger, the design copyright of LW clothing company is not well protected, the market has no clear provisions and punishment measures, and the market order is not regulated.

Strength

The design concept and cultural connotation of LW clothing and the pursuit of high quality have a certain influence in China. The management system is relatively mature. Excellent channel resources.

Weakness

The design and development system of LW clothing company is not perfect; Brand promotion and promotion is not enough, and the overall competitiveness needs to be improved. How to keep the number of VIP customers and how to develop potential customers into VIP customers have not been clearly solved; The function of human resource management performance management is weak.

III. LW CLOTHING COMPANY SUPPLY CHAIN DEVELOPMENT STRATEGY

A. strengthen the concept of supply chain management

First of all, from the managers of LW apparel enterprises, they began to strengthen the study of supply chain, and to construct and compare the existing and perfect enterprises in domestic and foreign supply chain to study and learn from them. Secondly, LW apparel enterprises should invest more in information system to strengthen the communication and collaboration between various enterprises and departments in the supply chain. At the same time, we should also monitor the performance of the upstream and downstream of the supply chain and the degree to which the department contributes to the department. Conduct regular training and assessment of management and grass-roots staff and

reward and punishment measures.

B. Information system construction

LW clothing company should correctly recognize the importance of information system to market changes and increase capital investment in information system construction. Improve on each node of the supply chain resources integration and information sharing degrees, make the whole supply chain to share resources, so as to accelerate the process of and for policy makers in a timely manner to provide the information you need. Realize enterprise's logistics, capital flow and information flow to carry out comprehensive integrated management information system.

The construction of information system should pay attention to the following points: (1) information system planning must match the strategy of LW apparel enterprise; (2) we should focus on the importance and urgency of informationization construction projects. We should start from the core information system foundation project and avoid the spread of information system projects. (3) it should also choose information system solutions that match the business development of LW clothing company, instead of blindly following advanced technologies; (4) take full advantage of project management to promote informatization; (5) connect the knowledge transfer with internal staff training.

C. Quick response to customer needs

LW clothing company should establish a rapid response mode of "small batch and diversification", which can be customer-centered and meet the needs of customers in a timely manner to reflect market changes quickly. Rapid response can be achieved by simplifying the process. When the preliminary forecast and plan and enter after operation, each node can be predicted according to the actual demand of the market and the deviation to adjust not, constitute a closed loop and a constantly move forward, quick response to the change of the market, make the forecast and plan to change constantly with the demand of the market, reduce the slow-moving and out of stock of the situation, to lower the total cost of the supply chain, and improving customer satisfaction as large as possible [6].

D. Establish distribution center to improve the supply chain reaction speed

The reaction speed of the supply chain can reflect the speed and efficiency of LW clothing company's response to market information. In order to ensure the quantity and quality of the order, adequate resources must be prepared. Improve the synergistic efficiency of each link of the supply chain, and guarantee the quality of completion. Develop the overall quality standard and improve the management process and system.

Setting up distribution center to make the supply of goods relatively centralized so as to reduce the system's demand for safe stock and improve the utilization ratio of stock. The ability of delivery center to delay or expedite delivery is to make delivery more close to customers, facilitate timely adjustment and improve the utilization of

inventory. The distribution center shall be set up in various regions or at the provincial level, according to the local sales conditions and according to the nearest principle to set up [7].

E. Improve sales ability and brand promotion ability

VIP customers for LW apparel is a very important part of consumer groups, the increase of sales not only depends on the development of new VIP customers, but also should be thinking about how to defend the old VIP group and how to train the customer's brand loyalty. The management of VIP consumers should start with the following aspects: (1) positive organizations can make VIP interactive activities, and make them feel the superiority of VIP. (2) keep track and analysis of the lost VIP customers, communicate and find reasons for the loss. (3) detailed service for VIP customers and detailed services for different stages, ages and identities of VIP customers.

If a brand can understand consumers enough and can meet consumer demand, the brand will be more than half successful.

There are several Suggestions for promoting brand promotion:

- (1) promote the brand connotation of enterprises, maintain the consistency and stability of brand image and connotation;
- (2) promote the promotion of fashion conferences or sponsorship activities;
- (3) improve management system and improve management efficiency

IV. CONCLUSION

Supply chain becomes the key factor to improve the competitiveness of enterprises in the fierce market competition. In particular, the development and management of the supply chain is especially important for the companies in the garment industry which has a fast changing market reaction demand. This paper analyzes the problems existing in the development and management of the company's supply chain by taking LW company as an example. Although LW clothing company is well-known brands of clothing industry in our country, but in the circulation time, design innovation, market reaction exists in such aspects as speed and inventory problems, limits the development of LW clothing enterprises. The disadvantages are more obvious in the competition with international brands. How to improve the operation efficiency and management level of the supply chain is the important task before LW clothing company. Therefore, LW clothing company should develop the mature garment brand learning from foreign advanced supply chain, strengthen the concept of supply chain management, establish the awareness of win-win cooperation and improve the management level of supply chain. In addition to strengthen the design research and development, improve the supply chain reaction speed, the improvement of the sales system, the maintenance of VIP customers, increase the ability of brand promotion, complete the LW costume into the international first-class

clothing brand's strategic objectives.

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