

# PRI-AIN924

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**Submission date:** 18-May-2023 07:13AM (UTC-0700)

**Submission ID:** 2096270365

**File name:** PRI-AIN924\_Plagi.docx (78.03K)

**Word count:** 4475

**Character count:** 27714

## **2 GLOBAL STRATEGY AND SUSTAINABILITY**

## Table of Contents

Part A .....	2
Task 1: External and internal environment .....	2
<b>1</b> Task 3 Corporate Strategy .....	8
Evaluation and critical analysis of Zara's Supply Chains .....	8
Recommendations as to how Zara can increase their profitability using a relevant model/framework .....	9
Part B .....	13
Application of Triple Bottom line theory for analysing social approaches of Zara .....	13
People Aspect .....	13
Planet Aspect .....	14
Ethical Issues .....	14
Corporate Social Responsibility (CSR) strategies .....	15
References .....	16

## **Part A**

### **Introduction**

#### ***Background of Zara***

Global strategy and sustainability help to provide opportunities to learn experientially and it also helps in analysing conceptually how companies can make value for stakeholders via more equitable and sustainable approaches. Zara is a fast fashion retail fashion brand, which produces various fashion products such as clothes, bags and accessories. Moreover, Zara has also used unique production, design, sales and distribution to successfully sustain itself in a new market by using its extensive retail network.

#### ***Report Description***

The international and external environment has been demonstrated for determining Zara's competitive advantage. In addition, three precise global market entry strategies were also analysed in this report. The corporate strategy helps SCM and increases profitability. The triple bottom line theory is analysed to determine the global strategy and sustainability for ZARA.

### **Task 1: External and internal environment**

#### ***External environment***

The headquarters of Zara is in Spain and thus PESTLE analysis has been conducted of Spain to understand the external environment of this company.

<b>Factors</b>	<b>Analysis</b>	<b>Impact on Zara</b>
<b>Political</b>	<ul style="list-style-type: none"><li>● Has political stability</li><li>● Spain is the member of European Union since 1955 (Un.org, 2022)</li><li>● Fiscal deficit is about 4.80% in 2023 means government spend more than it earns (Tradingeconomics.com, 2022)</li><li>● Spain scores 60 in corruption index among 100 (Tradingeconomics.com, 2022)</li></ul>	Stable political environment help in smooth business operation

<b>Economical</b>	<ul style="list-style-type: none"> <li>• Inflation rate is about 12.7% in 2023 (Economy-finance.ec.europa.eu, 2022)</li> <li>• Tax rate is about 21.1% in 2023 (Ft.com, 2022)</li> <li>• GDP growth rate of Spain is about 1.94% in 2023 (Ft.com, 2022)</li> <li>• Personal income rate is about 47% in 2023 (Economy-finance.ec.europa.eu, 2022)</li> </ul>	High inflation and high tax rate can increase price level of Zara
<b>Social</b>	<ul style="list-style-type: none"> <li>• Population growth rate of Spain is -0.08% (Macrotrends.net, 2022)</li> <li>• Employment rate is about 13.26% in 2023 (Tradingeconomics.com, 2022)</li> <li>• Literacy rate is about 98.75% in 2023 (Macrotrends.net, 2022)</li> </ul>	High employment and literacy rate can increase potential customers for Zara
<b>Technological</b>	<ul style="list-style-type: none"> <li>• Spain uses advanced computer and smartphones with powerful cellular network</li> <li>• Spain is the second largest high-speed network in the globe (Trade.gov, 2022)</li> <li>• This country uses AI, cloud computing and data analytics</li> <li>• Ranks third in EU in terms of technological advancement (Trade.gov, 2022)</li> </ul>	Advanced technology helps Zara to conduct business operation effectively and helps in adoption of innovative approaches
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Presence of “Employment Act 1955” (Lawyersspain.eu, 2022)</li> <li>• Presence of “Environment Law 1978” (Lawyersspain.eu, 2022)</li> <li>• Presence of “Equity Act 2007” (Lawyersspain.eu, 2022)</li> </ul>	Proper acts and regulations help Zara to conduct business operation in appropriate manner

<b>Environmental</b>	<ul style="list-style-type: none"> <li>Spain focuses on reservation of about 53 biospheres (Investinspain.org, 2022)</li> <li>This company makes a commitment to reduce carbon emission into atmosphere by about zero percentage by the year 2025</li> <li>Spain holds rank 14th in “Europe sustainable development report” in 2022 (Investinspain.org, 2022)</li> </ul>	This helps to Zara to adopt effective CSR strategies and to be a sustainable business
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**Table 1: PESTLE analysis of Spain**




(Source: Influenced from Tradingeconomics.com, 2022)

It can be analysed that the external environment of Spain is somewhat beneficial and to some extents are not beneficial for Zara. The stable political environment and membership of the EU can help Zara to conduct its business operation in an appropriate manner. However, the high corruption index of Spain can hamper business operations of this company.

Zara can contribute to the enhancement of the GDP of Spain which might increase its revenue. On the other hand, high inflation and tax rate can increase the price level of its products which can reduce revenue. Social environment of Spain is also favourable for Zara to conduct its business operation and achieve potential customers. Spain is a technologically advanced country which helps in smooth business practices of Zara. Moreover, Zara can adopt innovative approaches by adopting advanced technology. Environmental factor of Spain is also effective for Zara to adopt sustainable business practices.

#### **Internal environment**

The internal analysis accounts for the evaluation of a company's inside environment, especially, its resources and capabilities. Evaluation of resources and capabilities can ensure a competitive advantage for the company. For Zara's internal environment analysis, its resources have been identified regarding its capability and competitiveness.

Resource of Capability	 Valuable	 Rare	 Inimitable	 Organisation	Impact on Competitive Advantage
Fashionable and cost-	✓	✓	✓	The company provides clothing that is cheap and	Sustainable competitive

friendly clothing				ethically considered with the usage of no animal skin or hair (Zara.com, 2023).	advantage
Fashion accessories		✓	✓	Zara's fashion accessories are mainly sustainable jewellery and bags made with environment-friendly products.	Sustainable competitive advantage
Shoes	✓		✓	Sustainable leather and non-leather shoes with cheap pricing and both online and offline availability.	Sustainable competitive advantage
Beauty products	✓	✓	✓	Beauty products, make-ups and creams have fewer chemicals and are suitable for skin	Sustainable competitive advantage
Perfume	✓	✓	✓	A variety of range of men's and women's perfumes are available in local stores and online	Sustainable competitive advantage
Latest fashion follow research	✓	✓	✓	Zara's fast fashion follows a recycling focus along with a sustainable supply chain (Dw.com, (2023).	Sustainable competitive advantage
Cheap onshore and offshore labour	✓			Zara has cheap labour concerns in both domestic and international markets.	Not sustainable

				Unethical practices have also been seen.	
Intellectual property	✓			All intellectual property of the company is under federal trademark registrations	Sustainable competitive advantage
Dedicated staff	✓	✓		As last seen in 2022, the number of global staff of Zara is 164,997 and increasing (Statista.com, 2023).	Sustainable competitive advantage
Low advertising costs	✓	✓	✓	The brand has been able to hold a premium market without much advertising.	Sustainable competitive advantage

**Table 2: VRIO analysis of Zara**

(Source: self-developed)

The above analysis shows Zara has a significant sustainable competitive advantage regarding its resources and capabilities. Except for a few areas such as cheap labour and employees, all other resources of Zara are non-imitable. This means that these resources will mostly be unchanged over time concerning sustainability in the operations. Most of the resources being valuable and rare also means that these resources are not easily replicable or replaceable. This also indicates towards sustainability of the company. The main internal issue is with Zara's treatment towards the labours and appointing cheap labour conditions. The workforce has been subjected to abuse in Zara's Spain-based operations, which resulted in Zara fighting sanctions against modern slavery (Mindthegap.ngo, 2020). Zara has been observed to have a significant competitive advantage over other resources and capabilities.

### ***Evaluation***

Internal environment of Zara can be determined by conducting SWOT analysis of this company.



<b>Strength</b>	<ul style="list-style-type: none"> <li>• Zara has speedy supply chain</li> <li>• Zara updates its supply chain network and collection once in two weeks to deliver better service</li> <li>• This company has expanded its business in 96 countries and about 2249 locations (Zara.com, 2022)</li> <li>• Zara has more than 700 trained designers in 2022 and they make 50,000 designer clothes in each year (Zara.com, 2022)</li> <li>• Has better customers experience</li> </ul>
<b>Weakness</b>	<ul style="list-style-type: none"> <li>• Poorly treat employees in some factories in Asia (Ft.com, 2022)</li> <li>• Zara has mainly physical store dependency and about 90% products sell form these stores (Zara.com, 2022)</li> <li>• Less presence Asia and US markets about 4.4% (Zara.com, 2022)</li> <li>• Lots of unsatisfied clients which is about 65% (Ft.com, 2022)</li> </ul>
<b>Opportunity</b>	<ul style="list-style-type: none"> <li>• Has the opportunity to rescale market</li> <li>• Can increase its online presence by adoption of advanced technology</li> <li>• Has opportunity to increase environmentally sustainable products</li> </ul>
<b>Threat</b>	<ul style="list-style-type: none"> <li>• Zara has high level of competition in the market such as Shein (Zara.com, 2022)</li> <li>• Certain government regulation after Covid 19 pandemic</li> <li>• About 1200 fashion stores are closed due to Covid 19 pandemic (Theguardian.com, 2022)</li> </ul>

**Table 3: SWOT analysis of Zara**

(Source: Influenced from Zara.com, 2022)

Zara has a good supply network by which this company can deliver products to customers effectively and on time. Moreover, Zara has physical store dependencies which can make obstacles in business operation as in present times there is prevalence of e-commerce sites. This company has an opportunity to expand its business by increasing online presence which

is effective for achieving more potential customers. However, Zara has wider <sup>1</sup>competitors and this can reduce the competitive advantages of this organisation.

### <sup>1</sup>**Task 3 Corporate Strategy**

#### **Evaluation and critical analysis of Zara's Supply Chains**

##### **Horizontal Integration**

<sup>3</sup>Horizontal integration is a strategy in business that allows the operations of a company to grow at the same level in an industry. Horizontal integration as a business strategy enhances the size and revenue of a company. This strategy allows companies to expand their operations in fresh markets, increase diversity and reduce the level of competition. The integration of operations can be utilised by Zara to influence and enhance the scope of existing operations that refer to the stable implication to the stages that aid in the creation of attainable facets to stabilise the supply chain by creating efficiency in the supply chain. The supply chain efficiency of Zara can be enhanced by following the horizontal integration. For example, Mattel as a toy brand follows horizontal integration to enhance their supply chain plan (Shao, 2020). The implication of the existing business operations can be referred to as the qualitative way of gaining operational competence for Zara.

##### **Vertical Integration**

Vertical Integration is a strategy and process used by business operations in a company to increase efficiency in their business by taking ownership of different stages of the production rather than showing reliance on the external contractors and suppliers. In the vertical integration process the company reaches beyond their existing line of operations and indulges in the additional roles of product or service value chain. Using the vertical integration process Zara can take more control of their operations and reduce cost and margins of production (netsuite.com, 2023). Zara can apply and use vertical integration as a method to introduce more products in the retail market. For example, Heinz as another company uses vertical integration to improve supply chains.

##### **Outsourcing**

Outsourcing is a method used in the business operations of a company to use parties outside the company to produce goods or perform services. Traditionally a company uses its own line of production and service chains to meet operational requirements. But in the case of outsourcing methods, strategists and performers outside the business functions can be used to enhance profitability and cut production costs. Zara can use the outsourcing method to provide focus on curbing production costs and enhance the economic understanding of the company. Zara can increase employment globally and enhance their competence in the global

market using outsourcing as a strategy. For example, Amazon as a global giant uses outsourcing to provide competence to the company's operations and image internationally (Skidmore,2023). Outsourcing also helps to create global employment by using local workforces of the outsourced area.

### ***Strategic***

Strategic method is a method that focuses on the utilisation of strategies, policies and ideologies to enhance the operational output of a company. Strategic method enhances the chances of applicability and integration of ways and policies embedded in the company's operations to improve the scope of development. The strategic method can be used by Zara to meet their operational requirements, manage workforce and enhance production of goods. The strategic method can also provide Zara the scope to increase qualitative production of their services and equally improve their marketing methods. For example, Evernote uses strategic methods to manage their workforce and produce new and applicable marketing methods (Keter, 2022). The strategic method can further improve the marketing strategies to give an edge to the company in the competition market.

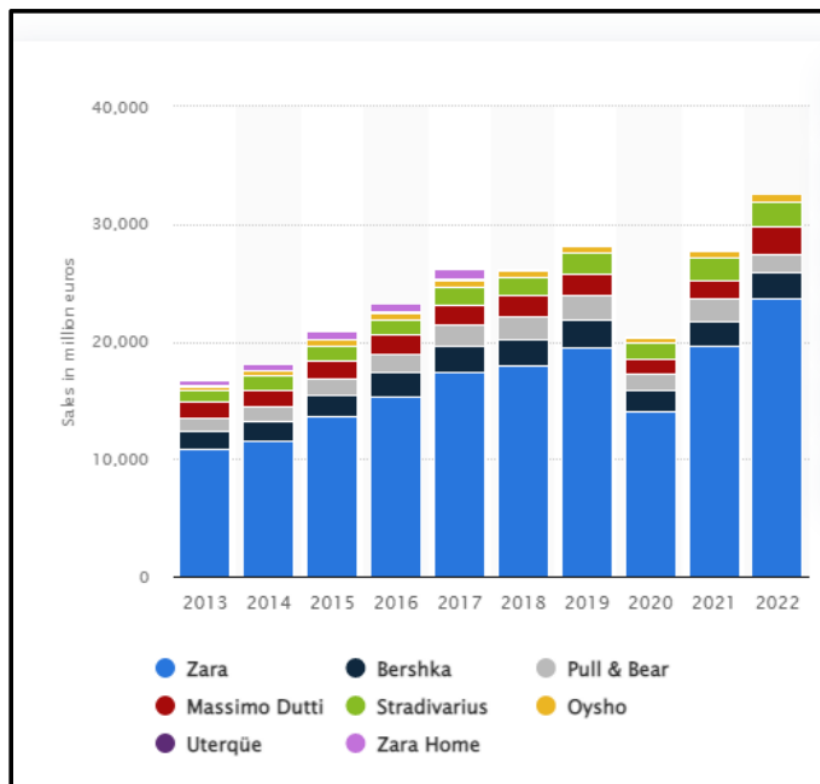
### **1 Recommendations as to how Zara can increase their profitability using a relevant model/framework**

The aforementioned methods help in gaining the companies a marketing edge and provide them the resources to manage the ways of marketing and production. Using the methods provides the companies an advantage in the market by managing the workforce and improving production margins. In the context of the study, Zara can implement the vertical integration method to introduce new products every year. Zara can introduce the BCG Matrix model to increase their market competence. The Boston Consulting Growth matrix helps to enhance the cash flow implication and the operational function of Zara. Zara primarily deals with the production of clothing and accessories and investing in the areas of their high demand products help to increase the market share of the company. The Zara clothing line for men and women is considered a star of Zara's products despite the tough competition in the market. Investing in the star label products can provide market competence and enhancement of the production chain for Zara. Further, improvement in the overall operational structure can be applied to enhance the most accurate ideas and areas to increase market competence. Improving market competence will help Zara meet the product demands and increase the investment in market share.

### **Task 2**

#### **Motives for Expansion**

Expanding a new market permits business origination to increase business outcomes beyond the consumer and prospective customers in their original country. As per the statement of Yana *et al.* (2022), a worldwide business expansion means a market with diverse needs, potential buyers and preferences as well as a business operating with diverse regulatory needs. According to the case study, the main business purpose of global expansion is to provide consumers as per their need with quality and fast service. Zara expanded worldwide and entered new countries by using a combination of franchising and company-owned stores. As per the case study, Zara expanded its business in 2013 in Paris, Shanghai and Oysho. As per the opinion of Duarte *et al.* (2022), in Portugal Zara first opened its international business outlet. Moreover, for global entry, Zara mainly uses franchising and partnerships. Franchising helps Zara to earn higher profits compared to independently established businesses.



**Figure 1: worldwide net sale of Zara**

(Source: Staista.com, 2023)

Zara has analysed the market properly before market expansion which helps to understand the market needs, consumer expectations and political stability. As per Figure 1, Zara achieved the highest net sales in 2022 at 23.761 billion (Statista.com, 2023). In this regard,

Zara has 2200 franchises in almost 80 countries and the brand value of this company is almost 13 billion dollars (Statista.com, 2023). The franchising business also helps Zara to enable bigger businesses and provide entrepreneurs and small business owners to run their businesses successfully as well as earn more profitability. Thus, it can be stated that Zara's international strategy is extremely useful for this company's global expansion.

### **Strategic options**

The main reason for Zara's massive success is its business strategy which is based on fast fashion with affordable prices. As per the case study, Zara opened its first US store in Lexington by using partnership and franchising. In this regard, the electrical theory of internationalisation can be applied to this global strategy of Zara. According to the statement of Yana *et al.* (2022), the electrical theory has a three-tiered evaluation framework which companies can pursue when attempting to determine foreign direct investment. The three-tiered evaluation framework is location, internalisation and advantages. Moreover, the theory is mainly based on internationalisation which permits companies to extend into global markets. In this regard, as per the global expansion strategy, it can be stated that Zara has used the electrical theory to determine the international market expansion. As per the case study, using the electrical theory Zara has launched, "Zara Home " and became the first Indicted online store. Moreover, the electric theory has evaluated the scenario that exhibits the possibilities to give the business cost-effectiveness while managing quality.

### **Entry Modes**

#### **Export**

Exporting strategy helps to market the products in the area where the company intends to sell. According to the statement of Crawford and Cifuentes-Faura, (2022), Zara can consider direct exporting which involves selling products in the international market without external parties. In addition, by adopting the exporting strategy Zara can diversify the market opportunities to sustain proper domestic financial stability with a developing market for services and products. Moreover, Zara has to concentrate on its exporting strategy to properly make its entry into the global market. Accordingly, concentrating on product management and product sourcing as well as developing the quality of sustainable packaging can be beneficial for global market expansion.

#### **Joint Venture**

A joint venture business is an agreement between two or more companies which take active decisions to work in a partnership along with a common aim to achieve specific goals. Zara has to include a joint venture strategy to successfully enter a global market because it permits

this company to provide various opportunities to enhance business profitability such as investment. As per the comment of Desiana *et al.* (2022), a joint venture also enables the collaborating companies to acquire access to the other's technology, improve revenues, develop their customer bases, and grow product disbandment networks. Zara can increase its business profitability and global market expansion by enhancing sales among the people who are already in the present market.

### **Market Penetration**

Market penetration is a potential business growth strategy which helps the business organisation to concentrate on selling the existing product and service. As per the views of Buchan *et al.* (2022), the market penetration organisation works towards a high market share by tapping into existing services in the present market. Zara has to focus on market penetration to successfully enter a global market. Moreover, market penetration may also help Zara to increase its brand equity and consumer perception regarding the brand. Thus, it can be stated that market penetration helps the company to increase its brand loyalty and consumer base.

### **Conclusion**

Based on the above discussion it can be stated that maintaining global strategy sustainability is extremely important for Zara to develop its business expansion policy. Political stability in Spain is helping Zara maintain its business properly. Moreover, sustainable SCM management is extremely important for business organisations to expand their business in the global market.

## **Part B**

### ***Application of Triple Bottom line theory for analysing social approaches of Zara***

#### **Slide 1:**

- Identify - Profit is the first aspect of the triple bottom line theory which helps to measure the corporate profit for an organisation and society
- Analyse - The profit helps to assure the company of paying fair state, the share of local and income taxes timely
- Evaluate - Profit assures that companies foster economic wealth within their community by shopping locally or utilising small businesses

SN,

The profit helps the business origination to enhance its ability to sustain and empower the overall industry. Organization needs to generate its revenue by including ethical and fair manners. In addition, the Profit aspect of TBL also helps to determine that the organisation and the shareholders must have an understanding of financial responsibility.

#### **Slide 2: Profits aspect for Zara**

- The profit aspect helps Zara to maintain ethics in the business
- Zara has also provided taxes and maintained all the rules and regulations for global expansion
- Zara improves sustainable distribution challenges in e-commerce site

ZARA also needs to communicate to financially invest in the industry via developments, partnerships as well as corporate sponsorships. The profit aspect also assures that the organisation is meeting ethics and paying taxes in time to eliminate political hazards and achieve sustainable growth. Thus, it can be stated that Zara needs to implement the profit aspect of the TBL theory to achieve sustainable financial stability

#### ***People Aspect***

- Zara caters to meeting the needs and requirements of clothes and accessories of all age groups
- Zara has nearly 3000 stores in approximately 96 countries meeting the needs of around 116,202,886 people globally (forbes.com, 2023)
- Zara has introduced a range of affordable products.

Zara as a clothing global giant caters to serving the needs of customers worldwide. The company introduces products that serve good quality sourced products. Zara in all their global stores respects customer choices and aligns their product in ways that meet the demands of the customers. Zara also uses recent market trends to update their market

competence and ways in which the customer's needs and requirements are given priority. Zara uses the super supply chain and strategic implementation of organised market policies to meet customer demands.

- Zara provides their employees training to help them understand their job.
- Zara's stores worldwide believe in integrating women in the workforce to provide equality in employment (Jovanović, 2020).
- Zara uses local workforce in all their stores globally.

Zara believes in integrating rights for employees in their company's policies. Zara uses policies for equality in employment and undertakes women in their workforce and gives them equal pay.

#### ***Planet Aspect***

- Zara uses organic products and believes in recycling of products (Segran, 2019).
- The company has successfully reduced carbon emissions by nearly 43.6% in 2021 (globaldata.com, 2023).
- Zara uses locally sourced materials that are environment friendly

Zara as a clothing line sources their products from recyclable materials that are organic and locally sourced. The company believes in introducing sustainability in their range of products designed to cater customers of all age groups. Zara devises a strategic plan to improve sustainability goals of the company. The company works hard on its policies to improve the sustainability requirements internationally.

- Zara believes in the use of water and energy efficiently.
- Zara introduced plans to use solar energy at stores that are not locally enclosed.
- Zara introduced a Join Life program to promote climate neutrality by 2040 (zara.com, 2023).

Zara introduced approximately 100% eco-efficient stores globally. The company has also introduced a plan that improves climate neutrality rates. Zara also uses plans to improve energy resource efficiency and manage wastes and water. Zara also introduced organic farming of cotton and other raw materials to enhance their sustainable growth. The company resourced their raw materials to improve local sustainability challenges.

#### ***Ethical Issues***

- Ethical issues in Zara includes greenwashing, exploitation, and environmental distraction
- Among 6,000 stores, each store emits 23 kilograms of greenhouse gas (greenpeace.org, 2023)



- Labour risks and lack of wages in the company are ethical risks in Zara

The ethical issue in Zara perceives adverse effects such as ineffective reputation which causes decreased brand value. These areas include moderate threats to Zara to become the top-notch brand in the market. These implement the negative effects that are created risks in a particular way in Zara to make an advancement to the organisational efficacy. However, focusing on its characteristics to equality and facilities such as quality offering, Zara is ensuring ethics within its operations by influencing growth and sustainability with referring to ethics.

#### ***Corporate Social Responsibility (CSR) strategies***

CSR activities of Zara include incorporation of policies and plans that enhances their sustainability requirements. Zara introduced nearly 100% eco-efficient global stores that give the company a reputational growth. The company also introduced raw and organic materials in their line of operations to produce almost 100% organic and sustainable fabric by 2025 (theguardian.com, 2023). Zara has also introduced effective water management techniques to improve sustainability goals of the company. Additionally, Zara as a company caters to provide quality products that are skin friendly and does not create health issues for customers.

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