

# HOW A INDEPENDENT BRAND GROWS INTO A DTC BRAND-A CASE STUDY OF CHINESE BRAND SHEIN OVERSEAS MARKETING

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**Abstract:** In this paper, we take SHEIN, a successful Chinese cross-border e-commerce fast fashion DTC brand, as an example. Through the analysis of SHEIN's brand marketing strategy in four areas: product design, channel strategy, pricing strategy, and promotion methods, we can summarize the advanced experience and a discussion of the problems, so as to propose feasible solutions.

**Keywords:** SHEIN; Fast fashion DTC; International marketing

## 1. INTRODUCTION

As China's economy grows faster in recent years, people's living standards continue to improve and we are gradually getting rid of the label of being a large agricultural country or the world's factory, replacing it with a developing Internet industry. Compared with the traditional marketing model in the past, with the support of new media, the marketing approach has become more dynamic, with a considerable marketing effect. With advanced technology, talent and leadership at the forefront, they cooperating for mutual benefit, using their own strength to compete with the century-old giants in Europe and the United States, and opening up new frontiers for Chinese brands on the global stage[1]. From "Made in China" to "Made in China", our brands has become the focus of attention around the world. Therefore, the overseas marketing and promotion of the brand is particularly important.

## 2. THE COMMON DENOMINATOR OF FAST FASHION BRAND MARKETING

### 2.1 The Characteristics of "Fast"

Fast fashion brands are characterized by their rapid iterations, a characteristic that is reflected in a number of fast fashion brands including ZARA, Uniqlo and SHEIN. For example, ZARA leads the fast fashion industry with a record number of new products - over 25,000 new products per year. But SHEIN is not only faster than ZARA in this respect, it is also second to none in terms of the number of new launches. According to figures released by SHEIN on May 31, SHEIN broke new ground by launching as many new products as ZARA did in a year on that day alone[2]. In every sense of the word, SHEIN has turned the industry stereotype on its head. Supported by a flexible supply chain, SHEIN takes new products from design to shelf in two weeks, far less than ZARA's prepare time. In addition, its multiple international distribution centers in hub cities around the world ensure the inventory is ready for delivery within five days and deliver on the promise of holding inventory within 40 hours. The company's flexible supply chain ensures speed and high risk tolerance, protecting the rights of the company, the factory and the end consumer and maintaining strong momentum for similar brands[3]. As brick-and-mortar shopping has become a challenge for people around the world due to the global outbreak of Newcastle pneumonia, revenues from traditional offline business models such as ZARA and UNIQLO have declined, while SHEIN, which has chosen to focus on online, has continued to grow. According to the data, SHEIN's revenue reached a staggering \$10 billion in FY2020. SHEIN revenues are expected to continue to grow by more than 10%, after growing at more than 100% per year.

### 2.2 Brand Laying Strategy

Fast fashion brands are usually based on the advantages of large local labor force market and low labor force cost in China for production and transportation to America, Europe and other markets, winning customers' love with good quality and low price, fashion pioneer and so on; SHEIN has become the Chinese version of ZARA, but it has surpassed itself. Although ZARA is known for its non-affordable products, SHEIN's prices are even more eye-catching, as the prices on SHEIN can be kept below \$20 and new SHEIN registrants can enjoy discounts of up to 30%. SHEIN's success is due in large part to its unique vision of the market and its consumer base. Its largely online model allowed it to stand out as a DTC brand at a time when its competitors were still struggling to attract traffic[4]. Fast fashion brands usually set up physical stores in major shopping malls, where stores are advertising, but SHEIN, as an online newcomer, has placed advertisements on major foreign social media, is sensitive to trendsetters, and its branding is more oriented to the new age consumer concept.

### 2.3 Fashion Sense

Fast fashion brands can stand out in the crowd of clothing business model, the reason is its can maintain fast and fashionable and the price is also relatively affordable at the same time. For example, ZARA and other fast fashion brands have a good sense of fashion and can accurately grasp the fashion trend in the first time. In the fashion industry, the world's four major fashion weeks held in Paris, Milan, London and New York can be called the annual and even quarterly fashion trendsetters, which are full of international brands and long-established luxury brands, whenever some new design language is shown on the show floor, fast fashion brands can always use the shortest time to put the style items on the shelves at low prices[5]. The difference is that while traditional fast fashion brands are stuck selling traditional categories such as shoes, clothing and bags, SHEIN has quietly opened up new product markets and has been able to follow the trend of selling traditional shoes and clothing along with products such as swimwear and lingerie, pendants and jewelry, and electronics accessories, taking advantage of its strong manufacturing capabilities in China to expand into new tracks.

The DTC brand is more focused on this, and its direct-to-customer rather than distributor nature allows it to understand the direct orientation of consumers during the season or when a certain culture is prevalent[6]. And when you click into the SHEIN website, the results of the content processed through big data are enough to dazzle consumers.

## 2.4 Official Website Operation

Chinese brands' regular sales strategy is listing their products on third-party platforms or merchandising sites, such as Taobao, Jindo or Amazon. Because Chinese customers are more accustomed to spending money on third-party shopping sites. However, the U.S. market is completely different from China in terms of consumer search habits. When they catch a new brand, they mostly choose to search the brand's official website or visit the brand's official app to check the product information, rather than through third-party e-commerce platforms.

That's why SHEIN chose to create its own official brand website and shopping app, they created the easiest access for overseas users who had already developed a habit of searching. An independent website has many advantages: an official brand-run website can be more efficient in establishing the brand's tone of voice and updating the brand's style; the cost of scale of the product is low; and it is easy to collect user data about the consumer base for the first time, such as consumption data and average page view time[7]. Brands can also choose to build a database for analyzing consumer behavior, and use big data modeling to do precise ad targeting for each user, which can lead to more traffic realizations and facilitate prospective users' activity, which is more beneficial to potential users' activities.

SHEIN also has its own style when it comes to the application software of its official website. As a brand with fast fashion as its core competency, giving users a quick shopping experience is the goal of all fast fashion brands, but unlike offline brick-and-mortar store terminal sales-based brands, such as Urban Rivivo, SHEIN's main battlefield lies in online sales, for which SHEIN has developed a brand app specifically.

Although the App design does not pursue the same minimalist user logic as Amazon, eBay and other websites commonly used by overseas users, there is no lack of highlights. The whole app is divided into 5 main menus. The first menu is the product information browsing area, and the sub-menus are divided by different product categories, covering discount information, product catalogs, and daily new products in a sequential arrangement. Operationally, SHEIN will focus on pushing a new collection every once in a while, when the color tone, font and style of the APP page will match the promotional photos of the collection, bringing huge traffic to the new products. Each sub-menu, though seemingly independent, does not clash in visual effect[8].

Although this multi-level, information-volume layout style is not the mainstream design style of overseas apps, SHEIN's such design is more like a fashion magazine - a magazine that will be updated regularly and full of information. Firstly, SHEIN's app design can meet different shopping purposes; secondly, its UI design is highly compatible with the brand's activities and frequently updated, which reduces users' aesthetic fatigue and highlights the social attributes of the app, people can speak freely in the app's forum and talk about the latest and most fashionable clothes, which is why young people are rushing to buy SHEIN's products as a trend[9]. SHEIN has entered the European and American markets with a locally adapted marketing approach, reducing many unnecessary exploratory practices, which we can call risky, but the collision between the Chinese products and the overseas marketing approaches has resulted in great financial result.

## 3. SHEIN'S INNOVATION STRATEGY

### 3.1 Advertising Strategy Innovation

In contrast to the majority of brands that advertise in malls, public transportation and other common life scenarios, SHEIN's founder, Yangtian Xu, has adopted a different marketing strategy. Search Engine Optimization (SEO) is what he was doing before he founded SHEIN. As a result, he has a lot of experience in SEO strategy[10].

It has placed a large number of ads on major websites that the user can find, including search links and video promotions. Almost half of the users clicked on the paid links. Despite the explosive growth of mobile in China, the majority of the overseas user base still habitually chooses to search and spend on the PC port. So we can see that the SEO strategy has been very successful in order to reach the goal of optimizing and increasing brand awareness and turning it into traffic to cash in.

### 3.2 Marketing Model Innovation

Live streaming is a marketing model that has become popular in China in recent years, and SHEIN has taken the plunge and adopted it in overseas markets where live streaming systems have not yet been developed. Since most American brands have not yet invested heavily in live streaming[11]. Therefore, it is still just an experiment for the Americans. But, especially during the New Hall pneumonia pandemic, the demand for Internet live-streaming business in the U.S. market showed a significant increase, and SHEIN gained a lot of traffic as a result. 2020 saw a global live-streaming event called "SHEIN Together" held on major platforms, and the brand invited many famous musicians to perform live. Such a large-scale live event is one of the few in the fast fashion marketing space, and moreover it was live-streamed. This gave consumers an opportunity to bring SHEIN's brand values more directly to a global audience. Data shows that more than 1.8 million people attended the event worldwide, a very high turnout, even the highest ever, which significantly increased the brand's global visibility[12]. Such a large live event is one of the few in fast fashion marketing, and the opportunity was taken to give a more direct experience of SHEIN brand values to a global audience. The data shows that over 1.8 million viewers worldwide participated in the live event, which shows its huge traffic, even reaching the peak of traffic, and this event gave the brand a huge boost in global awareness.

SHEIN hosts various live events that draw in large amounts of traffic, often with SHEIN representatives posting recruiting information on social media or on the brand's official website. These events bring the brand closer to consumers, do a good job of catching the eye of users, and successfully harness the potential of private traffic to win customers at a low cost.

In the environment of the new crown pneumonia epidemic, China's domestic live-streaming with goods has begun to saturate significantly, but the overseas visibility of the live-streaming with goods model is not high, and the market potential behind it is still huge. But most potential customers overseas are still accustomed to shopping with offline, in addition, based on the existing online shopping system overseas, to the development of live with goods also brings a heavy test. The good thing is that social media and even the meta-universe are very popular among young people, so the concept of "bringing goods" has naturally entered the concept of Generation Z in the era[13].

SHEIN's social media is one of the marketing language. It is gaining momentum by posting ads on Facebook and other platforms to drive traffic to the brand, and by managing the brand's media accounts to give it a personalized image. SHEIN's model shoots are also very social, in contrast to other brands, and more in line with the style of its main consumer group, Generation Z. SHEIN's web stars on Instagram and other platforms upload pictures to promote and advertise their products to potential customers. In terms of style and meaning, SHEIN's web stars are much more friendly than other brands. For example, models are photographed in popular locations, suggesting to fans that "we're friends". With such an approachable tone, the brand is bound to be more popular among fans on the socially oriented Internet, which will naturally lead to greater user loyalty. This will also allow SHEIN to integrate faster and conquer more countries and regions than other Chinese brands that have tried to enter foreign markets in recent years.

### 3.3 Design Innovation

SHEIN has organized a group of top designers to build its own professional team, which has greatly improved its bargaining power over suppliers. At the same time, SHEIN has also adopted a way of accepting user submissions to gain inspiration and develop new design ideas, a way of gaining inspiration and design solutions that is beyond the reach of the competition[14]. In the ranks of fast fashion brands, it is rare to find a marketing model like SHEIN, which is to have an exclusive and complete design chain with a completely online sales model. Based on the unprecedented development of the logistics and express industry in the world today, SHEIN uses its resources wisely, eliminating the costs of offline stores, switching to online and pushing out new products more quickly, giving it an advantage over all other brands.

In terms of design efficiency, SHEIN has worked very hard to upgrade the design line and optimize the design sample output process. They have developed their own intelligent design assistance system, using AI technology, and have greatly upgraded the design line. The design department analyzed and researched various big data of fashion trend changes to make predictive analysis, making the design sample output process easier and faster.

SHEIN is launching a designer incubator called SHEIN X in early 2021 to build partnerships with independent fashion designers in the private sector. When samples from these independent designers are adopted by SHEIN X, they are paid for their own designs, which includes commissions and a share of the profits from the sale of these products, but the design rights remain with the designers themselves[15]. The designer incubation program has enabled SHEIN to establish good partnerships with many young designers abroad, enabling the production of new garments that have never been seen before. According to SHEIN's official figures, SHEIN will be able to add an average of 5,000 new clothing designs per day starting at the end of the fourth quarter of 2021. In this way, the big problem, which is much criticized because of plagiarism, can gradually be solved.

### 3.4 Industry Chain Innovation

Cross-border companies need to localize their product design styles accordingly when dealing with customer groups in different countries and regions. SHEIN has been using Google Trend Finder and its own branding tools since the beginning to collect detailed data on local products, analyze the most popular items in various markets, and predict relevant trends. For example, SHEIN predicted that demand for lace would increase in 2018 in the U.S. market, and this

prediction proved to help SHEIN's sales. By forecasting trends in advance, the chain can be planned in advance to avoid inefficient production or stock-outs.

Moreover, as the number of users increases and the influence of its brand expands, accurate trend prediction is also indispensable for accurate prediction of consumer groups. shein uses big data, cloud computing and other technologies to analyze what different consumer preferences consumers from different markets have by capturing in real time the search and browsing related situations and purchases from mobile APP users and independent website users, in order to plan R&D design.

What makes it even more worthwhile to be one is that SHEIN's flexible supply chain is also one of the reasons for its success. In the early decade, most of the cross-border e-commerce enterprises in the apparel category, including SHEIN, did not profit from their main products, but chose to sell the factory's last products, which was profitable, but such a development model was bound to encounter bottlenecks and the upside was greatly limited, and the enterprises had to establish their own ecosystem to survive. SHEIN has improved its supply chain system and its support to ensure that the corresponding products are on the shelves and shipped quickly within each trend in order to retain customers.

In this way, the upstream design and user chain, coupled with SHEIN's ability to leverage China's well-developed manufacturing industry, creates a very complete and integrated production and sales chain. two other key strengths of SHEIN are high inventory turnover and stable supplier relationships. Unlike other companies that focus on product development research, SHEIN does not focus on targeted product development, but rather uses big data analysis to forecast market demand and provide suppliers with relatively clear demand figures, rather than blindly rushing inventory. For products with high demand, the company can also replenish inventory in a timely manner, while on the other hand, for products with low demand, it can reduce the shipment volume, thus reducing the pressure on inventory and greatly improving inventory turnover. At the same time, SHEIN has also set up overseas warehouses in certain key markets to absorb inventory products. In addition, SHEIN has established a community-based eco-chain with domestic manufacturers in order to respond quickly.

## **4. SWOT MODEL ANALYSIS**

### **4.1 Strengths**

Because of its supply chain advantages, it has been able to take a place in the European and American market, where there are many fashion brands competing fiercely among similar brands. It has also opened the door to the European and American markets for many domestic niche brands. These two aspects alone can give it an advantage over traditional brands in the new era. In addition, the DTC brand is able to achieve high results with its products' appearance on social media and the celebrity effect from the Netflix idols. With both fame and fortune, the next stage of SHEIN towards cross-border marketing on the Internet in Europe and the United States is also just around the corner.

### **4.2 Weakness**

SHEIN also faces many problems. First of all, due to the early pursuit of rapid new speed, it has taken the "shortcut" of copying, which has been criticized a lot. At the same time, this is also a common problem faced by other fast fashion brands and even second- and third-tier independent clothing brands. As we all know, ZARA in the earlier, need to pay a large amount of compensation for "plagiarism" on the loss of the lawsuit every season. This behavior of "copying" big brand works every once in a while, although it can meet the needs of the common people to chase fashion, but no one pays for the design. Secondly, SHEIN does not have its own factory, the uncertainty of suppliers' shipments affects sales, not to mention the unexpected situation, which is likely to become its core problem. Moreover, although SHEIN has seized the market opportunity, but it's easy for its competitors to copy its marketing strategy data without any technical barriers, which is a serious test SHEIN needs to face before moving to the next stage.

### **4.3 Opportunity**

SHEIN's opportunity was the downgrading of consumption by the overseas middle class, as this moment a large demand gap had happened in the market. SHEIN was founded at a time when the global financial crisis, triggered by the US subprime mortgage crisis, was hitting the world and the spending power of all classes had changed dramatically. During the ravages of the financial crisis, the average wealth of the top 10% of U.S. households saw a two-point increase in income. At the same time, the median wealth of middle class families in the U.S. saw a drop of nearly 40%, creating a new business opportunity for SHEIN to provide affordable clothing to the lower and middle classes affected by the financial crisis. Even though their assets and incomes have been significantly reduced by the financial crisis, their demand has not diminished in the face of lower prices compared to similar products. This is because SHEIN has broken the mold by optimizing the distributor chain and selling its products directly to consumers as a direct sales terminal. Removing the distributor's free pricing in the middle stimulates their consumption through thin margins.

### **4.4 Threat**

Although SHEIN relies on its supply chain advantage to gain a foothold in the DTC brand. But the undercurrents in overseas markets involve not only the fame and fortune, but also the influence of political hazards. For example, in

certain war-ridden areas with political problems, logistics becomes a major problem. These desert countries are vast and sparsely populated, and even some parcels of land are divided and occupied by different religious or armed forces, and the end-kilometer delivery of goods becomes a pressing problem. In addition, users in these areas often choose to pay on delivery, which will become a loss for the platform if they encounter rejection or delivery failure, so there is still more room to improve the system to prevent such risks. SHEIN may also face foreign legal risks. Clothing and apparel brands have also repeatedly claimed that SHEIN infringes on their intellectual property rights, and the fact that SHEIN copies and borrows product designs to keep up with product innovation. which that all brands need to be aware of, as it presents potential legal issues and even litigation.

## **5. THE ADVANTAGES BEHIND THE INTERNATIONAL COMPETITIVENESS**

### **5.1 The Overall Advantage of the Supply Chain**

In 2015, SHEIN chose to relocate its supply chain center to Panyu, Guangzhou - the source base of the Guang Garment Wholesale Market, which is home to thousands of small and medium-sized garment processing companies, with high industry concentration and reduced business costs. In order to expand the initial platform scale and expand its advantages in developing supply chains, SHEIN also made a big effort to simplify the recruitment process of suppliers. Suppliers with needs and ideas only need to submit an application on WeChat Public, then they can open a cloud account after the application is approved. This approach allows SHEIN to quickly connect with thousands of suppliers, creating a supply chain platform with strong production capacity and rapid response capabilities, unlike traditional marketplaces.

Also, to ensure the quality of its suppliers, SHEIN conducts quarterly evaluations of its suppliers based on key performance indicators and purchase prices, which are divided into five levels. This system may seem harsh, but it is this corporate environment that ensures the quality and speed of the garments, which effectively reduces customer complaints due to quality issues and shipping problems.

SHEIN has also hired a number of fabric and accessory suppliers and has successfully launched a B2B supplier platform. The SHEIN X Designer Incubator is a perfect complement to the SHEIN Cloud Factory platform. The supplier can then take orders directly on the platform, just like a large caterer's takeaway system. This close relationship with suppliers is unique in the industry, and more and more suppliers are willing to experiment with a sales model that better suits the DTC brand.

### **5.2 Intelligent Collaborative Management**

Another feature of SHEIN is its development of an intelligent MES collaboration management system that empowers suppliers in a new concept of digital. This digital information management system works with SHEIN's Cloud Factory platform to provide suppliers with a range of information modules including procurement management. It helps suppliers quickly learn and adapt to the supply chain management system.

The MES system can visualize previously tedious tasks such as checking products, order status and inventory; in production, the MES system can track the completion of each order down to the specific production process and fabric stock consumption; in sales, the MES system can directly show the sales inventory of SHEIN products. When the inventory level reaches a critical point, the system automatically generates an order and sends it to the cloud platform to be fulfilled by the supplier, thus creating a win-win situation for both parties.

### **5.3 Targeted Consumer Groups**

Users are the cornerstone of a company's survival, and attracting new users and retaining old ones are two key factors for continued profitability and growth. In this context, SHEIN actively carries out online and offline marketing targeting young people through specific marketing channels. There are marketing models such as: offline large-scale theme events, community welfare activities, as well as KOL content marketing and flash stores, all of which spread its brand concept and raise brand awareness. According to a recent study by YOTPO, content marketing is the most effective channel for fashion brands to reach new customers, followed by search engine advertising. As described above, SHEIN has invested a lot of effort in the design of its website and search engine. By using social media and KOL inbound marketing, it is able to maintain good communication with its customers and make them rely on the brand, while relying on key opinion leaders such as celebrities and online personalities, as well as a large fan base, it can influence the consumers around it. For example, SHEIN's consumer fans are mainly teenagers or social media enthusiasts, and thanks to a well-established KOL affiliate system, the brand's concept can be regularly disseminated through various content marketing campaigns by KOLs to attract new customers. The brand's social media platforms, such as China's "Super Talk" platform, improve communication with fans and mobilize a large fan base to promote the company's products and ideas in their own circle of life.

### **5.4 Fund of Product Lines**

Unlike the traditional positioning of fast fashion, SHEIN's style is more appealing, the models are also basically chosen from social media celebrities, and the clothing is more diverse. As a leader in fast fashion, SHEIN has established a

special team of designers who are able to understand the needs of the target audience based on big data, find the connection between product positioning and target audience, and attract customers through unique designs. At the same time, SHEIN has built a powerful trend tracking system to keep up with fashion trends. This means that SHEIN's website offers not only clothing, but also hair accessories, handbags and even cell phone accessories. On the other hand, designers and sourcing teams analyze local cultural traits and fashion trends through various channels, with polling questionnaires posted by internet celebrities, number of likes and many other emerging research methods. The designers then compile this information to create new clothing that is different from what is available on the market. And in order to reduce production costs, protect the product line, and quickly respond to the changing needs of consumers, SHEIN initially produces only a hundred pieces of each garment, and then decides whether to produce more based on consumer reviews, a method that largely avoids the backlog of overstuffed items.

### **5.5 Dividends from the Early Advertising**

SHEIN's social media presence is an important part of the brand's promotion. The brand's website has a matrix of accounts, with large and small accounts driving traffic to each other, and SHEIN has been active on major social software since its inception to build up popularity and followership. In addition, sub-accounts for different countries and regions are designed to be adapted to the region; for example, separate sub-accounts for the US and Japan have clothes styles and model poses adapted to local aesthetics. On social media alone, there are nearly 3 million posts under the hashtag #SHEIN, mostly photos of users wearing SHEIN outfits around the world, and such a large base is thanks to the online marketing conducted early on.

## **6. INSPIRATION OF SHEIN'S INNOVATION STRATEGY**

A fast logistics reserve, a sensitive design team and an operational system are the three indispensable features for a DTC brand grows into an internationally multinational enterprise.

First, the choice of cross-brand sales platform is based on the brand attributes, only whether it is suitable and not high or low, SHEIN used both the independent website, in fact, also used the Amazon platform in the early stage, and both got very good results. The logic of its exploration is also very simple, in the early stages, when the traffic of Amazon makes the number of products increase, consumers will transfer their trust in the platform to the brand. In the later stages, when consumers have initial trust and understanding, independent websites can showcase the strength of the products and brands, and operate with the big data and marketing flexibility of independent websites. Over the years, the landscape of cross-border commerce has changed and so has consumer psychology. Cross-border brands need to define their brand building stages and marketing goals, and choose the right sales platform for their industry.

Second, supply chain integration is a top priority. Companies going abroad should pay attention to the basic conditions of overseas Chinese cross-border companies. The industrial and manufacturing base that China has accumulated over the years, as well as its well-developed supply chain system, is the foundation on which cross-border companies can flourish. Therefore, when creating a cross-border brand, all possible advantages should be maximized in order to improve the brand's competitiveness.

Third, the small language market should not be underestimated. Although SHEIN is growing rapidly in Europe and the United States, its products were initially positioned in the European and American markets. However, its recent market development in the Middle East, India and Russia can also be considered successful. Companies that have plans to operate abroad are well positioned to launch their products in smaller language markets to research sales, rather than necessarily entering the European and American markets. In the vertical, the penetration rate of cross-border marketing is still low in developing countries such as the Middle East, which has great potential for market entry.

Fourth, the marketing approach was based on marketing objectives. Three marketing approaches were used in SHEIN's development: early celebrity marketing, social media marketing, and traditional marketing, and it was the combined effect of these three marketing approaches and the courage of decision makers that achieved SHEIN's marketing goals. Celebrity traffic marketing helped SHEIN build its initial customer base at a low cost, followed by mid-stage results where social marketing multiplied SHEIN's fan base, benefiting both customer stickiness and sales. In the later stages, SHEIN's brand concept was transferred through traditional marketing, mainly to increase brand influence. Of course, if these three models were to operate independently, the results would certainly be poor. Therefore, SHEIN's experience reminds companies that they should clearly define their marketing objectives and choose the right marketing approach.

## **7. CONCLUSION**

The success of SHEIN is not a sample that can be copied, but a growing individual that other companies should improve and learn. In the process of writing, I learned about SHEIN's development and the special features of its overseas marketing, analyzed SHEIN's marketing model, development status and SWOT model to find out the problems and the causes of them, so as to propose relative feasible measures and summarize its success. Innovation is the key point for enterprises to find a breakthrough. Without the operation of an independent website and the live elements, SHEIN is likely to lose its focus on the third-party platform, and the obvious advantages of domestic brands should be complemented with novel marketing methods to create China's own innovative trendy brand. With DTC as the standard for consumers, become a pro-people enterprise. the reason why SHEIN can make a big splash on social media, it can be seen the importance of a friendly image for user stickiness. While developing, it is more important to

pay attention to the many influencing factors of cross-border activities, not only political factors, but also more companies are eyeing cross-border national brands, and the possibility of infringing intellectual property rights as well as violating users' privacy should be avoided.

## COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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