



**THE INFLUENCING FACTORS OF CUSTOMER SATISFACTION  
WITH ZARA BRAND IN CHINESE MARKET**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION  
GRADUATE SCHOOL OF BUSINESS  
SIAM UNIVERSITY**

**2024**



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This Independent Study has been Approved as a Partial Fulfillment of the Requirements for the Degree of Master of Business Administration

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**Title:** The Influencing Factors of Customer Satisfaction with ZARA Brand in Chinese Market  
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### ABSTRACT

ZARA brand marketing strategy is unique in its entry into the Chinese market. It is essential to study the connection between ZARA brand marketing strategy and its customer satisfaction and to find out the successes and shortcomings of the brand marketing strategy, which is of practical significance for exploring the road of brand development in the fast-fashion apparel industry.

The objectives of this study are: 1) To explore the effect of brand personality on customer satisfaction of ZARA brand; 2) To explore the effect of brand communication on customer satisfaction of ZARA brand; and 3) To explore the effect of brand management on customer satisfaction of ZARA brand.

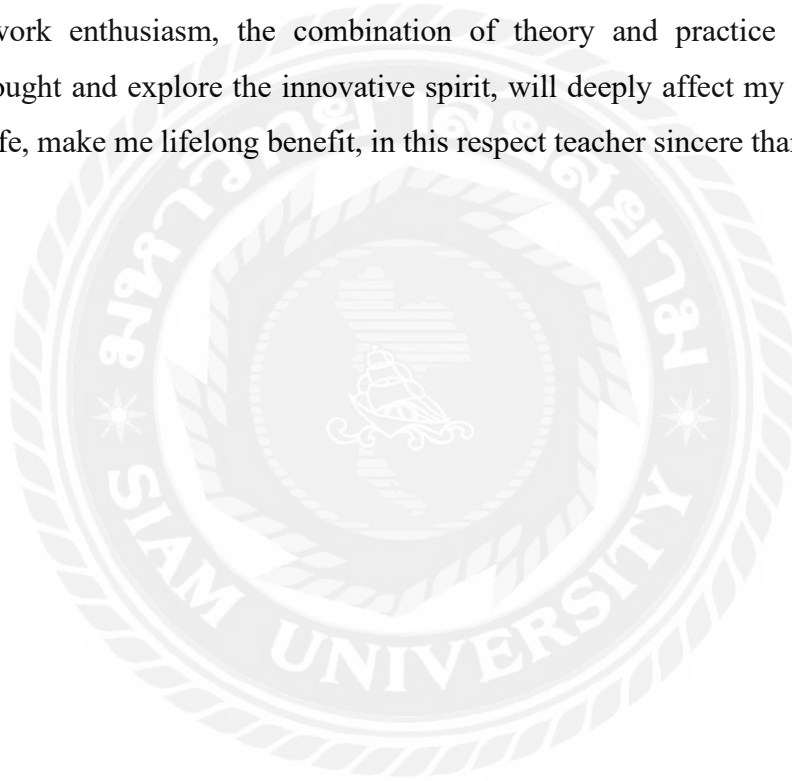
This study adopted the quantitative research method. This study took consumers of the ZARA in the Chinese market as the research subjects. A total of 400 questionnaires were distributed, and 352 valid questionnaires were recovered, with a validity rate of 88.0%. This study found that brand personality, brand communication, and brand management have a significant positive effect on customer satisfaction of ZARA brand. For recommendations, ZARA brand marketing strategy should focus on the following aspects: 1) Highlighting brand personality; 2) Strengthening brand communication; and 3) Improving brand management.

**Keywords:** ZARA brand, customer satisfaction, Chinese market, brand marketing strategy

## ACKNOWLEDGEMENT

On the occasion of the completion of my master's independent study, I would like to extend my high respect and deep thanks to my teachers who have guided me, the leaders who care for me, those who care about me and all the people who have helped me in the process of studying for my master's degree.

This independent study is successfully completed under the careful guidance and kind care of the supervisor. Teacher profound knowledge contain rigorous doing scholarly research attitude, seeking truth from facts of scientific research style, confident work enthusiasm, the combination of theory and practice of scientific research thought and explore the innovative spirit, will deeply affect my future work, study and life, make me lifelong benefit, in this respect teacher sincere thanks!



## DECLARATION

*I, Liang Wanjing hereby certify that the work embodied in this independent study entitled “The Influencing Factors of Customer Satisfaction with ZARA Brand in Chinese Market” is a result of original research and has not been submitted for a higher degree to any other university or institution.*

(Liang Wanjing)  
July 1, 2024



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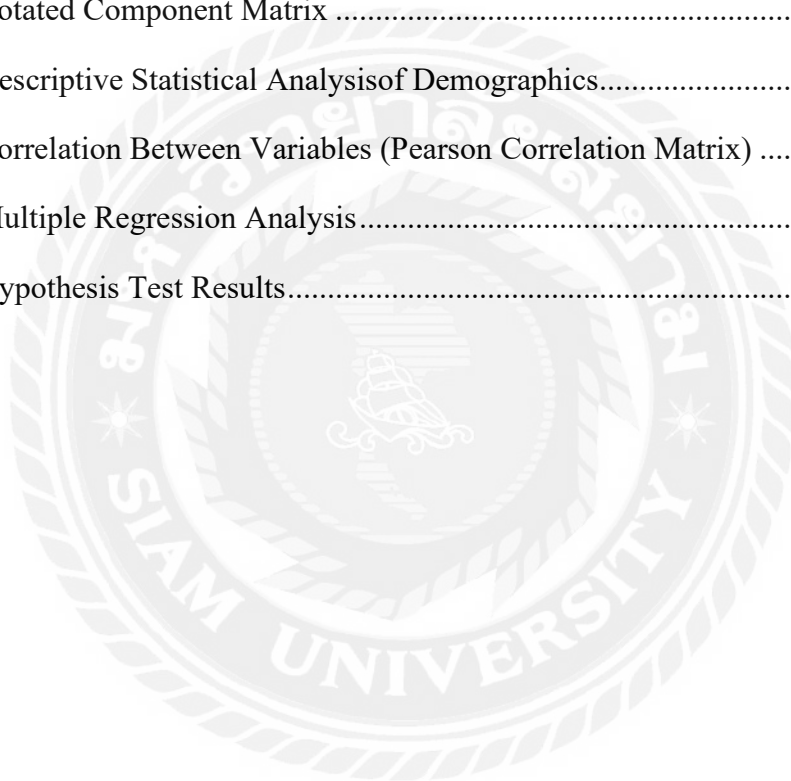
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# Chapter 1 Introduction

## 1.1 Background of the Study

With the vast market demand space, consumers' living standards and incomes are increasing, and consumption is constantly upgrading. Various industries have been able to develop in the dividends of economic growth, in the apparel industry developed very rapidly, in 2019, China's apparel market size of more than 2 trillion huge market size and the expected revenue attraction, a large number of internationally renowned apparel brands will be the capital investment in China's emerging markets, want to get the development of dividends in this. The conditions for foreign-funded apparel brands to invest and operate in China are becoming more and more relaxed because foreign-funded brands have the unique advantage of affordable prices, fashionable designs new styles, and other characteristics to obtain a large number of consumers, to meet the Chinese consumer's pursuit of fashion mentality (Martínez Barreiro, 2018). 2002, the fast-fashion giant apparel companies, such as Japan's Uniqlo, ZARA, and so on, quickly layout of the Chinese market (Lopez & Fan, 2009).

However, with the regional economy focusing more on balanced development and the increasing purchasing power of consumers in recent years, as well as the multinational companies themselves adopting various marketing methods, more and more fast-fashion brands have accelerated their expansion into Chinese cities (Dahan & Peltekoglu, 2018). The Spanish brand ZARA, as an internationally recognized brand and one of the world's top-ranked apparel companies, has become an indispensable player in China's apparel industry because of its advantages of being "fashionable, affordable, and rapidly renewable", etc. The brand's marketing strategy for entering the Chinese market is unique and has grown rapidly (Tokatli, 2021). This has led to the rapid development of the company, which has 204 chain stores in 31 cities in China. As people's living standards continue to rise, young people have become avidly passionate about pursuing individuality and fashion. Fast fashion clothing brands effectively cater to both the need for affordable yet high-quality branded apparel and the desire for trendy, personalized styles.

Consequently, these brands have gained significantly higher recognition among consumers. While China's clothing industry embraces new opportunities, it also confronts formidable challenges. Research indicates that the industry grapples with issues such as high inventory, large-scale operations, low quality, and low prices. Furthermore, China lags behind in brand building within the clothing sector, hindering the full realization of brand effects and competitiveness. In terms of design and craftsmanship, Chinese enterprises struggle to match the standards of international brands. Then it is important to study its brand marketing strategy to find the connection with its customer satisfaction and to discover the success and shortcomings of its brand marketing strategy, which is of practical significance for

exploring the road of brand development in the fast-fashion apparel industry (Anwar, 2019).

## **1.2 Questions of the Study**

ZARA brand marketing can be called the alternative model of the clothing industry, has been in 87 countries and regions, and has more than six thousand chain stores. ZARA in the traditional fashion apparel and popular clothing between the other way to precision innovation (Lu & Ramamurthy, 2021). ZARA not only led the department store industry to new business opportunities but also proved the charm of "fast fashion". ZARA is a benchmark, leading the fashion trend in the clothing industry. Through fashionable and personalized clothing, people have made a perfect interpretation of fashion and personality. In recent years, with the popularization and continuous development of Internet technology, online shopping has become a hot trend (Martín López, 2019). Online shopping has had a big effect on ZARA, the customer flow has been greatly reduced, and the sales performance has declined seriously. how to improve the existing marketing strategy of ZARA, to improve the sales performance, recover or even increase the customer flow.

(1) Does brand personality affect customer satisfaction with ZARA brand in Chinese Market?

(2) Does brand communication affect customer satisfaction with ZARA brand in Chinese Market?

(3) Does brand management affect customer satisfaction with ZARA brand in Chinese Market?

## **1.3 Objectives of the Study**

This study takes the brand marketing strategy of the Spanish company ZARA as the research subject, to explore the effect of ZARA brand marketing on customer satisfaction levels. It delves into ZARA marketing strategy in China, employing a combination of internal and external interviews to construct a comprehensive system of influencing factors. Through factor analysis, the study quantifies the degree to which various aspects of ZARA brand marketing contribute to customer satisfaction. Therefore, combined with the above analysis, the purpose of this study is:

(1) To explore the effect of brand personality on customer satisfaction with ZARA brand in Chinese Market.

(2) To explore the effect of brand communication on customer satisfaction with

ZARA brand in Chinese Market.

(3) To explore the effect of brand management on customer satisfaction with ZARA brand in Chinese Market.

## **1.4 Scope of the Study**

Centered on the research of influencing factors of fast-fashion apparel enterprise ZARA brand marketing strategy on customer satisfaction in the Chinese market, this study examines the effect of three key elements of ZARA brand marketing-brand personality, brand communication, and brand management-on customer satisfaction. The study focuses on consumers who have purchased ZARA products and can evaluate the brand. Through comparative analysis of various factors and satisfaction levels, coupled with intuitive graphical representations of their actual perceptions, the study aims to quantify and visualize the gaps between consumers' perceived importance and actual perception of brand marketing, thereby identifying issues within ZARA brand marketing and proposing improvement suggestions.

Data collection was conducted from March to June 2024, employing a questionnaire survey method tailored to the relationship between ZARA brand marketing strategy and customer satisfaction. The questionnaires, designed and administered to specific target groups, captured relevant data about ZARA in the Chinese market.

## **1.5 Significance of the Study**

There are not enough studies on the marketing strategy of fast fashion brands and even less in the form of a single case. The related research system is not perfect. This study takes the case of ZARA to analyze the relationship between brand marketing and customer satisfaction, which can find out the success and shortcomings of brand marketing strategy used by enterprises in some multinational operations. Studying the brand marketing strategy of successful overseas brands and summarizing their advanced marketing concepts and means are also good examples and references for China's apparel industry (Anwar, 2019; Martín López, 2019).

However, the scope of research is relatively broad, with diversified perspectives, mostly focused on the study of marketing strategy, while focusing on the effect of branding, marketing, etc. on the satisfaction of this sub-segment of the exploration of space, and combined with the Chinese market-related literature to be expanded. Most discussions on brand marketing strategy tend to focus on theoretical aspects, with only a minority of them incorporating case studies. This study, by taking ZARA as the case study and adopting a combined approach of factor analysis and satisfaction

analysis, embodies innovative significance through empirical research. This study puts forward the necessity of transformation and upgrading of the apparel manufacturing industry. The study proposes that the apparel industry should accelerate the supply-side structural reform and give full play to the role of market allocation of resources (Tokatli, 2021). It is conducive to enterprises to enhance the creativity and influence of their brands and to promote the development of the apparel industry in the direction of medium and high-end.

Enterprises seize the opportunity to accelerate transformation and upgrading, formulate marketing strategy in line with their own, and enhance the competitiveness of enterprises (Lu & Ramamurthy, 2021). At the same time, the rapid development and expansion of international fast fashion brands in China has played a good demonstration effect on Chinese garment enterprises. Therefore, it is of great practical significance to study the unique features of marketing strategy of fast fashion apparel companies in China and to explore what can be learned from them for Chinese enterprises.

## **1.6 Conceptual and Operational Definition**

**Brand Marketing:** It refers to the process by which companies leverage various means such as promotions, advertisements, public relations, content marketing, and more, to establish their brand as one that possesses a distinct competitive edge, high awareness, and a favorable reputation in the target market.

**Brand Personality:** It represents the perception that consumers hold about a brand. During the brand-building process, consumers develop specific cognitions towards the brand.

**Brand Communication:** It is the process whereby brand owners utilize various communication channels to convey the brand's core values, philosophies, and unique characteristics to the target audience. This process aims to enhance brand recognition, awareness, and reputation, and ultimately, elevate the overall brand value.

**Brand Management:** It encompasses the planning, organizing, implementing, and controlling of a company's resources - including human, material, and financial assets - related to its product and service brands. This comprehensive management approach is undertaken to achieve the strategic objectives of the brand and advance the enterprise's overall brand goals.

## **1.7 Limitations of the Study**

This study examines the marketing strategy of ZARA brand in the Chinese

market. To a certain extent, it lacks an international perspective, solely focusing on ZARA as a representative case within the fast fashion apparel industry without comparative analysis with other brands. Consequently, the system of factors influencing brand marketing on customer satisfaction remains incomplete and in need of refinement. The fast fashion brand under study operates within a constantly evolving market environment characterized by numerous uncertainties, necessitating the continuous updating of some data and viewpoints to keep pace with practical developments and drive innovation. The research relies on questionnaire surveys, which are susceptible to subjective factors from the respondents, such as the authenticity and accuracy of their answers. Lastly, the theoretical model and analytical methods employed in this study also have limitations. The selection and analysis of ZARA brand marketing strategy and its influencing factors on customer satisfaction may not be sufficiently comprehensive or profound, thereby constraining the persuasiveness and applied value of the research conclusions.



## Chapter 2 Literature Review

### 2.1 Introduction

This chapter summarizes the influencing factors of ZARA brand marketing strategy and customer satisfaction, encompassing three aspects: brand personality, brand communication, and brand management. It consolidates and organizes relevant research findings to lay a solid foundation for further study. Based on the review of research literature, the interrelationships between various variables are proposed.

### 2.2 Literature Review

#### 2.2.1 Brand Marketing

Numerous studies have delved into the marketing strategy of apparel brands. Altomonte & Rungi (2014) posited that "fast fashion" emerges in the ever-changing market environment, where fashion retailers swiftly design and produce clothing styles showcased on runways, making them readily available for consumers to purchase in stores. Barnes and Lea-Greenwood (2010) examined the market development of "fast fashion," arguing that three key factors contribute to its growth: celebrity and influencer fashion, people's curiosity, and fashion design styles. Sull & Turconi (2008) pointed out that fast fashion employs a "high variety, low quantity" sales model, characterized by rapid product launches, diverse styles, and limited quantities, creating a sense of scarcity that attracts and stimulates consumer purchases. ZARA, as a leading fast fashion brand, synchronizes its clothing designs closely with fashion trends, boasting a robust product line that enables swift product launches (Anwar, 2019; Sull & Turconi, 2008). Given the variations in consumer preferences and needs across different countries and regions, ZARA flexibly selects suitable sourcing locations based on local environmental and cultural differences. Tokatli, N. (2021) utilized the AHP model to analyze ZARA supplier selection process, noting that while most suppliers prioritize quantity and cost, ZARA distinguishes itself by its flexibility in supplier selection and short lead times for product delivery.

Brand marketing is product publicity to cause consumer awareness and recognition of the brand. The brand-building subject of the brand design, planning, sales, management, implementation, and protection. Brand marketing to achieve brand connotation, so that consumers recognize and accept the enterprise's services or products (Mamula, 2020). Enterprises use brand marketing strategy to obtain consumers and enterprises in the development and growth of their product brand. The essence of brand marketing is product marketing, and brand competition as a means of marketing activities, consumers gradually cognitive process of the brand.

From the consumer's point of view, brand marketing is the consumer's perception of brand innovation based on their brand awareness, evaluation, and other positive guidance. The existence of large national brands has a positive spillover effect on the popularization of private labels in fashion social media, which affects the sales scale of private labels through the relevant conduction mechanism. The development of the market economy inevitably leads to the diversification of product categories, and consumer psychology changes from price sensitivity to quality and design sensitivity (Al Adwan, 2019). Consumers' pursuit of emotional and inner satisfaction is the pursuit of brand personality. Corporate culture and value are the endogenous driving forces of brand marketing. The realization of the brand value chain needs to go through the transmission mechanism of brand marketing communication activities consumer experience and market performance. Some scholars take the company case as the research subject from the brand personality creation, the use of social media, and brand bundling marketing three aspects (Srivastava, 2019).

### **2.2.2 Brand Personality**

Brand personality refers to the consumer's perception of what the brand should be. As the brand is built, consumers will have a specific perception of the brand. The key to the effectiveness of brand personality lies in the relatively stable perception of the brand image when consumers establish a connection with the brand. Brand personality is when the consumer maps their preferences to the brand to highlight their value and personality (Roy et al., 2016). There are more studies on the effect of brand personality factors on customer satisfaction. In the fast fashion apparel industry, the brand name is the product's preemptive signal to consumers, which not only induces associations in the minds of consumers but even reprocesses the impression to influence their willingness to make purchase decisions. From the company, some scholars focus on brand naming, concept, and culture to explain the effect on customers. In apparel, product characteristics, as a fundamental, occupy a position in brand marketing (Chung & Park, 2015).

From the product itself, brand personality focuses on the study of clothing design style, clothing quality, product packaging, product price perception, and other factors. From the research on shaping brand personality, influencing factors such as modeling are extracted. In addition, some studies have indicated that product brand suitability effects satisfaction associations. Factors such as brand suitability and brand personality traits effect customer satisfaction (Chung & Park, 2015; Mamula, 2020). For a brand to achieve precise positioning, it must be grounded in both products and the market. Throughout this process, the brand gradually shapes its brand image, ultimately culminating in a definitive brand impression. The identification of brand personality determines the effectiveness of brand marketing. A unique and meaningful brand personality can deepen consumers' perception of the enterprise. By cultivating a refined, personalized, standardized, and connotative brand personality, enterprises can enhance their competitive advantage.



### **2.2.3 Brand Communication**

The brand can only be spread to consumers to realize the brand's sound in the market. Enterprises pass the brand message to consumers through some way or channel. In the opinion of some scholars, communication is an effective means of marketing. The effect of brand communication on customer satisfaction is difficult to measure, but the topic is still hot in marketing research (Chinomona, 2016). Positive word-of-mouth communication plays a catalytic role in marketing. Meanwhile, commercial advertising is a traditional marketing method, advertising subliminal expression to convey brand information, product information, and other content. Commercial advertising allows consumers to identify with the corporate brand (Lin et al., 2020). Brands with the help of information technology, multimedia technology and so on to realize the publicity of corporate brands, there is a certain connection to customer satisfaction.

The existing research results mainly focus on communication channels, mainly from the perspective of communication methods, communication strategies, and terminal publicity to explore the degree of influence of the enterprise in brand marketing on customer satisfaction (Tarman et al., 2019). If a company engages in untargeted, generic advertising, it will struggle to evoke a resonance with consumers. Modern business models must consider precision marketing and adopt varying marketing content for different demographic groups. To optimize brand communication and activate a brand response, enterprises need to target their brand promotion efforts. Companies can divide their target audience into online and offline segments. The online audience primarily comprises minor consumers (students), youth, and middle-aged consumers represented by blue-collar and white-collar workers, as well as young elites. In contrast, the offline audience is dominated by young and middle-aged elites.

### **2.2.4 Brand Management**

Kevin Lane Keller, author of "Strategic Brand Management," has proposed a four-dimensional consumer-based brand equity model (Keller et al., 2012). This model comprises establishing brand identity, creating brand meaning, inducing brand responses, and forging brand relationships. Subsequently, brand management is conducted through six angles: brand characteristics, brand performance, brand imagery, consumer judgments, consumer emotions, and resonance. Brand management is an important part of brand marketing strategy. Marketing scholars point out that efficient brand management can directly affect consumers, making customers form a good preference for corporate brands (Lin & Siu, 2019). Consumer satisfaction in purchasing products or services can be enhanced. After-sales service has a key effect on customer satisfaction.

Considering from the management point of view, the system construction factors

have an effect on the diversified needs of customers, and consumers in the store to buy products, the offline experience depends largely on the service of the sales staff and the level of store services, which brand management plays a pivotal role (Tarman et al., 2019). For the traditional apparel industry, the precise management of channel management and dealer management should not be ignored, in the price of clothing and materials there is only a slight difference, and the choice of the customer's purchase channel will become more important. The value perceived by the customer also changes due to channel changes, so the channel experience affects consumer satisfaction. In management, factors such as on-site fulfillment of dealers and whether the quality of service is up to standard are related to consumer satisfaction. In terms of brand selection, brand management has a significant effect on satisfaction (Banerjee, 2017).

### **2.2.5 Customer Satisfaction**

The concept of customer satisfaction originates from Europe and the United States, where Cardozo first introduced the theory of customer satisfaction in his 1965 article titled "An Experimental Study of Customer Effort, Expectation, and Satisfaction." Since then, numerous scholars have embarked on research into customer satisfaction. Early studies in this field primarily focused on products, but later, scholars proposed that satisfaction is the outcome of customers' prior expectations, which are shaped by past experiences. If businesses can enhance customer satisfaction, they can encourage repeat purchases and prevent customers from switching to other products. Bourne (2016) posited that customer satisfaction is a psychological perception, reflecting customers' judgment of whether their payments align with the perceived value they receive. Chan, F. T. S. and Chan, H. K. (2010) further elaborated that customer satisfaction arises as a psychological state when customers perceive that their expectations, based on past consumption experiences, are met by their actual consumption experiences. Academic debates persist over the definition of customer satisfaction, with two predominant viewpoints: One viewpoint considers customer satisfaction as the post-purchase perception arising from the consumption experience, as a result of the transaction; the other viewpoint defines it as the evaluation of the purchase or consumption experience itself.

Customer satisfaction begins with expectation, and customer satisfaction is related to the purchase rate. Customer satisfaction is the degree of psychological fulfillment that occurs when consumption occurs, and the feeling can only be experienced and evaluated after the customer purchases and uses it (Vanitha, 2020). Customer satisfaction has different connotations such as evaluation, expectation, perception, and wholeness.

Customer satisfaction is the internal state of disappointment or satisfaction. In the face of different industries, the evaluation systems or factors affecting customer satisfaction are different. Scholars take the catering industry as an subject and use

factor analysis to conclude that the taste, the quality of staff service, and the environment are three important factors affecting customer satisfaction. In the apparel industry, there is a significant positive correlation between the style and quality of clothing on customer satisfaction, under the same conditions, the customer's pursuit of style is greater than the effect of its quality.

The research on customer satisfaction in the field of online shopping, customer satisfaction is still important in the Internet era, if online merchants want to maintain a sustained competitive advantage, then customer satisfaction is their primary concern (Bourne, 2016). Online review function is one of the important factors affecting customer satisfaction, and empirical evidence found that the different fresh food categories of customer satisfaction factors affecting customer satisfaction, the order is very different. Customer satisfaction has an obvious positive effect in the marketing of various industries, which on the one hand can promote customer brand loyalty, and on the other hand will affect the rate of secondary purchase of customers, and enhance the profitability of enterprises and brand development. (Jacobson & Mizik, 2009) In this study, customer satisfaction refers to the state of satisfaction formed by customers through the purchase and use of a brand of products or services produced by the actual perception and expectations of a contrast.

## **2.2 Research Relevant**

"Fast fashion" refers to the business model where companies swiftly translate the trendy elements showcased in fashion weeks into marketing strategies within a short period. Characterized by "low prices, numerous styles, and small quantities," it has garnered significant attention, particularly in studies of international apparel brand ZARA. As fast fashion brands gradually rise, research on ZARA has deepened, initially focusing on the successes and shortcomings of its operational model, often in comparison with other clothing brands. With the upgrading of consumption, more scholars have begun to analyze consumers' experiences with ZARA marketing strategies. Renowned for its "multiple styles, small batches" approach, ZARA introduces approximately 12,000 fashion items annually, each in limited quantities, even for popular styles, and replenishes its inventory twice weekly to attract customers. This strategy caters to consumers' demand for individuality, fosters loyalty, and revolutionizes the apparel industry's business model. ZARA stands as the epitome of fast fashion, adhering to a rapid design, production, sale, and renewal cycle to keep pace with fashion trends. With over 400 designers, they frequent fashion hubs, observing and synthesizing the latest design concepts and fashion trends, ensuring ZARA remains at the forefront.

The personalized clothing marketing strategy holds promising prospects. Research suggests that in the Internet era, businesses should establish new communication channels with customers to facilitate information exchange and

personalized clothing customization. Leveraging big data analysis to collect customer feedback, this strategy promptly adjusts products, enhancing quality, building brand recognition, and fostering a solid reputation among consumers. New media has also transformed clothing marketing strategies. The emergence of platforms like WeChat, Douyin (TikTok), Kuaishou, and Weibo has opened new avenues for apparel marketing. Increasingly, clothing enterprises collaborate with internet celebrities, leveraging their vast fan bases and celebrity effects to pique consumers' curiosity and purchasing desires, thereby boosting sales and profitability. Traditional clothing marketing strategies are quietly and continuously evolving under the influence of emerging technologies such as internet technology, artificial intelligence, and big data applications, marching towards a new era.

### 2.3 Conceptual Framework

The customer satisfaction factors in ZARA brand marketing encompass three key aspects: brand personality, brand communication, and brand management. This study aims to delve into the intricate relationships between these variables through a thorough literature review, subsequently proposing a research conceptual model, as shown in Figure 2.1

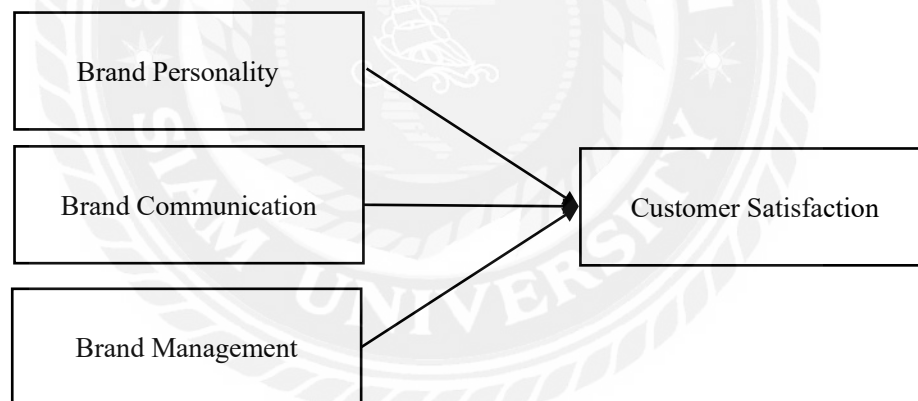


Figure 2.1 Conceptual Framework

## Chapter 3 Research Methodology

### 3.1 Introduction

This chapter designs a conceptual model for ZARA brand marketing strategy and its influencing factors on customer satisfaction. In this model, the independent variables include brand personality, brand communication, and brand management, while the dependent variable is ZARA customer satisfaction.

### 3.2 Research Design

This study adopted the quantitative research method, involving a questionnaire survey. In the survey questionnaire, brand personality is measured through five items, covering fashion sense and trend leadership, uniqueness and innovativeness, quality and reliability, lightheartedness and approachability, as well as internationalization and diversity. Brand communication is assessed through five items, focusing on the ease of access to brand information, the attractiveness, consistency, interactivity of brand communication, and its influence on purchase decisions. Brand management is evaluated through five items, encompassing the professionalism of brand management, service quality, and response speed, satisfaction with after-sales service, innovativeness in brand management, and the continuity and stability of brand management. ZARA customer satisfaction is measured through six items, including overall shopping experience satisfaction, product satisfaction, satisfaction with service attitude, satisfaction with brand image, and willingness to repurchase. In total, the survey questionnaire comprises 21 items. For each variable, measurement items were designed, and the coding of the items is shown in Table 3.1.

Table 3.1 Measurement Items

Measurement Item	NO.
<b>Brand Personality</b>	
1. I believe ZARA is a brand that consistently stands at the forefront of fashion, leading trends.	Q1
2. I find ZARA designs always exhibit a unique style and innovative elements.	Q2
3. ZARA to me, embodies high quality and reliability, making it a trustworthy brand.	Q3
4. ZARA brand makes me feel young and energetic, with an instant sense of familiarity.	Q4
5. The brand image of ZARA conveys an international perspective and a diverse design style to me.	Q5
<b>Brand Communication</b>	
1. I find ZARA brand information (such as new product launches, promotional activities) incredibly accessible.	Q6
2. ZARA brand communication content (like advertisements, social media posts)	Q7

strongly appeals to me.	
3. I believe ZARA maintains consistency in its brand communication messages across various channels (online, offline, social media).	Q8
4. ZARA brand communication activities (e.g., social media interactions, online events) give me a sense of participation and interactivity.	Q9
5. ZARA brand communication information significantly helps or influences my purchasing decisions.	Q10
<b>Brand Management</b>	
1. I think ZARA brand management is highly professional, effectively conveying the brand's image and values.	Q11
2. ZARA brand management strategy exhibits remarkable innovation and flexibility, adeptly adapting to market changes and customer needs.	Q12
3. ZARA brand culture aligns with my personality, and I am eager to follow its related developments.	Q13
4. I believe ZARA brand management strategy excels in consistency and stability, consistently maintaining the brand's image over time.	Q14
5. In the face of challenges or crises, I think ZARA brand management team is capable of swift and effective management and public relations, safeguarding the brand's image.	Q15
<b>Customer Satisfaction</b>	
1. I am extremely satisfied with my shopping experience at ZARA.	Q16
2. I am thoroughly pleased with ZARA product quality, styles, and cost-effectiveness.	Q17
3. I am highly satisfied with the service attitude and professionalism of ZARA staff.	Q18
4. I am satisfied that ZARA brand image matches my expectations.	Q19
5. Based on my previous shopping experiences, I am very willing to purchase ZARA products again and recommend them to others.	Q20
6. I am extremely satisfied with ZARA after-sales service, as issues are resolved appropriately.	Q21

The questionnaire is divided into two parts: the first part is personal information, and the second part is ZARA, including the consumer's satisfaction with the brand marketing and their perception of the company. A five-point Likert scale was chosen to quantify the questionnaire, in which "1" means very unimportant (satisfied), "2" means not too important (satisfied), "3" means average, "4" means more important (satisfied), and "5" means very important (satisfied).

### 3.3 Hypothesis

H1: Brand personality has a positive effect on customer satisfaction with ZARA brand in Chinese Market.

H2: Brand communication has a positive effect on customer satisfaction with ZARA brand in Chinese Market.

H3: Brand management has a positive effect on customer satisfaction with ZARA brand in Chinese Market.

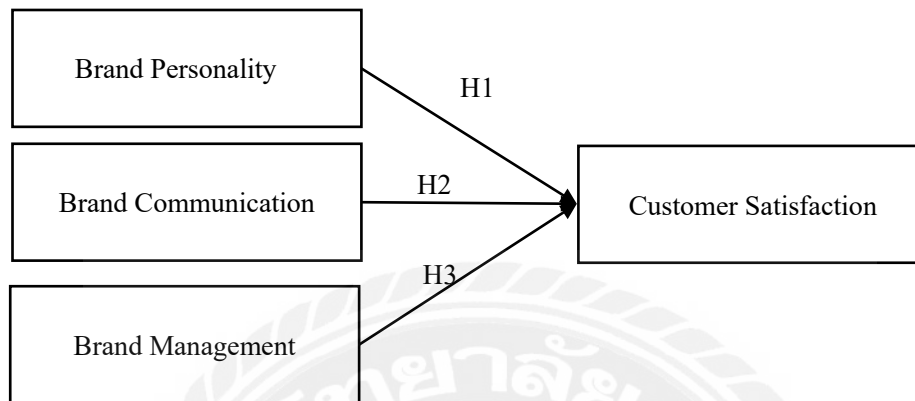


Figure 3.1 Hypotheses

### 3.4 Population and Sampling

The target population of this survey were individuals who have already made purchases from ZARA, and the questionnaires were distributed in a targeted manner to different groups to obtain relevant survey data. To ensure the representativeness of the sample, this study employed a random sampling method. During the random sampling process, customers who have purchased ZARA products were randomly selected to minimize sample bias and ensure the universality and reliability of the research results. The sample size for this survey was 400 individuals.

### 3.5 Data Collection

This study focuses on customers of ZARA brand in the Chinese market, with data collection conducted between March and June 2024, encompassing customers who made purchases from ZARA during this period. The research team designed a questionnaire that covers various aspects of customers' satisfaction with ZARA brand marketing strategy. With the cooperation of the stores, customers who made purchases were randomly selected as survey respondents.

During the questionnaire collection process, the research team conducted rigorous checks to eliminate invalid questionnaires, including those that were

incompletely filled out or had inconsistent answers. Ultimately, 400 questionnaires were distributed, with 352 valid responses yielding a response rate of 88%. This efficient questionnaire recovery process ensures the adequacy and representativeness of the data, providing a solid foundation for subsequent analysis. Through this process, the research team successfully obtained a significant amount of valuable data, enabling a deep analysis of the relationship between ZARA brand marketing strategy and customer satisfaction.

### 3.6 Data Analysis

#### 3.6.1 Reliability

Reliability analysis is a statistical process that reflects the true extent of the measured characteristic based on the consistency or stability of the test scale results. The more uniform the test results are, the more representative the data are of the overall situation, and the higher the reliability. Through reliability analysis, we can understand whether the questionnaire design is reasonable and make corrections to avoid misclassification errors. Cronbach's alpha is used to evaluate the internal consistency of test items. The higher the value of Cronbach's alpha, the higher the degree of consistency among items. When the reliability coefficient of a subscale is above 0.7, the reliability coefficient of the scale or questionnaire is considered good; when the reliability coefficient of a subscale is between 0.6 and 0.7, it is also acceptable; when the reliability coefficient of the total scale needs to reach 0.8 or higher, it indicates good overall reliability.

In this study, Cronbach's Alpha was used as the index of reliability of the questionnaire, and the value of Cronbach's Alpha was more than 0.8, which indicated the reliability of the scale. The closer the value of Cronbach's Alpha is to 1, the higher the reliability of the scale and the lower the error of the results. The Cronbach's Alpha of brand personality, brand communication, brand management, and customer satisfaction are 0.901, 0.902, 0.893, and 0.839, respectively, and the internal consistency of the questionnaire is good, and the reliability of the questionnaire is high.

Table 3.2 Variate Reliability Test

Variable	Cronbach's Alpha	N of Items
Brand Personality	0.901	5
Brand Communication	0.902	5
Brand Management	0.893	5
Customer Satisfaction	0.839	6



### 3.6.2 Validity

KMO and Bartlett's Test of Sphericity are used as indicators of questionnaire validity measurement. When the KMO is greater than 0.6. The smaller the P value of Bartlett's Test of Sphericity, the higher the validity, and when the P value is less than 0.05, it indicates that it is suitable to do the factor analysis. The value of KMO is 0.932, which is greater than 0.9, and the significance of Bartlett's Test of Sphericity Probability P-value is 0.000, which is less than 0.05, so the null hypothesis is rejected, indicating that the structural validity of the questionnaire is good. See Table 2. The analysis of variance for the common factors showed that the standardized factor loadings for each question item were greater than 0.6, the commonality of the variables was greater than 60%, and some of the factor loadings reached 67.418%, which indicated that these variables had a high degree of explanatory validity. A total of three factors were extracted from the Rotated Factor Loadings Matrix table, which indicates that it is feasible and reasonable to measure the three variables in this study.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.932
Bartlett's Test of Sphericity	Approx. Chi-Square	4437.961
	df	231
	Sig.	0.000

Table 3.4 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	% of Variance	Cumulative %	% of Variance	Cumulative %
1	9.481	45.148	45.148	45.14	45.148	18.18	18.182
2	2.091	9.955	55.103	9.955	55.103	17.06	35.246
3	1.419	6.756	61.859	6.756	61.859	16.15	51.397
4	1.189	5.661	67.520	5.661	67.418	16.12	67.418
5	.637	3.031	70.551				
6	.584	2.781	73.332				
7	.536	2.550	75.882				
8	.531	2.528	78.410				
9	.490	2.333	80.743				
10	.449	2.136	82.879				
11	.419	1.997	84.876				
12	.405	1.930	86.806				
13	.395	1.880	88.686				
14	.369	1.755	90.441				

15	.351	1.673	92.114				
16	.334	1.591	93.706				
17	.331	1.577	95.283				
18	.294	1.400	96.683				
19	.282	1.344	98.027				
20	.222	1.055	99.082				
21	.193	.918	100.000				

The analysis extracted factors with Eigen roots greater than 1. The cumulative total variance explained by the factors was 67.418%. Table 3.4 shows the results of the factor analysis after rotation by the maximum variance method. The results of the calculation of the rotated component matrices showed that the item discriminant validity of the factors was good, as shown in Table 3.5.

Table 3.5 Rotated Component Matrix

	1	2	3	4
Q1	<b>0.780</b>	0.209	0.244	0.244
Q2	<b>0.704</b>	0.216	0.253	0.253
Q3	<b>0.769</b>	0.159	0.177	0.177
Q4	<b>0.727</b>	0.204	0.223	0.223
Q5	<b>0.745</b>	0.256	0.121	0.121
Q6	<b>0.758</b>	0.205	0.171	0.171
Q7	0.195	<b>0.706</b>	0.167	0.167
Q8	0.188	<b>0.711</b>	0.201	0.201
Q9	0.233	<b>0.762</b>	0.137	0.137
Q10	0.188	<b>0.705</b>	0.241	0.241
Q11	0.140	<b>0.801</b>	0.184	0.184
Q12	0.215	<b>0.689</b>	0.197	0.197
Q13	0.230	0.252	<b>0.692</b>	0.333
Q14	0.157	0.169	<b>0.708</b>	0.231
Q15	0.153	0.229	<b>0.739</b>	0.219
Q16	0.209	0.172	<b>0.773</b>	0.223
Q17	0.129	0.162	<b>0.719</b>	0.119
Q18	0.185	0.306	<b>0.665</b>	0.215
Q19	0.223	0.114	0.123	<b>0.788</b>
Q20	0.122	0.132	0.231	<b>0.789</b>
Q21	0.221	0.134	0.322	<b>0.798</b>

The results of the study show that the rotated principal component matrix shows that the first factor ranges from Q1 to Q 6; the second factor ranges from Q7 to Q12; and the third factor ranges from Q13 to Q18; the fourth factor ranges from Q19 to Q21. It can be learned from the results in Table 3.5 that a total of four factors have been extracted, and that each variable has a large loading on only one of the

covariates, while the loadings on the other covariates are small, which indicates that each of the variable has good validity, but with variability.

### **3.6.3 Analysis of Questionnaire Data**

After data collection, analysis was required, and the specific process was as follows: Firstly, the collected data were cleaned and inspected, including checking for missing data, outliers, and abnormal values. If there were issues, the data were processed or excluded. Secondly, descriptive statistical analysis was performed on the survey sample, including the sample size and proportions. Correlation analysis was conducted on the collected data to determine the interactions between variables.



# Chapter 4 Findings

## 4.1 Introduction

Through a literature review, relevant studies on ZARA brand marketing strategy and its relationship with customer satisfaction were synthesized. The collected questionnaires were analyzed to ensure the reliability and validity of the data. Descriptive statistics, correlation analysis, and regression analysis were performed on the data to understand the relationships among variables. Through these analyses, hypotheses were validated, and the interactions among various variables in the model were clarified.

## 4.2 Description of Demographic Characteristics of Sample

This study conducted a survey with online questionnaires. A total of 400 questionnaires were distributed, and 352 valid questionnaires were collected, with an effective rate of 88.0%.

Survey data show that the proportions of males and females in the sample are relatively close, with slightly more females accounting for 50.9%. In terms of age distribution, 29.5% of the respondents were under 23 years old, 34.4% were between 23 and 28 years old, while 36.1% were over 28 years old, showing a wider age coverage. In terms of educational attainment, 26.1% had a bachelor's degree, 25.9% held a master's degree, 21.3% had a qualification higher than a master's degree, and another 26.7% had other qualifications. This indicates a high diversity of educational backgrounds, but a relatively low percentage of those with higher than master's degrees. The distribution of monthly salary shows a trend of higher income, with 29.3% of respondents earning less than \$10,000 per month, 31.5% in the range of \$10,000-\$50,000, and 39.2% more than \$50,000, suggesting that a larger proportion of the sample has higher incomes. Overall, the sample shows a more balanced gender distribution, covering individuals of different age groups and educational backgrounds, and is skewed towards higher income levels. This provides valuable information for further analyzing the characteristics of the respondents and their influencing factors.

Table4.1 Descriptive Statistical Analysis

Item	Options	Frequency	Percent%
Gender	Male	173	49.1
	Female	179	50.9
Age	Under 23	104	29.5
	23-28	121	34.4
	Above 28	127	36.1
Education	Bachelor's Degree	92	26.1

	Master Degree	91	25.9
	Higher than the Master's degree	75	21.3
	Others	94	26.7
Monthly Salary	Less Than \$10,000	103	29.3
	\$10,000-\$50,000	111	31.5
	More Than \$50,000	138	39.2
Total		352	100.0

### 4.3 Results of the Study

Table 4.2 Correlation Between Variables (Pearson Correlation Matrix)

	Brand Personality	Brand Communication	Brand Management	Customer Satisfaction
Brand Personality	1	.275**	.435**	.254**
Brand Communication	.275**	1	.469**	.511**
Brand Management	.435**	.469**	1	.532**
Customer Satisfaction	.254**	.511**	.532**	1

NOTE: \*P<0.05, \*\*P<0.01, \*\*\*P<0.001

In this study, the correlation of ZARA brand marketing dimensions was tested with the help of SPSS. The results of correlation analysis show that the Pearson correlation coefficient between brand personality and brand communication is 0.575,  $p=0.000<0.001$ , which is significant and indicates that there is a significant positive correlation between brand personality and brand communication. The Pearson correlation coefficient between brand personality and brand management is 0.635,  $p=0.000<0.001$ , which is significant and indicates that there is a significant positive correlation between brand personality and brand management. The Pearson correlation coefficient of brand communication and brand management is 0.669,  $p=0.000<0.001$ , which is significant and indicates that there is a significant positive correlation between brand communication and brand management. The correlation analysis indicates the unity of brand personality, brand communication, and brand management in the measurement of brand marketing.

The model was constructed based on the analysis and stratified regression analysis was used. Model 1 contains the independent variable, brand personality, dependent variable, customer satisfaction. Model 2 contains the independent variables, brand personality, brand communication, and the dependent variable customer satisfaction. Model 3 contains the independent variables, brand personality, brand

communication, and brand management, and the dependent variable, customer satisfaction. The path coefficient of brand personality ( $\beta=0.248$ ,  $p=0.000<0.001$ ) in model 1 is significant. Model 2 after adding brand communication to model 1, the path coefficients of brand personality ( $\beta=0.320$ ,  $p=0.000<0.001$ ), and brand communication ( $\beta=0.485$ ,  $p=0.000<0.001$ ) are significant, and R Square increases significantly from 0.254 to 0.525. Model 3 adds brand management to model 2, the path coefficients of brand personality ( $\beta=0.255$ ,  $p=0.000<0.001$ ), brand communication ( $\beta=0.341$ ,  $p=0.000<0.001$ ), and brand management ( $\beta=0.410$ ,  $p=0.000<0.001$ ) have significant path coefficients, and R Square increases significantly from 0.525 to 0.609. Stratified regression illustrates that the effect of each variable on customer satisfaction is significant.

Table 4.3 Multiple Regression Analysis

Model	Unstandardized Coefficients	B	Std.	t	Sig.	VIF	R Square	Adjusted R Square
1	(Constant)	2.820	0.184	15.283	0.000		0.254	0.243
	Brand Personality	0.248	0.050	4.921	0.000	1.000		
2	(Constant)	1.493	0.209	7.133	0.000		0.525	0.475
	Brand Personality	0.320	0.046	2.594	0.000	1.082		
	Brand Communication	0.485	0.048	10.077	0.000	1.082		
3	(Constant)	0.890	0.212	4.197	0.000		0.609	0.571
	Brand Personality	0.255	0.046	3.332	0.000	1.244		
	Brand Communication	0.341	0.049	6.955	0.000	1.292		
	Brand Management	0.410	0.056	7.262	0.000	1.473		
a Dependent Variable: Customer Satisfaction								

Therefore, the data analysis results indicate that ZARA brand personality has a significant positive effect on customer satisfaction. Hypothesis H1 is supported. Additionally, ZARA brand communication also exerts a significant positive influence on customer satisfaction. Hypothesis H2 is confirmed. Furthermore, ZARA brand management demonstrates a notable positive effect on customer satisfaction. Hypothesis H3 is validated.

## **Chapter 5 Conclusion and Recommendation**

### **5.1 Conclusion**

This study collected 352 valid questionnaires, representing an effective response rate of 88.0%. This chapter primarily analyzes the relationship between ZARA brand marketing strategy and customer satisfaction, explores the influencing factors, and proposes corresponding strategy. It highlights that brand personality, brand communication, and brand management all have significant positive effects on customer satisfaction.

#### **5.1.1 Brand Personality Has a Significant Positive Effect on Customer Satisfaction with ZARA Brand in Chinese Market**

ZARA brand personality has a significant positive effect on customer satisfaction, revealing the key role of brand personality in ZARA brand marketing. Brand image and attributes are crucial to customer experience, and ZARA conveys a unique brand image through its brand personality, which enables customers to develop an emotional connection and sense of identity (Anwar, 2019). This emotional resonance not only enhances customer satisfaction with the brand but may also increase loyalty and repeat purchase behavior. In the highly competitive apparel market, brand personality can help ZARA differentiate itself from other brands and occupy a unique position in customers' minds. Consumers' recognition and love of brand personality can enhance their overall satisfaction with the brand, which influences their purchasing decisions and brand loyalty (Dahan & Peltekoglu, 2018; Martínez Barreiro, 2018). Continuously shaping and strengthening brand personality will be an important means to customer satisfaction. Brand personality is not only an element in advertising but also an overall image throughout product design, store experience, customer service, and other aspects. Through brand personality communication, ZARA can continue to attract and retain target customer groups.

#### **5.1.2 Brand Communication Has a Significant Positive Effect on Customer Satisfaction with ZARA Brand in Chinese Market**

ZARA brand communication has a significant positive effect on customer satisfaction. By carefully planning and executing its communication strategy, ZARA can communicate its values, uniqueness, and product information to consumers, which enhances their awareness and emotional connection to the brand. ZARA success in brand communication also reflects its effective use of modern communication channels. Through social media and digital platforms, ZARA can quickly and widely reach target consumers, deliver brand messages promptly, and interact with consumers. This two-way communication not only increases brand exposure but also enhances consumers' sense of engagement and belonging to the

brand, thus increasing satisfaction (Anwar, 2019; Lopez & Fan, 2009; Tokatli, 2021). ZARA has successfully created a popular brand image through consistent and attractive brand communication, which is crucial for enhancing customer satisfaction. In a competitive market environment, brand communication has become an important tool to win consumer satisfaction (Anwar, 2019). Other brands can learn from ZARA experience and use effective communication strategy to convey brand value to consumers and enhance brand identity, thereby increasing customer satisfaction and brand loyalty.

### **5.1.3 Brand Management Has a Significant Positive Effect on Customer Satisfaction with ZARA Brand in Chinese Market**

ZARA brand management in the Chinese market has a significant positive effect on customer satisfaction. Systematic and strategic brand management is crucial for improving customer satisfaction. Brand management includes brand positioning, brand image building, brand communication, product quality management, etc. ZARA has created a clear and positive brand perception in customers' minds through accurate brand positioning and consistent brand image communication. ZARA success lies in the comprehensiveness and consistency of its brand management, which not only increases customers' trust in the brand but also enhances their satisfaction. Brand management is not just the task of the marketing department, but is integrated into all aspects of the company's operations (Lu & Ramamurthy, 2021). ZARA ensures that every product meets the brand image and customer expectations through strict product quality control and innovative fashion design. In addition, through effective brand communication and marketing, ZARA continuously interacts with consumers, enhancing brand influence and customer engagement. (Martín López, 2019). Effective brand management not only enhances current customer satisfaction but also strengthens customer loyalty and brand stickiness. Based on satisfaction, customers are more likely to become loyal to the brand and attract more new customers.

Table 5.1 Hypothesis Test Results

NO.	Hypothesis	Result
H1	Brand personality has a significant positive effect on customer satisfaction with ZARA brand in Chinese Market	Established
H2	Brand communication has a significant positive effect on customer satisfaction with ZARA brand in Chinese Market	Established
H3	Brand management has a significant positive effect on customer satisfaction with ZARA brand in Chinese Market	Established



## **5.2 Recommendation**

### **5.2.1 Highlighting Brand Personality**

Crafting a differentiated brand personality and deeply integrating into local markets is crucial for enterprises. Unique and differentiated brand personality strategy are indispensable for businesses. Only when a company's brand personality resonates with consumers can its distinctive brand image be etched in their minds. The shaping of brand personality should be based on the core competitiveness of products and consumer behavior characteristics. Firstly, design is the starting point for shaping the brand personality in the fast fashion industry. Fashionable and trendy designs, deeply aligned with local markets, can attract consumers and stimulate their purchasing desires. As a Spanish brand, ZARA design team is predominantly composed of European designers, which can lead to a heavier European influence in design styles and potential sizing discrepancies. Many styles that sell well in European markets may not necessarily appeal to Chinese consumers.

In response, ZARA brand personality should integrate local characteristics from various regions. In the Chinese market, starting with the product design team, excellent designs rely on talented individuals. ZARA design team could appropriately introduce top design talents from China's fast fashion sector. Secondly, in terms of product design style, as a multinational company, ZARA Western-style brand culture may clash with the aesthetics of domestic consumers, especially in recent years when "national fashion trends" have become increasingly popular among the younger generation. Whether ZARA design style considers the needs of Chinese consumers more will affect brand preference among a wider range of customers. By incorporating more preferences of Chinese local consumers into the design style, the brand personality strategy will be more precise, and its sustainability will be perfectly demonstrated.

ZARA should revisit finer details, prioritize product quality optimization, and accurately target shifting consumer preferences, focusing on essential needs such as garment functionality. By grasping the pain points of Chinese consumers, conducting thorough local market research, and emphasizing aspects like "comfort," fabric selection, and breathability, ZARA can cater to consumers' pursuit of higher cost-effectiveness in terms of price perception. Only by genuinely understanding the Chinese market and continuously addressing the reasonable needs of Chinese customers can ZARA advantage in differentiated brand personality strategy become more pronounced compared to other multinational fast fashion brands.

### **5.2.2 Strengthening Brand Communication**

ZARA brand communication has a significant positive effect on customer

satisfaction. Hypothesis H2 is valid. The regression coefficient ( $\beta$ -value) of brand communication is 0.341, and the significance level (p-value) is 0.000, which is less than 0.001, which indicates that this effect is statistically significant. ZARA can significantly increase customer satisfaction through effective brand communication strategy. Brand communication involves various aspects such as advertisements, social media, and promotional activities, through which ZARA successfully communicates the value and image of the brand to consumers, thus enhancing consumers' awareness and recognition of the brand (Chinomona, 2016; Lin et al., 2020). Brand communication not only increases customer satisfaction with ZARA but also may promote customer loyalty and purchase intention. Therefore, strengthening and optimizing brand communication strategy is crucial for ZARA success in the Chinese market.

Exploring Diversified Brand Communication and Optimizing Advertising Formats. In terms of brand communication strategy, ZARA has consistently adhered to the "direct retail" marketing strategy, believing that brand promotion and communication through physical stores are the best promotional methods. As an internationally renowned fast fashion apparel enterprise, ZARA already enjoys high brand awareness. For a long time, ZARA communication strategy relied on its chain of directly operated stores worldwide to promote the brand and allow customers to experience products directly in-store. This approach not only minimized marketing expenses and saved significant costs, but it also faced challenges in recent years with the rapid development of e-commerce, where consumers increasingly value online experiences. To better cater to Chinese consumers, ZARA must optimize its communication strategy with Chinese characteristics. Relying solely on store locations and luxurious decorations is no longer enough to win over consumers' approval, making it imperative to explore diversified brand communication strategy. While the effectiveness of in-store promotion has been proven and this strategy will not undergo significant changes in the short term, there is still room for optimization at the store level.

Converting fans' attention to celebrities into interest in the brand and fondness for products can enhance the popularity and affinity of corporate products, with the strong purchasing power of fans yielding immediate results. In China's rapidly growing online economy, new media communication formats continue to emerge. ZARA should actively explore and experiment with new traffic sources such as "internet celebrities" + live streaming and "celebrities" + live streaming, leveraging the attention and interactivity advantages of these communication methods. The emergence of such novel online promotion and marketing approaches enables enterprises to interact directly with consumers, understand their immediate needs synchronously, and maximize the satisfaction of consumers' desire for "zero-distance" access to product information. By leveraging big data analysis, ZARA can potentially find breakthroughs through diversified communication strategy and targeted marketing approaches. More attention should be given to strategy leveraging new

media for brand communication.

### **5.2.3 Improving Brand Management**

ZARA brand management has a significant positive effect on customer satisfaction. Hypothesis H3 is valid. The regression coefficient ( $\beta$ -value) of brand management is 0.410 and the significance level (p-value) is 0.000, which is much less than 0.001, which indicates that this effect is statistically significant. ZARA can significantly increase customer satisfaction through effective brand management strategy. Brand management covers aspects such as brand positioning, brand image building, brand communication, product quality management, etc. Through comprehensive brand management measures, ZARA has successfully established a high-quality and high-fashion brand image (Lin & Siu, 2019; Tarman et al., 2019). This not only enhances customers' identification and loyalty to ZARA but also increases their overall satisfaction with the brand. Effective brand management strategy enable ZARA to stand out and maintain its leading position in the competitive market.

Strengthening Information-based Brand Management and Enhancing Store Service Levels. For a multinational fast fashion apparel enterprise, accurate brand management strategy are undoubtedly crucial to the success of business operations. Effective brand marketing cannot be achieved without advanced brand management strategy. ZARA rapid response in design, production, and sales has addressed the challenges faced by traditional apparel enterprises, such as long supply chain times and inventory backlogs, rapidly positioning it as a leader in the fast fashion industry. At the terminal store level, the effect on consumer satisfaction is evident, as any detail can potentially lead to a negative experience. Strengthening the management of terminal stores requires a multi-pronged approach, further optimizing training systems for employees and key personnel, implementing timely and appropriate incentive mechanisms, rewarding merit and appointing based on talent, maintaining open promotion channels, and ensuring maximum human resource efficiency. In conveying the service philosophy, it is essential to reinforce the concept of customer service excellence among all talent pools, including design teams, observation teams, and other personnel at headquarters.

Recognizing the direct link between service and brand marketing, effective management leads to superior service, which in turn strengthens the brand. Enhancing employee service levels caters to diverse market demands, taps into potential consumer desires, and condenses the enterprise's unique service-oriented brand management strategy. Improving after-sales service management complements ZARA recent push for online channel development. A comprehensive after-sales service system has become a prerequisite for expanding market share. In the product selection process, consumers are no longer solely focused on the apparel itself; standardized and timely after-sales service has become a concern for many. Therefore, if ZARA

aims to create a virtuous circle of brand marketing, a high-quality after-sales service system is crucial. Accelerating the enterprise's informatization process enables relevant employees to accurately and promptly handle and serve customers while addressing all consumers' after-sales service needs more professionally and clearly. This reduces manual operations and labor costs, enabling a more efficient grasp of customer satisfaction trends and enhancing management and service quality.



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## Appendix

Dear Sir/Madam,

Thank you for your participation in this questionnaire survey. The survey will be conducted anonymously, and your relevant information will be kept confidential. Thank you again for your cooperation.

### Part I :

1. Gender       Male                       Female
  
2. Age A 18-34      B 35-44      C 45-54      D above 54
  
3. Education      1. Bachelor's degree                       2. Master degree  
 3. Higher than the Master's degree                      4. Other
  
4. Monthly Salary  
1. Less than \$10,000      2. \$10,000-\$50,000      3. \$50,000 or more
  
5. Have you ever purchased ZARA brand? Ayes B No
  
6. Have you ever used ZARA brand? Ayes B No

Part II : Please judge to what extent you agree with the following statement, please choose the most appropriate option, and mark the corresponding number "√". The questionnaire used Likert scale, ranging from 1 to 5 in which 1 indicates strongly disagree (or strongly disagree), 2 indicates relatively disagree (or relatively disagree), 3 indicates neutral, 4 indicates relatively agree (or relatively agree), and 5 indicates strongly agree (or strongly agree)

Measuring item	Strongly disagree	Disagree	General	Agree	Strongly agree
I believe ZARA is a brand that consistently stands at the forefront of fashion, leading trends.					
I find ZARA designs always exhibit a unique style and innovative elements.					



ZARA to me, embodies high quality and reliability, making it a trustworthy brand.					
ZARA brand makes me feel young and energetic, with an instant sense of familiarity.					
The brand image of ZARA conveys an international perspective and a diverse design style to me.					
I find ZARA brand information (such as new product launches, promotional activities) incredibly accessible.					
ZARA brand communication content (like advertisements, social media posts) strongly appeals to me.					
I believe ZARA maintains consistency in its brand communication messages across various channels (online, offline, social media).					
ZARA brand communication activities (e.g., social media interactions, online events) give me a sense of participation and interactivity.					
ZARA brand communication information significantly helps or influences my purchasing decisions.					
I think ZARA brand management is highly professional, effectively conveying the brand's image and values.					
ZARA brand management strategy exhibits remarkable innovation and flexibility, adeptly adapting to market changes and customer needs.					
brand culture aligns with my personality, and I am eager to follow its related developments.					
I Believe ZARA brand management strategy excels in consistency and stability, consistently maintaining the brand's image over time.					
In the face of challenges or crises, I think ZARA brand management team is capable of swift and effective management and public relations,					

safeguarding the brand's image.					
I am extremely satisfied with my shopping experience at ZARA.					
I am thoroughly pleased with ZARA product quality, styles, and cost-effectiveness.					
I am highly satisfied with the service attitude and professionalism of ZARA staff.					
I am satisfied that ZARA brand image matches my expectations.					
Based on my previous shopping experiences, I am very willing to purchase ZARA products again and recommend them to others.					
I am extremely satisfied with ZARA after-sales service, as issues are resolved appropriately.					

