

A Critical Analysis of Marketing and Strategic Plan Venture into China Market: Case Study of Padini

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Abstract

This article will be concentrating on the marketing strategies and plans that a Malaysian fast-fashion company, Padini Holdings Bhd should consider when entering China. With its strong economy and huge population, China offers a large consumer base, hence making it a promising country for Padini to venture in. Supported by its strong financial background and experience in other overseas markets, it is very feasible for Padini to succeed in their expansion into China. Furthermore, this article has highlighted internal and external factors of Padini by using SWOT Analysis. Padini should also be aware of their potential direct and indirect competitors in the Chinese market, such as Peacebird and Uniqlo. Additionally, when venturing into new market, Padini should take into consideration the business environment there. Eight dimensions including economic, social and cultural, technology, political, infrastructure, ecological factors, regional market characteristics as well as the opportunities and threats analysis will be discussed below. Following, the appropriate segmenting, targeting and positioning strategy for Padini to pursue in China are proposed. Later on, key strategic campaign decisions will also be highlighted. The strategies for each P in the Marketing Mix Strategies will be elaborated in-depth as well.

Keywords: Marketing mix; business environment; SWOT; regional market; Chinese market.

1. Introduction

Padini Holdings Bhd is one of the most well-known Malaysian companies in the retail industry. There are two multi-brand labels under the company, which are Brands Outlet and Padini Concept Store. Padini Concept Store carries 8 varying brands, including PADINI, P&Co, Padini Authentics, Seed, Miki, PDI and Vincci. All these brands are offering varying products, from woman and man apparel, children apparel until bags, shoes and other accessories. By 2020, they have had more than 140 stores in Malaysia and other countries, like Indonesia, Cambodia, Brunei, Thailand, Myanmar, Oman and UAE [1].

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1.1. Description of Padini Holdings Bhd among others

Padini is a Malaysian investment holding company which incorporated in 1971. In 1998, Padini was publicly listed on Bursa Malaysian [2]. It has grown to become the most successful home-grown Malaysian fashion company. The highest revenue contributions come from Brand Outlets and P&Co accounting 35.5% of total revenue [3]. Padini's revenue has been consistently growth for already past 16 years in the market despite new entrants such as Uniqlo. The company has been able to pay dividends to the shareholders even during tough periods. The way Padini is able to grow its revenue even during crises speaks volume about Padini's financial strength.

1.2. Padini's History, Vision and Mission

In 1971, Padini began its operations as Hwayo Garments Manufacturers Company, focusing on manufacturing wholesale ladies' apparel. Along the years, they launched variety brands including Seed, Miki, Padini Authentics and P&Co, followed by Vincci. Padini Holdings Sdn Bhd transformed to a public company limited by shares and adopted the name, Padini Holdings Bhd in 1995. Padini's vision is to be the best fashion company ever whereas their mission is to exceed shoppers' expectations and our brands' promise [4].

1.3. Purpose of the marketing plan

Although Padini accumulated most of their revenues in Malaysia, they have also successfully ventured into many countries. Looking at their success in those countries, it is foreseeable that Padini can also have a valuable presence in East Asian regions, especially China, one of the fastest growing markets in the world. Additionally, with its massive population and political and economic stability, China is a suitable country that is full of potential for Padini to venture in. However, to approach the Chinese audiences, good and fitting marketing plans should be taken into consideration to boost the image and reputation of Padini. These marketing plans are to create brand awareness among the Chinese target market and to build a good reputation in the market by utilizing several marketing strategies.

2. Internal Analysis of the Product or Brand Chosen

2.1. Organisation Assets and Skills (In Home Country)

- **Describe Identity of Padini brand**

Product identity and brand identity are the overall personality of the products where it describe the products by using the same words and how the company is being determined. Thus, it is constituted by their vision, positioning and relationships. In general, companies often utilize their strategies of branding in order to convey their value and position their target customers [5]. The identity of Padini is classified as providing the best fashion, quality and value to their customers and seek to surpass their customers' expectations. Moreover, their quick turn in styles ensure customers obtain the most up-to-date fashion. As Padini holds several brands under its roof which has created a "one-stop shopping" concept for their customers, it offers them to have a personalized look with time-saving options [6].

- **Stage of International Marketing Involvement**

Padini started to operate in its home country. The domestic company had been forced to reach a stage by local competition (e.g. 7Days) and competition by global competitors (e.g. Cotton On) within the market [7]. Padini is involved in the retail and distribution of its own fashion labels around Malaysia. Later, Padini used exporting as a method of entry for internationalization efforts [8]. The company makes goods locally and sends them by air or ship across its nation's borders. However, many enterprises see a market opportunity and decide for products abroad. In 2004, Padini aimed for higher oversea sales by entering multinational mode with manufacturing bases through subsidiaries. As a first step to be an international player, the company was establishing a global sourcing centre in Hong Kong that would specialise in improving the group's quality control and sourcing capabilities. The company was responsible for logistics which handled the merchandising for most of the international sales [9]. Lastly, Padini entered into Middle-east and South-east Asia's market by achieving using a franchising entry method [10].

- **Technical, production capacity and resources**

Continuing development of technology is critical to remain sustainable competitive advantage. Padini will continue to leverage technology in order to know their customers better. Padini is the manufacturer using high technology in dyeing for their own material. This shows that Padini is very concerned about environmental pollution issues [11]. Next, material workmanship, costing and the production capacity are factors to be considered. Quality control inspection after production is essential where Padini performed its continuous effort and reviewed it on a regular basis [12]. Towards the era of digital technology, the company is hosting and developing its E-Commerce online store on the cloud with Amazon Web Services (AWS). In 2011, Padini was introduced to G-AsiaPacific through the Google Partner Program. Padini was seeking to technologize its IT infrastructure and a new IT transformation by modernizing their email solution [13].

- **Company Profile and Financial Capability**

Padini is the top in the multibillion textile and garment industry in Malaysia. The brands represent philosophy of fashion and encompasses a wide of products that fit into targeted customer's universe [14]. According to Reference report [15], their net profit increased by 13.26%. The board has no objective in implementing a fixed dividend policy, therefore, the group needs to pay out at least 40% of its earnings as dividends for a minimum 6 years. As such, Padini will proceed with their invasion into overseas markets with their outlets but not relying on franchisees. Furthermore, Padini will expand into Thailand after existence in Cambodia [16]. Padini has collaborated with Disney to sell Disney-theme apparels since 2019, this has resulted in an improved gross profit margin of 40%. It shows Padini has the capability in achieving short-term debt obligations by utilizing its liquid assets as well as resources and labours in order to yield company's profits before leverage [17].

2.2. Competitor Analysis (In Host Country)

- **Peacebird**

Padini's local competitors in China is Ningbo Peacebird Fashion Co. Ltd., which manufactures similar categories clothing as well as home-living products. Peacebird is a multi-brand fashion company which carries 6 brands, such as PEACEBIRD Women, Ledin, Mini Peace, Material Girl, and PEACEBIRD livin' [18]. Currently, the company has operated 4,496 outlets in 31 provinces in China and in 2018, the average market capital and operating income are ¥12.44 Billion and ¥7.71 Billion respectively. Peacebird has implemented a successful strategy in which the company uses advanced technologies to strengthen its online distribution capabilities, such as expanding its partnership with Alibaba Group, and other channels which can be digitally connected to consumers. This would allow its exposure to more valuable opportunities and enable the business to grow its market share. However, Peacebird does not have any international stores in which all stores are mainly open in China [19].

- **Uniqlo**

Padini's second potential competitor when entering China is Uniqlo. Uniqlo is a brand originated from Japan, who offers clothes for the same categories apparels as Padini. By 2018, Uniqlo's market share in China has reached 1.2% [20]. Currently, Uniqlo owns approximately 745 stores across Mainland China, from Beijing to Ningbo. Uniqlo itself is a very global brand. By far, Uniqlo has successfully set their feet in 22 countries across 4 continents, with a total of 2,200 stores around the globe [22]. Uniqlo is very good in employing geographical marketing strategy very well. For example, they offer different size ranges in Asia and America [23]. They also incorporate technologies in their products, like their weather-sensitive Heattech and Airism [24]. Uniqlo's weakness is their limited choices of styles and varieties, and their clothes are relatively minimalistic and plain.

3. Analysis of main issues in the host country

3.1. Economic conditions in the foreign market selected

Since China shifted from centralized-economy to open-economy in 1978, China has experienced around 10% increase in their GDP every year [25]. Following this, Chinese consumers' buying power has also increased dramatically. China's middle class is consistently growing throughout the years, and are expected to reach 550 million by 2022 [26]. The Chinese government has continually encouraged FDI by giving various incentives for foreign companies. The economic situation holds big potential and will be very beneficial for Padini. However, one thing Padini should pay more attention to is the high inflation rate of Chinese market [27].

3.2. Social and Cultural Factors

China is the world's most populous country, with a huge number of 1.42 billion population [28]. In regard, China offers a massive consumer base for consumer products, and this is beneficial for Padini. Another substantial social trend is that a large portion of Chinese tend to shop online. By 2020, there are around 710 million online shoppers in China [29], where is great opportunity for Padini if it can include a shopping e-platform in China. However, one thing that Padini needs to take into consideration is the need of using Chinese as their main language of communication [30].

3.3. Technological Factors

The main technological element driving the Chinese market is the usage of the internet. There are more than 903 million internet users in China, and this determines their method of purchasing [31]. E-commerce is the most popular commercial transaction carried out online via the internet which has become the biggest factor that helps the purchasing power of Chinese people [32]. In this case, Padini should conduct partnerships with the biggest e-commerce store in China which is TMall and Alibaba as the majority of the population access and purchase products from these platforms.

3.4. Political or Legal Factors

China is well-known with their government regulations. The policies implemented had an effect in foreign traders. As a result, long-term marketing plans are arduous to be carried out when Padini expands its market into China. An additional factor such as legal issues (e-commerce legislations, tax policies) are an ardent topic in expanding business into China. As e-commerce is a fresh sector in China, the legality is to help in the current developmental model [33]. In such, Padini needs to take note of establishing its business into the e-commerce sector without interfering with their legal issues.

3.5. Infrastructure, telecommunications, media and information technology environment

Based on the infrastructure issue, VPN ban may be an important issue to consider when entering China. China's internet policy had pointed strictly into online censorship [34]. Hence, clients from China could not reach the official "Padini.com" website from mainland. In order for Padini to be popular in China, they need to have their own well-developed ".cn" Chinese official websites to avoid any restrictions. Padini also needs to open Chinese social media platforms in terms of social networking and marketing to increase and expose followers [35].

3.6. Regional Market Characteristics

When doing business in China, the various regional market differences help Padini easier to position market entry. Padini should take more consideration on market characteristics in each region [36]. In East China, the market is highly urbanized and advanced economic development. Consumers are more stylish and usually follow the latest fashion trends. However in the Central of China, there is heavy emphasis on agriculture and more vulnerable to floods and drought disasters [37]. Therefore, the growth markets can be more suitable in the South and East of China which can tap into more affluent consumers.

3.7. Ecological Factors

According to reference [38], China is one of the most polluted countries. They concerned about environmental problems that might affect their industry production [39]. Therefore, remove systems that affect environment is their main concern. However, some China's fashion industries are attentive towards carbon footprint and market their brand as an environmentally friendly. To expand into China, Padini can invest in the environment and sustainability by using environmentally friendly raw materials, operations and packaging. They may consider operating in the goal of minimization of carbon footprint and maximizing their productivity [40].

3.8. Opportunities and Threats Analysis

The major opportunity is the local manufacturers in China bring benefits to Padini. Padini can locally produce all its clothing products as it provides opportunities to hire inexpensive labour and lower product prices with good quality materials [41]. On the other hand, the threat is the emergence of competitors in the fashion industry [42]. In this case, Padini should collaborate with the local Chinese manufacturers and designers to come out with clothing design and innovation that are deemed to be trendy in order to penetrate whole China's fashion market industry.

4. The segmentation, targeting and positioning of Padini

4.1. Definition of the market in which will be competing

Besides being the world's most populous country, China is set to be the world's largest retail market, overthrowing the US [43]. Furthermore, backed-up with their rapidly growing middle-class, Chinese consumer base is continuously growing and is showing significant potential growth in most industries [44]. This makes China an appealing market to enter.

4.2. Market size and outlook for the product/service in the target country market

Based on reference [45], China is the largest world fashion market with revenue amounts 1,592 billion yuan in 2019. The rising in disposable incomes of China's workers are pushing forward their purchasing power. The womenswear category posted a strong sales growth estimating 57 billion yuan [46]. In 2016, the implementation of the two-child policy led to the rise in the booming market for babywear which occupy almost 30% of the market [47]. Nevertheless, the fast moving internet retailing in China has turned into one of the most influential sales channels for apparel [48].

4.3. Target market behaviour

- **Market segmentation**

Market segmentation is a process of determining segments within the existing market and differentiate customer base into sub-groups. Different segments require different marketing programs where once potential customer segments have been identified, marketers must choose which segment to enter [49]. When entering China, Padini looked into Demographic segmentation where Padini targets Chinese consumers that are derived between ages of 7 to 60 years old; differentiate according to both gender; comprises all occupations, as well as it targeted medium income levels as potential customers [50]. Second, Behavioural segmentation which Padini targets Chinese loyal customers, especially regular buyers that purchase clothing products at least twice a month [51].

- **Customer characteristics**

Firstly, Chinese market can be segmented based on age, like "the twenties", who are willing to spend more on various products as they are fond of trendy products. Moreover, they can also be segmented based on income

levels. The middle-income group in China is still constantly growing. Additionally, their purchasing power is also increasing, resulting in them being less price sensitive and more brand-conscious. Lastly, differentiation based on location. As consumers in East and South of China are highly urbanized which led them to be more up-to-date in fashion [52].

- **Customer purchasing behaviour**

In addition, apparel industry in China is expected to maintain steady growth in the upcoming periods [53]. There is rising demand for good quality products of Chinese customers. Also, savvy Chinese shoppers are becoming more brand-aware [54]. Rising income levels is the main driving force for these trends. Furthermore, staggering with 903 million internet users, the dramatic increase in online shoppers is changing the Chinese's purchasing behavior. They now tend to rely on online platforms to purchase things and put more trust in online review.

- **Potential target market segment for the product**

Overall, the potential target market for Padini is mainly based on their segmentation, behaviour, and characteristics. In terms of market segmentation, Padini chose and focused more on "the twenties" and middle-income groups who are most likely to spend more on clothing. Moreover, for purchasing attitudes, Padini concentrates on the customers that have high demand to purchase, such as the online shoppers and savvy Chinese shoppers. Paying attention to customers' characteristics is also important for Padini to meet the potential target customer's expectations, wants, and needs as well as to make customers purchase the products.

- **Padini's Market Entry Strategy and Positioning Strategy**

In summary, Padini can use Foreign Direct Investment (FDI) as mode of entry strategy when expanding its business to China. This is due to the net profit margin growth has remained stable at around 11% and the average return on equity is 25.38% within the last 10 years [55], shows that Padini has great financial stability. Padini's motive is attracting new sources of demand as a strategic alternative to potentially enlarge their product's demand base in the host country. This will benefit Padini to increase profitability, boost revenue, low risks, as well as engage the market [56]. For positioning strategy, the Global Consumer Culture Positioning (GCCP) strategy can be proposed by Padini as it is related to the Padini's vision which is also connected to the company's brand values that sells trendy, casual, and chic fashion clothing. By adapting this strategy, Padini as a global company sells and offers the same product in different countries. Thus, 'Being the most fashion company' is the message that they are selling to the customer mind.

5. Key Strategic Campaign Decisions

5.1. Description of the full range of products being launched, product benefits, description of packaging, comparisons with competitors

In line with Padini's strategy, the product concept proposes that buyers will prefer products that have better performance, quality and features in opposition to a normal product [57]. Padini falls into the category of shopping products, which sells clothes, shoes, bags and accessories, etc. For a product to be well-to-do under

this concept, the company should stand apart from numerous competitors. Hence, Padini should adapt product concept marketing strategy not only keeping with changing trends but also adapt and meet customers' needs. This can be done by implementing a system to monitor China's customers' shopping pattern. Product warranty is an essential marketing tool because it offers consumer protection and ensures product quality [58]. China's customers can refund or return when facing product quality issues. Along with brand privacy, Padini as an international marketer must address concerns regarding packaging and branding, including selecting brand name policy, producing packages aesthetically compatible with culture and translating to meet labelling requirements for the host country [59]. The strategy of 'One brand name everywhere' is useful when Padini markets its product and the brand name has no negative connotations in the China market. However, labelling concern is properly translating instruction on every product. In China, care must be employed in meeting the local labelling requirement and printed in mandarin language. Package aesthetics is helpful in remaining attuned to cultural traits in the host country. For example, colours bring different connotations, Chinese prefer red colour because it is associated with luck. Aesthetics also influence package size, where China's clothing products prefer alphabetical order (size S-XL) than the number pattern [60]. As consequence, fashion brands by most companies selling products range from general apparel, luxury, followed by sporting clothing and accessories accounts for around 97% of global economic profit. Padini is uniquely different from its competitor as they categorized their brand image related to lifestyle to position the products in the consumer minds. The company offered a product line from basic lifestyle, working, infants and kids, and also pregnant women's fashion [61]. To characterize the strategy, one useful tool is the brand-product matrix. In depth, for evaluating the type of market segment. For instance, there is high sales of women's clothing in China, hence Padini could put more focus on women's fashion. Next, for breadth, giving an overview of the product category covered. Thus, Padini covers all age stages in order to access large markets. Padini as an apparel business falls into local product / global brand category, the reason is Padini creates different fashion for China whereas the brand name is maintained the same [62]. Nevertheless, Padini also follows Global Product Planning Strategy, where product extension-communications adaptation is suitable for Padini to enter China. For example, China has a four season climate, some modification can be done to fill the different needs such as selling winter clothes [63].

5.2. Pricing strategy: Details of pricing and costing, comparisons with competitors

Pricing strategy has clearly defined the product's pricing and costing in terms of domestic and international pricing arithmetic, difference in foreign currencies and comparisons with rivals [64]. Due to the large consumption rate in middle-class customers in China, Padini are adopting low pricing strategies and focusing on the middle-class customers [65]. As pricing decisions being different among countries, Padini will be adopting international pricing strategies. Firstly, geocentric pricing. This applied when changes of prices occurred in the global market. In such, Padini can set prices in order to maximize profits in each of the national markets. Factors such as income level, local costs and marketing strategy in China will affect the pricing decisions of Padini. Moreover, they can achieve a price floor on a long-term basis by using local costs plus return on capital investment. However, on a short-term basis, headquarters of Padini may determine penetration objective and price by utilize export sourcing in order to establish a stand in China [66]. Secondly, adaptation pricing. It allows businesses to price their products diversely in numerous countries in order to satisfy local conditions. Padini can set their prices differently in China due to competition and taxes. In China, corporate tax is being set

at 25% whereas Malaysia corporate tax is 24% [67]. Plus, as Padini is targeting middle-class customers, they are promoting quality fashion apparels with a range that customers are able to afford. According to reference [68], China's customers are more quality-oriented and tend to have their personal styles with a low price. As the price of competitors in China are at a higher price, Padini can set a price that is lower than competitors. Thirdly, penetration pricing. It is suitable for Padini to adopt as this is the fastest way to gain market share by setting a low price to attract customers to purchase from them. This strategy is broadly used by new entrants that enter into foreign market. By using this, Padini will be able to achieve high sales quantity by knowing their economies of scale and low marginal costs. This will create customer brand loyalty towards Padini by providing good quality and low prices of apparels will maintain their customer base [69]. Nevertheless, Padini must take note of currency fluctuations as well. Having a poor home currency is likely to make exchange rates beneficial before they set their prices overseas. As a result, Malaysia is having a weak home currency (1:1.66) compared to China. Therefore, Padini can cut their export pricing in order to increase market share and to create revenues when being converted into Malaysia's currency [70].

5.3. Specific channel choices, channel management strategies, costs associated with establishing and maintaining channels

As a fast-fashion clothing company, Padini should focus on business-to-consumer sales, where Padini establishes transactions with its customers as end consumers. In Padini's context, both the direct or indirect involvement channels can be utilized. According to the characteristics of its Chinese target market, it is best for Padini to focus on physical stores and online-selling platforms as its channels of distribution when entering China. Through direct involvement channels, Padini can market their products to the customers by establishing their own independent stores, "Padini Concept Store" in different locations across the country. When doing so, Padini should be able to choose a suitable location full of potential customers. For example, main target customers are the "twenties". According to statistics, this group of consumers have a high tendency and preference for shopping at shopping malls [71]. Additionally, Padini also needs to take into account that their target customer is the "middle-class". Thus, Padini should consider opening in malls that cater to these types of customers, like Super Brand Mall or Grand Gateway or Hong Kong Plaza in Shanghai. In addition, Padini can also establish its own website to connect and conduct selling activities directly with its customers. This will allow Padini to reach their customers from other regions who reside far away from physical stores. Next, for indirect involvement channels, Padini can sell its individual brands through China-based department stores. For example Padini can sell their individual brands like Seed, Miki, etc. by selling it in Parkson that is available in numerous cities in China. Second, it will also be very effective for Padini to open official accounts in local e-commerce platforms like JD.com, TaoBao or Alibaba.com. By doing so, it will further tap into the tech-savvy Chinese customers who like e-shopping. To add, Padini can enjoy indirect exposure to the huge number of users of these platforms. Taking into consideration the extremely high cost to purchase a warehouse, it is not necessary for Padini to do so at the beginning of their operations in China. Instead, Padini can just rent warehouses. Nowadays, there are countless warehouses in various China's regions that are available for Padini to rent at relatively lower prices. In terms of location, Padini should choose the ones that are highly accessible and located relatively closer from their factory and physical stores to promote smoother flow of products. As of today, all Padini's products are manufactured in China, meaning that it will only involve domestic movement of

products. Hence, it is most foreseeable for Padini to use trucks as its main transportation mode. Trucks allow Padini to transport large amounts of products at relatively lower prices compared to other means of transportations. Additionally, with the availability of great highways systems in China will also promote smoother and more efficient transportation.

5.4. Communication strategy, media selections, other promotion activities, and costs

Padini uses marketing communication to promote products through online platforms, sales promotion, and public relation strategy. By doing this, the company can adequately build customer relationships as well as engage the target audience. Firstly, Padini can use digital marketing platforms as a key element for businesses that aim to enter into Chinese market. It helps to boost their brand, connect with customers, and enhance business performance. Padini can use “WeChat” and “Dǒuyīn” as a social media platform and e-commerce platforms such as Kaola and TMall, as well as create personal company website to promote their products. All these platforms are the most prominent and the largest social networks in China as it purpose not only for communicating, shopping, or transferring money but also allows businesses to build content for marketing purposes, especially products’ promoting [72]. Padini can upload their apparels through these platforms with specific product description including size, colours, and materials; prices; discounts; ratings; etc. in Chinese language. This will encourage customers' engagement to visit their platforms as well as make purchasing purposes. The cost for building businesses on social media platforms are approximately ¥1,558 to ¥9,000, depending on the followers and engagements. Creating and developing a company's websites also requires certain costs which is around ¥ 23,823.36 to ¥ 170,579.20, depending on the designs, needs, and contents of the company. Moreover, the cost for entering e-commerce platforms is around ¥150,000 to ¥300,000 including security deposit and technical services fees [73]. Secondly, Padini can promote their products by using sales promotion strategy on their in-store, digital marketing platforms, and official website. It is a short term incentive provided by businesses to increase revenues. In this case, Padini can use several promotion strategies such as special discounts on festivals. Padini can offer seasonal discounts on every fall seasons annually. Plus, Padini can also offer in-store discounts of 10%-off for spring 2020 collection with certain terms and conditions applied. One of the biggest sales promotions is Chinese New Year or Single Day celebrations. By offering online discount coupon codes, 40%-off can be provided for customers that purchase via Padini’s official website, social media, and e-commerce platform as most of them are more likely to purchase online [74]. Thirdly, the implementation of public relations such as fashion influencer can be applied by Padini. Most businesses in China believe that influencers will attract more customers and generate more revenues. In such, Padini can have a collaboration with a local Chinese fashion influencer, such as Becky Li, who has 7.7 million followers on social media platforms [75]. Influencers can have a photo shooting session with Padini, provide product reviews and subsequently post on their social media to attract and engage their followers. Hence, Padini can reach their target market and gain customer’s trust easily. The cost range of collaboration with China’s influencers depends on their followers and engagements, which is roughly ¥6,000 to ¥109,000.

6. Conclusion

Padini as one of the leading Malaysia’s fashion company in Asia, the company has the positive energy given to

market their products into China. The high technologies, low raw material cost as well as the low labour cost leads Padini to set up its company in China. In order to maintain high competitive in the China's fashion industry, Padini as a new entrant should come out with various new improvement or strategies to adapt the environment time to time. Hence, it is essential to obtain a good marketing strategy for Padini to achieve its organizational vision and mission. Continuous improvements are necessary to up trust and uphold the concept of Padini in China. With this report, readers able to understand the concept and theory of international marketing. By comparing local and international market, the report enable readers to relate the myriad environment conditions of host markets that could bring impact to the development of effective marketing strategies. The report also facilitate readers to acquire marketing skills in order to develop future practical and creative international marketing plan. At last, readers do able to understand how legal practice and ethical values influence the decision making in the international marketing plan.

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