Countermeasure Research on the Transformation and Upgrading of the Garment Industry in Jilin Province under the National Policy of "Cultural Creativity and Design Service"

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Abstract: There are some outstanding problems in the development of the garment industry in Jilin Province, which are mainly reflected in the following aspects: the imperfect garment industry chain and the lacking support of pre-order garment industry; the homogenization competition and vicious competition of garment and the thin awareness of brand; the less attention to the garment industry from the government departments and the weak influence of industry associations; the rising labor costs and serious brain drain. Based on the above problems, the corresponding strategies are proposed: to play the role of the government and build a service-oriented government; to strengthen the subjective consciousness of the enterprise and accelerate the industrial agglomeration; to play the role of the garment association commerce and strengthen the service function; to attach importance to the talents cultivation and promote the integration of production, education and research.

1. Introduction
The concept of the creative industry was first published in the UK's 1998 Creative Industry Path Report. Since the 1990s, China has begun to attach importance to and develop creative industry of culture. As an emerging industry, creative industry is characterized by high knowledge, high value-added and high integration, which plays an increasingly important role in promoting industrial transformation and upgrade and driving China's economic development. As a traditional industry, the garment industry has shown a trend of serious inventory, increasing homogenization competition, and declining profits year after year in recent years. Currently, the cultural creativity and design services integrative development with the integration of related industries have become an important trend in the industrial development of China, accelerating the transformation and upgrade from the garment industry to the creative industry has become a strategic choice for the garment industry development.

2. Status quo of garment industry development in Jilin Province
Although the garment industry in Jilin Province has made great progress after the development more than 20 years, we should clearly understand that it is still relatively backward. The specific performance is that there are less than 50 medium-sized garment enterprises in Jilin Province, mostly are small and micro-garment enterprises; most enterprises are developing slowly, relying on the original equipment manufacturer(OEM) for simple processing production and tooling production mode, which means simple and extensive expansion focusing on processing and production; there are
few famous brands in Jilin Province, there is 0 of Jilin Province in the list of “Top 100 Enterprises in the Garment Industry in 2017” released by the China Garment Association in July 2018, indicating that the influence of clothing brands in Jilin Province is minimal; the regional structure of the garment industry is unreasonable while the garment wholesale industry and the garment retail industry are less relevant, and the resource allocation is not sufficient.

According to relevant statistics, the total population of Jilin Province was 26.158 million, and the natural population growth rate was 0.26‰ at the end of 2017, indicating that Jilin Province has a huge consumer market and potential, which is contradictory with the current development situation of unbalanced and inadequate for the garment industry in the province.

3. Analysis of the countermeasures for the transformation and upgrade of the garment industry in Jilin Province

3.1 Strengthening the subjective consciousness of enterprises and accelerating industrial agglomeration

Enterprises are the main body of transformation and upgrade of the garment industry. The development and growth of individual enterprises is the foundation of industrial agglomeration.

3.1.1 Transforming the concept of business management and implementing differentiated competition in brands or products. Most of the garment enterprises in Jilin Province, subjected to the management level of enterprise operator and a large amount of manpower, material resources and financial resources needed by transformation, have to survive on low processing fees. Business managers should actively change the business concept, establish a sense of crisis, and make accurate position according to the actual situation of the enterprise to avoid the vicious low-price competition caused by product homogenization. Large and medium-sized garment enterprises, which have strong financial strength, certain design and research capabilities, and high-quality product quality, have gradually separated from the low-end manufacturing links of the global value chain, so it can be considered to increase their investment in research and development design and brand promotion to speed up the development of the clothing creative economy and the pace of restructuring the enterprise. As for the processing and manufacturing links with lower added value, medium and large-scale garment enterprises can implement the “slicing” out of the value chain, that is, shifting the processing and manufacturing links of garments to underdeveloped areas with relatively low labor costs. As shown in Figure 1, the small and micro garment enterprises could set up their own brand later but invest their limited capital and energy into the improvement of production environment and the updating of machinery and equipment. It improves the quality and production efficiency of the products, which can better undertake the industrial transfer of large and medium-sized garment enterprises in the future, and lay a solid foundation for the high-end link in the global value chain.

Figure 1. Current stage of Jilin Province garment business strategy.

3.1.2 Focusing on the cultivation of enterprise innovation ability. The continuous technology, development and innovation are important factors of the structural adjustment of enterprises in the process of enterprise transformation and upgrade. According to investigations, many garment enterprises in Jilin Province do not pay much attention to research and development design and technological innovation. Therefore, garment enterprises in Jilin Province should increase their capital and manpower investment in technology, development innovation and intelligent manufacturing equipment, increase excavation and application of local culture, enhance the overall competitiveness and creativity of the garment industry in Jilin Province.
As far as the research results are concerned, Jilin Province garment enterprises still have huge room for improvement in terms of management capabilities, especially in information management. Jilin Province garment enterprises should learn from the successful experience of top garment enterprises in management, such as applying information technology to procurement, design, logistics, production, sales and other aspects to comprehensively enhance the core competitiveness of enterprises: introducing OA system to achieve financial and daily administrative office management; introducing ERP system to achieve the management of funds, logistics, information; establishing a rapid response mechanism from the market to development for the characteristics of consumption diversification, differentiation, as shown in Figure 2; further considering the establishment of integrate platform coordinating design and manufacturing, that is, integrating the design platform, the networking technology with management through the Internet to realize the sharing of information which includes design, production and management.

![Figure 2. Fast response mechanism of garment enterprises.](image)

### 3.1.3 Industry Cluster
Industrial cluster is essentially a kind of bio-aggregation phenomenon, a concrete manifestation of human population biology in the development of the garment industry. Jilin Province garment enterprises could spontaneously carry out division of labor and cooperation according to the vertical industrial chain of clothing to improve the overall competitiveness of the cluster, but this solution is difficult to achieve. Therefore, the Jilin Provincial Government and the Garment Association should actively guide the integration and reorganization of garment enterprises. The government should establish a garment industrial park, and provide enterprises with land, water and other aspects of relief and preferential treatment; formulate corresponding policies and measures to attract foreign capital and enterprises to settle in to further improve the garment industry chain; build and optimize the corresponding supporting facilities in the industrial park, such as the establishment of the Industrial and Commercial Bureau Office, the garment industry association office, etc., to provide relevant information, consulting, training and other services for enterprises. The specialized division of industry chain and the improvement of industrial specialization supporting services will promote the adjustment of regional industrial structure, technical structure and product structure, thus promoting the local industrial upgrading.

### 3.2 Playing the role of the government and build a service-oriented government
The main body of transformation and upgrade of the garment industry is the enterprises, while the key of the success for transformation and upgrade is the government.

#### 3.2.1 Strengthening the guidance, leverage, and punishment of policies
The Jilin Provincial Government has formulated the Guiding Opinions of the Jilin Provincial People's Government on Accelerating the Industrial Transformation and Upgrading (Jilin provincial government issued [2014] No. 41) but has not formulated corresponding policies of transformation and upgrade for the garment industry. The government should consider incorporating the garment industry into the key industrial directory of Jilin Province to improve the efficiency of the transformation and upgrade, and have a clear objective in the process of transformation and upgradation. The implementation plan for the transformation and upgradation of the garment industry in line with the provincial conditions should be formulated, drawing on the developed provinces of garment industry such as Zhejiang and Guangdong and basing on systematic investigation of Jilin Province garment industry.

The garment creative industry is a fusion product of the garment industry and the cultural and creative industry, where the extensive and congregate knowledge is represented by garment as a carrier,
which should be protected by relevant laws. Therefore, the relevant government departments should gradually improve the legislation and strictly enforce the law to ensure the development and legitimate rights and interests of the garment creative enterprises. In order to prevent the outflow of talents, the government should establish a special talent pool and introduce a series of policies to attract talents and promote the healthy flow of talents, like that in Shanghai, Jiangsu, Zhejiang and other provinces. For those zombie enterprises relying on loans to survive, the relevant government departments should increase penalties and clamp down, in order to optimize the structure of garment production capacity and stimulate the innovation of other garment enterprises.

3.2.2 Optimizing the urban humanistic environment to gather talents. In addition to the preferential measures of the government and enterprises, the urban humanistic environment is also particularly important to attract or retain talents. According to statistics, 80% of garment graduates choose to go out because of the poor humanistic environment in Jilin Province, such as the imperfect city’s urban infrastructure, the underdeveloped service industry, the inconvenient information dissemination, and the outdated concept. Therefore, the Jilin Provincial Government should speed up the development of urban public transportation, information technology, medical, health care, cultural education, social security, and etc., to improve the construction of the “catering-shopping-entertainment” service system. It should develop or incubate a number of garment industrial parks facilitating the exchange of talents and the collision of inspiration, so that the comprehensive service level of the city will be improved. At the same time, the government should vigorously publicize the regional culture of Jilin Province, because the label of diverse culture will attract garment talents to explore the essence and truth of it, then integrate it into the development of the garment creative industry.

3.2.3 Innovating corporate financing forms. The transformation and upgrade of the industry requires sufficient financial support, including the structural adjustment of the garment industry. According to relevant information, the Jilin Provincial Government has introduced various forms of financing for enterprises, such as promoting the issuance of corporate bonds, middle and small-sized enterprises private placement bonds, collective bonds and collective notes. Although the government has implemented many forms of financing, the problem of corporate financing still exists. Therefore, the Jilin Provincial Government should actively explore new forms of financing based on local conditions, such as innovating the transfer of shares in unlisted companies.

3.3 Playing the bridge role of Garment Association and Chamber of Commerce and strengthening the service function

At present, the Jilin Province Garment Industry Association has shortcomings such as few member enterprises, insufficient credibility, weak industry binding force, and weak service capabilities. So it is difficult to undertake the transformation and upgrade of the garment industry. The Jilin Provincial Government should comply with the requirements of the development of the times, vigorously support the development of the garment association, and formulate the corresponding policies to ensure the work of the Garment Association and Chamber of Commerce. At the same time, as the Garment Association and Chamber of Commerce has a better understanding of the actual development of the industry, it can be tried to change the government functions, decentralize the management authority, and entrust the Garment Association and Chamber of Commerce to undertake administrative examination and approval, such as the annual inspection of garment enterprises and the approval of garment related items.

Furthermore, Jilin Province should combine with the actual situation in the province and complying with the tendency, which should integrate and reorganize the associations of business and overlapping members either, and further refine the responsibility of garment industry associations and chamber of commerce. In the meantime, formulate the development plan of the association, release and publicize relevant information, and provide related services such as training, technical exchange, event hosting and experience exchange according to the actual research and relevant policy
recommendations; combine the hot issues such as the transformation and upgrading of the garment industry and the “cultural creativity and design services” policy, which can strengthen the exchanges and cooperation with other countries or regions to expand the visibility of the garment industry in Jilin Province.

3.4 Attach importance to the cultivation of talents and promote the development of integration of production, education and research

The clothing talent training in colleges and universities in Jilin Province is greatly influenced by the region, and there are problems of emphasis on theory and slight on practice. Due to the lack of practical ability, students have a large gap with the actual needs of enterprises. Therefore, when setting up and teaching the courses, the garment colleges should combine the latest developments of the industry with the local culture to enable students to understand the current situation of the industry and explore the innovative cogitation of students. In order to change the phenomenon of "no consistency of learning and using", the teachers of the garment colleges should combine the actual situation of the enterprise to carry out the teaching, and hire the garment enterprise experts to train the students in various forms, such as curriculum design or series of lectures. The garment profession should pay attention to the practice links in the teaching field, and encourage students to practice in depth and boldly innovate. At the same time, it is necessary to integrate and reorganize the repeated and useless courses, so as to reduce the burden and improve the professional level of students.

4. Conclusion

To sum up, in order to speed up the transformation and upgrading of the garment industry in Jilin province, it is necessary to optimize the services of the government and the Garment Association under the guidance of the national policy; accelerate the upgrading and innovation of technical equipment, especially intelligent manufacturing equipment; improve the investment and financing environment of Jilin province and guarantee the funds needed for the transformation and upgrading of the garment industry; accelerate the reform of the education system of the clothing colleges and universities, improve the quality and adaptability of talents; accelerate the deep understanding and research on cultural creativity, give birth to and strengthen the garment creative industry of Jilin province.

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