

RESEARCH ARTICLE

The shift from fast fashion to socially and sustainable fast fashion: The pivotal role of ethical consideration of consumer intentions to purchase Zara

Verónica Baena 

Business and Marketing Department, Faculty of Economic, Business, and Communication Sciences, Universidad Europea de Madrid, Villaviciosa de Odón, Madrid, Spain

Correspondence

Verónica Baena, Business and Marketing Department, Faculty of Economic, Business, and Communication Sciences, Universidad Europea de Madrid, Calle Tajo s/n (Urb. El Bosque), Villaviciosa de Odón, Madrid, Spain.
Email: veronica.baena@universidadeuropea.es

Abstract

Fast fashion, a prominent sector in global business, has come under scrutiny for its substantial clothing production and the resulting social and environmental impacts. A social and sustainable orientation in fast fashion is gaining traction with increased consumer awareness, prompting a shift in manufacturing practices. This paper, using a combination of qualitative (content analysis) and quantitative (survey) approaches, focuses on Zara and applies Stakeholder theory to confirm the positive impact of adopting social and sustainable initiatives on clients' purchase intentions. Our findings also underscore the significance of keeping stakeholders informed about the sustainable and corporate social responsibility initiatives undertaken by a brand.

KEYWORDS

circular economy, CSR, customer's purchase intention, digital marketing, fast fashion, stakeholder theory, sustainability

1 | INTRODUCTION

Originating in Europe at the end of the 20th century, fast fashion has evolved as a clothing retail paradigm, quickly adopting current fashion trends by replicating designs from renowned designers at a more accessible price point (Samala & Katkam, 2020). It usually takes only weeks for the entire lead time of clothing from design, production, and distribution to store delivery and sales (Öndoğan, Öndoğan and Topuzoğlu, 2022). Therefore, fast-fashion brands let luxury brands take the lead when it comes to creating styles and trends, and subsequently, replicate those products a few weeks later for less than a quarter of the price (Bauer, 2021).

This democratization of fashion has contributed to unprecedented social class blending, enabling individuals of varying income levels to readily access new clothing and portray themselves as part of diverse social strata (Chunling, 2020). However, despite the robust growth and undeniable benefits of the fast-fashion sector and even

though it represents a significant sector in the global economy (Ki et al., 2020) it has faced considerable criticism. Notably, the fast fashion industry is recognized as one of the most polluting globally (Fares et al., 2024), with non-governmental organizations (NGOs) advocating for the elimination of toxic substances from clothing production (Kwon & Lee, 2021). Disturbingly, reports indicate that one garbage truck's worth of clothing is discarded or incinerated every second, contributing to over 500,000 tons of microfibers entering oceans annually from the fast-fashion industry (Ellen MacArthur Foundation, 2017). Moreover, the industry is responsible for 10% of the world's greenhouse gas emissions (Cayaban et al., 2023). In light of these concerns, a conscientious approach is imperative within the fast-fashion sector.

The concept of sustainable fashion gained traction in recent decades as consumers became cognizant of the environmental impact of the fashion industry, prompting a desire for a shift in clothing manufacturing practices (Jung & Jin, 2014). Sustainable fashion was

This is an open access article under the terms of the [Creative Commons Attribution-NonCommercial-NoDerivs](https://creativecommons.org/licenses/by-nc-nd/4.0/) License, which permits use and distribution in any medium, provided the original work is properly cited, the use is non-commercial and no modifications or adaptations are made.

© 2024 The Authors. *Corporate Social Responsibility and Environmental Management* published by ERP Environment and John Wiley & Sons Ltd.



hardly supported by customers at first; however, this changed with anti-fur campaigns in the 1990s and nowadays, society is familiar with newest terms as 'organic', and 'environmentally friendly' in their marketing messages (Mandarić et al., 2022). This attitudinal shift underscores a broader recognition of the importance of sustainable living, with consumers actively encouraging firms to embrace greater societal responsibility (Brydges et al., 2022). In essence, due to its significant environmental impact, the fast fashion industry has been under continuous pressure to transition from a linear economic model to a circular economy (Bartkutė et al., 2023), aiming to decouple economic growth from environmental consequences (Andreza et al., 2021). In response to this demand, the fast-fashion sector has gradually introduced initiatives to support communities and mitigate environmental damage (Kwon & Lee, 2021), recognizing that such actions contribute to enhancing relationships with stakeholders, particularly customers (Musova et al., 2021).

The environment in which companies operate has been radically changed by citizens' sensitivity to ecological issues as well as national and international regulation of social and environmental issues, among others (Vitolla et al., 2019). This movement towards sustainability and social responsibility is especially relevant in the fast-fashion industry (Thorisdottir & Johannsdottir, 2020). Nevertheless, further scholarly investigation is still required. In an effort to address this gap, this paper seeks to examine the impact of sustainable and socially responsible initiatives undertaken by fast-fashion companies on consumer intentions to purchase a brand.

To achieve this goal, the present study focuses on Zara, a preeminent global fast fashion brand with a presence in 96 countries with nearly 3000 stores as of early 2023 (Forbes Media LLC, 2023). Additionally, since 2015, Zara has consistently ranked among the top 50 on Interbrand's list of the best global brands. In conjunction with the influence of corporate social responsibility (CSR) and sustainability engagement, the paper also explores the impact of employing digital marketing channels (website, app, and social networks) to update clients on the brand's initiatives. The Stakeholder Theory (Freeman, 1984) is employed as the theoretical framework, given its extensive application in the literature on CSR (Freeman & Dmytriiev, 2017) and sustainability management (Freudenreich, Lüdeke-Freund, and Schaltegger, 2020). These will be our contributions.

The subsequent section will delve into the literature review and the development of research hypotheses, followed by the methodology, analysis of results, and discussion of findings. The conclusion section will address the academic and managerial contributions of this paper, alongside its primary limitations and suggestions for future research.

2 | LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Among the various theoretical frameworks applied in environmental and sustainability management research, the Stakeholder Theory

stands out as a paramount, if not the most frequently employed approach (Hörisch, Freeman, and Schaltegger, 2014; Schaltegger et al., 2019). This theory underscores the intricate relationships existing between a business and its stakeholders, encompassing customers, suppliers, employees, investors, and other entities with vested interests in the organization, positing that a firm should generate value for all stakeholders, extending beyond merely shareholders (Freeman et al., 2010). In essence, the Stakeholder Theory advocates for organizations to act ethically and responsibly towards all their stakeholders, contending that such practices contribute to the overall success of the business operations (Thorisdottir & Johannsdottir, 2020).

Within this theoretical approach, a firm is conceptualized as a network of relationships among individuals or groups. These diverse stakeholders contribute resources, shape the business environment, and influence the operational efficiency of the company (Freeman et al., 2010). Conversely, the withdrawal of support from any stakeholder is acknowledged as a potential threat to the viability of a business (Garvare and Johansson, 2010).

In sum, Stakeholder Theory represents one of the most extensively researched theories in the field of business management and social issues (Frederick et al., 2020). Consequently, it serves as a foundational framework for investigating the significance of integrating CSR and sustainable practices within the fast fashion industry.

2.1 | The importance of adopting sustainable and CSR initiatives to enhance the company's positioning in society

CSR is the concept underlying the social contract, yet it does not have a single academic definition. This study adheres to the definition put forth by the World Business Council for Sustainable Development, characterizing CSR as a business's contribution to sustainable economic development, aimed at meeting societal needs while preserving the welfare of future generations (Ordonez-Ponce et al., 2021). In other words, companies bear responsibilities towards the communities and environments in which they operate.

More specifically, a company's relationship with society extends beyond legal obligations and regulations; it encompasses an implicit agreement between the firm and the community (Brydges et al., 2022). Firms actively engaged in addressing societal needs are not only fulfilling this social contract but are also poised to reap rewards, aligning with the inherent nature of the social contract (Jones et al., 2007). Such companies are likely to witness increased stakeholder demand for social initiatives, ultimately positively impacting corporate profits (Frederick, 2018).

Furthermore, aligned with the United Nations 2030 Agenda, businesses that integrate social and sustainable initiatives into their frameworks play a crucial role in advancing sustainable development goals (Rosati & Faria, 2019). The European Union has also set a target to transition to a circular economy by 2050, encompassing various initiatives such as increasing the utilization of recycled materials and promoting product and component reuse (Bartkutė et al., 2023). These

efforts aim to optimize natural resource conservation and utilization, recognizing their finite nature (Lăzăroiu et al., 2020). Consequently, corporate social responsibility (CSR) and sustainability have become essential elements of managerial strategy, reflecting the growing impact of societal expectations on business agendas (Uhlir et al., 2020).

In other words, given that the adoption of CSR activities increasingly represents an important means of meeting the expectations of stakeholders (L'Abate et al., 2023), a growing number of companies are now implementing and reporting their operations related to social and sustainable development goals (Mattera & Baena, 2012). Through such initiatives, brands not only contribute to societal well-being but also enhance their positioning, thereby positively impacting customer commitment (Baena, 2018a).

Building upon these arguments, we propose that the integration of sustainable and social programs into a company's agenda can significantly augment its recognition in society, thereby positively influencing customers' intentions to purchase the brand. Therefore, we put forth the following hypotheses:

H1. CSR practices implemented by a company are positively associated with customers' purchase intentions.

H2. Sustainable practices implemented by a company are positively associated with customers' purchase intentions.

2.2 | Digital marketing as a tool to build long-term relationships and keep clients updated

While traditional mass media channels, such as newspapers, magazines, radio, and TV, provide ongoing exposure to customers' favorite brands, they do not significantly impact customer attachment to the brand. Given the imperative for companies to cultivate strong relationships with individuals across diverse countries and cultures (Phua, 2010), business managers must extend their marketing efforts beyond regional boundaries and towards a global market perspective (Baena, 2019). In this context, digital marketing, encompassing websites, apps, and social networks, emerges as an effective strategic tool for companies to connect with their clients, disseminate the latest updates (Bühler & Nufer, 2016), and foster long-term relationships (Nawaz & Kaldeen, 2020).

The underlying tenet of Stakeholder Theory contends that the interests of shareholders should not supersede those of the company's stakeholders (Dmytriyeva et al., 2021). This necessitates that businesses operate responsibly towards society, pursuing "some social good, beyond the interests of the firm" (McWilliams et al., 2006, p. 117). Consequently, an increasing number of companies are actively addressing social issues and behaving responsibly towards society, with the communication of such initiatives contributing to the perception of the company as an institution committed to societal welfare (Mazodier et al., 2016).

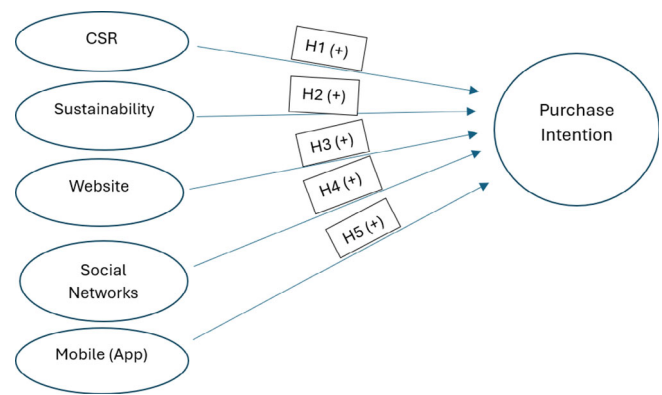


FIGURE 1 The conceptual model.

In essence, adopting a prosocial agenda together with informing society about their initiatives have the potential to shape the firm's reputation (Kucukusta et al., 2019), and differentiate it in the market (Walker et al., 2011), thus increasing its brand purchase intention. Consequently, we propose the following hypotheses:

H3. The use of the company's website to keep clients updated about the sustainable and CSR actions carried out by the brand is positively associated with customers purchase intention.

H4. The use of the company's social networks to keep clients updated about the sustainable and CSR actions carried out by the brand is positively associated with customers purchase intention.

H5. The use of company apps to keep clients updated about the sustainable and CSR actions carried out by the brand is positively associated with customer purchase intention.

Figure 1 depicts the conceptual model.

3 | MATERIALS AND METHODS

This study employs a dual-method approach, integrating both qualitative and quantitative methodologies. The qualitative aspect involves analyzing professional and academic journals, managerial reports, and the company's website, app, and social media accounts through content analysis. This initial step is chosen due to the reliability and regular updates associated with content analysis (Dolles and Söderman, 2014). Furthermore, content analysis facilitates comprehensive coverage of the rapidly evolving fast fashion industry (Bauer, 2021) and sustainable goals (Ordóñez-Ponce et al., 2021).

The quantitative component involves an online survey developed using the Google Forms platform for conducting quantitative research.

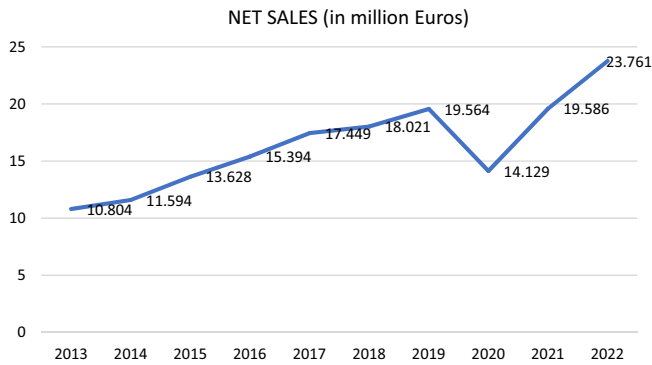


FIGURE 2 Net sales of Zara worldwide from 2013 to 2022. Source: Own elaboration based on Statista (2023).

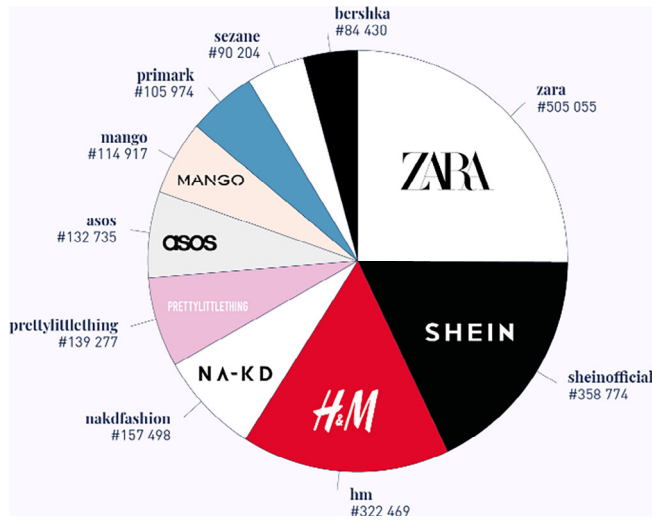


FIGURE 3 Top 10 most mentioned fashion brands by influencers in 2023. Source: Kolsquare (2023).

This method is chosen for its cost-effectiveness and ability to reach a large-scale sample across diverse geographic regions, with a specific focus on individuals engaging with social media platforms and company websites (Baena, 2018a).

3.1 | Eligibility of Zara

Established in 1975 by Amancio Ortega, Zara represents an excellent example of fast fashion given its track record of keeping up with trends while keeping prices low. (Molina-Prados et al., 2021), thus making patent its commitment to making fashion accessible to the general populace. (Cayaban et al., 2023).

Examining Zara from a financial standpoint, as depicted in Figure 2, the net sales volume surpassed 23 billion euros in 2022. Remarkably, the company has consistently achieved year-on-year growth since 2013, exemplifying its financial robustness. The only exception to this positive trajectory occurred in 2020, attributable to the adverse impact of the COVID-19, including restrictions and lockdown measures affecting sales data. Despite this anomaly, Zara's

financial performance underscores its resilience and enduring success in the competitive landscape of the fashion industry.

Zara is one of the more well-known Spanish brands (Baena, 2018b), The company's brand strategy relies on social media to attract and retain customers, as highlighted by Xie and Yang (2023). As such, its presence on social networks is extraordinary with more than 30 million followers on Facebook (level 10.03.2024), and over 62 million followers on Instagram (level 10.03.2024), signaling a formidable online presence. Notably, the brand occupies the third position in the 2023 *Top 10 Fashion Brands on Instagram Ranking*, an accolade that positions it just behind industry giants Nike and Victoria's Secret, according to eDigital's rankings (, 2023).

Moreover, Kolsquare's, 2023 Report, compiled through assessments of mentions and brand hashtags across Instagram, YouTube, TikTok, Facebook, and Twitter, designates Zara as the 2023 *Most Mentioned Fashion Brand by Influencers* with 505,055 mentions over the period January 2022–February 2023, as illustrated in Figure 3.

Zara is the flagship brand of the Inditex group which encompasses other successful brands such as Zara Home, Bershka, Massimo Dutti, Oysho, Pull&Bear, Stradivarius, Uterqüe, and Lefties. This paper focuses on Zara instead of the Inditex group as a whole because although the marketing strategy implemented by Inditex is similar in some respects across all its brands (e.g., daily feedback from stores and commercial teams), there are also significant differences among those brands in terms of market segmentation, as well as their digital and mobile marketing strategies, to name a few examples. Consequently, Zara's outstanding financial position and extraordinary presence on social networks justify its selection for this study, representing a leading organization in fast fashion from both financial and marketing perspectives.

3.2 | Data collection

As described, the authors initially examined both professional and academic journals, managerial reports, and conducted an analysis of Zara's official website, app, and social media accounts to identify the corporate social responsibility and sustainability initiatives undertaken by the company, and the impact these initiatives have on customer opinions towards the brand. This preliminary approach aligns with recent literature on the fashion industry (Kwon & Lee, 2021).

Subsequently, the research hypotheses were tested through the analysis of an online survey made available in September 2023. The Zara target market primarily consists of younger adults aged 18–40, with a particular focus on Millennials and Generation Z (ages 21–30), who are both fashion-conscious and tech-savvy (Stat.io, 2022). For this reason, the survey initially targeted undergraduate students at the authors' institution, who were also encouraged to share the survey link with their contacts (e.g., family, friends, etc.) through virtual snowball sampling.

As a result, a total of 110 completed questionnaires were obtained, with the majority of respondents being Spanish (71%) and women (83%). Regarding age, 74% of the respondents were aged between 18 and 25 years, 16% were aged between 26 and 40, and

TABLE 1 Dependent variable operationalization.**Purchase Intention** – adapted from Cayaban et al. (2023)

I intend to buy Zara products soon.

I believe I will buy more Zara products in the future than I do now.

The possibility of purchasing Zara products is high.

I recommend other people to buy Zara products.

TABLE 2 Independent variables operationalization.**Corporate Social Responsibility**—adapted from Eisingerich and Rubera (2010)

I consider Zara as a socially responsible brand.

Zara is more beneficial to society's welfare than other fashion brands.

Zara does contribute to society.

Sustainability—adapted from Cayaban et al. (2023)

I only buy fashion garments from companies that are ethically or sustainably certified.

I only buy fast fashion garments from companies that protect the environment.

I am aware of the environmental impact of fast fashion.

I buy apparel from stores that promote sustainability.

Website (WEB)—adapted from Bergkvist and Bech-Larsen (2010)

To what extent do you follow news about Zara on the website?

How often do you visit the Zara website?

How often do you talk about the Zara website to others?

Would you be interested in buying merchandise with the Zara name on it through the website?

Instagram—adapted from Bergkvist and Bech-Larsen (2010)

To what extent do you follow news about Zara through Instagram?

How often do you visit the Zara Instagram profile?

How often do you talk about the Zara Instagram profile to others?

How often do you regram posts of the Zara Instagram profile?

Mobile Marketing (APP)—adapted from Bergkvist and Bech-Larsen (2010)

Do you use the Zara SMS/MMS notification service?

Do you have the Zara App?

How often do you use the Zara App?

How often do you talk about the Zara app to others?

How often did you recommend the Zara app to others?

the remaining 10% were aged between 41 and 55, aligning with Zara's target market (Xie & Yang, 2023). Since all questions were mandatory to proceed to the next question, the issue of missing values was not encountered in this study.

3.3 | Measurement of variables

The survey utilized a 5-point Likert scale, ranging from 1 (“I Strongly Disagree”) to 5 (“I Strongly Agree”), to gauge the influence of dependent and independent variables.

Regarding the scales, Cayaban et al.'s (2023) study served to assess the intention to purchase (PURCHASE). Particularly, to adapt these items to the present study, the term “fast fashion” was replaced by “Zara” to clarify the context for the respondents, as outlined in Table 1.

Table 2 shows the operationalization of independent variables. Socially oriented practices (CSR) were assessed based on Eisingerich and Rubera' (2010) work. However, a slight modification was necessary, and the term “brand” was substituted with “Zara” to enhance clarity for respondents. Sustainability advocacy (SUSTAINABILITY) items were adapted from Cayaban et al. (2023). The scales from Bergkvist and Bech-Larsen's (2010) study were employed to assess the relevance of the company's website (WEBSITE) and mobile marketing (APP). In the realm of social networks, Instagram was chosen as the platform, representing over 80% of the content shared about Zara on the Internet. Some adaptations were required and for instance, the word “share” was replaced with “regram” to measure the INSTAGRAM construct.

4 | DATA ANALYSIS

In order to test the reliability of the scales, the Cronbach's alpha indicator was assessed. As shown in Table 3, Cronbach's Alfa values (whole scale) ranged from 0.720 to 0.869, thus suggesting internal consistency. Reliability was also evidenced by the fact that the lowest composite reliability value was 0.820, well above the suggested level of 0.70 (Fornell & Larcker, 1981). Likewise, the Average Variance Extracted (AVE) coefficients were computed with values always above 0.50 as required to evidence convergent validity.

Prior conducting an OLS regression analysis to test the research hypotheses, a principal component analysis was used to simplify the items of the different variables into single values. Results are provided in Table 4.

5 | RESULTS

As stated before, an Ordinary Least Squares (OLS) regression analysis was conducted to examine the impact of the proposed independent variables on the intention to purchase. The collinearity statistics (*Variance Inflation Factor*—VIF and *Tolerance*) for all the variables used in the empirical analysis are provided in Table 5. In regression analysis, VIF values exceeding 10 or tolerance falling below 0.1 are indicative of significant multicollinearity, requiring correction. Typically, a VIF above 4 or tolerance below 0.25 suggests potential multicollinearity, warranting further investigation. In our analysis, these thresholds were not surpassed, indicating that collinearity did not pose a problem in this study.

The Ordinary Least Squares (OLS) analysis reveals that the proposed model exhibits significance at the 0.00 level, indicating that the combined regressor variables effectively elucidate the drivers of consumer purchase intention.

**TABLE 3** Reliability and validity analysis.

	Cronbach's alfa (per item)	Cronbach's alfa (whole scale)	AVE	Composite reliability
Purchase				
Purchase 1	0.781	0.792	0.652	0.880
Purchase 2	0.725			
Purchase 3	0.852			
Purchase 4	0.789			
CSR				
CSR 1	0.725	0.758	0.674	0.861
CSR 2	0.753			
CSR 3	0.746			
Sustainability				
Sustainability 1	0.718	0.720	0.654	0.820
Sustainability 2	0.75			
Sustainability 3	0.767			
Sustainability 4	0.722			
Web				
Web 1	0.833	0.869	0.719	0.910
Web 2	0.81			
Web 3	0.82			
Web 4	0.863			
Instagram				
Instagram 1	0.757	0.788	0.567	0.859
Instagram 2	0.790			
Instagram 3	0.769			
Instagram 4	0.748			
App				
App 1	0.716	0.760	0.584	0.849
App 2	0.752			
App 3	0.727			
App 4	0.721			

In particular, our findings indicate a positive association between the brand's social initiatives (CSR) and sustainable practices (SUSTAINABILITY) with customers purchase intent, confirming both **H1** and **H2** at the 0.05 significance level. Similarly, the results validate a positive and statistically significant relationship between the brand's official website (WEBSITE) and customer purchase intention, affirming **H3** with a confidence level of 95%. Furthermore, our analysis revealed that the utilization of Zara's social networks, particularly Instagram (INSTAGRAM), had a positive impact on customer purchase intention, providing support for **H4** at the 0.01 significance level.

Finally, the obtained results show that the use of mobile marketing through the Zara app has a positive impact on the intention to purchase Zara items. It is important to note, however, that this claim should be approached with caution as it did not achieve statistical significance, and thus, **H5** could not be supported. Consequently, hypotheses **H1**, **H2**, and **H3** were supported at the 0.05 level, and **H4** at the 0.01 level, respectively.

6 | DISCUSSION

Fast fashion, a dominant force in global fashion retail (Fares et al., 2024), has come under criticism for its significant clothing production and the resulting social and environmental impacts (Cayanan et al., 2023). Consequently, as societal awareness of sustainability, diversity, and inclusivity grows, consumers increasingly expect companies to align with ethical (Kwon & Lee, 2021) and sustainable practices (Puriwat & Tripopsakul, 2023). This study attempts to contribute to the literature by examining the role of ethics and environmental responsibility have on consumer purchase intention, employing the case of Zara, a leading global fast fashion brand renowned for its significant social media presence and estimated value of 16.5 billion U.S. dollars in 2023 (Interbrand, 2023).

More specifically, Zara manufactures more than 450 million items annually and introduces 500 new designs each week, responding dynamically to customer preferences (IndieGetup, 2023). This rapid

TABLE 4 Dimension reduction.

Component matrix				Total variance explained		
Component	Initial eigenvalues			Extraction sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
Purchase						
Purchase 1	2.607	65.173	65.173	2.607	65.173	65.173
Purchase 2	0.756	18.912	84.086			
Purchase 3	0.389	9.713	93.798			
Purchase 4	0.248	6.202	100.000			
CSR						
CSR 1	2.024	67.456	67.456	2.024	67.456	67.456
CSR 2	0.547	18.218	85.674			
CSR 3	0.430	14.326	100.000			
Sustainability						
Sustainability 1	2.475	61.884	61.884	2.475	61.884	61.884
Sustainability 2	0.586	14.658	76.543			
Sustainability 3	0.531	13.287	89.830			
Sustainability 4	0.407	10.170	100.000			
Web						
Web 1	2.873	71.829	71.829	2.873	71.829	71.829
Web 2	0.495	12.386	84.215			
Web 3	0.335	8.376	92.591			
Web 4	0.296	7.409	100.000			
Instagram						
Instagram 1	2.852	57.041	57.041	2.852	57.041	57.041
Instagram 2	0.791	15.827	72.868			
Instagram 3	0.667	13.346	86.214			
Instagram 4	0.399	7.981	94.195			
Instagram 5	0.290	5.805	100.000			
App						
App 1	2.337	58.432	58.432	2.337	58.432	58.432
App 2	0.650	16.241	74.673			
App 3	0.612	15.305	89.978			
App 4	0.401	10.022	100.000			

TABLE 5 OLS regression analysis.

Variables	Regression coefficient	p-value	VIF	Tolerance
Constant	3.375	0.016		
CRS	0.264	0.028	0.662	1.512
Sustainability	0.164	0.049	0.825	1.213
Web	0.218	0.017	0.305	3.281
Instagram	0.024	0.001	0.838	1.194
App	0.076	0.480	0.296	3.378
Dependent variable: <i>Purchase intention</i>				
R ² : 0.662				
Adj. R ² : 0.636				



FIGURE 4 Instances of Zara's dedication to social causes and minority support. Source: www.fashionunited.es.

production cycle has propelled the brand to the forefront of the fast fashion industry. However, it has also attracted criticism, directed not only at Zara but at the fast fashion sector in general, for fostering mass consumerism and utilizing non-recyclable materials (Geneva Environment Network, 2023). This scrutiny is significant, particularly in light of the increased global awareness of corporate practices (Baena, 2018a). For that reason, social issues and sustainability have been identified by recent literature as growing concerns (i.e., Brydges et al., 2022; Mandarić et al., 2022).

In response to such challenges, leading brands have been increasingly incorporating social and sustainable initiatives to address criticism and reaffirm their commitment to the social contract (Dmytriyeva et al., 2021). Consequently, we can affirm that the fashion industry's transition towards a circular economy is gradually gaining significance (Bartkutė et al., 2023; Musova et al., 2021). In an attempt to shed light on this issue, the present paper, through the lens of Stakeholder Theory, proposes a set of variables that may influence the intention to purchase from Zara, a prominent global fashion brand.

Our findings underscore the imperative of bolstering customers' perceived ethicality of the brand to fortify the company's relationships with stakeholders, including customers and employees, thereby generating societal and organizational value (Uhlig et al., 2020). This aligns with the tenets of Stakeholder Theory (Thorisdóttir & Johannsdóttir, 2020). Zara's support for the LGTB+ community and individuals with disabilities may serve as an illustrative case.

Notably, in commemoration of the 50th anniversary of Stonewall, NYC hosted World Pride 2019, marking the first occurrence of the global Pride celebration in the United States and at the historic site of the 1969 movement. Zara actively participated in this significant event by transforming a three-sided glass truck into a 3D Pride flag composed of 9000 vibrant water bottles, creating a dynamic and

conspicuous Pride flag (Figure 4a). This commitment is not isolated, as Zara consistently supports the LGTB+ community through diverse inclusion initiatives. For instance, in June 2023, Zara's shop windows in numerous countries displayed the message "love and pride" (Figure 4b). The company further demonstrated its support by incorporating Pride-themed colors into its logo on the website and on its bags (Figure 4c).

Zara's dedication to supporting minorities is also noteworthy, with the "For&From" program serving as a prominent example. This initiative has effectively fostered the social integration of individuals with disabilities by offering them stable employment opportunities. The recently opened For&From store in Madrid in June 2023 exemplifies this commitment. Figure 4d illustrates that the store has been meticulously designed to eliminate every architectural barrier, ensuring optimal ease of movement and accessibility to items for individuals with diverse degrees of disability. Furthermore, the store's workforce includes professionals with various physical and intellectual disabilities, thereby actively contributing to their meaningful inclusion (Martínez, 2023).

Having said that, it is crucial to highlight that Zara's commitment to social initiatives extends even further, particularly during times of crisis. For the sake of comparison, many leading fashion brands rallied behind the fight against the COVID-19 pandemic. For example, Gucci and H&M donated €1 million and 500 thousand U.S. dollars, respectively, to the United Nations Foundation's COVID-19 Solidarity Response Fund in support of the World Health Organization (Turk, 2020). Primark also demonstrated solidarity by donating 74,000 items (including underwear, leggings, T-shirts, footwear, and towels) to the National Health Service in England to aid the pandemic response at Nightingale Hospital (Munbodh, 2020).

What sets Zara apart from other fashion brands is its proactive effort to implement socially conscious actions that directly support

people. Initially, the company repurposed its factories to manufacture over 300,000 masks and hospital gowns for first responders in Spain (Reuters, 2020). Furthermore, Zara delivered 457 million euros worth of scrubs and personal protective equipment to Spanish hospitals, free of charge, in addition to donating tens of millions of euros to fight COVID-19¹ (Conti, 2020). Nevertheless, Zara's social commitment during the COVID-19 pandemic extended beyond charitable actions. In particular, as lockdown measures prevented the opening of stores, many service companies in Spain resorted to temporary layoffs, known as *Expediente de Regulación de Empleo* (ERTE)². In contrast, Zara chose not to implement any layoffs and instead opted to cover the salaries of all its employees using its own resources, even when its stores were mandated to remain closed during the lockdown. These socially responsible measures garnered widespread acclaim from society, fostering enduring relationships with Zara's fan base and elevating the company's standing in the eyes of the public.

Our findings further indicate that, in conjunction with CSR practices, the incorporation of sustainable initiatives by the company is positively associated with customers' purchase intention. This is particularly significant considering that the fashion industry contributes to approximately 10% of global greenhouse gas emissions, generating over 1.2 billion tons of CO₂ annually (Kanezato, 2022). As societal demands for sustainable solutions grow, leading companies are compelled to undertake environmental initiatives, demonstrating their commitment to community involvement (Kwon & Lee, 2021). This strategic approach not only aligns the firm with market rules and values (Brydges et al., 2022), but also safeguards the planet for future generations (Ordóñez-Ponce et al., 2021).

In line with these objectives, Zara is taking significant steps to promote environmental sustainability. An illustrative example of this commitment is the discontinuation of plastic bags in stores in 2020. Additionally, the introduction of the "Join Life" collection, featuring items crafted from ecologically friendly materials, stands out as a commendable initiative. Zara has also pledged to achieve complete utilization of organic cotton, polyester, and wool by 2025 (Gheorghie and Matefi, 2021). The "Join Life Care for Water" initiative, created in collaboration with Water.org, is notable for its commitment to minimizing water consumption in product manufacturing (Tomaszewska, 2021). Another commendable endeavor is the "Denim for Denim collection", which deserves recognition for incorporating items crafted from recycled denim and emphasizes Zara's dedication to environmentally conscious practices.

These sustainable initiatives have earned international recognition. Notably, since 2016, Zara has consistently held the position of group leader for the retailing industry in the *Dow Jones Sustainability Index*. Additionally, Zara claimed the top spot in *Greenpeace's Detox Catwalk*, acknowledging its achievement of zero discharge of harmful

chemicals throughout the production of its clothing. While this prestigious position may face competition from H&M, especially with the recent introduction of the "pre-loved" collection in Barcelona (Spain), in May 2023—H&M's first-ever second-hand store, available exclusively online in other markets—Zara has also recently ventured into the eco-friendly second-hand market with its platform named "pre-owned".

Moreover, this study underscores the significance of keeping stakeholders informed about sustainable and CSR initiatives undertaken by a brand. This affirms the growing consciousness among consumers, who are increasingly attentive to companies' stances on CSR and sustainability, as suggested in prior literature (Frederick, 2018; Kwon & Lee, 2021). Consequently, brands that integrate CSR and sustainability into their strategic plans must communicate these initiatives to convey their commitment to environmental and societal concerns (Brydges et al., 2022).

The dynamics of how individuals consume, communicate, share, and connect with others are undergoing transformations due to the opportunities presented by the digital landscape. Consequently, digital marketing has emerged as a paramount tool for communication among many companies (Molina-Prados et al., 2021). This trend is especially pertinent in the fast fashion market (Quiles-Soler et al., 2023), which predominantly targets millennials (Samala & Katkam, 2020). Zara is no exception, and as illustrated in Figure 5, the company's website serves not only to announce new collections and store openings, but also to keep clients abreast of international recognitions received for contributions in the social and sustainable arenas. In comparison to other brands, Zara has achieved an impressive 43% transparency score in sustainability ratings, surpassing the fashion industry's average of 23% (Tomaszewska, 2021).


Furthermore, our findings underscore the paramount role of Instagram as the primary communication tool for Zara. Notably, with a substantial following of over 62 million, the company secures the third position in the *2023 Top 10 Fashion Brands on Instagram Ranking*, trailing only behind Nike and Victoria's Secret (eDigital, 2023). Millennials, a demographic actively engaged in social media (Samala & Katkam, 2020), particularly dominate Instagram, constituting 70% of its user base. Given Zara's target audience of individuals aged 18–40, with a stronger emphasis on the 21–30 age group (Xie & Yang, 2023), the pivotal role of Instagram as a communication tool becomes evident, as confirmed by our results.


Lastly, concerning the utilization of mobile marketing through the Zara App, our findings indicate a positive impact on purchase intention of Zara items, although this relationship did not achieve statistical significance. To offer a more comprehensive insight into this matter, the authors conducted an analysis of user comments and ratings on the official Zara App. Despite the app receiving an impressive overall rating of 4.8 out of 5, certain negative comments emerged, particularly regarding the 2022 update, which has garnered criticism, as depicted in Figure 6. Notably, buyers expressed concerns about information overload coupled with a decrease in app speed. Therefore, we hope that the results obtained in this study can contribute to a better understanding of the significance of the personal nature of using

¹Spain has experienced a more pronounced impact from the coronavirus compared to any other European country, with the exception of Italy. This situation is particularly significant for Zara, as Spain constitutes its largest network of stores.

²This is a measure that allows companies to temporarily suspend the contracts of their workers or reduce employees' working hours due to economic, technical, organizational, productive, or force majeure reasons.


INDITEX
2021 In review | Executive Chairman's statement | CEO's statement | A unique model | Positive impact | More information
ESP | 🔍






Acknowledgements


Engagement with unions, NGOs, governments and other civil society organisations is crucial to enabling the development of our sustainable business model all along the value chain. The acknowledgement received from some of those organisations for the work done in 2021 encourages us to continue advancing.




The **Ethical Fashion Report** by Baptist World Aid Australia flagged Inditex among the leading champions of supply chain sustainability and labour rights. That study analysed 420 brands of 98 companies, including the Group's eight brands. All of them obtained a score of A.




Inditex was acknowledged by **Bloomberg** in its **Gender Equality Index (GEI) 2022**, for the **third year in a row**. That index scores firms' commitment to gender equality across five key pillars: female leadership and talent pipeline; equal pay and gender pay parity; inclusive culture; sexual harassment policies; and pro-women brand. The list encompasses 418 corporations from 45 countries all around the world with a reach in 50 different sectors.




In 2021, **CDP**, for the **fifth year running**, awarded Inditex a score of A- for its climate change initiatives and leading disclosures and performance in this area.




CORPORATE KNIGHTS
The **Global 100 Most Sustainable Corporations** ranking, in which Inditex has been included for the **fourth straight year**, assesses the economic, environmental, social and governance indicators of more than 7,000 firms around the world, with Inditex placing 73rd on the overall list and, once again, second in its sector.



Inditex obtained a **score of 75 out of 100 on the S&P Global Corporate Sustainability Assessment** in 2021 (score date: 12 November 2021), ranking Inditex in the **98th percentile in the retail sector**. On the environmental dimension Inditex scored 94 out of 100, placing it in the highest percentile (100%).



Most Attractive Employers
The Universum ranking identifies the **100 best companies to work for based on surveys of university students**. In 2021, Inditex again featured among Spanish business students' favourite companies.




The **Global Benchmark Report 2021** analyses the gender equality and female empowerment practices of the 35 most influential retail companies. That study, which ranked Inditex sixth, is based on information disclosed by the companies themselves and focuses on their leadership and commitment with respect to SDG 5 (Gender Equality).

FINANCIAL TIMES


For the second time, the **Financial Times' Diversity Leaders** included Inditex on the list of European companies singled out by their employees in 2021 for full inclusion in the workplace. The **Financial Times** likewise included the Group on its annual list of **Europe's Climate Leaders 2021**, which selects the 300 companies whose CHG emissions intensity has improved the most.

Forbes


For several years, Inditex has featured in the **Forbes Global 2000** ranking, which selects 2,000 global companies for their performance along four metrics: sales, utilities, assets and market value.



The **FTSE4Good** index gave Inditex a score of **4.9 out of 5 for the third year in a row**. That benchmark sustainability index is made up of the global companies with the strongest commitment to sustainability based on an assessment of their environmental, social and governance (ESG) practices.




In 2021, for the **tenth consecutive year**, Inditex claimed the **top spot in the ranking of Companies with the Best Reputation** in Spain. It also achieved first place again in the Merco Responsibility and Corporate Governance ranking.




REFINITIV - Global Diversity & Inclusion Index
In 2021, Inditex was ranked 66 in **Refinitiv's Global Diversity & Inclusion Index**, which identifies companies from all over the world that are ground-breakers in diversity and inclusion. This year the Group's efforts to promote the values of diversity and inclusion were again recognised by Refinitiv, which included Inditex in its Top 100 Diversity and Inclusive Companies, based on the examination of policies and practices at more than 8,500 companies.

The **Global Benchmark Report 2021** analyses the gender equality and female empowerment practices of the 35 most influential retail companies. That study, which ranked Inditex sixth, is based on information disclosed by the companies themselves and focuses on their leadership and commitment with respect to SDG 5 (Gender Equality).



BOSTON CONSULTING - Most Innovative Companies
The consultancy firm's ranking, which selects the **50 most innovative companies in the world**, included three retailers in 2021, with Inditex placing 41st. According to BCG, the Covid-19 pandemic has highlighted the importance of these companies' innovation commitments, readiness and excellence.



Inditex was awarded the **Terra Carta seal**, which flags global companies that are pushing for innovation and demonstrating their commitment to the creation of genuinely sustainable markets. **Inditex is one of 45 companies worldwide recognized with this distinction**. Terra Carta is a personal initiative created by His Royal Highness The Prince of Wales as part of his sustainable Markets Initiative with the aim of speeding up transition to a sustainable economy.

FIGURE 5 Example of Zara's website communication spotlighting the international accolades received by the company for its contributions to CSR and sustainable practices.

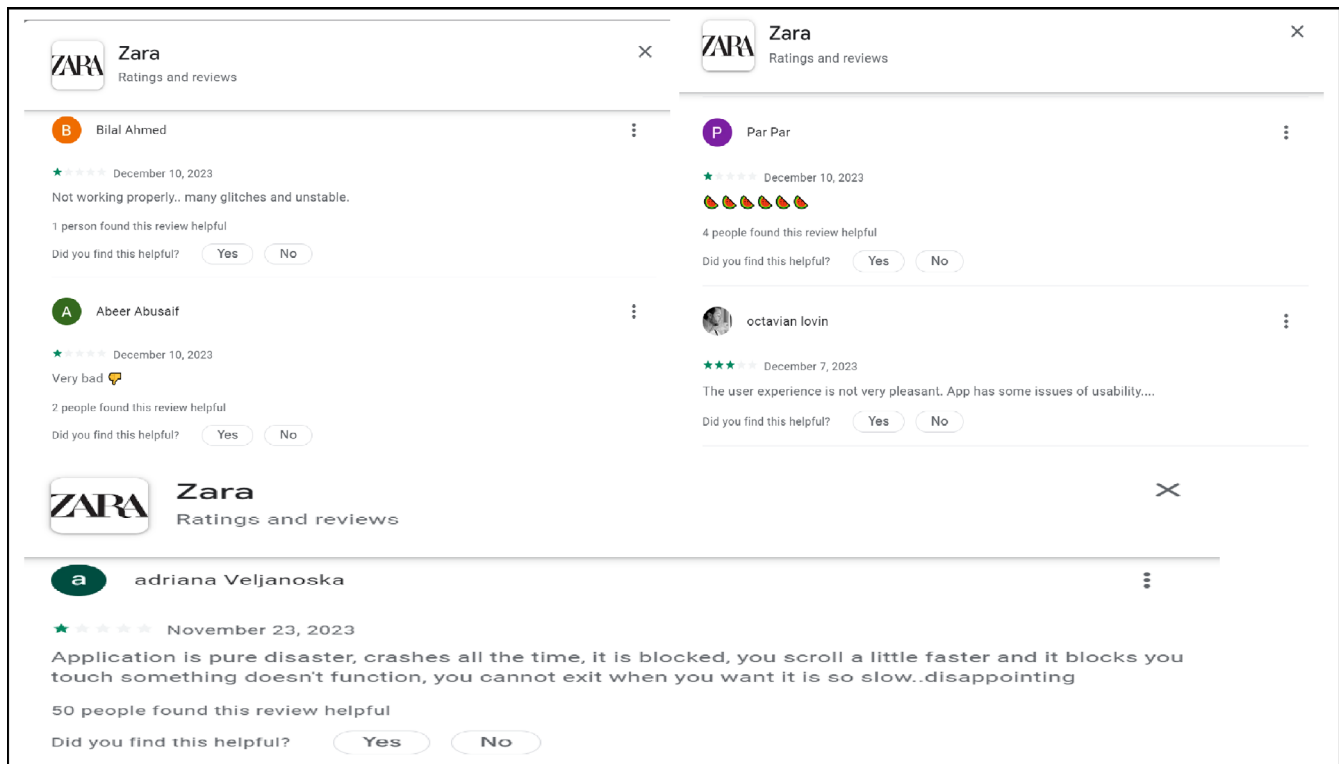


FIGURE 6 Examples of comments posted on Google Play about the Zara app. Source: Google Play Zara App.

mobile phones as a marketing tool, as highlighted in prior literature (Baena, 2023).

7 | CONCLUSION

To the best of our knowledge, this study is the first to explore the social and sustainable aspects of fast fashion, with a focus on Zara. Our main objective is to illustrate how Zara's initiatives in these areas influence customers' likelihood to purchase their products, drawing upon concepts from Stakeholder theory. We hope that our findings will be valuable for both researchers and industry professionals.

In pursuit of this objective, the Stakeholder theory was used to analyze how Zara's sustainability efforts impact consumers' decisions to purchase their clothing. Through this approach, our research breaks new ground, highlighting the significance of social and environmental responsibility within the fashion industry.

The present manuscript also underscores the importance of portraying a commitment to society and the environment to enhance purchase intentions. Furthermore, it highlights the key role of the company's website, social networks, and app in keeping the market updated about sustainable and prosocial initiatives. These findings offer valuable insights for scholars and managers.

Furthermore, our study holds implications for scholars contemplating mobile marketing as a means of customer communication. Notably, unlike the utilization of Zara's website and social networks, we did not observe a statistically significant positive association

between purchase intention and the use of the Zara branded App. This finding aligns with existing literature underscoring the critical importance of comprehending mobile phone usage and the potential negative reactions that may arise if users perceive the app as malfunctioning.

Furthermore, our research aims to provide practical insights. Specifically, this study is valuable not only for academics seeking to deepen their understanding of purchase intention in the fast fashion industry but also for managers aiming to refine their target market strategies. The Zara case can serve as an illustrative model for other brands seeking to integrate circular economy commitments into their strategic approach. By doing so, companies can enhance not only customer purchase intention but also position their brand as socially responsible, leading to significant benefits.

That is, for marketers working in global and highly competitive business environments, our findings can aid in the elaboration of an efficient managerial strategy where sustainability and business ethics are becoming critical. This represents an important practical lesson.

7.1 | Limitations and directions for future research

We conclude this paper by pointing out some limitations and offering suggestions for further research. A first limitation of this study is its focus on Zara. The concentration on Zara, within the fast fashion industry, offers the potential for broader insights by including diverse brands across various sectors. Comparative studies involving brands



from different industries could enhance the understanding of the impact of sustainability and CSR on purchase decisions. Moreover, investigating these relationships within varied cultural contexts and countries would contribute to a more nuanced comprehension of the subject.

Second, as is common in the use of online surveys, the sample includes only those people who were willing to answer the questionnaire, and this may cause limitation. The voluntary nature of participation introduces a potential bias, and future research might explore diverse data collection methods to address this limitation.

Finally, further measures related to customer engagement, such as brand romance (Patwardhan & Balasubramanian, 2011) and brand love (Carroll & Ahuvia, 2006), among others, could be considered for a more comprehensive investigation. This opens up exciting possibilities for academics to contribute to the ongoing discourse in this field.

In summary, we hope that these future research directions generate engaging discussions among both managers and researchers in strategic management. The anticipated outcome is the continued development of a robust research agenda that furthers our understanding of the intricate relationship between sustainability, CSR, and consumer purchase intention.

ORCID

Verónica Baena  <https://orcid.org/0000-0002-4641-591X>

REFERENCES

- Andreza, H., de Nadae, J., & Lima, R. (2021). Can fashion be circular? A literature review on circular economy barriers, drivers, and practices in the fashion industry's productive chain. *Sustainability*, 13, 12246. <https://doi.org/10.3390/su132112246>
- Baena, V. (2018a). The importance of CSR practices carried out by sport teams and its influence on brand love: The real Madrid foundation. *Social Responsibility Journal*, 14(1), 61–79.
- Baena, V. (2018b). The effect of franchisor characteristics and host country features on the foreign entry mode: Lessons from the Spanish franchise system. *International Journal of Business and Globalisation*, 20(4), 457–478. <https://doi.org/10.1504/IJBG.2018.093579>
- Baena, V. (2019). Global marketing strategy in professional sports. Lessons from FC Bayern Munich. *Soccer & Society*, 20(4), 660–674.
- Baena, V. (2023). Impossible is nothing even in times of COVID-19. Effective strategy lessons from the real Madrid F.C. *Soccer & Society*, 25(3), 289–306. <https://doi.org/10.1080/14660970.2023.2248909>
- Bartkutė, R., Streimikiene, D., & Kačerauskas, T. (2023). Between fast and sustainable fashion: The attitude of young Lithuanian designers to the circular economy. *Sustainability*, 15(13), 9986. <https://doi.org/10.3390/su15139986>
- Bauer, H. (2021). From the runway to the racks: A comparative analysis of Gucci and Zara (senior project). California Polytechnic State University, San Luis Obispo.
- Bergkvist, L., & Bech-Larsen, T. (2010). Two studies of consequences and actionable antecedents of brand love. *Journal of Brand Management*, 17, 504–518.
- Brydges, T., Henninger, C. E., & Hanlon, M. (2022). Selling sustainability: Investigating how Swedish fashion brands communicate sustainability to consumers. *Sustainability: Science, Practice and Policy*, 18(1), 357–370. <https://doi.org/10.1080/15487733.2022.2068225>
- Bühler, A., & Nufer, G. (2016). Relationship marketing in sports. Building and establishing longstanding relations in the business of sports. In S. Chadwick, N. Chanavat, & M. Desbordes (Eds.), *Handbook of sports marketing*. Chapter 15 (pp. 207–221). Routledge Taylor and Francis Group.
- Carroll, B., & Ahuvia, A. (2006). Some antecedents and outcomes of brand love. *Marketing Letters*, 17, 79–89.
- Cayaban, C., Prasetyo, Y., Persada, S., Borres, R., Gumasing, M., & Nadlifatin, R. (2023). The influence of social media and sustainability advocacy on the purchase intention of Filipino consumers in fast fashion. *Sustainability*, 15, 1–64. <https://doi.org/10.3390/su15118502>
- Chunling, L. (2020). Analysis on the marketing strategy of fast fashion brand zara based on 4c theory. *4th International conference on economics, management engineering, and education technology (ICEMEEET 2020)*.
- Conti, S. (2020). Zara makes speedy, free deliveries of COVID-19 medical gear. Retrieved from <https://wwd.com/feature/zara-makes-speedy-free-deliveries-of-covid-19-medical-gear-1203620537/>. Last accessed on November 14, 2023
- Dmytriyeva, D., Freeman, R., & Hörisch, J. (2021). The relationship between stakeholder theory and corporate social responsibility: Differences, similarities, and implications for social issues in management. *Journal of Management Studies*, 58(6), 1441–1470.
- Dolles, H., & Söderman, S. (2014). Branding and governance in sports. Best papers from the “Managing Sport” tracks at the EURAM Annual Meeting in Istanbul 2013. *Sport, Business and Management: An International Journal*, 4(4).
- eDigital. (2023). The top 10 fashion brands on Instagram. Retrieved from <https://www.edigitalagency.com.au/fashion/top-10-fashion-brands-on-instagram/>. Last accessed on March 10, 2024
- Eisingerich, A. B., & Rubera, G. (2010). Drivers of brand commitment: A cross-national investigation. *Journal of International Marketing*, 18(2), 64–79.
- Ellen MacArthur Foundation. (2017). *A new textiles economy: Redesigning Fashion's future*. 1–150.
- Fares, N., Lloret, J., Kumar, V., De Leeuw, S., & Barnes, L. (2024). Optimisation of multi-tier supply chain distribution networks with corporate social responsibility concerns in fast-fashion retail. *Corporate Social Responsibility and Environmental Management*, 31(1), 311–330. <https://doi.org/10.1002/csr.2571>
- Forbes Media LLC. (2023). Zara company overview. Retrieved from <https://www.forbes.com/companies/zara/>. Last accessed on February 24, 2024
- Fornell, C., & Larcker, C. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.2307/3151312>
- Frederick, B., Lüdeke-Freund, F., & Schaltegger, S. A. (2020). Stakeholder theory perspective on business models: Value creation for sustainability. *Journal of Business Ethics*, 166, 3–18. <https://doi.org/10.1007/s10551-019-04112-z>
- Frederick, W. C. (2018). Corporate social responsibility: From founders to millennials. In J. Weber, D. M. Wasieleski, & International Association for Business and Society (Eds.), *Corporate social responsibility* (pp. 3–38). Emerald Publishing.
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.
- Freeman, R. E., & Dmytriye, S. (2017). Corporate social responsibility and stakeholder theory: Learning from each other. *Symphonya. Emerging Issues in Management*, 1, 7–15. <https://doi.org/10.4468/2017.1.02freeman>
- Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B. L., & De Colle, S. (2010). *Stakeholder theory: The state of the art*. Cambridge University Press.
- Freudenreich, B., Lüdeke-Freund, F., & Schaltegger, S. (2020). A stakeholder theory perspective on business models: Value creation for sustainability. *Journal of Business Ethics*, 166(1), 3–18.
- Garvare, R., & Johansson, P. (2010). Management for sustainability—a stakeholder theory. *Total Quality Management*, 21(7), 737–744.

- Geneva Environment Network. (2023). <https://www.genevaenvironmentnetwork.org/>
- Gheorghe, C. A., & Matefi, R. (2021). Sustainability and transparency—necessary conditions for the transition from fast to slow fashion: Zara join life collection's analysis. *Sustainability*, 13(19), 11013.
- Hörisch, J., Freeman, R. E., & Schaltegger, S. (2014). Applying stakeholder theory in sustainability management: Links, similarities, dissimilarities, and a conceptual framework. *Organization & Environment*, 27(4), 328–346.
- IndieGetup. (2023). "Is Zara Fast Fashion, Ethical, or Sustainable?" Retrieved from <https://indiegetup.com/is-zara-fast-fashion-ethical-or-sustainable/>. Last accessed on March 2, 2024.
- Interbrand. (2023). Retrieved from <https://interbrand.com/>. Last accessed on February 12, 2024.
- Jones, T. M., Felps, W., & Bigley, G. A. (2007). Ethical theory and stakeholder-related decisions: The role of stakeholder culture. *Academy of Management Review*, 32(1), 137–155.
- Jung, S., & Jin, S. (2014). A theoretical investigation of slow fashion: Sustainable future of the apparel industry. *International Journal of Consumer Studies*, 38, 510–519.
- Kanezato, R. (2022). Fashion brands with strong CSR programs. Retrieved from <https://sociallystrategic.biz/fashion-brands-with-strong-csr-practices/>. Last accessed on November 17, 2023
- Ki, C. W., Chong, S. M., & Ha-Brookshire, J. E. (2020). How fashion can achieve sustainable development through a circular economy and stakeholder engagement: A systematic literature review. *Corporate Social Responsibility and Environmental Management*, 27(6), 2401–2424. <https://doi.org/10.1002/csr.1970>
- Kolsquare. (2023). Top-10 Most mentioned fashion brands by influencers.
- Kucukusta, D., Perelygina, M., & Lam, W. S. (2019). CSR communication strategies and stakeholder engagement of upscale hotels in social media. *International Journal of Contemporary Hospitality Management*, 31(5), 2129–2148. <https://doi.org/10.1108/IJCHM-06-2018-0484>
- Kwon, K., & Lee, J. (2021). Corporate social responsibility advertising in social media: A content analysis of the fashion industry's CSR advertising on Instagram. *Corporate Communications: An International Journal*, 26(4), 700–715.
- L'Abate, V., Vitolla, F., Esposito, P., & Raimo, N. (2023). The drivers of sustainability disclosure practices in the airport industry: A legitimacy theory perspective. *Corporate Social Responsibility and Environmental Management*, 30(4), 1903–1916. <https://doi.org/10.1002/csr.2462>
- Lăzăroi, G., Ionescu, L., Uță, C., Hurloiu, I., Andronie, M., & Dijmărescu, I. (2020). Environmentally responsible behavior and sustainability policy adoption in green public procurement. *Sustainability*, 12, 2110. <https://doi.org/10.1016/j.jclepro.2004.01.007>
- Mandarić, D., Hunjet, A., & Vuković, D. (2022). The impact of fashion brand sustainability on consumer purchasing decisions. *Journal of Risk and Financial Management*, 15, 176. <https://doi.org/10.3390/jrfm15040176>
- Martínez, J. (2023). Inditex estrena en Madrid nuevo modelo de tienda de su proyecto inclusivo For&From. Retrieved from <https://www.fashionunited.es/noticias/retail/inditex-estrena-en-madrid-nuevo-modelo-de-tienda-de-su-proyecto-inclusivo-for-from-2023030749505>. Last accessed on November 7, 2023
- Mattera, M., & Baena, V. (2012). Corporate reputation and its social responsibility: A comprehensive vision. *Cuadernos de Estudios Empresariales*, 22, 129–149.
- Mazodier, M., Plewa, C., Palmer, K., & Quester, P. (2016). Achieving corporate social responsibility through sponsorship. In S. Chadwick, N. Chanavat, & M. Desbordes (Eds.), *Handbook of sports marketing*. Chapter 22 (pp. 317–326). Routledge Taylor and Francis Group Publisher.
- McWilliams, A., Siegel, D. S., & Wright, P. M. (2006). 'Guest editors' introduction. Corporate social responsibility: Strategic implications. *Journal of Management Studies*, 43, 1–18.
- Molina-Prados, A., Muñoz-Leiva, F., & Prados-Peña, B. (2021). The role of customer brand engagement in the use of Instagram as a "shop window" for fashion-industry social commerce. *Journal of Fashion Marketing and Management: An International Journal*, 26(3), 495–515. <https://doi.org/10.1108/JFMM-12-2020-027>
- Munbodh, E. (2020). Primark donates 74,000 items to NHS heroes fighting coronavirus at nightingale hospital. Retrieved from <https://www.mirror.co.uk/money/coronavirus-primark-donates-74000-products-21882534>. Last accessed on November 13, 2023
- Musova, Z., Musa, H., Drugdova, J., Lăzăroi, G., & Alayasa, J. (2021). Consumer attitudes towards new circular models in the fashion industry. *Journal of Competitiveness*, 13(3), 111–128. <https://doi.org/10.7441/joc.2021.03.07>
- Nawaz, S. S., & Kaldeen, M. (2020). Impact of digital marketing on purchase intention. *International Journal of Advanced Science and Technology*, 29(4), 1113–1120.
- Ordóñez-Ponce, E., Clarke, A., & MacDonald, A. (2021). Business contributions to the sustainable development goals through community sustainability partnerships. *Sustainability Accounting, Management and Policy Journal*, 12(6), 1239–1267. <https://doi.org/10.1108/SAMPJ-03-2020-0068>
- Öndoğan, E. N., ÖNDOĞAN, Z., & TOPUZOĞLU, B. (2022). A Study on the investigation of sustainability practices of global brands in the fashion market. *Ege Academic Review*, 22(4), 393–412.
- Patwardhan, H., & Balasubramanian, S. K. (2011). Brand romance: A complementary approach to explain emotional attachment towards brands. *Journal of Product and Brand Management*, 20(4), 297–308.
- Phua, J. (2010). Sports fan and media use: Influence on sports fan identification and collective self-esteem. *International Journal of Sport Communication*, 3, 190–216.
- Puriwat, W., & Tripposakul, S. (2023). Sustainability matters: Unravelling the power of esg in fostering brand love and loyalty across generations and product involvements. *Sustainability*, 15, 11578. <https://doi.org/10.3390/su15111578>
- Quiles-Soler, C., Martínez-Sala, A. M., & Monserrat-Gauchí, J. (2023). Fashion industry's environmental policy: Social media and corporate website as vehicles for communicating corporate social responsibility. *Corporate Social Responsibility and Environmental Management*, 30(1), 180–191. <https://doi.org/10.1002/csr.2347>
- Reuters. (2020). Zara owner offers to make scrubs for Spain's, Coronavirus-stretched hospitals. Retrieved from <https://www.reuters.com/article/us-health-coronavirus-inditex-scrubs-idUSKBN2153EK>. Last accessed on November 13, 2023
- Rosati, F., & Faria, L. (2019). Business contribution to the sustainable development agenda: Organizational factors related to early adoption of SDG reporting. *Corporate Social Responsibility and Environmental Management*, 26(3), 588–597.
- Samala, N., & Katkam, B. S. (2020). Fashion brands are engaging the millennials: A moderated-mediation model of customer-brand engagement, participation, and involvement. *Young Consumers*, 21(2), 233–253. <https://doi.org/10.1108/YC-12-2018-0902>
- Schaltegger, S., Hörisch, J., & Freeman, R. E. (2019). Business cases for sustainability: A stakeholder theory perspective. *Organization & Environment*, 32(3), 191–212. <https://doi.org/10.1177/1086026617722882>
- Stat.io. (2022). Who is Zara's target market? Zara brand analysis – Customer segmentation, Marketing Strategy & Competitors. Retrieved from <https://www.start.io/blog/who-is-zaras-target-market-zara-brand-analysis-customer-segmentation-marketing-strategy-competitors/#:~:text=What%20age%20range%20is%20Zara,21%20to%2030%20years%20group>. Last accessed on February 26, 2024
- Statista. (2023). <https://www.statista.com/>
- Thorisdottir, T. S., & Johannsdottir, L. (2020). Influencing sustainability within the fashion industry. *A Systematic Review. Sustainability*, 12(21), 9167. <https://doi.org/10.3390/su12219167>



- Tomaszewska, M. (2021). CSR practice in the clothing industry. The experience of H&M and Zara. *Nasze Studia*, 11, 81–90.
- Turk, R. (2020). H&M Foundation donates to COVID-19 solidarity response fund. Retrieved from <https://fashionunited.uk/news/fashion/h-m-foundation-donates-to-covid-19-solidarity-response-fund/2020031648002>. Last accessed on November 13, 2023
- Uhlig, M. R. H., Mainardes, E. W., & Nossa, V. (2020). Corporate social responsibility and consumer's relationship intention. *Corporate Social Responsibility and Environmental Management*, 27(1), 313–324. <https://doi.org/10.1002/csr.2347>
- Vitolla, F., Raimo, N., Rubino, M., & Garzoni, A. (2019). How pressure from stakeholders affects integrated reporting quality. *Corporate Social Responsibility and Environmental Management*, 26(6), 1591–1606. <https://doi.org/10.1002/csr.1850>
- Walker, M., Kent, A., & Vincent, J. (2011). CSR communication among professional sport organizations: Stakeholder information and involvement strategies. *Sport Marketing Quarterly*, 19, 125–131.
- Xie, Y., & Yang, Q. (2023). Comparative analysis of marketing strategies of fast fashion brands ZARA and H&M. *BCP Business & Management*, 29, 318–324.

How to cite this article: Baena, V. (2024). The shift from fast fashion to socially and sustainable fast fashion: The pivotal role of ethical consideration of consumer intentions to purchase Zara. *Corporate Social Responsibility and Environmental Management*, 1–14. <https://doi.org/10.1002/csr.2803>