

Research on Marketing Strategy of Fast Fashion Brand

—Taking URBAN REVIVO as an Example

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Abstract: In modern society where the pace of life is increasingly fast, people's demand for clothing reflects their pursuit of speed. The resulting fast fashion clothing industry breaks the traditional marketing mode and develops rapidly, realizing the rapid transformation of consumer goods in the design of new clothing products. Therefore, in the current clothing industry, "fast fashion" has become a marketing method that is mainly used. Based on the current development situation of the clothing industry, this paper takes URBAN REVIVO, one of the most successful local brands in recent years in China, as an example to analyze and compare the marketing strategies of the clothing fast fashion brand by using marketing models, so as to provide help and guidance for the practice of "fast fashion" clothing industry. Conclusions can be drawn that, under the guidance of STP theory, URBAN REVIVO has made differentiated and accurate market positioning and has achieved good development. From the perspective of 4P theory, URBAN REVIVO's success lies in its product strategy of 'more styles, less quantity', its price strategy of parity, its efficient channel strategy, as well as its less-discount promotion strategy.

Keywords: clothing brands, fast fashion, marketing strategies, URBAN REVIVO

1. Introduction

In the past two years, the growth rate of many international fast fashion brands has slowed down or stagnated. This has brought opportunities for the current development of domestic fast fashion brands and, at the same time, left them with deep thoughts on future development. Nowadays, people have a demand for the rapid renewal of clothing and the fast fashion clothing industry has emerged and developed rapidly [1]. URBAN REVIVO (hereinafter referred to as UR) is one of the most representative fast fashion brands in China's fast fashion clothing industry. According to statistics, UR has become a fast fashion clothing brand with the highest store benefits in China's clothing retail industry. The success of UR can not be separated from its unique marketing strategies. Previous literature research on UR was mainly about its management and operation mode, rarely studying its marketing strategies alone.

This paper first gives a brief introduction to the brand UR, an elaboration of its operating conditions, and an analysis of its marketing features. Secondly, this paper analyzes UR's strategy under the STP theory from three aspects: market segmentation, target market selection, and market positioning. Thirdly, combined with the 4P theory, the marketing strategy of UR is analyzed in

practice, and the successful experience of UR marketing is obtained by comparisons with other fast fashion garments in China. Based on the actual situation, this paper analyzes the factors of success of the brand UR among many fast fashion brands, which can provide reference to the development of fast fashion clothing brands in China.

2. Background Information of the Brand

URBAN REVIVO, a fast fashion brand in China, was founded in Guangdong in 2006. It has always been committed to advocating new fashion houses and shopping methods, insisting on providing fashion elements at affordable prices. Compared with fast fashion with higher standardization such as UNIQLO and MUJI, UR is more like ZARA or H&M, and pays more attention to the integration of popular elements of the season on the basis of the fast anti-supply chain. Its products range from clothing, shoes, bags, underwear, and accessories.

2.1. Brand Positioning

UR has a very clear brand positioning. The target consumers of brand consumption are mainly young customers aged 22-35, who are fashion white-collar workers with stable incomes and students. UR focuses on medium and high-end products, emphasizing high-cost performance and diversified styles. It is a fashion style in England, with many styles biased towards the “Office Lady” style, which is suitable for wearing in the office.

2.2. Brand Concept and Goals

The brand concept of UR is ‘enjoy your senses and enjoy fashion.’ It provides value-added fashion elements at the most affordable prices. Besides, there are three goals for brand management:

2.2.1. Model Competition

First, there should be more customized designs for Chinese people's figures and consumption preferences, including tailoring, design, color, etc.; second, the price positioning is supposed to be reasonable, accounting for 30% of the advantage compared with general fast fashion brands; third, goods need to be updated quickly. At present, the fastest time from design to production to store shelves is 10 days.

2.2.2. Service Competition

The brand should meet the needs of customers and make customized design according to their preferences.

2.2.3. Management Competition

There should be a rapid supply chain management system that ensures the rapid procurement and production of goods, distribution and allocation, sales and feedback, and the efficient operation of the entire supply chain [2].

3. UR Marketing Strategy under STP Theory

3.1. Segmenting

3.1.1. Region Breakdown

UR stores are generally located in high-end department stores in the city center. UR's understanding of fashion is reflected in the window design and in-store display. Models with matching dresses are displayed one after another on the big screen and on posters.

3.1.2. Age Breakdown

UR targets consumers aged 18 to 35. Consumers of this age group have certain requirements for their self-image and are highly sensitive to fashion. They have certain consumption ability but do not have the ability to purchase the products of top-class clothing brands.

3.1.3. Gender Breakdown

UR produces different clothing categories according to the individual needs of different genders. For men, shirts, T-shirts, coats, and pants are mainly introduced; for women, T-shirts, shirts, skirts, suits, and other practical fashion styles are included.

3.1.4. Behavior Breakdown

The target consumers of the brand are used to buying clothes that conform to the fashion trend and have certain quality. They have high degrees of loyalty to the brand. Once they accept the products of UR, they will pay attention to the brand innovation and create a high repeat purchase rate.

3.2. Targeting

UR's target customers are white-collar workers with a higher education level, business people, mature men and women, fashionable young people, and college students. They have a lifestyle of fashion, avant-garde, fast pace, and are easy to accept new things. Besides, they also have high requirements on the style and fashion of clothing and have certain requirements on product quality [3]. UR chose fast fashion clothing because this kind of clothing changes with the season and the passage of time and consumers will quickly produce corresponding demand, so the consumer market is very large, with more room for development.

3.3. Positioning

3.3.1. Product Positioning

UR positions its products between "fast fashion" and "luxury", neither taking the low-end competitor's low-price route nor taking the high-end luxury brand route to launch high-quality and low-price fashion accessories. The design follows the season's popular styles of big brands, but the price is more reasonable. The design link can quickly respond to fashion trends and quickly reproduce the corresponding styles [4].

3.3.2. Price Positioning

The price of each product is 39-1000 yuan, and the monthly income of the target customers of the brand is 4000-8000 yuan.

4. UR's Marketing Strategy under 4P Theory

From the four aspects of product, price, place, and promotion, the following sections analyze UR's marketing strategies under the 4P theory.

4.1. Rich and Cutting-Edge Product Strategy

In order to lead the latest fashion trends, UR captures and summarizes the latest design concepts and fashion trends, such as a brand's new product launch site, concerts, and magazines. In conclusion, UR integrates the fashion industry's popular resources, grasps the market trend, and develops new products with the fastest speed to seize the market. In addition, the UR headquarters designer team will attend fashion conferences in New York, London, Paris, Milan, Tokyo, and other fashion cities to learn from the concept of top designers [5]. By absorbing the most popular colors, styles, patterns, and materials of the season, they add their own brand's fresh elements. At the same time, by observing the dress of students on campus and people on the street, they can master the fashion of young people's dress, and combine the feedback information from daily sales and sales reports, so as to make low-cost and high-quality fashion casual clothes which are widely accepted by consumers.

UR stores will conduct a final analysis every day to find out the 10 most popular styles and the ones with the worst sales volume. For the most popular styles, in order to save design time, the design can be completed within 2 working days by applying the existing version for secondary design. For those styles with the worst sales volume, UR stores will immediately put forward return orders, the extension of design, and the transfer arrangement of goods.

4.2. Price Strategies for Civilians

The biggest difference between UR and "fast fashion" in the traditional sense is the word "luxury". UR's market positioning is to open up a brand-new market between "fast fashion" and "light luxury".

"The brand image of UR is in the high end, the brand product is in the middle end, and the brand price is popular among the masses". The reason why its brand image is high-end is that all of UR's stores are located in the most prosperous areas of the city and are adjacent to first-tier international brands. Its superior geographical location, unique window design, and unique in-store display make each store an invisible advertisement for UR. The mid-end of brand production is due to the fact that it does not use the highest-end fabrics like the high-end brands, nor does it employ high-quality labor or use the most advanced equipment like the high-end clothing brands. What is more, the product price is low. UR's brand styles and models are close to H&M, slightly lower than Zara's, but it always has a price advantage of 30%. The average unit price in spring and summer is 25 yuan and the average unit price in autumn and winter is 320 yuan [6].

UR has a perfect terminal analysis such as inventory monitoring, and will timely discount or adjust the price to minimize the inventory risk and improve the inventory management capability.

4.3. Efficient Channel Strategy

There are more than 200 buyers and designers in the UR team. It is guaranteed that 100-140 new models will be put on the shelves every week to ensure the leading fashion and internationalized style. For the clothing brands with the goal of fast fashion, the longer the period from design to be put on the shelves, the smaller the profit margin. UR pays attention to the use of the latest information technology to transfer a large amount of soft information such as the popular trend of customers' preferences. Then, through the extensive application of information technology and communication technology, the latest information flow of consumption is fed back to the decision-making center in time to finish the information integration, utilization, and product development process after fashion

information collection [7]. UR well solves the problem of "standardization" of information, which is one of the highlights of UR's IT system application.

The average time from design preparation to shelves of UR clothing is 40 days. The fastest time is only 10 days, which depends on a quick response. The UR brand presses the financing funds in the production process and sets up its own factory. Apart from setting up the factory, the UR brand also takes advantage of the cluster advantages of Guangzhou garment enterprises to cooperate with more than 50 small garment processing enterprises around it to form UR's unique supply ecosystem in the form of "exclusive cooperation". In order to ensure quality and construction, through the IT system, the UR factory and the ecosystem maintain consistency in processes such as sewing, finishing, and quality control, and all the goods are finally assembled in the UR factory for unified packaging.

4.4. Promotion Strategy with Low Discount

UR's promotion strategy is different from other brands. UR rarely holds discount promotions in physical stores in brand management. Without promotion to increase the sales volume, UR relies on its own products to retain customers and make them more loyal to the brand, as well as keeping the consumption more stable. Its sales strategies are as follows:

4.4.1. Store Location Strategy

UR is very careful about the location of its stores. It usually locates its stores in large commercial circles. Taking Chengdu as an example, UR stores are located in shopping districts such as Taikoo Li and Chunxi Road, because located in these districts itself is a kind of advertisement. There are many international top brands such as LV and Chanel in the shopping district. UR usually chooses to be adjacent to the stores of these high-end brands, and its brand image has grown invisibly [8].

4.4.2. Store Sales Strategy

By focusing on the retail experience and store image, investing in the sensory space, and analyzing the differentiated positioning of different regions, the design image of UR chain stores will also be different. At the same time, the novel pattern of pop-up shops in different cities is also a good way to provide an immersive experience to attract tourists and create momentum [9]. For example, the flagship store of UR in Guangsheng Building in Guangzhou Zhengjia Plaza, newly opened in May 2022, has been integrated with artistic devices, which has triggered a craze for young people to take photos and clock in; UR Shanghai Huashi Plaza Store is proud of its combination of eastern and western elements, which brings pride to the country.

4.4.3. Online Sales Strategy

UR, which seldom carries out brand marketing, is standing in front of consumers in forms other than stores, broadening more content and brand experience dimensions other than products, and sending clear brand upgrade signals to target consumer groups. First, it makes good use of social media to create content. Second, it utilizes promotional films to output freshness. Third, it enhances the internationalization of the brand and drives domestic influence. In addition, there is less than 20% of the clothing that UR needs to discount, most of which is in line with the needs of consumers or even in short supply. The average discount rate in the clothing industry is as high as 35%, and many clothing companies are offering discounts all year round. Unlike this, UR only offers discounts in June and December each year and the discount rate is very low. Its discount promotion costs are not as high as those companies that often offer discounts [10].

5. Conclusion

In conclusion, under the guidance of STP theory, URBAN REVIVO has made differentiated and accurate market positioning and has achieved good development. From the perspective of 4P theory, URBAN REVIVO's marketing strategy can be summarized as follows: (1) It carries out accurate market positioning and adopts a 'more styles, less quantity' product strategy. (2) It chooses the price strategy of parity. URBAN REVIVO adopts the price strategy for common people, takes the route of small profits but quick turnover, and makes the target customers increase. (3) The efficient channel strategy has established its own distribution system and logistics system, which has greatly accelerated the pace of product innovation. (4) It adopts a few discount promotion strategies. URBAN REVIVO rarely advertises, which saves it a lot of costs.

Therefore, the following inspirations for China's fast fashion clothing enterprises from UR's marketing strategies can be concluded: firstly, fast fashion brands must have a clear market positioning and quick response to the market. Secondly, there is a lack of products that can be intentionally manufactured while providing quality service and shopping experience through the establishment of product information, inventory control system, and customer demand information collection system. Finally, enterprises should adhere to the development of new channel strategies, establish efficient distribution and logistics systems, optimize supply chains and production processes, and firmly hold the management rights and initiative of the most important links in their own hands.

In terms of limitations, first, the number of UR stores surveyed in this paper is limited. Due to the limited conditions, information can only be collected on the Internet. The information is not comprehensive enough, which inevitably leads to some one-sidedness, and less relevant data can be found. The thesis aims to summarize the successful strategies of fast fashion brand marketing by analyzing the strategies from which successful brands are worth learning and to put forward constructive suggestions for the transformation of China's garment enterprises and the development of fast fashion garment enterprises. However, the enterprise needs to consider its own actual situation to carry out the transformation and cannot only drift with the tide.

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