EFFECT OF ZARA BRAND MARKETING ON CUSTOMER SATISFACTION IN THE CHINESE MARKET

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Abstract: ZARA's brand marketing strategy is unique in its entry into the Chinese market. It is essential to study the connection between ZARA's brand marketing strategy and its customer satisfaction and to find out the successes and shortcomings of the brand marketing strategy, which is of practical significance for exploring the road of brand development in the fast-fashion apparel industry. The objectives of this study are: 1) to explore whether brand personality affects customer satisfaction with the ZARA brand; 2) to explore whether brand communication affects customer satisfaction with the ZARA brand; and 3) to explore whether brand management affects customer satisfaction with the ZARA brand. This study adopted the quantitative research method. This study takes consumers of the ZARA in the Chinese market as the research object. A total of 400 questionnaires were distributed, and 352 valid questionnaires were recovered, with a validity rate of 88.0%. This paper found that:1) brand personality (β=0.255, p=0.000<0.001) has a significant positive effect on customer satisfaction of ZARA brand; 2) brand communication (β=0.341, p=0.000<0.001) has a significant positive impact on customer satisfaction of ZARA brand; 3) brand management (β=0.410, p=0.000< 0.001) has a significant positive effect on customer satisfaction of ZARA brand. For recommendations, ZARA's brand marketing strategy should focus on the following aspects:1) highlighting brand personality; 2) strengthening brand communication; and 3) improving brand management.

Keywords: ZARA Brand Marketing, Customer Satisfaction, Chinese Market, Brand Management

Introduction

With the vast market demand space, consumers' living standards and incomes are increasing, and consumption is constantly upgrading. Various industries have been able to develop in the dividends of economic growth, in the apparel industry developed very rapidly, in 2019, China's apparel market size of more than 2 trillion huge market size and the expected revenue attraction, a large number of internationally renowned apparel brands will be the capital investment in China's emerging markets, want to get the development of dividends in this. The conditions for foreign-funded apparel brands to

invest and operate in China are becoming more and more relaxed because foreign-funded brands have the unique advantage of affordable prices, fashionable designs new styles, and other characteristics to obtain a large number of consumers, to meet the Chinese consumer's pursuit of fashion mentality (Martínez Barreiro, 2018). 2002, the fast-fashion giant apparel companies, such as Japan's Uniqlo, ZARA, and so on, quickly layout of the Chinese market (Lopez & Fan, 2009). However, with the regional economy focusing more on balanced development and the increasing purchasing power of consumers in recent years, as well as the multinational companies themselves adopting various marketing methods, more and more fast-fashion brands have accelerated their expansion into Chinese cities (Dahan & Peltekoglu, 2018). The Spanish brand ZARA, as an internationally recognized brand and one of the world's top-ranked apparel companies, has become an indispensable player in China's apparel industry because of its advantages of being "fashionable, affordable, and rapidly renewable", etc. The brand's marketing strategy for entering the Chinese market is unique and has grown rapidly (Tokatli, 2021). This has led to the rapid development of the company, which has 204 chain stores in 31 cities in China. Then it is important to study its brand marketing strategy to find the connection with its customer satisfaction and to discover the success and shortcomings of its brand marketing strategy, which is of practical significance for exploring the road of brand development in the fast-fashion apparel industry (Anwar, 2019).

ZARA's brand marketing can be called the alternative model of the clothing industry, has been in 87 countries and regions, and has more than six thousand chain stores. ZARA in the traditional fashion apparel and popular clothing between the other way to precision innovation (Lu & Ramamurthy, 2021). ZARA not only led the department store industry to new business opportunities but also proved the charm of "fast fashion". ZARA is a benchmark, leading the fashion trend in the clothing industry. Through fashionable and personalized clothing, people have made a perfect interpretation of fashion and personality. In recent years, with the popularization and continuous development of Internet technology, online shopping has become a hot trend (Martín López, 2019). Online shopping has had a big impact on ZARA, the customer flow has been greatly reduced, and the sales performance has declined seriously. how to improve the existing marketing strategy of ZARA, to improve the sales performance, recover or even increase the customer flow.

There are not enough studies on the marketing strategies of fast fashion brands and even less in the form of a single case. The related research system is not perfect. This paper takes the case of ZARA to analyze the relationship between brand marketing and customer satisfaction, which can find out the success and shortcomings of brand marketing strategies used by enterprises in some multinational operations. Studying the brand marketing strategies of successful overseas brands and summarizing their advanced marketing concepts and means are also good examples and references for China's apparel industry (Anwar, 2019; Martín López, 2019). Although the fast fashion industry is not a new research field. However, the scope of research is relatively broad, with diversified perspectives, mostly

focused on the study of marketing strategy, while focusing on the impact of branding, marketing, etc. on the satisfaction of this sub-segment of the exploration of space, and combined with the Chinese market-related literature to be expanded.

This study puts forward the necessity of transformation and upgrading of the apparel manufacturing industry. The study proposes that the apparel industry should accelerate the supply-side structural reform and give full play to the role of market allocation of resources (Tokatli, 2021). It is conducive to enterprises to enhance the creativity and influence of their brands and to promote the development of the apparel industry in the direction of medium and high-end. Enterprises seize the opportunity to accelerate transformation and upgrading, formulate marketing strategies in line with their own, and enhance the competitiveness of enterprises (Lu & Ramamurthy, 2021). At the same time, the rapid development and expansion of international fast fashion brands in China has played a good demonstration effect on Chinese garment enterprises. Therefore, it is of great practical significance to study the unique features of marketing strategies of fast fashion apparel companies in China and to explore what can be learned from them for Chinese enterprises.

Research Objectives

(1) To explore whether brand personality affects customer satisfaction with the ZARA brand.

(2) To explore whether brand communication affects customer satisfaction with the ZARA brand.

(3) To explore whether brand management affects customer satisfaction with the ZARA brand.

Literatures Review

Brand Marketing

Brand marketing is product publicity to cause consumer awareness and recognition of the brand. The brand-building object of the brand design, planning, sales, management, implementation, and protection. Brand marketing to achieve brand connotation, so that consumers recognize and accept the enterprise's services or products (Mamula, 2020). Enterprises use brand marketing strategies to obtain consumers and enterprises in the development and growth of their product brand. The essence of brand marketing is product marketing, and brand competition as a means of marketing activities, consumers gradually cognitive process of the brand.

From the consumer's point of view, brand marketing is the consumer's perception of brand innovation based on their brand awareness, evaluation, and other positive guidance. The existence of large national brands has a positive spillover effect on the popularization of private labels in fashion social media, which affects the sales scale of private labels through the relevant conduction mechanism. The development of the market economy inevitably leads to the diversification of product categories, and consumer psychology changes from price sensitivity to quality and design sensitivity (Al Adwan, 2019). Consumers' pursuit of emotional and inner satisfaction is the pursuit of brand personality.

Corporate culture and value are the endogenous driving forces of brand marketing. The realization of the brand value chain needs to go through the transmission mechanism of brand marketing communication activities consumer experience and market performance. Some scholars take the company case as the research object from the brand personality creation, the use of social media, and brand bundling marketing three aspects (Srivastava, 2019).

Brand Personality

Brand personality refers to the consumer's perception of what the brand should be. As the brand is built, consumers will have a specific perception of the brand. The key to the effectiveness of brand personality lies in the relatively stable perception of the brand image when consumers establish a connection with the brand. Brand personality is when the consumer maps their preferences to the brand to highlight their value and personality (Roy et al., 2016). There are more studies on the impact of brand personality factors on customer satisfaction. In the fast fashion apparel industry, the brand name is the product's preemptive signal to consumers, which not only induces associations in the minds of consumers but even reprocesses the impression to influence their willingness to make purchase decisions. From the company, some scholars focus on brand naming, concept, and culture to explain the impact on customers. In apparel, product characteristics, as a fundamental, occupy a position in brand marketing (Chung & Park, 2015). From the product itself, brand personality focuses on the study of clothing design style, clothing quality, product packaging, product price perception, and other factors. From the research on shaping brand personality, influencing factors such as modeling are extracted. In addition, some studies have indicated that product brand suitability impacts satisfaction associations. Factors such as brand suitability and brand personality traits impact customer satisfaction (Chung & Park, 2015; Mamula, 2020).

Brand Communication

The brand can only be spread to consumers to realize the brand's sound in the market. Enterprises pass the brand message to consumers through some way or channel. In the opinion of some scholars, communication is an effective means of marketing. The impact of brand communication on customer satisfaction is difficult to measure, but the topic is still hot in marketing research (Chinomona, 2016). Positive word-of-mouth communication plays a catalytic role in marketing. Meanwhile, commercial advertising is a traditional marketing method, advertising subliminal expression to convey brand information, product information, and other content. Commercial advertising allows consumers to identify with the corporate brand (Lin et al., 2020). Brands with the help of information technology, multimedia technology and so on to realize the publicity of corporate brands, there is a certain connection to customer satisfaction. Of course, the existing research results mainly focus on communication channels, mainly from the perspective of communication methods, communication strategies, and terminal publicity to explore the degree of influence of the enterprise in brand marketing on customer satisfaction (Tarman et al., 2019).

Brand Management

Brand management is an important part of brand marketing strategy. Marketing scholars point out that efficient brand management can directly affect consumers, making customers form a good preference for corporate brands (Lin & Siu, 2019). Consumer satisfaction in purchasing products or services can be enhanced. After-sales service has a key impact on customer satisfaction. Considering from the management point of view, the system construction factors have an impact on the diversified needs of customers, and consumers in the store to buy products, the offline experience depends largely on the service of the sales staff and the level of store services, which brand management plays a pivotal role (Tarman et al., 2019). For the traditional apparel industry, the precise management of channel management and dealer management should not be ignored, in the price of clothing and materials there is only a slight difference, and the choice of the customer's purchase channel will become more important. The value perceived by the customer also changes due to channel changes, so the channel experience affects consumer satisfaction. In management, factors such as on-site fulfillment of dealers and whether the quality of service is up to standard are related to consumer satisfaction. In terms of brand selection, brand management has a significant impact on satisfaction (Banerjee, 2017).

Customer Satisfaction

Customer satisfaction begins with expectation, and customer satisfaction is related to the purchase rate. Customer satisfaction is the degree of psychological fulfillment that occurs when consumption occurs, and the feeling can only be experienced and evaluated after the customer purchases and uses it (Vanitha, 2020). Customer satisfaction has different connotations such as evaluation, expectation, perception, and wholeness. Customer satisfaction is the internal state of disappointment or satisfaction. In the face of different industries, the evaluation systems or factors affecting customer satisfaction are different. Scholars take the catering industry as an object and use factor analysis to conclude that the taste, the quality of staff service, and the environment are three important factors affecting customer satisfaction. In the apparel industry, there is a significant positive correlation between the style and quality of clothing on customer satisfaction, under the same conditions, the customer's pursuit of style is greater than the impact of its quality. The research on customer satisfaction in the field of online shopping, customer satisfaction is still important in the Internet era, if online merchants want to maintain a sustained competitive advantage, then customer satisfaction is their primary concern (Bourne, 2016). Online review function is one of the important factors affecting customer satisfaction, and empirical evidence found that the different fresh food categories of customer satisfaction factors affecting customer satisfaction, the order is very different. Customer satisfaction has an obvious positive impact in the marketing of various industries, which on the one hand can promote customer brand loyalty, and on the other hand will affect the rate of secondary purchase of customers, and enhance the profitability of enterprises and brand development. (Jacobson & Mizik, 2009) In this paper, customer satisfaction refers to the state of satisfaction formed by

customers through the purchase and use of a brand of products or services produced by the actual perception and expectations of a contrast.

Methodology

The questionnaire was designed to measure consumer satisfaction with the marketing of the ZARA brand. The questionnaire is divided into two parts: the first part is personal information, and the second part is ZARA, including the consumer's satisfaction with the current situation of its brand marketing and some of their perception of the company. A five-point Likert scale was chosen to quantify the questionnaire, in which "1" means very unimportant (satisfied), "2" means not too important (satisfied), "3" means average, "4" means more important (satisfied), and "5" means very important (satisfied). This study adopted the quantitative research method. The data collected were analyzed by factor analysis, the degree of influence of ZARA's brand marketing strategy on Chinese customer satisfaction, and the problems that need to be focused on and solved in the marketing strategy were concluded. Four hundred questionnaires were distributed, and 352 valid questionnaires were collected, with a validity rate of 88.0%. According to the analysis, the following research hypothesis is proposed:

H1: Brand personality has a significant positive effect on customer satisfaction of the ZARA brand.

H2: Brand communication has a significant positive effect on customer satisfaction of the ZARA brand.

H3: Brand management has a significant positive effect on customer satisfaction with the ZARA brand.

Results

1). Reliability analysis

Table 1: Reliability analysis

Variable	Cronbach's Alpha	N of Items
Brand Personality	0.901	6
Brand Communication	0.902	6
Brand Management	0.893	6
Customer Satisfaction	0.839	4

In this study, Cronbach's Alpha was used as the index of reliability of the questionnaire, and the value of Cronbach's Alpha was more than 0.8, which indicated the reliability of the scale. The closer the value of Cronbach's Alpha is to 1, the higher the reliability of the scale and the lower the error of the results. The Cronbach's Alpha of brand personality, brand communication, brand management, and

customer satisfaction are 0.901, 0.902, 0.893, and 0.839, respectively, and the internal consistency of the questionnaire is good, and the reliability of the questionnaire is high.

2). Validity analysis

KMO and Bartlett's Test of Sphericity are used as indicators of questionnaire validity measurement. When the KMO is greater than 0.6. The smaller the P value of Bartlett's Test of Sphericity, the higher the validity, and when the P value is less than 0.05, it indicates that it is suitable to do the factor analysis. The value of KMO is 0.932, which is greater than 0.9, and the significance of Bartlett's Test of Sphericity Probability P-value is 0.000, which is less than 0.05, so the null hypothesis is rejected, indicating that the structural validity of the questionnaire is good. See Table 2. The analysis of variance for the common factors showed that the standardized factor loadings for each question item were greater than 0.6, the commonality of the variables was greater than 60%, and some of the factor loadings reached 67.418%, which indicated that these variables had a high degree of explanatory validity. A total of three factors were extracted from the Rotated Factor Loadings Matrix table, which indicates that it is feasible and reasonable to measure the three variables in this study.

Table 2: Validity analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.932
Bartlett's Test of Sphericity	Approx. Chi-Square	4437.961
	df	231
	Sig.	0.000

3). Correlation Analysis

In this study, the correlation of ZARA brand marketing dimensions was tested with the help of SPSS. The results of correlation analysis show that the Pearson correlation coefficient between brand personality and brand communication is 0.575, $p=0.000<0.001$, which is significant and indicates that there is a significant positive correlation between brand personality and brand communication. The Pearson correlation coefficient between brand personality and brand management is 0.635, $p=0.000<0.001$, which is significant and indicates that there is a significant positive correlation between brand personality and brand management. The Pearson correlation coefficient of brand communication and brand management is 0.669, $p=0.000<0.001$, which is significant and indicates that there is a significant positive correlation between brand communication and brand management. The correlation analysis indicates the unity of brand personality, brand communication, and brand management in the measurement of brand marketing.

4). Multiple regression

The model was constructed based on the analysis and stratified regression analysis was used.

Table 3: Multiple regression

Model		Unstandardized Coefficients		t	Sig.	VIF	R Square	Adjusted R Square
		B	Std. Error					
1	(Constant)	2.820	0.184	15.283	0.000		0.254	0.243
	Brand Personality	0.248	0.050	4.921	0.000	1.000		
2	(Constant)	1.493	0.209	7.133	0.000		0.525	0.475
	Brand Personality	0.320	0.046	2.594	0.000	1.082		
	Brand Communication	0.485	0.048	10.077	0.000	1.082		
3	(Constant)	0.890	0.212	4.197	0.000		0.609	0.571
	Brand Personality	0.255	0.046	3.332	0.000	1.244		
	Brand Communication	0.341	0.049	6.955	0.000	1.292		
	Brand Management	0.410	0.056	7.262	0.000	1.473		
a Dependent Variable: Customer Satisfaction								

Model 1 contains the independent variable brand personality, dependent variable customer satisfaction. Model 2 contains the independent variable brand personality, brand communication, and the dependent variable customer satisfaction. Model 3 contains the independent variable brand personality, brand communication, and brand management, and the dependent variable customer satisfaction. The path coefficient of brand personality ($\beta=0.248$, $p=0.000<0.001$) in model 1 is significant. Model 2 after adding brand communication to model 1, the path coefficients of brand personality ($\beta=0.320$, $p=0.000<0.001$), and brand communication ($\beta=0.485$, $p=0.000<0.001$) are significant, and R Square increases significantly from 0.254 to 0.525. Model 3 adds brand management to model 2, the path coefficients of brand personality ($\beta=0.255$, $p=0.000<0.001$), brand communication ($\beta=0.341$, $p=0.000<0.001$), and brand management ($\beta=0.410$, $p=0.000<0.001$) have significant path coefficients, and R Square increases significantly from 0.525 to 0.609. Stratified regression illustrates that the effect of each variable on customer satisfaction is significant.

Discussion

ZARA's brand personality has a significant positive effect on customer satisfaction, revealing the key role of brand personality in ZARA's brand marketing. Brand image and attributes are crucial to customer experience, and ZARA conveys a unique brand image through its brand personality, which enables customers to develop an emotional connection and sense of identity (Anwar, 2019). This emotional resonance not only enhances customer satisfaction with the brand but may also increase loyalty and repeat purchase behavior. In the highly competitive apparel market, brand personality can help ZARA differentiate itself from other brands and occupy a unique position in customers' minds. Consumers' recognition and love of brand personality can enhance their overall satisfaction with the brand, which influences their purchasing decisions and brand loyalty (Dahan & Peltekoglu, 2018; Martínez Barreiro, 2018). Continuously shaping and strengthening brand personality will be an important means to customer satisfaction. Brand personality is not only an element in advertising but

also an overall image throughout product design, store experience, customer service, and other aspects. Through brand personality communication, ZARA can continue to attract and retain target customer groups.

ZARA's brand communication has a significant positive impact on customer satisfaction. The important role of brand communication in brand management. By carefully planning and executing its communication strategy, ZARA can communicate its values, uniqueness, and product information to consumers, which enhances their awareness and emotional connection to the brand. ZARA's success in brand communication also reflects its effective use of modern communication channels. Through social media and digital platforms, ZARA can quickly and widely reach target consumers, deliver brand messages promptly, and interact with consumers. This two-way communication not only increases brand exposure but also enhances consumers' sense of engagement and belonging to the brand, thus increasing satisfaction (Anwar, 2019; Lopez & Fan, 2009; Tokatli, 2021). ZARA has successfully created a popular brand image through consistent and attractive brand communication, which is crucial for enhancing customer satisfaction. In a competitive market environment, brand communication has become an important tool to win consumer satisfaction (Anwar, 2019). Other brands can learn from ZARA's experience and use effective communication strategies to convey brand value to consumers and enhance brand identity, thereby increasing customer satisfaction and brand loyalty.

ZARA's brand management in the Chinese market has a significant positive impact on customer satisfaction. Systematic and strategic brand management is crucial for improving customer satisfaction. Brand management includes brand positioning, brand image building, brand communication, product quality management, etc. ZARA has created a clear and positive brand perception in customers' minds through accurate brand positioning and consistent brand image communication. ZARA's success lies in the comprehensiveness and consistency of its brand management, which not only increases customers' trust in the brand but also enhances their satisfaction. Brand management is not just the task of the marketing department, but is integrated into all aspects of the company's operations (Lu & Ramamurthy, 2021). ZARA ensures that every product meets the brand image and customer expectations through strict product quality control and innovative fashion design. In addition, through effective brand communication and marketing, ZARA continuously interacts with consumers, enhancing brand influence and customer engagement. (Martín López, 2019). Effective brand management not only enhances current customer satisfaction but also strengthens customer loyalty and brand stickiness. Based on satisfaction, customers are more likely to become loyal to the brand and attract more new customers.

Conclusions

ZARA's brand personality has a significant positive effect on customer satisfaction in the Chinese market. Hypothesis H1 is valid. The regression coefficient (β-value) of brand personality is

0.255, and its significance level (p-value) is 0.000, which is less than 0.001, which indicates that this effect is statistically significant. The more prominent ZARA's brand personality is, the higher the customer's satisfaction is. The unique image and traits conveyed by ZARA's brand play an important role in enhancing customer satisfaction. Brand personality involves the unique cognition and emotional association formed by the brand in the minds of customers, which can make customers feel the unique charm and attraction of the brand. When customers recognize and like ZARA's brand personality, their satisfaction with the brand will increase significantly. This satisfaction not only comes from the product itself but also includes the customer's recognition of the brand's overall image and values. Creating and communicating a positive brand personality is crucial to ZARA's brand marketing strategy in China. By continuously strengthening the brand's unique personality, ZARA can effectively increase customer satisfaction, thus occupying a favorable position in the highly competitive market (Roy et al., 2016; Srivastava, 2019). This finding provides a clear direction for brand managers to enhance customer identification and loyalty through the creation and promotion of brand personality, which in turn increases overall customer satisfaction.

ZARA's brand communication has a significant positive effect on customer satisfaction. Hypothesis H2 is valid. The regression coefficient (β-value) of brand communication is 0.341, and the significance level (p-value) is 0.000, which is less than 0.001, which indicates that this effect is statistically significant. ZARA can significantly increase customer satisfaction through effective brand communication strategies. Brand communication involves various aspects such as advertisements, social media, and promotional activities, through which ZARA successfully communicates the value and image of the brand to consumers, thus enhancing consumers' awareness and recognition of the brand (Chinomona, 2016; Lin et al., 2020). Brand communication not only increases customer satisfaction with ZARA but also may promote customer loyalty and purchase intention. Therefore, strengthening and optimizing brand communication strategies is crucial for ZARA's success in the Chinese market.

ZARA's brand management has a significant positive effect on customer satisfaction. Hypothesis H3 is valid. The regression coefficient (β-value) of brand management is 0.410 and the significance level (p-value) is 0.000, which is much less than 0.001, which indicates that this effect is statistically significant. ZARA can significantly increase customer satisfaction through effective brand management strategies. Brand management covers aspects such as brand positioning, brand image building, brand communication, product quality management, etc. Through comprehensive brand management measures, ZARA has successfully established a high-quality and high-fashion brand image (Lin & Siu, 2019; Tarman et al., 2019). This not only enhances customers' identification and loyalty to ZARA but also increases their overall satisfaction with the brand. Effective brand management strategies enable ZARA to stand out and maintain its leading position in the competitive market.

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