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The Challenges of the Fast Fashion Industry Using the Example of Zara – A Perspective of Modern Consumer Behaviour

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Abstract: This paper examines the challenges faced by the fast fashion industry. The issue was discussed from the perspective of modern consumer behaviour and its impact on the activities of companies. The purpose of this research was to show how the fast fashion industry strives to meet the needs of today's shoppers by adapting its practices to new consumer trends. The characteristics of contemporary society and its purchasing choices, presented at the beginning of the research, provided a context for reflections on the specifics of operations in the fast fashion industry. A key aspect of this study is the analysis of Zara's business practices, which made it possible to accurately present the relationship between the expectations of modern consumers and the solutions introduced by the company.

Keywords: fast fashion, modern consumer behaviour, liquid modernity, consumerism, new consumer trends, Zara.

1. Introduction

This paper focuses on the fast fashion industry and the practices used in it, aimed at meeting the requirements of modern consumers. Contemporary society, whose preferences are variable, is closely connected with the concept of liquid modernity. Along with the development of technology, easier access to information, and popularisation of the idea of sustainable consumption, new consumer trends have emerged over the years.

These trends are also evident in the fashion market. Shoppers want effortless access to diverse clothing that they can quickly purchase at a good price. Hence, the fast fashion industry is now growing so rapidly. Fast fashion at a dynamic pace provides constantly updated cheap products that refer to latest designs from the catwalks.

A lot of research has been carried out on fast fashion, however, due to the complexity of this sector, most authors focus only on narrow aspects of fast fashion companies' operations. Mihm (2010) concentrated on sourcing strategies and methods, while Backs et al. (2021), as well as Barnes and Lea-Greenwood (2006), analysed mainly supply chain strategies.

Consequently, there are few publications showing fast fashion in a broader perspective. As an example, Bhardwaj and Fairhurst (2009) discusses the variety of changes that have occurred in the fashion apparel industry since the 1990s, highlighting the emergence of the concept of fast fashion. Nevertheless, the genesis of the transformation itself was not discussed, omitting the analysis of factors motivating consumers to particular actions. Additionally, theoretical analysis in this field is scarce.

When concentrating on the practical aspects of the strategies employed by the major fast fashion brands, researchers neglect to analyse the source of this phenomenon's development. It is also difficult to find publications depicting the structure of modern society as a reference point for the popularity of fast fashion. Moreover, there is a lack of research clearly showing the links between the latest consumer trends and the solutions introduced by fast fashion companies.

The major objective of this study was to explain how Zara, one of the largest fast fashion companies, attempts to adapt to modern consumer preferences and current trends, while also analysing the relationship between changes in consumer behaviour and the practices of Zara.

This research follows a single-case study design, with an in-depth analysis of secondary data from previous publications. Zara, which is perceived as a fast fashion pioneer, was selected as a single unit. The use of this method allowed Zara's practices to be studied from multiple perspectives.

The overall structure of this paper takes the form of three sections. Section 2 concerns the behaviour of modern consumers and the emergence of new consumer trends. Section 3 focuses on the business practices of a fast fashion company, describing the research design and detailed structure of the case study (Zara). Finally, Section 4 presents a summary of the research findings and conclusions.

2. Theoretical background

2.1. Modern consumer behaviour

Analysing the behaviour of modern consumers, it is possible to notice links between them and the society of 'liquid modernity' outlined by Bauman. This notion describes a set of social phenomena characterizing civilization at the turn of the 20th and 21st centuries (Urbaniak, 2014).

Bauman (2006) in his theory refers to the characteristics of liquids, and treats them as a metaphor for contemporary times. In the modern world, nothing is truly permanent, and changes in contemporary society are occurring more and more rapidly. For individuals, satisfying their own needs has become a crucial objective. Addiction to comfort and instant gratification leads to waste and the avoidance of any kind of responsibility.

Liquid modernity is also characterised by ubiquitous marketisation and commoditisation, functionalism, and pragmatism. The contemporary orientation

towards own welfare and comfort has been transformed into an exemplary valuation scheme based on criteria which are in fact consumer market criteria. Individuals have thus turned into an integral part of the market, performing simultaneously the functions of consumers and goods. Thus, a liquid society can be equated with a consumer society (Urbaniak, 2014).

An inherent aspect of a consumer society is the addiction to constant consumption driven by promises created via the medium of advertising. Diversified marketing efforts keep buyers in a state of permanent 'hunger' for more goods (Urbaniak, 2014). Manufacturers provide an increasingly diversified product offer, which allows for the fulfillment of various cravings to achieve pleasure or self--expression. Contemporary consumption has therefore also acquired a symbolic dimension (Prendecki and Rejman, 2013).

Modern consumers have abandoned the idea of moderation, often compulsively 'consuming' the world. Fast consumption is supposed to guarantee hedonistic experiences and immediate gratification. This culture is distinguished by progressive commoditization, fragmentation, changeability of desires, and forgetfulness (Iwasiński, 2015). Simultaneously, the sacralization process of consumption is also visible. The functions of religions are substituted by other institutions such as the economic system (Biedrzycki, 2007).

Another important factor influencing the form of consumption is the progressing globalization, which has allowed consumers to benefit from shared symbols on a larger scale (Firat, Kutucuoglu, Arikan Saltik, and Tuncel, 2013). The individual, buying to satisfy his/her basic needs, has been replaced by the recreational shopper who equates spending money with pleasure. Consumption is thus identified with a new form of entertainment (Prendecki and Rejman, 2013). The pleasure-seeking consumer is characterized by a constant striving for the latest models of goods (Prendecki and Rejman, 2013). Hence, there is a growing prevalence of impulsive and compulsive patterns of consumption (Kacprzak-Choińska, 2010).

Things are chosen for their beauty or current fashion, and thus ethics is replaced by aesthetics (Biedrzycki, 2007). Contemporary consumerism is reinforced by consumer infantilism which is characterized by putting the easy over the difficult, the simple over the complex, and the fast over the slow. The effort-averse and constantly hurried consumers seek to satisfy their needs as quickly as possible at the lowest cost (Mirońska, 2010).

In line with Mirońska (2010), who follows Kotler's opinion (2010), the determinants influencing consumer behaviour can be broken down into cultural, social, personal, and psychological elements. Customer reactions to transformations in their environment have led to the development of new consumption (Reformat and Reformat, 2018). Moreover, emerging consumer trends shape the way businesses operate, prompting companies to adapt their product offers to modern consumer realities (Shaw, 2002).

Investigating the phenomenon of new consumption, one can indicate the high intensity of virtualization as one of its characteristics (Bywalec, 2010). Nowadays, the Internet has acquired a transactional function, creating a space for conducting various types of business, and moreover, young consumers have become fundamental players in the e-commerce market (Jaciow, Stolecka-Makowska, and Wolny, 2013).

Two main forms of e-consumption can be highlighted. The first one is identified with the concept of the e-consumer, while the other is defined as virtual communities that, by adopting computer networks as their primary means of communication, pursue the aims of belonging, social identity, and information (Grybś-Kabocik, 2017). In a general sense, the term e-consumer refers to an individual who uses the Internet to make purchases. Concurrently, the exploitation of technology does not have to take place at all stages of the purchasing process. The e-consumer is identified with convenience and respect for time, at the same time being constantly on the lookout for the best offers, showing respect for value (Jaciow et al., 2013).

Technology development has created new points of contact with customers. Contemporary solutions give shoppers the opportunity to choose between different channels, creating the phenomenon of multi-channeling. The modern consumer moves effortlessly between multiple channels and adapts the preferred way of buying to the current needs and stage of the purchasing process. (Zalega, 2019) Consumers want a convenient form of interaction with companies that, even when started in one channel, can be continued in another (Zalega, 2016). Consequently, an omnichannel environment has also emerged (Bell, Gallino, and Moreno 2014).

The paradigm of the consumer society intersects with that of the information society (Kacprzak, 2017). Modern technology has opened up a wide range of information to buyers and hence the phenomenon of consumer empowerment can be observed. The uninformed purchaser has transformed into an active consumer who compares products and prices, and shares discoveries, experiences, and opinions with others (Kacprzak, 2017). Shoppers, characterised by greater market awareness, value the transparency of brands and expect them to provide reliable details about products (Mirońska, 2010).

With progressing virtualisation, society has gained valuable tools to make increasingly responsible decisions (Zalega, 2016). The new type of consumer is defined by cleverness, intelligence, pragmatic thinking, rationality, activity, independence, education, and awareness of one's rights and needs (Reformat and Reformat, 2018).

The previously described phenomena of excessive consumption expand the demand for various types of natural raw materials while increasing the level of waste and pollution generated (Tkaczyk and Kołuda, 2013). Referring to Bauman's opinion (2006), the society of liquid modernity avoids all effort and any responsibility for actions taken. However, contrary to this pessimistic vision, new consumers increasingly understand the impact of their actions. Risk-conscious modern consumers are more concerned about their health and that of the planet, appreciating the value of sustainable consumption (Kurzak, 2016).

Nevertheless, despite the growing popularity of this trend, a large group of purchasers is still cautious about it. On the one hand, they are aware of the negative impact of human activity on the environment, and on the other, they do not want to give up the solutions that make their lives easier and more enjoyable (Kurzak, 2016).

The sustainable approach has an impact on the 'ecologization' of consumption, which is aimed at reducing the utilisation of non-renewable environmental resources and minimising environmentally harmful waste (Bywalec, 2007). Consumers appreciate products that have been developed in accordance with environmental protection requirements, and thus they induce companies to take ecological actions (Tkaczyk and Kołuda, 2013).

New consumers expect companies to provide attractive products at affordable prices. They are therefore guided by pragmatism when looking for good opportunities. In addition, the trend of pragmatic consumption also includes the fashion for being frugal. On the one hand, shoppers, even with high incomes, are keen to buy in discount or second-hand stores and, on the other, still want to emphasize their social position and build prestige by purchasing expensive products. The result is a category of cross-shoppers who mix price categories and sales channels, seeing the usefulness of items from different price levels (Mirońska, 2010).

Considering the previously described changes in consumer behaviour, it can be concluded that the modern consumer is operating in the market with greater awareness. New consumption is increasingly based on dialogue and interaction, which is heavily influenced by the development of the network society. In addition to simply enhancing consumer knowledge, these transformations also enable higher social control of the market. Buyers progressively understand their needs and the market is becoming a reflection of their preferences and desires (Iwasiński, 2016).

The purchaser is an important market operator for companies. Meeting such rapidly modifying customer needs is a real challenge for brands. Hence, contemporary market realities force companies to constantly observe consumer behaviour and adjust their strategies accordingly. Moreover, it has also become necessary to move away from viewing the consumer solely as a source of profit and start treating him/her as a business partner (Tkaczyk and Kołuda, 2013).

3. Business practices of a fast fashion company

3.1. Research design

The research goal of this work was to explain how one of the largest fast fashion companies, Zara, attempts to adapt to modern consumer preferences, needs, and current consumer trends. In this way, the relationship between changes in consumer behaviour and the practices of Zara was analysed.

Table 1 presents the research objectives that were identified and the main connected research questions.

Table 1. The goals of the research

Goal	Research questions
To explain how Zara attempts to adapt to modern consumer preferences, needs, and current consumer trends.	How and using which methods does Zara meet the needs of modern consumers, and what are the results?
	What are the main goals of Zara?
To analyse the relationship between changes in consumer behaviour and the practices of Zara.	How have Zara's actions changed over the years?
	How is Zara perceived by consumers?

Source: own elaboration.

In order to work with highly reliable information on the activities of Zara, the case study method was chosen. This approach enables an in-depth analysis of the complex processes in a rapidly changing environment (Vissak, 2010). Therefore, considering the dynamics of the industry and fast fashion companies, the use of this method made it possible to obtain authentic data from various sources and facilitated their analysis from different perspectives.

In the conducted research, a single-case design with a single unit, Zara, was selected. The study was based on the interpretation of secondary data that provided information about the activities and strategies of this brand. Thus, the knowledge gathered in this way made it possible to find answers to the research questions posed earlier and to formulate conclusions presented later.

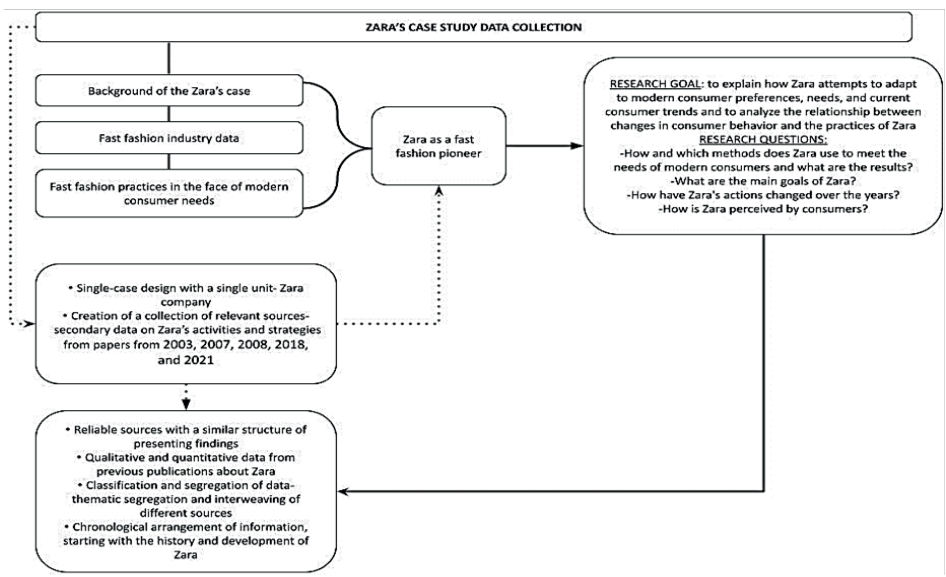

Figure 1. Zara's case study data collection

Source: own elaboration on the basis of (Reddy and Agrawal, 2012).

Figure 1 based on the work of Reddy and Agrawal (2012), shows the conceptual framework and sequences for designing Zara's case study using secondary data. At the beginning of the study, the fast fashion industry was selected as an area where fashion brands are trying to meet the demands of modern consumers. The next step was to create a collection of relevant sources. Consequently, the knowledge provided by other researchers was used. Important criteria in the selection were the procedure and quality of the study described and the method of data analysis or reporting (Reddy and Agrawal, 2012).

The papers referred to were from 2003, 2007, 2008, 2018, and 2021, which made it achievable to observe changes in Zara's activities. At the same time, last year's data increased the reliability of the case study.

After an in-depth reading, the classification of data took place, and all the information was arranged chronologically. The next stage was the analysis of particular fast fashion actions, brand policy, and changes concerning activities for sustainability and technology development.

In order to maintain a structured form, the information obtained was thematically segregated and interwoven with each other. In this way, each issue was illustrated based on the findings of several researchers, which positively contributed to the credibility of the entire study.

The analysis of the collected data and the formulation of conclusions constituted the final stage of the research. After reviewing the methods used by Zara, it became possible to see the relationship between the fast fashion solutions implemented and the shoppers' expectations. At the same time, the data gathering and discovery of insights focused not only on theory or concept advancement but also on understanding Zara's operations as a fast fashion company in the context of the needs and requirements of modern consumers.

3.2. Zara – the case study

In 1975, Ortega founded the first Zara retail shop in La Coruña. Starting with 6 stores, the brand developed dynamically in the 1980s, bringing its activities to all major cities (Ferdows, Lewis, and Machuca, 2003). From the very beginning, Zara focused on quickly delivering diverse products at a reasonable price to the mass market. While the company provides a rich product offer, introducing new designs several times a week, it also maintains such a level of diversity that every customer can feel the uniqueness of the purchased item. Consistently, Zara is considered a pioneer of fast fashion (Aftab, Yuanjian, Kabir, and Barua, 2018).

The company follows a low inventory policy. Hence, the regular rapid replenishment of stocks is an important element (Ferdows et al., 2003). Zara is focused on clothing with a shorter life cycle. Their designs contain more fashionable elements, but simultaneously, based on the assumption of no need to ensure their long service life, the products are made using cheaper materials (Aftab et al., 2018).

Zara is also distinguished by its pricing policy. Determining the price customers are willing to pay and considering the prices of competitors, the brand provides the market with products up to 15% cheaper than other companies. Zara creates high--margin products based on short-term demand forecasts and customer feedback. In effect, it reduces inventory costs and mark-down losses (Aftab et al., 2018).

Furthermore, Zara offers fashionable products that can easily be combined with expensive designs by famous designers. The brand is able, even within a few weeks of a fashion show, to transfer similar models to stores. Such a quick response is possible, among other things, thanks to cooperation with specialist companies tracking and forecasting trends. This is also influenced by extensive information infrastructure (Tokatli, 2008).

The company pays a lot of attention to store décor, locations, and the way clothes are displayed (Tokatli, 2008). These aspects are so important to the brand because they represent the kind of marketing it prefers (Mihm, 2010). Zara's business model relies on a quick response to market needs and the democratisation of fashion. The brand has focused heavily on just-in-time production and vertically integrated design. Zara bases its production on consumer demand, aiming to shorten the design-to-retail cycle. It mainly uses its own factories, which are responsible for more capital-intensive and value-added-intensive stages. More labor-intensive and less value-added-intensive activities, such as sewing, are outsourced (Crofton and Dopico, 2007).

Zara's vertical integration has increased the flexibility of the entire supply chain. With a super-responsive supply chain, Zara has moved away from seasonal product planning to smaller collections, reaching 20 'seasons' per year. This has enabled the design-to-retail cycle to be shortened to 15 days (Aftab et al., 2018).

The brand also uses an integrated information system that streamlines the transfer of information from retail stores, in which unified POS systems and personal digital assistants (PDAs) have been installed, to other business entities (Aftab et al., 2018; Crofton and Dopico, 2007). Zara's success is also based on the cooperation of its various departments. Through e-collaboration tools, store managers send key information about true customer needs to higher levels, enabling the company to anticipate trends almost instantly (Mihm, 2010). Simultaneously, fast delivery speed is possible thanks to the centralised distribution centre and specialised logistics system (Ferdows et al., 2003).

Zara has its own factories with manufacturing competencies. The company has distinguished itself in the market as one of the few that chose not to outsource most of its production to other countries with cheaper labour (Tokatli, 2008). It assumes that close production is a necessary condition to produce faster and to reduce the lead time (Crofton and Dopico, 2007). Yet, nowadays it is easy to find in Zara products made in foreign countries. However, the literature does not contain much information about Zara's overseas suppliers (Tokatli, 2008).

Zara focuses on recreating the styles of great designers and selling products inspired by the most popular models at a much lower price. The brand attracts mainly young and middle-class customers who are interested in fashion. Zara, imitating high-end brands, has given its goods more exclusivity (Duoyan, 2021).

Maintaining a high level of product diversity is achievable by the introduction of standardisation in the design phase through standardised design modules – 'vanilla boxes'. This approach makes it possible to delay the moment of product differentiation. However, before the goods are finally put on sale, their prototypes are created. Manufacturing on such a large scale also requires a steady supply of materials. Zara acquires fabrics in undyed and uncut form to quickly adapt them to the current customer preferences in its own production facilities (Aftab et al., 2018).

To ensure a positive buyer experience, Zara strives to streamline the buying process by reducing waiting times, creating a diversified product range, and providing a return or exchange option (Aftab et al., 2018). In 2016, RFID technology was introduced, which, through the implementation of digital tags and interactive fitting, offers the chance to quickly identify and locate products. Furthermore, Zara has developed technologies such as mobile payments, quick check-out registers, and mobile checkout systems. Moreover, the company relies on the integration of its various sales channels (Aftab et al., 2018).

However, it seems Zara does not pay as much attention to the quality of the products themselves, and such intensive large-scale production has a negative impact on the environment (Duoyan, 2021). Zara, feeling pressure from increasingly eco-conscious consumers, has also decided to make a move towards sustainability. In 2020, it reached the level of 100% eco-efficient stores, additionally training its employees in circularity (Jha and Veeramani, 2021).

Zara has also created the Join Life collection. Referring to the research conducted by Gheorghe and Matefi (2021), it can be concluded that Zara actually uses recycled fibres, as described on the product labels. However, analysis of the Join Life collection also exposed the weaknesses of this concept. Despite the declared support of the idea of sustainable development, the large use of synthetic and semi-synthetic fibres was noticeable in the collection. Additionally, a big proportion of these garments are made from a combination of several fibres, which reduces the possibility of subsequent recycling.

Even when promoting responsible business practices, Zara still remains a clear example of fast fashion. In spite of all the talk about sustainable products, a brand that changes the product range so quickly, constantly prompts customers to large consumption (Jha and Veeramani, 2021). Although Zara strives to build the image of a company that cares about the environment, it is the use of synthetic materials that allows for the cheap and fast production of new clothes (Gheorghe and Matefi, 2021).

4. Summary of Research Findings and Conclusions

4.1. Conclusion

The company, taking into account the dynamics of modern society, focuses on the rapid delivery of a diversified product offer. This is achievable thanks to standardised design modules, a super-responsive supply chain, increased flexibility, and frequent delivery supported by a centralised distribution centre. Moreover, Zara relies on a shortened design-to-retail cycle, quick response, lean inventory, just-in-time production, vertically integrated design, production in its own factories, and the abandonment of the model of seasonal lines.

Modern consumers want to fit into society's trends, but not everyone can afford to purchase expensive designs. With a focus on quickly recreating famous designs, Zara delivers trendy products at affordable prices, yet its offer does not give a sense of 'cheapness'. The brand builds its image by investing in the décor of stores and creates a sense of uniqueness through limited quantities of individual products.

Nowadays, the role of the consumer in the market has strengthened. Hence, Zara relies its production on consumer demand and improved information flow, while being also focused on generating profits. The company creates high-margin products based on short-term demand forecasts.

Zara aims to build a more high-end image. New technological solutions and other types of facilities are consistently introduced to positively affect the customer experience and improve the entire purchasing process. The company is perceived as a fast fashion pioneer. Its customers appreciate the possibility of buying cheap clothes similar to more expensive ones, however Zara also faces some criticism and accusations of plagiarism.

With the emergence of conscious consumers, Zara also wants to create an image of a more sustainable brand. Nevertheless, a closer analysis of Zara's sustainability raises some doubts. To offset bad opinions about the negative impact on the environment, Zara emphasises its commitment to sustainable solutions. A well-thought-out strategy of advertising greener activities such as the creation of the Join Life collection, to some extent calms the superficial fears of buyers who, rather than pursuing their sincere beliefs, follow the currently popular trend of sustainable consumption. However, more engaged and conscious consumers recognize problems with brand transparency and some inconsistencies between Zara's environmental claims and its actual practices, finding Zara's sustainable policy more of a marketing strategy than a genuine concern for the planet.

Table 2 presents Zara's methods and business practices in relation to major modern consumer trends and needs. All the information presented in Table 2 shows the importance Zara attaches to adapting its own practices to contemporary consumer preferences and needs. Along with the changes taking place on the market, Zara's strategy itself has also changed, enabling building the image of a brand listening to its own customers. At the same time, Zara's introduction of activities

Table 2. Comparison of the main modern consumer trends and needs with Zara's business practices

Modern consumer trends and needs	Zara's business practices
Variability and constant search for novelties	Diversified product offer; new products several times a week; frequent updating of the assortment; clothes with shorter life cycle; more frequent smaller collections (20 'seasons' per year); standardised design modules – 'vanilla boxes'
The rapid change in consumer demand	Relying on short-term demand forecasts; low inventory policy; frequent inventory turns; extensive information infrastructure-integrated information system; tight integration of operations; quick response; just-in-time production; vertical integration-ownership of various operational stages; production in own factories; shortened design-to-retail cycle; increased flexibility; super-responsive supply chain; responsive communication channels (POS system, PDAs); cooperation of various departments; e-collaboration tools; observations of consumer behaviour; fast delivery thanks to the centralised distribution centre and specialised logistics system; closer production; lean inventory; reduced lead time; acquisition of undyed and uncut fabrics
Keeping up with trends and fashion	Fast transfer of trends from the catwalk to stores; products inspired by the latest styles of famous designers; cooperation with companies tracking and forecasting trends; limiting the sale of basic garments and production of more fashionable elements
Search for the best product offers	Affordable products; own pricing policy; products up to 15% cheaper than those of other companies
Cross-shopping	Promoting the combination of cheaper products with more expensive designer projects
Consumer empowerment	Adjusting production to customer demand; prototyping and use of consumer feedback; collecting information about customer preferences in real time
Shopping as a form of entertainment	Enhancing the customer experience – thoughtful décor, atmosphere and location of shops, reduction of waiting time, diversified product offer, return or exchange option
Self-expression through consumption	The ability to combine clothes and create an individual style; increasing the sense of exclusivity and uniqueness through the limited number of individual products and their time of availability
Virtualisation of consumption, e-consumption	The e-commerce website; RFID technology-digital tags, interactive fitting rooms, mobile payments, quick check-out registers, mobile checkout systems
Multi-channeling and omni-channeling	Integration of its various sales channels (stationary and online stores)
Sustainable consumption and ecologisation of consumption	Building a responsible brand image; policies towards water, climate change and energy, biodiversity, and closing the loop; sustainable goals set for the future; 100% eco-efficient stores; containers for used garments; paper bags; pursuit of zero discharge; utilization of 100% certified forest-friendly fibres; circularity training for employees; Join Life collection

Source: own elaboration.

that were not entirely consistent with each other, such as, on the one hand, the large-scale production of cheap and poor-quality clothes or very frequent changes in the assortment, and on the other hand, promotion of sustainable consumption and the idea of ecologisation, actually reflects the indecisiveness and superficiality of most consumers' beliefs.

4.2. Limitations and further research proposal

The case study enabled a multifaceted analysis of Zara's activities. However, as in many cases, this research had a few limitations that may guide future research. It took a lot of time to gather relevant sources. At the same time, it was difficult to find publications combining all the issues raised about Zara's practices. Mostly, the authors focused only on a narrow area of operations. Hence, it was necessary to interweave data from different sources. Moreover, the elaborate way of describing the company's activities made it hard to obtain truly relevant information. Tt was also a problem to find accurate information on, for example, Zara's foreign suppliers, which is related to the company's transparency policy.

Additionally, it should be noted that the above work does not definitively exhaust the topic it addresses. The multifaceted nature of the issue meant that many threads were discussed briefly or only as a context to other topics. The research could be enriched by a deeper analysis of consumer behaviour in order to also predict future consumption trends that affect companies in the market.

Today, the dynamic fast fashion industry is constantly changing and the companies operating in it are relentlessly introducing new strategies and solutions, which also requires further investigation. The research conducted focused on the practices of Zara, one of the largest fast fashion brands. It has become possible to notice general patterns emerging in action, but there are still many relationships to be discovered. Hence, an analysis of the operations of other companies in this sector, also a comparative one, would give a broader perspective to the topic under study.

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Wyzwania przemysłu modowego na przykładzie Zary – perspektywa zachowań współczesnych konsumentów

Streszczenie: W artykule dokonano analizy wyzwań, z którymi mierzy się przemysł modowy. Zagadnienie to zostało omówione w perspektywie zachowań współczesnych konsumentów oraz ich wpływu na działania firm. Celem badań było ukazanie, w jaki sposób przemysł modowy dąży do zaspokojenia potrzeb dzisiejszych kupujących, dostosowując swoje praktyki do nowych trendów konsumpcyjnych. Przedstawiona na początku pracy charakterystyka współczesnego społeczeństwa oraz jego wyborów zakupowych stanowiła kontekst do rozważań na temat specyfiki działań w branży modowej. Kluczowy aspekt opracowania stanowi przeprowadzona analiza praktyk Zary, która umożliwiła dokładne pokazanie zależności pomiędzy oczekiwaniami współczesnych konsumentów a wprowadzanymi przez firmę rozwiązaniami.

Słowa kluczowe: przemysł modowy, zachowania współczesnych konsumentów, płynna nowoczesność, konsumpcjonizm, nowe trendy konsumenckie, Zara.