

Understanding and Engaging in the Customer Experience of Zara

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Executive Summary

Business organisations practices customer experience management in order to design and react to the daily interactions with customers to greatly meet or even exceed their expectations leading to increased customer satisfaction, loyalty and advocacy. This report tries to shed light on how to positively influence customer experience for by influencing organisation's ability to maximise customer value by providing the offerings at lower costs and at high quality. The quality modules and standards of Zara puts emphasis on the sustainable development. This report tries to critically evaluate the understanding of the quality processes and the effectiveness in meeting the requirements of the customers. The customer centric attitude puts the customers of Zara at the very centre of the operational objectives and activities of the organisation. The customer value framework also discusses about delivery quality, customer intimacy and orchestrated customer learning. Zara puts greater emphasis on the ethical considerations face by apparel industry. The organisation has strict rule in place for giving zero tolerance for underage workers. The quality control process of Zara ensures that there are reduced wastages and proper standards applied for quality assurance. The customer relationship strategy of Zara follows an IDIC framework in which different level of customers is provided with different level of treatments. Zara also follows a demand driven approach in which the organisation uses a pull strategy to positively influence the customer's expectation by introducing augmented reality in the mobile phones of the customers and AR-enabled shop windows. For critical understanding of these issues various theoretical frameworks, models are incorporated in this report. And these theories and frameworks are incorporated with the workplace example of Zara.

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Introduction

Business organisations in all areas of the world are trying to embrace a customer-centric strategy, which greatly helps the organisations in optimising the customer experience. However, it requires great understanding of what customer experiences encompasses (Webb, 2011).. Customer experience requires a holistic approach including quality modules and standards of the organisation; customer service; customer centrality; value and purpose of Customer Relationship Management (CRM); buyer and seller relationships; managing customer expectations etc. For providing a seamless customer experiences, organisations should also have to critically evaluate the quality process in the workplace and need to evaluate the benefits and challenges of developing and maintaining a good customer relationship (Goodman, 2011). In order to provide a critical analysis of the factors that influence the organisations ability to maximise customer value and to provide a critical understanding of the organisations quality processes and its effectiveness in meeting customer requirements, ZARA has been selected as the examining organisation. Zara SA is a Spanish fast fashion retailer founded in 1975. The organisation is the main brand of Inditex group, which is the world's largest apparel retailer. Zara has 2200 locations worldwide and as of 2017, the organisation manages up to 20 clothing collections a year (Zara.com, 2018).

Critical analysis of the factors that influence Zara's ability to maximise customer value

Delivering customer value is of great importance for organisations, especially in the apparel industry (DOLIGALSKI, 2016). Customers should be willing to pay for the value they derive from the offerings. Different interpretations have been made as for the definition of customer value. From the most general sense, customer value can be defined as receiving the product at the lowest possible price for the quality what is desired and something in return for what is given. However, from various interpretations, two different customer values have been found (Gibbert, Woodside and Golfetto, 2011). One is desired customer value another one is perceived customer value. The desired value of the offering is what the customers expect from a product or service whereas, perceived value of the customers provide can be defined as the customers belief of the benefit that they are likely to receive from the offerings. Customer value is greatly perceived as positive if the quality provided by the organisation is standard and up to the expectation of the customers. Therefore, Zara needs to have total control over its quality standards and modules (Mello, 2012).

Quality modules and standards

Business organisations should try to get themselves the advantage of adding essential quality disciplines as an integral and influential part of the production process. It is crucially important among business organisations to use various tools and techniques such as control plans and product specifications to improve their process of ensuring quality in a continuous manner (Michelli, 2012). Zara, for achieving maximum product quality, puts more emphasis on sustainability management. According to Zara, quality standards are more focused on safe products, which are manufactured in the most appropriate social and environmental conditions. For achieving quality through sustainable development, the organisation works at every stages of their value chain. It ensures quality through design to the right choice of raw materials to the manufacturing processes upto the end of product life cycle (Static.inditex.com, 2018). It ensures quality by adopting the best available techniques to reduce the consumption and environmental impact (McDonald, 2013).

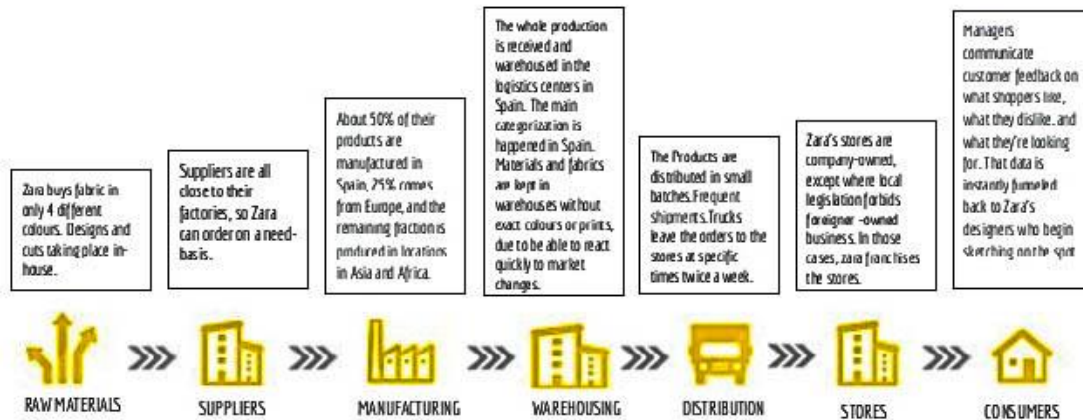


Figure 1: Value Chain Analysis of Zara: A vertically integrated approach

Source: (Michelli, 2012)

Customer Service

Providing superior customer service requires understanding of customer value and models incorporating it (Nickels, McHugh and McHugh, 2013). Customer value is the fundamental business component, which is, however, in most of the cases, ignored. The customer value can be basically defined as the perceived worth of the benefits set that customers receive by exchanging for the total cost related to the offerings along with the considerations of the offerings and costs of the competitors (Shaw, 2013). The fundamental lessons of customer value can be illustrated in the following figure:



Figure 2: Fundamentals of customer value

Source: (Webb, 2011)

Customer value

Zara needs to carefully understand the basic elements of customer value framework, which provides the idea of how well the customers know what they actually need (DOLIGALSKI, 2016). The needs of the customers are naturally hidden and not clearly mentioned. The strategy of Zara here is to follow the path of customer intimacy, which will largely increase the organisation's ability to get to know the customers' better. The other dimension of the customer-supplier scenario is how well suppliers know what the customers need. Zara, here, can focus on delivering quality (Shapiro, 2013).

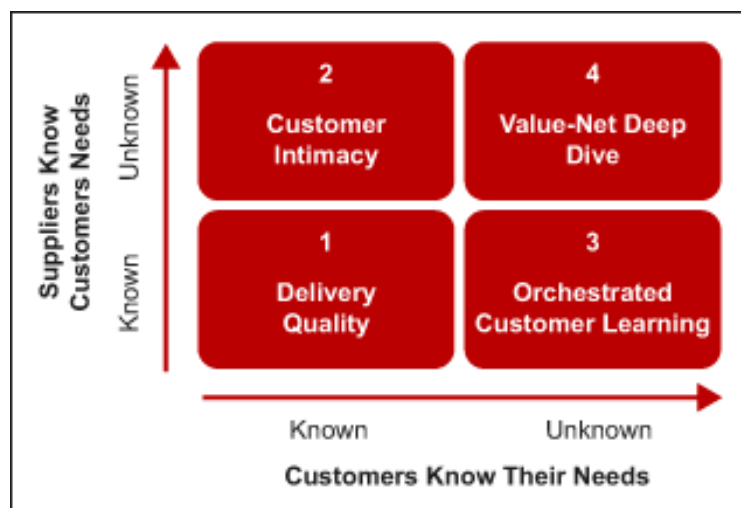


Figure 3: Customer Value Framework

Source: (Shaw, 2013).

The two dimensions discussed earlier can create following four scenarios:

- **Known-known:** The most basic of the requirements is needed in this dimension, which is delivering quality. For this, Zara has implemented Radio Frequency Identification (RFID) technology, allowing the business organisation to be able to make more precise in store product management. This has greatly improved the quality of customer care. Besides, the use of pilot project, which uses a label that customers could use to discover even the minute details to of how and where each garment had been manufactured (Rajagopal and Castano, 2015). Applicable for Zara's men's wear products such as Voile Shirts, Blazers, Pants and Zara special Flowy Floral shirt.
- **Known-Unknown:** Here, Zara needs to discover the clients need by following customers' intimacy path, which is to know the customers better. What Zara did is that it had introduced an employee training program in which, the employees are being

trained to scan, observe, see, detect, examine and recognise the needs of the customers through a deep and intimate process base on trust and confidence. These are the products that Zara provides careful considerations and importance. These are women wears such as Smocked Checked dresses, Asymmetric ruffled dresses etc.

- **Unknown-Known:** In this dimension, the supplier, here, needs to let the customers learn and understand the process through an approach of orchestrated customer learning. This is done in order to reveal the hidden needs of the customers. Zara's finesse and diplomatic skills coupled with the stickiness of the solution is a careful component of the strategy since customers go through this process of learning. Striped Henly T-shirt is one example of this dimension of Zara's offerings
- **Unknown-unknown:** This is a complete unknown situation where both player in the opposite spectrum of the offering delivery process do not exactly know the needs and here there is a possibility of co-creation of maximum synergy between the customers' expectations and the value they are to be received. Zara and its customers can accept that they do not know exact of the value the customers need and to be created by the organisation. But, they can have faith in both of their mutually distinct capabilities, which will help create a common relevant operating picture. Thus, once the needs are created and formulated, there can be approach taken for a targeted solution for specific needs. Completely new cateogory of offerings such as shoes named as Technical Fabric Sneakers, White Embossed Sneakers is a great example of this dimensions (Bhagat, 2012).

Customers are at the centre of the business model of Zara. Zara listens to the needs and desires of the customers and transmits these messages to the design team at different group's brand so that the organisation can act upon these requests and make the offerings tailored to these needs of the customers as quickly as possible. This is why Zara puts their emphasis on focused customer service for making the business model work (Dukes and Zhu, 2016).

Number of messages and calls received in the different customer attention services of the Inditex Group 2014

	Complaints sheets (*)	Messages sales in store	Messages online sales	Calls sales in store	Calls online sales
Zara	3,617	139,141	898,606	10,964	1,914,997

Figure 4: Zara's promot response to customer feedback and requests

Source: (Goodman, 2011).

Z A R A		
	FACEBOOK	22,559,155
	TWITTER	766,966
	PINTEREST	130,000
	INSTAGRAM	3,608,000
	WEIBO (CHINA)	600,000
	VK (RUSSIA)	182,005
TOTAL PER BRAND		27,846,126

Figure 5: Zara's presence on social media to facilitate the customer service

Source: (Zara.com, 2018).

Customer Centricity

Customer centric strategy is the process of doing business with the customers in such a way that the needs, wants and predispositions of the customers should have to be the starting point-point of all decision-making within the organisation. This is done by organisations focusing on providing positive experience before and after sale driving repeat purchase, customer loyalty and profits. A customer-centric organisation focused on providing good service. A recent survey has been conducted on the most important characteristics that business should have in order to establish a good customer experience. 58% of the leading responses were customer centric (Jerger and Wirtz, 2017).

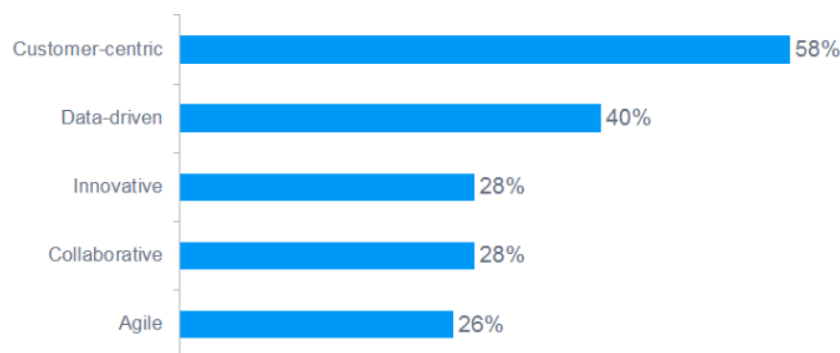


Figure 6: Characteristics that business should have in order to establish a good customer experience

Source: (DOLIGALSKI, 2016).

Zara is an excellent example of how to put the customers in control and collaborating with them to make them infuse into the culture, building seamless communication in the

organisation. This is all possible by putting the customers at the centre of operational strategies of the organisation. The organisation mainly put their emphasis on understanding the items that the customers really want, which is rather different from the traditional prediction of seasonal trends following the promotion of the line. One of the most interesting strategy implemented by Zara is that the organisation does not use advertisement rather they invest heavily on making customers visit their shops by focusing on beauty, historical appeal and location of its shops. The customers associates the location of the organisation with quality products and with their convenience (Bergusson, 2012).

Another example of customer centric strategy used by the brand is that it monitors customer reactions carefully. It make notes of each customer interactions and see which product they buy and do not buy. The report of the feedback is made to the staff and to the headquarters (Paluch and Blut, 2013). The top management then devise strategies for making the offerings tailored to the customers.

Ethical Considerations of Zara

Zara, as a leading brand in the fast-fashion industry, is considering to put more emphasis on their ethical concerns. Zara, having over 2000 stores worldwide, Zara is constantly trying to address the ethical issues that other business organisations face in the apparel industry. Zara provides great transparency in its supply chain management process. This is ensured by the organisations possibility of producing 50% of the production that are taking place closer to the headquarter in Spain. Thus the interested audience can easily monitor the supply chain management policies and the adherence to the code of conduct (D.A. Robinson, P. Chiu and R. Williams, 2012).

One of the most important characteristics of Zara as a fast-fashion apparel brand is its continuous adherence to the sustainable apparel coalition. This particular alliance greatly requires the business organisation to greatly decrease the possible negative environmental and social impacts of the fast-fashion industry. This coalition requires Zara to reduce as much as possible the use of energy in the process of production and stores. Zara, is also looking towards publishing sustainability goals, which has its aim that within 2020, the greenhouse gas emission will be reduced to 20%.

Another ethical consideration that greatly shapes Zara as a positively oriented organisation towards ethical considerations is its strategy to boycott Uzbek cotton. This organisation has been pointed out frequently as having problems with child and adult forced labour. Zara has

also joined to the program of Better Cotton Initiative to promote sustainability. It has also ensured that there is a safe practice for the workers in the cotton industry (Jones, 2018).

The most important ethical consideration that is required from basically all sizes of business organisations is its strategy to make positive environmental impact. Zara has taken a strategy called “Closing the Loop” which focuses on repairing and reusing the products or offerings. This strategy allows the customers of Zara to drop off their clothing and apparel to the store providing the clothes a second life. The organisation has a near distant future strategy to not send anything to the landfills from the stores, head offices, logistics and factories.

Zara is also seen to be using a Greenhouse Gas protocol which will provide guidance for the measurement and reporting of the carbon emissions. This strategy has set the carbon emission target to 15% by the end of the year 2020.

The labour conditions practiced by Zara is considered as good. The ethical fashion report of 2018 has given Zara an A+ in various categories as relations with the suppliers, policies and auditing, an A for better knowing the suppliers. The suppliers and manufactures have been given strict orders to follow code of conduct. There is also a strategy in place to trace the system to know how exactly the products are being made and from where these offerings are coming. Zara’s parent organisation, Inditext has also made it clear that child labour is strictly prohibited in their workplace and explicitly forbid any employees under the age of 16 to be permitted to work (Martínez Barreiro, 2014).

Critical understanding of your organisations quality processes and its effectiveness in meeting customer requirements.

Zara's parent company, Inditex, made it explicitly clear that the organisation strives to ensure that the offerings must meet the most stringent health, quality, safety standards (Aune, 2015). One of the retail analyst of CLSA has mentioned about the successfulness of these brand and reasoned the quick response of the brand to customer preferences for bringing new products to the store behind the success of Zara. Zara has also implemented stringent testing of the offerings of the brand to meet the explicit quality requirements by the brand (Strategic quality management and quality costs, 2011).

Appreciation of the importance of quality control:

Controlling quality is crucially important factor when it comes to the offerings, especially in the apparel industry in which Zara operates in. With the greater and fiercer market competition, business organisations in the apparel industry are putting emphasis on quality for being a differentiator for their offerings. The importance of quality control is important in building a successful business strategy that provides products tailored to the needs and wants of the customers and to exceed the expectations of the customers. Quality control assurance of Zara reduces the waste and makes an impact on operating the business at very high levels of productivity. The quality control system standardisation such as ISO 9001 operated and published by International Organisation for Standardization provides a greater foundation for the business organisation in achieving a wider range of marketing and operational benefits. Business organisations, in the apparel industry, like Zara, are constantly looking for improving their offerings quality. Two ways are widely used by business organisations to ensure quality, which are quality control and quality assurance (Gibbert, Woodside and Golfetto, 2011). These are two techniques by which business organisations make sure that the offerings meet the quality requirements and standards for the offerings. These standard practices make sure that the end offerings provided by Zara meets the requirements and standards defined for the product or service. Zara has its strategy of controlling quality well managed and developed.

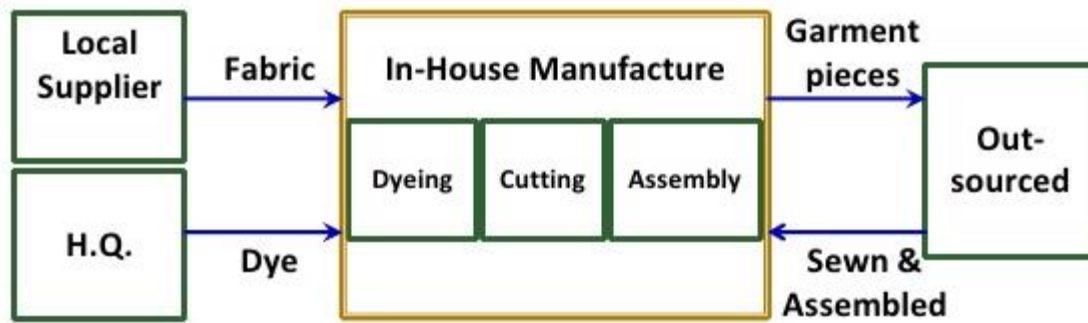


Figure 7: New operational management process to ensure quality by Zara

Source: (Zara.com, 2018)

Zara makes sure that in its pre-production stage, each component of the garment is thoroughly tested before assembling. Closures, Sewing threads, interlinings and other design elements are tested by the organisation before construction. This process largely saves time and money for Zara in the long run. The quality of the fabric is given outmost priority in Zara. The business organisation has the strategy that even if the product is well designed and constructed, if the fabric quality is not what the customers want, the product is likely to be appreciated less by the customers.

Besides, Zara puts emphasis more on the shorter lead times, allowing the organisation to ensure that customers most needed clothes and apparels are at the store all the time. While most of the business organisations put their emphasis on the future demand of the customers and try to make forecast of what they possibly would buy in the future, Zara makes sure that outmost priority is put on the offerings that are to be bought by the customers at a given period (Strategic quality management and quality costs, 2011).

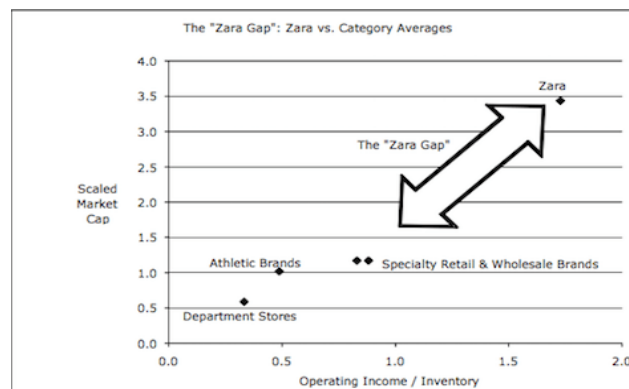


Figure 8: Lead Time of Zara vs Category Average

Source: (Mello, 2012).

In addition, lower quantities, a strategy is ensured through scarce supply, which is reducing the quantity manufactured for a given style. Zara, here, is greatly using this lower quantity strategy to not only reduce its exposure to any single product but also to create scarcity artificially. It runs under this impression that the lower the availability, the more desirable the product. Another advantage of lower quantity is that if an item suffer from lesser sales, there is not a high volume that is needed to be disposed by the organisation.

Appreciation of quality control is also ensured by the organisation by providing more styles by Zara. Zara, rather than producing more quantities per styles, produces a staggering number of styles, an amount of 12,000 a year. The possible distinctive advantage Zara could have from this is that if a style sells out quickly, there are new styles that the organisation can use to take up the shelf. This requires the business organisation to develop more chance to get to the customers with right strategy (Martínez Barreiro, 2014).

Critical evaluation the benefits and challenges of developing and maintaining good customer relationships.

One of the reasons behind the success of Zara's well incorporated CRM strategy is that the organisation collects information about the sales by using CRM software. By using this strategy, Zara has been able to understand which products are popular and designers, with this information are able to produce new items quickly based on the latest trends, styles and colours.

Value and purpose of CRM

Customers, who are satisfied, will return to the organisation a make more purchases of the offerings. The function of managing customers in organisations is named CRM or Customer Relationship Management. The value of CRM is Zara is to be focusing on providing a positive return on investment. The purpose of CRM in the business practices of Zara can be described as a situation in which if it is not actualised and exploited then the organisation might fail to capitalise the potential of the organisation at full breath. The CRM of Zara deals mostly with the clients. This is why the purposefulness of the organisation is mainly associated with the focus area of the organisation. If it is asked to other organisation about what is the main purpose of CRM system/, most of the salespersons would reply that it is to keep clients. In fact, the purpose of CRM of Zara is to attract leads and reduce costs. Zara also looks into keeping its existing customer base because of the possibility that retaining existing customers is less costly than attracting the new ones (Gummesson, 2015).

One of the basic models incorporating Zara's CRM system is the IDIC model. The IDIC model implemented by Zara allows the business organisation to integrate the business functions and generate value for the business organisation. Zara uses the IDIC model to mainly collaborate with the customers and to build distinctions in operations, product and service leadership coupled with the familiarity of the customers. Therefore, it is crucially important for Zara for maintaining a relationship with the customers to accomplish the IDIC model implementations. Four basic steps are included in the model, which are described in the following section:

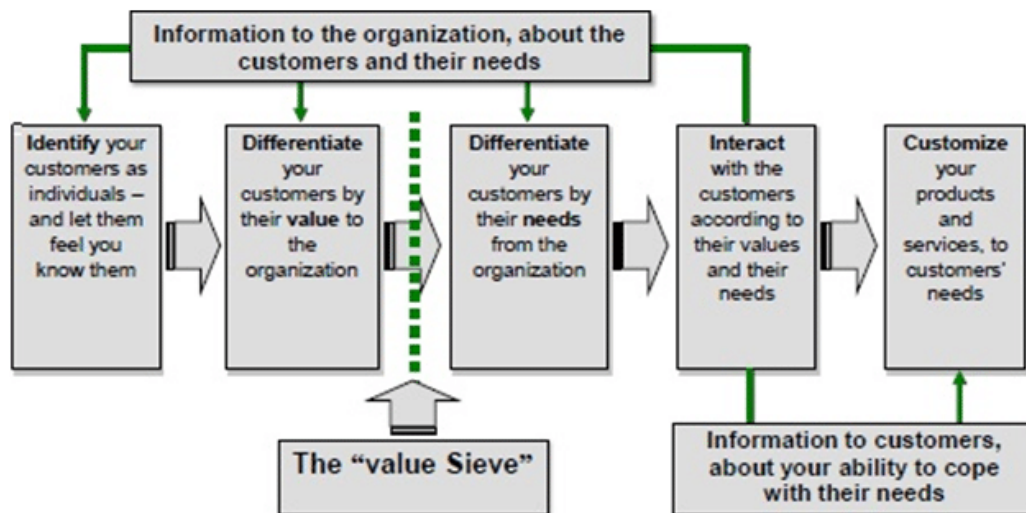


Figure 9: IDIC model of Zara

Source: (Michelli, 2012).

Zara has done a great job in identifying its core customers whom the organisation treats with topmost priority. Zara has done this by identifying this core customers and by gaining a comprehensive knowledge regarding them. Zara has developed a database of its existing customers in which the organisation segregates all the data about the customers, differentiated tastes and visiting time span.

Zara has differentiated based on their possible values for the organisation. The categories that Zara has differentiated its customers are most growable customers, super-growth customer, low maintenance customers, most valuable customers and below zero customers. Zara has differentiated strategy for these different categories of customers. It has chosen to continue to grow the customers, to offer price bundles so that they will be encouraged to spend more for the “Most Growable Customers”. For the “Super growth customers”, Zara has selected to retain and entitle them to various special discounts when they spend above certain amount, for example a 30% off with a minimum spending of £500. For low maintenance customers, Zara has provided after-sales services, such as alteration if asked specifically by the customers or delivery services (Goodman, 2014).



Figure 10: Prioritising different customer categories of Zara

Source: (Static.inditex.com, 2018)

Buyer-seller relationship

Developing good customer relationship management requires business organisations to develop and manage a good buyer-seller relationship. In developing a good buyer-seller relationship the seller need to offer good quality offerings with lower prices and to ask the buyer to order larger volume. In order to provide quality offerings for lower prices Zara follows a unique pricing strategy. The pricing strategy followed by Zara is a low-price strategy where the organisation uses a cost-leadership strategy- a strategy based on low cost products with low prices. The organisation first set the price equally as its price then add a cost plus target margin (Leppard and Molyneux, 2016). Zara produces its products in different parts of the world, exploiting the low cost structure in these country. It produces 50% of its offerings in Barcelona, 25% in Europe, 13% in Hong Kong and 12% in Turkey. It has a high turnover of its products and the implementation of Just-in-time (JIT) inventory management process allows the business organisation to develop a good seller-buyer relationship. By offering quality products with lower price, Zara finds it possible to get further deal with the same buyer and through the passage of time; the organisation will start to get big orders from the customers because of the

development of good customer relationship. As, the volume of sales increases for Zara and the cost of manufacturing goes down since the organisation mass produce its offerings, the revenue increases. This is the reason the supplier takes initiative in building the relationship with the buyers (Assael, 2011).

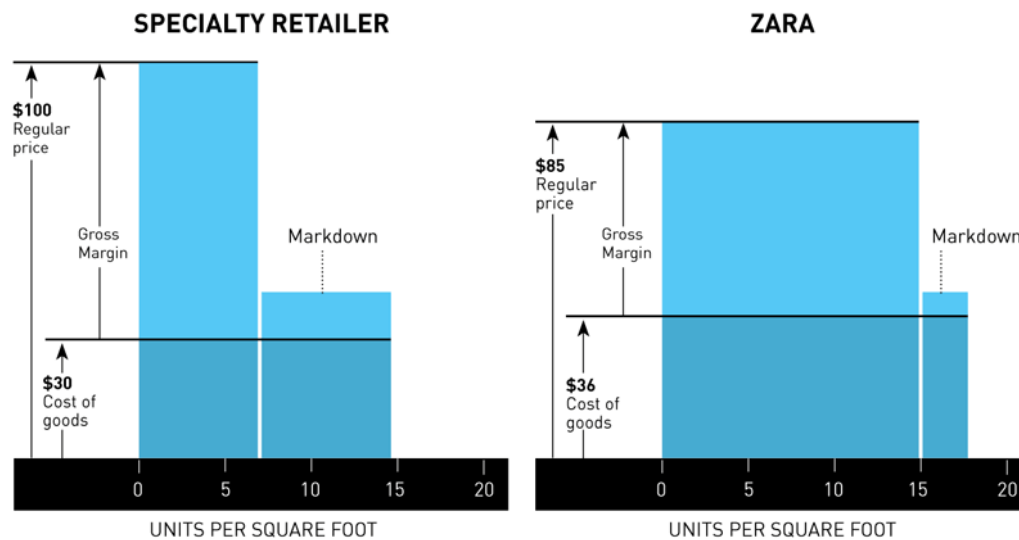


Figure 11: Zara's Competitive Economics

Source: Company Financials and Booz Allen Hamilton

While compared to a different organisation in order to find out the competitive economics strategy applied by Zara it is clear that the organisation has lower prices per products. The advantages Zara enjoys is that the gross margin in the light blue area is 55 percent greater than the other organisation and the sales are 20 percent more units per square foot than the other organisation. Zara also puts emphasis on the good communication between buyer and seller because of having a good relationship among the buyer and seller greatly enables the business organisation to manage a good seller-buyer relationship (Bishop, 2012). Zara's sellers constantly try to keep its buyers well informed about the rewards they are and will be getting by dealing with the suppliers which will necessarily give the buyer a sense of satisfaction and will result in continuous trust and loyalty between the buyer and seller. Besides the organisation uses a demand-driven approach by making the use of a unique communication strategy which helps the business organisation understand what they customers' unique needs and wants are. These needs and wants are then forecasted, planned and scheduled to be implemented in their design and production process which will lead to the distribution of the offerings. This also improves the buyer-seller relationship as the organisation makes the customers feel that their voices are heard and needs and wants are met (Buttle, 2017).

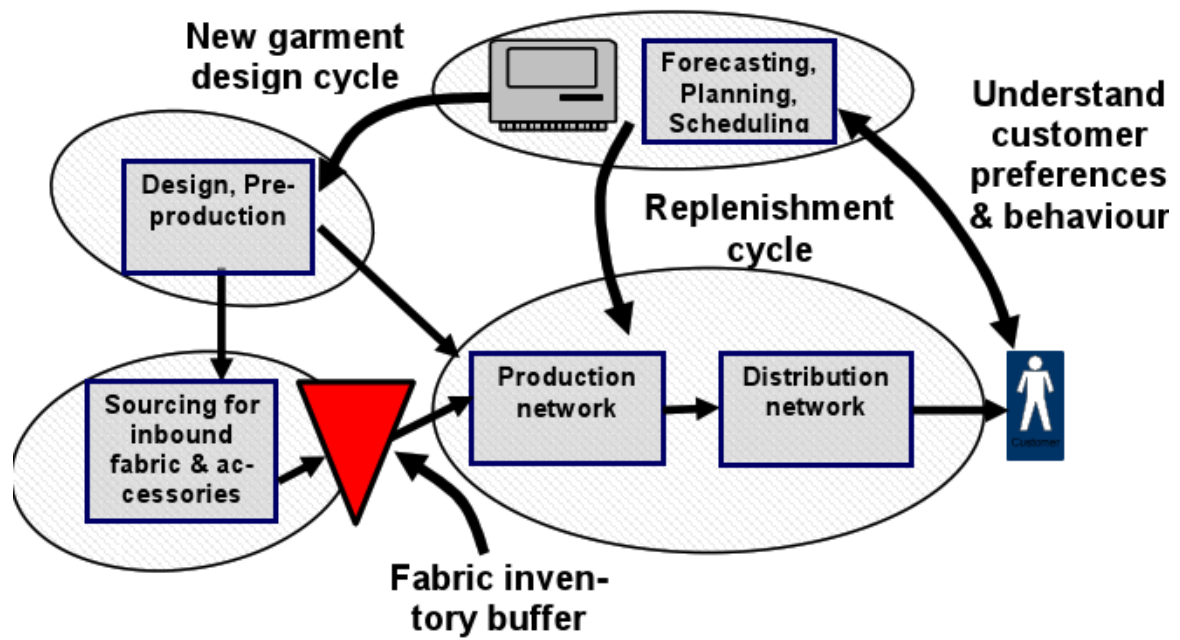


Figure 12: Zara's demand driven approach

Source: (Nickels, McHugh and McHugh, 2013).

Analysing the customer experience of Zara

One survey conducted by Econsultancy and Adobe asked the business organisations to indicate the most exciting opportunity for their organisation in the upcoming year, most of the respondents have replied that it is, one of the most potentials, Customer Experience. The result shows no surprise as business organisations are successfully implementing customer experience strategies to achieve greater customer satisfaction rates, reduced customer churn and increased revenues (Turban, 2011).

Most exciting business opportunity

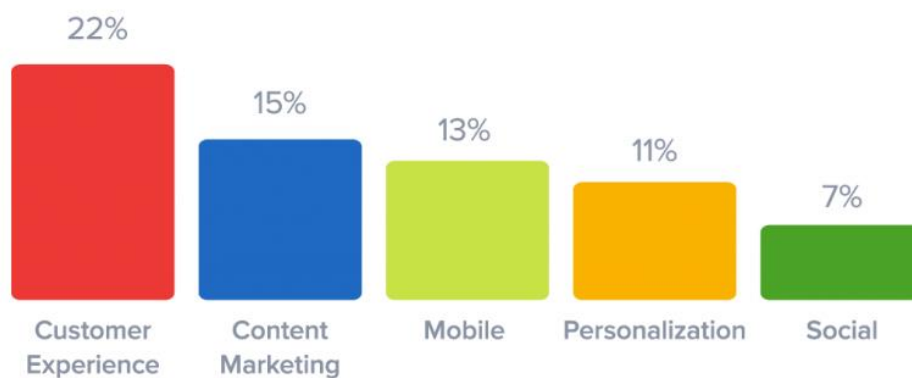


Figure 13: Most exciting business opportunities

Source: (Shapiro, 2013).

Zara, in order to improve its customer experience, has evolved to the new 4Es of marketing,- which substitutes products for experience; new price for exchange; promotion for evangelism; and new place for every place. This strategy has largely put customers at the centre of the business strategy of Zara (Zhao and Tao, 2012). This has greatly manages the expectations of the customers. In its attempt to manage customers' expectation, Zara has introduced augmented reality experience in its stores. Customers, here, can make the use of their mobile phones to see the models wearing selected fashions when they just need to clink on the sensors in the store or displayed on AR-enabled shop windows. By this, Zara not only manages its customers expectation but also induce some curiosity within the minds of the customers. This is a great

example of the pull marketing strategy used by business organisations. Customers, in their innate nature, are programmed to satisfy this curiosity. Zara, using pull strategy, excels in managing the expectation of its customers unlike its competitor H&M, which uses the push strategy to put the brand in the minds of its consumers by using various promotional strategy. There were days when the product offered by the organisations were considered to be the king of the organisation. But in the new retail economy in which Zara operates, it is experience that matters the most in customers' minds. Zara has greatly capitalised this and uses the newer, more radicalised 4E strategy (Trompenaars and Coebergh, 2013).

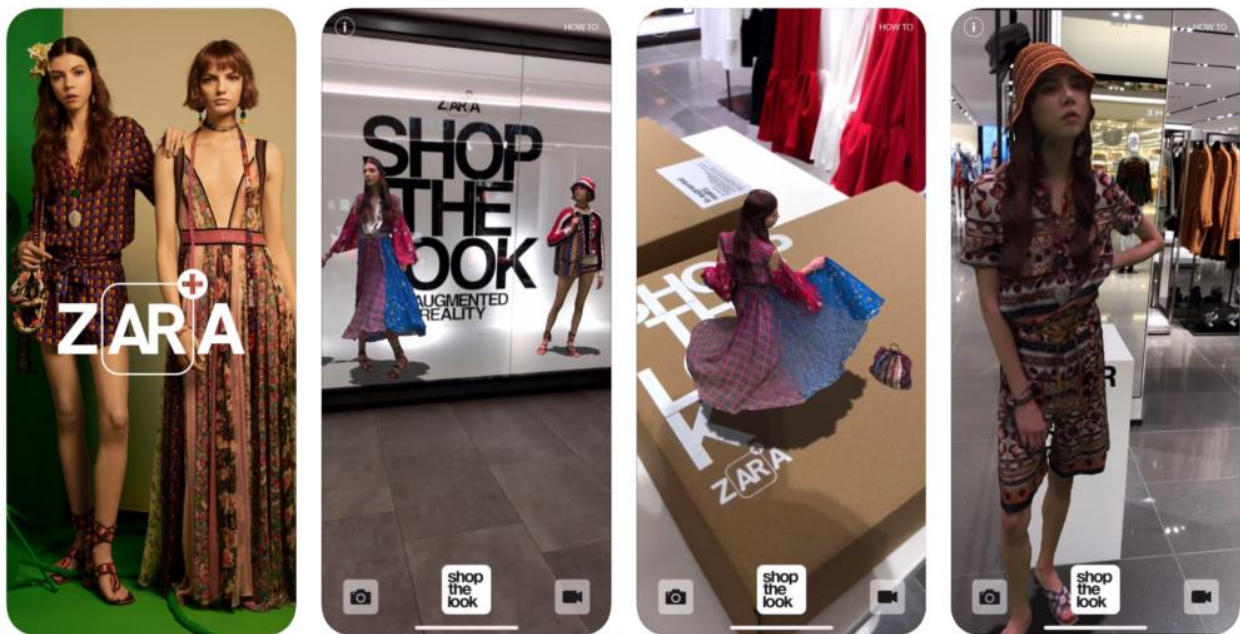


Figure 14: Augmented Reality Experience of Zara

Source: (Rajagopal and Castano, 2015).

Zara, being one of the best retailers of apparels, also capitalises greatly on providing great store experience by offering reasons continuously in the minds of the customers to make visit to the stores and greatly helps them in catching the hottest trends at a very affordable price. Thus, Zara just does not manage the expectation of their customers but it also induce new offerings to positively influence the expectation of its customers. Zara, thus, has been able to cultivate a loyal customer base, in which the customers visit the stores six times a year compared to those of its competitors who visit two or three times per year. Besides, Zara has been able to carefully implement a fast-fashion experience formula with frictionless shopping at a very highly curated product environment in which there will be new styles to be provided in rapid manner. Zara's

unique strategy to manage customers' expectation is to allow them to quickly and efficiently navigate through the store to explore the offerings (Armstrong and Kotler, 2014).

Improving customers experience requires Zara to get to incorporate many other strategies from streamlining checkout with self-service to the click and collect fitting room tech.

Zara, currently, is one of the most in-demand retailers as it ranked as 51st most valuable brand in the world by Forbes. Zara has introduced many interactive services to improve customers' experience in-store such as self-service checkouts. This technology mainly allows the customers to skip the wait of the long queue and to buy their items by using do-it-yourself kiosks. This provides the customers with a seamless easy-to-use experience. This technology has one of its best experience as it adds any item to the basket that is to be held up in front of it.

The click and collect & fitting room tech introduced by Zara has greatly reduced the lead-time to be used in the process of ordering. Customers can greatly enjoy the online ordering system by using this click and collect feature. Instead of this strategy, there is also a strategy for the customers to collect the offerings via the payment system in store. The Radio Frequency Identification Strategy or RFID technology offers the customers recommended or coordinating items when the customers scans anything in the store.

The features provided in fitting room is an innovative technology and it is not something that can be seen in regular retail cloth stores. This can be used greatly to reduce the stiff competition of Zara.

Conclusion

Customer experience, from the point of view of commerce, can be defined as an interaction between an organisation and a customer over the duration of their relationship. This is basically a three-part approach in which the interaction is made. These distinct parts are the customer journey, the customers' interaction points with the brand and the environment which the customer experiences. When all of the points of contacts of the customers matches with their expectation, a good customer experience is considered to be made. This is why organisations, especially in the apparel industry puts their emphasis on improving customer experience with the brand. This will greatly benefit the business organisation by not only increasing the possibility of increasing the sales of the organisation but also improving the positive word-of-mouth strategy to be used by the customers. The implication of a good customer experience has greater impact on overall customer satisfaction as the customer experience incorporates various aspects of the offerings of the organisation. The quality of the customer care increases the reliability of the brand in the minds of the customers. Zara successfully manages the quality control process, the modules and the standards for providing a great customer experience as well as, maintaining a good customer relationship program. Zara has also successfully made the use of technology to greatly increase and improve the experience of the customers. The quality management process applied by the brand has also made sure that good practices of quality management are well accepted by the employees of the organisation. The attempt to strict adherence to sustainable development as ensuring strict protocol against child labour and quality assurance in the raw materials was successful and Zara has put the business organisation in a place to enjoy greater customer relationship. By ensuring a good relationship with the customers, Zara has managed to promote the business in the most efficient manner. The organisation's CRM strategy puts its customers at the centre of its strategy and Zara is good at operating with their strategy cantered to the well-being of the customers. In addition, through the implementation of a centralised CRM strategy the organisation has successfully been able to improve the customer experience.

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