

exploits its competitive advantage through its growth strategy, by expanding into different markets and by taking its online business. It also exploits its advantages through its sustainability strategy, by consistently producing the latest trends and delivering them consistently at a very fast pace.

9-17) I think that Zara's success is due to both internal and external factors. The internal departments excel in their ability to analyze the external environment, including identifying the latest trends and keeping up to date with the latest technology in order to produce and deliver the latest designs in under two weeks. The external environment also contributes to their success, with more customers looking for affordable high fashion options, and with more and more advancements in technology that allows fast production. Another external factor that contributes to Zara's success is the growing consumer need for instant gratification, which is accomplished by Zara's through their quick delivery model. With the use of their internet platform, they are able to accomplish this consumer need for speed, as well as keep up with the growing market towards online retail, since online sales are projected to triple in growth over the next years.

9-18) since it seems that the retail environment is shifting towards an online platform, we conclude that Zara's expansion into online retailing can grow the organization into a global enterprise. Expanding to online has also some implications on resources and capabilities. A global expansion will also require an expansion of staff and resources to accommodate customer needs. Zara needs to make sure it has the resources and technology to sustain their mission to have the latest trends, and they are able to deliver them to customers at a fast pace, plus they need to make sure they have enough supplies to meet potential demand.