

## The model of dynamic capability on slow fashion: A dynamic view

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### Abstract

In the past, the research on slow fashion was always directed into business unit strategy or resource-based theory as the main point of view for the enhancement of competitive advantages; however, the discussion on business unit in the past, focused on the sharing and expansion of the firm and structural unit more. In addition, the resource-based theory also focused on the controversy of dynamic point of view caused by the internal resource uniqueness of the firm too much. In this study, in order to understand the real situation of slow fashion, CHANEL, DIOR, BURBERRY and HERMES, were selected as the objects, focusing on 32 high-level managers of slow fashion. This study used grounded theory, open coding, axial coding, select coding to analyze and proposed theoretical propositions in the end. The contribution of this study is to show the insights of “the model of dynamic capability on slow fashion”, in hoping to propose the academic referential index and a good operational direction of retail market managers in slow fashion.

**Keywords:** Slow Fashion; Dynamic Capability; Resource-Based Theory; Grounded Theory; Axial Coding; Select Coding

### 1. Introduction

Although many scholars separately discussed the influences from slow fashion environmental factors on firm strategy and market orientation [1, 2, 3], the discussion on business unit strategy in the past focused on the sharing and expansion of the firm internal and structural unit more. Even the result showed that slow fashion environmental factors has obvious influences on firm strategy and market orientation [1], it was hard to be applicable and cannot explain how slow fashion firms own sustained competitive advantages in the environment of dynamic competition.

In the past, regarding to the slow fashion, there were also scholars who adopted resource-based theory [5, 6] and emphasized on the uniqueness of internal resources for firms. That is to say, the reason firms could often keep their advantageous position was because they have sustained competitive advantages [6, 7, 8]. Under this hypothesis, each scholar proposed different theories to explain the source of competitive advantages. From the emphasis on the competitive analysis on the industry environment they placed [9], the emphasis on resource-based view of firms' unique resource [5], to newly rose dynamic capabilities theory [10, 11, 12], they all appeared the change of view on competitive advantages from scholars, and reflected differences of different background thinking logics of eras [13]. From the resource-based view, it indicates the source of sustained competitive advantages and after firms owned heterogeneous resource and capabilities, scholars further discuss which characteristics when forming strategic resource of competitive advantages should possess. Resource-based view indicated that the resource and capabilities owned by firms were important factors that constructed and keep competitive advantages [5, 6, 14, 15, 16, 17, 18]. Influenced by the characteristics such as value, rareness, imperfect imitability, immobility of resource capabilities, each firm has different resource capabilities, and different important factors of sustained competitive advantages [5, 19].

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The above-mentioned RBT emphasized on the internal advantages in firms, but there are controversies as followed: (a) RBT and other technical terms, such as resource, position, capabilities, and core capabilities, all of them are lack of clear definition [20]. [12] indicated the research of RBT mainly absorbed [5] statement: Firm resource means “a firm’s ability of control, letting the firm brought the abilities of planning, implementing its efficiency, and changing strategy, including all resources, capabilities, organization position, firm’s property, information, and knowledge”. Such statement didn’t point out the difference between “resource and capabilities.” (b)RBT has brought out discussion because of its static state [12, 21, 22, 23, 24], and scholars indicated the static competitive advantages already cannot be kept in the dynamic markets [25, 26].

Therefore, the point of view this study attempted to brought out in the dynamic integrity model of competitive markets, illustrated how the slow fashion in markets of dynamic competition owned sustained competitive advantages in markets. Consequently, the purposes of this study were (a) to bring out theoretic propositions, (b) to bring out the model of dynamic capability on slow fashion.

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## 2. Literature review

### 2.1 Slow fashion

Slow fashion is a concept describing the opposite to fast fashion and part of the "slow movement", which advocates for manufacturing in respect to people, environment and animals [21, 27]. As such, contrary to industrial fashion practices, slow fashion involves local artisans and the use of eco-friendly materials, with the goal of preserving crafts and the environment and, ultimately, provide value to both consumers and producers [28].

Slow fashion is a way to identify sustainable fashion solutions, based on the repositioning of strategies of design, production, consumption, use, and reuse, which are emerging alongside the global fashion system, and are posing a potential challenge to it [28]. In simpler terms slow fashion is the polar opposite of quick fashion [21]. It refers to a fashion awareness and approach that takes into account the procedures and resources needed to create apparel [27]. It promotes the purchase of higher-quality clothes that will last longer, as well as equitable treatment of people, animals, and the environment [29].

It is an alternative to fast fashion in the sense that it promotes a more ethical and sustainable way of living and consuming [29]. It encompasses the whole range of 'sustainable,' 'eco,' 'green,' and 'ethical' fashion movement [21]. This movement is another business model that focuses on both slowing down consumerism and respecting the environment and ethics [28]. Some elements of the slow fashion philosophy include: buying vintage clothes, redesigning old clothes, shopping from smaller producers, making clothes and accessories at home and buying garments that last longer [27]. New ideas and product innovations are constantly redefining slow fashion, so using a static, single definition would ignore the evolving nature of the concept [30].

For a long time, it was defined as an opposition to fast fashion. Unlike fast fashion, slow fashion production ensures quality manufacturing to lengthen the life of the garment or material [27]. Developing a garment with a cultural and emotional connection is also pertinent to the purpose behind slow fashion: consumers will keep an article of clothing longer than one season if they feel emotionally or culturally connected to the article of clothing [21]. A taxation is in early stages of development in order to deter fashion companies from purchasing or producing materials that are not made with recycled, organic, or re-purposed materials. Utilizing materials already made will reduce the industry's carbon footprint [28]. There is also an important movement towards companies being more transparent. Many sustainable fashion companies reveal the process in which their clothes and designs are made, aiding buyers to make more conscious purchasing decisions [27]. In accordance with the slow movement there is a trend towards more conscious buying as well as companies attracting new consumers with their eco-friendly processes [29].

Slow fashion can be understood as a more rational and more durable fashion, which to some extent allows designers to express what they think, instead of blindly following the trend and spinning between fashions [28]. Slow fashion emphasizes durability, style is timeless and individual, slow is unique and difficult to copy [27]. Slow fashion is classic, durable and unique. High-quality fabrics, classic styles, and durability are the hallmarks of slow fashion [21]. Every detail is meticulously crafted, and the ingenuity of handcraft is another hallmark of slow fashion. The representative brands are mostly luxury brands and first-line big names such as CHANEL, DIOR, BURBERRY, JOLEE, HERMES and so on. Nowadays, more and more brands pay more attention to slow fashion, especially the well-known brands such as traditional handicraft bags and leather goods from France and Italy originating from Europe. Slow fashion has increasingly penetrated into people's lives [29].

## 2.2 Sustainable fashion vs. slow fashion

Sustainable fashion and slow fashion are terms for very similar concepts. The basic idea is to change the complex systems that are inherent in the current fashion model for the good of the planet and people [21, 27]. Sustainable clothing continues to grow in popularity as more people notice the flaws of increased consumption and throw-away culture [29]. This, in turn, has prompted brands to be more mindful of what they create and advertise. Natural clothing materials and low-impact manufacturing are large parts of the sustainable fashion push [31]. This movement has invited a closer look into what sustainability looks like and how a shift in thinking and practices could impact the fashion industry [21, 27].

Slow fashion is considered to be a continuation of sustainable fashion [21]. Today, it is distinguished by quality, locally manufactured clothing, produced on a smaller scale and with slower production times [32]. Mindfulness is paid to workers, the environment, and cultural connections [27]. Slow fashion is more than the antithesis of fast fashion; it is a reimagining of what the clothes-making industry could be [21].

The slow fashion movement was a reaction to the rapid expansion of the fast fashion industry [21]. People had begun to notice the instability of the fast fashion model—from the exploitation of garment workers to pollution [27]. However, fashion wasn't always like this, and slow fashion aims to take us back to where it began, before the Industrial Revolution [33]. When Kate Fletcher first described her ideal fashion paradigm, it mirrored the Slow Food Movement, which was started in 1986 by Carlo Petrini and focused on a mix of pleasure, awareness, and responsibility [27]. As a result, Fletcher wanted slow fashion to focus on quality versus quantity, in addition to the environmental ideals that were associated with sustainable fashion [29].

Though Fletcher presented slow fashion as an opportunity to create a synergistic relationship between designer, production, and consumer, it has evolved over time to encompass even more [21]. No longer is slow fashion only a theory on connection and better products; now, it involves consumer lifestyles and ethical production [30]. As conscientious shoppers learn more about the troublesome practices within the fashion industry, the circles of sustainability are growing closer [27]. These days, the terms "sustainable", "slow", "ethical", and "eco-fashion" are used synonymously as the world grows more aware of how interconnected these movements are [21]. Social media has only helped slow fashion brands, such as Sezen Musa or Cultural Fibers, reach more consumers [28].

Adopting a slow-fashion way of living may seem intimidating if you are new to the movement; however, it doesn't have to be difficult [27]. Here are some ways to incorporate these principles into your life. The foundation of slow fashion is the practice of consuming less [21]. You can do this by focusing on what is already in your closet [29]. From social media to the red carpet, we are inundated with the concept of wearing our clothing only once—and it is important that we fight this urge [21]. Participating in social media challenges is a great way to get your feet wet [27]. Challenges such as the 30 wears challenge or creating a capsule wardrobe will help train your mind to see the many ways you can wear the pieces you already have [34].

When buying new clothing, choose good-quality pieces made with sustainable materials [21]. More expensive doesn't always equal better quality; however, cheap clothing is an indicator that the garments were not made to last [27]. Making higher-cost investments in your wardrobe will also help you to buy less [35]. However, if you need to be more financially conservative, you can circumvent the high cost by shopping secondhand. Shop your local thrift stores or resale shops. Consignment shops are also great places to find curated items [27]. Looking to shop from home? There are a plethora of apps and online shops that have quality garments at a fraction of the cost [36].

Learning how to care for your clothing is one of the most important things you can do. An often overlooked practice is paying attention to the care instructions on the label [27]. Washing and drying your clothing at the proper temperatures and using the appropriate cycles will go a long way to keeping your garments in good shape [30]. You should also invest in a small sewing kit to mend small holes and replace buttons [27]. Find a local shoe repair shop to make your footwear last longer. Look for a tailor or alterations place you are comfortable with. Custom alterations can make you feel more comfortable in your clothing [27]. Places like Hidden Opulence or the Rejewel Collective will also upcycle your clothing and jewelry for you [21].

Slow fashion is all about creating, as well as shopping for higher quality items that are designed to last [27]. The growing movement encourages a variety of sustainable practices, including forming a connection with the environment and reducing toxins and waste [21]. The principles of slow fashion include: sustainable materials, fewer collections, fair trade, minimizing waste, making great use of resources and transparency [37]. Familiar with the term 'shopaholic'? In simple terms, a slow fashion convert is the exact opposite of that. Next, we're tackling no less than 21 things you can do

today to move from fast fashion to slow fashion [27]. Every choice you make matters: from the clothes you pick to your earring types, shoes and bags. The good news is that everyone, regardless of budget, values and time constraints, can find ways to reduce their closet's impact [21]. Read on to find just what you can do – and how to do it – in simple, easy to-follow steps [38].

Cheap garments, disposable income, and accelerated trend cycles have transformed clothes shopping into a frequent consumer hobby over the past 20 years [27]. But with mass production, excessive consumption, and mountainous waste facing challenges, the fast-fashion era is experiencing a huge transformation [29]. Rather, with half of the young consumers planning to buy fewer, better quality garments in an effort to reduce their impact, the 2020s will instead be the decade of slow fashion [27]. But what is the slow fashion movement? As the name suggests, slow fashion aims to reduce the speed at which the industry operates [29]. Rather than providing an endless supply of sub-par garments, the movement focuses on thoughtful design, creation, and consumption that puts quality, longevity, and impact first [21]. Garments are designed and manufactured using high-quality, long-lasting, sustainable materials; production is limited to meet demand, and environmental and social impact are among the top priorities [28].

Up until the 2000s, shopping for clothes was an infrequent activity, usually done out of necessity. Fast fashion changed that. Trendy clothes, sampling designs from the catwalk, were mass-produced using low-quality materials, with savings passed on to consumers [27]. Suddenly, everyone could afford to keep up with the latest trends, and they did. But that came at a cost [32]. Today, fashion is responsible for 10% of global emissions and 20% of water waste, while 92 million tons of textile waste is disposed in incinerators or landfills annually [21]. Predicted to rise by another 45% over the next decade, there is an evident need for change — and consumers are demanding it [29].

### **2.3 Dynamic capabilities theory**

The definition of dynamic capabilities by [39] means the capabilities of integrity, creation and re-distribution of internal and external abilities to meet the environment of rapid changes. The term “dynamic” means the ability of update for adapting the change of external environment as an organization. When the changing speed of industrial technology is faster or its changing scale is bigger, the uncertainty in the future market competition would be bigger; meanwhile, the firms’ capabilities of innovation to reflect therefore appears to be very important. The term “capabilities” emphasized on modification, integrity, and re-distribution of skills and resource from both internal and external organization to meet the ability on demands of changing environment. Since [11] proposed dynamic capabilities theory, this theory then received attentions from many scholars, and were studied and discussed its influence factors by them. Besides, it can be known from related research by [11, 39], while facing the rapid change of science and technology and environment of global competition, in order to survive, firms pursue sustainable development and growth, so they would implement a series of organizational reforms, but if they do not have related dynamic capabilities, this organizational reforms might not be easy to success [12, 14, 15, 40, 41, 42].

According to the basis of dynamic capabilities mentioned above, [19] concretely listed examples of dynamic capabilities, such as R&D position of commodities from Honda Co., Ltd., the position of resource distribution from Intel, and the position of merge and integrity from HP, and they indicated the specific process of dynamic capabilities. Furthermore, [42] used life cycle view to analyze capabilities and the revolutionary process of capabilities, stressing on capabilities could create changes of important direction and route with the development of time. This analysis emphasized on the analysis of capabilities development, not the exploration of resource, and it upgraded from static view of resource-based theory to dynamic view of capabilities.

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## **3. Research design**

In this study, in order to understand the real situation of slow fashion, CHANEL, DIOR, BURBERRY and HERMES, were selected as the objects, focusing on 32 high-level managers of slow fashion, including general managers, marketing vice-presidents, chief strategy officers, Dean of R&D, marketing managers, business sales, and senior sales representatives in each firm. The research objects are 32 high-leveled managers. In this study, grounded theory was adopted, with run-down script analysis, and open coding, axial coding and select coding were used to analyzed as well [52]. Lastly, the data and evidence obtained from coding were used in intertextuality of the text, researchers’ theoretical sensitivity, and contextualization to induce [43, 52].

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## **4. Text analysis**

In this step, the purpose of the textual analysis to grounded theory is to obtain “conceptual meaning of value phenomena between variables”. In order to efficiently organize interviewing data from 32 interviewees, CAQDAS (computer assisted

qualitative data analysis software) were used in this study: NVivo 12 to analyze data [31, 32]. Through the organizational analysis, there were three coding results in three stages; the steps were: the first process of open coding: the open coding is implementing in the interviewing content; (a) to define phenomena first; (b) then to create conceptual labeling; (c) to induce line by line analysis. The second process of axial coding: in open coding, the overall induction was done again in this study, and induced the concept of same properties into the concept of context-bound with higher level; this process is called axial coding [32]. The last process of select coding: apart from considering internal factors of each dimension, there were still mutual relations with other dimensions [31]. So the following methods were used to achieve the purpose of select coding in the grounded theory: (a) to connect the relations between categories; (b) to enforce the relations between evidence and concept; (c) to constantly seek properties of the main category and sub-category, and to confirm the location that the data faced; (d) To further explore and explain the evidence in the phenomena [31, 32, 33]. As shown in Table 1.

**Table 1** Select Coding and Axial Coding

Select coding	Description	Axial coding
Business strategy	Indicating the concept of value phenomena, the firm entity uses to define business strategy, including differentiation strategy and cost leadership strategy.	Cost leadership strategy
		Differentiation strategy
Market orientation	Indicating the concept of value phenomena, the firm entity uses to define market orientation, including cultural values and market activity facet.	Cultural values
		Activity facet
Extent of the dynamic environment	Firm entity's concept of value phenomena in performance, including dynamics, heterogeneity and hostility.	Dynamics
		Heterogeneity
		Hostility
Performance	Firm entity's concept of value phenomena in defining market orientation, including financial indicator and non- financial indicator.	Financial indicator
		Non- financial indicator

This study explores the relations of the 9 axial codings in a linked category through the select coding and axial coding above, and in a persistent way looks for the relations between the main category and sub category. This study obtains 4 select codings and subsequently uses the coding texts acquired from grounded theory in combination with the intertextuality and the theoretical sensitivity and contextualization of the scholars [44, 45] to put forth the insight of theoretical propositions.

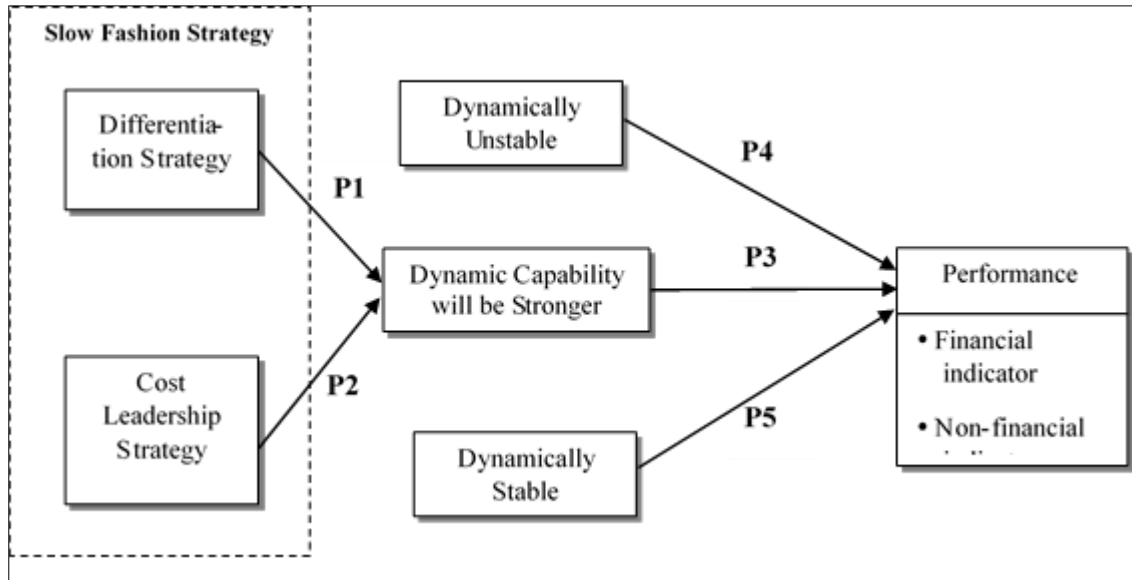
## 5. Finding: The model of dynamic capability on slow fashion

This study constructs the Model of Dynamic Capability on Slow Fashion by way of the contextual induction of select coding and axial coding, as illustrated in Figure 1 below.

### 5.1 Firms' strategy

The discussion of market-oriented variables was more on internal environment factors in firms, such as factors of high-level managers, organization system, recruitment and rewards. [53]. until recently, scholars just started to study the influence from venders' business strategy to market orientation. [45] Thought market orientation is a set of unique action and exercise. Therefore, from the strategic level, the market orientation is more closed to functional level in this study, so the firm strategy of higher levels would influence the extent of market orientation [54]. That is to say, the implementation of market orientation should depend on firm strategy, and different firm strategy would have market orientation of different extent.

Regarding to firms strategy, this study adopted cost leadership strategy and differentiation strategy from Poter's classification. Regardless the factor of focus strategy, the focus actually is the dimension of the market scope [46]. Firms still have to choose ways of competition again, so the factor of focus has been eliminated and only cost leadership strategy and differentiation strategy which meet competitive advantages left [53].



**Figure 1** The Model of Dynamic Capability on Slow Fashion

## 5.2 Market orientation

The scholars' definition of market orientation in the past is mainly point of view from [47] and [45]. The former thought market orientation is "a set of view of special cultural value", which focused on cultural aspect more; the latter thought market orientation is "the whole organization react properly to intelligence", which focused on activity aspect.

This study quoted the view from [53] to the dimension of market orientation. It suggested that while discussing the idea of market orientation, we should think from both cultural and activity aspects, then the concept of market orientation could be completely conveyed. Therefore, the dimension used in this study include 5 aspects: intelligence generation of customer orientation, intelligence generation of competition orientation, internal intelligence dissemination, intelligence responsiveness of customer orientation, and intelligence responsiveness of competition orientation [24, 26].

## 5.3 The extent of dynamic environment

Many scholars used to take environmental factors as moderator variables of firm strategy and performance, but the environmental dynamic extent has never been taken as moderator variables which influence performance [24, 28]. In this study, when different cooperated modes were in different uncertain environmental dynamic extent, there would be different performance. This study used the uncertain extent of environmental dynamics to evaluate the changes of a general environment and mission environment, and adopted the view from [16], choosing 3 dimensions of "dynamics", "heterogeneity", and "hostility" to value the uncertainty of dynamic environment [19, 23, 25].

## 5.4 Performance

Through a lot of empirical research [1, 2, 3], it can be measured that there are many indexes of firms' performance, and when there are too many studies used in the analysis of firms' performance, financial index of quantification would be used to measure. But from the organization performance, the category of performance is not merely limited in financial index [13]. Therefore, non-financial index shouldn't be regardless, so in the questionnaire of the measure of bank performance in this study, both financial and non-financial indexes would be considered [30]. In the selection of financial index, return on Assets Ratio and Gross Profit Margin that scholars often used, would be chosen [13]. Non-financial index includes customers' loyalty, newly elected service/product success rate, market share, and overall performance. Among them, the financial index is measured by achievement; non-financial index is measured by satisfaction [2, 3, 30].

## 5.5 Value propositions

This study proposes the theoretical propositions based on the grounded field data, literature review and the theoretical model.

### 5.5.1 *The effects of differentiation strategies and cost leadership strategies on market orientation*

According to the definitions of [9, 51], the main purpose of differentiation strategy is to, based on product or service that is most valued by customers, propose the customers with unique design, image and value that are completely different from those of other competitors to satisfy customers' special needs. And for banks, the practices may include the differentiation between the competitors in terms of product/service, the emphasis of customer service and tailor-made service, the building of unique brand image, and the providing of comprehensive consulting service. These practices represent high level of market orientation, and therefore, this study confirms that banks that use differentiation strategies have high level of market orientation. On the other side, according to [9] opinions about cost leadership strategy, he believes that the main purpose of this strategy is to make the firms the low-cost suppliers in the industry in which they are engaged, and the firms need to spare no effort to achieve the goal of keeping the cost low and be able to maintain this cost. So, for slow fashion, the practices may include the minimization of advertisement of human resource or the reduction of cost of funds. As a result, this study concludes that slow fashion that use cost leadership strategy have low level of market orientation. According to the deduction above, the following propositions are proposed:

- **Proposition 1**

If slow fashion adopts differentiated strategy, their dynamic capability will be stronger.

- **Proposition 2**

If slow fashion adopts cost leadership strategy, their dynamic capability will be stronger.

### 5.5.2 *The effects of market orientation level on performance*

According to the definitions about market orientation from [48], it is obvious strategic level falls in the scope of functional level, and the higher strategic level is the so-called firm strategy [49]. This study agrees that different strategic level should working consistently to have better performance. On the other side, according to the proposition 1 and 2, those that use differentiation strategy have higher level of market orientation, and the suppliers that use cost leadership strategy have lower level of market orientation. In other words, differentiation strategy works well for high level market orientation and has higher degree of strategic consistency, while cost leadership strategy works well for low level of market orientation and has lower degree of strategic consistency, and therefore, the performance will be better if the firms make the strategies consistent. According to the deduction above, the following propositions are proposed:

- **Proposition 3**

If the slow fashion dynamic capabilities is stronger, the financial indicator and non-financial indicator performance will be stronger.

### 5.5.3 *The effects of the extent of dynamic environment on market orientation and performance*

This study proposes that higher extent of the dynamic environment indicates unstable market, therefore, slow fashion should use differentiation strategy and high level market orientation in the hope of attracting more customers and creating more opportunities for slow fashion to expand the market share, this will in turn improve their performance [27, 51]. On the other side, if slow fashion use cost leadership strategy and lower level market orientation in the context of lower extent of the dynamic environment [29], it will be difficult to attract customers and it will be difficult as well for the firms to have the opportunity to grow up and expand, and the performance will be degrading accordingly [21, 27].

Furthermore, this study also proposes that lower extent of the dynamic environment indicates slow fashion are in an environment that has steady changing pace and competition model, and slow fashion, at this moment, should use cost leadership strategy and low level market orientation so as to improve the internal efficiency and reduce the cost used in increasing the market orientation when the industry environment becomes stable. slow fashion that follow this approach will have better performance. On the other side, if slow fashion use differentiation strategy and higher level market orientation in the context of lower extent of the dynamic environment (that is, when the environment is becoming stable), slow fashion will not necessarily attract more customers just because of their adoption of differentiation strategy and high level market orientation, instead, this will increase the cost and the performance will degrade consequently. According to the deduction above, the following propositions are proposed:

- **Proposition 4**

When the market environment is dynamically unstable, the slow fashion performance will weaken.

- **Proposition 5**

When the market environment is dynamically stable, the slow fashion performance will become stronger.

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## 6. Conclusion

The slow fashion industry is currently in a highly competitive environment, and each slow fashion firms has different competitive strategies and different degrees of market orientation. The results of the slow fashion dynamic capability model proposed in this study can help slow fashion firms to achieve the most appropriate degree of market orientation while formulating competitive strategies, thereby improving performance. In addition, this study further finds that, when the market environment is dynamically unstable, the slow fashion performance will weaken. When the market environment is dynamically stable, the slow fashion performance will become stronger. Therefore, the slow fashion industry dynamic model of this study can be make more appropriate recommendations that better align with the practice of competitive strategy.

There are many risks in the process of market technology commercialization in the slow fashion industry. The slow fashion industry has customer demand risks, technical feasibility risks, and enterprise growth risks in the market competition environment. Although the commercialization of slow fashion industry technology is full of resistance, if it is regarded as a process of learning from failure and exploration, then the experience learned in every action can be accumulated and become the foundation for the next success. Slow fashion dynamic capability is a competitive advantage tactic, and its strategy is a plan to achieve and maintain a competitive advantage. When the tactic of slow fashion dynamic capability is successful, its tactical disadvantage will be transformed into a strategic advantage, so that the dynamic capability strategy can be planned on the basis of this industry. Excellent slow fashion market leaders can form an intuitive judgment on successful methods from the practical experience and wisdom of many predecessors, make important decisions in building slow fashion dynamic innovation strategies, and ensure the sustainable operation of the growth engine.

### *Limitations*

This research focuses on the dynamic capabilities of the slow fashion industry, taking multiple case studies. Although it is impossible to conduct in-depth interviews and contacts with all fashion industry firms, the slow fashion firms interviewed are all representative firms in the world. However, this study fails to clearly present the quantitative research on slow fashion firms. Attribute factors do affect slow fashion's construction of its competitive advantage. The range of attributes of the sample can be expanded in future research to facilitate large-scale exploration, so that each firms can tell its own market competitive advantage. Secondly, the value of qualitative research lies in "discovery", while the value of quantitative research lies in "verification". It is suggested that quantitative methods can be combined with qualitative research in the future to validate the proposition of this study.

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## Compliance with ethical standards

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### *Disclosure of conflict of interest*

There is no conflict of interest in this manuscript article.

### *Statement of informed consent*

The author has the consent of the case study establishment for the survey, interview and the respondent data collected in the study area.



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