

## Case 12.

More and more brands are caught up in cultural appropriation scandals. In 2018, the mass market brand Zara came into the spotlight. The concept that it is offensive for members of another culture to borrow elements from one culture is reflected in a new \$89 skirt that resembles the lungi, the men's national dress of India and other Asian countries. Internet users did not like the fact that an important element of the culture of many nations is regarded as “just a beautiful skirt.” Many were outraged by the inflated price, since, for example, in India, lungi can be bought for 1 dollar. There were those who defended the brand, calling it a ridiculous misunderstanding and noting that the national clothes could serve as inspiration, but not as an intentional insult.

Exercise:

1. Turning to the topic “Basics of communication in PR,” determine where the Zara brand made a mistake.
2. Develop a plan to implement a crisis response strategy for the brand to avoid or minimize reputational losses.

