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Section One

1.Introduction

In this report, the authors discuss the international marketing strategy of Zara in the United Kingdom and Bangladesh. Being the flagship brand of the fast-fashion company, Inditex, Zara quickly adapts trends into retail items with the help of an effective, vertically integrated supply chain (Inditex, 2024). It operates internationally and adjusts itself to different economic, cultural, and retail environments. It is important to balance between global consistency of the brand and local adaptation, which depends on such factors as the purchasing power of consumers, culture, and the retail infrastructure (Hollensen, 2020; Cateora, Gilly & Graham, 2020). In the UK, being a high-income market, Bangladesh is a major manufacturing location and an emerging consumer market (World Bank, 2024a). The report examines marketing mix, positioning and ethical sourcing and finally provides strategic recommendations.

2.Background Information of the Company.

2.1 Corporate Overview



Zara, the flagship of Inditex in Arteixo, Spain, belongs to the world clothing group and its sales in 2023 amounted to 38.6 billion Euro, of which Zara earned the most money (Inditex, 2024). Fast fashion

facilitates quick design-store response and fashions with trendy inventory. It has a vertically integrated supply chain that provides short lead times and responsiveness (Tokatli, 2008), targeting urban markets (ONS, 2024), manufactures in Bangladesh (World Bank, 2024a), adapts to the world (Hollensen, 2020).

Here is a more concise version of your table with fewer words while keeping the meaning clear:

Table 2.1: Corporate and Market Role Overview

Dimension	Global Operations	United Kingdom Market Role	Bangladesh Market Role
Strategic Function	Global fast-fashion network	Mature consumer market	Apparel production hub
Market Development	Advanced presence	Developed retail market	Emerging market
Strategic Contribution	Revenue & brand visibility	Sales & positioning	Supply efficiency
Consumer Access	Stores + e-commerce	Strong retail network	Limited retail access
Competitive Advantage	Speed & integration	Trend responsiveness	Low-cost production

Sources: Inditex (2024); World Bank (2024a); Office for National Statistics (2024)

2.1.1 Market Entry and International Expansion

Based in Inditex, A Coruña, Zara was established in 1975 by Amancio Ortega and Rosalind Mera, and is a fast-fashion brand of the group of the same name, which is one of the largest fashion retailers in the world. The vertical aspect of its supply chain makes it fast to design, manufacture and deliver trends (Tokatli, 2008). With the mission and vision of Inditex, Zara is oriented on accessibility, innovation, and sustainability in the global fashion.

Table 2.1.1: Zara Mission and Vision

Dimension	Statement
Mission	To provide customers with fashionable, high-quality clothing that is accessible and responsive to current trends while maintaining efficiency in design, production and distribution processes.

Vision	To create a sustainable and innovative fashion ecosystem that integrates physical stores, digital platforms and responsible global supply chains.
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Source: Inditex (2024)

These strategic principles influence how Zara expands internationally and adapts its marketing strategies to different markets.

2.1.2 Internationalization and Market entry.

Zara has been able to enter the key fashion markets across the world strategically in order to create a brand awareness. With the high purchasing power, developed retail, and fashion-conscious urban population, the UK became one of the essential sources of revenue when Zara first opened its London store in 1998 (ONS, 2024). Conversely, Bangladesh is primarily an efficient manufacturing location within the global supply chain of the apparel industry, but increased urbanisation and the rise of the middle-income population offers future retail prospects (World Bank, 2024a), which influences the Zara international marketing strategy.

2.2 Macro-Market Context Comparison

These two countries of choice are significantly different in terms of economic setup, purchasing power by the consumers, and the development of the retailing sector. These are structural differences that determine the manner in which international retailers focus on marketing strategy, pricing structures and distribution channels.

Table 2: Macro-Market Comparison

Indicator	United Kingdom	Bangladesh	Strategic Relevance
Income Level	High-income economy	Lower-middle income economy	Determines pricing and positioning
GDP per capita (current US\$)	Approx. \$48,000	Approx. \$2,700	Purchasing power disparity
Retail Infrastructure	Highly developed fashion retail sector	Expanding but uneven retail structure	Influences market entry mode

Role in Global Apparel Industry	Major consumption market	Major production exporter	Dual market engagement strategy
Consumer Behaviour	Brand-oriented and trend responsive	Value-oriented with rising brand interest	Segmentation differences

Source: World Bank (2024b)

Macro Environment Analysis (PESTEL)

3.0 Introduction to PESTEL Analysis



The macro-environmental PESTEL factors influencing multinational marketing touch on the culture of regulation of economic development and technology that Fast-fashion companies need to adapt to in order to make international marketing decisions in the countries of operation in both Bangladesh and UK.

3.1 Political Factors

Multinational operations are highly affected by the political environments. The political environment of the United Kingdom is stable and transparent, with easily understood regulations and strong institutions, which means that the international retailer, such as Zara, can easily open stores and increase their retail presence in the country.

Although Bangladesh has made significant progress in terms of economic growth, it still experiences regulatory challenges and political risks that may impact on foreign companies. Even though it is a major world textile production centre, these issues could slow down the normal operations (World Bank, 2024a). On balance, the UK provides a more favourable political climate to the retail operations of Zara, but Bangladesh has moderate challenges in spite of its significance as a production centre.

3.2 Economic Factor

The consumer purchasing power and market potential are determined by economic conditions. UK is a high-income economy, which favours high retailing and demand of fashion, so that mid-priced international brands can realise the large sales volumes.

Bangladesh is a lower-middle-income nation with a lower GDP per capita, which has a low level of consumer purchasing power, and therefore, high-priced fast-fashion products are inaccessible. Nevertheless, the rapid economic development and the growing number of middle-class citizens are the signs of the possible emergence of a new consumer segment among the international fashion vendors in the future (World Bank, 2024b).

3.3 Social Factors

Fashion consumption is determined by social and cultural factors. The consumers in the UK are trend-conscious, digitally active, and fashion conscious, which makes them consistent with the model of fast-fashion of Zara. Having a score of high individualism (89), consumers appreciate personal style and choice. However, Bangladesh is more collectivist, where social norms influence buying behaviour and Zara has to deal with cultural inclination and price sensitivity in marketing products (Hofstede, 1997; Hofstede et al., 2010).

3.4 Technological Factors

The retail industry is highly affected by technological advancement especially in the digital marketing and online shopping. The UK possesses a well-established digital infrastructure, a wide network of the internet, and relatively high rates of online shopping, which means that Zara can combine its brick-and-mortar outlets with the decent e-commerce system. In Bangladesh, the internet and mobile technology are emerging at an alarming rate, whereas, digital retail infrastructure is not developed as well, which presents more of an obstacle to Zara online strategy.

3.5 Environmental Factors

Environmental issues such as waste, carbon emission and use of resources are vital in fashion. The consumers in the UK are becoming more sustainable, which requires responsible production. Environmental laws and environmental awareness in

Bangladesh is not so strict and there is mounting pressure on global brands sourcing in Bangladesh in terms of labour and environmental standards.

3.6 Legal Factors

UK labour, consumer protection and business laws are also very strict and international firms must comply. The garment sector has seen an increase in the enforcement of labour laws in Bangladesh, although there are still areas where compliance is not being met.

All in all, the UK has a superior technological, environmental, and legal climate to the retail operations of Zara, whereas Bangladesh has moderate challenges although it is a strategic location as a production centre.

Table 3.6: PESTEL Evaluation – Favourable vs Unfavourable Conditions for Zara

PESTEL Factor	United Kingdom	Evaluation for Zara	Bangladesh	Evaluation for Zara
Political	Stable democratic governance and strong regulatory institutions	Favourable – predictable business environment for retail expansion	Developing governance structures with regulatory complexity	Moderately unfavourable – may create operational uncertainty
Economic	High-income economy with strong consumer purchasing power	Highly favourable – supports Zara's mid-range fast fashion pricing	Lower-middle income economy with lower purchasing power	Less favourable for retail, but favourable for manufacturing
Social	Fashion-conscious population with high brand awareness	Favourable – aligns with Zara's fast fashion model	Price-sensitive consumers with growing interest in international brands	Emerging opportunity for future retail expansion

Technological	Advanced e-commerce infrastructure and digital adoption	Highly favourable – supports omnichannel retail strategy	Growing internet penetration but weaker digital retail infrastructure	Moderately favourable but still developing
Environmental	Strong sustainability expectations from consumers and regulators	Mixed impact – increases compliance costs but strengthens brand reputation	Environmental regulation improving but less strictly enforced	Operational flexibility, but reputational risks for global brands
Legal	Strong consumer protection and labour laws	Favourable for consumer trust but increases compliance costs	Labour law reforms ongoing but enforcement varies	Potential compliance risks within supply chains

Sources: World Bank (2024); Office for National Statistics (2024)

The macro-environmental analysis of UK and Bangladesh reveals that there are great differences in the economic development, culture and the retail infrastructure. The UK has a high purchasing power, high digitalisation, and fashion awareness that is in favour of Zara. Bangladesh is also becoming a consumer market with price sensitive, socialized consumers in contrast to the UK individualistic preferences.

3.7 Similarities and Differences between the UK and Bangladesh (PESTEL)

Factor	Similarities	Differences
Political	Both countries provide relatively stable environments for	The UK has stronger regulatory frameworks and governance, while Bangladesh faces challenges in policy enforcement.

	business operations and international trade.	
Economic	Both economies are integrated into global markets and support retail industries.	The UK is a high-income economy with strong purchasing power, whereas Bangladesh has lower income levels affecting affordability (World Bank, 2024a; World Bank, 2024b).
Social	Fashion awareness is growing in both markets, especially among younger consumers.	The UK is more individualistic, while Bangladesh is more collectivist, influencing consumer behaviour and purchasing decisions.
Technological	Increasing use of digital platforms and e-commerce in both countries.	The UK has advanced digital infrastructure, while Bangladesh still faces limitations in logistics and online retail systems.
Environmental	Growing awareness of sustainability and environmental concerns.	The UK enforces stricter environmental regulations, whereas Bangladesh faces challenges in sustainability practices.
Legal	Both countries have legal frameworks governing business operations.	The UK has stronger consumer protection and labour laws, while Bangladesh's enforcement remains less consistent.

Overall, while both markets offer opportunities for Zara, the United Kingdom provides a more developed and favourable business environment, whereas Bangladesh requires strategic adaptation due to economic and structural differences.

4. Hofstede Cultural Analysis

The cultural differences between the United Kingdom and Bangladesh could be systematically analysed by applying the cultural dimensions framework created by Hofstede which analyses the impact of values like individualism, power distance and

uncertainty avoidance on consumer behaviour of various countries (Hofstede, 1997; Hofstede, Hofstede and Minkov, 2010). This model is mainly applied in international marketing to comprehend the influence of cultural factors in buying decisions and brand image.

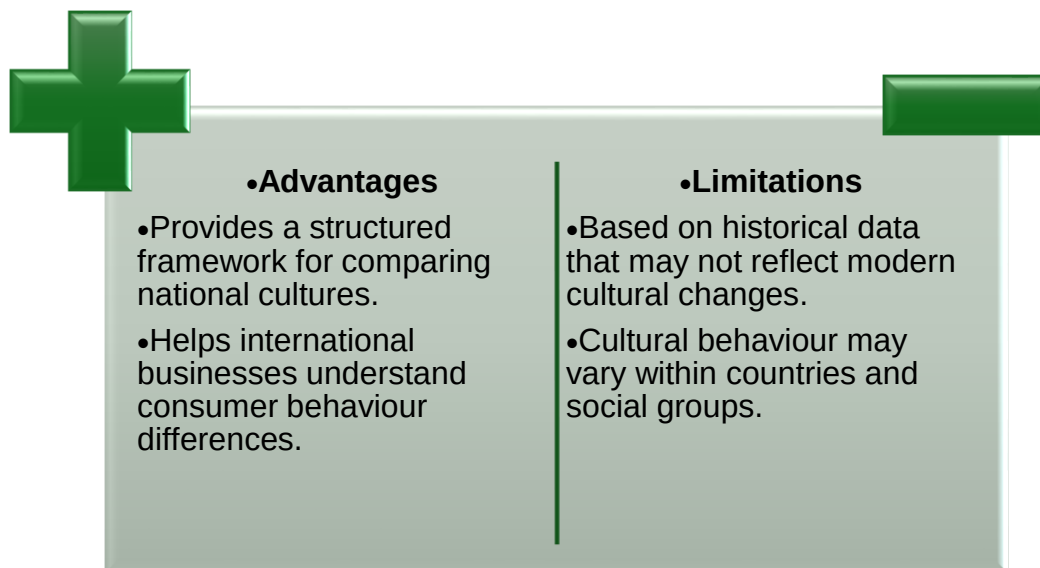
Table 3.3: Cultural Comparison Using Hofstede Dimensions

Cultural Dimension	United Kingdom	Bangladesh (similar regional cultural pattern)	Marketing Implication for Zara
Power Distance	Low (≈ 35)	Higher power distance	Brand prestige and status symbols may be more influential in Bangladesh
Individualism	Very high (≈ 89)	Low individualism / collectivist orientation	UK consumers emphasise personal style, while Bangladeshi consumers may follow social norms
Masculinity	Moderate-high (≈ 66)	Moderate	Fashion used for status and success signaling
Uncertainty Avoidance	Low (≈ 35)	Higher uncertainty avoidance	UK consumers adopt new trends faster
Long-Term Orientation	Moderate	Higher emphasis on tradition	Cultural traditions influence clothing choices in Bangladesh

Source: Hofstede (1997); Hofstede, Hofstede & Minkov (2010); cultural dataset summaries.

It is noted that the consumers in the UK are more individualistic and trend oriented whereas in Bangladesh, consumers are more collectivist and socially influenced. These variations directly impact Zara in the realms of positioning, product preferences and promotions.

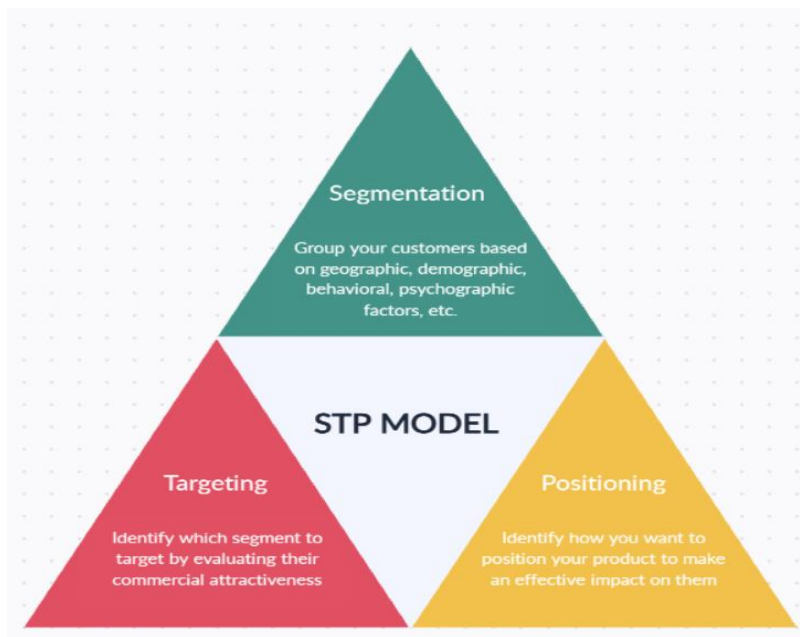
4.1 Advantage and Disadvantage of Hofstede Model:



Hence, although the Hofstede model is a useful tool in providing cultural insight, it must be complemented with macro-environmental analysis to aid in strategic decision-making in Zara.

5. Segmentation, Targeting and Positioning (STP)

5.1 Introduction to STP



Segmentation, Targeting and Positioning (STP) is a key international marketing framework used to identify customer groups, select target markets and position brands effectively. Differences in income, culture and behaviour require firms to adapt STP across countries. For Zara, STP aligns products and positioning with UK and

Bangladesh market conditions.

5.2 Segmentation Analysis

In both markets, Zara uses the demographic, geographic, psychographic and behavioural segmentation, however, the structure and reach varies greatly. Segmentation and targeting strategies are essential components of international marketing, enabling firms to adapt to different market conditions (Cateora, Gilly and Graham, 2020).

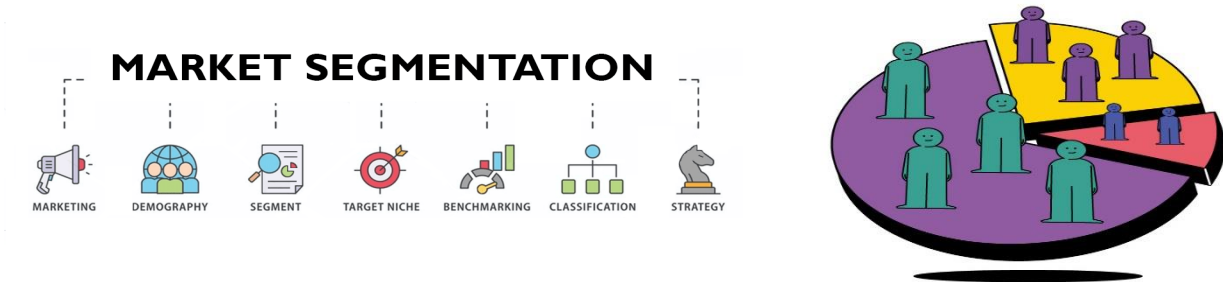


Figure: Segmentation (source: Web)

Table: Segmentation Comparison

Segmentation Type	United Kingdom	Bangladesh	Strategic Implication
Demographic	Age 18–40, middle to high income	Upper-middle and high-income consumers	Smaller effective market in Bangladesh
Geographic	Nationwide (urban + suburban)	Concentrated in major cities	Limited reach in Bangladesh
Psychographic	Fashion-forward, trend-driven	Aspirational, brand-conscious	Brand seen as status symbol
Behavioural	Frequent fashion purchases	Occasional, price-sensitive purchases	Lower demand frequency

UK offers a wide and developed consumer market whereas Bangladesh offers a smaller and income-limited market. This is an indication of purchasing power differences and retail development (World Bank, 2024c).

5.3 Targeting Strategy

Zara adopts a differentiated targeting strategy, adjusting its approach to each market.



Table: Targeting Comparison

Factor	United Kingdom	Bangladesh	Implication
Market Size	Large	Limited	Lower scale potential
Income Focus	Middle-income consumers	High-income consumers	Pricing constraints
Accessibility	High (stores + e-commerce)	Limited presence	Lower market penetration
Strategy Type	Mass targeting	Selective targeting	Different growth approach

Zara aims at a mass market in the UK, and the high purchasing power and infrastructure can support it. The target market in Bangladesh is niche and selective because economic constraints and restricted retail accessibility poses a limitation.

5.4 Positioning Strategy



Zara's positioning differs significantly across the two markets.

Table: Positioning Comparison

Aspect	United Kingdom		Bangladesh		Strategic Outcome
Brand Image	Affordable	fast	Premium	global	Position shift
	fashion		brand		
Price Perception	Moderate		High		Reduced affordability
Consumer Perception	Trendy	and	Status symbol		Aspirational appeal
	accessible				
Competition	Strong	high-street	Limited		Different competitive pressure
	competition		comparable brands		

In the UK, Zara is a mid-market fast-fashion brand, whereas in Bangladesh it is a high-end aspirational brand, which is based on the different income levels and availability.

A perceptual map based on price and fashionability can be used to depict the position of Zara as compared to the competitors in the United Kingdom.

Perceptual Map of Fast Fashion Brands in the UK



Figure: Perceptual Map of Zara in the United Kingdom

Source: Adapted from secondary market observations

The perceptual map indicates that Zara has been placed as a mid-priced, highly trendy brand, competing with other brands like H&M and Mango, where high-end brands are at higher price points.

5.5 Integrated STP Comparison

STP Element	United Kingdom	Bangladesh	Key Difference
Segmentation	Broad and diverse	Narrow and selective	Market scale
Targeting	Mass middle-income	High-income niche	Market reach
Positioning	Affordable fashion	Premium brand	Perception gap

5.6 STP similarities and Differences.

Similarities

The United Kingdom market and the Bangladesh market are both indicative of the fact that Zara targets fashion consumers and depends on the trends to provide its

products. The brand in both markets focuses on consumers who are conscious of fashion trends in the world and who appreciate brand image.

Differences

There are however, great disparities in the STP elements. Zara in the United Kingdom uses a mass-market targeting strategy which is backed by the purchasing power and the extensive availability. Conversely, in Bangladesh, Zara targets a niche segment, high-income segment and thus has low market penetration.

Moreover, Zara is perceived as a cheap fast-fashion in the UK, but it is a luxury and aspirational brand in Bangladesh, which is also related to income levels and consumer attitudes.

5.7 Critical Evaluation

As discussed, Zara uses the market-expansion approach in the United Kingdom where the favourable economic conditions, the high purchasing power and the developed retail infrastructure favour large scale operations. On the other hand, Bangladesh offers a market-restrained environment, with the lower level of income and the underdeveloped retail systems restricting the opportunity of Zara to implement a comparable strategy.

Nonetheless, the country of Bangladesh is strategically significant because it is involved in the world-garment production. This dualism suggests that adaptive international marketing strategies are required where Zara focuses on earning revenue in the developed markets and advantages to its supply chain in the emerging economies.

6. International Marketing Mix (7Ps)

6.0 Introduction to the Marketing Mix



The 7Ps Marketing Mix is an in-depth device that is used to examine how companies formulate and execute marketing plans in various markets. It adds to the conventional 4Ps (product, price, place and promotion) the people, process and physical evidence, which are especially relevant in service-based and retail settings.

In the case of global fast-fashion retailers like Zara, the marketing mix should be suitably adjusted to meet the differences in consumer behaviour, economic and retail infrastructure conditions. This section will give a comparative analysis of Zara marketing mix in United Kingdom and Bangladesh. The marketing mix must be adapted to local market conditions to achieve competitive advantage in international markets (Hollensen, 2020).

6.1 Product Strategy

Comparison Table: Product

Aspect	United Kingdom	Bangladesh	Strategic Implication
Product Variety	High, frequent new collections	Limited availability	Lower product accessibility
Trend Responsiveness	Very high	Indirect exposure	Reduced engagement
Local Adaptation	Minimal (global standardisation)	Limited adaptation	Standardised strategy dominates
Quality Perception	Mid-range	Premium perception	Value perception differs

Zara product strategy in the UK is quite effective because the trend driven fashion is in high demand. Conversely, in Bangladesh, the availability of the product through retail outlets is limited, which limits its application as a consumer strategy.

6.1.1 Product Depth and Width.

Product Depth:

Zara has a high level of products in each category in the United Kingdom with regular new lines, seasonal changes and different styles. Conversely, in Bangladesh, the depth of products is low because of low retail coverage and availability.

Product Width:

Zara has a wide product range across the world such as menswear, womenswear, childrenswear and accessories. In Bangladesh, however, the accessibility of these categories is more limited than in the UK, which restricts the market reach in general.

6.2 Price Strategy

Zara follows a market-based pricing strategy, but its perception varies across countries.

Comparison Table: Price

Aspect	United Kingdom	Bangladesh	Strategic Implication
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Price Level	Affordable-mid range	Relatively high	Reduced affordability
Pricing Strategy	Competitive pricing	Premium perception	Limits mass appeal
Consumer Response	High purchase frequency	Selective purchasing	Demand difference

The difference in affordability between the two markets can be illustrated below:

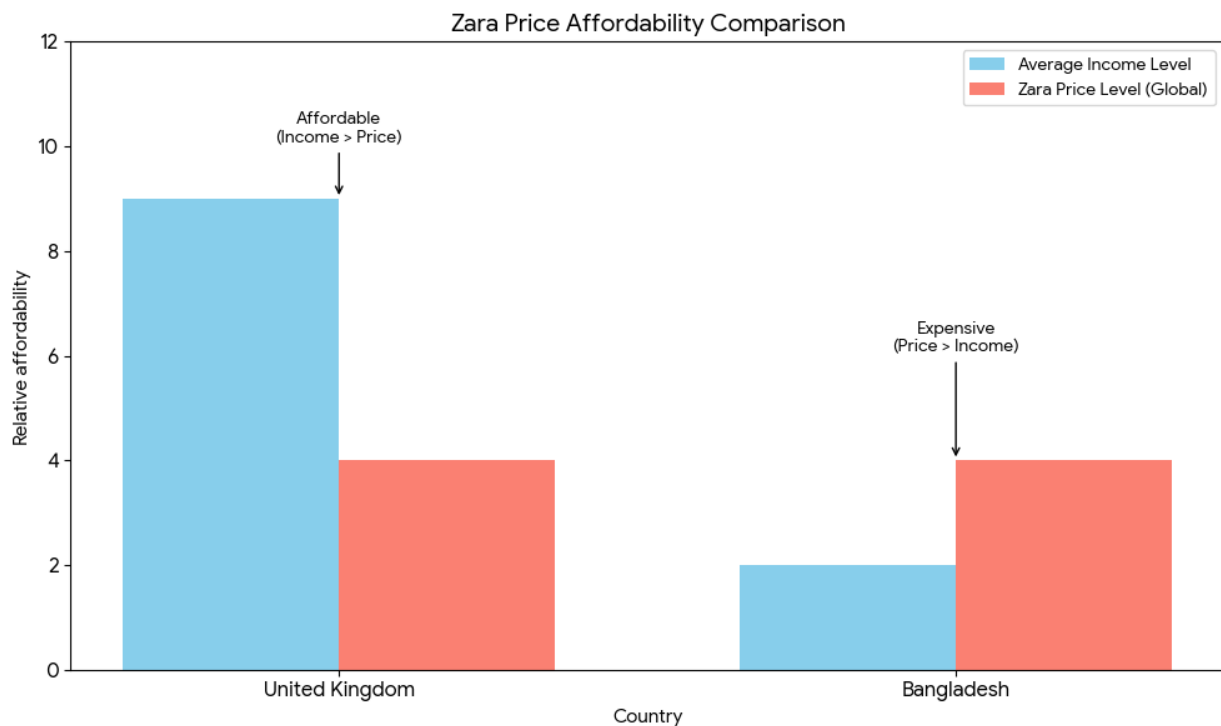


Figure: Zara Price Affordability Comparison – UK vs Bangladesh

Source: Author's own analysis based on World Bank (2024)

Zara Price Affordability Comparison: UK vs. Bangladesh

The chart is a comparison between the affordability of Zara in UK and Bangladesh. Zara is a mass-market brand in the UK because of low prices in relation to the high income. Low income and high prices in Bangladesh, enhanced by imports taxation, make Zara a niche and luxury brand of a small, wealthy market niche.

6.3 Place (Distribution) Strategy

Zara uses an integrated omnichannel distribution strategy, combining physical stores with e-commerce.

Comparison Table: Place

Aspect	United Kingdom	Bangladesh	Strategic Implication
Retail Presence	Extensive store network	Very limited presence	Market penetration gap
E-commerce	Highly developed	Emerging	Digital limitations
Supply Chain	Fast and responsive	Strong production base	Operational advantage

Zara has a complete omnichannel presence in the UK and a twofold role in Bangladesh limited retail but high manufacturing base (Inditex, 2024).

6.4 Promotion Strategy

Zara adopts a low-advertising, high-brand-visibility strategy.

Comparison Table: Promotion

Aspect	United Kingdom	Bangladesh	Strategic Implication
Advertising	Minimal traditional ads	Very limited	Relies on brand image
Digital Marketing	Strong social media presence	Growing digital reach	Uneven effectiveness

6.5 People

People refer to employees and customer service quality.

Aspect	United Kingdom	Bangladesh	Implication
Staff Training	High retail standards	Limited direct retail staff	Service gap
Customer Interaction	Strong in-store experience	Minimal	Brand experience differs

The UK is the best place to promote because of high digitalisation. In Bangladesh, the low digital penetration and exposure to retail decreases the effect of promotion.

6.6 Process

Process refers to operational efficiency and service delivery.

Aspect	United Kingdom	Bangladesh	Implication
Supply Chain Speed	Very fast (just-in-time)	Manufacturing hub	Strategic advantage
Inventory Turnover	High	Production-focused	Different roles

Bangladesh is an important part of the global supply chain of Zara as it helps the company to be efficient, whereas the UK has the advantage of quick product delivery.

Zara's global supply chain structure can be illustrated as follows:



Figure: Zara Global Supply Chain Structure

Source: Adapted from Inditex (2024)

Zara's product strategy is based on fast fashion, offering rapidly changing collections aligned with global trends.

6.7 Physical Evidence

Physical evidence relates to store environment and brand presentation.

Aspect	United Kingdom	Bangladesh	Implication
Store Design	Modern, premium layout	Limited exposure	Brand perception gap
Brand Visibility	High	Low	Awareness difference

6.8 Integrated 7Ps Comparison Table

Element	United Kingdom	Bangladesh	Overall Evaluation
Product	Highly accessible	Limited access	UK more favourable
Price	Affordable	Expensive	UK advantage
Place	Strong retail + online	Limited retail	UK dominant
Promotion	Strong digital presence	Limited reach	UK advantage
People	Strong service	Limited interaction	UK stronger
Process	Fast delivery	Production hub	Shared advantage
Physical Evidence	Strong retail experience	Weak presence	UK advantage

The comparative differences in Zara's marketing mix across the two markets can be further illustrated through a visual representation.

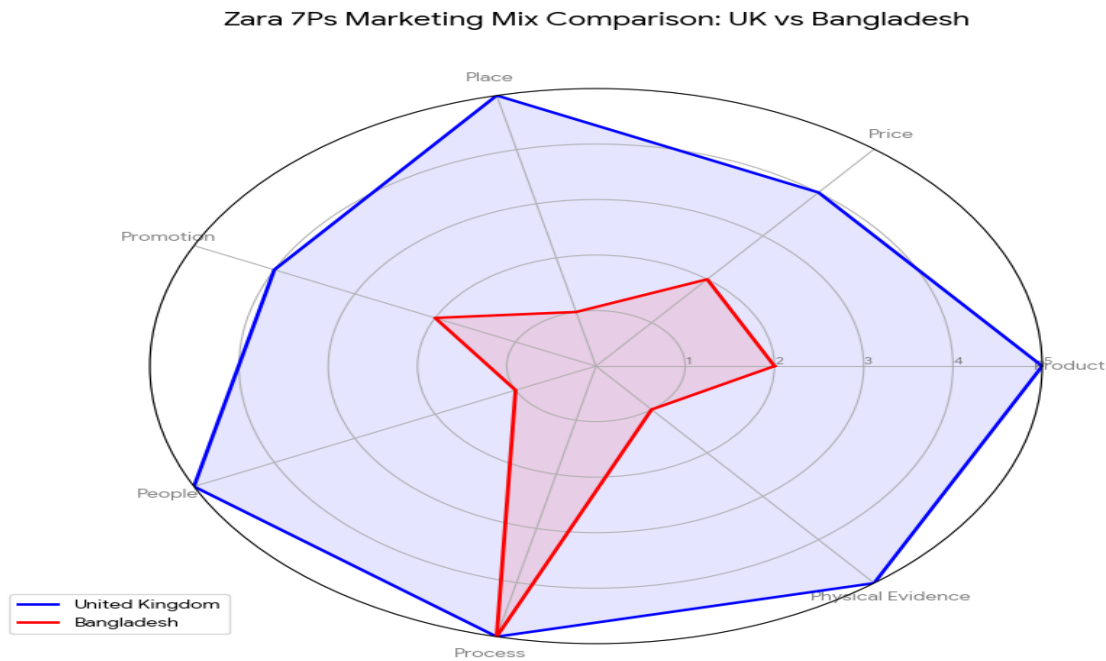


Figure : Zara 7Ps Marketing Mix Comparison – United Kingdom vs Bangladesh

Source: Author's own analysis based on Inditex (2024) and World Bank (2024)

The ranking (1-5 scale) demonstrates that Zara is highly dominant in marketing in the UK, the efficiency of operations is similar in both areas, and Bangladesh has lower scores, which is due to fewer stores, fewer products, and the manufacturing oriented role.

6.9 Critical Evaluation

The analysis shows that the United Kingdom is a better place to implement the entire marketing mix of Zara, with good purchasing power, well-developed infrastructure and high digital levels. Conversely, Bangladesh poses structural obstacles, which restrict the viability of various marketing mix components even though it has strategic value in the Zara global supply chain.

This shows the necessity of adaptive strategies, in which the Zara company balances between standardisation and localisation to maximise the performance in different international markets.

7. Directional Development Strategy

7.1 Introduction

Directional development strategy is the strategy that an organisation takes in order to realise growth through the expansion of its products and markets. It is concerned with the way companies can gain market share and competitiveness across various environments. The Ansoff Matrix is one of the most common models used to examine these types of strategies and has four perceived growth strategies, including market penetration, product development, market development and diversification (Ansoff, 1957).

Growth strategies should be in tandem with the market, consumer demand and competitive forces in case of global fashion retailers like Zara. In this section, the author uses the Ansoff Matrix to study the directional development strategy of Zara in the United Kingdom which is a mature and highly competitive retail market.

7.2 Application of Ansoff Matrix to Zara (UK Market)

Table 1: Ansoff Matrix Application

Strategy	Application to Zara (UK)	Evaluation
Market Penetration	Increasing store density and strengthening e-commerce channels	Highly effective due to strong brand presence and demand
Product Development	Frequent introduction of new collections based on fast-changing trends	Core competitive advantage of Zara
Market Development	Expanding digital platforms to reach new customer segments	Moderate potential for further growth
Diversification	Limited diversification beyond core fashion retail	High risk and low strategic focus

As shown in the table, Zara has been more concerned with the market penetration and product development strategies in the UK market. This is in line with its fast-

fashion business model that relies on high inventory turnover and constant product development (Inditex, 2024).

In order to provide additional evidence of the growth strategy adopted by Zara in the United Kingdom, the Ansoff Matrix may be presented graphically as follows.



Visual- Ansoff Matrix Diagram: Source: Author's own analysis based on Inditex (2024)

The diagram highlights Zara's strategic emphasis on market penetration and product development while showing relatively limited focus on diversification.

7.3 Strategic Analysis

In the United Kingdom, Zara uses market penetration as its leading strategy, which is facilitated by its large retail chain and good online coverage. Zara promotes repeat purchases and makes customers loyal to the company by both expanding the number of stores and improving the online shopping experience in a saturated market where the brand is well-known (ONS, 2024). Its competitive advantage is also based on product development with new designs being launched on the basis of real-time consumer data, which allow them to react quickly to fashion changes (Inditex, 2024).

The digital expansion (i.e., mobile applications and online retailing) facilitates market development, and brand consistency and operational efficiency are ensured, as diversification is not explored extensively.

7.4 Critical Evaluation

The market penetration and product development the strategy of Zara is quite effective in the UK, as the economy is favourable, the purchasing power is high, and the retail infrastructure is developed (World Bank, 2024c). These are the strategies that maximise revenues and customer interactions. Nevertheless, the trend of fast fashion makes the environment and ethical sourcing controversial. The increasing consumer consciousness might necessitate Zara to improve the responsible production and the circular fashion efforts (Inditex, 2024). The comparative effect of the strategies in the UK is depicted in the chart below.



Visual: Strategy Priority Chart: Source: Author's own analysis based on Inditex (2024)

This chart shows that market penetration and product development are the most dominant strategies, while diversification plays a minimal role.

8. Ethical Issues in Marketing Mix

8.0 Introduction

Marketing ethical issues are the morality issues that determine how firms conduct their business activities in a way that does not compromise the firm in terms of being responsible to its consumers, employees and the society. Ethical issues in international marketing could be also connected with the variation in the labour standards, environmental policies, and consumer protection provisions among the countries (Crane and Matten, 2016).

In the case of global fast-fashion corporations like Zara, one should pay special attention to ethical considerations because global supply chains are rather complicated. This part compares the ethical and unethical elements of the marketing mix of Zara in Bangladesh, with the 7Ps model. Ethical marketing practices are increasingly important in global business environments due to stakeholder expectations (Crane and Matten, 2016).

8.1 Ethical Marketing Practices

Table: Ethical Practices Linked to 7Ps

Practice		7Ps Element	Explanation
Sustainable product initiatives		Product / Process	Use of eco-friendly materials and recycling programmes
Supply chain transparency		Process / People	Monitoring suppliers and improving labour conditions

Example: Zara implements organic materials and recycled materials to minimise the environmental impact and become responsible in consumption (Inditex, 2024).

Example: The company enhances the transparency of the supply chain by releasing supplier information and audit in Bangladesh to strengthen labour conditions and prove to be ethically responsible (Inditex, 2024).

The relationship between Zara’s ethical practices and the marketing mix elements can be illustrated below.



Visual: Ethical Practices Mapping: Source: Author’s own analysis based on Inditex (2024)

The diagram highlights how ethical initiatives are primarily linked to product and process elements within the 7Ps framework

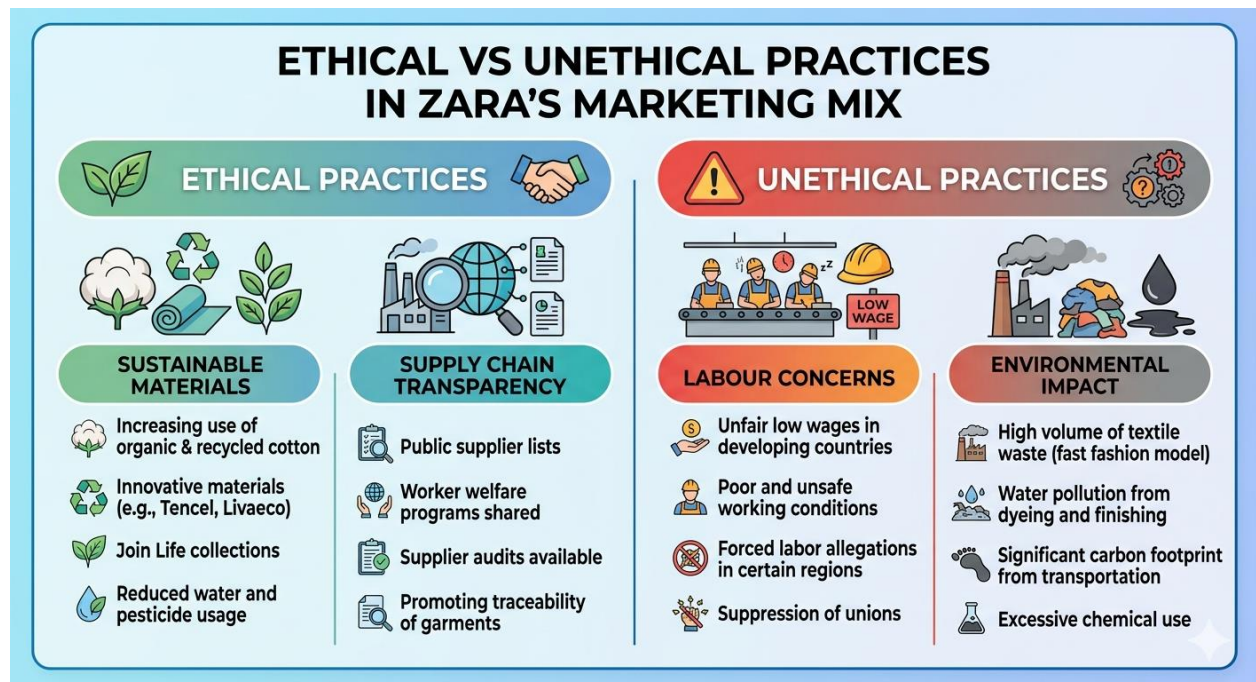
8.2 Unethical Marketing Practices

Table 2: Unethical Practices Linked to 7Ps

Issue		7Ps Element	Explanation
Labour concerns	condition	People / Process	Reports of poor working conditions in supplier factories
Fast fashion environmental impact	fashion	Product	High waste and overconsumption

Example 1: Zara has received criticism regarding labour in developing nations, such as Bangladesh, which includes poor wages and working environments, which has led people and processes to be considered as ethical (Clean Clothes Campaign, 2023).

Example 2: Its fast-fashion concept promotes regular consumption and disposal of clothes, which promote environmental degradation and A comparison of Zara's ethical and unethical practices within the marketing mix is presented below.



Visual: Ethical vs Unethical Comparison Chart

Source: Author's own analysis based on Inditex (2024); Clean Clothes Campaign (2023)

This chart contrasts positive initiatives such as sustainability and transparency with ongoing challenges related to labour conditions and environmental impact.

8.3 Critical Evaluation

The discussion shows that although Zara has achieved a lot in enhancing its sustainability and transparency, it still has ethical issues, especially in emerging markets like Bangladesh. The cost-based production of the company still creates constant concerns about labour conditions despite the enhanced control and compliance efforts.

Also, even the fast-fashion model as such would pose a structural ethical problem, promoting overconsumption and degrading the environment. This implies that Zara ethical practises, despite the improvement, are limited to some extent by its business model.

In order to be long-term sustainable, Zara should not rely on compliance-related strategies but implement more radical approaches, including circular fashion systems and fair wages promises.

9. Recommendations

In the light of the comparative analysis, the following strategic suggestions are made to Zara to improve its performance in the United Kingdom and Bangladesh.

9.1 Recommendations in the United Kingdom.

1. Strengthen Sustainability Initiatives:

Zara ought to also improve its sustainable lines of products and open communication to address the rising environmental awareness and regulatory demands in the UK market (Niinimäki et al., 2020).

2. Enhance Digital Personalisation:

The implementation of data analytics and AI-based personalisation would enhance customer experience and retention in a very competitive fast-fashion environment.

3. Maintain Competitive Positioning:

Zara must maintain a mid-market price with a fashion-related product to maintain its mid-market positioning amidst its competitors.

9.2 Recommendations for Bangladesh

1. Retail Expansion:

Zara ought to start by setting up brick and mortar stores in key cities to enhance access, brand recognition and experience.

2. Pricing Adaptation:

More affordable pricing policy with chosen lower pricing groups of products or promotional opportunities would assist in overcoming the problem of affordability and increasing the customer base.

3. Digital Development:

There should be increased investment in e-commerce platforms and digital marketing in order to break through the limitation of the infrastructure and expand its market reach.

4. Ethical and Sustainable Practices:

To tackle the issue of ethics, Zara needs to focus on labour standards and transparency in the supply chain to enhance brand reputation (Niinimäki et al., 2020).

5. Localisation Strategy:

Localisation of marketing strategies by suitability to local culture, fashion tastes and consumer behaviour would enhance interaction and market acceptance.

9.3 Overall Strategic Implication

These suggestions illustrate that it requires both market-specific approaches with Zara concentrating on innovation and competitiveness in the United Kingdom and the gradual, adaptive and ethically responsible expansion strategy in Bangladesh.

10. Conclusion

This report is an analysis of the international marketing strategies of Zara in the United Kingdom and Bangladesh with a focus on major variations in market conditions and strategy execution. The PESTEL analysis revealed that the UK has a very favourable macro-environment with good economic conditions, well-developed infrastructure and high consumer purchasing power but Bangladesh has potential to grow but with low income and developing system of retail.

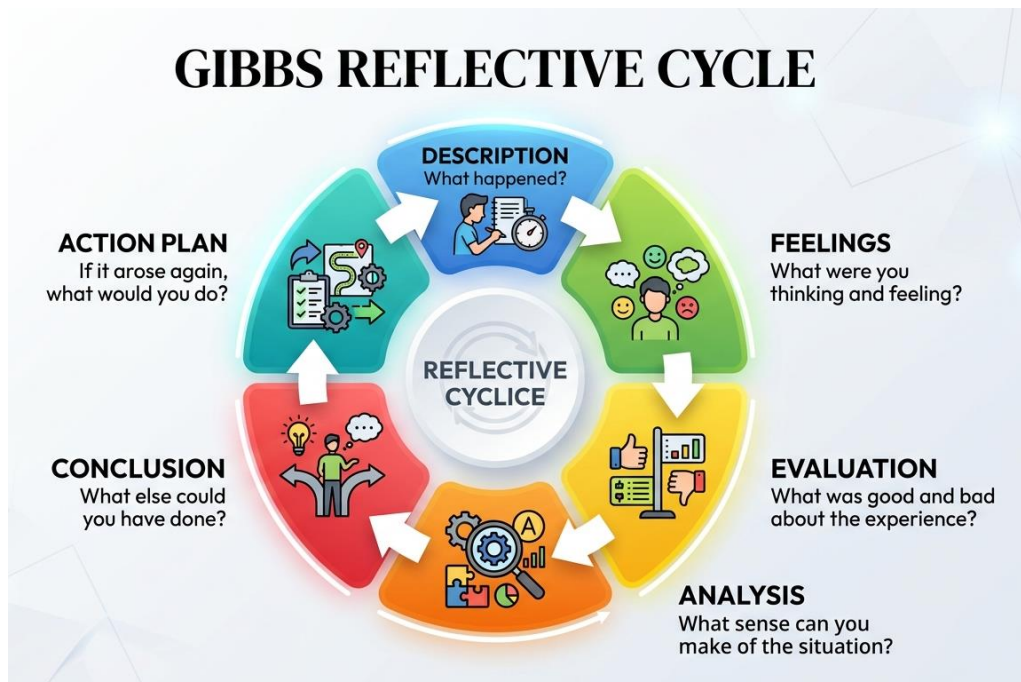
The STP analysis showed that Zara appeals to the mass market in the UK and a niche and high-income segment in Bangladesh resulting in the difference in positioning perceptions. The 7Ps analysis revealed that the marketing mix implemented by Zara is effective and fully practised in UK and the accessibility and affordability constraints in Bangladesh diminish its effects.

The assessment of Ansoff Matrix revealed that market penetration and product development are the main drivers of growth in the UK. Nevertheless, the issue of labour practices and environmental sustainability is still of concern, particularly in emerging markets. Through pricing, accessibility and ethical issues, Zara will be in a

position to consolidate its competitive advantage and attain sustainable long term growth in the emerging markets.

Section 2: Reflective Report (Gibbs Reflective Cycle)

The stages of the reflective process followed in this assignment can be summarised visually below.



Source: Adapted from Gibbs (1988)

The diagram illustrates the six stages of Gibbs' Reflective Cycle, showing how each stage contributed to the development of critical thinking and learning throughout the assignment.

1. Description

This reflective report contains the procedure undertaken in researching, analysing and preparing the international marketing report on Zara, with respect to its operations in the United Kingdom and Bangladesh. To compare the two markets and determine strategic differences, the application of various frameworks, i.e. PESTEL, STP, the 7Ps marketing mix and the Ansoff Matrix was necessary in the report.

The research was carried out based on secondary data gathered on reputable sources of information like the world bank, company reports and scholarly literature. In the analysis, theoretical concepts were necessary to be combined with the actual business practises, especially in regard to the global strategy that Zara applies and its adjustment to various economic conditions.

2. Feelings

I was initially confused about the way of formatting a detailed international marketing report and implementing various frameworks in the best way possible. The necessity to make comparisons between two markets that are very different complicated the task.

Nevertheless, my confidence grew as the research went on, specifically after I started realising how various frameworks like PESTEL and STP could relate to each other. It was not only interesting but also difficult to analyse the strategies of Zara in developed and developing markets as it involves not merely describing but also critical thinking and thorough analysis.

3. Evaluation

The use of structured frameworks was one of my strengths and it facilitated the process of organising the analysis logically. To use PESTEL allowed drawing a distinct comparison between macro-environmental forces, whereas STP and the 7Ps shed some light on the strategic adjustments at Zara.

Nevertheless, there were restrictions as well. Locating pertinent and trustworthy information to Bangladesh was harder than in the United Kingdom. Also, the consistency of all parts and critical point of view demanded considerable effort. Sometimes analysis was prone to be descriptive and not evaluative, which necessitated more refinements.

4. Analysis

The application of the Gibbs Reflective Cycle shows the significance of connecting the theory with the practise. This assignment has enabled me to have a better appreciation of how international marketing strategies should be localised in response to the local market conditions.

Indicatively, the UK and Bangladesh comparison showed how these differences in the economies and the culture impact segmentation, pricing and positioning strategies. The use of the Ansoff Matrix also helped me gain more knowledge in the way companies seek growth in developed versus new markets (Ansoff, 1957).

Furthermore, the examination of the ethical problems within the supply chain of Zara offered the understanding of the nature of international business operation, especially in third world nations. This highlighted the value of sustainability and ethics responsibility in the contemporary marketing.

5. Conclusion

On the whole, this assignment helped me to better learn about the field of international marketing and the strategic analysis. I also learned to be able to analyse business strategies across markets in relation to the theoretical frameworks and critically assess them.

Although the process was not easy at first, it strengthened my research, analytical and problem-solving abilities. It also demonstrated the need to combine various views such as economic, cultural and ethical factors in the study of global firms.

6. Action Plan

- ✓ To improve my approach in future assignments, I would:
- ✓ Increasing my mastery of research by utilising more academic sources.
- ✓ Increasing the critical analysis of an observation with more attention to evaluation instead of description.
- ✓ Better time management to enable me to have more time to revise and improve my work.
- ✓ Gaining a better knowledge of the business ethics and sustainability in the world.

These developments will help me to create more analytically sound and comprehensive work in the future academia and work life.

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