

On the Digital Transformation of Clothing Enterprise Management

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ABSTRACT. In recent years, with the rapid development of China's clothing market, clothing enterprises have ushered in development opportunities. However, some clothing enterprises still adopt the traditional management concept, which leads to the low efficiency and quality of enterprise management, resulting in a big gap with the clothing enterprises adopting the digital management concept. For clothing enterprises, digital transformation is an inevitable step to meet the development requirements of the information age. This paper firstly introduces the basic concept of digital enterprise management, then analyzes the shortcomings of the current clothing enterprise management, and then discusses the key points of digital transformation of clothing enterprise management combined with the characteristics of clothing enterprises.

KEYWORDS: Clothing enterprise, Enterprise management, Digitalization, Transformation

1. Digital enterprise management

Modern enterprise management refers to the scientific behavior process in which the management workers and all the staff make decisions, plans, organizations, commands, controls, coordinates, encourages and innovates the production and operation activities of the enterprise in accordance with the objective laws of modern socialized mass production[1]. It can be seen that enterprise management is a wide range of activities, involving all aspects of enterprise production and operation activities. The digital transformation of enterprise management is the digital enterprise management, which means that the enterprise promotes the fundamental transformation of enterprise management concept, structure form, operation model, etc. through modern information technology such as digital technology, network technology and information technology, so as to achieve the predetermined goal of the enterprise in a faster and higher quality way.

2. Deficiencies in the Current Management of Clothing Enterprises

In short, clothing enterprises are engaged in clothing design, production, trade, retail, exhibition and other activities. Clothing enterprises have the basic attributes of enterprises, such as legal person, independent economic accounting, independent management and self financing. There are various types and large numbers of Chinese clothing enterprises. Some well-known clothing enterprises have high popularity and great influence in the world. Since China's reform and opening up, Chinese clothing enterprises have developed rapidly and become an important force to promote the development of China's market economy. However, from the perspective of management, there are still some deficiencies in Chinese clothing enterprises. One of the obvious shortcomings is that the company's ability to grasp modern enterprise management concepts is insufficient, resulting in companies failing to apply modern enterprise management concepts to enterprise management. As a result, the efficiency and quality of enterprise management are poor, and the market competitiveness is insufficient[2]. Further research shows that the main reason for clothing enterprises to ignore digital management is that they do not pay enough attention to modern business management theory. At present, many Chinese clothing enterprises, especially the small and medium-sized ones, adopt the traditional family management mode. In this mode, enterprise management often pays more attention to relationship maintenance than innovation and reform. It should be emphasized that the innovation and reform of the management of clothing enterprises depends on the change of managers' ideas to a large extent. However, many managers under family management only rely on personal experience, ignore systematic and scientific modern enterprise management theories, and fail to reform the existing management model in time according to the latest requirements of the modern market. From the macro level, the efficiency and quality of clothing enterprise management will directly affect the development speed of the clothing market. The current Chinese market economy has evolved into a digital economy, network economy and information economy. If clothing enterprise ignore or deny these new economic

forms, they will not be able to maintain their current development and promote their forward development.

3. Key Points of Digital Transformation of Clothing Enterprise Management

In recent years, the rapid development of information technology such as digital technology, information technology and network technology has pushed the market to a whole new level. In the new market environment, clothing enterprise management should attach great importance to and actively carry out digital transformation.

First, digital decision-making. Different from the traditional empirical decision-making of clothing companies, digital decision-making emphasizes the use of systematic and scientific information technology to provide basis for decision-making. Like other types of enterprises, the decision-makers of clothing companies are often corporate legal persons or factory directors, and their decisions directly affect the success or failure of the enterprise. Digitalization of decision-making has changed the narrow thought of empiricism of decision-makers in clothing enterprises, which enables decision-makers to analyze and control enterprise management activities from the development status and trend of the whole clothing market. Decision digitization brings a kind of advanced planar network management instead of traditional pyramid management[3]. Decision makers can directly understand the progress of each department's work and work details through internet big data or the internal office system of the enterprise, which effectively solves the problem of time delay caused by redundant departmental audits and improves the efficiency of decision management. For decision-makers, decision-making digitization also enables them to have a more realistic and objective understanding of enterprise problems and enhance their sense of responsibility and dedication.

Second, office digitization. The office digitization usually manifests in the enterprise internal database management, the document data printing and copying, the document facsimile and so on. The fundamental purpose of office digitization is to enhance the ability of employees to work cooperatively on the basis of improving office efficiency, strengthen the consistency of enterprise decision-making, and then improve the decision-making efficiency. The novel coronavirus pneumonia began spreading and spreading in late 2019, and swept across many countries in the world, which threatened the health and life of people. In order to effectively prevent and control the epidemic situation, countries have generally adopted the home isolation policy. In this context, many enterprises, including clothing enterprises, are facing a severe test. However, distance online training, home office, video conference and so on enable the employees of clothing enterprises to work at home, and ensure the completion of the enterprise's predetermined goals on time. At present, enterprise QQ, enterprise WeChat and nail live broadcast have been widely used in office digitization, effectively facilitating the resumption of work and production of clothing enterprises.

Third, digital procurement. There are three contents in the procurement management of clothing enterprises: one is procurement demand management; the other is market and supplier management; and the third is procurement process management. Procurement management is the core link of clothing production enterprises, trade and sales enterprises, so it is necessary to strengthen procurement management. Clothing enterprises should formulate procurement digital solutions in conjunction with their own procurement management content. Clothing enterprises can build a procurement digital platform that integrates raw materials (commodities), suppliers, logistics, services, performance coordination and financial settlement, to realize the market and supplier management before procurement, logistics and service management in procurement, performance coordination and financial settlement management after procurement. Clothing enterprises can also use special procurement analysis software to match their procurement needs and procurement plans to reduce corporate procurement risks.

Fourth, digital production. Production digitalization is mainly reflected in the establishment of digital production line in clothing enterprises. In the new era, garment manufacturing enterprises should focus on digital production line, adopt automation, digitalization, manufacturing Internet of things and other technologies to automate and digitalize the traditional garment production equipment. In this way, the automatic collection of garment production equipment data, the centralized monitoring of production line field personnel, the dynamic scheduling of production tasks, and the statistical analysis of key management and control indicators of the production line can be realized, so as to improve the production efficiency of the production line.

Fifth, digital sales. Clothing enterprises engaged in trade and retail activities should pay attention to the digitization of sales and realize the "zero distance" between clothing trade and retail, making the "online purchase+offline service" sales model possible. In the online purchasing process, clothing enterprises can sell clothes through various channels (such as taobao, jingdong, Tmall, etc.). In the offline service link, clothing enterprises can combine offline product experience with cloud service platform, excavate consumer demand and analyze consumer experience through cloud computing and big data technology, so as to adjust sales plan and

push interested products to consumers more accurately[4]. In addition, if the clothing enterprise has multiple branches or distributors, it can also manage all branches or distributors in various places through cloud computing and big data technology, and promptly communicate the sales plan.

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