

Ye, Nicole Ying; Lau, Kwok Hung

Conference Paper

Managing Demand and Supply Networks of the Chinese Fashion Apparel Industry under the Complexity of the New Economy Transition

Provided in Cooperation with:

Hamburg University of Technology (TUHH), Institute of Business Logistics and General Management

Suggested Citation: Ye, Nicole Ying; Lau, Kwok Hung (2014) : Managing Demand and Supply Networks of the Chinese Fashion Apparel Industry under the Complexity of the New Economy Transition, In: Blecker, Thorsten Kersten, Wolfgang Ringle, Christian M. 978-3-7375-0341-9 (Ed.): Innovative Methods in Logistics and Supply Chain Management: Current Issues and Emerging Practices. Proceedings of the Hamburg International Conference of Logistics (HICL), Vol. 18, epubli GmbH, Berlin, pp. 49-84

This Version is available at:

<https://hdl.handle.net/10419/209225>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.



<https://creativecommons.org/licenses/by-sa/4.0/>

Managing Demand and Supply Networks of the Chinese Fashion Apparel Industry under the Complexity of the New Economy Transition

Nicole Ying Ye and Kwok Hung Lau

Abstract

Purpose: The purpose of this study is to explore the impacts of the latest Chinese economy transition, which commenced in 2010, on the local Fashion Apparel (FA) industry. It investigates the current supply chain practices of the FA firms in responding and adapting to the economic changes. A dynamic supply chain alignment approach (Gattorna 2012), which stresses the inclusive concept of marketing, supply chain management and business administration, has been adopted in the investigation.

Research Problem: Based on (Chorn 1991) alignment theory and (Gattorna 1998) dynamic network alignment practice, this study investigated how the new economy transition in China had impacted on its FA industry in market management, organizational adjustment and supply chain operation.

Research Methodology: Qualitative multiple case study with semi-structured interview was chosen to adopt due to the nature of the study.

Working-in-process Findings: Results of the case studies suggest that optimal trade-off between supply chain efficiency and effectiveness could be achieved through proper alignment of marketing demand management, supply network building, and organizational culture reconfiguration. Chinese FA industry is confronting the need for specialized supply chain innovations and business ideology review based on the new economy environment in China.

Originality/Value: Demand and supply management of the Chinese fashion industry in the post-Mao era under local dualist economy is a field, which has not

been investigated in research academia. By summarizing the Chinese economy transformation chronologically and investigating the impact of the current forth economy transition on the local FA market, this study sheds new lights on both the local and the global FA industry.

Keywords: demand and supply chain management, dynamic network, alignment practice, internal supply chain capabilities, external marketing demand innovatives

1. Introduction

Fashion apparel (FA) industry is an important area of research in the study of supply chain management (SCM). Many studies have been conducted focusing on the dynamic characteristics of FA demand with various recommended supply chain solutions (Bruce, Daly & Towers 2004; Castelli & Brun 2010; Christopher, Lowson & Peck 2004). They range from the early traditional one-size-fits-all models based on just-in-time (JIT), lean, agile or leagile strategies to the latest approach of aligning market management with supply chain capabilities (DSCM). In a global context, it is proposed that success of a company in the FA industry can be determined by how the organization designs its supply network to achieve optimal balance between supply chain responsiveness and efficiency (Christopher, Lowson & Peck 2004). Retailers that can successfully manage the complex network to achieve supply chain speed and flexibility to meet diverse market needs will maximize profit and at the same time minimize penalties associated with failures in meeting demands (Masson et al. 2007).

China as one of the most influential markets in the global fashion apparel and textile trade is facing severe challenges in recent years (Candace, Ngai & Moon 2011). As the economy transition from labor-intensive to value-adding mode on the Smiling Curve (Da-zhong 2006) commenced in early 2010, local textile and apparel companies undergo disruptive transformation in terms of supply chain resource reallocation and multi-intuitional culture innovation. Chinese textile and

apparel industry under the background of dual economy (Dulius Herman Boeke, 1999), are confronted with challenges of losing world labor competitiveness and pressure for innovative development in entrepreneurship and value adding areas (Flaven 2013c; Melouney 2013);(CN 2011, 2012). From inner-scope perspective, invasion of large international fast fashion retailers and click-and-mortar network booming after 2010 results to fierce competition for the local market (Li & Fung 2011). Meanwhile, consumers exposing to global fashion trends and shopping network diversification tend to shop with higher fashion consciousness and savvy buying behaviors (Dickson et al. 2004; Flaven 2013b; Parker, Hermans & Schaefer 2004; Zhang et al. 2002). As research in this regard is limited, a study focusing on the perception of FA firms about the market trend, their responses to the impacts and the rationale behind the changes they made to adapt to the market transformation is considered timely and critical in filling the gap in the literature.

This paper attempts to exploit the impacts of the economic reshuffles in China on the local FA market from three perspectives based on (Chorn 1991)'s Alignment Theory and (Gattorna 2009)'s Dynamic Supply Chain Alignment. The three perspectives are external market management, internal supply chain capabilities, and organization administration respectively. In order to capture the extent of impacts of each perspective, drivers of changes identified are used as guidelines for investigation. The use of demand and supply chain drivers to develop capabilities has been widely investigated in the academia and the industry. For example, (Chopra & Meindl 2007) identified six logistical and cross-functional drivers: *facilities, inventory, transpiration, information, sourcing and pricing* as key determinants of supply chain structure. (Hilletoft, Ericsson & Christopher 2009) proposed the approach of demand supply chain management (DSCM) integrating demand management with supply solutions under an aligned organizational configuration and identified the critical success factors in each perspective. (Lorentz & Lounela 2011; Richey Jr et al. 2009) investigated the key supply chain criteria and categorized them into three macro levels covering management, logistics and marketing embracing factors such as information

technology (IT), transportation, sourcing and pricing. Based on a comprehensive literature review (Chopra & Meindl 2007; Esper et al. 2010; Gattorna 2009; Hilletofth 2011; Hilletofth, Ericsson & Christopher 2009; Ismail & Monsef 2012; Jüttner, Christopher & Baker 2007; Lorentz & Lounela 2011; Rainbird 2004), this study plan to choose four to five essential drivers in each of the three perspectives – market management, organizational changes, and supply chain operation – as probes to investigate the perceived impacts and responses of the FA industry to the economic changes in China. Critical drivers other than those as shown in Table 1, if any, will be identified during the study to give a deeper understanding of the current operation of the industry.

Tab. 1: Various drivers of changes from three scopes

Market Management Drivers	Organizational Change Drivers	Supply Chain Operation Drivers
Strategic Planning	Organization Structure	Supply Chain Strategy
Product Development	Organization Culture	Supply Chain Configuration
Branding and Sales	Strategies and Policies	Supply Chain Infrastructure
Market Segmentation	Management Practices	Inventory and Transport
Market Research	Leadership	Information and IT
Forecasting	Capital Investment	Logistics Practices
Customer Relationship Management	Technological Support	Supply Chain Collaboration

Purpose

This study aims at answering the following primary research question:

How has the new economy transition in China impacted on local fashion apparel industry in market management, supply chain operation and organizational changes?

To fully investigate the primary research problem, the following subsidiary research questions are raised:

- a) What are the responses, in terms of market management, of the Chinese FA companies to the impacts of the new economy transition on the customer demand for fashion?
- b) What specific supply chain capabilities have the Chinese FA companies possessed in order to meet the diverse customer demand under the new economy transition?
- c) How does the new economy transition in China affect the competitive strategy, organizational structure, culture and leadership of the Chinese FA companies?

2. Literature Review

2.1 Current development of supply chain strategies in the global FA industry

Fashion markets are synonymous with rapid change. The industry is characterized by a number of factors, namely short lifecycle, high volatility, low predictability and high impulse purchase (Christopher, Lawson & Peck 2004; Fernie 2004). As a result, commercial success or failure of a company in the fashion industry is largely determined by the organization's flexibility and responsiveness to changes. In the last two decades, many models and supply chain strategies were proposed for this particular industry with an aim to enabling more flexible and synchronized supply chain management. The evolution began with internal supply chain optimization focusing on 'one-size-fits-all' solutions. In this regard, many classic examples could be referred to (see Table 2). They include (Fisher 1997) product classification, paradigm of push-pull strategy (Levy, Weitz & Beitelspacher 1992), logistics practice of quick response (Bruce & Daly 2006; Lawson 2002), just-in-time (JIT) principle (Choi 2011), and lean, agile or leagile strategies (Ben Naylor, Naim & Berry 1999; Christopher & Towill 2001). With the rapid development of fast fashion industry in recent years, these conventional models, which focus more on 'insular' or 'self-contained' supply solutions, are not enough to cope with the increasingly dynamic market demand

(Ericsson 2011; Esper et al. 2010; Hilletoft & Hilmola 2010; Rainbird 2004). More integrative solutions relying on network collaboration have been presented (Castelli & Brun 2010; Gattorna 2012; Hilletoft 2012). These approaches stand on a broader basis of alignment by linking supply chain operation with market/demand management to provide more flexible supply solutions. They include the concept of collaborative planning, forecasting and replenishment (CPFR) under the demand chain management (DCM) background (Jacobs 2006), demand and supply chain management (DSCM) (Hilletoft 2011; Jüttner, Christopher & Godsell 2010), and portfolio model design for different value streams under an aligned business setting (Brun & Castelli 2008). These approaches are largely developed on the basis of contingency and alignment theories to account for what have been practiced in the business world (Chorn 1991; Gattorna 2009).

From the perspective of business management research, the change in nomenclature from SCM, DCM to DSCM reflects the progressive evolution from a single-focus strategy to a multi-discipline approach integrating the entire demand and supply network. The supply chain solutions created for the FA industry could be traced historically starting from a few decades ago emphasizing internal supply capability improvement to the modern time focusing on total optimization. Table 2 summarizes the representative supply chain research in the literature relating to the FA industry.

Research niche	Strategic solutions	Literature reviews	Main perspective/analysis
Internal supply chain management/ supply capability optimization	JIT, Lean, agile and leagile or other combination of these strategies	(Bruce, Daly & Towers 2004; Cao et al. 2008; Christopher 2000; Christopher, Lowson & Peck 2004; Fisher 1997)	Focusing on 'one-size-fit-all' solutions from internal supply chain performance. Although some level of collaboration between suppliers and retailers has been taken into consideration, it still focuses on insular SC optimization in functional basis.
Process-driven collaboration/dysfunctional integration with supply chain	Supply Chain integration and collaboration	(Banomyong 2012; Candace, Ngai & Moon 2011; Choi 2011; Guercini 2011; Jacobs 2006; Masson et al. 2007)	Holistic collaboration among each stakeholder has been concerned. It advocates process driven integration for optimal tradeoff between responsiveness and efficiency.
Demand and supply management/ alignment network	Integrating marketing and supply chain strategy/ supply and demand fusion models	(Brun & Castelli 2008; Castelli & Brun 2010; Childerhouse, Aitken & Towill 2002; Gattorna 2012; Hilletoth 2012; Jacobs 2006)	Looking the issues from downstream demand and customer behavior perspective. Identifying separated value stream, and configuring these independently. Outside-in model catering for flexible strategic portfolio.

Tab. 2: Supply chain management research on the global FA industry

2.2 Industrial background of the Chinese FA industry

The development of the fashion retailing industry in China dated back to 1980s during which wholesale market domination prevailed (Chan 2011; Chuang 2008). From 1978 to the present, the Chinese textile and garment industry has undergone four significant reshuffles (Chuang 2008; Commission 2008) (refer to Table 3 and Figure 1 on p. 10). The first reshuffle was from 1978 to 1990 with the initial introduction of foreign brand as a result of the Open Door Policy. During this period, fashion retail sales in China increased from RMB 179 billion to RMB 725 billion representing a growth rate of 300% (CMIC 2000). A few brands emerged and shared the market with clear niches occupied by high-end western brands, such as Pierre Cardin, and Goldllion, and low-end local brands, such as Red Beans and Heng Yuan Xiang (Chuang 2008), respectively. The second reshuffle occurred from the year 1990 to 2000 during which a substantial number of local apparel brands emerged focusing on two main retail models (Chan 2011). Companies such as Younger Ltd. and Luo Meng emphasizing vertical integration (all-in-one) dominated the market. Other brands of sport fashion, such as

Meteresbonwe and LinNin targeting mainly the medium-low market, adopted a virtual subcontract model to permit quick start-up.

The Chinese FA industry was ushered to the third reshuffle upon China's accession to the World Trade Organization (WTO) in 2001 (Kwan, Yeung & Au 2003). Global sourcing for lower labor cost turned China into a world-manufacturing factory with huge competitive advantage. Soon, Original Equipment Manufacturing (OEM) and mass production became the dominant operation models for the Chinese FA industry. Although many coastal areas and port cities, such as the Yangtze River Delta Region, the Pearl River Delta Region, and the Bohai Gulf Rim in China, had benefited from technology transfer and production method standardization due to global outsourcing, China's high-end clothing was still firmly in the control of some foreign luxury brands, such as LVMH Group, the Italian Gucci Group and the Prada Group (CN 2011; Zhen 2007).

From 2010 onward, proliferation of fast fashion models, such as Gap, Zara, and H&M, became the new wipeout innovation in the FA industry (Li & Fung 2011). Since the last fashion supply chain reshuffle, competition in the local FA market had become extremely fierce. Seeing the success of the Gap and Zara, many medium-low FA firms tended to believe that quick profit could be made easily by imitating the foreign FA supply models (Lu 2011).

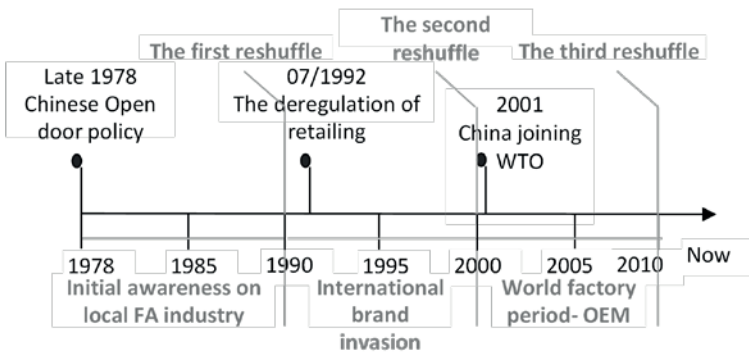


Fig. 1: Evolution of the Chinese FA industry

issues. For example, inferior market management and misalignment of supply chain network had resulted in large amount of redundant inventory (Yi 2012). Also, mere copying of fashion styles from big brands without in-depth analysis of the local market requirements resulted in disastrous demand forecasting (Flaven 2013b). Furthermore, factors such as diverse fashion awareness of end consumers, rigid business structure and the double-edged *guanxi* network also

Consequently, many local apparel	Time Frame	Attributes	Source
I.	1978 to 1990	Few brands share the market with limited expansion after Open Door Policy	(Chan 2011; Chuang 2008; Commission 2008; Kwan, Yeung & Au 2003; Zhang et al. 2002)
II.	1990 to 2000	Brand invasion from international and local trial	(Chuang 2008; CMIC 2000; CN 2011; Frohlich & Westbrook 2002; Kwan, Yeung & Au 2003; Wang 2009; Zhen 2007)
III.	2000 to 2010	World manufacturing factory after China joining WTO	(Chan 2011; Chuang 2008; CN 2012; Flaven 2013b, 2013c; Kwan, Yeung & Au 2003; Li & Fung 2011; Parker, Hermans & Schäfer
IV.	After 2010	Fast fashion booming and brand identity	(Flaven 2013a, 2013b, 2013c, 2013d; Harilela 2013; Lee, Lina 2013; Lee, Lina & Wang 2013)

Tab. 3: Economic reshuffles in the Chinese FA industry

added complexity and formidable challenges to the practical operation of local fast FA business. Most local apparel companies failed to look at the macro picture from a more dynamic perspective (Yi 2012). All these factors account for the many failures of the local FA firms which tried to adopt western FA supply models directly without adaptation. The current economy transition in China presents a new era of changes and opportunities for the FA market. To survive and thrive in such dynamic business environment, FA companies are forced to react and restructure their business plans to the need of the new market demand (Cameron & Quinn 2011). Companies not recognizing this requirement are inevitably heading for demise due to intense competition in the industry.

2.3 Current study of SCM in the Chinese FA industry

Upon a thorough literature search and review involving archives of 13 (4 Chinese and 9 international) logistics and supply chain management journals and 10 global influential fashion and textile news magazines and industry reports, it is found that only a few studies had looked at the Chinese FA supply chain or investigated the Chinese FA business environment. Furthermore, most of the studies were undertaken from a news reporting perspective with broad conclusions without following a systematic research approach to in-depth analysis (see Table 4). Many investigators tended to focus mainly on the influence of the unique Chinese culture and institutional environment on the FA market. In contrast, the intricate integration between market management and SCM had hardly been explored with only five studies barely touching on the area (see Table 5).

Managing Demand and Supply Networks of the Chinese Fashion Industry

Literature	Title	Research focus	Research methods	Type
Kwan, Yeung and Au (2003)	A statistical investigation of the changing apparel retailing environment in China	Holistic industrial report— Examination of China's demographic and economic indicators over the past 20 years, and the changing pattern of other macro-factors and micro-factors	Desktop Research	Business report
Taylor (2004)	China textile trade	Industrial trading report— Introducing the special issue on the textile trade in China. Outlining its growth, which has reinforced its role as a preferred supplier to major markets, and its alignment with other members of the WTO.	×	Editorial
Chan (2011)	Fashion retailing in China: an examination of its development and issues	Holistic industrial report— Examining the macro development issues of fashion retailing in china	Desktop research and exploratory research techniques	Business report
International Trade Centre (2011)	The Chinese Market for clothing	Holistic industrial report—Focusing on giving a comprehensive business overview on local Chinese FA market. The topic delivers through many perspectives, such as macro economy, trading, marketing and logistics perspectives.	Business case study and desktop study	Business report

Literature	Title	Research focus	Research methods	Type
Yi (2012)	Fast fashion model questioning to be 'Fast' in China	Industrial news report—Analyzing the issues in the local FA companies for recent years.	×	Editorial
Zhang et al. (2002)	Casual wear product attributes--A Chinese consumers' perspective	Marketing/consumer behavior perspective—the importance of product attributes of casual wear for Chinese consumers was investigated. A total of 15 attributes were identified. It is found geographic and demographic factors had great impact on these attributes.	Quantitative survey study	Research paper
Dickson et al. (2004)	Chinese consumer market segments for foreign apparel products	Marketing/consumer behavior perspective--Identifying the product attributes salient to consumers' apparel purchase intentions	Quantitative cluster, multiple regression and other statistical analysis.	Research paper
Chuang (2008)	A strategic study for quickening brand building of Chinese textiles and garment industry	Marketing/consumer behavior/branding—analyzing the favorable and unfavorable factors for brand development for local apparel industry and putting forward some main measures and strategies for brand development	Desktop study	Business report

Managing Demand and Supply Networks of the Chinese Fashion Industry

Literature	Title	Research focus	Research methods	Type
Wang (2009)	The empirical study on the ladder like development trend of Textile industry	Marketing/consumer behavior perspective—Analyzing the regional development characteristics of China's textile industry, namely regional ladder-like development mode. Pointing out the big distinction between strong and weak region.	Quantitative clustering analysis methods	Research paper
Li and Fung (2011)	China's apparel market	Marketing/branding perspective—statistic industrial report for these five years. Introducing the latest development on local FA industry and bringing the future trend about this industry.	Business case study and desktop study	Business report
Eng-Meng (2013)	Clothing brand Metersbonwe takes cue from Zara's fast fashion	Branding—news report on famous local brand Metersbonwe business model reconfiguration	×	Editorial
Flaven (2013b)	In China, Hangzhou Brands Face Identity Crisis	Branding—In today's large and highly competitive China market, developing a real brand identity is crucial to success.	×	Editorial

Literature	Title	Research focus	Research methods	Type
Lam and Postle (2006)	Textile and apparel supply chain management in Hong Kong	Internal supply chain perspective—the paper focuses on reviewing the concept of supply chain management and Fisher SC strategy. Analyzing how to use Fisher’s SC strategy to balance tradeoff between efficiency and effectiveness for Hong Kong textile supply chain	Case study	Research Paper
Candace, Ngai and Moon (2011)	Supply chain flexibility in an uncertain environment: exploratory findings from 5 case studies	Internal supply chain perspective-- To illustrate and examine the different flexibility strategies adopted by supply chain participants as a result of different environmental uncertainties	An exploratory multi-case study involving 5 Chinese FA companies	Research paper

Tab. 4: Demand supply chain studies on the Chinese FA industry

2.4 Impacts of the new economy transition under local economy structure

Compared with global fashion brands such as Gap, Zara, H&M and Uniqlo, domestic apparel brands have less marketing experience since the open-up development only happened in recent decade. OEM was a dominating mode for last decades while retailing and branding begins to develop in late 2000s (Chan 2011). The development of FA is under the process of dualistic economy (Dulius Herman Boeke). In this regard, Chinese government plays a great role in social resource allocation rather than ‘free market’ referred in western capitalist economy theory during 1980s to 1990s (Feng, Shen & Zhao 2014). However, the swift economy transition after 2010 accelerates the modern industrialization in urban areas from the traditional economy, which relies on rural labor supply (Sir

Arthur Lewis, 1954). In this case, transition triggers new round of government's Quantitative Easing (QE), which give a significant booming for market practitioners after long monopoly in FT/FA industry. The extreme open-up causes significant industrial restructuring.

At this edge of the reform, without the systematic marketing and supply pipelines management, how the new value could be better delivery for the customers, suppliers and shareholders will be a vital issue. As China is losing its labor competitiveness, new solution emphasized on innovative economy in entrepreneurship and value adding areas seems to be an alternative direction for future local economy (Flaven 2013c; Melouney 2013). Table 5 summarizes the various issues faced by the Chinese fast fashion industry, which can be categorized into three main streams.

Perspective	Issues and Challenges	References
Marketing management	Booming awareness of Brand identity from market lead to increasingly dynamic market segments Diverse fashion culture renaissance Diversification of retail channels	Li & Fung 2011 Doeringer and Crean 2006
Business management	Intuitional hierarchy regime in most enterprises Unclear product market identity for most companies Dislocation of supply network design with demand Development bubble from top management level due to e-commerce booming Capital accumulation as main purpose Immature market regulationfor FT sector	Flaven 2013a Yi 2012
Internal supply chain	Excessive inventory due to information mistranslation from downstream market and huge volume push-up from upstream Bullwhip effect caused by miscommunication among SC nodes Factory dying due to the financial chain break and labor cost increasing (suppliers)	Chan 2011 Yi 2012

Tab. 5: Issues and challenges faced by the Chinese fast fashion industry in recent years

Market Management

Even though Gross Domestic Profit of China has increased more than twenty times during the period between 1980s-2000s, domestic firms in mainland China were remarkably disadvantaged in areas such as patent application, high-tech export and R&D intensiveness in contrast to its counterparts in the advanced countries (Tylecote, 2010). The economy transition in 2010 crashed the traditional economy mode and brought a new era of value creation. One of the impacts is the emergence of diverse retail channels, such as online retail, private label and multi-brand with multi-layered business model (Harilela 2013). For example, some e-commerce merchants at the forefront of the fashion trend try to initiate small-scale supply chain operation with ethnic-centric entrepreneurship that combines design with manufacturing and direct sales online. Other companies marketing with private labels transfer manufacturing to in-house operation so as to strengthen the collaboration between the teams responsible for product design and production (Flaven 2013a, 2013c; Tokatli 2008). These market elites take full advantage of their potentials for supply chain flexibility and quality production by cutting the intermediates and picking up the production role directly (Doeringer & Crean 2006). It accelerates the industrial development compared with traditional brick-and-mortar retailing but also demands highly innovative configuration.

In terms of consumer behavior perspective, marketing diversification causes the booming awareness of brand identity and product innovation in this new transition, which in turn educate the consumers with savvy fashion insight and strong personal style. Consumers are now cultivated to project the design message, in charge of own image instead of dazzled by the market (Tokatli 2008). In this paper, *Strategic Marketing Planning; Market Segmentation; Product development; Branding and Sales* (Hilletoft, Ericsson & Lumsden 2010; Jüttner, Christopher & Godsell 2010; Kotler 2009) are selected as four main drivers as probes to investigate the specific changes for local FA companies from the marketing management perspective

Supply Network Design

Most of companies lack the awareness of synergetic utilization of supply chain capabilities and operate in an ‘insular’ functional management style (CN 2012). Confronting with swift open-up, many private company owners put more focus on quick fortune accumulation rather than product line optimization on the supply chain. It could also be the reason of ‘insular’ operation. Meanwhile, the push system and lack of marketing experience lead to excessive inventory, which ends up with financial chain dislocation and factories (suppliers) bankrupt (International Trade Centre 2011; Lu 2011).

“Industrial agglomeration” (Wang 2009) is taking into shape in the garment industry with the booming of e-commerce entrepreneurs (Flaven 2013a). Issues such as changing retail landscape, new force of multi-brand with industrial diversification (Harilela 2013), diverse customer segmentations, and unique local institutional structure, have increased the complexity in the supply chain operation of the Chinese FA companies (Flaven 2013a, 2013c; Lee, Lina 2013). In terms of supply network capability, *SC configuration*; *SC Process Operation*; *Logistics Practices and IS/IT Implementation* are selected as four supply chain drivers to investigate the response of FA companies to the economy transition.

Business Management

At firm level, as a fundamental part of the competence building of top managers, the cognitive development of top managers is a crucial base for the strategic human resource management (Lado and Wilson, 1994; Nyberg, et al, 2014).

3. Conceptual Framework

Based on the alignment theory, a tentative theoretical framework for investigation into the impacts of the new economy transition on the Chinese FA industry and the responses of the firms is proposed (Figure 2). The framework suggests an end-to-end demand and supply network collaboration involving the alignment of three components – market management, organizational changes and supply chain operation. Four drivers in each component are used to depict the impacts

of the external environment and the responses of the firms. It is believed that companies in the Chinese FA industry would react according to what the alignment theory is promoting and the proposed framework can serve as a basis for investigation in this study. The framework also sheds light on the ‘outside-in dynamic theory’ from the business administration aspect as advocated by (Gattorna 2012). Findings from this study will help validate the framework hence the use of the alignment concept as the underpinning theory for the research. Additional drivers may also be revealed in the investigation process to further expand or refine the framework for future studies.

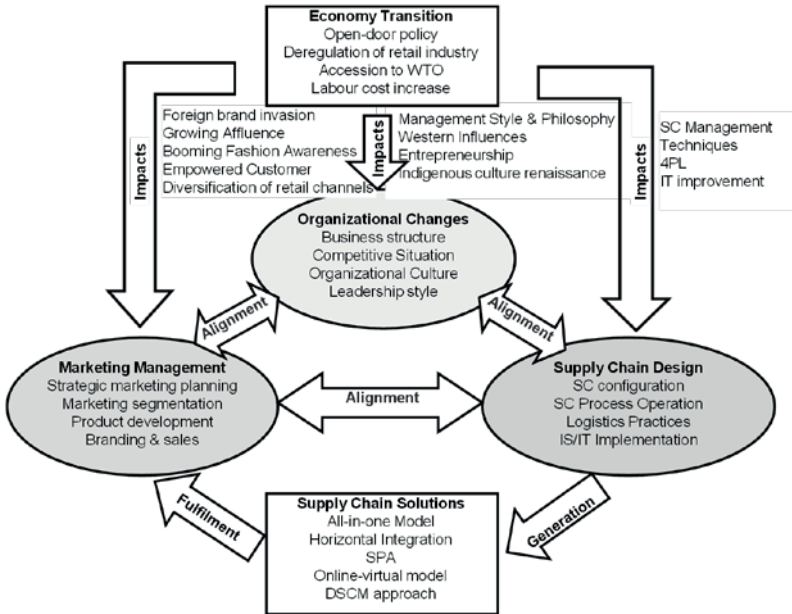


Fig. 2: Demand and supply chain framework based on Chinese FA industry

4. Research Methodology

The objective of this study is to investigate the impacts of the new economy transition in China on the local FA industry and how the firms respond in terms of market management, organizational changes and supply chain operation. As the study is exploratory in nature, interpretivism is considered an appropriate approach to collecting information to answer the research questions. As such, multiple case study methodology will be adopted to cover a range of firms in the industry in the investigation for comparison.

To increase the breadth and depth of the study, six local FA firms with different supply network models covering the national and private-owned business patterns in the local economy are selected to give a comprehensive and holistic picture of the current situation in the industry. At the moment, two companies and six key personals in different managerial level of intermediaries, manufactures and logistics providers located in China have been investigated so far. Data are collected through business document review, onsite observation and semi-structured interviews. In the data analysis stage, Nvivo software is applied to facilitate process of thematic coding, within-case analysis and cross case comparison.

5. Discussions and Case study findings (Working-in-process)

Three representative companies have been investigated with diverse supply chain model of traditional virtual SC, SPA model and online B2C. The cases show the represented negative and positive-influenced example of local FA companies under the economy transition. Table 6 and Figure 3 show the general information about 3 representative cases.

Marketing Attributes				Supply Chain Attributes			
Fashion Sensitive	Price range (RMB)	Age segmentation (Year)	Brand culture	Product Quality	Lead-time	Network Model	Economy transition influence rate
A: VancI	RMB 50-500	Young generation (not clear)	B2C fast fashion (obscure brand identity)	Low level	50 days	E-commerce	Highly Influenced (Negative)
B: VM	RMB 100-3000	25-35 female business casual	Casual to feminine (lady style)-multi-development	Medium level	90 days	Franchising	Medium
C: JNBY	RMB 500-50000	20-35 female	Joyful Natural Beauteous Yourself: natural futuristic style with edgy personality	High level	80 Days limited production	Vertical (SPA)	Less Influenced (Positive)

Tab. 6: General information about 3 cases

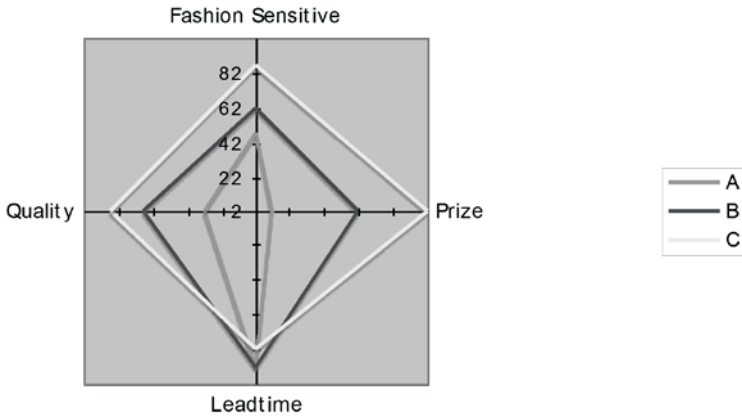


Fig. 3: Marketing Position of 3 Cases

Company A

This company is based on the National B2C online retail shopping sales report, company A ranking 7 founded in 2007

The company begins the product line with male T-shirt and polo shirt with triumph of 5 billion dollar revenues with B2C market share of 5.1% in 2008. After the significant market campaign and CPS online advertisement in 2010, company starts to diversification development with huge category expansion.

Major problems:

- Misleading product-branding position: The marketing position for company A is online fast fashion company. However, the real supply chain operation cannot respond to the demand immediately and align the network with the “fast” principle. Meanwhile, whole team especially top CEO level focus more on marketing campaign and online advertising rather than the original product design.
- Supply chain breakdown.: Due to the mistranslation of the market demand, it leads to huge amount of inventory and debts on factories and OEM.

- Eager to booming: Compared with traditional apparel company like brick and mortar, online ecommerce accelerate the booming pace while also bring the risk of HR bubble and financial bubble. The company has no time to restructure the business model under swift transition.
 - Dislocation of Managerial level and supply network operation: The cognitive of top CEO is unsure how to execute the company for clear direction upon the transition
 - Lack of systematic management on HR.
-

Company A: Vancl

Perspective	Sub-Ares	Data-analysis
Market Management Drivers	Strategic Network Planning	Click-and-mortar (SPA)
	Product Development/Material desgin	Have own designers, however, the company put more emphasis on product marketing campaign instead of material desgina or product design and quality control
	Branding and Sales	Investing huge amount of money on marketing campagin and advertising without enough product position focus.
	Market Segmentation	Starting with marketing speific for man's shirt and polo shirt in 2018, gradually expending to cloth for women, kids, shoes, furniture, accecories and cosmetic lines. At the end of 2010, the diversification development gradually undermines the company

Company A: Vancl

	Customer Relationship Management	Applying self-developed ERP modular, obtaining half synchronized information transition. Focusing on consumer experience, working with subsidiary 3pl company for enhance delivery speed and product return guarantee within 5 days.
Supply Chain Design	SC configuration	Virtual supply network. Product design-OEM manufacturing-product distribution
	SC Process Operation	Outsourcing function of logistics and manufacturing. Only have online platform and designing team
	Logistics Practices	80% of service is outsourced under affiliation 3PL company; while 20% is outsourced to other delivery company
	IS/IT Implementation	Self-developed model. It is hard to achieve macro IS network integration
Organizational Management Drivers	Company's competitive edge	Marketing and sales campaign
	Business Structure	Hierarchy structure (centralized-business structure)
	Culture and leadership style	Highly controlled by CEO

Tab. 7: Thematic coding of Company A

Company B

As one of the most famous brands in China, Company B belongs to BESTSELLER organization group which includes four brands targeting huge marketing share of young teenager group, mature female, male group and kids group in China. The brand position targets mainstream of fashion market for daily wearing with diverse style and color choices. The price is reasonable, trying to achieve economy of scale rather than small market niche with high margin of per customer transaction.

Company B

Perspective	Sub-Ares	Data-analysis
Market Management Drivers	Strategic Network Planning	Franchising Model. Only have the branding, and marketing function. Outsourcing other logistics functions. After 2012, the stakeholders try to get back the franchisers to the direct SPA sales model for preventing the risk from market uncertainty.
	Product Development/ Material desgin	Fashion style: Business casual style with feminine look. Having more emphasis on apparel design, style matching with colors and themes than material development. Position itself on mainstream market rather than small niche.
	Branding and Sales	Having many sales campaigns to support the brand. However, beginning from 2012, the sales turnover and product order quantity in each city is slightly decreasing due to the market transition. After 2012, the brand is gradually extending the style from casual look to mature independent feminine look with more stylish diversification targeting middle write-collar class.

Managing Demand and Supply Networks of the Chinese Fashion Industry

Company B

	Market Segmentation	With the diversification of market, the company decides make more diverse segmentation based on cloth styles which integrates casual style with mature lady look for market extension. However, it delivers without systematic consumer behavior research and poll survey.
	Customer Relationship Management	Only use POS machine to record customer data. Have no systematic
Supply Chain Design	SC configuration	Integrating Virtual Franchiser model with direct sales model. Have more direct stores takeover. Launch the O2O (online to offline) model and online sales network. Cooperated with big shopping mall to select store location. Flag stores are opened close to regional center.
	SC Process Operation	Outsourcing function of logistics and manufacturing. Only have designing team
	Logistics Practices	Outsourcing logistics function to 3PL companies. Lack of efficiency considered overall store arrangement among cities.
	IS/IT Implementation	Setting up self-developed ERP system. Have not achieved scale of information integration
Organizational Management Drivers	Company's competitive edge	Diversified designing for mainstream market and reasonable price
	Business Structure	Decentralized
	Culture and leadership style	The brand is under part of Group organization with multi-brand competitive culture. Collaborative and competitive culture.

Tab. 8: Thematic coding of Company B

Company C

Company C contributes to new material design and looking for more environmental-friendly solution with nature material; Focusing on brand internationalization.

Company C

Perspective	Sub-Ares	Data-analysis
Market Management Drivers	Strategic Network Planning	SPA
	Product Development/Material desgin	More focusing on material development for better quility and SC sustainability. Exploring the comtemporany collection but at the same time maintain JNBY-style consistancy for high-end customers; compared with international mega-brands, company's high end collection has better price advantage and stable fan-segments of ethics fashion stream.
	Branding and Sales	Emphaising on brand development and internaitonal market exploration for China Chic; more sofication marketing research on consumer behavior. Which also lead to systematic channel selection. Imbeding lifestyle and personal value ideology on product branding campaign

Company C

	Market Segmentation	Targeting age 25-35 female customers, More specific customer segmentation with 30% classic look of high end design, 45% popular fashion style and 25% generic products. Product lines are more segmented based on diverse circumstance; such as evening dress/avant-garde/causal; seasonal themes and story-series.
	Customer Relationship Management	Transition from half platform synchronization to fully synchronized ERP platform/ after 2012, the company stress on the IS exploration on each business modular integration. Implementing VIP specialized service for after-sales.
Supply Chain Design	SC configuration	Decentralized operational model (SPA), Design (own)-produce (own factory)-retail sale; Have 2 sales network (online and flag shop)
	SC Process Operation	Focusing on material exploration, raw material and apparel suppliers' exploration and supply chain control; apparel product and accessory design. Leagile

Company C

	Logistics Practices	Working with 3party-logistic companies for optimal solution. Main function focus is inventory management and IT integration with both online and offline. Working closely with 3PL for inventory control and information management
	IS/IT Implementation	EPR system Implementation for industrial chain integration to prevent modular separation/ enrolls OA implanting EIP, KM, HRM, CRM, WM and PM for business modular integration with supply chain IS.
Organizational Management Drivers	Company's competitive edge	First-class product design and raw material exploitation based on green, natural and sustainable theory
	Business Structure	Decentralized
	Culture and leadership style	Business Modular interchange of opening environment

Tab. 9: Thematic coding process of Company C

On confronting of economy transition, company C strengthens its competitive edge by looking for more sustainable textile material and specific designing collection based on more segmented consumer groups based on their diverse

lifestyle and dressing-up theme. At the same time, due to the high end slow fashion purpose, the lead-time is controlled in acceptable pace with 80days, however, the supply chain main focus lies in inventory control and EPR system integration with their 3PL optimization companies.

In terms of organizational management, the cognitive of top CEO level tends to be innovative under the new economy transition. It could be seen; the supply chain strategy is closely integrated with the marketing goal while the overall business mission is aligned with product marketing strategy.

6. Conclusion

Within-Case Analysis:

Company A relocates most resources on branding and sales part disregard the need to understand better their customers and sense their new needs. Besides, the business mission and management style fail to match appropriately with its brand position. The ambiguous brand niche may not properly suit the sustainable development of apparel products as well. Though the company had great achievement and market reputation as top 10 brands in local FA industry before 2009, the company has not responded well under the new swift transition which has resulted in great issues for the company.

Company B extends the product variety by enlarging the causal style to more mature sexy designing-focused style to explore the consumer base under the new trend. The slow move is gradually penetrating into its business mission strategy. The company is confronted with the challenges from logistics perspective. However, the reactive moves help the firm survive the significant transition risk.

Company C acts a good example of being positively influenced under the economy transition. The company has great reputation improvement under the new era after 2012. By internationalizing the brand, the company has successfully drawn global attention in the FA industry.

Market factors			Supply chain factors				Business administration factors			
Network planning	Market segmentation	Product development	Branding	SC configuration	Processes Operation	Logistics Practices	IS/IT Infrastructure	Competitive edge	Business structure	Leadership & Culture
A		x	x			x				
B	x	x	x	x			x	x		x
C	x	x	x		x	x	x	x	x	x

Tab. 10: Cross-comparison among the three case companies

Cross-Case Comparison:

Table 10 reveals that optimal trade-off between supply chain efficiency and effectiveness could be achieved through proper alignment of marketing demand management, supply network building, and organizational culture reconfiguration. Under the forth economy transition, the recent economy QE make an extreme open-up for many private entrepreneurs compared with the last two decades. On the one hand, it gives a significant industrial booming on local FA market. On the other hand, due to the swift development, the market does not have enough time for gradual maturity as compared to developed European market. It brings challenges and opportunities. As shown in Table 10, Company C with corresponding strategic restructuring from the three perspectives gets positive influence with the trend while Company A with an unbalanced focusing on single part undermines the overall supply chain and suffers from finance chain dislocation. It can be seen that the Chinese FA industry is confronting the need for specialized supply chain innovations and business ideology review based on own competitive edge and business mission.

The area highlighted in red frame in Table 10 shows that companies usually start off the restructuring process through marketing management via sales campaign and branding establishment since it is the most lucrative and obvious part of

retailing function. However, the analysis suggests that synchronization of supply chain capability and business administration readjustment is also vital for the overall business improvement in the long run.

Summary:

In conclusion, the case study findings show that the proposed framework for investigating the impacts of the new economy transition in China on the FT industry seems to be valid. Among the three companies investigated, only the one focusing on a proper alignment between the three perspectives – market management, organization changes, and supply chain design – succeeded in benefiting from the changes in customer preferences and demands under the rapid reshuffles of the new economy transition. In the volatile and dynamic business environment of the FA industry, using one-size-fits-all or simple league supply models will no longer be able to meet the diverse and rapidly changing market demand while reducing supply chain cost in terms of inventory and distribution. Drastic changes in operations at both end of the supply chain as well as in management philosophy and structure have to be made to mitigate risks and exploit market niches during the era of opportunities for the FA industry in China. This study has succeeded in reporting the evolution of the FA industry in China from a historical as well as economic point of view and highlighted the direction for development for the entire industry. It contributed to knowledge by providing a comprehensive summary of the background of the area of investigation and pinpointed direction for further research, one of which will be to investigate the detailed relationships among the three perspectives during the alignment process.

References

- Ben Naylor, J, Naim, MM & Berry, D 1999, 'Leagility: integrating the lean and agile manufacturing paradigms in the total supply chain', *International Journal of Production Economics*, vol. 62, no. 1, pp. 107-18.
- Bruce, M & Daly, L 2006, 'Buyer behaviour for fast fashion', *Journal of Fashion Marketing and Management*, vol. 10, no. 3, pp. 329-44.
- Bruce, M, Daly, L & Towers, N 2004, 'Lean or agile: a solution for supply chain management in the textiles and clothing industry?', *International journal of operations & production management*, vol. 24, no. 2, pp. 151-70.
- Brun, A & Castelli, C 2008, 'Supply chain strategy in the fashion industry: developing a portfolio model depending on product, retail channel and brand', *International Journal of Production Economics*, vol. 116, no. 2, pp. 169-81.
- Cameron, KS & Quinn, RE 2011, *Diagnosing and changing organizational culture: Based on the competing values framework*, John Wiley & Sons.
- Candace, YY, Ngai, E & Moon, K 2011, 'Supply chain flexibility in an uncertain environment: exploratory findings from five case studies', *Supply Chain Management: An International Journal*, vol. 16, no. 4, pp. 271-83.
- Castelli, CM & Brun, A 2010, 'Alignment of retail channels in the fashion supply chain: an empirical study of Italian fashion retailers', *International Journal of Retail & Distribution Management*, vol. 38, no. 1, pp. 24-44.
- Chan, PY 2011, 'Fashion retailing in China: An examination of its development and issues', *Advances in International Marketing*, vol. 21, pp. 75-110.
- Choi, T-M 2011, *Fashion supply chain management: industry and business analysis*, Business Science Reference.
- Chopra, S & Meindl, P 2007, *Supply chain management. Strategy, planning & operation*, Springer.
- Chorn, NH 1991, 'The "alignment" theory: Creating strategic fit', *Management Decision*, vol. 29, no. 1.
- Christopher, M, Lawson, R & Peck, H 2004, 'Creating agile supply chains in the fashion industry', *International Journal of Retail & Distribution Management*, vol. 32, no. 8, pp. 367-76.
- Christopher, M & Towill, D 2001, 'An integrated model for the design of agile supply chains', *International Journal of Physical Distribution & Logistics Management*, vol. 31, no. 4, pp. 235-46.
- Chuang, L 2008, 'A Strategic Study for Quickening Brand Building of Chinese Textiles and Garment Industry', paper presented to Business and Information Management, 2008. ISBIM'08. International Seminar on.
- CMIC 2000, *China's retail sales in 1980-1990*

- CN, CG 2011, 'The way to the Post Chinese Manufacturing, Chinese Textile Industrial Union', Chinese Textile Industrial Union, no. Chinese Textile IT Network Ltd. Company, Beijing.
- 2012, 'The end of production cost advantage for China', Chinese Textile Industrial Union, no. Chinese Textile IT Network Ltd. Company, Beijing.
- Commission, CDaR 2008, the "11th Five-year Plan" outline of National Economy and Social Development of Changzhou city <<http://www.czdr.gov.cn/>>.
- Da-zhong, C 2006, 'China's producer services: Growth, structural changes, and effects', paper presented to Service Operations and Logistics, and Informatics, 2006. SOLI'06. IEEE International Conference on.
- Dickson, MA, Lennon, SJ, Montalto, CP, Shen, D & Zhang, L 2004, 'Chinese consumer market segments for foreign apparel products', *Journal of Consumer Marketing*, vol. 21, no. 5, pp. 301-17.
- Doeringer, P & Crean, S 2006, 'Can fast fashion save the US apparel industry?', *Socio-Economic Review*, vol. 4, no. 3, pp. 353-77.
- Eng-Meng, T 2013, Clothing brand Meters/bonwe takes cue from Zara's fast fashion, *WantChinaTimes.com*, viewed 06/02 2013, <<http://www.wantchinatimes.com/news-subclass-cnt.aspx?id=20130206000039&cid=1502>>.
- Ericsson, D 2011, 'Demand chain management -- The evolution', *Orion*, vol. 27, no. 1, pp. 45-81.
- Esper, TL, Ellinger, AE, Stank, TP, Flint, DJ & Moon, M 2010, 'Demand and supply integration: a conceptual framework of value creation through knowledge management', *Journal of the Academy of marketing Science*, vol. 38, no. 1, pp. 5-18.
- Fernie, J 2004, *Logistics and retail management: insights into current practice and trends from leading experts*, Kogan Page Limited.
- Fisher, ML 1997, 'What is the right supply chain for your product?', *Harvard business review*, vol. 75, pp. 105-17.
- Flaven, G 2013a, 'China's E-commerce Giants Offer Opportunity for Entrepreneurs', *The business of Fashion*, 30, September, 2013.
- 2013b, 'In China, Hangzhou brands face identity crisis', *The business of Fashion*, July, 2013.
- 2013c, In China, Ink Joins a budding Crop of concept stores, *The business of Fashion Ltd.*, viewed 06/08 2013, <<http://www.businessoffashion.com/2013/08/in-china-ink-joins-budding-crop-of-concept-stores.html>>.
- 2013d, 'In the Mood for Qipao', *The business of Fashion*, 18 September, 2013.

- Frohlich, MT & Westbrook, R 2002, 'Demand chain management in manufacturing and services: web-based integration, drivers and performance', *Journal of Operations Management*, vol. 20, no. 6, pp. 729-45.
- Gattorna, J 1998, *Strategic supply chain alignment: best practice in supply chain management*, Gower Publishing, Ltd.
- 2009, *Dynamic supply chain alignment*, Farnham, UK: Gower Publishing Ltd.
- 2012, 'From Integration to Alignment: Challenges and Solutions', in *Supply Chain Innovation for Competing in Highly Dynamic Markets: Challenges and Solutions*, IGI Global, pp. 27-32.
- Harilela, D 2013, 'Sham Kar Wai on China's Changing Fashion Landscape', *The business of fashion*, 17 October, 2013.
- Hilletoft, P 2011, 'Demand-supply chain management: industrial survival recipe for new decade', *Industrial Management & Data Systems*, vol. 111, no. 2, pp. 184-211.
- 2012, 'Differentiation focused supply chain design', *Industrial Management & Data Systems*, vol. 112, no. 9, pp. 1274-91.
- Hilletoft, P, Ericsson, D & Christopher, M 2009, 'Demand chain management: a Swedish industrial case study', *Industrial Management & Data Systems*, vol. 109, no. 9, pp. 1179-96.
- Hilletoft, P, Ericsson, D & Lumsden, K 2010, 'Coordinating new product development and supply chain management', *International Journal of Value Chain Management*, vol. 4, no. 1, pp. 170-92.
- Hilletoft, P & Hilmola, O-P 2008, 'Supply chain management in fashion and textile industry', *International Journal of Services Sciences*, vol. 1, no. 2, pp. 127-47.
- 2010, 'Role of Emerging Markets in Demand-Supply Chain Management', paper presented to Proceedings of the 15th annual Cambridge International Manufacturing Symposium.
- Hoover Jr, WE, Eloranta, E, Holmström, J & Huttunen, K 2002, *Managing the demand-supply chain: Value innovations for customer satisfaction*, Wiley.
- International Trade Centre, I 2011, *The Chinese market for clothing*, Palais des Nations, 1211 Geneva 10, Switzerland.
- Ismail, W & Monsef, S 2012, 'New product development through open innovation: Role of organization structure and contextual factors', paper presented to Innovation Management and Technology Research (ICIMTR), 2012 International Conference on.
- Jacobs, D 2006, 'The promise of demand chain management in fashion', *Journal of Fashion Marketing and Management*, vol. 10, no. 1, pp. 84-96.
- Jüttner, U, Christopher, M & Baker, S 2007, 'Demand chain management-integrating marketing and supply chain management', *Industrial marketing management*, vol. 36, no. 3, pp. 377-92.

- Jüttner, U, Christopher, M & Godsell, J 2010, 'A strategic framework for integrating marketing and supply chain strategies', *International Journal of Logistics Management*, The, vol. 21, no. 1, pp. 104-26.
- Kotler, P 2009, *Marketing management*, Pearson Education India.
- Kwan, C, Yeung, K & Au, K 2003, 'A statistical investigation of the changing apparel retailing environment in China', *Journal of Fashion Marketing and Management*, vol. 7, no. 1, pp. 87-100.
- Lam, JK & Postle, R 2006, 'Textile and apparel supply chain management in Hong Kong', *International Journal of clothing science and technology*, vol. 18, no. 4, pp. 265-77.
- Lee, HL 2004, 'The triple-A supply chain', *Harvard business review*, vol. 82, no. 10, pp. 102-13.
- Lee, L 2013, 'Consumer Confidence, Hugo Boss' China Premiere, E-Commerce Soars, Domestic Couture, Real Causes of the Luxury Slowdown', *the business of Fashion*, 14 May, 2013.
- Lee, L & Wang, L 2013, 'Upside to Slowing Growth, Lululemon's Challenge in China, Qeelin Expands, Faster UK Tourist Visas', *The Business of Fashion*.
- Levy, M, Weitz, BA & Beitelspacher, LS 1992, *Retailing management*, Irwin Boston, MA.
- Li & Fung 2011, 'China's apparel market 2011', < <http://www.lifunggroup.com/>>.
- Lorentz, H & Lounela, J 2011, 'Retailer supply chain capability assessment in Russia', *International Journal of Retail & Distribution Management*, vol. 39, no. 9, pp. 682-701.
- Lowson, RH 2002, *Strategic operations management: The new competitive advantage*, Psychology Press.
- Lu, A 2011, 'The marketing influence of international fast fashion brand Zara for Chinese local apparel market', *Chinse Academic Jounral Electronic Publishing House*, vol. F272, no. A.
- Masson, R, Iosif, L, MacKerron, G & Fernie, J 2007, 'Managing complexity in agile global fashion industry supply chains', *International Journal of Logistics Management*, The, vol. 18, no. 2, pp. 238-54.
- Melouney, C 2013, 'A label isn't enough', *TheFinancialist*, viewed November 11 2013, <<http://www.thefinancialist.com/a-label-isnt-enough/>>.
- Parker, RS, Hermans, CM & Schaefer, AD 2004, 'Fashion consciousness of Chinese, Japanese and American teenagers', *Journal of Fashion Marketing and Management*, vol. 8, no. 2, pp. 176-86.
- Rainbird, M 2004, 'Demand and supply chains: the value catalyst', *International Journal of Physical Distribution & Logistics Management*, vol. 34, no. 3/4, pp. 230-50.
- Richey Jr, RG, Chen, H, Upreti, R, Fawcett, SE & Adams, FG 2009, 'The moderating role of barriers on the relationship between drivers to supply chain integration and firm

- performance', *International Journal of Physical Distribution & Logistics Management*, vol. 39, no. 10, pp. 826-40.
- Taylor, G 2004, 'China textile trade', *Journal of Fashion Marketing and Management*, vol. 8, no. 2, pp. 136-40.
- Tokatli, N 2008, 'Global sourcing: insights from the global clothing industry—the case of Zara, a fast fashion retailer', *Journal of Economic Geography*, vol. 8, no. 1, pp. 21-38.
- Wang, L 2009, 'The empirical study on the ladderlike development trend of textile industry', paper presented to Computing, Communication, Control, and Management, 2009. CCCM 2009. ISECS International Colloquium on.
- Yi, C 2012, Fast fashion model questioning to be 'Fast' in China, www.ce.cn, viewed 11/04 2012, <http://finance.ce.cn/rolling/201204/11/t20120411_16857554.shtml>.
- Zhang, Z, Li, Y, Gong, C & Wu, H 2002, 'Casual wear product attributes: a Chinese consumers' perspective', *Journal of Fashion Marketing and Management*, vol. 6, no. 1, pp. 53-62.
- Zhen, Y 2007, *Globalization and the Chinese retailing revolution: competing in the world's largest emerging market*, Chandos Pub.