

Marketing Strategy Analysis of B Clothing Enterprise Based on SWOT-QSPM Model

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Abstract: As an essential advantage and livelihood industry in China, the textile and garment industry has made outstanding contributions to China's social and economic development. However, due to the unstable international trade environment, slowing down market demand, increasing production costs, and other adverse factors, China's textile and garment enterprises' economic operation speed has slowed. This paper selects B garment company as the research object, after studying and analyzing the relevant theories of enterprise marketing, uses the SWOT analysis method to get the internal strengths, weaknesses, external opportunities, and threats faced by B company. Based on this, four marketing strategies are put forward for B. According to the company's vision and strategic objectives, this paper uses Quantitative Strategic Planning Matrix (QSPM) to prioritize the four strategies and finally determines the sequence of the implementation strategy of enterprise B as follows: (i) Establish original online brands; (ii) Attract young workers and talents; (iii) Strengthen technological innovation; (iv) Expand foreign markets.

Keywords: Garment Enterprise; Marketing Strategy; SWOT; QSPM

1. Introduction

Since the beginning of the 14th Five-Year Plan in 2021, China's textile industry has accelerated the pace of transformation and upgrading. The gradual relaxation of the COVID-19 prevention policy in late 2022 has brought confidence to many industries, including the textile and apparel industry. However, at the same time, the development of China's textile and apparel industry is still facing great challenges due to several unfavorable factors, such as an unstable international trade environment, slowing market demand, and increasing production costs.

B Garment Company is a Chinese garment enterprise mainly engaged in OEM processing. B always cooperates with Metersbonwe, SEMIR, Bosideng, ZARA, H&M, GAP, Baleno, and other well-known brands. The enterprise passed ISO9000 quality system certification for the first time in 2005. In 2018, it passed the RDS standard certification of the down jacket and the BSCI certification in Europe.

The severe internal and external market environment is undoubtedly challenging for Company B, which aims to expand its market further. The company must plan and adjust its marketing strategy according to the change in the development environment in time to meet the market's needs. Establishing a scientific and effective corporate marketing strategy to promote the company's sustainable and stable development has become imminent.

2. Literature Review

2.1 Marketing of Textile and Garment Enterprises

Many scholars worldwide have put forward their own opinions on promoting the marketing effect of textile enterprises. Hasanbeigi and Price (2012)^[1] believed that in the process of survival and development, the enterprises' technological innovation should be stimulated to maintain the advantage position of the enterprises. Qi (2019)^[2] believed that the brand is not only a simple icon or text but also an enterprise's fundamental survival and development power. Pan (2020)^[3] pointed out that the Internet's development

makes network marketing the key to enterprise marketing.

2.2 SWOT-QSPM Analysis Model

Many scholars use the SWOT-QSPM model to choose suitable strategies for the company. Mallick, Rudra and Samanta (2020)^[4] suggested sustainable eco-tourism development of Rameswaram by using the above model. The four suggestions that are most suitable for Rameswaram tourism development are determined as follows developing drinking water facilities, (ii) improving green health and banking facilities, (iii) landscaping and beautification of coastal areas, and (iv) introducing traditional and commercial blue host families. Wu (2020)^[5] puts forward the specific implementation path and safeguard measures of differentiation strategy for L textile company.

3. Research Methods

3.1 Data Collection

This study includes both primary and secondary data. The first-hand data is collected from the author's field survey of enterprise B and the interviews and questionnaire surveys of enterprise managers. A total of 5 managers participated in the interviews and questionnaire surveys, including the CEO of B enterprise and managers from the marketing, production, logistics, and human resource management department. The second-hand data is collected from official websites like the Chinese National Bureau of Statistics.

3.2 Model Construction

This paper constructs a qualitative and quantitative combination of SWOT-QSPM. The specific model is as follows.

The first step is to analyze the key factors affecting enterprise marketing based on the SWOT model and propose marketing strategies based on those factors.

The second step is to give weight to each factor. N experts are invited to judge the impact of the key factors on the marketing of enterprise B by scoring. The score ranged from 1 to 10, with 1 indicating the minor effect and 10 indicating the most significant impact. The weight of each factor is calculated using the following formulas.

$$Weight = \left[\left(\sum_{i=1}^n a_i \right) \div n \right] \div \sum \left[\left(\sum_{i=1}^n a_i \right) \div n \right] \quad (1)$$

The third step is to calculate the Attraction Score (AS). N experts are invited to score the impact of each factor on the implementation of each strategy. The score ranged from 1 to 4, with 1 indicating the most minor effect and 4 indicating the most significant impact. The AS is calculated using the following formula.

$$AS = \left(\sum_{i=1}^n S_i \right) \div n \quad (2)$$

The fourth step is to calculate the Sum of the Total Attraction Score (STAS). The higher the STAS, the more attractive the strategy is. The STAS is calculated using the following formula.

$$STAS = \sum TAS = \sum (weight \times AS) \quad (3)$$

4. Discussion

4.1 SWOT Analysis of B Clothing Enterprise

This part analyzes the internal and external factors that influence the marketing of B enterprise, including strengths, weaknesses, opportunities, and threats.

Table 1 Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix

Strengths	Weaknesses
S1: Dedicated supply chain	W1: Lack of young workers
S2: Good reputation	W2: Lack of talent

	W3: Lack of brand awareness
Opportunities	Threats
O1: Loose COVID-19 epidemic prevention policy	T1: Rising costs
O2: E-commerce opportunities	T2: Tightening environmental policy
O3: Favourable policy	

4.2 Marketing Strategies

4.2.1 Attract young workers and talents (M1)

According to the above analysis, it is urgent for company B to recruit young workers. In addition, 60% of the agent processing orders of B enterprises are completed through the cooperation between foreign trade companies and foreign enterprises. The main reason is that the B enterprise lacks the corresponding foreign language and market talents, which makes it rely on foreign trade companies, thus increasing its communication costs. Therefore, this paper suggests that B enterprises should increase the recruitment of young workers and absorb excellent talents who are good at marketing and foreign language.

4.2.2 Establish original online brands (M2)

This paper suggests that B enterprise establish its original network brand, and set up online stores to sell products, rather than offline stores. First of all, the previous analysis proves that there are great opportunities for online sales of garment enterprises. Secondly, establishing offline stores needs space, decoration, and other costs. The high investment will inevitably increase clothing pricing, which is not conducive to product sales. Finally, B has an independent supply chain and production line and can process the clothes of its brand independently, which has a cost advantage.

4.2.3 Expand foreign markets (M3)

With the relaxation of the COVID-19 epidemic prevention policy, the exchanges and cooperation between Chinese foreign trade enterprises and foreign countries have been further deepened. B enterprises should fully seize the policy opportunities, dare to be the first, and constantly explore foreign markets.

4.2.4 Strengthen technological innovation (M4)

First of all, B enterprise should speed up the digitalization of production. It should promote using intelligent workshops and reduce the number of workers. Through intellectual workshop production and data-based workshop management, B can maximize the use of current advanced machines and equipment, improve the efficiency and quality of production, and reduce labor costs. Finally, B enterprise should speed up the digitalization of enterprise management. In this way, B enterprise can meet the market demand with a more flexible mode and gradually complete the innovation of enterprise management mode and digital transformation of B enterprise.

4.3 QSPM Matrix of B Clothing Enterprise

Table2 Quantitative Strategic Planning Matrix (QSPM).

Factor	Weight	M1		M2		M3		M4	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
S1	0.101818	1	0.101818	3.2	0.325818	3	0.305455	1.6	0.162909
S2	0.080000	1	0.080000	3.4	0.272000	2	0.160000	2	0.160000
W1	0.145455	4	0.581818	1	0.145455	1	0.145455	1	0.145455
W2	0.098182	4	0.392727	1.4	0.137455	1	0.098182	1	0.098182
W3	0.098182	2.6	0.255273	4	0.392727	1	0.098182	1.4	0.137455
O1	0.145455	1.6	0.232727	2.4	0.349091	4	0.581818	2.8	0.407273
O2	0.109091	2.6	0.283636	4	0.436364	4	0.436364	2.4	0.261818
O3	0.054545	1.6	0.087273	3.4	0.185455	3	0.163636	3.4	0.185455
T1	0.116364	1.4	0.162909	1	0.116364	1	0.116364	4	0.465455
T2	0.050909	2.6	0.132364	1	0.050909	1	0.050909	4	0.203636

STAS	1		2.310545		2.411636		2.156364		2.227636
Level			2		1		4		3

5. Conclusion

According to the analysis results of the QSPM matrix, the implementation order of marketing strategies of B enterprise is as follows:

- (i) Establish original online brands.
- (ii) Attract young workers and talents.
- (iii) Strengthen technological innovation.
- (iv) Expand foreign markets.

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