Research on Optimization of GIRDEAR Marketing Strategy based on IPA Analysis

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Abstract

The development of the garment industry in China has faced a bottleneck period, which the domestic womenswear brands need to optimize their marketing strategies. By using IPA analysis method to analysis GIRDEAR, which is the representative of the domestic upscale women's wear brand, the optimization suggestions for the brand combined with the survey results provide reference significance for the entire domestic women's wear industry.

Keywords

GIRDEAR; Marketing Strategy; Customer Satisfaction; Fashion.

1. Introduction

The consumption ability of Chinese residents has been steadily improving year by year, and in 2020, the per capita disposable income of the country's residents will be 32,189 yuan, and the per capita consumption expenditure on clothing will be 1,238 yuan, which will be affected by the epidemic by 7.5% year-on-year, accounting for 5.8% of the per capita consumption expenditure. Clothing expenditure is an important part of expenditure in the daily life of China's residents, and women's clothing has been the largest share of the Chinese clothing market sub-section. GIRDEAR originated in Taiwan, China, and was founded in 1977. GIRDEAR's products are mainly for young and middle-aged white-collar workers, with fashion and professional wear as the main categories, and pursues diversified style design and color matching. The paper takes GIRDEAR as an example to study the marketing strategy of women's fashion brands, which is of certain practical significance to promote the development of China's women's fashion industry.

2. Current Status of Domestic and International Research

Online platforms as well as social media are becoming the main channels for marketing apparel brands, Ablett Sarah (2021) studied the role of luxury elements in social media engagement, as well as the impact of content transience and the role of social value orientations in the social media communication of luxury brands[1].Chengxi Wang (2020) focused on the Internet, self-publishing, and elements such as express logistics on the sales aspect of women's clothing brands[2], and innovative multi-network marketing system to provide a reference for the innovation of clothing marketing efforts in the context of the Internet. Domestic scholars Xu Rujing (2018) put forward strategic suggestions for domestic online women's clothing brands in terms of content marketing through in-depth interviews with consumer groups[3]. Pan Pan (2020) analyzed and proposed optimization suggestions for the online marketing strategy of Pumpkin Valley women's clothing brand in the current online environment to guarantee the maximum effect of online marketing[4]. Zhang Chihan and Wang Xiaolan (2020) discuss the

optimization strategy of Taobao women's clothing live marketing as a whole under the trend of "Internet+"[5]. In addition, Huo Chen and other scholars suggested optimization of online marketing strategies for women's clothing brands in the era of self-media, which involved channels such as live streaming, third-party platform online stores, and social media[6-7].

In general, domestic and foreign marketing scholars have made rich research results on the research and application of marketing strategies for clothing brands, but there are also some shortcomings. In particular, the analysis of marketing strategies is mostly qualitative, which leads to the lack of relevance of the proposed improvement suggestions. The paper attempts to use IPA analysis method to analyze the marketing strategy of GIRDEAR women's clothing as an example, so as to provide reference for other women's clothing brands to optimize their marketing strategy.

3. GIRDEAR Customer Satisfaction Measurement

3.1. Survey Questionnaire Design

The questionnaire was divided into two parts: basic information about the respondents and customer satisfaction survey, of which the satisfaction survey was the main part of the questionnaire. The questionnaire was designed in accordance with the principles of measurability, representativeness and enforceability, and was designed by combining the characteristics of the GIRDEAER brand and the factors related to the 4P marketing mix, so as to fully reflect customer satisfaction. Customer satisfaction consists of 5 primary indicators, including product, price, channel, promotion and brand image, which are divided into 23 secondary indicators, and the importance and satisfaction of these 23 indicators are measured. Indicator settings are shown in Figure 1.
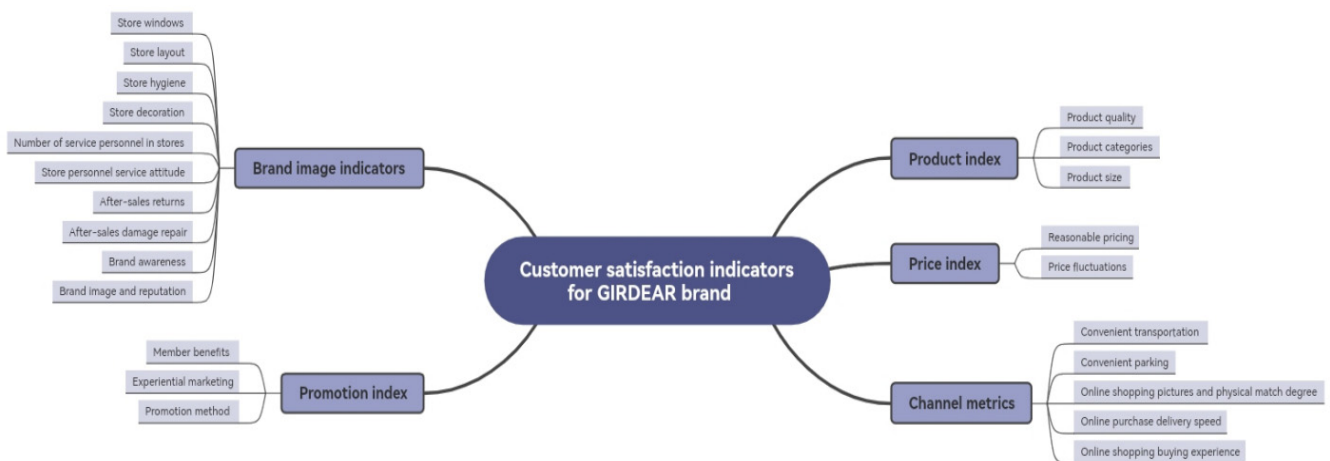

Figure 1. Customer satisfaction indicators for the GIRDEAR brand

3.2. Questionnaire Distribution and Data Collection

The survey was conducted online, and the questionnaires were placed directly into the VIP WeChat group of Zhengzhou GIRDEAR stores. 344 valid questionnaires were collected. The results of the reliability test are shown in Table 1, where the Cronbach's α value is 0.970, which is greater than 0.7, indicating that the questionnaire has high reliability and the data are valid.

Table 1. Reliability analysis of the questionnaire

Sample size	Number of projects	Cronbach.alpha coefficient
344	53	0.970

The validity of the questionnaire was tested using SPSS software using KMO test and Bartlett's spherical test, and the results are shown in Table 2, where KM0=0.926 (>0.9) and sig=0.000 (<0.001), indicating that the structural validity of the questionnaire is appropriate and has a certain reliability and stability.

Table 2. Questionnaire validity analysis

KMO value	0.926
Barth Spherical Value	7944.797
Degree of freedom	1378.000
P-value	0.000

Table 3. Importance and satisfaction assessment of each indicator

Serial number	Level 1 indicators	Level 2 indicators	Importance Mean Score	Satisfaction Mean Score
1	Product index	Product Quality	4.23	3.90
2		Product Categories	3.87	3.62
3		Product Size	4.10	3.56
4	Price Indicators	Reasonable pricing	3.89	3.58
5		Price fluctuations	3.56	3.36
6	Promotion index	Member Benefits	3.93	2.92
7		Experiential Marketing	3.66	3.18
8		Promotion Method	3.83	3.05
9	Channel Metrics	Convenient transportation	3.64	3.38
10		Convenient parking	3.86	2.98
11		Online shopping pictures and physical match degree	3.99	3.84
12		Online purchase delivery speed	3.71	3.59
13		Online shopping buying experience	3.83	3.45
14	Brand image indicators	Store windows	3.72	3.37
15		Store Layout	3.69	3.48
16		Store Hygiene	4.06	3.82
17		Store Decoration	3.65	3.45
18		Number of service personnel in stores	3.41	3.50
19		Store personnel service attitude	4.05	3.83
20		After-Sales Returns	4.01	3.82
21		After-sales damage repair	3.66	4.74
22		Brand awareness	3.83	3.42
23		Brand image and reputation	3.87	3.85
Average value			3.78	3.55

Table 3 shows the importance and satisfaction measurement results of each indicator of the customer satisfaction survey of the GIRDEAR women's clothing brand. The importance rating reflects more clearly the importance that consumers attach to each element of the women's

apparel purchasing process. The satisfaction rating is an objective reflection of the implementation of the marketing strategy of GIRDEAR based on the actual consumer experience during the purchase of GIRDEAR's women's clothing.

From the results of the importance assessment, we can see that, except for the number of store service personnel, all other scores are above 3.6, indicating that the above indicators are factors that female consumers are more concerned about when purchasing clothing. The three indicators with the highest scores are product quality, product size and store hygiene, with scores of 4.23, 4.1 and 4.06 respectively, indicating that female consumers attach great importance to product elements and hygiene in the purchasing experience. The lowest score is the number of service staff in the store, with only 3.41 points. This indicates that high-income working women prefer an efficient and independent buying experience, and do not need many service personnel to introduce and sell, nor do they like a more crowded buying environment, and have higher requirements for the comfort level of the buying experience. They are more concerned about the attitude of service personnel than the number of service personnel.

From the satisfaction rating data, we can see that the highest score for each of GIRDEAR's marketing indicators is the after-sales damage repair, with a score of 4.74, far exceeding other indicators. The percentage of customers who scored 5 out of 5 for the after-sales damage repair indicator was 81.98%, indicating that GIRDEAR is doing a great job in this area and is highly regarded by consumers. The lowest scores were for membership benefits and parking convenience, with scores of only 2.92 and 2.98, indicating that there is much room for improvement in these two areas and that improvements are needed to improve customer satisfaction.

4. Analysis of GIRDEAR Customer Satisfaction based on IPA Method

4.1. Introduction to IPA Method

IPA analysis takes customer satisfaction and importance as the x and y axes respectively, and the intersection of the mean scores of the two indicators as the origin, divides the whole area into four quadrants: advantage area, repair area, opportunity area and maintenance area (as shown in Figure 2), and places each indicator into each corresponding area in turn according to the results of customer satisfaction survey. The first quadrant advantage area is the area where customers think the importance is high and the satisfaction is high, which is the main competitive advantage of the enterprise and needs to be maintained and expanded; while the second quadrant repair area is the area where customers think it is more important but less satisfied with the enterprise, which means the enterprise is not doing well and needs to be paid extra attention to, otherwise it will lead to the loss of customers.
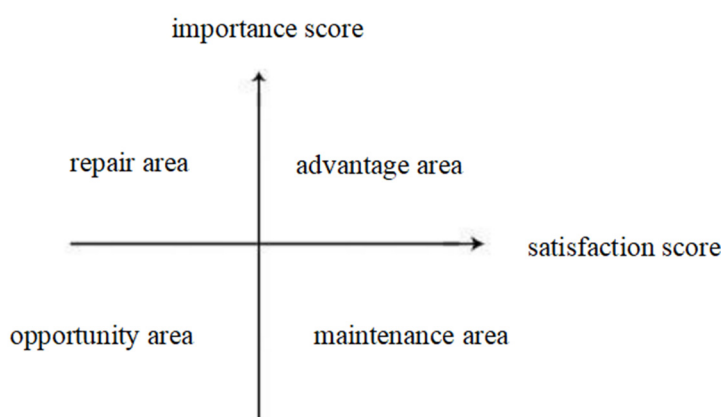

Figure 2. Schematic diagram of the four-quadrant model for IPA analysis

4.2. IPA Analysis of GIRDEAR Customer Satisfaction

According to the survey data in Table 3, the average importance score of GIRDEAR customer satisfaction survey is 3.78 and the average satisfaction score is 3.55. According to the IPA analysis method to draw a four-quadrant diagram, the survey scores of 23 secondary indicators in GIRDEAR customer satisfaction survey questionnaire are plotted into a scatter diagram and fall into the corresponding areas, as shown in Figure 3.
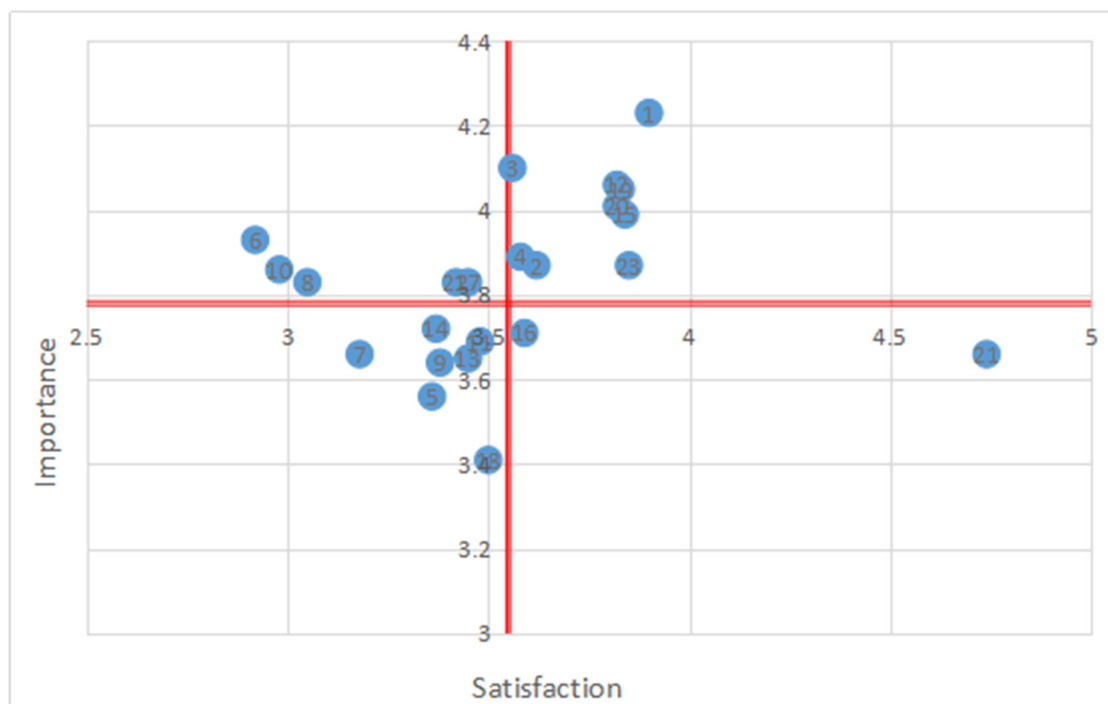

Figure 3. Scatterplot of IPA analysis of GIRDEAR satisfaction survey

The first quadrant is the brand advantage area, and the measurement indexes that fall into this area are product quality, product variety, product size, reasonable pricing, store hygiene, online shopping pictures match with the actual product, personnel service attitude, after-sales returns, brand image and reputation, etc. This indicates that GIRDEAR has done a good job in these areas of marketing strategy, and belongs to the area that consumers consider to be of high importance and high satisfaction, and should continue to adhere to existing marketing strategies.

The second quadrant belongs to the repair area, which is the area that needs to be alerted and improved for the enterprise or brand, and is also the source of data basis for enterprise problem diagnosis and optimization suggestions. As shown in Figure 3, five indicators such as membership benefits, promotion methods, parking convenience, online shopping purchasing experience, and brand awareness fall into this area, indicating that these five indicators are important to customers but have low satisfaction ratings, and are in urgent need of improvement and repair by GIRDEAR.

The third quadrant belongs to the opportunity zone, which is not given due attention either for consumers or companies. Among them, seven indicators such as price fluctuation, experience marketing, traffic convenience, store layout, store decoration, store windows, and the number of store service personnel fall into this area. In the future, GIRDEAR can consider starting from these points to improve customer satisfaction and enhance brand competitiveness.

Only two indicators, online shopping delivery speed and after-sales damage repair, fall into the fourth quadrant. This area belongs to the maintenance zone, indicating that GIRDEAR is doing well in these two areas and has high customer satisfaction, but since customers do not consider

them very important, they just need to continue to maintain them and do not need to expand their investment.

5. GIRDEAR Marketing Strategy Optimization Suggestions

First, appropriate benefits to consumers to enhance consumer stickiness. In terms of member benefits, you can give some concessions appropriately or when you reach a certain amount of consumption. Since the membership system is set up, it needs to have a preferential program that is different from other ordinary consumers. For example, points against cash, complimentary accessories, opening exclusive channels for members to buy seasonal new products, etc., so that regular customers have a deeper shopping experience. In addition, it is also necessary to optimize the promotion program, relying more on online channels, to clean up the WeChat group before the start of the promotion, and to set the rules during the promotion, including the promotion time, mode, copy and picture with the settings, so that consumers also have a better shopping experience during the promotion phase, rather than the offline promotion of commodity piling and online promotion of incomplete information that has been brushing the screen.

Second, offline site layout more consideration of consumer demand. Take Zhengzhou city as an example, the stores are concentrated in Zhongyuan district and Jinshui district, the distribution is extremely uneven, the stores should not only consider the regional economic development level, but also consider the consumer demand, the distribution is even and need to take care of the business district and centralized residential area. In addition, it is recommended that GIRDEAR choose more convenient traffic, public transportation stops, or parking spaces to meet the needs of the majority of consumers for site selection.

Third, a multi-channel approach to increase brand awareness. Through traditional advertising media and new media channels, the GIRDEAR brand products are promoted. For example, the official account of the DouYin platform can put more advanced videos showing the products instead of the shopkeeper wearing a pair of mirror shots, and use more advanced videos and advertising techniques to attract fans and bring goods live. From the marketing situation of the official DouYin account homepage of GIRDEAR, it can be seen that in terms of businesses relying on the short video platform to promote their products, they still need to carry out strategies such as posting videos, advertising, increase the number of views and live pre-roll.

Fourth, further optimize the brand rejuvenation strategy. The brand rejuvenation has already started to change in the product design, but it still can't attract the young group. First of all, we can open a separate series or sub-brand for young people, and adopt a price strategy and sales method that is more acceptable to young people; secondly, we suggest that GIRDEAR change from an offline store sales channel to an online channel that favors online shopping malls and live streaming. It was also suggested that the basic styles of GIRDEAR should be priced at cost rather than differential pricing.

6. Conclusion

The paper takes GIRDEAR women's clothing as an example, and uses IPA analysis to analyze the data from the customer satisfaction survey results and points out that GIRDEAR needs to improve in the areas of membership benefits, promotion methods, location layout, and brand promotion, and accordingly proposes corresponding marketing strategy optimization suggestions. The method overcomes the drawbacks of previous qualitative research, diagnoses problems more accurately, and makes justifiable suggestions. This is a reference for other women's fashion brands to improve their marketing strategies and enhance their brand image, and even for the whole women's fashion industry.

Acknowledgments

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