

University of Wales Trinity Saint David
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Course: BA Business and Management

Dissertation research title:

To identify the effects of social media on organisation
culture in the UK's high street fashion industry

Student's name: DesislavaYordanova

Student ID: 1912503

Abstract

Research methodology chapter has discussed the key research methods adopted for this study; here the researcher has adopted both quantitative as well as qualitative data. In terms of the mixed method, the researcher has further adopted positivist research philosophy and a descriptive research design. In addition, an inductive research approach has been taken too. It helps in achieving the research objectives effectively. Further, the importance of ethical considerations has also been discussed in relation to this research study. In the literature review section, the four major topics have been discussed including the importance of social media as well as the importance of organisational culture in terms of the fashion industry, the relationship between social media and the fashion of the UK, and a comparison between two companies regarding using the social media. After that, the data analysis section thematic analysis was done. More specifically, three themes have been chosen in that section. Furthermore, an overall conclusion has been made based on the whole dissertation; recommendations will also be provided. In addition, in the further research section, one vital thing regarding employee motivation has been mentioned

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“Chapter-1: Introduction”

“1.1 Overview”

The fashion industry in the UK market is the most fast-paced emerging industry after tourism. In the whole of the European fashion market, the United Kingdom holds almost 10.9% of it (Yeo *et al.*, 2022). The fashion statement of the UK's fashion sector is fast fashion and is more concentrated on transitional clothing. The fashion industry of the UK has been flourishing with the latest trends and styles. In recent times there are approximately 555,000 numbers of employees that are working in the fashion textile as well as in fashion retail. The UK's fashion industry is recognised for its unique designs and creative as well as trendy looks and styles. With the fashion industry constantly growing as well as employing the best talent, there has been high consumer demand as well. In the United Kingdom, the most famous and big brand is Burberry with ten billion dollars of market capitalisation. Fashion in The UK has always been an important aspect as it is the manner in which one defines themselves as well as others. Moreover, clothing has always been a big business. The fashion industry offers one of the great contributions to the economy (Jacometti, 2019). In the fashion Industry of the United Kingdom, foreign investment is also rising as multinational companies are investing greatly in the UK's young and old fashion brands. The UK is also a world leader in fashion education with six of the largest fashion schools. British fashion depicts vintage, chic and classic styles.

“1.2 Research aim and objective”

Aim

The research aims to find out Social media's influence on the organisational culture of the companies operating in the UK fashion industry.

Objectives

The research objectives are:

- “To understand organisational culture's importance in the fashion industry of the UK”
- “To find out the relation between the UK fashion industry and social media”
- “To understand the importance of social media in developing the organisational culture of UK fashion industry”
- “To compare how fashion brands like Zara, as well as Marks & Spencer and H&M, use social media and its impact on its organisational culture.”.

“1.3 Research questions”

- “What is the importance of organisational culture in the fashion industries of the UK?”
- “What is the relationship between social media platforms as well as the fashion industry in the UK market?”
- “What is the role of social media to develop the organisational culture in the fashion industry of the UK?”
- “What is the difference in the usage of social media platforms for different fast fashion brands like Zara, H&M and Marks & Spencer to develop their organisational culture?”

“1.4 Organisational background”

Zara

Zara is a renowned fashion brand in Spain with a speciality in fast fashion and a wide range of fashion products. The company has its dealing in fashion accessories, perfumes, apparel, footwear and so on (Zara, 2022). Zara has introduced technology such as RFID as well as it has ranked in the thirty integrated around the world. Zara is a giant manufacturer as well as retailer of men's and women's clothing. Zara was established in the year of 1975 with its first store established in Galicia, Spain. Initially, it was named Zorba due to its resemblance to the movie 1964 “Zorba the Greek”. Furthermore, it was renamed to a bar which was a few lanes away from a bar named “Zara”. In 2020, the organisation aimed to launch 20 new products every year. Zara opened its first shop outside of Spain in Porto, Portugal in 1985, 10 years after its establishment. It is present in the United States, Mexico, France, Greece, Belgium, Sweden and many other Asian nations such as Japan, Singapore, South Korea and India (Zara, 2022).

H&M

H&M is one of the most famous multinational companies and its full form Hennes & Mauritz has its headquarters established in Sweden and is regarded as one of the fashion giants in the UK fashion industry. The company was founded in 1947. The company operates in most parts of the world. There were famous celebrities who also have been the face of the company. With that being said, in the present times, H&M is found to be more than 4,000 stores which are operated under different

brands or names. H&M is the second largest clothing retail brand after Inditex which is the parent organisation of Zara. H&M has continuously expanded its business since 1998 and has adopted a wide amount of measures that have helped the brand to effectively establish the business in different continents of the globe. Recently, due to Russia's Ukraine war, H&M has withdrawn from the Russian market in order to display its support towards Ukraine and to bring economic sanctions on Russia (H&M. 2022).

Marks & Spencer

Marks and Spencer is an age-old fashion brand, serving the nation for the past hundred and thirty-eight years (Marks and Spencer, 2022). The company's headquarter is located in London however, it has operated in several parts of the world. The company deals with a wide number of products ranging from kids to old. In the present times, Marks & Spencer has around 1,500 stores. The organisation has been able to accumulate revenue of about £10.885 billion in 2022, an operating income of £522.9 million and a net income of about £300 million in the same year. It also has more than 78,000 workers or employees spread across the globe who are dedicated to serving the customers of Marks & Spencer in an effective manner in order to bring about development regarding the image of the brand (Marks and Spencer, 2022).

“1.5 Research gap and contribution”

The research gap is regarded as the shortcoming of the research study (Allen *et al.*, 2019). In this research there would be only primary data hence the absence of secondary data can be regarded as the research gap.

“1.6 Rationale for the study”

Social media has brought about a huge change in the way marketing and business operations used to be done in the fashion industry (Moisander, 2020). The rationale of the research is to analyse the impact and changes social media has brought in the fashion sector of the UK with regard to the culture of the organisation.

“1.7 Outline of research”

The research will be conducted on the selected topic and evaluation of the topic will be done through a literature review of the already published documents. The methodology of the research will depict the research design and the analysis of primary data will be discussed in the findings (Saunders, 2019).

“Chapter 2: Literature review”

2.1 Importance of organisational culture in UK's fashion factory

According to Chakraborty and Biswas (2020), organisational culture in the fashion industry or any other industry refers to an organisation's mission, vision, objectives, values, and expectations that guide all employees associated with the respective companies. In the fashion industry, organisational culture is an essential part that can influence all the activities of an organisation such as its productivity, sales generation, revenue generation, employee retention, customer retention, and so many other things in a positive direction or a negative direction. According to Hur and Cassidy (2019), having an excellent and robust organisational culture can motivate all employees to do their best work. Some reasons are described below why organisational culture is important in the fashion industry.

According to Thomas (2020), the working environment that possesses an **organisational culture** is handled by purpose as well as clear expectations. This motivates employees to be more engaged in their interactions and work duties with others. It also shows a maximise level of workforce engagement which also operates the productivity of the fashion company. In the fashion industry, not all organisational businesses have the potential to transform their typical employees into total brand advocates. According to Ackers and Black (2018), those companies that have a strong organisational culture can do the same. Fashion companies that acknowledge their employees' performance and efforts and celebrate their team's success are more likely to observe a change in employees as they experience a sense of achievement.

According to Goworek *et al.* (2020), culture is a term that can vary from sector to sector. In the fashion industry organisational culture play, a vital role as the manufacturers and the designers design accessories and clothes as per the culture of the local people. To execute this thing in the proper way employees should maintain an ethical working environment which can help the company to develop employees' skills and generate more sales. There are several factors that can influence organisational culture and those are- leadership, values, recognition, belonging, and so on.

An effective and strong organisational culture helps to improve the overall flow of the working environment and can guide each and every decision-making process.

According to Hur and Cassidy (2019), a healthy working environment in the fashion industry helps the whole team to overcome any kind of barriers or ambiguity. Team members who are knowledgeable and informed about some specific processes are often more motivated to design attractive clothes. A strong brand identity or organisation's culture represents the company's reputation and public image. Sometimes employees or other people who are associated with the fashion industry make presumptions about a business based on the communication or the interaction within or outside of the company. According to Thomas (2020), if there is a lack of organisational culture in fashion companies then customers are no more interested to buy clothes from that particular brand. That is why a company or a business with a strong brand identity tends to influence more customers with the same values who support the company's mission.

2.2 Relationship between the conception of social media and the UK's fashion

According to Gazzola *et al.* (2020), fast fashion indicates inexpensive, trendy clothing that imitates the design of the clothes from celebrity or catwalk culture and mass-production as fast as possible. Social media is an influencing platform that can shape fashion. Moreover, it also has kick-started an extreme evolution in the concept of fast fashion. Social media platforms such as **Facebook** as well as **Instagram**, **YouTube**, **Twitter**, and some others platform that can drive the whole fashion industry in a positive direction. Fashion influencers or people who are associated with the fashion industry can reach millions of customers who want to stay post-able and relevant. According to Ki *et al.* (2020), the impact of social media has revolutionised the industry and its rapid rise has changed the whole game of the fashion industry in a significant way.

There are five ways through which social media can change the whole fashion industry. According to Gazzola *et al.* (2020), the rapid growth of social media platforms or the rise of fashion influencers makes it easier for a huge number of people to cultivate their own brands. A person can start their business regarding fashion with an account and within a short period of time, the person can gain a decent boom and follow and it is just a starting to build a fashion community. According to Dhanesh and Duthler (2019), a brand can start approaching lots of influencers for endorsement and collaboration to make a difference in fashion

choices. Basically, social media marketing is a two-way process. Social media is a powerful tool for all sizes of businesses to reach customers and prospects.

An effective marketing strategy can bring remarkable success to the business, creating loyal brand advocates and even driving sales and leads. According to Xu and Pratt (2018), social media is one of the finest pathways that can easily circulate current styles and trends. Suppose a celebrity or a social media influencer wears animal print trousers with a crop top in a video and uploads it to their Instagram or Facebook story and within some days these dresses will be a new trend. According to Gazzola *et al.* (2020), the maximum number of girls who do videos switch up their hair colour, pink tresses, blue tresses, lime green, and so on and by seeing these hair colours people also love to try it. Moreover, the rise of **Augmented Reality (AR)**, **Virtual Reality (VR)**, and some innovative social media tools can influence the future of digital marketing.

In today's generation, social media is an essential part of connecting the whole world in multiple ways. By evaluating the recent scenario, it can be said that the whole fashion industry is majorly shifted in its inspiration for trends and design. As per the viewpoint of Djafarova and Bowes (2021), in the fashion industry of the United Kingdom, social media platforms can be used as a platform which is used to interact with customs. Moreover, these can help a particular fashion company to build a strong network with other companies. Along with that, social media has a strong potential to influence a group of designers as well as help them to create a unique design.

2.3 Importance of social media in the UK's fashion industry to develop the culture

There are more style-savvy customers who continue to rely on their own newsfeeds so that they can grab more information regarding fashion and they can refine their taste with the help of social media. Social media is very much beneficial and becoming more prominent in the method of shaping fashion trends by customers. According to Helal *et al.* (2018), by evaluating the recent scenario it can be said that the fashion market now has a lot of opportunities to direct how well the goods will fare in today's competitive market. Social media can yield a lot of opportunities for better consumer service and based on that organisational cultural orientation can be

implemented. In contrast with other companies, the fashion industry in the United Kingdom entails dealing with lots of questions. With the help of social media, any fashion company in the United Kingdom can develop and improve its overall brand image and reputation of the company. Moreover, through social media, the fashion company can answer all the questions of their potential customers to foster a strong brand relationship. According to Gazzola *et al.* (2020), these can help the company to improve its customer service with a more insightful perspective. Moreover, it can also allow the manufacture of products based on consumer needs and demands. Social media can draw more inbound traffic to their website, which is another key benefit of using social media. Along with that, if a fashion company have a professional digital marketing agency then it will create relevant social media post for its target market. In addition, social media can greatly boost the brand recognition of a fashion company. According to Helal *et al.* (2018), in the United Kingdom, the competition among fashion companies is quite tough. Social media can give each and every brand or company a lot of advantages to succeed and stand out. The fashion companies in the UK need to adopt a solid social media strategy to hold the competition in the UK market. In accordance with these, there are lots of reasons to use social media in a fashion company, especially in the UK market and that is- it can enhance the growth of the company, driving traffic, PR outreach, customer support, being found, reputation management, funnel development, agile marketing, thought leadership, prompting content, and so on.

2.4 A comparison between different brands regarding the usage of social media

In this section, a comparison has been done between two fashion giants and that are- Zara, **Uniqlo** and **Tesco**. **Uniqlo** has 13 different country-specific websites. According to Klassen *et al.* (2018), on social media platforms such as Instagram Uniqlo have **64.7K** followers. Moreover, the company also has an unverified Twitter profile where they have 11K followers, and on Facebook, the company has 108K followers. For Uniqlo Facebook is the platform where the company has the most effective impact on its audience. Through **Facebook**, the company shares lots of the latest news, events, promotions, style guides, and advertisements. Surprisingly, Uniqlo, the UK and the US have the same number of followers on **Twitter**. According to Klassen *et al.* (2018), the company has a very well-rounded brand presence on

social media platforms. Moreover, customers easily access their products and style guides. Basically, Uniqlo in the United Kingdom uses Instagram as its primary social media platform so that it can generate more revenue and sales. On the other hand, **Tesco** uses its **Facebook** page on daily basis to post daily updates about its products and its brands. Though Tesco uses **Twitter** as well still in the market of the United Kingdom there are a huge number of followers on Facebook. As per the report of 2022, Tesco, United Kingdom has **53.46** million Facebook users. However, just two years ago Tesco had **45.85** million Facebook users in the UK.

In the United Kingdom, approximately **14%** of customers who use online stores said that they love to use the products of Zara. Moreover, Zara has more than 50 million followers on Instagram. According to Caiet *al.* (2022), the company also has approximately **1.44** million followers on Twitter and **3.09** million followers on WeChat as per the report **2021**. In the UK, around **21%** of people are using the fashion brand H&M, especially on social media. H&M is one of the biggest design and fashion export, it is also one of the leading fashion brands across the world. Marks and Spencer use Instagram for their brand promotion and to provide important information regarding products.

“Chapter 3: Research methodology”

“3.1 Research philosophy”

Considering the nature and scope of the research, positivist research philosophy is the most appropriate here. Positivism research philosophy helps in reducing the influence of the researcher’s personal knowledge, experience, and opinion on the outcomes of the research (Tamminen and Poucher, 2020). It can be said that this research philosophy reduces the inherent bias of the researcher from the data collection, analysis, and conclusion generation process.

“3.2 Research approach”

Inductive reasoning or inductive theory follows a set of observations and theories in order to develop a pattern or explanation regarding the research phenomena (Bouncken *et al.*, 2021). To find out the influence of social media on the organisational culture of UK high-street fashion retail, this approach, therefore, allows the researcher to develop explanations through a set of thorough hypotheses. One of the key advantages of inductive reasoning is that this approach provides flexibility to the researcher, in terms of the direction of the research (Thompson

Burdine *et al.*, 2021). As in the initial stages of the research, no hypothesis can be found; the researcher can explore several avenues associated with the subject.

“3.3 Research design”

Descriptive research design is aimed at answering several questions regarding the research subject. It helps in developing systematic, and accurate answers pertaining to the research; however, it is important to remember that descriptive research design cannot provide any causal-effect explanations (Adams *et al.*, 2014). In simpler terms, this research design cannot explain the reason behind any occurrence within the research phenomena. It can be utilised in both qualitative and quantitative research.

“3.4 Data Collection and Analysis”

The researcher has adopted primary research to effectively gather the opinion and views from a number of people that can help in driving the appropriateness of the outcome. Primary data is considered to be more reliable and authentic as it comes directly from sources allowing researchers to acquire relevant and relatable results. For primary data collection, the researcher has adopted a quantitative survey methodology. It helps in obtaining real-time data, and quantitative data can also be presented easily using graphs, and charts; here the data has been analysed in Excel, rather than SPSS.

“3.5 Sampling method”

The researcher has adopted a random sampling method which provides the opportunity for an unbiased representation of the population (O’Gorman and MacIntosh, 2015). Random sampling allows researchers to choose respondents in a random manner that helps them in representing different views and opinions of a large number of populations. Here the sample size is 18, and the survey has been conducted on the employees and customers of high-street fashion retail organisations.

“3.6 Ethical consideration”

Ethical consideration is one of the most crucial aspects of any research; it ensures the validity of the research and the authenticity of research outcomes. The researcher always needs to be mindful of the ethical considerations associated with research studies, especially involving human participants. Here the researcher needs to ensure effective adherence to the Data Protection Act 2018, UK; and they

also need to assure the participants that the collected data will be used for research purposes only (Legislation.gov.uk, 2018).

“3.7 Research timeline”

Activities	Start date (mm/dd/yyyy)	Duration	End date (mm/dd/yyyy)
ID response to GC assessment	10-10-2022	6	16-10-2022
Establishing aims and objectives	16-10-2022	7	23-10-2022
Conducting literature review	23-10-2022	7	30-10-2022
Formulation of research methodology	30-10-2022	6	06-11-2022
Conducting of primary data collection	06-11-2022	7	13-11-2022
Documentation of the whole of the study	13-11-2022	7	20-11-2022
Concluding the study	20-11-2022	7	27-11-2022
Reviewing of the study	27-11-2022	7	04-12-2022
Execution of the project	04-12-2022	7	11-12-2022

Table 1: Research timeline

(Source: Created by the Researcher)

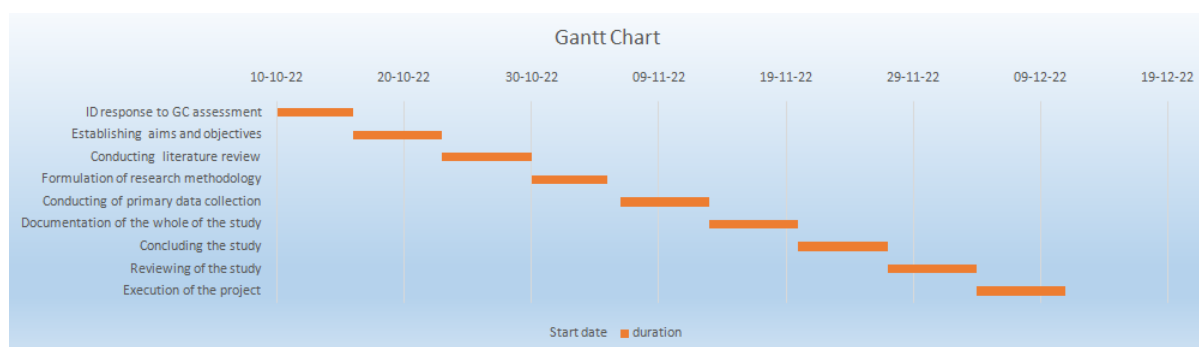


Figure 1: Gantt chart

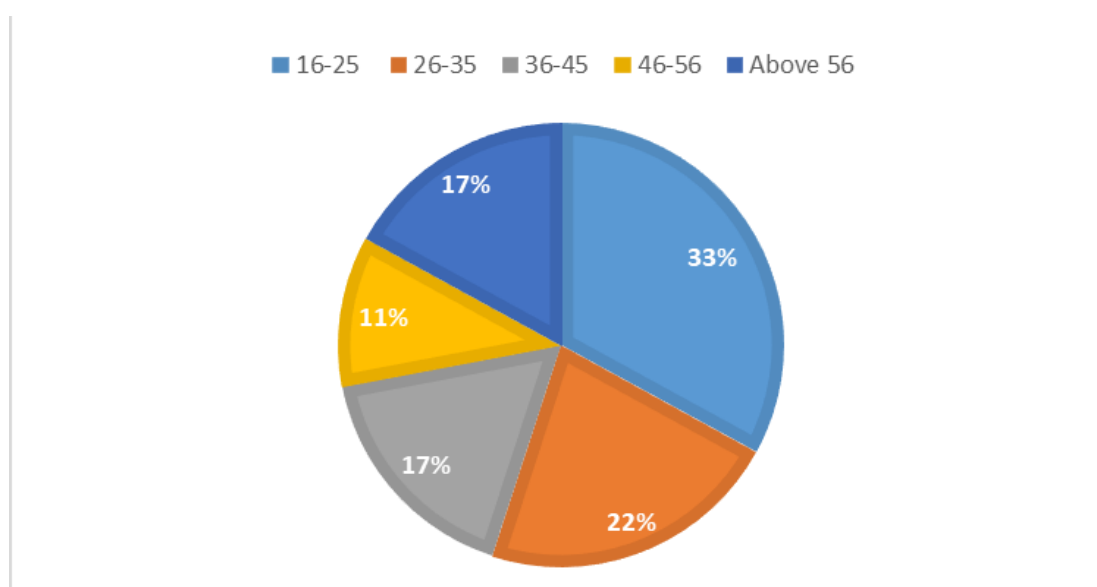
(Source: Created by the Researcher)

“Chapter 4: Analysis of data”

4.1 Primary Research

1. “What is your age?”

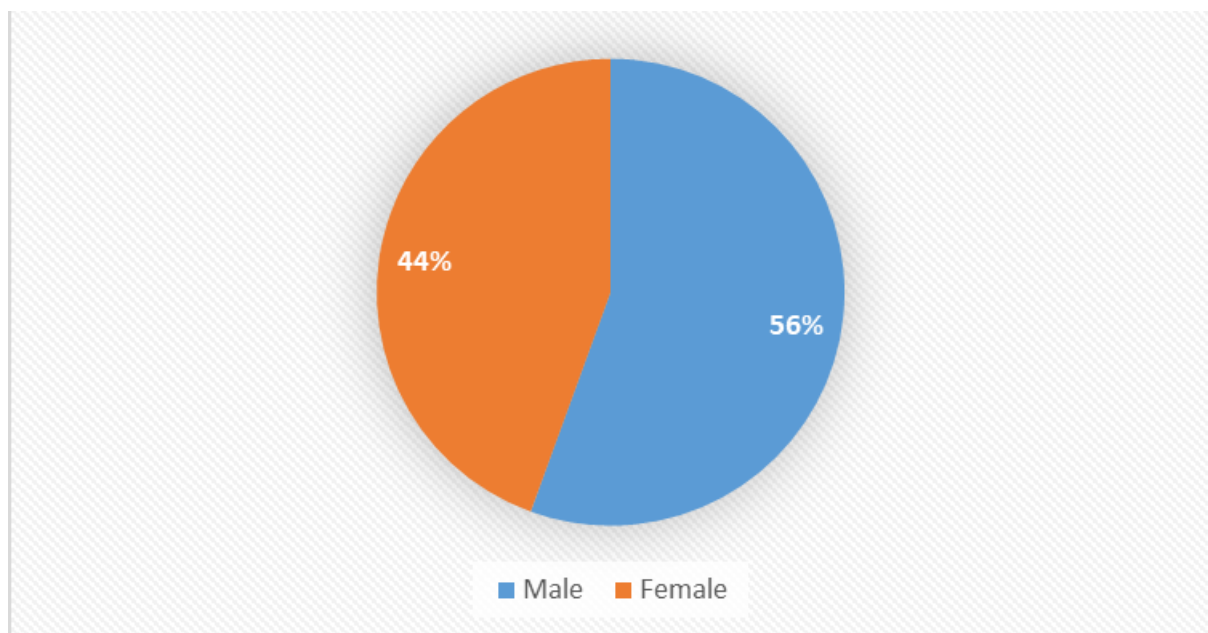
Options	Total no. of participants	Responses	Percentage
16-25	18	6	33%
26-35	18	4	22%
36-45	18	3	17%
46-56	18	2	11%
Above 56	18	3	17%



Based on the survey conducted on the employees and customers of high-street fashion retail organisations, it has been observed that 33% of the respondents belong to the age group of 16 to 25. Furthermore, 22% of the respondents belong to the age group of 26 to 35 and 17% of them belong to 36 to 45. 11% of the respondents belong to the age group of 46 to 56 and 17% of them belong to the age group over 56.

2. "What is your gender?"

Options	Total no. of participants	Responses	Percentage
Male	18	10	56%
Female	18	8	44%

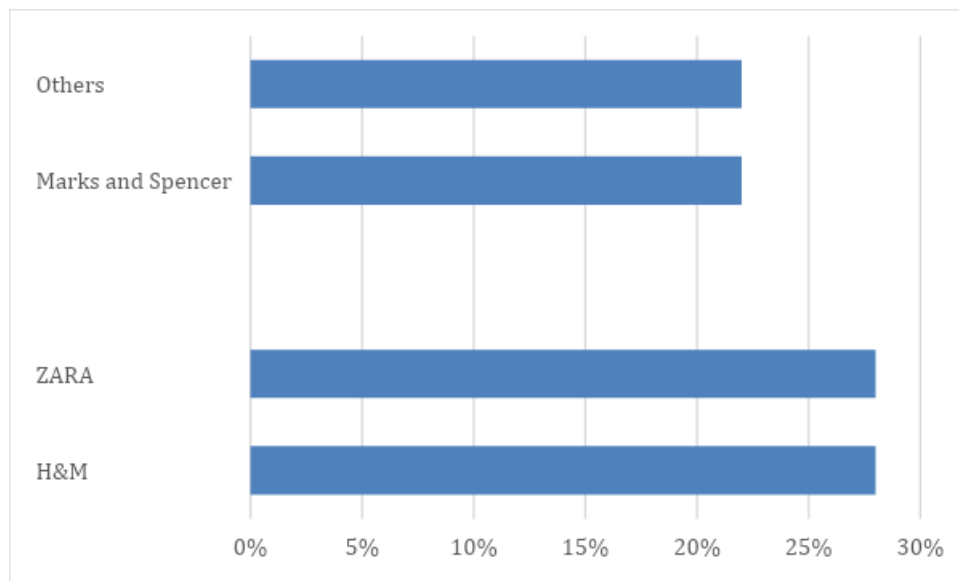


Based on the survey conducted on the customers and employees of high-street fashion retail organisations, it has been observed that 44% of the respondents are male whereas 56% of them are female.

3. "Which of these fashion retailers (H&M, ZARA, Marks and Spencer) do you purchase the majority of your clothes from?"

Options	Total no. of participants	Responses	Percentage
H&M	18	5	28%

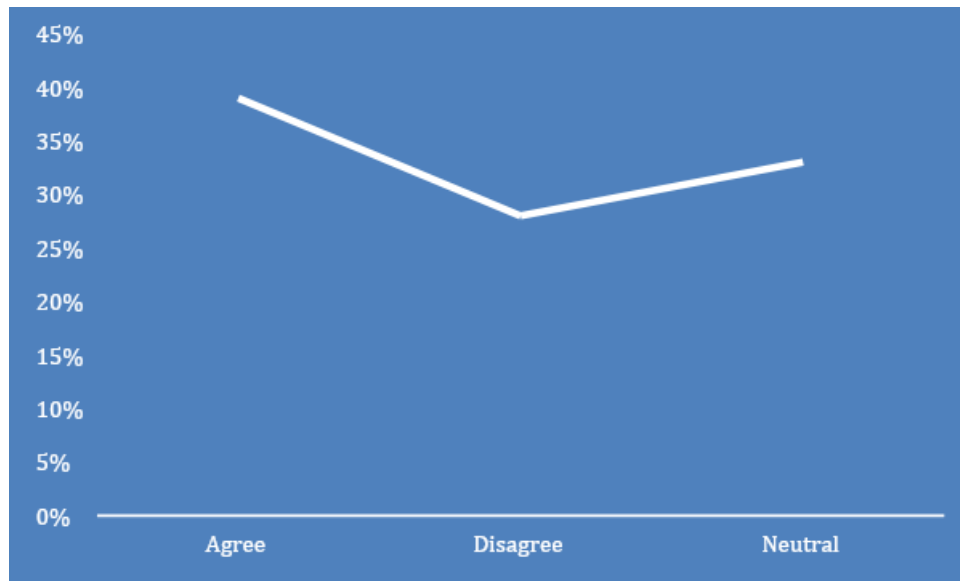
ZARA	18	5	28%
Marks and Spencer	18	4	22%
Others	18	4	22%



Based on the question asked to the respondents regarding their preferred high-street fashion retailer, it has been observed that 28% of them purchase products from H&M. In addition to that, another 28% of respondents purchase the majority of their clothes from Zara and 22% of them prefer Marks & Spencer to purchase their clothes. On the other hand, another 22% of respondents prefer other fashion rental companies to purchase their clothes.

4. “How much do you agree or disagree that the organisational culture of the brands has affected your levels of employee motivation and satisfaction or customer satisfaction?”

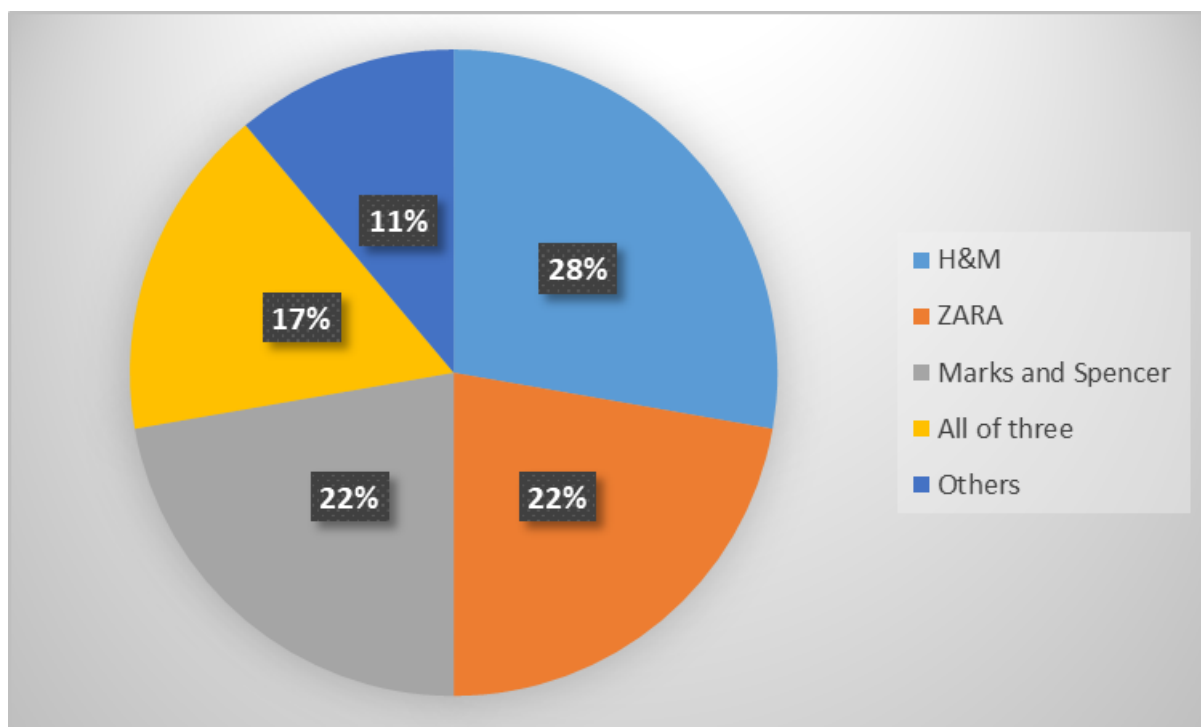
Options	Total no. of participants	Respondents	Percentage
Agree	18	7	39%
Disagree	18	5	28%
Neutral	18	6	33%



Based on the survey conducted on the employees and customers of high-street fashion retail organisations, it has been found that 33% of the respondents have agreed that organisational culture has affected their customer satisfaction or employee motivation. However, it has also been found that another 28% of those respondents disagreed with the fact whereas, 39% have stayed neutral.

5. "Which one of these fashion brands did you purchase most recently?"

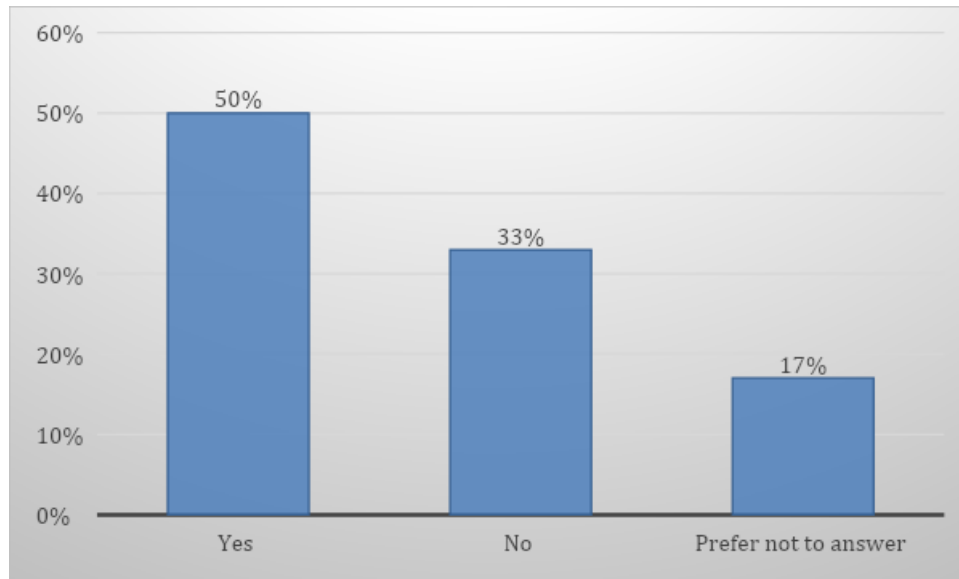
Options	Total no. of participants	Responses	Percentage
H&M	18	5	28%
ZARA	18	4	22%
Marks and Spencer	18	4	22%
All of three	18	3	17%
Others	18	2	11%



Based on the survey conducted on the employees and customers of high-street fashion retail organisations, it has been observed that 28% of the respondents have most recently purchased from H&M. In addition to that, another 22% of the respondents have purchased from ZARA and 22% of them have purchased from Marks and Spencer. Although, 17% of the respondents mentioned that they have most recently purchased from all three brands. Furthermore, another 11% of the respondents have said that they have most recently purchased fashion accessories from other brands.

6. “Do you think that the organisational culture of H&M, ZARA, Marks and Spencer has enabled you to become more collaborative in the working environment?”

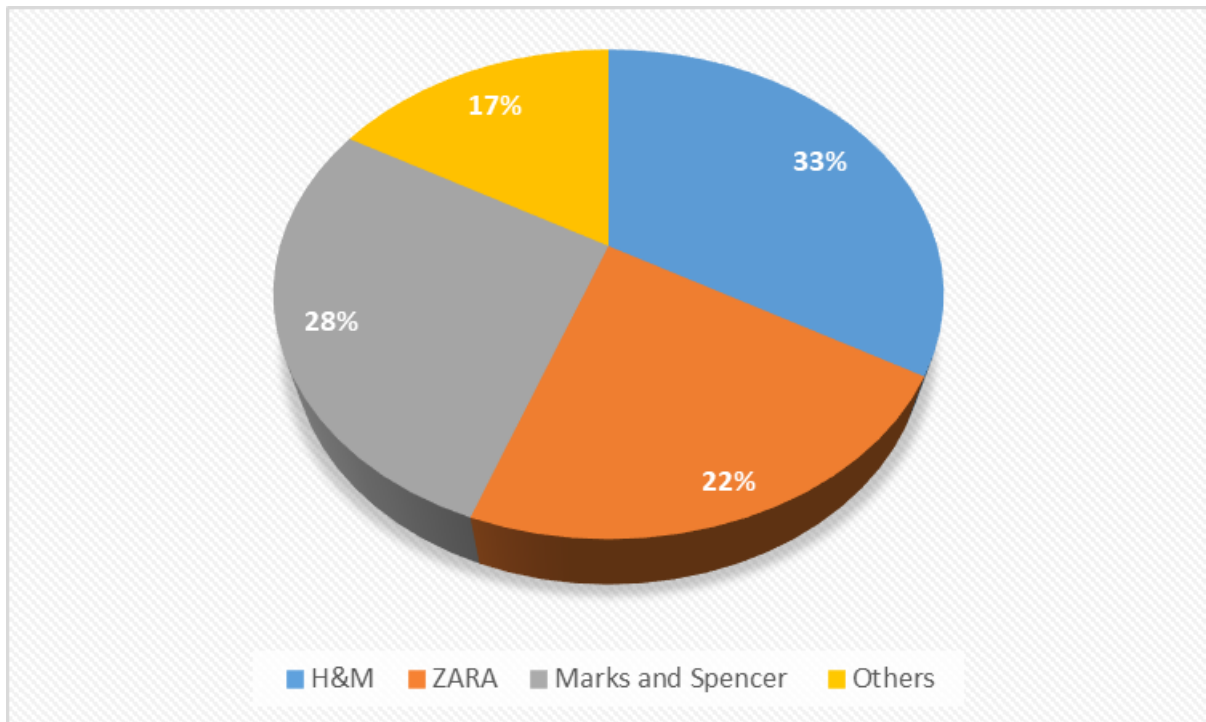
Options	Total no. of the participant's	Responses	Percentage
Yes	18	9	50%
No	18	6	33%
Prefer not to answer	18	3	17%



Based on the survey conducted on the employees and customers of high-street fashion retail organisations, it has been observed that 50% of the respondents have agreed that the culture of the companies has increased their collaboration in the work environment. Whereas 33% of the respondents disagreed with the fact and 17% of them preferred not to give any answer to the fact.

7. “Which one of these fashion retailers has the highest quality service, choose from the below options?”

Options	Total no. of participants	Responses	Percentage
H&M	18	6	33%
ZARA	18	4	22%
Marks and Spencer	18	5	28%
Others	18	3	17%



Based on the survey conducted on the employees and customers of high-street fashion retail organisations, it has been observed that 33% have selected H&M to provide the highest quality service among all fashion retailers. Additionally, 22% of them have chosen ZARA whereas 28% of those respondents have selected Marks and Spencer. Furthermore, 17% of the respondents mentioned that other retailers provide the highest quality of service.

8. Please, tick the frequency how often do you purchase online from these fashion retailers.

Options	H&M	ZARA	M&S	Other brands
Monthly			✓	
Quarterly		✓		
Seasonally				
Sale time (Black Friday, Christmas, Easter)	✓			

Rarely (1-2 orders in a year)		✓		
Never				

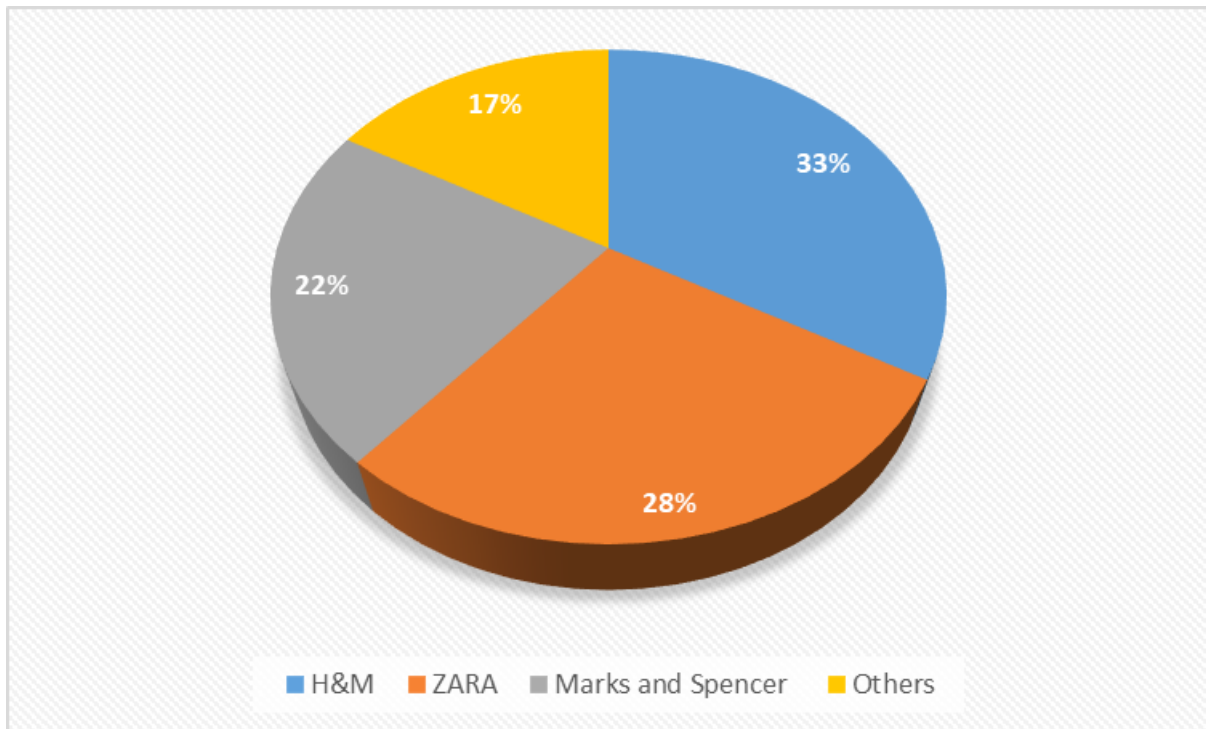
Table 1: Rate of online purchase in different brands

(Source: Created by the Researcher)

Based on the survey conducted on the employees and customers of high-street fashion retail organisations, it has been observed that the respondents prefer to purchase fashion products from M&S monthly whereas, they prefer to purchase their fashion products from ZARA on a quarterly basis and focus on purchasing from H&M at sale times. Some of the respondents have also mentioned that they rarely purchase their fashion products and accessories from ZARA.

9. "Which of the following brands has made effective use of social media which has enabled them to effectively structure their organisational culture which has ultimately affected employee performance or has improved customer retention?"

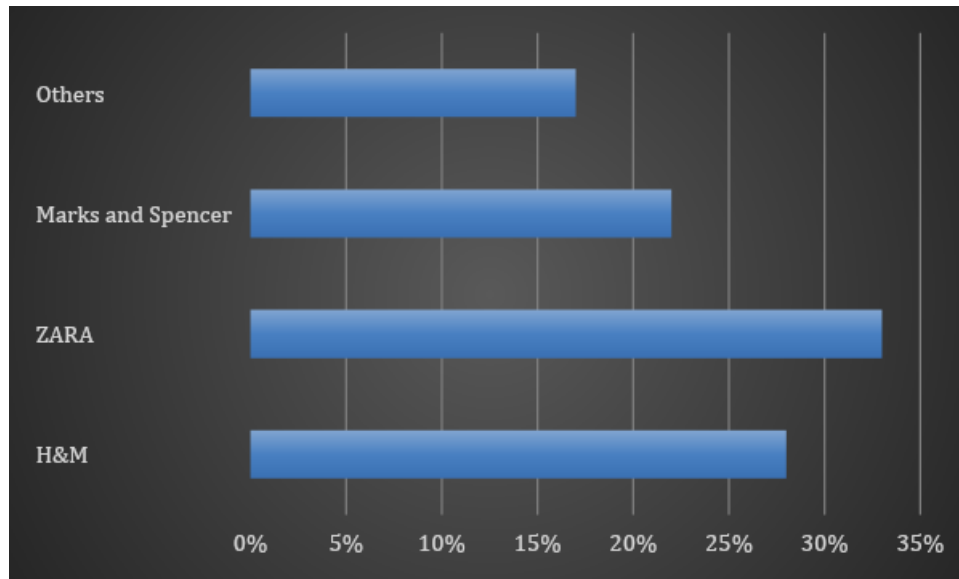
Options	Total no. of participants	Responses	Percentage
H&M	18	6	33%
ZARA	18	5	28%
Marks and Spencer	18	4	22%
Others	18	3	17%



Based on the survey conducted on the employees and customers of high-street fashion retail organisations, it has been observed that 33% of the respondents have mentioned that H&M has effectively used social media. 28% of them have mentioned the name of ZARA and another 22% have mentioned that Marks and Spencer have effectively used social media to increase customer retention and employee performance. Additionally, 17% of the respondents have mentioned other retailers who have made effective utilisation of social media.

10. "In your opinion which one of these brands makes the most of promotions, sales and discounts? Please, choose one of them."

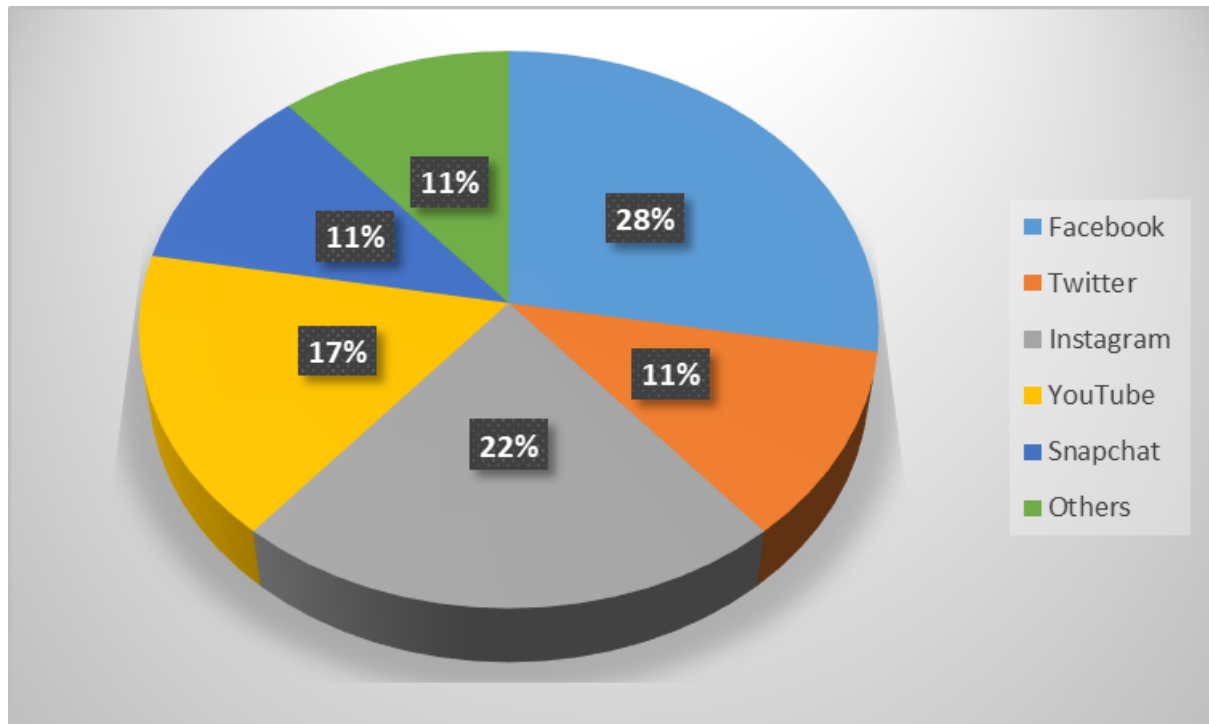
Options	Total no. of participants	Respondents	Percentage
H&M	18	5	28%
ZARA	18	6	33%
Marks and Spencer	18	4	22%
Others	18	3	17%



As per the survey conducted on customers and employees of high street retailers, it has been observed that 28% of the respondents have agreed that H&M offers the best discounts, promotions and sales. Whereas, 33% of them have mentioned ZARA and another 22% have mentioned Marks and Spencer for the same. However, 17% of the respondents mentioned other fashion retail organisations that provide the best discounts, promotions and sales.

11. "Thinking on your recent activity (November 2022): Which social media platform do you use the most to engage with and follow fashion trends?"

Options	Total no. of participants	Respondents	Percentage
Facebook	18	5	28%
Twitter	18	2	11%
Instagram	18	4	22%
YouTube	18	3	17%
Snapchat	18	2	11%
Others	18	2	11%



As per the survey conducted on the customers and employees of high street retailers in the UK, it has been observed that 28% utilise Facebook to follow and engage with the latest fashion trends. 11% of them have mentioned that they use Twitter and 22% of those respondents use Instagram to do the same. Additionally, 17% of the respondents have said that they use YouTube, 11% use Snapchat and another 11% use other platforms to engage and follow the latest fashion trends.

12. Which criteria make you most inclined to purchase from these fast fashion retailers?

Options	H&M	ZARA	M&S	Other brands
Quality	✓			
Price	✓		✓	
Discounts/Promotion		✓		
The style			✓	
If they are on trend				

Unique from other brands		✓	✓	
Other (Own opinion)		✓		

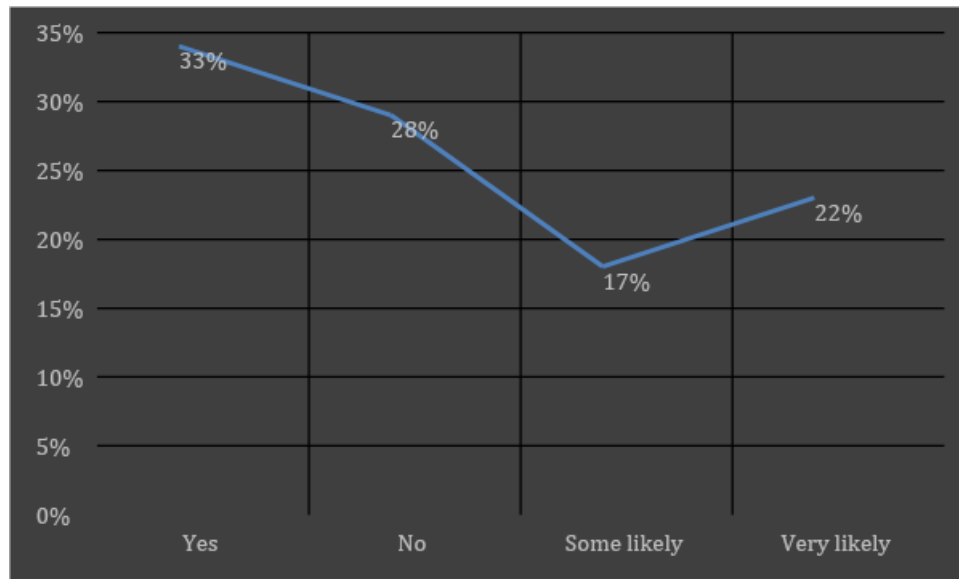
Table 2: Reasons to make an online purchase in different brands

(Source: Created by the Researcher)

In the survey conducted on the customers and employees of high-street retailers, the respondents have been asked to identify the criteria behind purchasing fashion products. With the help of the survey, it has been found that the respondents have identified price and quality in the case of H&M. They have mentioned promotions or discounts, uniqueness and personal opinions in the case of ZARA whereas; the respondents have mentioned price, style and uniqueness in the case of M&S.

13. "Would you be more influenced to make a purchase if you saw celebrity collaboration with some of these fashion brands?"

Options	Total no. of participants	Responses	Percentage
Yes	18	6	33%
No	18	5	28%
Some likely	18	3	17%
Very likely	18	4	22%

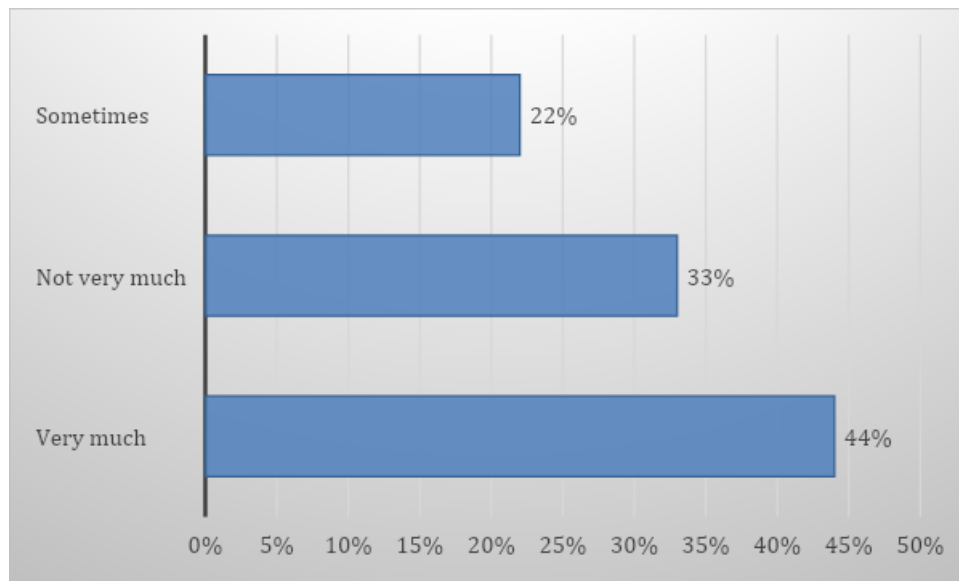


As per the survey, it has been found that 33% of the respondents have preferred celebrity collaboration whereas another 28% have disagreed with it, 17% have mentioned that it may drive their purchase intention, however, 22% of them have said that it has a high chance of such.

14. "In your opinion: Who influences social media in the fashion industry?"

Brands

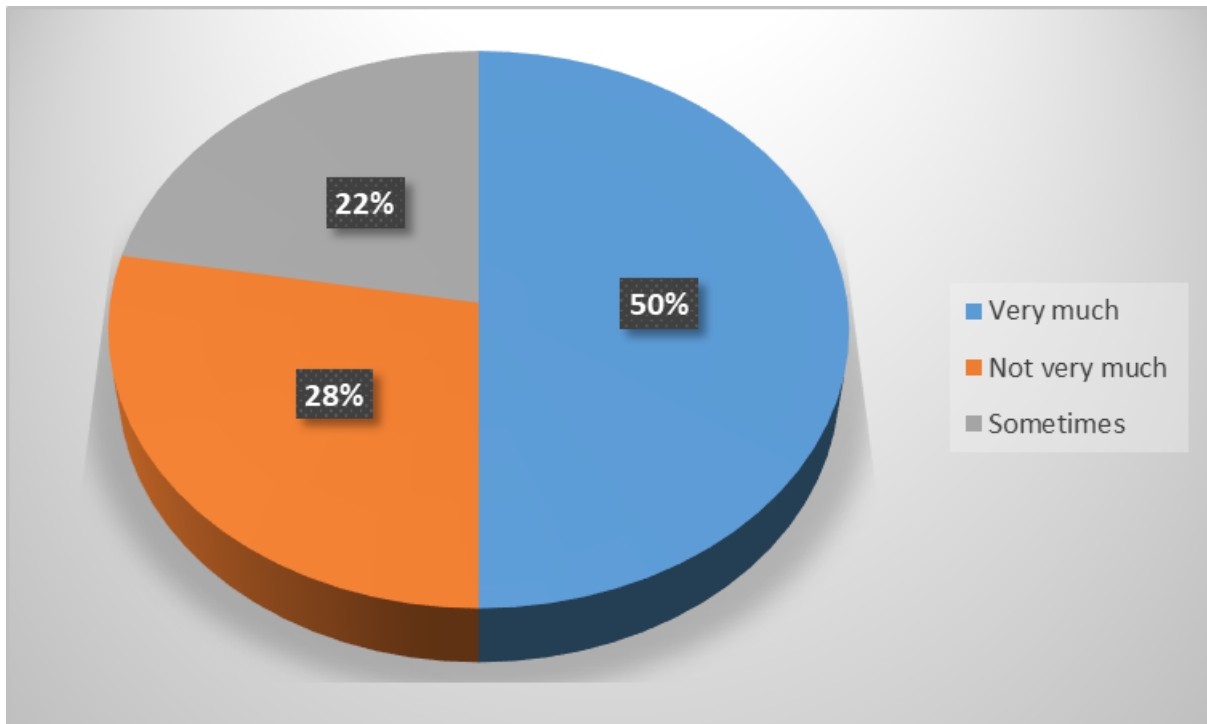
Options	Total no. of participants	Responses	Percentage
Very much	18	8	44%
Not very much	18	6	33%
Sometimes	18	4	22%



As per the survey, 44% of the respondents agreed that brands influence social media however another 33% disagreed with the fact. 22% of them have said that brands may have the ability to do the same sometimes.

Designer

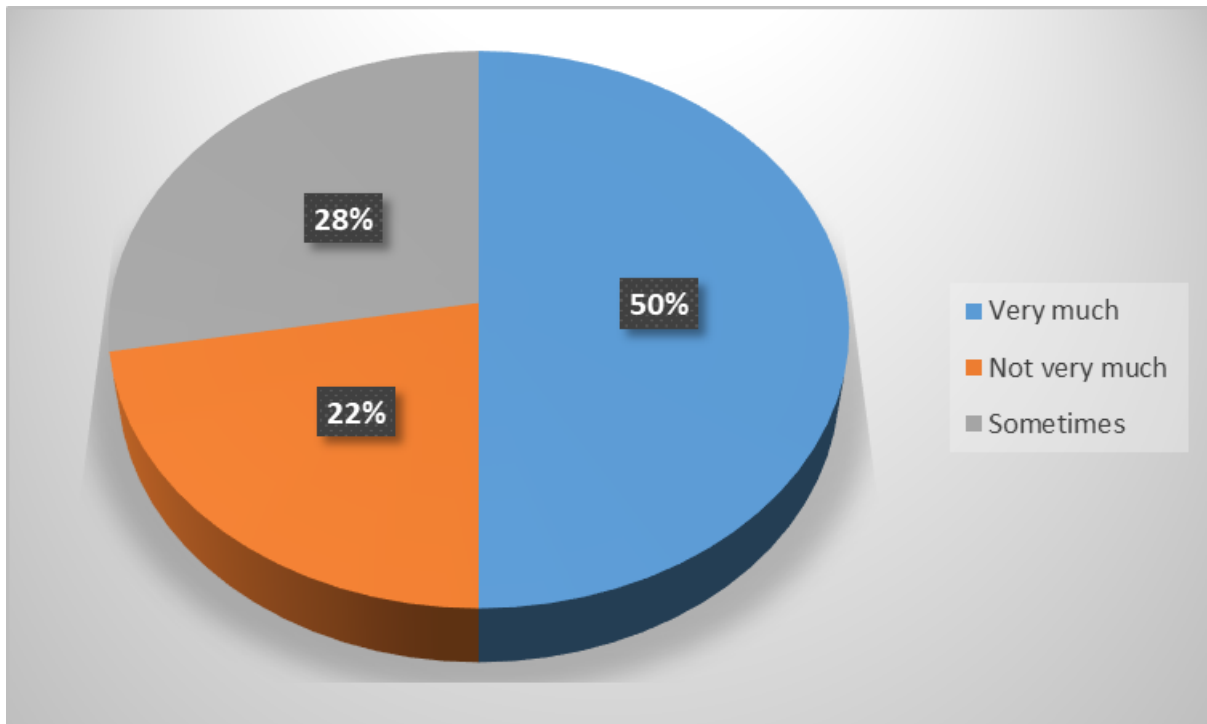
Options	Total no. of participants	Responses	Percentage
Very much	18	9	50%
Not very much	18	5	28%
Sometimes	18	4	22%



As per the survey, 50% of the respondents agreed that designers have the ability to influence social media in the fashion industry. However, another 28% disagreed to it and 22% of them said that it may be possible sometimes.

Consumers

Options	Total no. of participants	Respondents	Percentage
Very much	18	9	50%
Not very much	18	4	22%
Sometimes	18	5	28%



According to the survey, 50% of the respondents agreed that consumers have the ability to influence social media in the industry. However, another 22% disagreed with the fact and 28% stated that it may be possible sometimes.

4.3 Discussion

- From the above primary research, it has been observed that appropriate and suitable organisational culture helps high-street fashion retail companies to increase customer retention and satisfaction along with employee motivation. With the increasing usage of social media and e-commerce in the fashion industry, consumers have grown their preferences towards engaging and following the latest fashion trends through these platforms (Rosário and Raimundo, 2021).
- From the primary research it has also been observed that the majority of the respondents have mentioned that organisational culture has helped in increasing customer satisfaction along with employee motivation. Additionally, the majority of them have also agreed to the fact that organisational culture has helped in increasing the collaboration of the working environment in the companies. Therefore, it can be said that organisational culture is an essential element for the UK fashion industry. It allows the industry to increase employee engagement and also enhances customer satisfaction.

- The respondents have also agreed that the retail companies H&M, Marks and Spencer and Zara as well as other retail companies have made effective use of social media to increase their customer retention and employee performance. The respondents have also agreed that these retail companies actively utilise social media to promote their brands, products, promotions and so on. The Majority of them have selected Zara to do the most number of promotions. The relationship between social media and the UK fashion industry is that social media channels help the industry in promoting its products to potential customers to drive sales and business growth. It helps them in understanding and addresses the needs of customers boosting their satisfaction and retention.
- From the primary research it can also be observed that social media platforms such as Instagram, Facebook, Twitter and YouTube are used by them to follow the latest fashion trends. The majority of the respondents have also agreed that collaboration with celebrities can positively impact their purchase decision. The respondents have also conveyed that brands and designers actively influence social media. In addition to that they have also agreed to the fact that consumers also play an active role in influencing social media. Thus, it can be said social media helps the UK fashion industry to identify and analyse the needs of consumers. Furthermore, it allows the industry to develop and implement essential changes in organisational culture to improve the engagement of employees increasing overall business performance.
- Social media platforms have helped high-street fashion retail companies to interact with their customers while attracting them towards their fashion products and accessories. In addition to that successful fashion companies such as ZARA and M&S have effectively utilised social media platforms and have also collaborated with different celebrities to attract more customers leading to higher demands and sales (Nash, 2018). Therefore, it can be stated that social media has significantly contributed and benefitted to the organisational culture of high-street fashion retail companies in the UK. As per the discussion, it can be observed different brands utilise their social media channels for multiple reasons such as analysing customer trends, promoting products and so on. ZARA and Marks and Spencer collaborate with celebrities to promote their products. On the other hand, H&M concentrates

on developing changes and improvements in its products according to customer needs and preferences to drive customer satisfaction.

Chapter 5: Conclusion and Recommendation

From this dissertation, will clearly understand the impact of social media on the organisational culture of the high-street fashion industry of the UK. From the discussion, one can learn the effect of corporate culture in the UK fashion industry as well as the relation with social media. In addition, the importance of social media can create an effective organisational culture also has been discussed in this study. From the dissertation, people can able to learn that corporate culture is a shared belief as well as value, underlying beliefs and assumptions shared by a group of people in an organisation. People can also learn that the organisational culture has a huge impact on the fashion industry of the UK if the corporate culture aligns with the goal of employees that will be helpful for the company to achieve the corporate goals in an effective manner. In this discussion companies like Zara, Marks & Spencer, Tesco and many more have been taken as an example to understand the organisational goal and how is impacted by social media better.

From the dissertation, one will be able to find out that social media has improved the organisational culture as it helped the companies to recruit more efficient people as well as also helped the company to stay connected with stakeholders as well as employees. It will be recommended that the fashion industry should actively participate in social media to enhance its revenue and sales generation. Retail companies can also focus on collaborating and partnering with celebrities and public figures to attract more customers towards their fashion products and accessories. Social media can also be used by these companies as a medium to interact with the customers which can help them in increasing customer satisfaction by resolving their issues and driving customer retention as well.

Chapter 6: Further Research

The whole research has been done on social media's impact on the organisational culture of the UK fashion industry. A lot of major topics have been covered in this dissertation and lots of company example has also been given (Ciobanu *et al.*, 2019). Moreover, how a company get benefits from using social media has been described. Apart from all of that, further research can be done on employees' **motivation** and **reward programs**. Companies have to arrange several sessions

based on employees' performance. It can further help the company to increase its productivity and if productivity increases then sales will automatically increase (Reizer *et al.*, 2019). Companies can also arrange different kinds of indoor and outdoor games to motivate their employees in an effective and efficient manner. A company should be aware of its employee motivation as employees are the key organisation's success.

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