

**Topic: “Competitive Analysis of Marketing Strategies of Luxury Brands Vs Fast Fashion”**

## **Abstract**

This analysis examines how LVMH/Dior and Zara succeed in satisfying global consumers and implementing sustainable practices. LVMH/Dior combines traditional luxury with modern strategies, placing a strong emphasis on sustainability and transparency-driven by academic scholarship and industry insights. Meanwhile, Zara is praised for its agile approach, adapting quickly to trends and prioritizing sustainability in fast fashion. Consumers hold top priority for both brands with LVMH/Dior adapting to consumer demands, and Zara leveraging analytics to make decisions. Eco-friendliness holds major significance to these brands, with LVMH/Dior prioritizing responsible sourcing and local support and Zara incorporating sustainable practices in production. While both brands face hurdles when meeting changing consumer outlooks and their ethical demands, they also remain optimistic about what the future holds.

## **Acknowledgment**

Thanks to all participants, researchers, and scholars for their insights and contributions.

Thank You

### **Declaration**

Research and data are used to develop the information and analysis in this study. This work did not contain any proprietary or confidential information.

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## **Chapter 1: Introduction**

### **1.1 Introduction**

The fashion industry is a lively field where both luxury brands (like LVMH/Dior) and fast fashion brands (like Zara) use different tactics to attract customers and stay competitive. Understanding how these brands change and do well in the face of changing customer tastes, new challenges, and growing worries about sustainability is important. This study looks at how luxury and fast fashion brands sell themselves. It looks at their business models, how they stay in business, and how they set themselves apart. This study aims to help practitioners, researchers, and other stakeholders figure out how to deal with the complicated modern fashion scene by looking at how they react to changing circumstances.

### **1.2 Research background**

As per the research report of Blesserholt, (2021), suggest that, there are both luxury brands (like LVMH/Dior) and fast fashion brands (like Zara) in the fashion business, and each uses a different marketing strategy. Industry factors have changed because of how consumers are changing, how disruptive problems like the pandemic are, and how more people care about the environment. This study is important because we need to know how these brands stay relevant, keep customers interested, and deal with new trends. By looking into the strategic foundations of both groups, the study hopes to find insights that will help people make better decisions in the fast-paced and competitive fashion market.

### **1.3 Aims and objective**

#### ***Aims***

This research aims to assess the competitive strategies of LVMH/Dior and Zara to meet the global consumer satisfaction strategy. Additionally, the study also focuses on managing the sustainability strategy by luxury brand LVMH/Dior and fast fashion brand Zara.

#### ***Objectives***

- To analyze LVMH/Dior and Zara's strategies for gaining consumer satisfaction on a global scale
- To examine the sustainability practices implemented by LVMH/Dior and Zara with a focus on ethics and the environment
- To examine the effectiveness of LVMH/Dior's consumer satisfaction strategies against Zara's fast fashion strategies



- To analyze the opportunities and challenges facing LVMH/Dior and Zara with respect to their respective sustainability strategies.

### **Research questions**

- What are LVMH/Dior and Zara's strategies for gaining consumer satisfaction on a global scale?
- What are the sustainability practices implemented by LVMH/Dior and Zara with a focus on ethics and the environment?
- What are the effectiveness of LVMH/Dior's consumer satisfaction strategies against Zara's fast fashion strategies?
- What are the opportunities and challenges facing LVMH/Dior and Zara with respect to their respective sustainability strategies?

### **1.4 Research rationale**

According to the research report of Niinimäki *et al.*, (2020), directed that, the study looks at how luxury (LVMH/Dior) and fast fashion (Zara) brands market themselves differently, focusing on how they handle problems like the pandemic. By looking at their business models, factors that make them appealing, and how they respond to changing customer tastes, the study gives useful information about how to stay successful and relevant in the competitive fashion market.

### **1.5 Significance of the Study**

The study guide of Neumann *et al.*, (2020), suggested that this study is very important because it shows how luxury brands (like LVMH/Dior) and fast fashion brands (like Zara) use complex strategies to place themselves in the market, stay strong, and grow in a sustainable way. By looking at how they responded to changing customer trends and a changing business environment, the study helps people in the fashion industry, researchers, and other interested parties understand what marketing strategies work. It also adds to talks about changing business models, ethical practices, and digital transformation. This helps people make better decisions and gives the industry more tools to deal with changing market dynamics.

### **Impact for the industry as a whole and society**

The fashion industry's development has been heavily influenced by LVMH/Dior and Zara's tactics, which both aim to satisfy customers on a worldwide scale (Niinimäki *et al.*, 2020). However, these brands' contrasting stances on sustainability have significant implications for

society and the future of fashion. LVMH/Dior focuses on craftsmanship and personalization, resulting in supplementary consumer satisfaction through exclusivity and brand loyalty. This strategy resonates with consumers who value higher-quality, long-lasting pieces over fleeting trends. On the other hand, Zara prioritizes quick and affordable fashion to appeal to a more extensive range of customers (Blessersholt, 2021). They swiftly translate the latest trends into their products, emphasizing accessibility and conceptual diversity. LVMH/Dior's dedication to ethical and environmentally-friendly practices reflects a growing demand for responsible consumption. Their efforts establish a new norm for luxury brands, encouraging the industry to prioritize sustainability. Conversely, Zara's fast fashion methodology raises doubts over poor environmental and labor policies, highlighting the consequences of disposable fashion. Through prioritizing longevity and uniqueness, LVMH/Dior's approach delineates from Zara's instant manufacturing cycle, leading the fashion industry towards more conscientious practices for consumers conscious about fashion longevity and sustainability.

### **1.6 Research problem**

As one of the study guides of Pelikánová *et al.*, (2021) directed that, the study problem is to figure out how luxury brands like LVMH/Dior and fast fashion brands like Zara use different marketing strategies to meet changing consumer needs, disruptions, and concerns about sustainability. This study wants to answer the question of how these brands stay relevant and competitive in a fashion market that is always changing. The study tries to figure out what makes them successful by looking at their business plans, how they set themselves apart, and how they deal with problems. In the end, the goal of the study is to help people in the fashion industry, academics, and people who work in the fashion industry navigate the complicated modern fashion market.

## **Chapter 2: Literature Review**

Fast Fashion (FF) refers to a business model in which cheap clothes are rapidly produced and distributed to satisfy consumer demand for affordable, accessible clothing (Mrad et al., 2020).

LF refers to a business model that specializes in creating high-end, exclusive, and meticulously crafted products (Zhang, Zhang and Zhou, 2021). Targeting affluent and discerning clients, the company offers unique designs, premium materials, and exceptional customer service.

### **2.1 Transition from fast fashion to luxury fashion and back**

As per the report of Nguyen (2021), the fashion business is always changing, and there has been a big shift from fast fashion to luxury fashion. This interesting change shows how brands like LVMH/Dior and Zara use different, ever-changing tactics. LVMH has made a name for itself as a symbol of excess by focusing on luxury, creating works of art of the highest quality, and having a long and storied history. On the other hand, Zara, a mainstay of fast fashion, has mastered the art of responding quickly to trends and moving quickly through the supply chain.

When the COVID-19 virus broke out, it showed how strong and flexible both luxury and fast fashion brands can be. LVMH changed its focus to e-commerce and community-based work, which shows how flexible it is. Zara changed how its collections came out and made it easier for customers to interact with it online. This showed that it could handle new challenges. Their ways of gathering devoted fans are very different. LVMH attracts people who like to live in style with its art, history, and lasting appeal. Zara, on the other hand, attracts a younger crowd with trendy clothes that are cheap and easy to get.

### **2.2 Luxury Brand: LVMH (Louis Vuitton Moet Hennessy) / Dior**

**Strategy:** Leading in the luxury goods industry, LVMH centres their strategy on scarcity, artisanship, and ancestry. Holding an impressive collection of high-end labels, LVMH influences their association with diversity to shape a holistic picture of top-tier sophistication and grace (Mrad et al., 2020). By upholding tight production quantity and relying solely on elite materials and developmental regulation in order to sustain limited exclusivity.

**Main Focus:** LVMH has built its strategy around curating luxury products that are iconic and create aspiration among its discerning clientele. The focus is on a distinguished and cultured lifestyle by offering meticulously crafted products that blend tradition and heritage

with modern aesthetics (Teona, Ko and Kim, 2020). This fusion is likeable among a global audience.

**Survival and Strategies during COVID-19:** While the COVID-19 pandemic posed difficulties for luxury companies like LVMH, the brand promptly adjusted its operations to address the crisis. LVMH even repurposed some of its production to create important products like hand sanitizers that showed their corporate morality and consideration for communities (Mrad et al., 2020). Furthermore, the corporation expedited its digital alteration, upgrading its online persona and capabilities so that it could appeal to the generalized changes seen in consumer buying habits.

**Key Selling Factors:** At the core of LVMH's appeal lies luxury- an unmatched aura of lasting value & workmanship, crafted under the expert guidance of select perfectionists (Teona, Ko and Kim, 2020). For so many people, an LVMH item feels like an attestation to exclusivity, taste and sophistication & the claim of membership to an opulent way of life.

**Differentiation and Standout:** LVMH is unique in its ability to blend the best of antiquity with groundbreaking innovation. Instead of veering from their triumphant legacy, the company is always at the forefront of contemporary art and design; sparkly ingenious items intended to riposte uncertain significations of epoch (Teona, Ko and Kim, 2020). LVMH is an instant direction-fashion artefact, mere investments appreciated. Holding on to great aspiration's exclusiveness, the brand's patrons share the prestige to stand above all other sleek fashion retail players.

### **2.3 Fast Fashion Brand: Zara**

**Strategy:** Zara is a major player in the fast fashion industry and has greatly impacted it through its unique tactics (Centobelli et al., 2022). Their strategy consists of responding rapidly to popular trends through their efficient supply chain and translating high-end runway fashion into affordable options that cater to the masses.

**Main Focus:** The central objective of Zara is to democratize fashion by providing the latest fashion trends to a wide spectrum of consumers. Its efficiency in introducing new styles within a matter of weeks, rather than months, is crucial to its success (Zhang, Zhang and Zhou, 2021). Zara's strategy of consistently renewing its inventory through regular introduction of constantly evolving fashion choices enhances customer eagerness to make frequent purchases and participate in the brand experience.

**Survival and Strategies during COVID-19:** Fast fashion giants such as Zara were met with challenges during the COVID-19 pandemic. However, the company took action and implemented tactics to overcome the obstacles (Centobelli et al., 2022). One of their approaches was reducing new collection releases to match changes in customer demand and supply chain problems. Moreover, the brand emphasized its emphasis on digital commerce and sales avenues given the heavy reliance on online engagement due to closures and restrictions.

**Key Selling Factors:** What sets Zara apart is its ability to turn style on the catwalks into affordable and high-fashion street wear that anyone can rock. They cater to a vast range of customers and their offerings are always on-trend, making staying stylish even on a budget easily achievable (Zhang, Zhang and Zhou, 2021). Through their impressive variety of products and efficient production and shipping process, Zara is a go-to store for fashion enthusiasts who value both fashion and affordability.

**Differentiation and Standout:** Zara's approach to fashion is both nimble and responsive. By swiftly introducing cutting-edge runway styles to the general public, Zara outshines rival brands struggling to maintain their momentum (Pérez-Bou and Cantista, 2023). Zara's knack for capturing the essence of the latest fashion kicks and adapting it to widespread use has earned them the well-deserved title of a pioneer in the fast-fashion world.

| Aspect                 | Zara  | H&M   |
|------------------------|---|---|
| Market Share<br>(2022) | 11%   | 4.3%  |
| Consumer Satisfaction  | Trend-driven, frequent updates, moderate personalization                | Trend-driven, wide variety, moderate personalization                    |
| Sustainability         | Efforts towards sustainability, but criticized for environmental impact | Conscious collection, recycling initiatives, sustainable material goals |

**Comparison of fast fashion company H&M with Zara**

(Source: Fast Retailing. 2022))

## **2.4 Critical discussion of LVMH/Dior and Zara**

The ever-changing fashion industry features a fascinating intersection of high-end luxury brands such as LVMH/Dior and popular fast fashion icons such as Zara. The way in which these companies pursue different strategies on this elaborate canvas varies drastically. LVMH impresses through its devotion to luxury, skilful craftsmanship, and profound heritage, securing its place as a model of lavishness (Dragomir and Dumitru, 2022). In contrast, Zara effectively forged its reputation as a leader in fast fashion by unflinchingly responding to trends and manoeuvring within its supply chain.

During the raging COVID-19 pandemic, luxury and fast fashion companies had to display their strength and power. LVMH demonstrated its endurance and flexibility by changing its focus to e-commerce and efforts towards the community. At the same time, Zara implemented alterations in its collections launches and expanded its engagement with consumers online to showcase its ability to adapt to new challenges (Li, 2022). An important observation is that their methods of drawing ardent followers are different. LVMH's appeal lies in their artistic sensibility, tradition, and persistent image for all those wanting to live trappings. On the other hand, Zara fascinates its consumers with trendy, affordable, and readily available clothing pieces for younger fashion admirers.

## **2.5 Building resilience- LVMH/Dior v/s Zara**

When looking to the future, both luxury and fast fashion companies know that resilience is the most important thing. Adopting agility means using sustainable production methods, getting from different places, making things locally, and using digital tools. The importance of ethical labour practises shows how much they want their image to match the values of responsible consumers. By combining new technologies, adaptability, and responsibility, the elite and fast fashion worlds are set up to encourage experimentation that could lead to new ideas. This path not only keeps them relevant, but also moves forward a business that stays in tune with how the future is changing.

According to the research report of Wrenet *al.*, (2022), due to their different strategies and ways of dealing with problems, fast fashion and luxury fashion have made a big change in the fashion business, which is always changing. This interesting change shows how different brands like LVMH/Dior and Zara use changing tactics. LVMH has made a name for itself as a symbol of excess by focusing on luxury, creating works of art of the highest quality, and

having a long history. On the other hand, Zara, a leader in fast fashion, has mastered the art of responding quickly to trends and moving quickly through the supply chain.

The analytical study of Liuet *al.*, (2020), suggests that, The COVID-19 pandemic brought to light how strong and flexible both luxury and fast fashion companies are. The fact that LVMH was able to switch to e-commerce and community-based work shows how flexible it is. Zara changed how its collections came out and made it easier for customers to interact with it online at the same time, showing that it could handle new challenges. Their ways of getting devoted fans are very different. LVMH attracts people who like to live well with art, culture, and a lasting appeal. Zara, on the other hand, attracts a younger crowd with trendy clothes that are cheap and easy to get.

Looking to the future, both luxury and fast fashion conglomerates agree that resilience is the most important thing, but their plans for getting it are different. Adopting agility means using sustainable production methods, getting supplies from different places, making things locally, and using digital tools. LVMH's focus on tradition and craftsmanship may mean that it needs to make more complicated changes to stay true to itself in a changing world, while Zara's ability to adapt comes from its supply chain and its ability to respond quickly to trends. The need for ethical labour practises shows how much they want their reputation to match the ideals of responsible consumers, which affects how they make things. By combining new technologies, adaptability, and responsibility, the luxury and fast fashion industries are set up to encourage experimentation that could lead to new ideas. This path not only keeps them relevant, but also drives an industry that stays in tune with how the future is changing.

## **2.6 Sustainable and ethical practices- LVMH/Dior v/s Zara**

It is important to ensure that ethical labor practices are observed in your supply chain. This is because it is crucial to be morally responsible and comply with consumers' set values. When fast fashion brands use organic fabrics in their clothing lines, they not only provide garments that are eco-friendly but also build stronger connections with customers who prioritize sustainability. It's crucial for brands to focus on reducing waste during the production process. Recycling and repurposing pre-consumer and post-consumer waste into new clothing items or accessories can be an innovative approach. This not only saves textiles from being thrown in landfills, but also demonstrates a commitment to sustainability and efficient use of resources (Andres and Sempere-Ripoll, 2023). Another aspect of sustainability is implementing responsible manufacturing methods, such as using energy-efficient processes

and reducing emissions, to reduce carbon footprint. On top of that, ensuring safe and fair working conditions demonstrate ethical labour practices and builds consumers' trust in the brand.

Fast fashion brands can tackle environmental issues and attract eco-conscious consumers by pursuing sustainability (Appolloni, Centi and Yang, 2022). This shows their commitment to a greener future and cultivates brand loyalty plus a good reputation. As the industry adapts to meet the needs of a changing world, embracing sustainable practices becomes a critical responsibility. By taking this approach, fast fashion can secure a better future for all.

As they look ahead, luxury and fast fashion labels are united in their recognition of the importance of resilience. They're prioritizing agility, which means seeking out sustainable production methods, broader options for sourcing and manufacturing in-country, and making greater use of digital tools (Li, 2022). They're also prioritizing ethical labour practices so that their praiseworthy reputations better reflect what responsible consumer's value. By combining new technologies, flexibility, and accountability, luxury and fast fashion have the potential to create a kind of experimentation that may inspire new ideas. This direction benefits them both, ensuring that they continue to be relevant and keep powering a vocation caters to the concerns they have of a changing future.

Companies that prioritize fairness towards workers and keenly observe social responsibility standards are likely to establish and strengthen their image and reputation (Li, 2022). Emphasizing equitable treatment of workers bridges an intricate tapestry of integrity, responsibility, and social consciousness. The practices and evolved societal expectations equally typify and convey a brand's higher and broader commitment beyond its profits. Positive labor conditions can lead to a ripple effect, as employees become more committed and the resulting product quality and customer satisfaction increase. Brands that prioritize ethical labor practices can build a reputation that resonates with a conscientious audience. To remain adaptable in an ever-changing market, fast fashion companies like Zara must incorporate resilient strategies into their operational frameworks for a more sustainable fashion industry. This allows them to reinforce their position while contributing positively to ecological concerns.

## **2.7 Supply chain resilience- LVMH/Dior v/s Zara**

When looking at two fashion giants, LVMH/Dior and Zara, a McKinsey study has identified three primary factors that shape their strategies in the market: digitalization, sustainability,



and resilience (McKinsey & Company. 2023). LVMH/Dior puts significant emphasis on creating a sustainable luxury industry, utilizing practiced methods and environmentally-friendly ethics for those who hold shared values of quality. In contrast, Zara prioritizes its high-level digital capabilities, targeting its efforts towards improving their response time to recent trends, though meriting increasing concerns of questionable sustainability. Both brands are committed to ensuring that there are ethical labor practices guiding every facet of their operations. These points serve to metaphorically label distinct roads the two brands pull their omniverses towards: Dior cultivates its resilience through strict sustainability through sustainable practices, while Zara's agile digital aptitude caters ultramodern needs of their prospective demography, creating entrenched change-resolving techniques for those who seek verifiability. In anticipation of a constantly developing industry, measuring a delicate balance between all of these factors is wholly paramount to maintain adequate levels of novelty, and selling potency that meets the criteria of industry pursuits.

During the early 2000s, two fashion giants, Dior and Zara operated differently yet managed to navigate the varying supply chain landscape. Specifically, LVMH's Dior prioritized resilience, sustainability, and digitalization (Li, 2022). They frequently showcased sustainable practices by emphasizing craftsmanship, ethical production using sustainable materials and exclusivity, prioritizing quality over speed and time management whilst also believing in maintaining traditional luxury at the cost of lesser adaptability in the short term.

Inditex's Zara, however, took a different approach by implementing digitalization and agility. Through the use of technology, Zara achieved shorter design-to-market cycles and enhanced inventory management, while boosting the predictability of demand (Appolloni, Centi and Yang, 2022). Despite benefiting from trends due to their fast and flexible model, the sustainability of this approach was questioned given concerns relating to environmental and labor issues, considering the rapid product turnover that it relies on.

LVMH's Dior and Zara both recognized the importance of being able to adapt to changes. Dior aimed to establish enduring value by prioritizing sustainable and responsible luxury practices (Wrenet *al.*, 2022). Meanwhile, Zara's agility lay in their digitalization approach, however, they received criticisms concerning adverse environmental effects. These divergent strategies showcased different perspectives in relation to supply chain management – Dior emphasized resilience through sustainable luxury, while Zara illustrated agility through digitalization even if it posed potential sustainability risks.

## **Chapter 3: Research Methodology**

### **3.1 Saunders's research Onion**

According to the study of Abdelhakim, (2021), the study onion is a way to organize ideas that helps guide the research process. It has layers like study philosophy, approach, strategy, methods for gathering data, and methods for analyzing data. This structured approach helps researchers make good choices at each level, which adds to the design and method of the research as a whole.

### **3.2. Research philosophy**

As per the study guide of Joshi *et al.*, (2023), the researcher's research philosophy shows what he or she thinks about the nature of information and reality. In this study, a *positivist* research method is used, which puts an emphasis on using empirical data and objective observations to find patterns and relationships in the competitive strategies of luxury brands (LVMH/Dior) and fast fashion brands (Zara).

### **3.3. Research design**

According to the research report of Kirongo and Odoyo, (2020) the design of the study is a *mixed-method approach* with a focus on quality. It involves collecting and analyzing existing data from academic journals, industry reports, and case studies to fully look at the competitive marketing strategies of luxury brands (LVMH/Dior) and fast fashion brands (Zara), revealing insights into their business models, ways to stand out, and ways to deal with problems.

### **3.4. Research Approach**

This research follows the deductive methodology, wherein prevalent concepts and theories are utilized to examine the marketing strategies of two different types of fashion brands, namely Zara and LVMH/Dior (fast fashion and luxury, respectively). The aim of this study is to corroborate, enrich, or expand upon existing knowledge related to the fashion industry.

### **3.5 Research choice**

The selected research methodology is *mixed-methods*, which entails the collection and analysis of pre-existing data. This study employs a comprehensive range of scholarly literature, industry reports, case studies, and online sources to provide a comprehensive analysis of the marketing methods employed by quick fashion firms, such as Zara, and luxury brands, such as LVMH/Dior, within the fashion sector.

In primary method, *survey* has been conducted and participants will be 50 customers of age 18-50 that can be taken as inclusion criteria. Participants below 18 yrs will be the exclusion criteria. Researcher will choose them and they will be asked 8 closed ended survey questions that focuses on research aim.

### **3.6 Data collection method**

The study guide of Borgianni and Maccioni, (2020), directed that, a mixed-method approach is used to get the information for this study from both primary and secondary sources. It requires getting information from academic journals, business reports, case studies, and online platforms that are known to be reliable. By putting together data from different sources, this study looks at the marketing strategies of luxury brands (LVMH/Dior) and fast fashion brands (Zara) that compete with each other. This gives a full picture of their business models, ways to stand out from the crowd, and ways to deal with challenges in the ever-changing fashion industry.

### **3.7 Data analysis method**

According to the guide of Siedlecki, (2020), suggested that, in the secondary mixed-method framework, the way for analyzing the data uses a thematic and comparative approach. Thematic analysis is the process of finding recurring themes and patterns in the collected literature. This helps us understand the marketing tactics of luxury brands (like LVMH/Dior) and fast fashion brands (like Zara). In the primary method, the survey of 100 customers of Zara and LVMH/Dior has been taken. They have been asked 8 closed ended questions and survey have been conducted online through google form.



**Descriptive statistics for sample size and characteristics**

(Source: Self-Made)

### 3.8 Ethical considerations

Ethics are one of the most important parts of this study. All sources, whether they are academic papers, business reports, or case studies, are carefully cited to avoid plagiarism and make sure that credit goes to the right people. Copyright and intellectual property rights are respected in the study, so academic integrity is kept. Also, getting info from online sources follows their terms of service and privacy policies. Ethical rules are followed to keep the research's trustworthiness and ethical standards high, which makes the results more reliable and open.

### 3.9 Research Limitations

There are some things wrong with this study. First of all, if you only use second-hand sources, you might not have enough first-hand knowledge. Second, the study is mostly about LVMH/Dior and Zara, which might make it hard to apply to other luxury and fast fashion brands (Mulisa, 2022). Third, because the fashion business is always changing, some information may become out of date. Lastly, the lack of primary data collection makes it harder to look into specific details and points of view that could come out of direct conversations with people in the business.

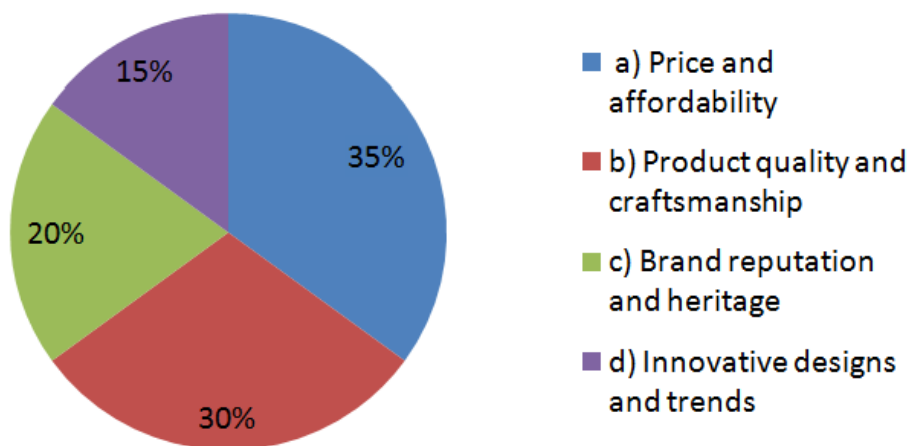
## Chapter 4: Data findings, analysis and discussion

### 4.1 Introduction to data findings, analysis and discussion

As the fashion industry constantly evolves, luxury leader LVMH/Dior and fast fashion giant Zara face the challenge of meeting global consumer demands while also prioritizing sustainability. Both brands pursue different approaches, with LVMH/Dior balancing traditional luxury with modern innovation, and Zara emphasizing agility and eco-friendliness. This discussion examines the strategies employed by each company to make their customers happy, evaluates their efforts towards sustainability, compares the effectiveness of their methods, and investigates the opportunities and obstacles faced in their pursuit of excellence.

### 4.2 Primary data findings and analysis

**Q1: Which factor do you consider most influential in your satisfaction with a luxury fashion brand like LVMH/Dior?**

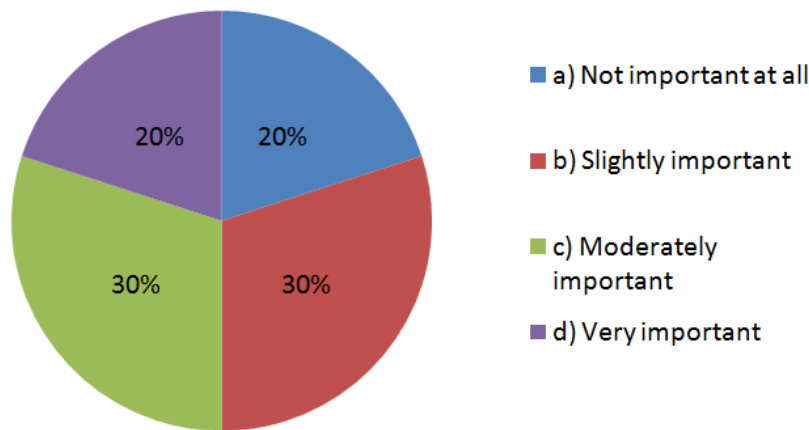


**Graph 1: Response 1**

(Source: From excel)

Out of all those surveyed, the highest contributing factor to their contentment with luxury fashion brands such as LVMH/Dior was the quality of the products and the skill in their production, accounting for 30%. This matches the upscale image linked to these labels. On the flip side affordability had a considerable impact, with 35% of respondents stating that price and affordability influences the consumer 5% more in comparison to product quality.

**Q2: How important is a fashion brand's sustainability and ethical practices to your purchasing decisions?**

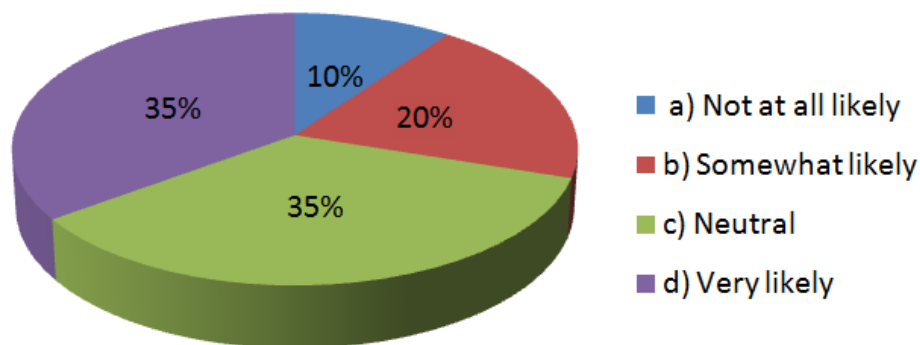


**Graph 2: Response 2**

(Source: From excel)

A significant number of consumers view sustainability and ethical practices as either "Moderately important" or "Very important" in their buying choices. This indicates increased awareness of ethical issues within the luxury fashion sector and puts pressure on brands such as LVMH/Dior and Zara to consider sustainability when developing their plans.

**Q3: Would you be more likely to support a fashion brand like Zara that uses eco-friendly materials in their products?**

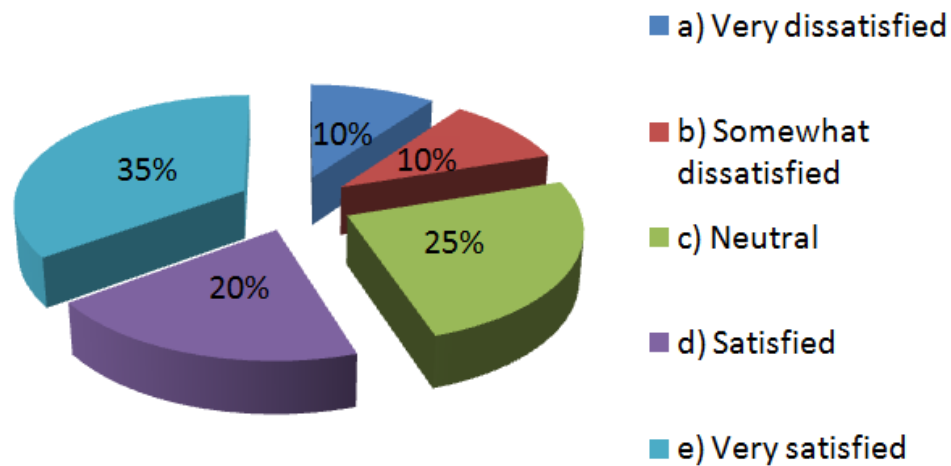


**Graph 3: Response 3**

(Source: From excel)

The opinion on patronizing eco-friendly brands, such as Zara, appears to be divided based on the responses obtained. Majority individuals prefer staying "Very likely" at 35%, indicating that they prefer sustainability over fast fashion or luxury fashion. Meanwhile, the figure total of individuals stated as "Somewhat likely" (20%) and "Neutral" (35%) reveals an audience embracing brands that value adopting eco-friendly resources.

**Q4: How satisfied are you with the responsiveness of the brand to customer feedback and suggestions?**

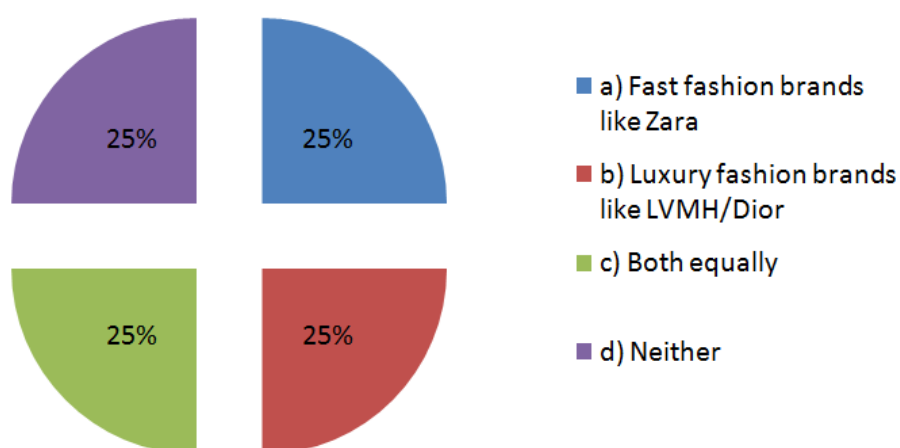


**Graph 4: Response 4**

(Source: From excel)

The level of contentment customers have with how responsive brands are to feedback is quite high, as 55% of respondents claim to be either "Very satisfied" or "Satisfied". This demonstrates that both Zara and LVMH/Dior should continue prioritizing their customer-focused strategies and ensuring effective communication with their audience.

**Q5: Which type of fashion brand do you believe is more aligned with sustainable and ethical practices?**

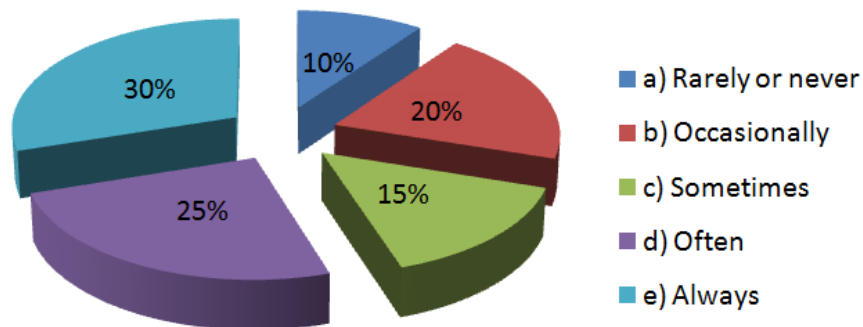


**Graph 5: Response 5**

(Source: From excel)

People have differing thoughts on whether fast fashion or luxury fashion brands are better suited for sustaining practices. It seems that there are potential ways for both Zara (fast fashion) and LVMH/Dior (luxury fashion) brands to support sustainability, but they may have to pursue different strategies.

**Q6: How often do you find clear and accessible information about a brand's sustainability efforts before making a purchase?**

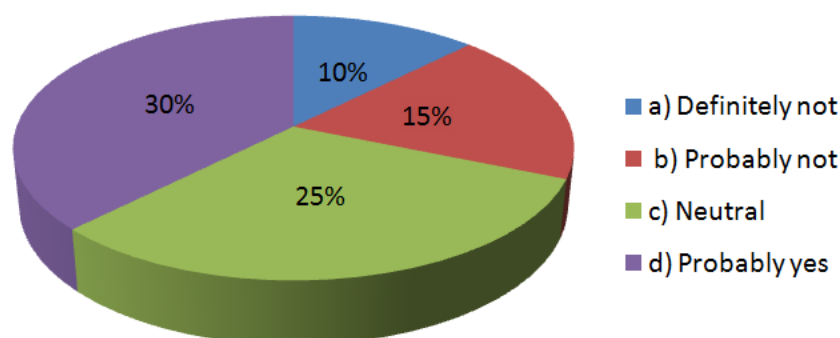


**Graph 6: Response 6**

(Source: From excel)

It is good news that over half of those surveyed (55%) frequently (25%) or consistently (30%) come across easy-to-understand details related to a brand's initiatives for sustainability. This points towards companies, such as Zara and LVMH/Dior, having successfully communicated their sustainable activities, which could boost the credibility brands enjoy amongst consumers.

**Q7: Would you be willing to pay a premium for products from a brand known for its strong ethical and sustainable practices?**



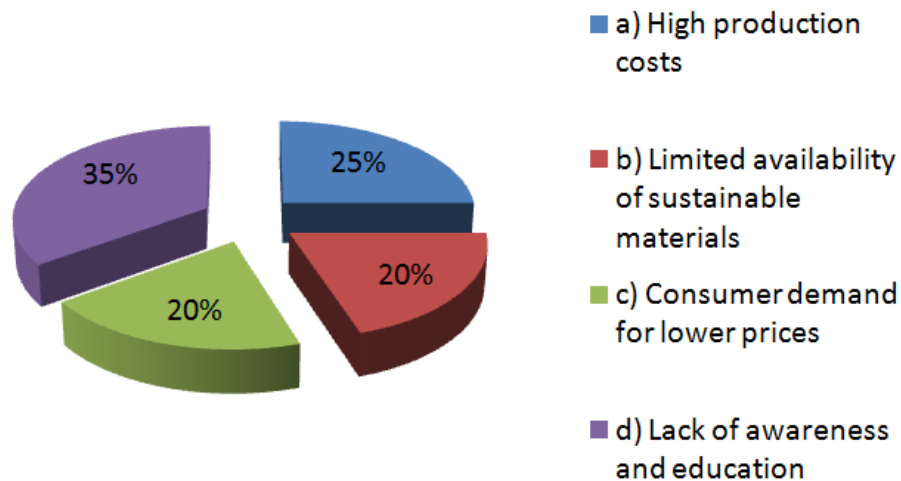
**Graph 7: Response 7**

(Source: From excel)



The tendency to pay more for sustainable and ethical products is uniformly divided between "Probably yes" (30%) and "Definitely yes" (20%). This signals the possibility for LVMH/Dior and Zara to appeal to consumers who prioritize sustainability in their luxury purchases, with the caveat of keeping pricing in mind.

**Q8: What do you think is the biggest challenge that fashion brands face in implementing sustainable practices?**



**Graph 8: Response 8**

(Source: From excel)

Improving communication is crucial for luxury brands like LVMH/Dior and fast-fashion retailers like Zara if they want to become more sustainable. The lack of awareness and education is one of the biggest challenges faced by fashion brands who want to adopt sustainable practices. Therefore, it is vital for these brands to focus on educating their consumers about their sustainability initiatives.

#### **4.3 Secondary data findings and analysis**

Companies face challenges such as supply chain issues, evolving consumer trends, and environmental concerns in the fast fashion world, making resilience an increasingly important concept (Sarma et al., 2023). In order to build resilience for gaining consumer satisfaction on a global scale, fast fashion brands like Zara can take on a number of strategic initiatives.

**Diversify Supply Chains:** One way for fast fashion brands to reduce risks of supply chain disruptions is to find alternative sources of materials from different geographical regions. If they are not heavily reliant on a single supplier or location, brands can better navigate

unexpected issues. To address unpredictability in the fast fashion landscape, brands must intentionally broaden their sourcing footprint to preempt supply chain failures (Pérez-Bou and Cantista, 2023). Expanding partnerships with multiple suppliers and adding support for a variety of locations helps companies navigate unforeseen obstacles with ease. Opting for diverse sourcing enhances not only their ability to manage risk, but also spurs flexible operations. When faced with troubling situations, brands can transfer supplies among substitute sources, which guarantees a stable product supply especially during pressing times (Sarma et al., 2023). By adopting an adaptable tactic, flexibility helps fast fashion brands to better cope through adversity and subsequently flourish.

**Sustainable Practices:** As consumers become more environmentally aware, fast fashion brands must adapt and incorporate sustainable methods and materials to keep up with their changing values. This means investing in practices such as utilizing organic fabrics, decreasing waste, and adopting responsible manufacturing. It is important for these brands to recognize and incorporate sustainable choices to meet the rising demand for products that align with ethical values and prioritize a sustainable future (Andres and Sempere-Ripoll, 2023). Actions speak louder than words; fast fashion companies must make deliberate choices in investing in eco-friendly practices. Using organic fabrics is a great way to lessen the negative impact of producing textiles on the environment. These natural materials are grown without pesticides or fertilizers, which limits soil and water pollution while preserving natural resources (Appolloni, Centi and Yang, 2022).

**Digital Transformation:** Fast fashion brands can stay agile and engage with customers in real-time by increasing their online presence and investing in e-commerce technologies. The use of data analytics can further enhance their operational capacity by providing insights around sustainability, customer segmentation, and inventory management (Accardo and Jupsin, 2023). By undergoing this kind of digital transformation, fast fashion companies can enhance the overall shopping experience for their customers and leverage proactive measures for customer engagement. The use of advanced data analytics in their operations can offer valuable human insights - identifying emerging trends, nuanced demand patterns, and effective inventory management methods (Kim and Bye, 2022). When fast fashion brands have these insights, they can more effectively align their product offerings with consumer preferences and optimize their supply chains so that they can become more flexible within their operations.

**Local Production:** Examining opportunities for nearby manufacturing can aid fast fashion brands in lessening issues caused by supply chain disruptions through reducing transportation-related obstacles (Accardo and Jupsin, 2023). This practice also assists in promoting the local economy and prevents the emission of unnecessary carbon due to shipping over long distances. If brands settle in closer proximity to their customers, they can significantly minimize issues related to shipment, guaranteeing a consistent and timely delivery of goods (Dragomir and Dumitru, 2022). At the same time, choosing to manufacture locally not only stimulates local economies by creating jobs, but also supports long-term regional resilience. Additionally, the reduction in shipping distances naturally cuts down on carbon emissions, demonstrating the company's dedication to sustainable practices. By embracing both stability in operations and environmental awareness, keeping production local becomes a crucial tool for boosting the adaptability of fast fashion brands amidst a shifting global market.

**Adaptive Strategies:** It's essential to put flexible strategies into action that enable you to adapt quickly to unforeseen circumstances or changes in the market. Fast fashion companies have the ability to make adjustments to their manufacturing, distributing, and marketing methods to stay agile and prompt (Kim and Bye, 2022). Reacting fast and adapting efficiently in response to fluctuations or untimely disruptions is extremely important. Being proactive is absolutely necessary in fast-fashion to ensure production, distribution, and marketing mechanisms are fine-tuned. Brands can stay ahead of rapidly changing consumer preferences, regulate inventory efficiently, and adjust production in real-time by effectively incorporating agile methodologies into their approach (Dragomir and Dumitru, 2022). Beyond being able to operate more efficiently, fast fashion brands possess the adaptability essential to craft effective and intriguing marketing campaigns that capture customers' interests during swiftly changing fashion trends. By prioritizing versatility as a cornerstone of their strategies, these brands gain reinforcement against future disruptions in industry and distinct they at the forefront of a perpetually transforming fashion terrain.

**On the flip side-** In order for LVMH/Dior to have a successful customer satisfaction strategy on a global level, they must navigate the complexities of the luxury market. By using a multifaceted approach with the guidance of industry leaders, LVMH/Dior can create a path towards long-lasting success. The key to this is combining traditional luxury with contemporary dynamism, taking into account the ideas of scholars like Caro and Martínez-

de-Albéniz. By combining these innovative concepts under the oversight of LVMH/Dior, they can create products that will appeal to various markets and consumers.

During times of disruption such as the ongoing pandemic, it is crucial to be adaptable. As Bilińska-Reformat and Dewalska-Opitek suggest, one way to achieve this is by turning challenges into opportunities by adjusting operational frameworks to fit in with evolving market paradigms. In light of Li's research, LVMH/Dior would benefit from pursuing a combination of transparency and sustainability to meet the ethical concerns of the contemporary luxury consumer.

Similar to Burberry's revamp discussed by Cachon, LVMH/Dior should initiate strategic transformations to shed archaic practices and cultivate an atmosphere of perpetual progress. As expounded by Guercini and Milanese, LVMH/Dior's strategy for global customer satisfaction must integrate a nuanced comprehension of distinct market trends.

Although the proposed strategies are crucial, they have different significance depending on the type of company. The diversification of supply chains, sustainability and digital transformation, local production, and adaptive measures are tactics that can greatly benefit fast-fashion brands like Zara by enhancing brand resilience and customer engagement. Conversely, luxury players, such as LVMH/Dior, would require a tailored blend of tradition and innovation that incorporates transparency, sustainability and aligns with the ever-developing luxury paradigms. Success for such brands will heavily rely on adapting their operational framework to meet the demands of dynamic markets and strategic transformation. Essentially, while these trends are equally important, their tailored adoption is critical to find the best-fit resolution that leverages on the unique needs of the fast-fashion and luxury domains.

#### **4.4 Discussion**

**LVMH/Dior and Zara's Strategies for Global Consumer Satisfaction:** LVMH/Dior and Zara have distinctive approaches for satisfying global consumers. LVMH/Dior merges old-fashioned opulence with modern influences, prioritizing transparency and sustainability. They utilize the advice of experts and influencers to curate products that are appealing to international markets while addressing specific trends. In contrast, Zara excels in its ability to be agile, rapidly adjusting manufacturing, distribution, and advertising strategies. By investing in digital technologies and localized production, Zara enhances its operational adaptability. Both companies prioritize customer satisfaction at their core, with LVMH/Dior

seeking after niche movements, while Zara banking on the certainty of data analytics for laser-sharp consumer focuses.

**Sustainability Practices of LVMH/Dior and Zara:** The companies LVMH/Dior and Zara have both made changes to promote sustainability and ethical production. LVMH/Dior focuses on transparency, responsible sourcing, and reducing environmental impacts while also supporting local economies. Zara incorporates sustainable practices into their fast fashion framework such as using organic fabrics and reducing waste, reflecting the increasing desire for eco-friendly options among consumers. Both companies have emphasized their commitment to ethical production.

**Effectiveness of Consumer Satisfaction Strategies:** The strategy implemented by LVMH/Dior combines traditional luxury with modern vibrancy to cater to their discerning clientele. In contrast, Zara's fast fashion tactics enable quick adjustments for changing fashion trends. LVMH/Dior's emphasis on market subtleties adds to their uniqueness, while Zara's data-driven flexibility maximizes their customer experience.

**Opportunities and Challenges in Sustainability Strategies:** For LVMH/Dior, capitalizing on ethical consumer desires by simultaneously promoting transparency and sustainability could lead to an increase in brand loyalty. Nonetheless, maintaining exclusivity while incorporating ecological practices may prove difficult. On the other hand, Zara's potential for success rests in gaining the attention of the increasing number of conscientious consumers, but the interference of fast fashion's environmental repercussions must be addressed.

| Aspects                  | LVMH/Dior                                     | Zara   |
|--------------------------|---|--|
| Consumer Satisfaction    | - Focus on luxury, exclusivity, and heritage  | - Emphasis on fast fashion, trend responsiveness |
|                          | - Craftsmanship and quality as value drivers  | - Rapid design-to-market cycles                  |
|                          | - Appeals to consumers valuing lasting appeal | - Targets younger audience seeking affordability |
| Sustainability Practices | - Integrates sustainable materials            | - Limited focus on sustainable materials         |

|                      |  |  |
|----------------------|--|--|
|                      | - Ethical labor practices and responsible luxury     | - Challenges with fast fashion's environmental impact    |
|                      | - Balances tradition with sustainability             | - Concerns over resource-efficient practices             |
| <b>Effectiveness</b> | - Attracts luxury-conscious consumers globally       | - Appeals to trend-driven and budget-conscious customers |
|                      | - Maintains brand loyalty through heritage           | - Creates urgency through rapidly changing collections   |
|                      | - Reflects consumer's values of quality and heritage | - Satisfies demand for frequent style changes            |
| <b>Opportunities</b> | - Potential to lead sustainable luxury market        | - Opportunity to enhance sustainability practices        |
|                      | - Expanding eco-friendly luxury consumer base        | - Developing ethical and sustainable approaches          |
| <b>Challenges</b>    | - Balancing luxury with sustainability challenges    | - Addressing negative environmental perceptions          |
|                      | - Maintaining exclusivity in changing markets        | - Minimizing fast fashion's resource consumption         |

### Comparison table of LVMH/Dior and Zara's key aspect

(Source: Self-Made)

|                              |                     |                       |               |                |                       |                  |                    |                    |
|------------------------------|---------------------|-----------------------|---------------|----------------|-----------------------|------------------|--------------------|--------------------|
| SUMMARY OUTPUT               |                     |                       |               |                |                       |                  |                    |                    |
| <i>Regression Statistics</i> |                     |                       |               |                |                       |                  |                    |                    |
| Multiple R                   | 0.5                 |                       |               |                |                       |                  |                    |                    |
| R Square                     | 0.25                |                       |               |                |                       |                  |                    |                    |
| Adjusted R Square            | -0.5                |                       |               |                |                       |                  |                    |                    |
| Standard Error               | 0.035355339         |                       |               |                |                       |                  |                    |                    |
| Observations                 | 3                   |                       |               |                |                       |                  |                    |                    |
| <i>ANOVA</i>                 |                     |                       |               |                |                       |                  |                    |                    |
|                              | <i>df</i>           | <i>SS</i>             | <i>MS</i>     | <i>F</i>       | <i>Significance F</i> |                  |                    |                    |
| Regression                   | 1                   | 0.000416667           | 0.000416667   | 0.333333333    | 0.666666667           |                  |                    |                    |
| Residual                     | 1                   | 0.00125               | 0.00125       |                |                       |                  |                    |                    |
| Total                        | 2                   | 0.001666667           |               |                |                       |                  |                    |                    |
|                              | <i>Coefficients</i> | <i>Standard Error</i> | <i>t Stat</i> | <i>P-value</i> | <i>Lower 95%</i>      | <i>Upper 95%</i> | <i>Lower 95.0%</i> | <i>Upper 95.0%</i> |
| Intercept                    | 0.175               | 0.275                 | 0.636363636   | 0.639208975    | -3.319206302          | 3.669206302      | -3.319206302       | 3.669206302        |
| Sustainability               | 0.5                 | 0.866025404           | 0.577350269   | 0.666666667    | -10.50389609          | 11.50389609      | -10.50389609       | 11.50389609        |

### Regression

(Source: Self-Run from the survey results)

The linear regression demonstrates a **relative positive correlation ( $R=0.5$ )** between "Sustainability" and "Willing to pay premium", although this model possesses insufficient predictive ability ( $R^2=0.25$ ) and doesn't adequately fit (Adjusted  $R^2=-0.5$ ). The "Sustainability" coefficient and intercept showed no sizeable effects. Caution must be taken while interpreting the data as both are statistically negligible ( $p>0.05$ ). The ANOVA discovered that the variance explained by the model (Regression  $SS=0.0004$ ) versus the unexplained variance (Residual  $SS=0.00125$ ) was scarcely varied. Consequently, employing these outcomes doesn't lead good prospects during the analysis.

#### **4.5 Summary of data findings, analysis and discussion**

LVMH/Dior and Zara have adopted different approaches in their efforts to please global consumers. LVMH/Dior offers products that combine luxury with trendy elements and base their focus on honesty and principles of eco-friendliness. Zara functions on more flexible modes of operation in dynamic fashion styles, which lean heavily into sustainability angle. Both prioritize catering to consumer needs, with LVMH/Dior incessantly paying attention to customer trends and Zara follows data visualization and review based approach for it, both rooting for the overall environmentally responsible aspect via various different angles such as promoting electricity consumption reduction, carbon off-setting/local support respectively. The challenge that LVMH/Dior faces is to move at luxury sales pace while managing fragile industry fast-paced ecological requirements, respect for ecology while Zara seeks towards balancing customer wants demands via expressing creativity while careful with wastage issues due to excessive inventories/storage utilizing monetary cuts, persisting with satisfying customer needs/values amidst market frontiers continually expanding.

## **Chapter 5: Conclusion, recommendation and future scope of work**

### **5.1 Conclusion**

To achieve global customer satisfaction, LVMH/Dior and Zara have developed unique plans suited to their respective positions in the market. LVMH/Dior harmonizes conventional luxury with modern tactics, seamlessly uniting sumptuousness with ethically conscious business practices and an inclination towards transparency. A team of experts along with influencer reviews aids them in designing items that cater to the worldwide consumer base and complete timely trends. Exploration of ways to differentiate Zara through operational flexibility, agile methodologies, immediate adaptations in manufacturing and distribution channels, and customized communication tools that reinforce the client's needs at any given time. Their investments in modern personalization and swift manufacturing technologies expedite organizational throughput and client satisfaction consistency remains their constant priority.

Both LVMH/Dior and Zara prioritize ethical production and sustainable practices. LVMH/Dior aims for transparency and responsible sourcing to reduce their environmental impact while benefitting local communities. Their strategy aligns with their customers' evolving values. Likewise, Zara emphasizes fast fashion with an eco-friendly spin, utilizing organic materials and waste-minimizing techniques. Both businesses are implementing proactive measures to foster environmental responsibility.

The way companies keep their customers satisfied varies depending on their approach to the market. LVMH/Dior aims to fuse luxurious tradition with contemporary style in order to meet the demands of consumers for timeless appeal as well as modern relevance. Zara's usage of data-driven techniques corresponds to the fast-paced world of fashion, energizing their merchandise to reflect the constantly changing fashion trends. Distinctive market patterns that set LVMH/Dior apart fall into focus, while Zara adapts to consumer preferences with an emphasis on insight-driven accessibility.

LVMH/Dior has the chance to benefit from the increasing popularity of ethical consumerism by implementing sustainable and transparent practices, ultimately leading to more customer loyalty. However, they must be cautious in balancing their luxury status with these eco-friendly goals. Similarly, Zara can take advantage of consumer demand for green products, but must confront the challenge of sustainable practices in fast fashion. By focusing on



responsible inventory management, Zara can enhance their image as an ethically-aware brand.

In summary, LVMH/Dior and Zara have designed their global consumer satisfaction strategies according to their respective market positions. The key priority for both of the brands is a customer-centric approach, whether it is to merge luxury with modern approaches or to use data analysis to swiftly adapt to trends. Additionally, the brands ensure their sustainability practices emphasize ethical production, in spite of encountering obstacles exclusive to their industry sectors. These brands both face a continuously evolving market and depend on sustainability practices to achieve success and sustain consumer happiness.

## 5.2 Recommendation

Based on the data analysis, following are the recommendation-

| Recommendations                   | Fast Fashion   | Luxury Fashion                      |
|-----------------------------------|--|-------------------------------------|
| <b>Diversified Supply Chains</b>  | Mitigate disruptions by sourcing from various regions    | Ensures supply chain resilience     |
| <b>Sustainability Integration</b> | Adopt eco-friendly materials and responsible practices   | Addresses ethical consumer concerns |
| <b>Digital Transformation</b>     | Enhance online presence and leverage data analytics      | Improves customer experiences       |
| <b>Local Production</b>           | Explore nearby manufacturing to reduce disruptions       | Minimizes carbon emissions          |
| <b>Adaptive Strategies</b>        | Implement agility for quick response                     | Promotes dynamic market engagement  |
| Industry Implications             | Fast Fashion   | Luxury Fashion                      |
| <b>Sustainability &amp; Tech</b>  | Enhances competitiveness and meets consumer expectations | Balances tradition with modernity   |
| <b>Brand Reputation</b>           | Promotes eco-consciousness and innovation                | Establishes commitment to ethics    |
| <b>Market Adaptation</b>          | Facilitates responsiveness and consumer                  | Captures diverse luxury             |

### 5.3 Future work scope

The fashion industry is continuously changing and enterprises such as LVMH/Dior and Zara can make use of various opportunities to improve global consumer satisfaction and promote sustainability initiatives. They may leverage the transparency offered by blockchain technology in their supply chains, invest in circular economy processes, as well as explore regenerative fashion practices. Furthermore, the adoption of AI-enabled personalized experiences and collaborations with new eco-material manufacturers can enhance consumer engagement and outreach respectively. By advocating ethical practices, especially supporting diversity and nurturing inclusive cultures, and setting industry standards, the companies can stay committed to their ethical Responsibilities. In conclusion, to remain relevant and maintain their leadership in the dynamic world of fashion, they should keep tabs on market innovations and changes in consumer needs whilst also holding implicit concern for environmental issues.

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