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CONTRIBUTION OF DIGITAL TECHNOLOGIES TO THE INTERNATIONALIZATION OF CHINESE EMERGING ENTERPRISES

Thanks to the progress and application of digital technology, more and more Chinese emerging enterprises have started internationalization attempts through cross-border e-commerce mode and made brilliant achievements. This is a new opportunity for Chinese enterprises to try to enter the international market, but also brings new problems.

SHEIN is an international B2C fast fashion cross border e-Commerce platform founded in 2008 by Chris Xu. in Guangzhou, Guangdong China. The company improved on the ultra-fast fashion model by leveraging real-time retail, which quickly turned fashion trends in clothes' collections through its strong digital presence and successful branding campaigns. Using Xu' s SEO expertise, SHEIN experienced a high volume of sales – leaving little time to launch new products. In response, Xu decided to change direction by re imagining SHEIN as a women's clothing brand with its own supply chain in 2014. SHEIN is a company that originated in China, while it has a base in China, this doesn't mean there is some physical store or chain of shops responsible for managing orders. SHEIN began as an online retailer that has occasional pop-up locations internationally. And SHEIN produces the operation and maintenance of distribution in the supply chain. It also produces the operation and maintenance of the distribution of digital IT infrastructure and supply chain.

Based the research on the born-digital (BD) companies This kind of the company can be defined as any product or services company for which all value chain activities are digitalized at inception or soon after [1], of which some serve international customers shortly after establishment [2] and co-create value with their customers and other stakeholders[3]. Like Baker & Nelson's "making do by applying combinations of the resources at hand to new problems and opportunities" and is fundamentally important to BD companies in their efforts to build their internationalization strategies [4] and run their value chain activities because, when coupled with digitalization, it makes solutions to challenges more achievable by making critical resources more obtainable and reducing costs [5].

According to our observation, SHEIN is such a born-digital company. The founder, Chris Xu , who was born in SEO, knows the mystery of digital marketing and can control the supply chain with the help of digital technology, making him a leader in the field of fast fashion clothing[6].

Fast fashion model enabled the stores to operate at a fast turnover by offering a wide variety of inexpensive clothes that changed each week. This is at the core of real-time retail. The experience becomes so fast that in a few days, the cycle from fashion trends picking up to clothes collections; shortens to just a few days! In recent years, SHEIN has acquired multiple fashion rivals to become a truly global presence. The company claims to ship to 220 countries and territories with annual revenue estimated to be \$10 billion. In a way, SHEIN really mastered the digital distribution channels into its business model, to capture or create fashion trends faster, and to easily market them to its millions of shoppers [6].

As a born-digital company SHEIN does not act alone in building and managing their strategies. It depend on internal resources (e.g., financial, knowledge, skills, human) and external participation of various actors (e.g., users/customers, partners, online communities, free lancers/consultants) [3]. Embracing such collaborations helps them to increase value and reduce time and financial resources and to avoid many common pitfalls that traditional (brick-and-mortar) companies encounter when they begin to undertake digitization efforts [7,8].

Although as a cross-border e-commerce platform, SHEIN is still difficult to be defined as an international enterprise in a real sense. In fact, the few overseas return warehouses are out of proportion to the huge sales. The delay of delivery will affect the consumption experience. If the internationalized products lose the foundation of localization, it will be difficult to continue. With the change of business model, SHEIN needs to make in-depth exploration in delivery and customer experience. Comprehensive internationalization and deeper integration into the international market will make it the final destination.

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