

Cross-Border E-Commerce Revolution: Analyzing Shein's Supply Chain Advantage

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Abstract

The rise of information and communication technology (ICT) tools as well as the emergence of new technologies has provided wider opportunities for business and trade to thrive, not only during but especially in the post-pandemic era. With the global pandemic that began in 2019, there was a greater appreciation of the digital economy. There are new opportunities that have arisen from e-commerce that boost growth and consumer welfare; hence, the opportunities and benefits of cross-border e-commerce are a subject worthy of analysis. The objective of this paper is to make an analysis and utilize SHEIN as a case study to document and benchmark its success stories as it stood out with cross-border e-commerce during the COVID-19 pandemic and even afterward, specifically in the areas of supply chain advantages. Based on the literature, studying Shein can provide experiences, best practices, and lessons for other cross-border e-commerce companies, as well as promote the development of other emerging companies' e-commerce industries. Findings revealed that the major reasons that contributed to Shein's remarkable success in cross-border e-commerce operations are its design and trends, production, distribution, supply chain management, and customer feedback. Following Shein's ultra-fast fashion business model, it is expected that subsequent guidelines that are needed in the way the clothes are produced and how the value chain is shaped may be developed so that its lessons and successes can be well documented for benchmarking purposes.

Keywords

Supply Chain, E-commerce, Shein, Cross-border E-commerce, Fast-fashion

Introduction

The rise of information and communication technology (ICT) tools as well as the emergence of new technologies has provided wider opportunities for business and trade to thrive, not only during but especially in the post-pandemic era. With the global pandemic that began in 2019, there was a greater appreciation of the digital economy. It was during the past years that e-commerce and cross-border electronic business, or online transactions (in the buying and selling of goods), became more apparent and useful, and they have emerged as prominent means of doing business both in national and international trade. While we believe that new opportunities have arisen from e-commerce that boost growth and consumer welfare, the opportunities and benefits of e-commerce require an understanding of what e-commerce and cross-border e-commerce are today.

E-commerce takes place through a range of different commercial relationships, involving any possible pairing of consumers (C), businesses (B), or governments (G). These include classical B2B transactions, which still account for the lion's share of turnover resulting from private sector e-commerce, as well as business-to-government (B2G) transactions (e.g., government procurement). E-commerce transactions increasingly involve consumers directly, most

notably business-to-consumer (B2C) transactions. Additionally, emerging business models involve consumer-to-business (C2B) and peer-to-peer relationships, which take place between two or more individuals (OECD). The OECD (2002) defines electronic commerce as “the sale or purchase of goods or services, whether between businesses, households, individuals, governments, or other public or private organizations, conducted over computer-mediated networks by methods specifically designed for the purpose of receiving or placing orders where payment and the ultimate delivery of the goods and services may be conducted on or off-line.”

Meanwhile, cross-border e-commerce is defined as “a form of electronic commerce meant to function globally. It involves the online buying and selling of goods and services between consumers and businesses located in different countries. Just like any other B2B e-commerce business, it involves online shopping, digital payments, and other features and capabilities related to digital platforms and websites (virtocommerce.com, 2024). With the rapid development of the Internet, China's cross-border e-commerce industry has shown explosive growth in recent years. In 2015, China's cross-border e-commerce transactions reached 540 million yuan, and now its cross-border e-commerce transactions are rising year by year, which has helped to promote the transformation and upgrading of traditional industries (Li 2022). An example of an electronic commerce revolution that occurred over the past few years is that of Shein. Through innovative market positioning, precise use of social media, and continuous innovation in the field of fast fashion, Shein has successfully created a brand image that young consumers love (Du, 2020). As Shein has become a leader in cross-border e-commerce, its development, experience, and marketing strategy are worthy of in-depth study (Wu & Yang 2024)

1.1 Objectives

This paper tried to analyze the rise and global impact of Shein, which sells its products through a cross-border e-commerce model. Special emphasis will be placed on the exploration and analysis of its supply chain structure and advantages. Against this backdrop, this paper sought answers to the following questions:

What is the overall business model of Shein?

How can Shein's supply chain advantage be analyzed in terms of the following?

- a. Design and trends
- b. Production
- c. Distribution
- d. Supply Chain Management
- e. Customer feedback

What is the overall impact of Shein's supply chain structure?

2. Literature Review

From the gathered materials, two important topics emerged; a.) the rise of Shein and b.) its marketing and impact to traditional retail.

The Rise of Shein

History and Development

Shein is a digital fast fashion company that epitomize the intersection of technology, fashion and global commerce. Shein is a global e-commerce fast fashion retailer where the target market are primarily young women using separate website and app to access its products (Qu, 2024). The company was established in Nanjing, China, by Chris Xu in 2008 and is known for its reasonably priced clothing. Shein started more as a drop shipping business rather than a retailer in the early days. Instead of designing and manufacturing clothes, the company bought its merchandise in Guangzhou wholesale markets. Shein acquired Romwe, a Chinese retailer, in 2014, transforming the company into a "fully integrated retailer". As one of the largest fast fashion companies, Shein can ship to over 220 countries around the world thanks to its global warehouse network. Similar Web estimates that Shein's website received 115.5 million visits worldwide in 2021, second only to Nike, Zara, Macy's, Lululemon, and Adidas in the fashion and apparel category (similarweb.com).

Digital First Model and Strategy

Using a digital first business model, Shein introduced disruptive e-commerce technologies and digital supply chains that generally meet customers where they are: on mobile devices, online, and on social media. They have one of the most popular shopping apps and continue to engage customers by providing multiple content streams directly within the SHEIN platform and delivering the best online shopping experience (ph.shein.com). With a large user base, Shein

positioned the market in the pursuit of fashion, paying attention to the expressions of young consumers, especially female consumers. By providing fast fashion products with diverse styles, fast updates, and affordable prices, it meets the consumer needs of their target market. In addition, Shein also focuses on consumers' shopping experiences and provides high-quality after-sales service to further enhance the brand image (Wu & Yang 2024).

Customers at the Core

Putting customers at the core of their business model, Shein has been successful in making the beauty of fashion accessible to all, driving their growth to a team of nearly 10,000 employees serving more than 150 countries within less than a decade, making it a global fashion and lifestyle e-retailer (ph.shein.com). Shein's journey from an e-commerce start-up to a fashion juggernaut reflects broader shifts in retail, consumerism, and balancing profitability with social responsibility and environmental stewardship (Qu 2024). From design to manufacturing, Shein handles the entire supply chain on its own. With every step highly digitized and integrated into the next, the company can create hundreds of new products every day tailored to different regions and tastes. Shein removes any remaining middlemen and has developed an enhanced cross-border C2M (customer-to-manufacturer) model (Liu 2022).

Market Penetration and Impact on Traditional Retail

Market penetration

When Shein introduced disruptive e-commerce technologies and digital supply chains, it actually improved outcomes for suppliers, manufacturers, and customers, enhancing their results as well. Its distinctive business strategy has allowed it to solidify its place among the top 10 brands in the fashion sector, with sales of 718 million pounds in 2021, to rank among the top 10 fashion brands in the UK (Tokareva 2023). To understand the latest fashion trends, Shein uses the search engine Google to count the search volume of hot words in various countries. At the same time, Shein collects various clothing retail websites to classify their products in total and obtains the current popular colors, styles, fabrics, and other information to classify consumers in the target market (Wu & Yang 2024). As one of the largest fast-fashion companies, Shein can ship to over 220 countries around the world thanks to its global warehouse network. Similar Web estimates indicate that Shein's website received 115.5 million visits worldwide in 2021, second only to Nike, Zara, Macy's, Lululemon, and Adidas in the fashion and apparel category (Liu 2022).

Impact on Traditional Retail

Under the category of fast fashion, Shein has also used social media to generate huge sales. Shein's main marketing scene is online; unlike traditional sales channels, Shein sells its products via its website and has its own social media accounts. They started social media marketing long before TikTok became popular, and even without celebrity endorsements (which are used by traditional retailers), they have gained huge traffic through internet celebrities. To sign up clients from all over the world for their affiliate program, which pays aspiring influencers to advertise for the company by sharing images of their clothes, Shein largely embraces social media marketing. Images from paid collaborations with well-known (internet) celebrities are seen on Shein's Instagram, as well as reports from unidentified producers with between 2,000 and 50,000 followers. Celebrities help create a fashionable brand image; meanwhile, Shein is also cooperating with lesser-known influencers and satisfied customers to help promote their products (Li 2022). This is different from traditional retail, which uses conventional means of marketing like tri-media ads, etc.

3. Methods

In order to analyze Shein's supply chain advantage, a descriptive qualitative research method was used. Through a review of the related literature, published papers, and case studies, this researcher tried to examine the reasons for Shein's successful entry into the fast fashion industry; the focus was on supply chain structure, best practices, successes and advantages. Through this review and analysis, it is hoped that the current undertaking can provide valuable inputs and references for future researchers and scholars who may wish to pursue a study on supply chains in the fast fashion industry, which can also contribute to the development of the cross-border e-commerce industry. Under the premise of adopting the review research method, this paper mainly utilized a content analysis and a case study for the execution of the subsequent content. A case study is a qualitative approach that describes a case and reveals the themes of the case by using multiple sources of information and profoundly collecting information to produce a profound understanding related to a situation in real life, the current system, or in a specific time (Creswell 2013). The case in this study is the supply chain structure and advantages of Shein.

4. Data Collection

With the goal of gaining an in-depth understanding of Shein's supply chain structure, business model, and other pertinent information about Shein's immediate success, the researcher perused important materials from published research and literature that are available online. The descriptive data of the study are summarized using tabular illustrations.

5. Results and Discussion

5.1 Shein's Overall Business Model

Shein, the global fast-fashion retailer, has strategically transformed its supply chain to achieve remarkable success. Founded in 2008 by Xu Yangtian, Shein initially focused on cross-border e-commerce, gradually establishing itself as a core player in women's apparel. By 2014, the company had laid a solid supply chain foundation, setting up a center in Guangzhou. Simultaneously, Shein actively promoted its brand through social media channels, amassing over 10 million users and exceeding 1 billion RMB in annual sales by 2016. The subsequent years saw accelerated globalization, replication of the successful model in various markets, and impressive GMV growth (Chenyu 2024). Shein's supply chain advantage lies in its highly integrated, flexible, and technology-driven approach, which sets it apart from traditional fast fashion models (Kathiala 2023).

The company's management lies in understanding what is needed across each aspect of its supply chain to ensure that profits can be achieved, keep its operations afloat, and reinvest any surplus back into its operations. This is further supported by their advanced IT systems and big data analytics, which become a foundation for their research and development, as well as keeping hold of their suppliers, which forms part of their unique capabilities that translate into their unique selling proposition (Henninger, Niinimäki, Biazquez, & Jones 2022). The company's strategic utilization of Chinese manufacturing resources, advanced IT systems, and big data analytics enables it to respond swiftly to market trends and consumer demands (Women's Wear Daily 2023).

Table 1. Overall Business Model of Shein

	Aspect	Details
1	Production	Shein outsources its entire production to China.
2	Supply Chain Management	The company employs advanced analytics and a proprietary supply chain management (SCM) software for efficient logistics.
3	Design and Trends	Shein leverages real-time user data to spot trends. High SKU variety is based on preferences.
4	Customer Feedback	Feedback is incorporated into design and production on a weekly basis.
5	Revenue Streams	High revenue comes from online product sales, particularly in the US and Middle East markets.
6	Cost Structure	Operating with an agile-light model, Shein relies solely on remote teams and avoids brick-and-mortar stores.
7	Distribution	Regional distribution ensures fast response times to meet customer demands.
8	Marketing	Shein maintains strong social media presence and use of online marketing strategies
9	Challenges	The company has faced instances of using designs from independent designers without proper attribution.

It is critical to establish a robust data management architecture that can support a variety of analyses of big data and deliver on-demand, real-time business insights to business users, enabling them to rapidly access what they need when they need it (Grover, Chiang, Liang, & Zhang 2018). Shein's overall business model can be characterized by the following aspects, which are listed in Table 1 below based on research by Kumar and Majumdar.

5.2 Overall Analysis of the Supply Chain Structure

Out of these nine aspects, five have stood out upon counter-checking with other literature. A tabular comparison is provided below.

Shein's supply chain is supported by a network of small to medium-sized factories in Guangzhou. Shein designs the majority of its products in-house and produces them through an extensive network of over 6,000 partner factories (Wells, 2024). Shein is planning to invest \$2.3 billion in a global supply chain center (Fraser 2022). By providing financial support and ensuring timely payments, Shein maintains strong supplier relationships, which are crucial for a quick production turnaround. Shein's supply chain structure is highlighted for its robustness and flexibility, allowing the company to maintain a rapid design and production cycle, often within two weeks.

According to Zhang, He, Li, and Yang (2021), the integrated supply chain system leverages Chinese resources effectively, ensuring a seamless flow of operations. With the sudden outbreak of COVID-19, Shein's supply chain benefited from highly efficient logistics integration. It is also critical that their stakeholders are integrated into supply chain resources and operational performance is developed to improve the overall competitiveness of their ports (Li, Yan, Zhang, & Yan 2022).

Chen and Wang (2020) emphasize the agility and adaptability of SHEIN's supply chain, focusing on speed and market responsiveness. This emphasizes the need for firms in the industry to build collaborations with partners to ensure the supply chain is responsive to external changes. For instance, to deal with changes in global demand, SheIn had to rely on adaptive MES to interact (e.g., determining the style, fabric, and capacity) with different suppliers so that the response speed and efficiency of each link in the supply chain could be improved, which further leads to better collaboration (Zhou, Xu, Chiao, & Fang 2024).

Lee and Park (2022) underline the digital-driven nature of the supply chain, which leverages big data and analytics for strategic decision-making. This makes an impact on their sales, inventory, and operations planning (SIOP) by using inputs from their ERP and SCM tools. Shein's retailers, for instance, can manage inventory dynamically by analyzing point-of-sale (POS) data, inventory levels, and production volumes in real-time. Zhang, Zhang, and Zou (2023) note the efficiency and scalability of the supply chain, making it highly effective in handling large volumes. When their demand fluctuates, Shein can adapt without significant disruptions based on production costs, quality levels, and system profitability. The goal is to accommodate fluctuations without incurring high costs or compromising performance.

Table 2. Shein's Supply Chain Advantage

	Analysis of Shein's Overseas Success During COVID-19 (Zhang, He, Li, & Yang, 2021)	Disrupting Fast Fashion: A Case Study of Shein's Innovation (Chen & Wang, 2020)	The Rise of Shein: Navigating the Digital Era of Fashion (Lee & Park, 2022)	Analysis of Shein's Overseas Success During COVID-19 from the Perspective of Supply Chain Management (Zhang, Zhang, & Zou, 2023)	A Study on the Differentiation Strategy of Cross-Border E-Commerce: Taking Shein as an Example (Yang, Li, & Gong, 2023)
Overall analysis	Integrated supply chain system leveraging Chinese resources	Flexible and agile, it focuses on speed and adaptability.	Digitally driven, it leverages big data and analytics.	Robust and flexible supply chain; rapid design and production cycle (within two weeks)	Highly efficient and scalable supply chain structure.
Design and Trends	100+ designers, 200 new products per day, design-to-market in 2 weeks	Uses AI for trend analysis and designs quickly based on data	The design team captures trends and rapid prototyping.	Invests in IT and design capabilities; over 100 designers produce 200+ new products daily.	Leverages global fashion trends quickly; places strong emphasis on market research.
Production	Located in Guangzhou, small-to-medium workshops support suppliers.	Small batch production, fast response to market demand	Manufacturing Execution System for supplier empowerment programs and tracking orders	Efficient production is due to the integrated Chinese supply chain.	Lean production techniques; strong supplier relationships.
Distribution	Warehousing and logistics system for global 7-day delivery	Efficient global distribution, multiple warehouse types	Real-time inventory management and dynamic restocking	Comprehensive logistics system, ensuring quick delivery.	Global distribution network; regional warehouses to reduce delivery times.
Supply Chain Management	Independently developed IT systems for each business backend	Advanced digital infrastructure, real-time analytics	IT-driven supply chain, predictive analytics for demand	Strong integration of industry resources; maintaining low costs with high quality	Advanced supply chain management practices; continuous improvement and optimization.
Customer Feedback	5 global customer service centers, a team of 200+	Robust customer support and multi-language capabilities	Emphasis on customer experience and rapid issue resolution	Uses social media and digital marketing effectively to gather customer feedback.	Direct customer feedback through digital platforms; rapid response to customer needs

Design and Trends

Shein's ability to bring new designs from concept to market within two weeks is a significant competitive edge. This speed is facilitated by a robust IT infrastructure and a large team of designers who can quickly translate trend data into new products (Sheridan 2024). Shein's ability to capture and respond to fashion trends quickly is a critical element of its supply chain advantage.

With over 100 designers producing more than 200 new products daily, as detailed by Zhang, He, Li, and Yang (2021), SHEIN's design-to-market process is notably rapid. This process is divided into three key steps:

1. Prototyping involves building a preliminary version of the product.
2. Testing allows for feedback from customers and other stakeholders.
3. Refining makes iterations on the design based on insights gained.

With rapid prototyping, the time it takes to bring a product to market is shortened. This is far from traditional methods that involve lengthy design cycles because this process allows for quicker iterations and adjustments. Yang, Li, and Gong (2023) discuss the use of global fashion trends and a strong emphasis on market research, which enable Shein to stay ahead in the fast fashion industry. This matters for consumer expectations since customers expect variety and novelty, and it also amplifies trends because of accessibility. Lee and Park (2022) point out the use of AI for trend analysis, allowing for quick adaptation based on data, while Chen and Wang (2020) highlight rapid prototyping capabilities. Their data storage is centralized into one or a small number of data warehouses to allow their employees and AI software easy access and usage.

Production

The company employs a flexible production strategy, producing in small batches to minimize overproduction and respond quickly to demand fluctuations. This approach reduces inventory risk and allows for continuous product updates (Le, 2024). Shein adopts a consumer-to-manufacturer (C2M) model in order to accelerate the production of popular items upon accurately predicting demand (Liu 2022). However, given short production periods and low prices, Shein must bear the responsibility of providing better working conditions and paying decent wages above cheap and fast production. Moreover, just like other companies in the textile and fashion industries, Shein faces a long and complex environmental problem resulting in large amounts of textile waste, most of which is incinerated, landfilled, or exported to developing countries (Niinimäki, Peters, Dahlbo, Perry, Rissanen, & Gwilt 2020).

With a lack of transparency, Shein claims to have environmentally friendly production practices and sustainable materials. Alongside this, Shein, being a prominent brand, exemplifies the operational methods of the fast fashion industry, which involve swift production cycles. The wide range of customers offers significant information about how successful sustainability communications are (Zahira, Alfakihuddin, Anwari, Hadi, Kuntadi, Lim, & Kholik). Actual environmental consequences underscore the necessity for enhanced comprehension regarding their ecological footprint.

Distribution

Shein's extensive warehousing and logistics network ensures fast delivery to over 220 countries because of its global warehouse network (Liu 2022). According to Similar Web, Shein's website received 115.5 million visits worldwide, second overall in the fashion and apparel category (Similar Web 2021). It was searched more than three times more on Google than Zara was. With its reliable quality and distribution, Shein's Chinese site has a complete supply chain from sample clothing design through clothing production and storage management to logistics distribution (Wang, Chen, Wang, & Fang, 2023). Because of this, Shein broke the traditional split production link by developing an MES management system for 'cloud manufacturing' management, which reduces factory delivery time from a maximum of 15 days to only 5 days for top suppliers.

Real-time inventory management and dynamic restocking capabilities further enhance its logistical efficiency. Shein sets its minimum order volume at 100 pieces. It has a timely checkout with its suppliers and supplier support plans in order to ensure quality control. This creates a supply chain community with the ability to 'be small batch, fast, high-quality, and low latency' (Wang, Chen, Wang, & Fang 2023). It also has a designer incubator called Shein X, which provides collaboration opportunities for fashion designers to launch new designer clothes monthly. Additionally, it has six logistics centers built in Foshan, Nansha, Belgium, India, East America, and West America, with its major warehouse located in Foshan operating 24/7 (Plé & Yacoub 2024).

Supply Chain Management

The backbone of Shein's supply chain is its advanced digital infrastructure. Shein deals with its low-margin and volatile sector more seriously by becoming the backbone of many global supply chains (Merkert, Hoberg, & Mahadevan, 2023). They keep their workforce focused on future-proof skills centered around data analytics, creativity, and cross-functional skills. The company uses big data and predictive analytics to track consumer behavior, forecast demand, and manage inventory in real time. Trend analysis is highly utilized by Shein to anticipate market demands and develop strategies and operational approaches in real-time (Kherbachi, Benkhider, & Keddari 2024). Since 2019, Shein has been the latest hyper-growth startup betting big on analytics because of their investments spanning enterprise data lakes, customer data platforms focused on first-party data, AI-powered recommendation engines, and predictive analytics tools powered by 5G connectivity (Nguyen & Tran 2023). This technological prowess enables precise and efficient operations across the supply chain.

Customer feedback

Shein places a strong emphasis on customer service, with global customer service centers and multi-language support teams. They also communicate this with the use of search engine optimization (SEO) by placing search terms in the Apple App Store, including competitors' terms, even on Google's keyword ranking. They also form partnerships with discount sites such as Slickdeals, Dealnews, WOOT, Fatwallet, and BradsDeals (Jia, 2022). According to Similar Web (2022), the traffic engagement of Shein was a total of 34.53%, while Shein-online Fashion got 65.47% between April and June 2021 for a total of 23.22 million visits.

This focus on the customer experience helps build loyalty and repeat business. Shein has been known for releasing new items frequently at low prices, which can appeal to customers (Chehni 2023). Shein has invested heavily in the customer experience after accumulating a stable enough customer base. Following this, they spent more on customer-to-customer growth and fission marketing, adding the shopping experience to Shein's customer service (Jia 2022).

5.3 Overall Impact of Shein's Supply Chain Structure

The combination of these elements (design and trends, production, distribution, supply chain management, and customer feedback) creates a highly responsive and efficient supply chain that can rapidly adapt to changing fashion trends and consumer preferences. Shein's innovative approach not only reduces lead times and inventory costs but also allows the company to offer a constantly updated product range, meeting the fast-paced demands of the global fashion market. This supply chain advantage has been a key driver of Shein's remarkable success in the highly competitive fast fashion industry.

6. Conclusion

Shein's supply chain structure is highlighted for its robustness and flexibility, allowing the company to maintain a rapid design and production cycle, often within two weeks. According to Zhang, He, Li, and Yang (2021), the integrated supply chain system leverages Chinese resources effectively, ensuring a seamless flow of operations. Chen and Wang (2020) emphasize the agility and adaptability of SHEIN's supply chain, focusing on speed and market responsiveness. Lee and Park (2022) underline the digital-driven nature of the supply chain, which leverages big data and analytics for strategic decision-making. Zhang, Zhang, and Zou (2023) note the efficiency and scalability of the supply chain, making it highly effective in handling large volumes.

Shein's ability to capture and respond to fashion trends quickly is a critical element of its supply chain advantage. With over 100 designers producing more than 200 new products daily, as detailed by Zhang, He, Li, and Yang (2021), SHEIN's design-to-market process is notably rapid. Yang, Li, and Gong (2023) discuss the use of global fashion trends and a strong emphasis on market research, which enable Shein to stay ahead in the fast fashion industry. Lee and Park (2022) point out the use of AI for trend analysis, allowing for quick adaptation based on data, while Chen and Wang (2020) highlight rapid prototyping capabilities.

Shein's production strategy focuses on efficiency and supplier relationships. Located in Guangzhou, SHEIN supports its suppliers with small-medium workshops that ensure quick market response, as described by Zhang, He, Li, and Yang (2021). Yang, Li, and Gong (2023) discuss lean production techniques and strong supplier relationships, which

are integral to SHEIN's production efficiency. Lee and Park (2022) emphasize the use of a Manufacturing Execution System (MES) for tracking orders and empowering suppliers, further enhancing production capabilities.

Shein has developed a comprehensive logistics and warehousing system that ensures quick delivery, typically within seven days, as per Zhang, He, Li, and Yang (2021). The global distribution network, including regional warehouses, is highlighted by Yang, Li, and Gong (2023) for its efficiency in reducing delivery times. Real-time inventory management and dynamic restocking, as noted by Lee and Park (2022), contribute to SHEIN's effective distribution strategy. Chen and Wang (2020) emphasize the importance of multiple warehouse types in supporting the global reach of SHEIN's distribution system.

Shein's supply chain management is characterized by strong integration of industry resources and advanced digital infrastructure. Zhang, He, Li, and Yang (2021) mention independently developed IT systems for each business backend, facilitating streamlined operations. Lee and Park (2022) discuss the IT-driven supply chain and the use of predictive analytics for demand forecasting. Yang, Li, and Gong (2023) highlight continuous improvement and optimization practices, ensuring high efficiency and low costs. Chen and Wang (2020) focus on real-time analytics and advanced digital infrastructure in supply chain management.

Customer feedback plays a vital role in SHEIN's supply chain strategy. With five global customer service centers and a team of over 200 professionals, SHEIN effectively gathers and responds to customer feedback, as noted by Zhang, He, Li, and Yang (2021). Yang, Li, and Gong (2023) discuss direct feedback through digital platforms and rapid response mechanisms. Lee and Park (2022) emphasize the importance of the customer experience and rapid issue resolution. Chen and Wang (2020) highlight the use of social media and digital marketing to gather customer insights and improve the overall customer experience.

Shein's supply chain advantage lies in its robust and flexible structure, rapid adaptation to trends, efficient production, comprehensive distribution network, advanced supply chain management, and effective use of customer feedback. The company's ability to leverage digital tools and data analytics, maintain strong supplier relationships, and quickly respond to market changes positions it as a leader in the fast fashion industry. The integration of various elements within the supply chain enables SHEIN to deliver fashionable products quickly and efficiently, meeting the demands of a global customer base.

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Biography

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