**Marks&Spencer and Zara – Questions**

1. Compare the textile business model of M&S with that of Zara. Did Zara invent a new product, or a new method? If any, can you point out a key business model innovation (BMI) that Zara introduced? What role does “postponement” play in Zara’s supply chain?
2. Why was it so hard for M&S to start playing the “fashion” game (as played so successfully by Zara)? What do you think of the programs launched by Peter Salsbury in response to the troubles at M&S?
3. How could Zara protect itself by a potential BMI of a competitor that could further disrupt the industry?
4. How are M&S and Zara doing today? What business models do they follow?