



A STUDY OF MEN'S CLOTHING SERVICE MARKETING STRATEGY
IN ZHEJIANG PROVINCE

BY
FENG ZHENG

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (INTERNATIONAL PROGRAM)

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Author Feng Zheng

Program Master of Business Administration (International Program)

Advisor(s) Tanaset Morasilpin, Ph.D.

Graduate School, Southeast Asia University, was approved as partial fulfillment of the requirements for the degree of Master of Business Administration. (International Program)

..... Dean, Graduate School
(Puttithorn Jirayus, Ph.D.)

.....Director, Master of Business Administration
(Assoc.Prof. Napaporn Khantanapha, Ph.D.) (International Program)

Independent Study Committees

..... Chairman, Independent Study Committees
(Supot Rattanapun, Ph.D.)

..... Committee
(Assoc.Prof. Napaporn Khantanapha, Ph.D.)

..... Advisor
(Tanaset Morasilpin, Ph.D.)

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Abstract

This research aim to study on the marketing strategy of JS men's clothing based on service marketing, this study were qualitative methodology via in-depth interview, and content analysis. The study found that: 1) Market Segmentation were young men customer who buy men's clothing business work series, weekend casual series and custom series, target consumer group is young men aged 25-35, has a good acceptance of new brands and is willing to invest time and budget in self-image and clothing, market positioning JS men's clothing will create a classic custom series, business work series, weekend casual series of three series, to facilitate customers to deal with various occasions can provide the best and most complete clothing, Marketing strategy Product focus on the needs of all kinds of functions , have a unique selling point, to achieve the function of the first demand, Price strategy is defined as a differentiated price strategy based on the company's brand strategy, Place strategy is defined as a company that does not directly face consumers, but reaches out to them by cultivating distributors and establishing sales networks, Promotion is defined as a short-term sales action (such as price reduction, discounting, creating a hot atmosphere, etc. 3) Financial Initial investment 12 Million Yuan, ROI average per year =102.26 %,NPV = = 49.357 million Yuan, IRR = 30.5%, and Payback period on 2 years and 6.6 months.

Keywords: Marketing Strategy of JS Men's Clothing

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Section 1

Introduction

1.1 Company Description

JS Men's Clothing is a JS men's brand, founded in 2022, the project's main consumer target group is young men between the ages of 25 and 35, in the face of the rapid expansion of this group, as well as national economic growth brought about by the increase in per capita disposable income, young elite men's clothing can choose a small surface and other factors specifically selected for business research. The company has been working hard on product design and integrating online and offline platforms to optimize the customer buying experience.

The development planning of a city affects the level of development of a city, including population, industry, etc. It is related to whether the restaurant companies can enjoy the dividends brought by the development of the city. Therefore, it is very important to understand the municipal cultural and tourism planning for the future development of the project. One is to understand the overall planning of the area where the site is located (such as cultural and educational areas, commercial areas, tourist attractions, transportation hubs, residential areas, industrial areas), which determines the form of operation and business content; the second is the government's long-term planning for the city. If you do not understand these situations and choose a site blindly, you may not be able to recover the expected investment, and you may lose the regional advantages that you had when you chose the site.¹

Site selection for clothing projects is to play the head, its importance cannot be overstated. The location of the project largely determines the size of the customer flow, the size of the customer's purchasing power, the customer's consumption structure, and the ability to attract potential customers. A "good location" can bring location advantages, which can attract a large number of customers and improve sales performance. Once the location of a project is determined, it requires a large

amount of fixed assets and cannot be changed and adjusted at will due to changes in the external environment. Therefore, comprehensive research and thorough planning should be carried out when selecting the location of the project. The location of the project was chosen to take advantage of the strong young male demographic in the West Lake District of Hangzhou, Zhejiang Province.

Traffic is also one of the most important factors to consider when selecting a site for a project. It determines whether the project can land smoothly, attract consumers quickly and tap into potential customers. From an operational point of view, there needs to be sufficient parking space in the vicinity of the project. In addition, the ease of stocking is also an important consideration. From the male customer's point of view, the project site should also consider the size of the pedestrian flow, preferably at the entrance exit of the mall, so as to facilitate the consumption habits of male customers.

The shopping area is the geographic area where the store is centered, extending in a certain direction and distance, and where the customers who prefer to shop at the store are located, in other words, the geographic area where the potential customers of the store are located. ²This is the location closest to the store, the area with the highest density of customers. The peripheral business area contributes the remaining part of the customers and is the most dispersed location, where only some special products, etc. attract customers.

Customer traffic is another important factor for the successful operation of the project, because customer traffic is the currency carrier of the project. Therefore, if you want to reduce operating costs, keep track of customer flow and increase store revenue, you need to start from the fundamental source, count and analyze customer flow to operate with numbers. The so-called customer flow refers to the number of people who pass by the store in a certain period of time based on the store address, and the flow of people includes those customers who do not belong to our target consumption.

Taking into account the traffic conditions, business district conditions, customer flow conditions and the actual situation of the investor, the preferred address for this

project is Yintai Shopping Center in West Lake District, Hangzhou, Zhejiang Province, with a total investment of RMB 10 million as project start-up capital.

The legal representative graduated in business administration in 2014 and has accumulated the ability to solve practical difficulties in many years of work, especially in operation management and e-commerce with rich working experience. At the same time, he has rich experience in team management and has very entrepreneurial enthusiasm.

1.2 Current situation Analysis

1.2.1 PESTEL Analysis

PESTEL analysis is an effective tool to analyze the macro environment, not only to analyze the external environment, but also to identify all the forces that have an impact on the organization, including political (Political), economic (Economic), socio-cultural (Sociocultural), technological (Technological) Environmental and Legal factors. The six factors are analyzed to grasp the macro environment in general.³

(1) Policy system: Zhejiang Province in January 2023 issued "on the implementation of the promotion of high-quality development of the textile industry in Zhejiang Province". Proposed that by 2025, Zhejiang Province textile industry above-scale enterprises to achieve a business income of more than 1.2 trillion yuan, chemical fiber, printing and dyeing, clothing and other key areas of domestic leading position more consolidated, high-end wool (velvet), silk and other traditional advantageous industries continue to improve quality and efficiency, industrial textiles and other strategic emerging industries to achieve breakthroughs to lead, the leading edge in the global textile industry network to further enhance, efforts to Zhejiang to become the textile industry output digital transformation results of advanced manufacturing, to promote common prosperity and high-quality employment to lead the demonstration, the collection of high-end elements of the global textile industry resources gathering place, leading the domestic textile industry to participate deeply in the international competition of the innovation curatorial place, with the fashion discourse of the brand gathering place. The current policy environment is friendly to

start-ups and conducive to entrepreneurial activities, especially in Hangzhou City, Zhejiang Province, where the JS Men's Project is located, government departments at all levels in the province have sorted out the matters that the public and enterprises can run to the government at most once, and in terms of enterprise services, the implementation of five certificates in one has greatly improved the efficiency of enterprises and saved the cost of administrative expenses at the early stage of the business, which is especially important for a This is especially important for a start-up enterprise.

(2) economic environment: in the face of the severe and complex domestic and international environment, especially in the new crown pneumonia epidemic impact led to a sudden increase in pressure on production and operation and the increase in uncertainty, China's garment enterprises quickly respond, steadily promote the resumption of work and production and market, and actively expand the new business model, the whole industry has basically maintained a stable recovery of the development trend, business operations and profitability than the first quarter of 2020 gradually Improvement.⁴ Men's market is the second largest market in China, from 2018-2021, China's men's industry market size from 464.221 billion Yuan, rose to 750 billion Yuan, with a compound annual growth rate of 12.7%. 2022, the global economic downturn, men's market size income decline. It is expected that with the improvement of the economic environment, consumption will be further released, and the apparel industry will usher in new development opportunities in the context of the double-cycle economy. Market resources will accelerate the concentration to the head of the industry, which is conducive to apparel brand companies in a dominant position to integrate upstream and downstream resources more efficiently, consolidate their competitiveness and expand their market share in the industry.

With China's clothing consumption has shifted from a single body-covering and cold-weather subsistence-type consumer demand to fashion, culture, branding, image of the consumer trend, the industry is under pressure to transform. However, China's large population base, there is a natural advantage in the market size. And has become the main source of steady growth of the domestic apparel industry, with the

continued increase in per capita disposable income and the increasing degree of social openness, both urban and rural residents, consumption for clothing is still growing.⁵The economy of Hangzhou, where the project is located, is characterized by steady growth in total economic volume, social consumer goods leading the growth, and a steady increase in the consumption capacity of residents in the Hangzhou area, which provides a great opportunity for the development of the JS men's clothing project as there is more room for start-ups.

(3) Social culture: China's apparel consumption demand continues to shift to fashion, culture, brand, image of consumption, the apparel industry is facing the pressure of transformation and upgrading. But as mobile social increasingly become the new engine of consumer clothing consumption, through the user's "word of mouth" to form a fissile network, acquaintances of experiential consumer experience and communication can be more effective for commodity endorsement, enhance user stickiness, better meet the personalized needs of consumer groups, and continue to promote the scale of the clothing industry continues to expand. The modern way of life and work has changed people's perception of men's dress code. Men are also paying more and more attention to their own image conveyed, through hair, skin care, dressing, etc. to shape their image in different occasions. This is a great opportunity for men's fashion brands. And the overall effectiveness of consumer protection in Zhejiang Province continues to improve, and the market consumer environment has effectively improved. At the same time, the number of male consumers is also increasing. China's population continues to increase, for clothing consumption has an overall pull effect, men's clothing is also one of them. Young people's consumer position, consumption desire and consumption ability as a whole can support the vigorous development of the youth menswear market

(4) Technical level: Since the reform and opening up, especially in the past ten years or so, China's garment industry has focused on the new positioning of "science and technology, fashion and green" and adhered to the four-in-one innovative development path of "science and technology", "brand", "sustainable" and "talent". "Sustainable" and "talent" four-in-one innovation development path, basically

achieved the established goal of a strong garment manufacturing country. The development of the industry has become healthier, the development mode has been accelerated, the industrial structure has been optimized, the growth momentum has become more diversified, the innovation ability has been enhanced, the quality of the industry has been greatly improved, and the whole industry has entered into a new track of high-quality development. With the advent of the Industry 4.0 era and the application and development of technologies such as the Internet, big data, AI, and the Internet of Things, the apparel industry has made significant progress in product production, sales channels, and product development. ⁶Hangzhou, where the project is located, is known as the "capital of e-commerce" and the "city of mobile payment", relying on famous e-commerce enterprises such as Alibaba, Netsun Technology and Netease, with B2B, B2C, C2C and third-party payment business being the country's first. Mobile payment technology provides great convenience for clothing, especially for male consumers' consumption habits.

(5) Environmental factors: China is both the world's largest producer and consumer of apparel, as well as a major exporter. The current situation of the apparel industry pointed out that, in the domestic and international market demand recovery to the good, overseas orders back to the strong promotion of positive factors, China's apparel industry production growth rate gradually stabilized, production basically restored to the scale before the epidemic, at present, the textile and apparel industry is facing both external challenges, but also the opportunity to enhance. For clothing home textile sales, the biggest challenge is the inconvenience of sales brought by the control of the passenger epidemic, as well as the low consumer will; but the share of domestic brands The road of upgrading continues, and the industry's plight is precisely the opportunity to improve market share.

(6) Laws and regulations: The state and relevant departments have introduced a series of policies to encourage the transformation and upgrading of the traditional garment industry and green development. It is expected that with the improvement of the economic environment, consumption will be further released, and the apparel industry will usher in the context of the double-cycle economy.

1.2.2 SWOT analysis

The four letters in SWOT analysis correspond to Strengths, Weaknesses, Opportunities and Threats. It is also called situational analysis, which was proposed by Wyrick, a professor of management at the University of San Francisco, in the 1980s, and is often used for the development of various corporate strategies and the analysis of various competitors. Nowadays, SOWT is a very common analysis tool in strategic planning. By analyzing and profiling the internal and external conditions of a company, and then summarizing the strengths and weaknesses, opportunities and threats of the company, the analysis can help the company to concentrate its resources in the areas where it has advantages, give full play to its strengths and win in the market competition.⁷

(1) S (advantage): JS men's products cover three series, 18 varieties, and focus on the needs of the target consumers tailored to the larger consumer choice. In addition, the founding team members of the brand are all born in business enterprise management, with professional background and entrepreneurial experience.

(2) W (disadvantage): JS men's clothing as a new brand for a short period of time is not more familiar with consumers, the lack of loyal consumer base.

(3) O (Opportunity): At present, the market demand of young male consumers for fashionable clothing is strong, and there are few existing brands of young men's clothing, so the market space is large. Secondly, Hangzhou as an Internet city, e-commerce is developed and mobile payment is deeply rooted, which is especially in line with the consumption habits of male consumers. The location of the project is Yintai Shopping Center, which has a large daily flow of people and more potential customers, and the surrounding areas are all demolition and resettlement communities, which have relatively strong purchasing power.

(4) T (threat): traditional men's brand diversification is more rapid and has a certain amount of capital and market resources, product imitation ability, the chances of becoming a competitor subsequently, the threat of substitution of fashion products in the Yintai shopping center is greater.

1.2.3 Five Forces Analysis

Porter's five forces analysis model, also known as Porter's five forces analysis, was proposed by Michael Porter in the early 1980s and has had a profound impact on business strategy formulation worldwide. It is used in the analysis of competitive strategies and can effectively analyze the competitive environment of customers. The five forces are: the bargaining power of suppliers, the bargaining power of buyers, the ability of potential competitors to enter, the substitution power of substitutes, and the present competitive power of competitors in the industry. Changes in different combinations of the five forces ultimately affect changes in the profit potential of the industry.⁸

(1) In terms of suppliers' bargaining power, the supply side affects the profitability and product competitiveness of existing companies in the industry mainly through their ability to increase the price of input factors and reduce the quality of the unit value. The apparel industry currently has a very large number of suppliers with similar production capacity. Therefore, brand companies have a greater say in dealing with menswear suppliers. However, the JS menswear program is still relatively small in terms of overall sales because it has just been established, and the scale of production will be relatively small. In the process of bargaining with menswear suppliers, there are quite a few companies that may have a somewhat higher unit price than the products produced on a larger scale by JS Menswear.

(2) In terms of bargaining power of the purchaser, clothing brands are now increasingly using the retail operation model directly, so the purchaser is the end consumer. And high-end men's clothing consumers are more in pursuit of product quality and service satisfaction, relatively insensitive to price. The project will meet the corresponding opportunities and challenges in this area. First, the JS men's brand targeting young mid- to high-end consumers will have a greater preference for brand and quality than for price/performance. Second, with the entry of JS Men's replacement, its relatively low prices will certainly cause some sales pressure on the new brand.

(3) in terms of the threat of new entrants, traditional clothing companies incubate new brands or a certain possibility, in the case of weak growth in the main products of clothing companies, clothing companies will have diversification considerations. JS menswear will likely compete with the current existing men's brand market share, ultimately affecting the profitability of existing companies in the industry. For example, casual wear companies domestic giants Metersbonwe and Senma, both cross-border to the field of children's clothing. With the future of mature men's enterprises to become more competitive, do not rule out the possibility that traditional men's enterprises will also cross the border to the field of young men's clothing. And these companies have mature organizations and resources, once they enter, will largely put pressure on the newly created youth menswear brands. So the newly established projects have special features in style design, product quality and retail services to be able to resist this potential danger.

(4) In terms of the threat of substitutes, two brands in different segments of the industry may compete with each other because the products they produce are substitutes for each other, and this competition stemming from substitutes can affect the competitive strategies of existing firms in the industry in various forms. For example, ZARA, H&M and other international fast fashion brands continue to penetrate more cities, and the price has a relatively large advantage compared to the middle and high-end brands, which may steal some of the consumers who are more sensitive to price. And in the functional market, JS men's brands will be partly threatened by the replacement of professional brands from sportswear, outdoor clothing, down jackets and so on.

(5) In terms of competition among existing competitors in the industry, the interests of most enterprises in the industry are closely linked to each other, and the goal of each enterprise's competitive strategy, which is part of the enterprise's overall strategy, is to make their own enterprises gain a relatively better competitive advantage, so the implementation of the phenomenon of conflict and confrontation is bound to arise, and these conflicts and confrontations constitute the competition

between existing enterprises. JS men's clothing through personalization, service perception to win is worth thinking about each clothing companies.⁹

1.3 Feasibility Analysis

This business plan analyzes the internal and external environment in which the JS Menswear project is located and takes a holistic view of the company's strengths that can overcome its weaknesses and the external opportunities that outweigh the threats and ensure that the requirements of the company's strategy to create and sustain upward growth are met. This business plan uses PESTEL analysis, SWOT analysis and five forces analysis to analyze the competitor situation. This project can effectively grasp the main situation of competitors, as well as develop a feasibility analysis of JS Men's based on service marketing strategy, market positioning strategy and marketing mix 4P strategy. The operation plan describes in detail the management model of JS Men's Clothing, the development goals for the next five years, and the various resources required for the implementation of the project.

In terms of product design: JS men's wear takes the realization of functional demands as the first priority. The main products are divided into classic custom series, business work series, and weekend casual series.

In terms of price setting: The project believes that the strong demand for fashionable clothing among male consumers aged 25 to 35, the rapid expansion of the middle class group, and the increase in per capita disposable income due to national economic growth, and the small selection of young elite men's clothing available constitute an overall opportunity for the creation of JS Men's. JS Men's takes full account of the needs of newcomers to the market, and in order to quickly recoup capital to increase turnover to The Company will adopt a penetration pricing strategy to amplify the need for efficient use of capital.

In the marketing design: JS men's clothing focus on Internet thinking, focus on product design efforts, integration of online and offline platforms to optimize customer buying experience, in line with the future of men's clothing fast fashion consumption model. The use of information technology to provide offline direct service experience, to the maximum extent and the customer to establish a

harmonious interactive relationship, to stimulate the resonance between consumers and the brand, to enhance the user experience and satisfaction, to meet the individual requirements of users, to "customer experience" as the starting point, to meet the different consumption habits of customers.

In terms of organizational design: JS Men's adopts an organizational structure with a clear division of labor that is conducive to the professional strengths of the team, as well as the long-term stability of the organizational structure and support for the long-term development of the company. According to the corresponding department set staffing a total of 5 people.

In terms of financial resources: A five-year financial forecast and analysis of the JS Men's business plan was conducted to calculate the return on investment from JS Men's investment of RMB 10 million to incubate the brand, and a summary outline was made.

1.4 Research Objectives

To study on the marketing strategy of JS men's clothing based on service marketing.

1.4.1 Mission

JS menswear has three types: classic tailored, business work and weekend casual, to maximize the consumer preferences of young men aged 25-35. The mission of the project is to create a young urban male brand with British design style for the target customers, advocating the timeless and classic business casual style.

1.4.2 Vision

Hangzhou, where the project is located, is a new city integrated with the Yangtze River Delta. In recent years, high-end enterprises have been springing up, and the "business casual" style is becoming more and more popular among young local men.

(1) Improve brand quality: The high quality of JS men's clothing is mainly reflected in the selection of materials and production technology, and is expressed through the new brand packaging. Together to shape a high-quality brand with a perfect value system, accurate brand positioning, improved management level, strong financial

strength and wide communication impact. Brand positioning should be in line with the fashion trend, while management level and financial strength comprehensive embodiment. Branding is not a quick fix and can immediately show the benefits.

(2) Provide personalized design: JS men's clothing meets the demands of target consumers through diverse and personalized design. In the face of the colorful variety of brands in modern society, the role of scale and personalization will emerge. JS men's clothing can be aptly reflected in the pursuit of self and individuality in modern society.

Section 2

Marketing Plan

2.1 Segmentation, targeting and positioning

Market segmentation theory was proposed by Wendell Smith in 1956, who is known as an American marketing expert. Philip Kotler, another American marketing scientist, further developed and refined the theory on this basis and finally formed the relatively mature STP theory. The specific meaning of S, T and P in this theory is as follows: market segmentation S (Segmenting); target market T (Targeting); market positioning P (Positioning). the fundamental meaning of STP theory is to select and determine the target consumers or customers. ¹⁰According to the STP theory, in order to fully understand the different needs and purchasing power of customers in the shopping district of Wanbao City, JS Menswear Project will identify the target consumers through consumer surveys and understand the potential needs of target customers. After that, JS Menswear Project will adopt a series of impact plans to promote the JS Menswear brand in conjunction with its own strategies and products for the target customer groups.

Market segmentation is the conscious division of the market into different perspectives such as needs, personalities and behavioral characteristics among the consumer groups according to their different needs for products. The purpose of predetermining the general characteristics of the segmented market is to adopt a unique product or marketing mix strategy for each consumer, so that the company can establish its own target market and develop the best marketing strategy for the target market in order to obtain the best benefits.

The target consumer group is young men aged 25-35. This target group has a good acceptance of new brands and is willing to invest time and budget in self-image and clothing because of their work life needs, and they have the vast majority of their own jobs and have good income to support their consumption patterns.

Market positioning, JS men's clothing will be 25-35 years old male youth as the target group, and to create a classic custom series, business work series, weekend casual series of three series, to facilitate customers to deal with various occasions can provide the best and most complete clothing, devote to create a British design style of young urban male brand, advocate the eternal and classic atmosphere style.

2.2 Marketing Strategy

2.2.1 4Ps Marketing Theory

The 4P marketing theory first appeared in the United States in the 1960s, along with the marketing mix theory. Jerome McCarthy (McCarthy) in the 1960s in his "Basic Marketing" (Basic Marketing), marketing elements into four categories: namely, Product (Product); Price (Price); channel (Place); promotion (Promotion), which is the famous 4Ps theory. Philip Kotler in 1967 through his best-selling book "Marketing Management: Analysis, Planning and Control" first edition further clarified the marketing mix approach, the approach to the 4Ps as the core, that is.

(1) The definition of Product is to focus on the needs of all kinds of functions developed, the product must have a unique selling point, to achieve the function of the first demand. js men's brand main products are divided into classic custom series, business work series, weekend casual series.



Figure 1 JS Men's Products

	Classic Custom Series	Business Job Series	Weekend Leisure Series
Tops	Suit & Shirt Customization	Coats, single suits, shirts	Leather, jacket, T-shirt, sweater
Underwear		Casual Pants	Jeans
Accessories	Formal tie, belt, leather shoes, leather boots, carry bag	Scarves, wallets	Casual Shoes

Table 1 JS men's product type

(2) Price (Price) is defined as a differentiated price strategy based on the company's brand strategy, combined with the corresponding market positioning, to highlight the gold of the brand. In the marketing mix of factors, it can be said that the pricing strategy the most critical strategy. It requires marketers and decision makers to do a lot of research, search and comparison work before making decisions, and also to have considerable courage in making decisions. js men's clothing as a new brand in the market, listed pricing strategy can have the following options.

First, the use of penetration pricing strategy, the purpose of which is to penetrate the market, immediately increase the marketing volume and market share, and can quickly and effectively occupy the market space. In other words, this pricing strategy takes high market share as the main goal, and marketing profit is relegated to a secondary goal.

Secondly, skimming pricing strategy aims to make immediate marketing profits, just as a sponge sucks up water or fat from a buttercream. That is, this pricing strategy to a very short period of time, immediately earn a huge profit, while the marketing volume and market share may not be relatively increased. JS men's clothing fully take into account the needs of newcomers to the market. In order to quickly return capital to improve the turnover rate to amplify the need for efficient use of funds, the company will adopt a penetration pricing strategy. (Unit: Yuan)

Classic Custom Series					
Suit & Shirt Customization	Formal Tie	Belts	Leather Shoes	Leather Boots	Handbag
1599-2599	199-299	159-259	399-599	359-599	299-499
Business Job Series					
Coat	Single Suit	Shirts	Casual Pants	Scarf	Wallets
899-1299	599-799	299-499	299-599	199-299	199-299
Weekend Leisure Series					
Leatherwear	Jacket	T-shirt	Sweater	Jeans	Casual Shoes
999-1499	499-799	199-399	299-499	299-499	399-599

Table 2 Pricing of JS Men's Clothing

(3) (Place) Distribution is defined as a company that does not directly face consumers, but reaches out to them by cultivating distributors and establishing sales networks. The creation of a brand is never accidental, but requires careful planning and promotion. JS men's brand is new to the market and has no seat in the market. And if the company wants to be invincible in the men's market, it must find the best entry point. People today have access to a variety of information channels, and network media, shopping mall advertising, e-commerce sites and word-of-mouth communication from friends is more likely to make the target group notice an emerging men's brand, which requires the project to launch an integrated marketing communications program for the new brand.

Online media and e-commerce sites: online media has the effect of low consumption and high effectiveness, combined with JS Men's new brand online shopping site, through the design of the brand characteristics to attract consumers' attention, enhance the brand reputation, and then these flows into the actual site purchase behavior.

Word-of-mouth communication: The project will expand the coverage of the brand through VIP referral of new customers with bonus points, and at the same time use public relations means to cause news effects and rapidly increase awareness.

(4) Promotion is defined as a short-term sales action (such as price reduction, discounting, creating a hot atmosphere, etc.) by a company to attract consumers by changing the sales pattern, attracting competitors' consumers or prompting consumers to spend earlier to ultimately increase sales and improve sales performance.



Figure 2 JS Menswear brick-and-mortar store

Thematic promotion plan: The landing and opening of the project represents the development of new access points and the extension of service areas. The number of customers that can be attracted during the opening period will affect the performance of future store operations, so during the opening period of the project, we will match the clothing promotion activities to attract crowds and stimulate the desire to buy. The operation of the brand depends on the maintenance of customers, so customer information is very important. We use the opportunity of opening clothing promotions to leave customer information as the basis for future business district cultivation and potential customer reserve. Of course, the project also has an anniversary, so the anniversary of the clothing promotion activities become the most often speculated topic.

2.2.2 7Ps service marketing

Service marketing is a development and extension of traditional marketing, applied to the contemporary fast-growing service industry. "Service marketing" is a kind of marketing means to achieve win-win exchange by focusing on customers, discovering customers, exploring customers, and then providing services. First, service marketing has three basic concepts: relationship marketing concept, customer satisfaction concept, and value service concept. Second, the service marketing mix theory: simply put, service marketing is different from the general product marketing, service marketing mix is "7P", namely, product, channel, promotion, price, tangible display, process, personnel. ¹¹Third, the quality of service and customer value creation related.

(1) Service marketing is a kind of relationship marketing. Service marketing is established between employees, enterprises and consumers, employees and enterprises as an internal marketing relationship, intended to maximize the value of enterprises and individuals; enterprises and consumers constitute an external marketing relationship, through the exchange of their respective needs, employees and consumers constitute an interactive marketing relationship, in the entire service process gradually communicate and interact, is the most basic link of the entire service marketing. These three are interlinked to eventually establish a good customer relationship.

(2) Service marketing is a customer satisfaction concept. Customer satisfaction refers to the demand for an intangible product or service, the degree of feeling satisfied, is what the customer expects to get and the actual fallout directly felt in the service. The degree of customer satisfaction directly affects the future use and development of enterprises, especially when enterprises launch new products, customer satisfaction will determine customer loyalty, therefore, in the study of service marketing to establish a good customer relationship as the basis for the establishment of customer loyalty the most ultimate goal.

(3) Service marketing is network marketing, but also the whole staff marketing. Based on relationship marketing theory, the most contact between the company,

employees, and the three consumers is the network, so that the unity within the network, and external communication is enhanced, even at a high level of interconnection, which also makes each employee in a position to provide direct service to customers at any time, which is close to the real full staff marketing.

Service marketing is service-oriented, according to the characteristics of the service on the basis of the traditional 4P marketing mix, constantly revised and improved to the service marketing 7P mix. In order to achieve the strategic purpose of service marketing, scale garment custom service marketing strategic framework should be built with 7P as the core, and must effectively combine the use of these 7 elements. According to the internal and external environment of the survival and development of large-scale apparel enterprises, the construction of service marketing strategic framework requires the organic combination of service concept, service competition orientation and service marketing strategy.¹²

2.2.3 Marketing strategy based on service marketing

Service marketing uses information technology to break through the resources and operational boundaries of customer demand, research and development, design, manufacturing, sales and service, etc., to promote comprehensive integration between production and consumption, manufacturing and services, and the industrial chain, to promote cross-domain and cross-regional synergy of industry, manpower, technology and other resources, and to achieve more effective and rational allocation and utilization of industrial resources.

(1) JS men's offline experience includes the direct service experience brought by the physical store and the experience consumers get after receiving the product after purchasing it online, which is an extension of online shopping. JS men's brand offline experience uses various means to make consumers have a personalized, rich and vivid comprehensive impression of the brand, and this kind of experiential marketing can effectively establish a harmonious interactive relationship with the target customers. This kind of experiential marketing can effectively establish a harmonious interactive relationship with the target customers, stimulate the resonance between consumers

and the brand, enhance the user experience and satisfaction, meet the individual requirements of users, and further penetrate into the cultural connotation of the brand with the "user experience-centered" marketing mode, provide a brand and customer communication in a new way, further serve consumers, enhance the value of products and corporate image, and Strengthen the effective communication between the brand and consumers.¹³

(2) The starting point is the "customer experience," which allows customers to experience the products and choose how, when, and where to consume them, thus satisfying their different consumption habits. JS men's clothing uses appointments to provide customers with a unique product experience, taking into account the consumption habits of the target group.

Section 3

Management and Operation Plan

3.1 Management Plan

JS Menswear's adoption of an organizational structure with a clear division of labor is conducive to the professional strengths of the team, as well as to the long-term stability of the organizational structure and support for the long-term development of the company. With an investment of 10 million RMB, the organizational structure was determined and a total of 5 staff members were set up according to the corresponding departments. JS Men's development is a creative activity based on research and application of technical achievements, new materials, new techniques, new color schemes and new ideas, starting from the needs of the society and the company. After the designer has designed the product, he outsources the product proofing and pattern making to the garment supplier, who produces the garment and returns it to the designer for internal sample selection, and finally determines the style and size for the production of the big goods.

3.2 Production Planning

JS Menswear selects and develops suppliers by comparing their quality, price, delivery, service, technology and other parameters, and determines strategic goals for the next few years, draws a strategic blueprint for suppliers, and after the overall strategic blueprint for suppliers is determined, according to the overall strategic goals, makes annual plans to determine the goals to be achieved in that year, and how the plans will be reached. And by establishing the ability to respond quickly, that is, the ability to quickly meet market demand, especially at the two ends of the business process far apart from the production base and the market stores how to effectively link synergies in real time, from the upstream production of tracking needs to be carried out from the source of fabric supply and so on, rather than just follow the finished product in the warehouse. The production of garments has its own objective laws, and if the previous process is delayed, the finished products will not be shipped in time.

3.3 Operation Plan

JS Menswear chose Yintai Shopping Center in West Lake District, Hangzhou, Zhejiang Province, according to its brand positioning and pricing. In the way of mall cooperation, according to the positioning of Yintai shopping center. JS Men's brand in the development direction and positioning of the brand in line with itself, which is a two-way selection process. Yintai shopping center sales have the advantages of significant customer flow; better integrity; greater promotional efforts; relatively low business risks. At the early stage of development, JS men's brand into the mall directly facing many consumers, to cultivate the market, guide consumption, etc. have played a very big role.

JS Menswear is committed to creating the "Haagen-Dazs" of the men's clothing industry by developing a membership system that records all customers' heights and sizes into the membership management system, including information about their color and style preferences. Once a member enters the store, he or she can simply swipe their magnetic membership card at the door and enjoy free tea, coffee or fruit and free ironing services in the store, by deducting the corresponding points directly from their VIP points.

(1) Product design management: One of the important reasons for the vitality of apparel enterprises is to have a constant flow of new products being developed. The creative activity of adopting new materials, new processes, new color schemes and new ideas. As a major strategic decision for enterprises, it is not only the basis for production and operation activities of apparel enterprises, but also an important means to improve competitiveness and increase economic benefits. The market is the premise of developing apparel products: to develop new apparel products, we must study the security of the market, and we must find out the current market that does exist for the new product, or the potential market that can be triggered by the new product. Consider the best time to put the new product into the market, either early or late will bring losses to the company. According to different needs are divided into three series: ELITE COLLECTION (classic custom), ELITE URBAN (business casual),

and ELITE WEEKEND (weekend casual). The design style of each series has its own focus and complements each other.¹⁴

(2) Production supply chain management: The operation mode of the distribution center is an important link in the supply chain logistics, because JS Men's national terminal store layout, so the logistics deployment using inventory distribution type.

(3) Terminal channel management: information technology is a prerequisite for the brand apparel industry to achieve supply chain management. Because the degree of enterprise demand for information systems is closely related to its own development, the core value of information systems depends on the business philosophy, management model, business processes, and industry experience of the enterprise. Mall sales have the advantages of significant customer flow; better integrity; greater promotional efforts; and relatively low business risks. At the early stage of development, JS men's brand into the mall directly facing many consumers, to cultivate the market, guide consumption, etc. have played a very big role. In the specific channel the company will enter the B2C mall of Tmall and Jingdong. After the e-commerce team is set up, there must be a clear goal, and the division of labor should be clear. Next, there will be systematic training and a set of perfect incentive system to improve the professional quality and ability level of each member, so that the whole team to collaborate.

Section 4

Financial Forecast

4.1 Financial statements

JS Menswear has invested a total of \$10 million as start-up capital for the project. The financial operation of the business should be fully estimated during the start-up process. The list in this section is the basic statements of the company, including balance sheet, income statement and cash flow statement, estimated for the next 5 years based on the previous assumptions.

Channel Category		2023	2024	2025	2026	2027
End-to-End Retail	Brick-and-mortar stores	100	110	121	133.1	146.41
E-commerce platforms	Self-operated online store	240	276	317.4	365.01	419.7615
Total revenue		340	386	438.4	498.11	566.1715
Cost of goods		51	57.9	65.76	74.7165	84.925725
Opening Costs		150	150	200	200	250
Selling expenses		90	108	129.6	155.52	186.624
Overhead		60	66	72.6	79.86	87.846
Finance costs		0	0	0	0	0
Operating profit		-11	4.1	20.44	38.0135	56.775775
Income Tax		--	1.025	5.11	9.503375	14.19394375
Net Profit		11	3.075	15.33	28.51	42.58

Table 3 Projected income statement for the five-year period from inception of the project (in millions of dollars)

4.3 Return on Investment

	2023	2024	2025	2026	2027
I. Cash flows from operating activities					
Cash received from the sale of goods and provision of services	340	386	438.4	498.11	566.1715
Subtotal cash inflow from operating activities	340	386	438.4	498.11	566.1715
Cash paid for the purchase of goods and services	291	315.9	345.36	380.2365	421.549725
Cash paid to employees and for employees	60	66	72.6	79.86	87.846
All taxes paid	--	1.025	5.11	9.503375	14.19394375
Subtotal cash outflow from operating activities	351	381.9	417.96	460.0965	509.395725
II. Cash flows from investing activities					
Cash paid for the establishment of the project to register a trademark and design a website, etc.	--	--	--	--	--
Net cash flows from investing activities	0	0	0	0	0
III. Cash flows from financing activities					
Subtotal cash inflow from financing activities	1000	0	0	0	0
Subtotal cash outflow from financing activities	0	0	0	0	0
Net cash flows from financing activities	1000	0	0	0	0
Net increase in cash and cash equivalents	1000	0	0	0	0

Table 4 Projected cash flow statement for the five-year period since the project's inception (in millions of dollars)

4.4 NPV, IRR, ROI and Break-even point

Table 5 Cash flow statement of JS Men's Clothing projection for 5 years

million Yuan	2023	2024	2025	2026	2027
Total revenue	340	386	438.4	498.11	566.1715
Net profit	1.532	3.075	15.330	28.510	42.581
Discount factor 10%	0.909	0.826	0.751	0.683	0.621
Cash flow PV 10 %	1.392	2.539	11.512	19.472	26.442
Accumulate	1.392	3.931	15.443	34.915	61.357

Initial investment 12 Million Yuan

ROI average per year = $61.357/5 = 12.271/12 \times 100 = 102.26\%$

NPV = $61.357 - 12.0 = 49.357$ million Yuan

IRR = 30.5%

Payback period on 2 years and 6.6 months

4.5 Results of the interviews

Interviewee A: JS Menswear's design concept is to provide customers with a new closet that has a casual and stylish expression, adding sharp details and a purely unique texture on a personalized basis, exuding an irresistible cool charm.

Interviewee B: The JS Men's Project business team is made up of simple and imaginative, calm and impactful young people. With the rise of this Hangzhou e-commerce metropolis, online and offline sales can certainly create a new miracle.

Interviewee C: JS men's brand does not just stay at the level of clothing, but is an art brand of self-discovery, creating a culture and art. Through the clothing to express the new gentleman's attitude towards life. The design tension of the fusion of eastern and western cultures expresses the unique temperament of the new Chinese gentleman who admires understatement and connotation.

Interviewee D: Members of the JS Men's brand are constantly striving to make progress, analyzing and understanding the latest market trends in order to provide consumers with better and more outstanding clothing.

Interviewee E: JS Men's unique product concept, both in terms of fabric and production quality, can exceed customer expectations. More than that, it can manifest the freedom, status and style of young men. It reflects the richness of a man's temperament and easily creates a versatile business image.

Section 5

Conclusions and Recommendations

5.1 Conclusion

This business plan demonstrates through analysis that the young men's segment has a favorable environment for development. The national economy continues to develop, people's income increases year by year, especially young men's increasing demand for fashion products that match their age and cognitive positioning, all indicating that the young men's segment contains significant opportunities and market potential.

The company was established to face the opportunities and threats in the external market and was able to combine its strengths to win the competition in this market segment by obtaining customer acceptance through established competitive strategies. This is further proof of the feasibility of the new brand establishment.

This business plan reveals how the new brand will achieve the set sales goals through step-by-step brand and company operations by analyzing the macro environment of the industry and comparing the micro environment, through quantitative and qualitative customer analysis and competitive analysis and detailed marketing plan and operation plan.

The overall risk of this project is manageable. As this project is an innovation and improvement in the traditional industry with a clear and stable business model, the industry risk, market risk and financial risk are small, and the company's operational risk is manageable as long as it adheres to the strategy of combining sound operation and innovative channel strategy.

From the above analysis of the development environment, its own benefits, business risks and investment value, JS Menswear has a strong feasibility and commercial investment value. However, due to the constraints, this plan also has many imperfections. Furthermore, the market is unpredictable. Therefore, JS Men's clothing in the implementation of the plan process, must adhere to the principle of all from the practical, timely adjustment, improve the implementation of this plan

and program to adapt to the objective environmental changes, so as to achieve the company's development strategy and business objectives in a healthy and rapid manner.

With the transformation and upgrading of China's garment industry, the broad market space makes the whole garment industry quickly tilted to the casual clothing category, personality, comfortable casual clothing is favored by more and more men, casual men's clothing market scale is rapidly expanding.

The overall outlook for the casual menswear market is positive, but a closer look reveals that China's high-end menswear market is almost monopolized by foreign first-tier luxury brands, and few Chinese high-end menswear brands can have a real industry impact. The mid-range menswear is dominated by local Chinese brands located in Jiangsu, Zhejiang, Fujian and Guangdong. These local casual menswear brands have basically completed the layout of third and fourth-tier cities, with an average number of thousands of terminals and annual sales of around two billion Yuan. The company studied these casual men's brands and found that most of their target consumer groups are positioned between the ages of thirty-five and fifty wealth creation groups.

At present, the Chinese casual men's wear market has few leading young men's wear companies positioned between the ages of twenty-five and thirty-five. This market segment has shown great room for development as the number of senior young white-collar workers continues to expand. Especially in first and second-tier cities, young people in this age group have a very strong purchasing power and willingness to buy. Therefore, the newly established brand of young men's clothing is to meet the needs of this market segment to seek opportunities for business development and growth.

5.2 Recommendations

This business plan analyzes the superior development environment of the young men's clothing segment. With the advent of the post-epidemic era and the steady economic recovery, especially in Hangzhou, there is an increasing demand for fashion products that match their age positioning and cognitive positioning among

young men, meaning that the young men's segment has a very high potential for development.

The project was established to face the challenges of the menswear market, combine its strengths, and win this market segment through established competitive strategies to gain customer recognition as soon as possible. The feasibility of the new brand establishment can be further verified.

At the same time, this business plan drives the new brand to gradually achieve the set sales target through industry macro environment analysis and micro environment comparison, and through quantitative and qualitative consumer and competitor competition analysis, based on the service marketing concept.

(1) Further define the target market size and market demand

The casual men's market has a lot of room for development, precisely because there are few high-end men's brands in the country that can lead the industry as head enterprises to keep developing. Few youth menswear brands positioned between the ages of 25-35 have emerged. Along with the strong purchasing power and willingness to buy of young people in this age range, JS Men's newly established this youth menswear brand is able to fill the market gap and seek greater opportunities for the project to grow and develop.

(2) Further enhance the core competitive advantage of the team

In the process of starting a business need to be brave enough to deal with difficulties and bottlenecks, so as to be able to create a new type of men's brand, so that the new brand in the starting stage has a good experience and methods. Each member of the team has the ability to solve practical difficulties, especially in channel design, supply chain integration, operations management, e-commerce and other aspects, and can summarize experience and lessons learned in a timely manner. As a manager, you need to integrate the team in time, so as to create a very powerful professional team, and guide the whole company to grow rapidly from the start-up period. In addition, it is more important that each team member is very enthusiastic about entrepreneurship and willing to put in their own efforts to make the new project a success with a high degree of dedication. They also have the courage to make the new company quickly cope with the various challenges encountered in the process

of establishment and development, and to form a hard-working and upward-looking entrepreneurial culture. As this culture thickens and passes on, it will have a profound impact on the growth rate and expected scale of the new brand, thus making JS Men's Clothing stand forever in the apparel industry.

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Biography

First name: Zheng Feng
Date of Birth: November 11, 1991
Birth Address: Hangzhou, Zhejiang Province, China
Address: No. 3, Hua Jiang Road, Xihu District, Hangzhou
Workplace: Hangzhou Wanxiang Vocational Technology College
Position: Section member
Educational: MBA Southeast Asia University



CERTIFICATE

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Feng Zheng

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ASSOC.PROF.ARUS KONGRUNGCHOK, Ph.D.

Dean, International College RMUTK

SUPOT RATTANAPUN, Ph.D.

Vice Dean for Academic Affairs,
International College, RMUTK