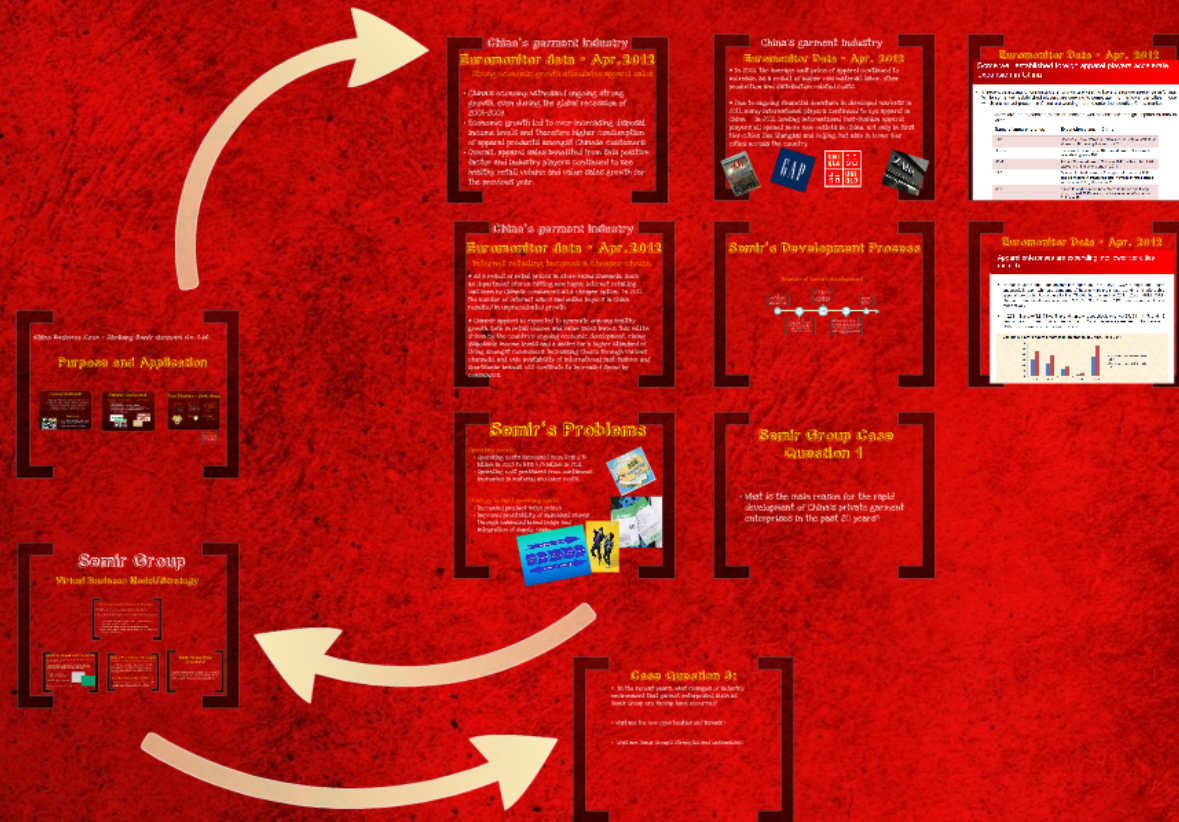


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Zhejiang Semir Garment Co., Ltd.  
BSNS 7110 Case Study  
Presented by Becky Goza

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# China Business Case - Zhejiang Semir Garment Co. Ltd.

## Purpose and Application

### CASE BACKGROUND

Rapid growth of China's economy and integration into the global economy has led to a rapid rise in China's leisure clothing and garment enterprises

#### Case Topics



- ★ Competitive Strategy Selection
- ★ Integration of industrial chain
- ★ Business model innovation

### Company Background

Zhejiang Semir Garment Co. Ltd. "Semir Group"

- ★ Founded in 1996
- ★ owns two brands: Semir and Balabala
- ★ Intensified market competition and changes to cost elements and new sales channels are introducing challenges

Semir 森馬



balabala 巴拉巴拉



### Case Structure - Semir Group

#### Time node

- ★ The growth of China's economy and integration into the global economy has led to a rapid rise in China's leisure clothing and garment enterprises
- ★ Case time: 2012-2013

#### 1st Part - Introduction

- ★ In the first part of the case we will have a brief introduction of the development of the Chinese clothing market.
- ★ We will also have a brief introduction of the Semir Group's business model.

#### 2nd Part - Vertical Business Model/Strategic Path

- ★ In this part we will have a detailed analysis of the vertical business model of Semir Group.
- ★ We will also have a brief introduction of the Semir Group's business model.

#### 3rd Part - Changes



#### 4th Part - Targeted Customers



#### 5th Part - Summary/Further Analysis

- ★ In this part we will have a summary of the case and a further analysis of the Semir Group's business model.

Case Questions/Your Thoughts

In order to help you to have a better understanding of the case, we have provided some questions for you to think about. Please try to answer these questions as best as you can. The answers will be discussed in the classroom.

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balabala  
巴拉巴拉

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# Case Structure - Semir Group

## Time node

★ Qiu Guanghe, President of Zhejiang Semir Garment Co., Ltd., reassesses the operating environment and determines the strategic initiatives for the future of Semir Group.

★ Time frame: April 2012



## 1st Part - Introduction

★ In the first part of the case we will have a three-stage introduction of the development course of Semir Group since 1996.

Stage 1: Left the household appliances and real estate industry and entered casual clothing "asset-light" industry

Stage 2: Established "Balabala" for children in 2002

Stage 3: Integration and IPO in 2011

## 2nd Part - Virtual Business Model/Strategic Path

★ In our second part of the case we will understand the virtual operation mode of Semir Group, including:

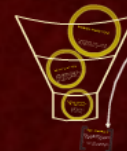
- Terminal sale organization mode of product design
- Production outsourcing
- Warehousing and logistics building
- Fewer chain stores...more franchised stores

★ The second part also reviews the strategic path of Semir Group and business resources that have been accumulated during inception

## 3rd Part - Changes



## 4th Part - Targeted Measures



## 5th Part - Summary/ Further Analysis

★ In this section we will summarize the problems faced by Semir Group and we will consider as a group a few questions related to the topic

# Time node

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