

Information Technology in Strategic Management as a Competitive Advantage of the Company in the International Market (Bosideng International Apparel (China) Co.)

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Abstract - Information technology and digitalization are becoming a decisive factor in the development of light industry. The quality of the products of textile companies is growing, costs are decreasing, and new ways to win in fierce competition are emerging. Business transformation in the production of outerwear is associated with the introduction of technologies that have become available in recent years: big data analytics and machine learning, artificial intelligence and robotization.

Keywords-component; information technology, digital technology, strategic management, competitiveness, strategic marketing, international market.

1 INTRODUCTION

Today, companies around the world are engaged in digital transformation business processes. Large corporations strive to be the first to integrate the latest information technologies into business processes.

Companies are increasing the number of digital solutions in all business models - design, raw materials, manufacturing. This strategy allows companies to reap the benefits of customer growth, productivity and cost savings. Companies that implement digital solutions in their business demonstrate a high level of capitalization and competitiveness, and increase their revenues and profits.

Founded in 1976, Bosideng specializes in the development, design and production of down jackets. Every down jacket has to go through at least 150 processes. Thanks to 44-year ongoing efforts in innovation in areas such as down, fabric, technology and patterns, Bosideng is widely acclaimed for excellence in quality and warmth of its down jackets both at home and abroad. [1]

Now, Bosideng down jackets are being sold in 72 countries, including the United States, France and Italy, and are worn by over 200 million people worldwide.

Not only have we retained the leading position in sales in China for 25 consecutive years, but we have also released winter clothing trends to the world on behalf of China for 22 consecutive years. These remarkable achievements attest to Bosideng's capabilities. As the standard bearer of down jacket revolutions, Bosideng has led three revolutions in the industry: the first to

propose the idea that more focus should be put on making down jackets suitable for sports, leisure and look more stylish so that winter clothing that used to be thick, heavy and swollen becomes light, thin and beautiful; the first to advocate the idea of environment-friendly down jackets for the 21st century, ingeniously combining fashion with environmental protection; the first to integrate high technology into the manufacture of down jackets, which led to the development of a new kind of down called. These revolutions and innovations have helped Bosideng establish its position in the down apparel industry.

The reason for Bosideng's return to the business growth path is due to its ability to take advantage of the opportunities presented by increased consumption in the domestic market, which has led to timely changes in the company's strategies and policies. With a clear development direction, Bosideng makes continuous efforts in innovation and product quality improvement to strengthen the stable and healthy development of the down jacket business. In addition, it has taken steps to completely update its channels, brand image, and sales operations. All these steps have led to the momentum and guarantee of the company's prosperity.

Gratifyingly, Bosideng has become deeply aware of the importance of brand renewal. Guided by the competition strategy adopted this year, Bosideng aims to win the war of market competition and regain its leadership in the industry, strengthening the brand's competitive advantages and reviving brand awareness.[10]

In March, Bosideng announced the new strategy at the Franchisee Conference, which was held to deepen cooperation with more than 400 franchisees across the country. Bosideng also announced that it will invest heavily in brand building, upgrading product quality and design, developing channels, and upgrading stores to reinvent itself as a Down Jacket expert, conquering the 100 billion yuan market. Bosideng aims to become the first choice of down jackets for 7.5 billion consumers worldwide. Regarding the modernization of the channels, Mr. Gao Dekang, Chairman of the Board of Directors and President of Bosideng, believes that in order to transform the brand to be successful, the business areas where the stores are located, the locations and interior design of the stores must match the brand positioning. Stores with low sales should be closed without delay. New stores can only be opened after selecting and evaluating new locations. To increase the company's market share and revenue, efforts must be made to increase sales performance and brand recognition. At the same time, the company will focus on investing resources to expand the main time channels in line with its strategy this year, and use leading French image experts to develop its stores and update the store's image. As for franchisees, Bosideng will also build the strongest support team for franchisees in history to help them grow.[1]

Mr. Gao Dekang firmly and confidently speaks about the idea of "brand is the main competitiveness for the development of the company". He said Bosideng is 42 years old to become a down jacket expert, which sells well in 72 countries such as the United States, France and Italy, having been chosen by more than 200 million people worldwide. The expert must be forward-looking and must make relentless efforts to improve and correct. Bosideng must follow the tide of time, revive the brand and focus on the core business of down jackets. In order to win the hearts of consumers and gain a solid core competitiveness, Bosideng should delve deeper into the intangible assets of the brand, increase efforts in brand promotion, and establish emotional connections between the brand and consumers.

2 RESULTS

2.1 Methods

For the most complete study of the material, the methods of normative analysis, the method of generalization, and comparative analysis were used; systems approach; method of grouping and processing information.

2.2 Company analysis

Bosideng is today the largest down jacket manufacturing holding in China, with a complete production chain and a chain of stores with more than 13,000 outlets. The company sews products for many foreign brands such as North Face, Nike, Columbia, GAP, etc. Today, every fourth down jacket sold in China is produced by the holding. The total value of the company today is estimated at more than \$ 3 billion. Sales of the company are growing, new markets are successfully developing, and in terms of capitalization, Bosideng is ahead of its competitors, becoming the leader in the global clothing industry.

Despite the fact that 2020 has become one of the toughest years in the global economy, Bosideng successfully overcomes the barriers of a pandemic economy.

Figure 1 presents an analysis of the company's financial performance. Analysis data from Bosideng suggests that during 2017-2020 the company's revenue grew. This suggests that the company's services are in demand in the international market.

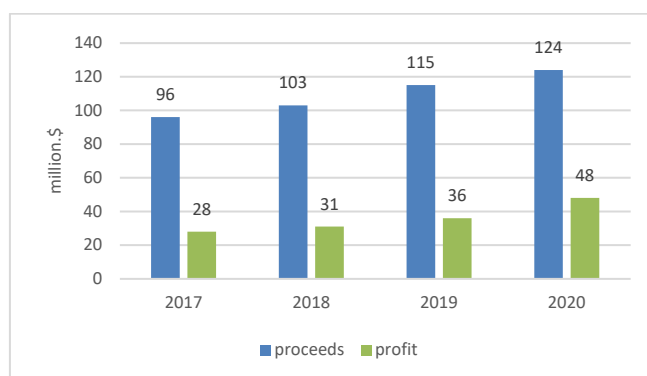


Figure 1. Financial analysis of Bosideng [2]

The best specialists are involved in the development of our own collections - the most original designers, highly qualified workers. The company uses the latest equipment using modern technologies. This is what determines the highest level of all bosideng products. The assortment of the manufacturer includes children's, women's and men's outerwear, as well as knitwear.

For the company in Table 1, we will present a SWOT analysis, which will determine further strategies for its development.

Table 1. Development strategies of Bosideng based on SWOT analysis [compiled by the author]

Strengths	Weaknesses
1) Famous brand 2) Wide range of models 3) Brand quality 4) Market awareness 5) Low cost 6) Strong financial position 7) Product promotion.	1) High price 2) Material quality 3) There is a lot of choice of brands in the price category
Opportunities	Threats
1) Entering foreign markets 2) Marketing strategy 3) Attracting investors	1) Deterioration of the economic situation in the country 2) Strengthening legal regulation

The analysis revealed the main strengths of the company:

- 1) *Famous brand*: Bosideng remains one of the most valuable brands.
- 2) *A wide range of models*: the assortment is constantly changing, new models appear in different colors.
- 3) *Brand quality*: From the beginning, Bosideng has put the quality of its products first.
- 4) *Market awareness*: There are many buyers who prefer Bosideng.
- 5) *Low cost*: Bosideng offers high quality at an affordable price.
- 6) *Strong financial position*: Thanks to its financial strength, Bosideng has a large market share, long-term investment and growing profits.
- 7) *Product promotion*. Bosideng uses marketing strategy, advertising to promote the brand.

Weaknesses of Bosideng:

- 1) *High Price*: Recently, Bosideng has introduced a higher price product to the market. This strategy drives away repeat customers.
- 2) *Material quality*: there is customer dissatisfaction with the quality of materials. Since clothes are made in different countries, such as China, Vietnam, Taiwan, the quality does not always correspond to the standard. The company, by reducing the cost of labor, material, receives customer dissatisfaction.
- 3) *There is a lot of choice of brands in the price category*: as soon as a new model comes on the market, the buyer can choose exactly the same model, but from a different manufacturer.

Bosideng features:

- 1) *Entering overseas markets*: Thanks to its high assets, Bosideng can enter any market.
- 2) *Marketing strategy*: Bosideng has a long-term plan for brand development and promotion.
- 3) *Attracting Investors*: Bosideng plans to diversify its business.

Company threats:

- 1) *Deteriorating economic situation in the country:* The crisis in the country, in the world can affect any company. This already happened at the end of 2019 when the pandemic hit.
- 2) *Tightening of legal regulation:* The legislature regulates the business of foreign companies. So, there is high competition in the market of Bosideng presence. Over the past years, the Bosideng brand has increased its rating, the company has a correct marketing policy.

3 MODEL OF INFORMATION TECHNOLOGIES IN IMPLEMENTING STRATEGY IN MANAGEMENT BOSIDENG

The state and trends of the market in which the company operates form the preconditions for choosing Bosideng as the main strategy.

Based on the results of the analysis, several problematic issues were identified, the solution of which will contribute to an increase in the efficiency of the company.

The most acute problem in the context of the geographical expansion of Bosideng is the low brand awareness in China and in the countries of presence. It is necessary to direct the company's efforts to form a positive image, using various marketing funds. These actions should be aimed at increasing communication indicators indirectly related to the growth in sales: an increase in the number of buyers, an increase in the level of positive attitude towards the company [8].

In the digital age, traditional print, television, or radio advertisements fade into the background and are not suitable for Bosideng. The main target audience of the Bosideng brand at the moment is to a greater extent active Internet users. In connection with this, the main focus should be on the placement of advertisements on the Internet [10].

At the initial stage of increasing Bosideng brand awareness, you can offer placement of dynamic ads for contextual advertising.

It is necessary to optimize the company's website and promote it. As a result of such actions, you can not only increase brand awareness, but also attract additional customers and, thereby, increase sales.

The next most common method of Internet advertising is advertising on social networks, mainly Facebook, Instagram.

In this case, the system scans user profiles and offers advertisements to the most interested parties. Such a system will help to a greater extent to increase sales.

This direction is very popular and provides not only increasing brand awareness, attracting new customers, but also increasing brand loyalty, since many subscribers trust the recommendations of the "influencers" and experts they follow [11].

This type of advertising gives quick and significant results, especially if the blogger has a good reputation and loyal audience. This method will work especially effectively when developing new regions, since in each region there are people with a large number of subscribers who know

the brand and are ready to gladly give a recommendation to their audience, while receiving a reward [12].

All of the above methods will help to increase brand awareness, make the brand more visible in the virtual space among potential consumers, but they cannot fully ensure the formation of a positive image. For this, the use of PR - ordered articles in print and Internet editions works effectively.

Another large-scale event contributing to the development of the company may be the modification of the website and the addition of the possibility of placing an online order and delivery to the regions of the country. This implementation will work most effectively in conjunction with marketing efforts to increase Bosideng brand awareness, in particular with the use of contextual advertising. Research confirms that even in times of crisis, the most important factors affecting the purchase of goods on the Internet are the convenience of shopping and a wide range and preference of consumers for shopping through the website, rather than a mobile application [7].

In this case, the most optimal way would be to conclude an agreement with a courier service. Such companies have established logistics in China and are able to quickly and cost effectively deliver goods to consumers in the regions. The main costs of servicing this contract: monthly payment of a pre-negotiated tariff and a certain percentage for each order.

In order for the new system to work effectively, it is necessary to modify the site by adding sections for customer support, feedback forms. You also need to set a minimum order size to get free shipping.

Let's draw conclusions. Digitalization has affected all areas of human activity. Digital technologies have significantly reduced the costs associated with finding, exchanging and storing information. The information field of people and companies has significantly expanded.

The role of information as a resource in economic management systems has changed. Together, these factors have led to the emergence of such a term as "digital economy" [12].

It is digital technologies that we owe to the fact that now it is not necessary to have an offline store to succeed in trading. For example, you don't have to worry about renting, window dressing and sales area for a clothing store. Many shops, from large to small, do not bother to be present in shopping centers. But, at the same time, new tasks and concerns appear - the organization of delivery and return, the creation, design and development of sites, accounts in social networks. And if shipping becomes cheaper, then with sites and social networks, the situation is different. Budgets for content creation, site administration and, of course, lower than the rent, but you must not forget to add your advertising budget to this.

To do everything, the company must implement PLM systems, software for product lifecycle management. It helps to organize data, assess the economic feasibility of individual orders and their portfolios, and make recommendations based on calculations. And besides, quickly form tasks for procurement and supply, including editing the supply chain, adding or removing assortment items. The result is improved product quality, fewer rejects, improved cost structures and faster time to market.

At the production stage, the industrial Internet of Things (IIoT) helps to optimize processes. It includes interconnected controllers, means of transmission, visualization and data interpretation.

The use of control sensors with access to the Network allows monitoring and timely maintenance, predicting accidents or preparing parts for replacement in advance. And knowledge about the actual and planned load of equipment connected to the Network helps to organize an automatic network of orders between different industries in the chain from suppliers of materials to consumers of final products.

In the field of design, the concept of "fast fashion" is becoming widespread, that is, the assortment is renewed several times a season. So, "fast fashion" forces the manufacturer to look for new ways to apply a picture, and digital printing becomes the best option [11]. Its efficiency is explained by its wide capabilities - any print can be applied to almost any fabric.

Today, the importance of social media promotion will only increase. Direct communication with customers allows you to better and faster find out their needs, opinions and impressions of the purchase. And most importantly, it will allow you to quickly respond to feedback.

All of these technologies not only solve the company's problems, but also lead to the achievement of strategic business goals: increased efficiency, increased competitiveness, active development in the market. However, in order for a manufacturer to become more in demand, "point" implementation of technologies at different stages of production is not enough - complex digitalization of management processes is required, and it requires flexibility, quick decision-making, and simplification of procedures.

4 CONCLUSIONS

Bosideng's business has proven to be in demand by consumers around the world. The company has been implementing a strategy to expand its sales markets for many years, and is trying to maintain sales and profits, even in a rather difficult period caused by the pandemic. With the move to online, Bosideng is trying to adapt to technological innovation. The company successfully uses innovations to gain market share. Today, in a highly competitive environment, Bosideng implements CRM marketing, carries out personalized promotions and discounts, introduces the latest technical solutions and automates trading processes.

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