

Communication, Operation Logic, and Marketing of Fast Fashion Brands in China in the New Media Era: Take Urban Revivo as an Example

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Abstract. With the development of China's market economy and foreign trade. Some overseas fast fashion brands, such as ZARA and Uniqlo, have entered the Chinese market. Through the communication logic and marketing plan of local fast fashion brands in China in the new media era, the key elements of coping strategy and channel expansion of fast fashion brands in the competition, the general laws of their communication operation logic, brand positioning, and cultural construction in the development, as well as the basic logic of how fast fashion brands innovate products and successfully transform and determine the brand image. On the basis of these conclusions, more optimized communication suggestions and brand positioning were put forward. Based on the combination of questionnaire survey data and in-depth interviews with Urban Revivo (UR) as an example, a comprehensive analysis of UR's fast fashion culture and communication logic was obtained, and the logic had certain generality. Research shows that UR can stand out among many local fast fashion brands, but UR still lacks in brand marketing, innovation and communication logic.

Keywords: Fast fashion brand; Communication operation logic; Marketing; New medium.

1. Introduction

Since the 21st century, with the development of China's market economy and foreign trade, some overseas fast fashion brands such as ZARA and Uniqlo have entered the Chinese market. These brands have a long development experience, more fashion resources and marketing channels, and can quickly respond to changes in the fashion market and consumer demand, so they occupy a large market share in China, and consumers have a relatively high degree of recognition of these brands. However, UR, which was established later, can stand out in the fierce competition of overseas fast fashion brands in the market. So far, it has developed more than 300 stores, with rising sales and annual revenue of more than 5 billion. In this paper, the UR brand is taken as an example, and the research method adopts the combination of questionnaire and in-depth interview to collect data. The questionnaire is divided into four parts, including theme division, crowd determination, and questionnaire design and data analysis. The brand characteristics of UR brand in the age of youth and new media and its communication logic in the post-traffic era and new retail background are obtained. The key elements and general rules of fast fashion brand development and how fast fashion brands successfully transform are summarized. Determine the basic logic of the brand image. On the basis of these conclusions, it puts forward more optimized communication suggestions and brand positioning and provides some reference and guiding significance for the development of other fast fashion clothing brands in China. In the era of new media, fast fashion brands in China stand out; The framework and content of the brand's communication operation logic; The steps and ways for fast fashion brands to carry out accurate brand positioning and cultural construction; The basic logic of innovative product design for fast fashion brands in their positioning and cultural development; The expansion path of fast fashion brand channels; The coping strategies of fast fashion brands in competition; The advantages and disadvantages of UR brand communication. All these problems

need deeper research and discussion, so it is necessary to study the communication operation logic and marketing of fast fashion brands in China in the new media era.

2. Literature Reviews

2.1. Overview of Relevant Studies and Results

With the development of the times, fast fashion clothing brands have become a hot topic of attention from all walks of life and will inevitably have an increasing impact on social development. Since the emergence of a large number of fast fashion brands in the market, the development of fast fashion clothing brands has been highly concerned and valued by relevant industries in society and has become a hot topic of concern for many scholars and practitioners and has also achieved more research results.

In the existing research, the topic of concern of researchers generally covers the field of brand marketing and communication logic. In the research, Xiaoting Wang [1] analyzed the marketing status of UR clothing brand based on the 4Ps theory and made specific research from four aspects: product, price, sales channel, and promotion strategy. Hong Zhang [2] studied the impact of social media on content marketing and brand communication of fashion brands and deduced the logic of brand communication by establishing a communication theoretical model. With the background of new retail, Ju He et al. [3] provide profit-maximizing solutions for fast fashion brands at the supply chain and logistics management level, aiming to promote fast fashion brands to actively explore new business boundaries and seek new profit growth points in the process of brand transformation promoted by digitalization. Anna et al. [4] analyzed the influence of fast fashion brand image on purchase intention through questionnaire survey and hypothesis model, and how fast fashion brands should establish brand image to increase consumers' purchase intention. By studying the realistic logic and theoretical logic of brand communication in the post-truth era, Sigen Song [5] analyzed the impact of capital and advertising on brand image and concluded that enterprises should conduct multi-channel marketing based on business model, and take the matching and integration of elements and brands as the content of communication marketing. In this paper, Tingfang Li [6] took ZARA as an example to analyze the development status of fast fashion brands, put forward suggestions on the marketing strategy of fast fashion brands according to the development situation, and on this basis put forward some suggestions for fast fashion brands, mainly including digital transformation and sustainable development. The research of Junting Luan [7] explains the main problems existing in the marketing of fashion brands in the era of new media and the marketing significance of these fashion brands. Huayi Yang [8] also analyzed the characteristics and existing problems of fashion brand marketing in the new media era and put forward some suggestions for the new media marketing of fashion brands. Yifan Li [9] established a hypothetical model and collected data by questionnaire to conduct an empirical analysis of the impact of online visual marketing of fast fashion brands on consumers' purchase intention. Based on the results, she put forward some suggestions for online sales of fast fashion brands. Qing Chen [10] pointed out in China Business Daily that some overseas fast fashion brands have launched in the Chinese market, which makes domestic fast fashion brands catch up with the trend and analyzed the current market environment of fast fashion brands with both opportunities and challenges. Zhen Duan et al. [11] studied the development status of fast fashion brand industry in the post-epidemic era and proposed how to enhance the core competitiveness of fast fashion brands in the current society. Wangrong Ge et al. [12] analyzed the necessity of transformation of traditional fashion brand marketing strategy and the driving force of channel innovation under new retail, and then summarized the paradigm of fashion brand marketing channel innovation.

The above research has carried out detailed discussion and analysis on brand marketing, brand image construction and brand communication. However, the above research has not linked brand characteristics with brand communication, so it lacks explanation of the internal logic of brand characteristics and communication of localized fast fashion brands and fails to put forward feasible

brand marketing strategies and improvement measures for localized brands based on national conditions.

2.2. Urban Revivo and its development in China

In the field of fast fashion, especially in a market dominated by overseas brands, UR has succeeded in differentiating itself by upgrading quality and constantly innovating products. With the acceleration of globalization and the upgrading of domestic consumption structure, people now have easier access to various information resources and are more willing to try diversified things. Under this background, UR has made a positive adjustment in its business strategy. UR breaks the conventional model of traditional fast fashion, no longer just to reduce quality, improve speed to reduce prices. Instead, they are changing the traditional shape of fast fashion products through constant innovation. They no longer compromise on product quality issues but focus on improving product quality. They ensure that the product renewal time, and at the same time in all aspects of quality upgrades. Quality has become one of the most important differentiators of UR, and has been highly recognized by consumers. The successful implementation of these strategies has made UR a leader in the local fast fashion sector, pointing the way for future development. UR's experience shows that in the highly competitive fast fashion market, quality and innovation are key factors that can help brands build a good reputation and stand out in the minds of consumers.

3. Research Methods

This study will use a combination of questionnaires and in-depth interviews for data collection. The questionnaire section is divided into four sections, topic division, crowd determination, questionnaire design, and data analysis. The content is UR brand characteristics and communication logic, urban white-collar women aged 20 to 40, design topics and options, and pre-investigation. In the pre-investigation, we found that there may be data inaccuracies, and we solved the jump option and single-selection multi-selection change, respectively. In the setting of the topic, we divide the brand characteristics into product characteristics, enterprise characteristics, and consumer characteristics, and combine communication methods and logic into different questions and answers in the topic, and control variables. A total of 104 questionnaires were sampled in this study by using online and offline joint questionnaires. Based on the comprehensive data analysis of 21 questions and in-depth interviews of the questionnaire, the following conclusions were drawn. For specific questionnaire questions, please refer to Table 1.

Table 1. Questionnaire design and items.

Title number	question	Options	proportion
1	Your gender?	Male female	19.05% 80.95%
2	What is your age?	Under 18 years old 18-25 years old 26-35 years old 36-45 years old 45 years old and above	4.76% 85.71% 4.76% 0% 4.76%
3	Have you known or purchased products from the UR brand?	Yes No	43.81% 56.19%
4	Are you a member of UR?	Yes No	60.78% 39.22%
5	Do you pay attention to UR's advertising medium? (such as WeChat public account, Xiaohongshu, Douyin, etc.)	Yes No	56.86% 43.14%

6	Do you often view some of UR's new ads?	Yes	No	49.02%	50.98%								
7	Do you pay attention to some of UR's discounts?	Yes	No	56.86%	43.14%								
8	When UR launches an offline pop-up shop, do you go out of your way?	Yes	No	54.9%	45.1%								
9	Do you pay attention when UR-related products are posted or displayed in shopping malls?	Yes	No	64.71%	35.29%								
10	Will the joint collection launched by UR appeal to you?	Yes	No	74.51%	25.49%								
11	What products would you usually go to UR to buy?	Clothing	shoes	bags	other	82.35% 0% 3.92% 13.73%							
12	Do you find UR publicity helpful for you to learn about new products or brand events?	Yes	No	74.51%	25.49%								
13	Do you think that most of the people who wear the brand's products are younger?	Yes	No	90.2%	9.8%								
14	Do you think that the people who wear the brand's products have a quality of life?	Yes	No	64.71%	35.29%								
15	How do you buy products from the UR clothing brand?(Multiple selection)	Offline physical store	Official website	80.39%	35.29%	Third-party e-commerce platform Other	25.49% 9.8%						
16	What is your price perception when buying products from the UR brand?	Very expensive	Relatively expensive	0%	35.29%	Moderately priced	Very cheap	58.82%	0%	5.88%			
17	What are the main factors for you to choose UR brand? (Multiple selection)	High brand awareness	Fashionable design	Brand spokesperson	Clothing in line with their own temperament	Other	62.75%	3.92%	33.33%	21.57%			
18	What is your main use for buying products from the UR brand? (Multiple selection)	Daily wear	Workplace attire	Sports wear	Travel vacation	Take good photos	Other	74.51%	17.65%	7.84%	15.69%	23.53%	11.76%
19	What do you think is the advantage of UR in the competition of fast fashion brands? (Multiple selection)	Cost-effective,	good-looking design,	durable and comfortable products,	many seasonal discount promotions,	brand concept,	brand reputation	49.02%	54.9%	21.57%	33.33%	17.65%	
20	How well-known do you think UR is in the domestic market? (multiple choices)	Very high generally	Not many people know	52.94%	41.18%	5.88%							
21	Where do you think UR should be optimized to improve your competitiveness? (multiple choices)	More reasonable price setting	Research and development of more unique styles and styles	Improve brand fashion positioning	Increase publicity	Other	57.14%	53.33%	43.81%	41.9%	18.1%		

4. Study Results

From the marketing and communication methods of the questionnaire (questions 4, 5, 6, 8, 9, 10, 12), it can be concluded that the UR brand deeply mobilizes users to participate in content creation

and interacts with consumers to win a lot of favorability. However, the lack of innovation in content marketing, and the marketing content is not eye-catching enough, resulting in consumers being less willing to pay attention to brand advertising. Brand spokesperson and brand image integration is not good, only 5% of consumers will pay attention to brand products because of the spokesperson. From the product characteristics (topics 3, 9, 11, 16, 17, 18, 19, 21), it can be concluded that the price and design of the product are the main advantages of the UR brand, and consumers choose the UR brand because of the product design up to 62%. However, there is a need to reduce arbitrary pricing in pricing, and 56.73% of consumers expressed dissatisfaction with price setting. Similar styles are very different in price. From the brand characteristics (topics 3, 8, 10, 13, 14, 15, 16, 17, 19), it can be concluded that the UR brand has a relatively large popularity, but the integration of consumer image and brand image still needs to be improved. The findings suggest that more consumers are buying products because of the product itself rather than because of the brand. The construction of brand image should be strengthened, and consumers' brand identity should be increased, which will improve consumers' willingness to buy. Enhance the corporate image of the brand, so that consumers choose the UR brand because the brand image is in line with their own image.

5. Communication and Operation Logic of Fast Fashion Brand

5.1. The Spread Path of Chinese Fast Fashion Brands

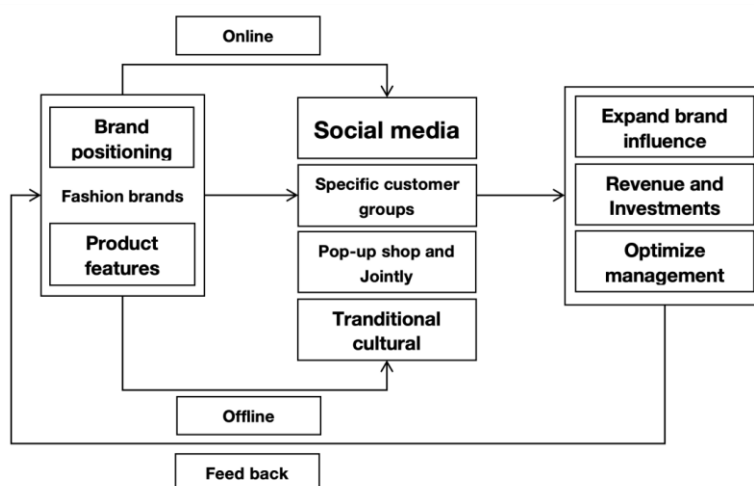


Fig 1. Communication and Operation logic of native fast fashion brand.

According to the research data, this study proposes a communication logic about fast fashion brands, which has certain universality. The main logic is as follows: 1) clear brand positioning and product characteristics: fast fashion brands first need to establish a clear brand positioning and product characteristics. This helps to clarify the core values and differentiation factors of the brand. 2) Determination of target customer groups: brands should clearly define target customer groups through market research and other means. This helps to target the brand's audience precisely. 3) Brand communication through online and offline channels: brand communication needs to cover both online and offline channels. Online channels mainly refer to social media. Brands can appeal to audiences by posting content that is novel and in line with fashion topics and trends. Working with leading fashion bloggers is also an effective strategy. Data analysis can help brands more accurately locate target audiences and carry out follow-up push and promotion. 4) Focus of offline channels: the focus of offline channels should be on Pop-up stores, brand alliances and cultural IP. These three aspects have common characteristics, that is, they conform to the aesthetics of major consumers, attract their attention, generate heat and create hot topics. In addition, the publicity and operation costs of these activities are relatively low, and there is more room for trial and error. 5) Through the correct communication logic, fast fashion brands can expand brand influence, increase revenue, attract investment, and further optimize management, especially e-commerce platforms and logistics and

supply chain management. These points reflect the mainstream trend of enterprise development in today's society, and also provide the direction and impetus for the development of fast fashion brands.

5.2. Propagation Mode of UR

UR is positioned in the field of fast fashion, mainly for urban white-collar workers aged 20-40 to launch products that meet local needs and have high-performance price ratio. UR uses Fast and Luxury fashion DNA as the core of its operation, it has opened more than 270 stores in China and overseas, with "sensory enjoyment, fun of fashion" as its brand concept. The biggest difference between UR and the traditional "fast fashion" brand is "luxury". UR's market positioning is to open up a new market between "fast fashion" and "light luxury". The traditional "fast fashion" is generally of poor clothing quality, rapid style update, rich product types and cheap prices; however, the new "fast luxury fashion" advocated by UR is an "upgraded version" on this basis, which increases the price to a certain extent within the acceptable range of consumers while ensuring product quality and products. The store strategy is to open "luxury stores" in the core business circle, and the immersive retail experience is its store feature.

6. Marketing Strategy of UR

6.1. Brand Positioning and Cultural Construction

Fast luxury fashion is UR's brand positioning, which is the epitome of urban fast rhythm and the pursuit of fashion trend. Its brand concept is "sensory enjoyment, fun of fashion," ur breaks the traditional definition of fast fashion thinking mode and innovates and develops a new thinking of "fast luxury fashion". In terms of product development, it is mainly dominated by buyers, and the purchasing groups are mainly young groups. The products are divided into four series, namely WOMEN, YOUTH, MEN and KIDS. Due to brand positioning, the price is also relatively high. The overall design style of the brand is around its brand positioning and brand concept, introducing cost-effective products that meet local needs and ensure quality, highlighting the taste and pursuit of today's youth in the field of fashion.

UR insists on focusing on customer research, "insight" and trying to meet the core needs of consumers and takes "innovation" as the core energy driving brand development. Young fashion has become the label of UR, launching a large number of joint designs, launching many flash stores, cooperating with some installation art, breaking industry barriers, cross industry cooperation, and strengthening people's awareness of UR. And UR's brand culture output conforms to the victory and development of the market, also conforms to the upsurge of local culture, walks in the forefront of fashion, and develops a younger urban fashion trend. We are committed to sharing interesting, fresh and cross-border contemporary fashion ideas with consumers, so that everyone can create their own fashion style.

Distinctive sensitivity in brand cultural characteristics, store display design has a unique brand style, and integrates minimalist aesthetic elements into a hierarchical experience space. UR has the long-term goal of building a high-quality fast fashion brand, has strong commodity design capabilities and a perfect balance between quality and value, and is committed to providing global consumers with a perfect shopping experience of comfort and luxury, innovation and intelligence. Its goal can guide the development direction of the brand, turn UR from one-way product output to user orientation in the future, and lead the new trend in the process of interaction and co-creation with consumers. Constantly study whether products meet the needs and preferences of current consumers. Pay attention to the construction of brand spirit, convey the humanistic spirit beyond brand and service to consumers, and stimulate young consumers' enthusiasm for fashion.

6.2. Product Strategy and Design Innovation

UR develops e-commerce channels to promote brands, opens official flagship stores on mainstream e-commerce platforms such as T-mall and Jingdong, and cooperates with social media

platforms such as Weibo and Tiktok to carry out marketing activities. UR regularly holds various forms of fashion shows, conferences and other activities, using fashion activities to attract public attention and media coverage, and to spread its brand. UR has also cooperated with many stars, inviting many stars to endorse the products, including well-known female artists such as Zhong Xintong and Zhang Ziyi. Through the influence and appeal of cooperative spokesmen, help brands expand their influence. UR also carries out cross industry alliance with influential people in different industries. Cross industry cooperation not only brings new ideas to product innovation, but also expands popularity and influence, breaks down information barriers in different industries, but also takes advantage of the direct differences in the industry to bring new visual impact to product design, and can develop into a brand representative leading fashion trends. UR also has products such as shoes, bags, hats, accessories and sunglasses, which serve clothing. Accessories can increase the sense of fashion and beauty, improve the overall sense of quality and grade, and promote the sales of clothing items.

6.3. Channel Expansion and Online and Offline Integration

With digital innovation services, UR does not give up offline while developing online, so as to achieve synchronous development of all channels. In UR's view, fast fashion is an industry with high requirements for fitting and experience, offline scenarios have certain advantages over online ones, and can also come with social functions. Especially for the new generation of consumers, they pay special attention to experiential consumption. Based on this, UR attaches great importance to the space design and store display of offline stores, ranging from store location and decoration design to window building and background music, striving to achieve perfection. At the same time, UR hopes to enhance interaction with consumers by adding art installations and activate the social attributes of physical stores.

On the one hand, UR vigorously develops online retail, and improves users' shopping experience through high-tech intelligent services such as booking self-delivery, rapid checkout and delivery to home; On the other hand, UR optimizes the display pricing table and inventory of different channels in online stores in real time by tracking retail data, so that online consumers can also buy all products in offline stores in time.

6.4. Market Competition Analysis and Countermeasures

At present, UR's local fast fashion brand competitors in the Chinese market are ONLY and PEACE BIRD, while the international fast fashion brand competitors are ZARA. The following will analyze UR's competitive advantages and disadvantages one by one, as well as its coping strategies.

UR has similar pricing and partially overlapping target customer groups with ONLY and PEACE BIRD, and both focus on female consumers, so ONLY and PEACE BIRD will share a certain market share of UR. In competition with such local fast fashion brands, UR's target group is 20-40 years old, which covers a larger range, not only young consumers, but also urban white-collar workers, and can attract more groups, so it has more product lines, more mature product design and better product quality; The target groups of ONLY and PEACE BIRD are mainly concentrated in young groups. The product uses color and younger and flexible design, which is more innovative and interesting, more in line with the aesthetics of young groups, and the product update speed is faster.

The above shows that UR's competitive advantage over local fast fashion brand competitors ONLY and PEACE BIRD lies in its broader target market and larger market share; its product quality is better and the design style is relatively mature and advanced. Its disadvantage is that the target group is broad so it is difficult to focus on a specific market, while ONLY and PEACE BIRD focus more on young consumers and can attract such consumer groups more, so their competitiveness in young consumer groups is relatively strong compared with UR; In addition, the average price of UR is slightly higher than that of ONLY and PEACE BIRD. According to the above analysis, this paper believes that UR should focus on the youth group (according to the data of the random questionnaire used in this study, nearly 86% of the respondents are young people aged 18-25, which shows that the

youth group accounts for a large proportion of the fast fashion brand consumer group), adopt a design style that is more in line with the aesthetic of the youth group, and carry out activities that can attract the youth group, Increasing visibility among young people; In addition, UR can adjust its price appropriately to make it more competitive in terms of price.

UR has better quality than ZARA, an international fast fashion brand, but its disadvantage is that UR was established later and the popularity of the brand is low; compared with ZARA, the design concept is slightly outdated and cannot adapt to the changes of fashion trends and market environment in time. Accordingly, UR should improve the publicity efficiency of the brand and increase the popularity of the brand through the comprehensive use of a variety of communication channels. In addition, UR can employ designers with a keen sense of fashion or cooperate with other mature brands to make the design of products more novel and fashionable and connect with international brands.

7. Analysis of the Brand Communication Mode of UR

7.1. Superiority

First of all, deeply mobilizing users to participate in content co-creation activities is the way for UR's brand development. UR starts creative activities on social media, interacts with media users, invites users to participate in value creation through a series of activities, and becomes the creator of products. In co-creation activities, slogans such as "freedom, be yourself" are emphasized. Through the data of this study, users who have participated in these value co-creation activities are more willing to buy UR's products and express their willingness to participate in more similar activities.

Secondly, another advantage of UR is to reach the target consumer group in depth. UR focuses on the core theme of "MY UR MY WAY", attracts specific consumer groups, can successfully determine the target market, and can create pop-up flash stores and carry out marketing activities such as co-branding according to the needs of the target market. This study shows that consumers are willing to repurchase UR's products and have certain brand loyalty.

7.2. Inferiority

First, UR's content marketing lacks innovation. The results of this study show that UR brand pays less attention to content marketing, and the marketing content is not eye-catching enough, which leads to consumers' reluctance to pay attention to brand advertising. It cannot be effectively marketed through communication channels such as social media, so it is rarely able to create "star pieces" leading fashion or become a hot topic widely discussed by consumers. UR's marketing exposure is low, and most consumers buy UR's products due to word of mouth.

Secondly, the insufficient integration of spokesmen and brand image has led to the follow-up marketing disadvantages of UR. According to the research results, more than 95% of consumers are not willing to buy products because of the spokesperson of UR. Only 5 percent of consumers focus on branded products because of spokesmen. Consumers' willingness to buy comes more from the brand itself than the image of the spokesperson.

8. Conclusion

The above research shows that UR does stand out among many local fast fashion brands and can compete with many international fast fashion brands to occupy a place in China's garment market, but UR cannot play a good role in brand marketing, and there are still shortcomings in innovation and communication logic. The reason is the lack of marketing innovation and the ability to create hot topics, cannot clearly grasp the brand positioning, manufacturing alliance and marketing activities. However, this is also a common problem for local fast fashion brands today. This study believes that local fast fashion brands should flexibly adjust marketing content, conduct more market research, constantly update consumer demand changes, adjust marketing strategies in time, and carry out marketing activities that can effectively attract consumers, so as to reap greater exposure. However,

this study only focuses on the communication logic of fast fashion brands, aiming to promote the development of brands by exploring the innovation of communication logic, and does not consider the changes of business factors such as business model, capital, supply chain management, consumer behavior and consumer psychology. Therefore, we can discuss the communication logic of fast fashion brands on the basis of the above factors and strive to explore a more authentic and more in line with the actual market environment.

Author Contributions

All the authors contributed equally and their names were listed in alphabetical order.

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