



National
College *of*
Ireland

**IMPORTANCE OF BRAND STRATEGY IN
STAKEHOLDER COMMUNICATION AND
SATISFACTION**

*(A STUDY ON FASHION RETAIL COMPANY'S
STAKEHOLDER MANAGEMENT)*

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Abstract

The purpose of the research is to critically analyse the importance of brand strategy in stakeholder communication in order to attain the attention of stakeholders in the fashion retail sector. The present study has focused on analysing the impact of brand strategy on the satisfaction level of stakeholders and depicted the strategic direction to engage stakeholders in the operation process. The research has involved the main question regarding the importance of having effective brand strategies in attaining stakeholder satisfaction for Primark. It has been identified that stakeholder theory has benefited in analysing the perspective of business ethics and management in order to determine if the various actors are negatively impacted by the actions of stakeholders. Moreover, the stakeholder theory has benefited in understanding the importance of collaboration and engagement of stakeholders in the operation process. The research has focused on obtaining data and information through conducting primary data collection methods. Further survey is beneficial to gather first hand raw data regarding the subject area from the participants. In addition, 100 customers of fashion retailer Primark can effectively provide in-depth understanding of the impact of brand strategy on the stakeholder communication and overall engagement of stakeholders in the operation process. Based on the analysis of previous literature, it is evident that stakeholders play a major role in the success of business and also, long-term stakeholder engagement and satisfaction are required for fashion retailers to stay competitive in the market. Moreover, Primark as a fashion retailer has focused on engaging customers through their brand strategy in order to increase the promotion and sale of the products. From the findings, it is clear that preferences for shopping depend on individual customers. There are many people who prefer shopping from the fashion brand Primark. From the responses, it is evident that usage of product, online and personal methods of branding are responsible for developing important branding strategies which aid all the brands in making a differentiation. It is useful for increasing customer influence by purchasing specific products and making a differentiation. There are many respondents who are of the view that creation of videos can attract customers. Research limitation and recommendation has also been mentioned in the study.

Abbreviations: BI (Business intelligence), UK (United Kingdom), SMM (Social Media Marketing), CAM (Collaborative Adaptive Management)

Glossary: Brand strategy, Stakeholder communication, stakeholder engagement, promotion

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Table of Contents

Chapter 1: Introduction	10
1.1 Background of the study	10
1.2 Research Aim.....	12
1.3 Research Objectives.....	12
1.4 Research Questions.....	13
1.5 Research Rationale.....	14
1.6 Problem Statement.....	14
1.7 Structure of the Dissertation	15
1.8 Chapter Summary	16
Chapter 2: Literature Review.....	17
2.1 Introduction.....	17
2.2 Overview of brand strategy, branding communication and stakeholder engagement ...	17
2.3 Impact of brand strategy on the performance of a company	18
2.4 Impact of organisation performance on the satisfaction level of stakeholders.....	18
2.5 Importance of brand strategy in attaining satisfaction of the stakeholders.....	18
2.6 Evaluation of the importance of brand strategy in regard to stakeholder satisfaction within the fashion retail company of Primark.....	20
2.7 Influence of brand communication on stakeholder satisfaction	21
2.8 Analysis of the effectiveness of employing brand communication strategies by Primark for acquiring high stakeholder satisfaction.....	23
2.9 Effectiveness of customer engagement on an organisation emphasising enhanced stakeholder content	24
2.10 Significance of high stakeholder satisfaction through consumer engagement for better organisational promotion	25
2.10.1 Importance of communication and engagement processes for high stakeholder r satisfaction in Primark	26

2.10.2 Effectiveness of communication and engagement for the organisational promotion in Primark.....	26
2.11 Implication and challenges of stakeholder participation through brand communication mechanism	27
2.11.1 Challenges of stakeholder participation based on brand communication mechanism	27
2.11.2 Implications based on the involvement of stakeholders in a company oriented to brand communication tactic	28
2.12 Concerns and outcome of stakeholder engagement in Primark in reliance to the brand communication strategy	29
2.13 Potential measures future enhancement of communication for ascertaining strong brand promotion through stakeholder involvement in Primark	33
2.13.1 Consistent Scheduling for updating the stakeholders time to time.....	33
2.13.2 Diversification of the communication channels	34
2.14 Conceptual framework.....	35
2.15 Literature gap	35
2.16 Summary	36
Chapter 3: Methodology	37
3.1 Introduction.....	37
3.2 Research Philosophy.....	38
3.3 Research Approach	38
3.4 Research Design.....	39
3.5 Research Choice.....	40
3.6 Research Strategy.....	40
3.7 Sample size and sampling technique	41
3.8 Data Collection Method.....	41
3.9 Data Analysis Technique	43
3.10 Time Horizon	43

3.11 Validity and Reliability.....	44
3.12 Ethical Consideration.....	44
3.13 Chapter Summary	45
Chapter 4: Data analysis and findings	46
4.1 Introduction.....	46
4.2 Analysis of Primary Data.....	46
4.3 Secondary literature	58
4.4 Findings.....	59
4.5 Summary	60
Chapter 5: Discussion	61
Chapter 6: Conclusion and recommendation.....	65
6.1 Conclusion	65
6.2 Recommendation	67
6.3 Limitations.....	67
6.4 Future scope.....	68
References.....	69
Appendices.....	82
Appendix 1: Survey Questions	82

List of Figures

- Figure 1: Effective Stakeholder Engagement
- Figure 2: Market growth of the Fashion Retail Industry from 2012 to 2020
- Figure 3: Most Valuable Fashion Retail Brands on a Global basis
- Figure 4: Overview of stakeholder management
- Figure 5: Research Instrument
- Figure 6: Customer satisfaction rate
- Figure 7: Reaction of stakeholders on fashion brands globally
- Figure 8: Different ways through which the consumer contacted with a particular brand
- Figure 9: Followers of Primark on Facebook
- Figure 10: Stakeholder Mapping
- Figure 11: Stakeholder Engagement in product promotion
- Figure 12: Number of suppliers factory Primark
- Figure 13: Review of products of Primark
- Figure 14: Review of Primark customer service
- Figure 15: Consistent Scheduling for updating the Stakeholders from time to time
- Figure 16: Conceptual framework
- Figure 17: Research onion

Chapter 1: Introduction

The primary chapter of the research study has focused on the research background along with research aim and objectives in order to move the research study towards further critical justification. Moreover, the following chapter is also going to discuss research questions and instruments and the research rationale alongside. For more critical demonstration the current chapter is going to evaluate the problem statement as well.

1.1 Background of the study

Stakeholder Communication is the information exchange between an organisation and its stakeholder on a regular basis. According to the study conducted by Bourne (2016), each stakeholder of an organisation is unique and different in his or her own way. This is the reason behind treating stakeholders according to their importance and the role that they play within the organisation. In this aspect, the renowned company Primark has introduced the low-cost fashion strategy by using the Facebook marketing process (Arriaga, Domingo and Silvente, 2017). With the involvement of Facebook marketing process, the company is able to develop the supreme communication among stakeholders. As per the study conducted by Eugenio-Vela, Ginesta and Kavaratzis (2019), brand strategy in accordance with stakeholders have a larger impact and deals with a large variety of stakeholders that include employees, customers, shareholders or investors, suppliers, competitors, the government, and even prospective customers.

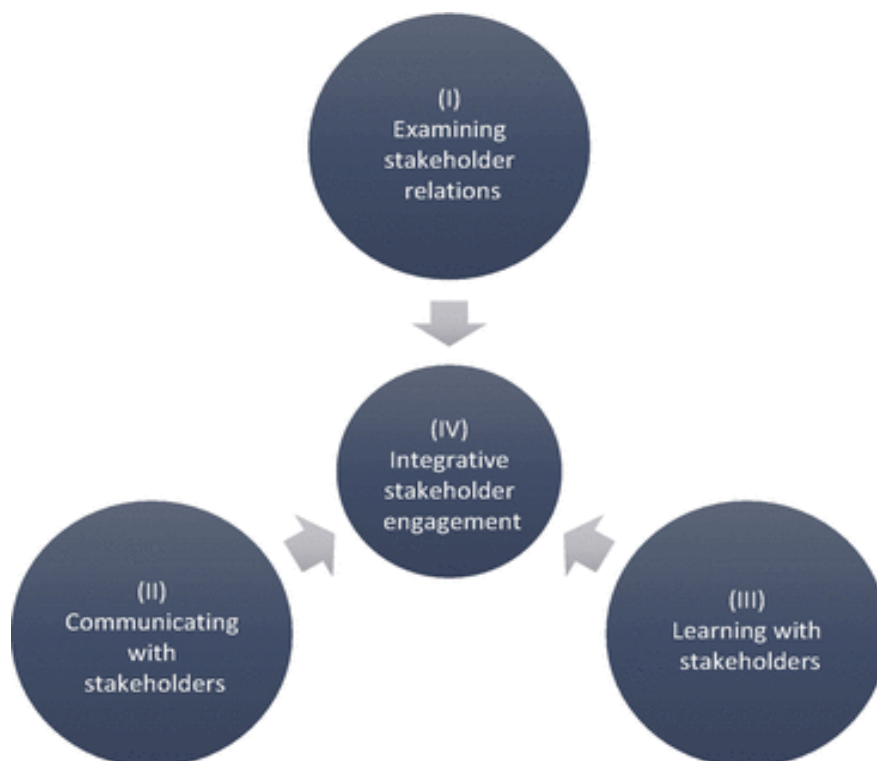


Figure 1: Effective Stakeholder Engagement

(Source: Freeman et al., 2017)

In the figure above, effective stakeholder engagement has been illustrated to ensure proper stakeholder communication and management. It is imperative to identify the dynamics within each stakeholder relation followed by initiating communication accordingly and moving forward with the stakeholder itself. This results in a holistic and integrative stakeholder engagement practice (Freeman et al., 2017). Based on the study conducted by Yang (2011), a stakeholder-based strategy within the fashion retail industry can be beneficial to bring forth further growth and profitability, keeping in mind the interest and values of the stakeholders that are involved. Catering to the people of the industry with the proper implementation of modern technology and IT-enabled systems.

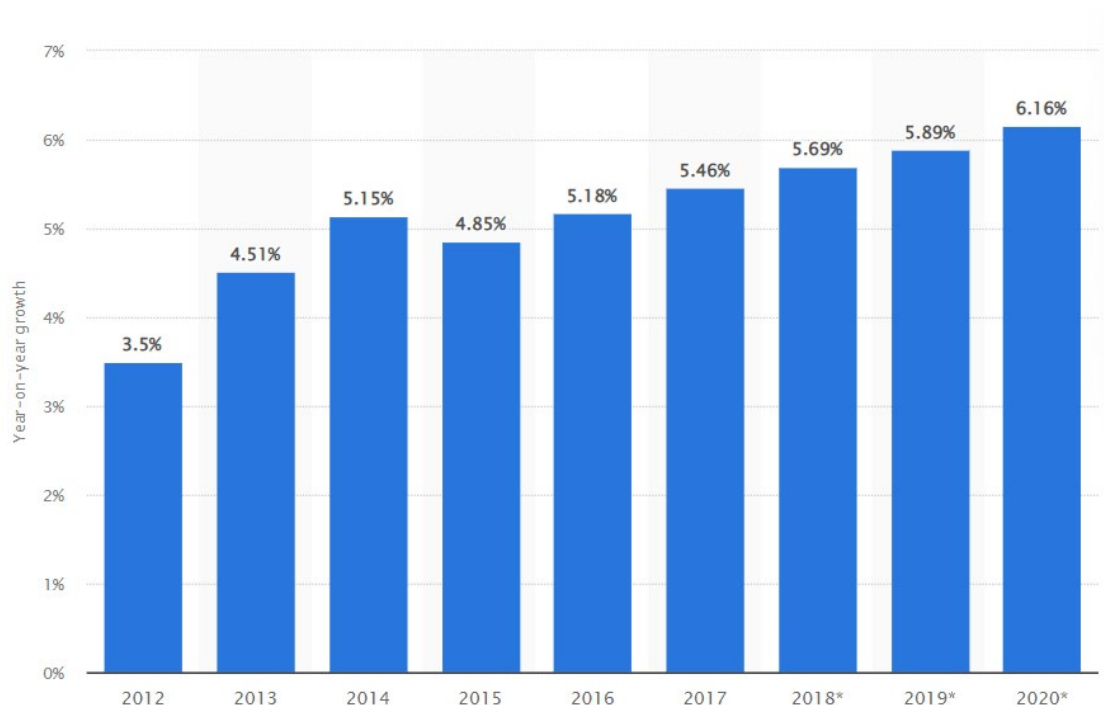


Figure 2: Market growth of the Fashion Retail Industry from 2012 to 2020

(Source: Statista, 2017)

As per the graph that has been illustrated above, the market growth of the fashion retail industry has been reflected from the year 2012 to the year 2020. The growth rate is seen to be growing gradually throughout the years with little to no drops in the growth percentages.



Figure 3: Most Valuable Fashion Retail Brands on a Global basis

(Source: Buchholz, 2021)

Based on the graph presented above, the most valuable brands in the apparel industry have been reflected along with their brand value. It is visible that fast fashion has been closely associated with Haute Couture in recent times to come up victorious in the growing significance of e-commerce and online shopping (Buchholz, 2021).

1.2 Research Aim

The main aim of this research is to critically analyse the importance of brand strategy in stakeholder communication with an in-depth focus on the Fashion Retail Company Primark.

1.3 Research Objectives

Following are the key objectives of this study:

- To identify the importance of brand strategy in attaining satisfaction of the stakeholder of retail organisation Primark.
- To study the effectiveness of employing the use of brand communication strategies by fashion retail company Primark for acquiring high stakeholder satisfaction.
- To discuss the significance of yielding high stakeholder satisfaction by enhancing the communication and engagement processes with the customers for the benefit of the organisational promotion.

- To evaluate the implications and challenges of stakeholder management in Primark by planning effective brand communication mechanisms for its quality promotion.
- To recommend functional strategies for further enhancing the process of communication to attain effective brand promotion for Primark through stakeholder engagement.

1.4 Research Questions

The main research question this study endeavours to answer is ‘What is the importance of brand strategies for stakeholder satisfaction and how important is a brand strategy in stakeholder communication to increase the brand value of a fashion retail sector?’ In order to investigate the role of brand strategy at stakeholder satisfaction and communication in the fashion retailer Primark, I have divided my research into sub-questions such as:

SQ 1. What is the importance of having effective brand strategies in attaining stakeholder satisfaction for Primark? How effective is the use of brand strategies for fashion retail company Primark in acquiring high stakeholder satisfaction?

SQ 2. How significant is stakeholder satisfaction for achieving good organisational promotion for Primark? What are the challenges faced regarding stakeholder management in the retail fashion industry by the organisation?

SQ 3. What are the functional strategies used by the organisation to attain effective brand promotion for fashion industries through stakeholder engagement?

Research Instrument - For the current research study the research instrument which has been taken is questionnaire. Survey of the selected participants through the developed questionnaire is going to be done for the best outcome.

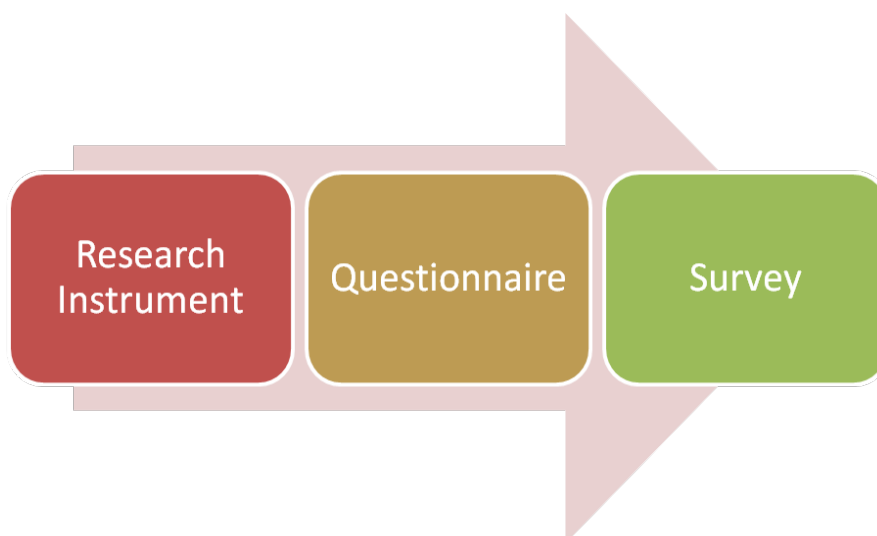


Figure 4: Research Instrument

1.5 Research Rationale

The concerned study is going to explore the role of communication for retail company Primark in terms of satisfying the stakeholders. The mentioned research has depicted the strategic directions to engage with the stakeholders in the fashion retail industry. It would help the concerned sectors and Primark to avoid disruption regarding the global supply chain. In this context, it can be said that the executives of the fashion retail industries should be aware about identifying and analysing stakeholders. As stated by Obeng (2019), unavoidable stress between stakeholders can cause significant issues for the retailers. Stakeholders affect achievement, survival and sustainability of retailers. Moreover, issues regarding stakeholder communication can cause supply chain disruption in fashion retail industries. According to the opinion of Wood, Watson and Teller (2021), pricing stakeholders are associated with cost setting infrastructure and its consequences. In this context, it can be said that the concerned research is justified as it has explored the implication of stakeholder management through effective communication. Different trade organisations, sponsors, suppliers, buyers, distributors and partners are the external stakeholders of the fashion retail industries. As stated by Hultman and Elg (2018), the retailers may face issues of lack of immediate production control as per supply change demand due to poor communication with the stakeholders. It has been noticed that communication with the stakeholders is required regarding determination of budget, designing of the project and execution of contemporary technologies in retail sectors.

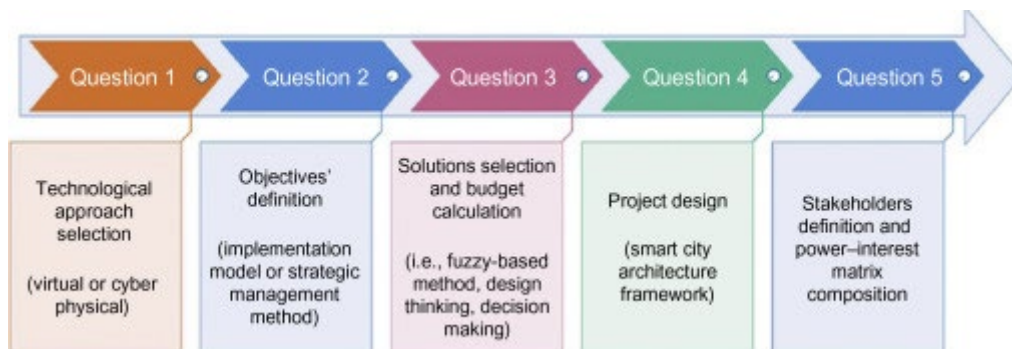


Figure 5: Overview of stakeholder management

(Source: Dooms, 2019)

1.6 Problem Statement

According to Dooms (2019), it has been understood that maintaining effective communication between the stakeholders and retailers helps in understanding the perspectives and goals that have been set by the company for maintaining the business growth. However, **increasing cost of the essential products** has also developed a massive problem for the retailers for enhancing the investment percentage of the stakeholders, which further has created issues in the business

growth plans (Lewis, 2018). On the other hand, Arriaga, Domingo and Silvente (2017), have mentioned about the problem of low-cost fashion, which creates problems for Primark for maintaining retail business. However, lack of trust and transparency among the customers and retailers has created a huge problem because in the present circumstances there were many brands that were available in the market, which preferred to focus on the actual needs and requirements of the customers (Lewis, 2018). Thus, there was a huge opportunity for the customers to switch on other retailing brands that offer valuable products, which can create a huge threat for the retail industry to maintain their business profitability in the present market condition. The problem may arise regarding conflict in decision making in terms of finding the opportunities to identify the stakeholders (Gregory et al., 2019). Furthermore, issues in resource allocation can cause difficulties to prioritise the retail operational activities in fashion industries. Sometimes, it has been noticed that multiple opinions can create challenges to identify the objectives of the research regarding this matter.

1.7 Structure of the Dissertation

Chapter 1: Introduction

In this chapter, a detailed background information regarding this research has been presented, which further has followed ***research aim, objectives and questions*** formulation. Reasons behind carrying out this research have also been offered followed by the problems being discussed thoroughly in this research.

Chapter 2: Literature Review

This chapter would review various literature works to be extracted from secondary sources of data such as academic journals, articles, e-books and others. Those works must have relevancy with the brand-strategy in fashion retail industry to communicate and satisfy the stakeholders. This chapter would direct this study to apply the most suitable technique to meet the gaps identified in the findings presented in this chapter.

Chapter 3: Research Methodology

This chapter would provide detailed discussion and justification of the methodological aspects, which this research would follow to collect the relevant data and then analyse it further. This chapter would present a systematic approach of collecting the relevant data and analysing those to establish a link between it and objectives of this study.

Chapter 4: Data Analysis and Findings

This chapter would be carried out once the data gets collected and those data are to be presented in this chapter for analysing the core findings extracted from those gathered data. In this

chapter, all the researchers for finding the key variables of the dissertation will critically evaluate the data that have been collected by the researchers.

Chapter 5: Discussion and Results

In this section, the important variables that have been gathered by the researchers will be described properly for justifying the undertaken aims and objectives of the dissertation.

Chapter 6: Conclusion and Recommendation

This chapter manifested in providing a summarised version of the entire dissertation and it assisted that the researchers throughout the study had mitigated all the undertaken objectives. Additionally, the limitation and future scopes of the dissertation has been also described in this part.

1.8 Chapter Summary

After analysing the overall chapter, it can be concluded that a stakeholder-based strategy enhances the growth and profitability of the retail firm Primark. The growth rate of the respective sector has been upgraded, which means that the involvement of stakeholders can be seen there. Hence, to investigate whether stakeholders-based strategy upgrades an organisational value in terms of profitability and growth, this research majorly aims to analyse the significance held by brand strategy concerning stakeholder satisfaction and communication. However, this study aims to gain key insights into the brand strategy of Primark Company regarding the way they formulate their brand strategy to communicate and satisfy their stakeholders. It is because stakeholders play a major role not only in affecting the achievements of an organisation, but also in the survival of that organisation. This research primarily focuses on the lack of communication between stakeholders and companies leading to a disruptive relationship and missing authentic and credible information. Hence, this chapter leads the next chapter to cover all these aspects from a conceptual perspective by exploring available and credible secondary sources.

Chapter 2: Literature Review

2.1 Introduction

Literature Review of this study work has played a vital role in creating conceptual framework that critically demonstrates the ideas of existing knowledge. Additionally, it also identifies the potential area of the research work. This section indicates and discusses various corners including the central purpose of the study, previous works and illustrates the motives of the present study. Focus of the literature review part is the research aims and objectives. In the following study, the importance of brand strategy in stakeholders' communication and satisfaction specifically on stakeholder management of a fashion retail company has been discussed.

2.2 Overview of brand strategy, branding communication and stakeholder engagement

According to Huber (2011), branding of an organisation plays a significant role in the success they gain in the market. Therefore, businesses invest a significant amount of time and capital in building a strong brand strategy. Most successful brands have distinct positioning which is constantly applied in brand strategies, which are directed at certain targeted groups (Janiszewska and Insch, 2012). The brand strategies incorporate proper selection of actions, which are connected with positioning factors like providing higher quality of product at prices lower than other brands or positioning the products of the brand as a luxury statement and several others. This provides uniqueness, which contributes to the brand image and gains competitive advantage. The major integrative component in enhancing brand communication with consumers, workers, channel members, suppliers, the media, and the society is brand communication. In order to improve the engagement of customers with a brand, over time, brand communication should attempt to increase brand loyalty by increasing the loyalty of the customers towards the brand. (Zehir et al., 2011). When people connect with a brand and keep coming back to, it is considered the result of distinctiveness that the brand has been able to build through brand communication. Strong brand communication points towards the fact that they have been able to successfully keep their customers engaged through social media pages, positive advising subjects as well as through positive brand reviews from other customers. Stakeholder participation may benefit location branding and other types of branding. According to Eugenio-Vela, Ginesta and Kavaratzis (2019), stakeholders possess resources that are critical to achieving influence. Stakeholder engagement can reduce the possibility of stakeholders using veto power and can add value to the subject matter of decision-making. This

is due to the reason that their specialised knowledge is useful in contributing to the democratic quality of decision-making.

2.3 Impact of brand strategy on the performance of a company

Brand strategies are the sole part for a company to grow globally with remarkable reputation. According to Jeon (2017), with a good customer and brand relationship, a company can build a proper customer base, which eventually demonstrates the field performance of the organisation. Additionally with the help of self-identification of the customers, a brand can illustrate their consumer identities globally. Maintaining a good performance in the market can actually focus on the long-term success that can easily happen with brand strategies. As per the study of Huber (2011), it is a fact that proper brand strategies help a company to perform well in the international market field but with proper implementation of those strategies impact a lot in the actual performance. The Irish fashion retailer company Primark has followed their own strategies in branding like transparency, customization in products including the mentioned ones and maintaining their productive performance worldwide, which has been discussed, in the following study.

2.4 Impact of organisation performance on the satisfaction level of stakeholders

A proper organisational performance and satisfaction of stakeholders is interrelated based on selling products and brand promotion. According to Council (2020), with appropriate brand strategies like mutual and beneficial conversations, frequent communication, maintaining proper transparency and others, an organisation gives a satisfactory performance in the market world. Therefore, it is evident that the performance of an organisation is actually based on stakeholders, if the customers, investors, employees who are the main stakeholders of the company stay satisfied then the performance level of the company will also be enhanced day by day. As stated by Fonseca et al. (2016), the relationship and understanding between a firm and the critical stakeholders play the actual role of company growth so a successful performance in every aspect brings more satisfied stakeholders, which makes the company reputation better and wider. Primark the renowned fashion company has also earned a remarkable place in the fashion world with the help of their unique branding strategies like competitive pricing strategies, and with help of this, they are getting more attention worldwide by their satisfied stakeholders.

2.5 Importance of brand strategy in attaining satisfaction of the stakeholders

Brand strategies are required for the global organisations to attain the satisfaction of their stakeholders. According to Severgnini, Galdaméz and Moraes (2018), for fetching the

satisfactions of the stakeholders it is important to identify the needs, demands and contributions of the stakeholders. Keeping on maintaining the organisational excellence with all the stakeholder's requirement performs well as brand strategy in attaining satisfaction of the stakeholders. As per the study of Gupta, Crilly and Greckhamer, (2020) a good engagement between stakeholders and firms plays a great role in stakeholders' satisfaction. It is also required to have collaborative adaptive management (CAM) for developing firm strategy. It is responsible for developing the environment of the reputed organisation to develop the performance by which stakeholders get attracted. The below image has shown the increasing customer satisfaction rate after with brand strategies globally.

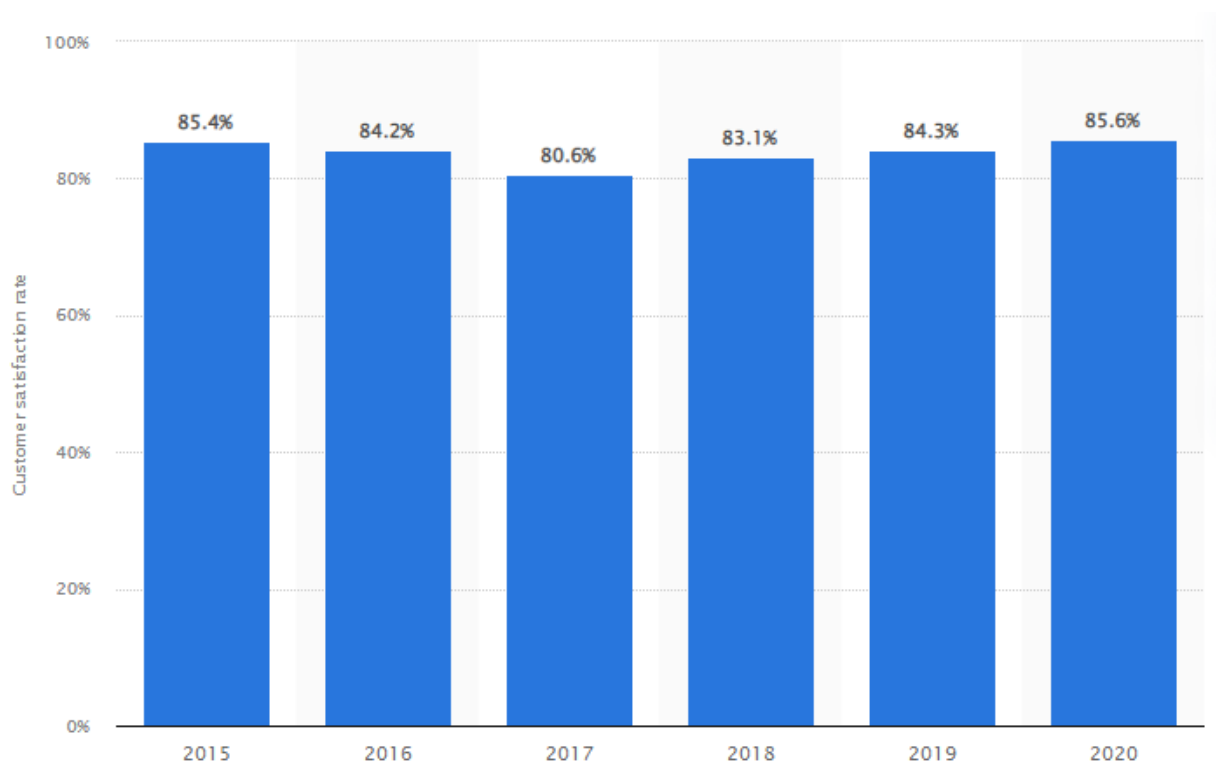


Figure 6: Customer satisfaction rate

(Source: Statista, 2018)

According to the database Statista, (2018), customers, who are one of the stakeholders of the company, have seen an increase in the satisfaction rate by taking required brand strategies. The Irish multinational fashion retailer company Primark, also maintains some brand strategies like proper communication with stakeholders, understanding their requirements and others to fulfil the satisfaction of their stakeholders.

2.6 Evaluation of the importance of brand strategy regarding stakeholder satisfaction within the fashion retail company of Primark

In the fashion retail sectors brand strategies enact an important role in fulfilling the satisfaction of stakeholders. Popular fashion retail companies like Primark follow several brand strategies about satisfying their stakeholders who are the customers, employees, investors and suppliers. Proper framework of product, price and place, competitive pricing strategies, genuine communication with customers, has helped Primark to get a global reach. As reported by Kraaijenbrink (2019), both market share and operating profit margin has increased over the years. They have maintained a proper alignment in their business and with their stakeholders internally and externally. The below image has been provided information about stakeholder's reaction as a reflection of brand strategies.

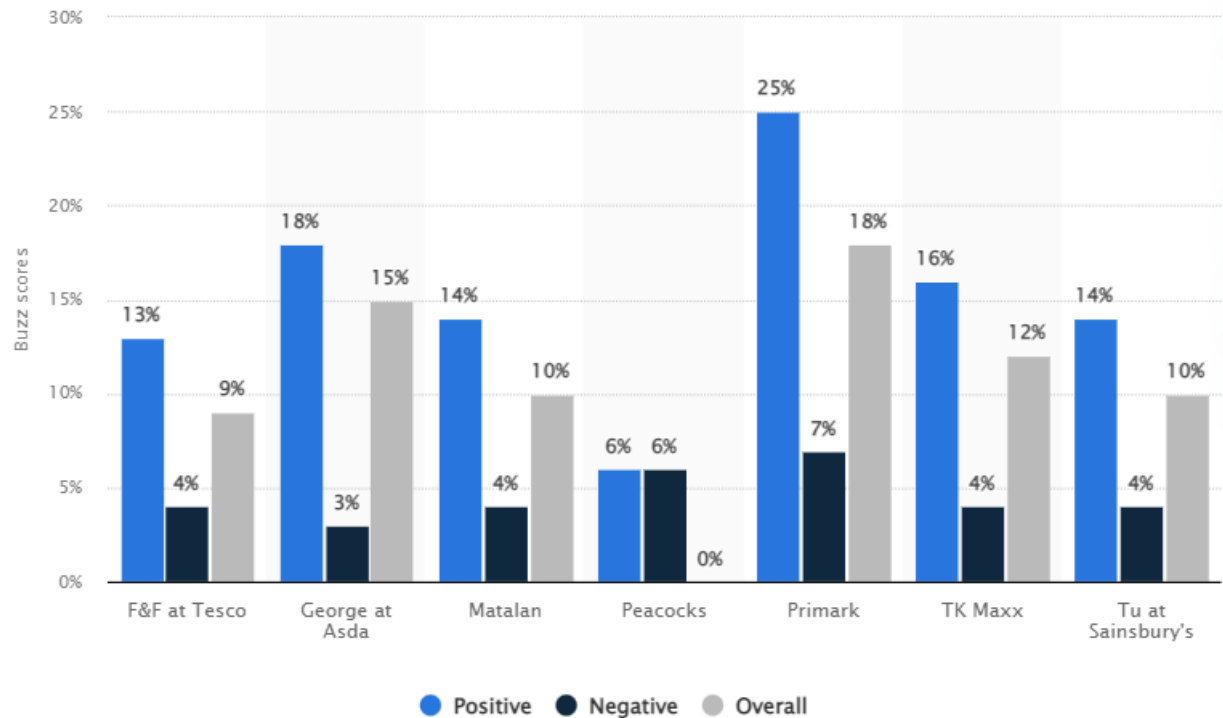


Figure 7: Reaction of stakeholders on fashion brands globally

(Source: Saban oğlu, 2021)

According to Saban oğlu, (2021), the reputed fashion organisation Primark has received mostly positive impacts, the percentage is 25%, and the negative reaction is 7%, which is quite less comparatively. Therefore, it can be stated that the useful brand strategies have helped the fashion retail company Primark to achieve their stakeholder's satisfaction. For fashion companies like Primark, it is always important and much needed to follow through with some

brand strategies in order to reach the gratification of their customers, investors, employees and suppliers.

2.7 Influence of brand communication on stakeholder satisfaction

A brand of a product plays an important role for the company to generate trust from their customers. Each company has a particular brand which represents the value, quality and display of the product. Brand communication means, when a company uses different ways and means to target their particular audience or stakeholders (Ngatno, 2017). For example, a company may choose the visual representation of the brand in front of the consumers. A company displayed their item with the help of an image (Ngatno, 2017). According to Zehir et al. (2011), although a company uses different ways to present their brand, the main motive of a company is inclined to communicate with their potential consumers and to develop a relationship with them. With help of brand communication, the firm is able to gain loyal consumers for their company. It means that the brand communication also determines the services and the quality of the product, and this has become very significant in satisfying the needs of the customers or the stakeholders. As stated in the marketing field, the main purpose of the company is to develop an effective connection with potential customers. The marketing capacity of a company and their performance directly affects the stakeholder satisfaction. The marketing capability of the company has been identified through brand communication. It has been observed that the company may sometimes use different platforms like television, radio, social media platforms and many more to communicate with their stakeholders about their brands. Many consumers were satisfied because of the usages of the different media for communication of the brand or the products. The below image represents the different ways of brand communication that has been chosen by the customers. It has been identified that Email is the most popular channel, which the customer liked the most (Refer to Appendix 1).

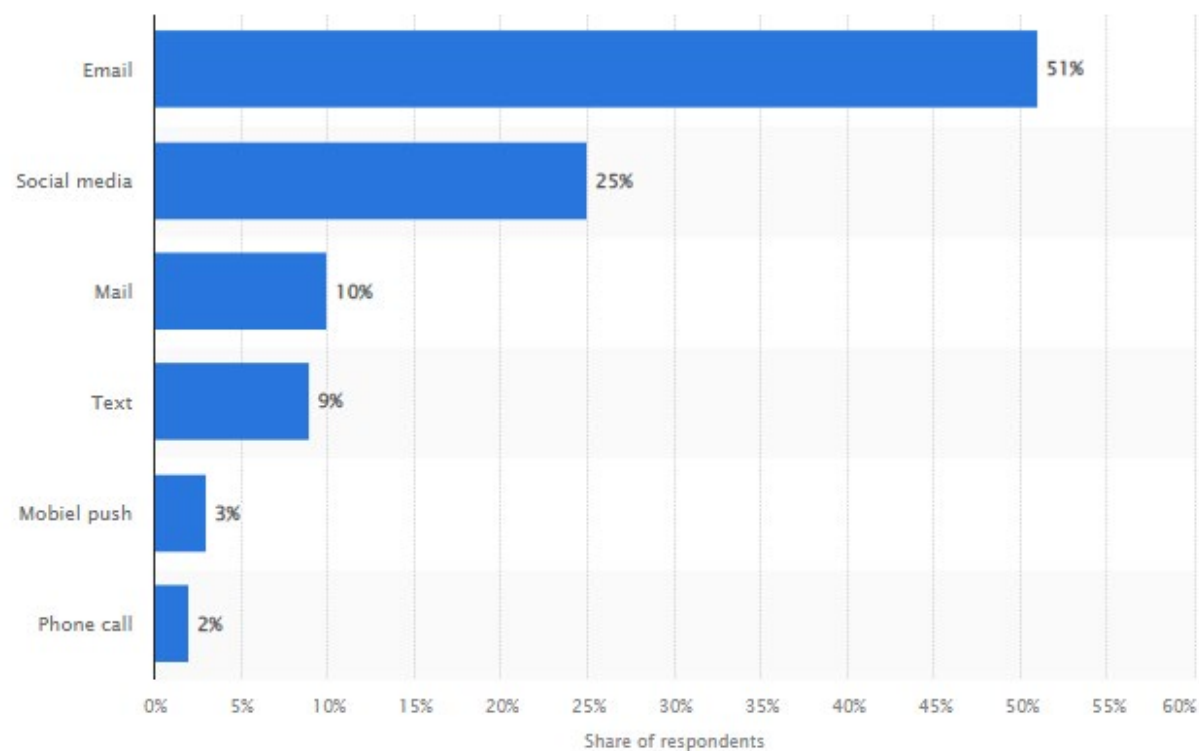


Figure 8: Different ways through which the consumer contacted with a particular brand
(Source: Guttman, 2020)

Similarly, Primark also focused on brand communication through which they satisfied their consumers. Primark may choose different platforms like Facebook, Instagram or open source agencies through which they can communicate with people about their brands. Primark has already chosen Facebook as a media through which they could develop a contact with the stakeholders. Many people have liked their product and it can be observed through their followers on Facebook. The below image represents the followers of Primark on Facebook.

About

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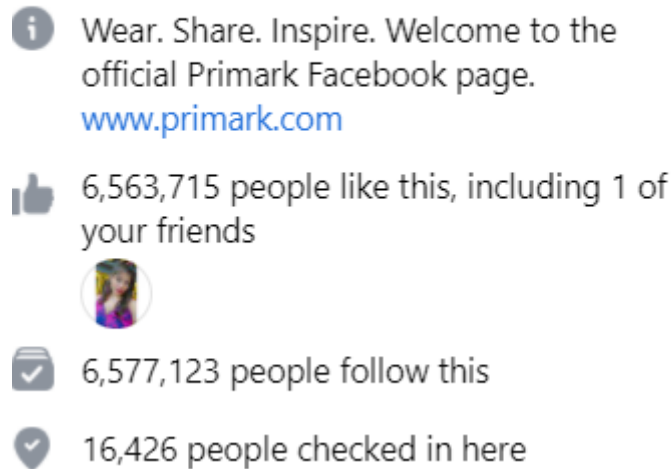


Figure 9: Followers of Primark on Facebook

(Source: Facebook, 2012)

2.8 Analysis of the effectiveness of employing brand communication strategies by Primark for acquiring high stakeholder satisfaction

Rapid development in the technology and communication field has fostered the functionality of the most popular social media platforms in enticing the global target consumer base. SMM strategies have been taken help of by Primark in order to *sensing and seizing possible opportunities* and *managing potential threats* (Lutz and Hoffmann, 2013). These strategies have helped it to accumulate crucial market information as well as stakeholder demands regarding the product development. It also has supported Primark in establishing a stronger connection with its stakeholders and thus, its professional reputation is maintained (Donner and Fort, 2018). This has contributed much to developing the stakeholder satisfaction by a noticeable margin. The combination of corporate behaviour and organisational values have been observed to keep the stakeholders together for the company. Advancement in technical functionality as well as intangible promise on behalf of the organisations like Primark also have contributed much to generating an effective brand image (Li, Larimo and Leonidou, 2020). Organisations like Primark have been found to communicate with its stakeholders in an intrinsic and non-verbal manner in order to assure them about maintaining the best possible product quality as well as corporate values (Gregory, 2007). The organisation also has focused on increasing the brand awareness among its target consumer base so that its objectives related

to generating effective brand images can be met properly. This eventually supported Primark in providing satisfaction to its stakeholders.

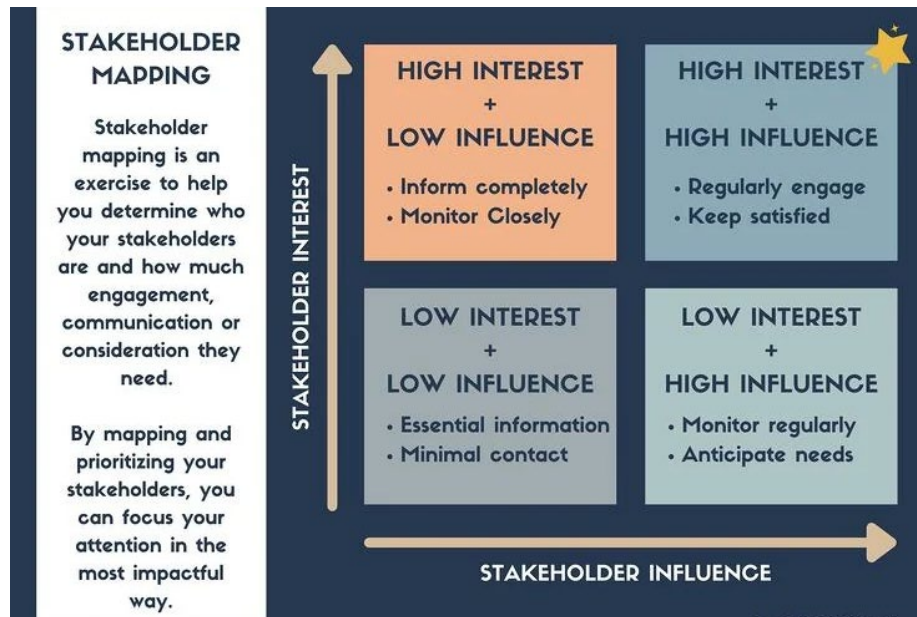


Figure 10: Stakeholder Mapping

(Source: Walker, Bourne and Shelley, 2008)

2.9 Effectiveness of customer engagement on an organisation emphasising enhanced stakeholder content

Engaging customers with the business as well as business organisation is one of the most important factors for overall growth of that particular firm. As per the perspective of Raeisi (2017), it can be stated that customer engagement performs a vital role for overall success of an organisation. This is because, if the customers are not engaged with the business, then there will be no demand for products or service towards the organisation. Moreover, as a result the company will have to face loss. As per the viewpoint of Hollebeek, Kumar and Srivastava (2020), in the present scenario of the business environment, it can be said that customer engagement is one of the most important resources of the customers that help them in investing in the brands of their choice.

As opined by Clark, Lages and Hollebeek (2020), it has been identified that *stakeholder theory* serves to be a perspective of business ethics and management that determines that various actors are negatively impacted by the actions of stakeholders. The stakeholders include customers, employees, creditors, suppliers, government and competitors. As per the perspective of Lehtinen, Aaltonen and Rajala (2019), it can be stated that the engagement of stakeholders is one of the most important tools within a business organisation. Collaboration as well as engagement with the stakeholders performs as a cornerstone for such businesses,

which are contemporary. Engagement of more external stakeholders helps the business organisations in acquiring more innovations within the overall performances of the organisation. As per the viewpoint of Żymkowska (2015), it has been identified that the customer engagement of the fashion industry has been based on four significant dimensions. The dimensions are *customer purchasing behaviour*, *customer referral behaviour*, *customer influencer behaviour*, and *customer knowledge behaviour*

Retailers usually take into account various stakeholders rather than having a small number of shareholder perspectives. While establishing a marketing strategy including increasing the customer engagement with the brand, these broader point of views of the stakeholders are taken into consideration. According to Grewal et al. (2017), their perspectives are mainly a product of their interest as well as their market connections. The main purpose of taking the stakeholders knowledge and perspective into shaping a marketing strategy is to generate maximum profit through consumer satisfaction. Each stakeholder of an organisation has various perspectives offering a large number of options to the companies they can implement in order to effectively engage with the customers. On the other hand, Brodie et al. (2011) states that a broader relational approach understands the various customer behaviours are basically a result of their distinctive interactive experiences that consumers have while co-creating value with companies and other stakeholders as well have also identified it. It has been identified that consumers' behaviours are generally greatly influenced by reviews, customer-to-customer contacts and other blogging activities. The engagement behaviour of customers is not just limited to transactions, but it transcends these boundaries and is affected by the reviews they receive from other stakeholders about the treatment of the company towards them as well as the distinct positioning of the brand as well (Refer to Appendix 1).

2.10 Significance of high stakeholder satisfaction through consumer engagement for better organisational promotion

In order to get better organisational promotion, it is important to focus on customer engagement with the high stakeholder satisfaction. Hence for addressing that the following section of the literature review chapter is going to discuss both the importance of communication and engagement process and effectiveness of those engagements in a detailed manner.

2.10.1 Importance of communication and engagement processes for high stakeholder satisfaction in Primark

Communication is one of the most important processes to discuss any problem and find out the appropriate solution to it. As per the perspective of Dach and Allmendinger (2014), it can be said that effective communication processes play an important role within the fashion retail companies like Primark in order to acquire sustainability. These types of companies utilise their websites, as well as webpages in the form of a medium to interact with their customers and other stakeholders. Interacting with the stakeholders through the help of web pages, help the companies like Primark in providing knowledge and awareness to their customers and other stakeholders regarding any newly introduced product or service.

According to Primark (2021b), it has been identified that the company has committed to remove all the chemicals within their supply chain by 2020. Moreover, the company also wanted to bring a change in the industry by eliminating the chemicals. Following the commitment, Primark also performed the same and eliminated chemicals from their supply chain. This was done with the engagement of stakeholders in order to find more safe alternatives.

As per Primark (2021a), it has been identified that the company sells their products at a very low and reasonable price. Moreover, the main aim of the company is to provide their customers the best experience of opportunity to wear the sustainable outfits of their choice at a low and affordable price. This plays a vital role in engaging more stakeholders to the company and also in satisfying them with the best products and services. In order to keep the customers satisfied, the company always puts efforts to perform as per their code of conduct, like providing safety to their workers. For example, Primark has dismissed their three suppliers, just because they support child labour. In India, 3 suppliers were using child labourers for embroidery work, the company has dropped both the suppliers (Arnott, 2008).

2.10.2 Effectiveness of communication and engagement for the organisational promotion in Primark

According to Gregory (2007), the stakeholders are the ones who play a great role in promoting the products of the company. It is very significant to engage more consumers in the company and it could be possible only with proper communication. Communication is the means through which people can communicate with each other and it is the same for the firm also. When a company uses effective mode to communicate with their consumers about their brand, then

only the company is able to promote their organisation. The stakeholder's engagement is another strategy which the company used to promote their products. With help of communication of their brand the company is able to engage more consumers and those potential consumers may help in promoting the brand. A satisfied customer always suggests another one to use that product from which they got benefits. In that way by engaging customers, the company promotes their brand across the world. According to Hendriksz (2017), the company Primark may also adopt this method of engaging their stakeholders for their brand promotion. Primark has adopted a method to communicate with their customers by opening their ventures all over the world. In the USA, they have opened many channels of their brands through which they popularised their products across the people of the USA (Hendriksz, 2017). In that way, Primark tried to communicate with their potential customers and if they adopt this strategy of opening up the ventures in different places of the world, they can communicate with the people all over the world and engage more customers for their brand which automatically promotes their organisation.

2.11 Implication and challenges of stakeholder participation through brand communication mechanism

In this section the focus will be on implications and challenges of stakeholders' participation through brand communication mechanisms. Thus, it has been divided into two sections of challenges of stakeholder participation and Implications based on the involvement of stakeholders in a company oriented to brand communication tactics in a critical way.

2.11.1 Challenges of stakeholder participation based on brand communication mechanism

On the basis of this research focusing on the role of the stakeholders in brand communications, it has been identified that one of the most common and significant challenges occurs in terms of conflict interest. Contradictory goals of the stakeholders stand in direct contrast with the frequently enforced idea of shared interest and values (Harrison et al., 2019). In the case of Primark, who have taken the initiative of being called a sustainable brand, training farmers to resort to farming procedures which are more ecologically friendly, have already built a unique identity for themselves. In order to implement this successfully, differences of opinion and interests among stakeholders regarding policies, selection of procedure, investing on new technologies for pollution control, often vary which ultimately affect the operations of the

organisation as well as delay in projects. Moreover, Primark may also face stakeholder engagement challenges due to power inequalities and cultural disputes, where stakeholder perspective is a common phenomenon in local communities and global enterprises which results in a mismatch of ideals and values during stakeholder involvement (Kujala, Heikkinen and Porras, 2020). Therefore, Primark must take measures in order to promote better communication to avoid differences of perspective and share their knowledge towards achieving a common goal.

2.11.2 Implications based on the involvement of stakeholders in a company oriented to brand communication tactic

According to Steyn (2004), stakeholders play an important role in supplying economic resources, specialist knowledge as well as political support, being one of the collaborative partners to the organisation. As stated by Balmer and Gray (2003), corporate branding is one of the most crucial parts in establishing a business and hence, acts as the 'face of the organisation' in most of the cases. There are a number of key elements that support establishing a brand and in order to achieve this, a brand vision is essentially followed. It is taken care by the senior management of the organisation by solely following the existing culture within the target market and expressing it through the brands (Balmer and Gray, 2003). Systematic studies are considered in order to properly understand various stakeholders functions an organisation possesses. This strict rule is followed to develop effective corporate strategies that further supports the organisation to shape its corporate brand with the help of its stakeholders directly or indirectly. Increasing recognition in the marketing along with various organisational literature are supporting businesses with proper knowledge in building effective corporate brands. As the example demonstrated by Pillai (2011), stakeholders can be involved in identifying the gaps or interferences between different dimensions of brand communications. This would help the industry to develop effective brand communication strategy by keeping both the positives and negatives in mind. A genuinely interactive relationship is built among the organisation and its stakeholders, that is highly involved with making effective transaction-based approaches. Hence, the stakeholders that further support the organisation to build effective relationships with the target consumers propose effective communication-based marketing models. Stakeholders also support the companies identify gaps as well as opportunities related to establishing a successful brand communication strategy and thus, the management officials can efficiently utilise the communication resources to highlight the key features of the products and achieve the organisational visions (Gregory, 2007). As stated by

Sørensen and Torfing (2007), multiple actors play major roles in developing a brand awareness within a particular target market. These actors influence the decision-making processes of the organisation that further affects its brand communication strategies. Direct stakeholder involvement supports establishing brand communities that further facilitates building effective brand communication tactics. *A clear brand concept, frequent marketing activities, involving the stakeholder count* are some of the key functions that involve a company's stakeholders and their effective collaboration in forming effective brand communication strategies (Klijn, Eshuis and Braun, 2012).

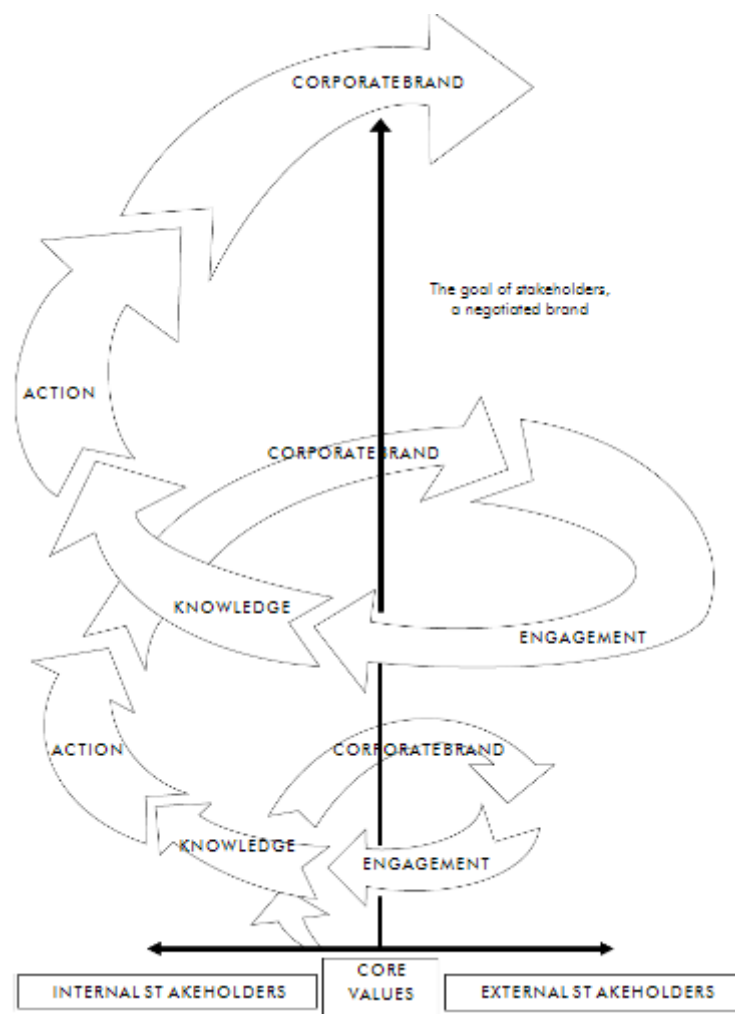


Figure 11: Stakeholder Engagement in product promotion

(Source: Gregory, 2007)

2.12 Concerns and outcome of stakeholder engagement in Primark in reliance to the brand communication strategy

In the following parts of the section the focus will be directly on the Low budget allocations affecting the core of brand communication aspects, outcome and Inadequate product

specifications unable to meet the market demands or requirements for furthermore critical discussion.

2.12.1 Low budget allocations affecting the core of brand communication aspects

As stated by Sama (2019), Marketers intend to invest a decent quality of capital in media platforms to bring positive impacts in their brand communication through prominent stakeholders. Useful brand communication strategies for core development of the brand are advertising, social media and others. Digitalization of products often produces more impact in the base of brand communication. According to Polonsky and Hyman (2007), stakeholders are responsible for the advertising of the new products as well as the brand communication base. Hence, it is important for the firm to give attention to major stakeholder's expectations from the budget perspective. Sometimes for the low budget issue many stakeholders refuse to continue with the following firm, which can eventually bring negative impact on stakeholder engagement procedure and the brand communication strategy. Multiple stakeholders have multiple expectations and responsibilities towards the organisation so fetching their expectations in brand promotion or other engagement is vital. As reported by Loeb (2021), the following fashion retail company Primark choosing wrong and low budget products not to sell, could bring a negative impact on stakeholders also to the brand communication.

2.12.2 Outcome

The above concern, which often disturbs the major stakeholders of any organisation, has also a bad impact on the brand communication strategy and reputation at the same time. The outcome of the mentioned concern could decrease the market value of the company and it affects the major stakeholder who are the suppliers. In the below image the supplier rate of Primark has been shown for better understanding.

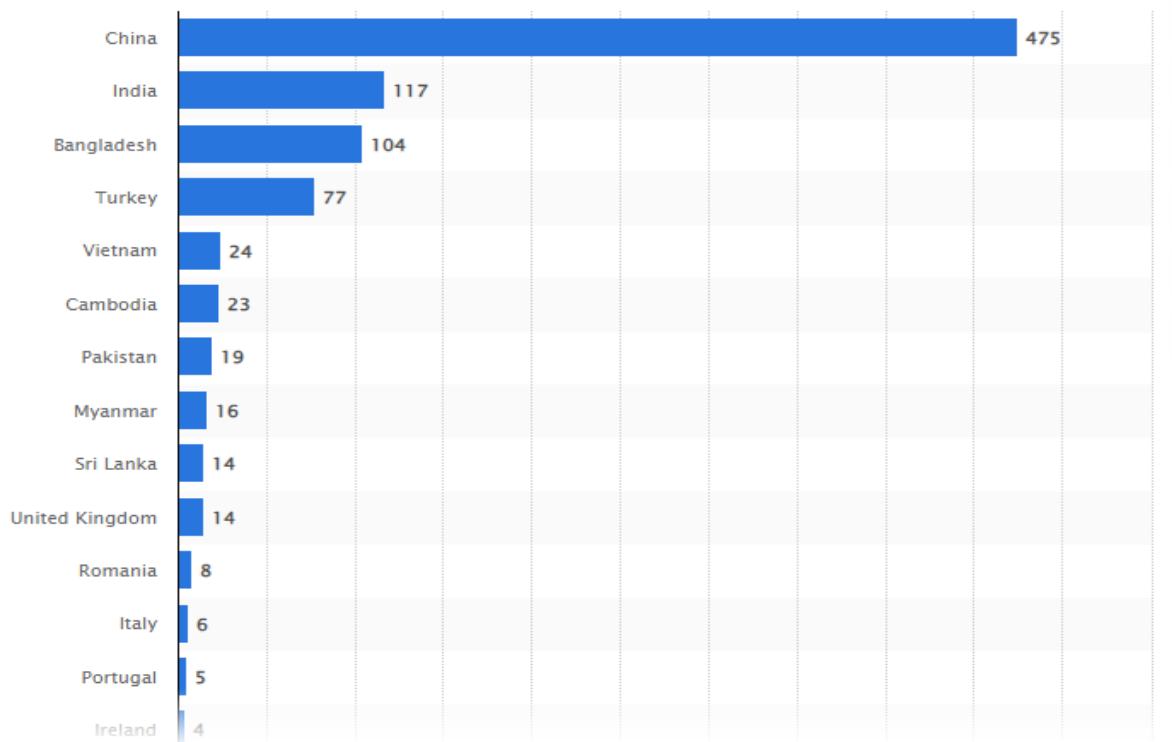


Figure 12: Number of suppliers factory Primark

(Source: Smith, 2020)

2.12.3 Inadequate product specifications unable to meet the market demands or requirements

According to Hsee et al. (2009), product specification is the most vital part of concern for some major stakeholders like customers for buying the product and giving proper review, which will welcome a positive collision in the brand communication. Though there are many other concerns in buying products, customers are still more dependent on the proper product specifications. Therefore, absence of adequate product determination disappoints the market demands and can be a big concern for stakeholder's engagement, which can affect the brand value and communication consequently. As stated by Osteras, Murthy and Rausand, (2006), proper specification of products is interrelated to product performance, which indicates product development. Hence, for meeting the market and stakeholders' requirements and for the development of products it is important to erase the concern of customers in product identification. In Primark, also there is this issue of product identification, which affects the stakeholder's expectation sometimes.

2.12.4 Outcome

The factual concern of stakeholders related to product specification brings affective outcomes like negative feedback and review from customers. Since the following company Primark is a fashion retail shop, so maintaining specifications on sizes of clothes, services, quality, colours

and others are important to give attention. Otherwise, absent product specification could bring negative reviews to the company like the images have shown in this section. In the below image a customer has given her negative review on sizing of the received product.



Figure 13: Review of products of Primark

(Source: Primark, 2022)

Moreover, in the image which has shown down another customer reviewed badly for his or her inappropriate service.

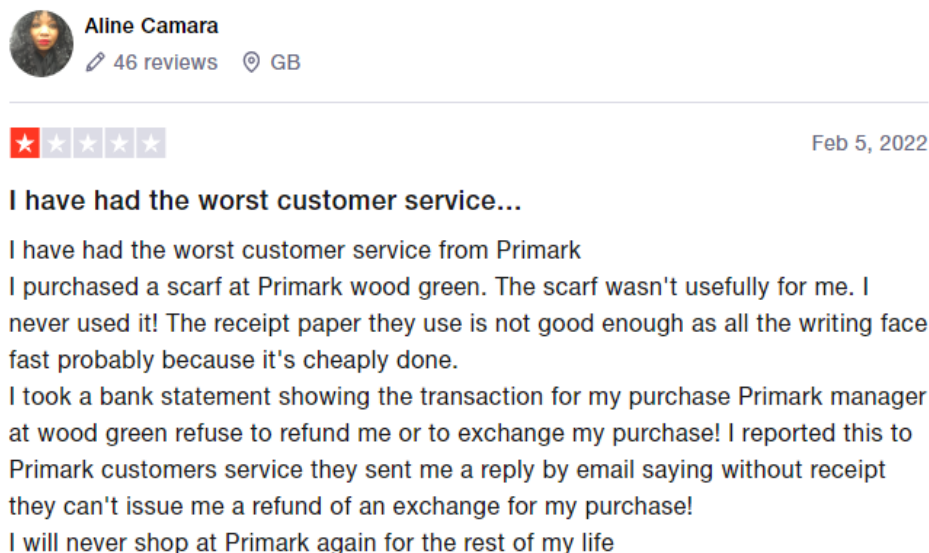


Figure 14: Review of Primark customer service

(Source: Primark, 2022)

2.13 Potential measures for future enhancement of communication for ascertaining strong brand promotion through stakeholder involvement in Primark

In this chapter the Potential measures for future enhancement of communication for ascertaining strong brand promotion through stakeholder involvement in Primark will be discussed on the basis of Consistent Scheduling for updating the stakeholders time to time and Diversification of the communication channels for better comprehension.

2.13.1 Consistent Scheduling for updating the stakeholders time to time

Multiple scheduling strategies are followed to keep the stakeholders always updated regarding the contemporary status of the organisation. *Making the progress always visible, improving stakeholder engagement, scheduling and sending weekly updates, using technologically advanced platforms and creating a stakeholder map* are some of the methods that are followed to enhance stakeholder engagement by the management officials of an organisation like Primark (Council, 2020). Transparency in organisational progress from time to time helps the stakeholders to stay always updated with the current situation of the organisation which also contributes in building trust. Active communication along with provided opportunities in organisational decision-making also enhance the stakeholder engagement and form an effective communication channel. Scheduling and sending weekly updated data to the stakeholders also help them to contribute in the overall organisational progress. According to Nikas et al. (2017), technological advancement also is playing a major role among the industries in keeping the stakeholders always connected through various online-based platforms. With the help of these platforms, stakeholders can be asked for suitable suggestions for the cited issues, which also facilitate forming a strong bond between them and Primark. Stakeholder maps on the other hand, would help Primark identify the visions and needs of the stakeholders more clearly from time to time (Council, 2020).

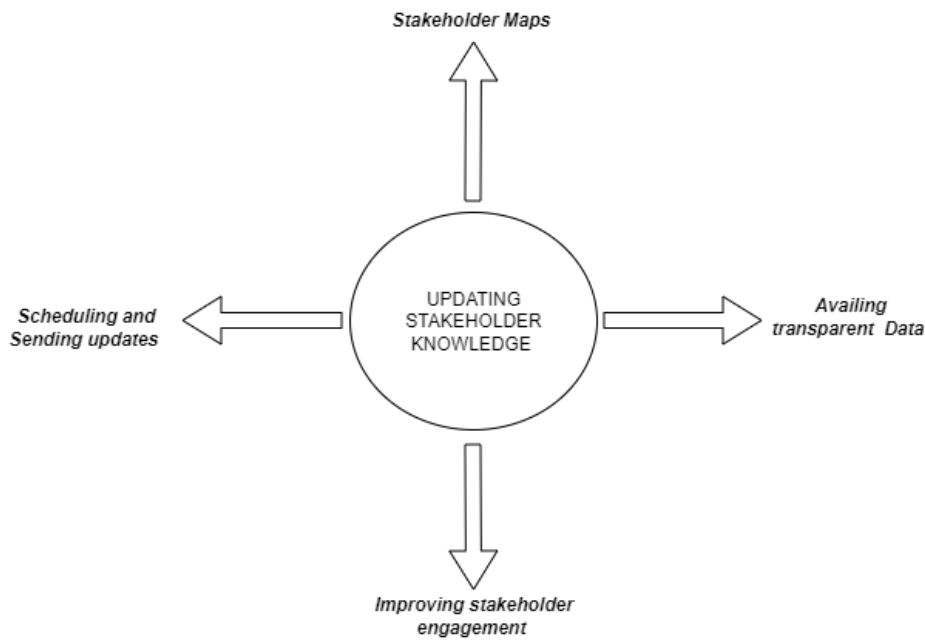


Figure 15: Consistent Scheduling for updating the Stakeholders from time to time

(Source: Council, 2020; Nikas et al., 2017)

2.13.2 Diversification of the communication channels

According to Castaldi and Giarratana (2018), diversification of the communication channels could bring growth in the firm to a higher level, and it helps in enhancing the communication with the stakeholders for the betterment of the company. As asserted by Mohr and Nevin (2019), communication can help in functioning channels but does not always support in creating channel communication, so it varies from which diversified communication strategy would help the process. Some major points of making communication channels diversified are frequency, direction, modality and content. Additionally, with all of these, proper structures, climate and power develop an impactful outcome for the communication channels. Diverseness in communication channels like emails, vlogs, advertising, conferencing calls bring a positive impression to the company and secures a strong brand communication with its stakeholders. Consequently, the lack of proper communication channels and absence of the diversification of those channels could drop the brand standard. As reported by Anderson, Lodish and Weitz (2019), resource allocation behaviour in conventional channels produces more diversity in the entire communication channels of a firm. Therefore, the popular fashion retail company Primark would be more beneficial if they try to maintain a diversity in all their communication

channels which will eventually bring more stakeholders satisfaction and brand population at the same time.

2.14 Conceptual framework

The following conceptual diagram has been used in order to understand the importance of dependent and independent variables and it has also demonstrated the actual focus of the research study in a more critical way.

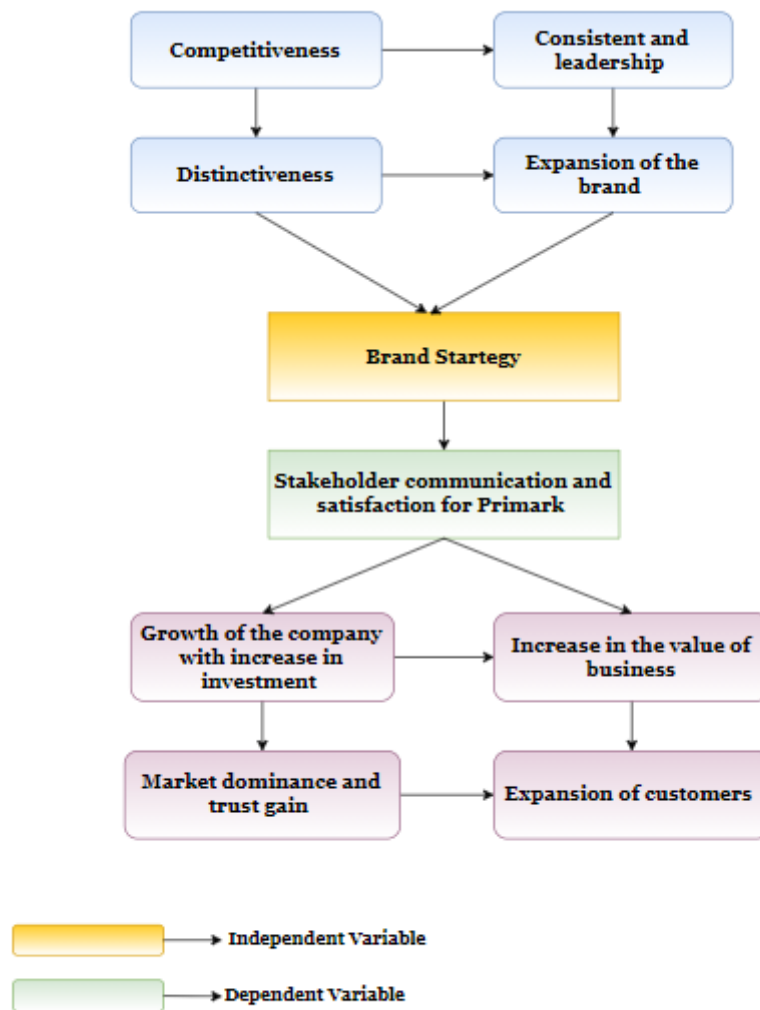


Figure 16: Conceptual framework

2.15 Literature gap

From analysing the previous literary sources, it has been observed that there is limited information about the brand strategy of Primark. Moreover, there is a shortage of elaboration stances regarding the stakeholder participation in the functionality of Primark. Similar

limitations have been observed on the communication strategies applied by the stakeholders of Primark regarding the assessment of the brand strategy. Additionally, gaps in knowledge have been observed regarding the implication challenges faced by the company regarding the stakeholder participation and communication. Furthermore, gaps have also been acknowledged regarding the specific area of functionality on the stakeholder communication and satisfaction by Primark. Finally, there was limited elaboration observed on the involvement of stakeholders in enhancing the brand communication for Primark. All such mentioned gaps have created loopholes in the previous literary sources that have been observed while exploring them.

2.16 Summary

Following the evaluation and analysis of all the themes calligraphed, it is summarised that from the overview of brand strategy, brand communication and stakeholder engagement to every aspect of stakeholder management through some brand communication strategies has been illustrated. The literature review has supported the fact that branding strategies have a great impact on stakeholders' satisfaction as well as feedback. It has also demonstrated the concern points of stakeholders and their affective outcomes on the firm. Moreover, how Primark has evaluated their brand communication strategies to fulfil their stakeholders like customer, suppliers, investors and other requirements in order to amplify their brand value and communication in the business market, has been discussed properly with appropriate information.

Chapter 3: Methodology

3.1 Introduction

In the time of conducting a dissertation the incorporation of methodology section manifested in providing proper guidelines that need to be followed in the time of collecting information and facts for fulfilling the undertaken aims and objectives of the study. Further, for completing this dissertation primary quantitative data collection approach has been incorporated for investigating the importance of developing adequate branding strategy for improving the satisfaction level of the stakeholders within the retail company Primark (Refer to appendix 1).

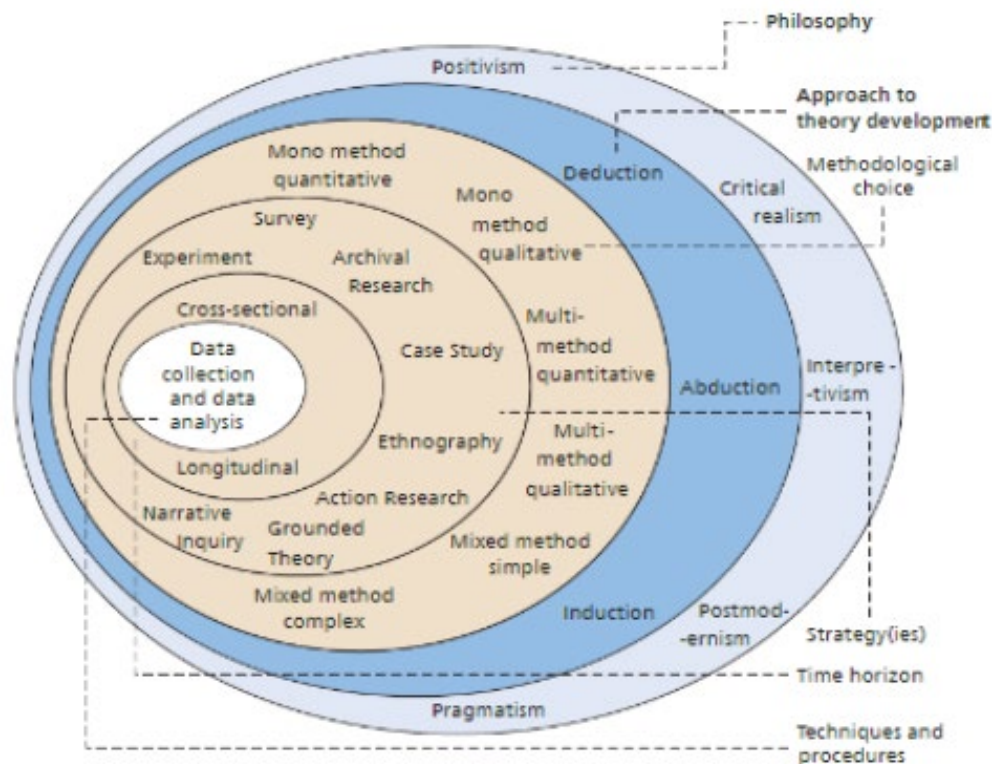


Figure 17: Research onion

(Source: Saunders et al., 2019)

Additionally, the implication of *research onion* has assisted in providing a systematic approach that needs to be followed in the period of assembling information regarding the challenges that has been related to the stakeholder management in Primark. Moreover, the selection of primary data collection approach has been advantageous for collecting more relevant and current information which has been more adequate for understanding the effectiveness of brand communication strategies within the fashion retail company of Primark, For increasing the satisfaction level of the stakeholders.

3.2 Research Philosophy

As per the perspective of Eriksson and Kovalainen (2011), in the time of conducting a study, ***research philosophy*** helps the researchers to critically evaluate the reasons that have influenced in adopting this research topic. Thus, selection of adequate research philosophy was the most crucial and significant part in the time of conducting the data collection process that has been required for evaluating the importance of brand strategy in improving the satisfaction of the stakeholders within the fashion retail company Primark. Further, for completing this dissertation, ***positivism research philosophy*** has been implemented for describing the significance of improving the stakeholders' satisfaction by increasing communication and customer engagement which has been helpful for improving the organisational promotion. In accordance with that Park, Konge and Artino (2019), said that positivism philosophy is one of the most significant approaches that need to be adopted in the time of analysing quantitative information that have been assembled through primary resources.

Justification

In this dissertation though a primary based quantitative data collection approach has been pursued for analysing the implication of stakeholder management in Primark, through adequate brand communication, the incorporation of ***positivism philosophy*** has also been manifested for providing a detailed structure in the period of discussion. Thus, it has been interpreted that the selection of positivism philosophy was the most appropriate strategy for providing proper guidelines that needed to be accomplished in the period of assembling information regarding the significance of brand strategy in improving the stakeholder communication than the other philosophies that were present.

3.3 Research Approach

Aspers and Corte (2019), stated that within a study, ***research approach*** aided in investigating the relationship between the key variables of the dissertation which can be described and discussed elaborately in each section of the study. Further, it has been understood that though the primary quantitative data collection approach has been selected, it has been important to select an adequate research approach that has been effective for understanding the challenges that are coordinated with stakeholder management in Primark related to the brand communication. However, the ***deductive research approach*** has been implemented for recommending some suitable strategies that need to be adopted for creating further enhancement in the communication process of the stakeholders to enhance the brand promotion of Primark through increasing stakeholder engagement. As per the viewpoint of Woiceshyn

and Daellenbach (2018), within a dissertation the utilisation of deductive approach has been helpful for conducting the whole study through the scientific process and it is also beneficial for comparing and contrasting between the main concept of the study with its identified variables.

Justification

Incorporation of ***deductive approach*** has manifested in critically investigating the significance of stakeholders' satisfaction through considering effective communication and customer engagement for improving the standard of organisational promotions. Furthermore, while the major quantitative approach was chosen for gathering information about the issues that have been associated with stakeholder management in Primark about quality promotions, the deductive approach is the most appropriate strategy among the other research approaches.

3.4 Research Design

In a dissertation, using a suitable research design helped to raise the standard of accuracy by incorporating information and facts from only the most reliable and authentic sources, which has the potential to improve the validity and accountability of the final research result in the academic field. According to Aramo-Immonen (2013), ***research design*** aids in providing an appropriate framework about the data collection approach and analysing techniques that needs to be incorporated for investigating the key attributes of the study. In addition to that, though quantitative based primary data collection method has been adopted, the implication of ***descriptive research design*** is the most adequate for understanding the effectiveness of utilising brand communication strategies through the fashion retail company Primark for increasing the stakeholder's satisfaction level. Nassaji (2015), stated that descriptive research design is manifested in researching the current phenomena of the studied variables, which plays an important role in improving the acceptability and reliability of the final research conclusion.

Justification

The use of descriptive design has resulted in an examination of the many aspects associated with the branding strategy, which has the potential to improve stakeholder satisfaction within the apparel retail company Primark. Moreover, though survey has been arranged for gathering more relevant information from the primary sources regarding the impact of brand strategy in stakeholder communication, the implication of descriptive design has been appropriate for analysing all the life experience critically which has the potential to improve the standard of the research outcome than the other framework that were present.

3.5 Research Choice

Greener (2018), said that *research choice* assisted the researchers to identify the several attributes that have been essential for constructing a strong base for the dissertation which can be effective for understanding the academic importance and value of the study. However, for completing this study which was based on the implication procedure of stakeholder management in Primark through constructing adequate brand communication for conducting its quality promotion, the *mono quantitative based on the primary data collection approach* has been incorporated. In accordance with that Dewasiri, Weerakoon and Azeez (2018), said that the implication of mono quantitative approach assisted in finding key variables through comparing different information that have been assembled through primary sources.

Justification

The incorporation of mono-quantitative based on the primary approach has been effective for investigating the challenges that are related with the stakeholder management process in Primark. Though a primary data collection approach was chosen for investigating the importance of brand strategies in increasing stakeholder communication in Primark's fashion retail organisation, mono qualitative research is the most appropriate method that has been incorporated for ensuring the positive value of this study in the academic field.

3.6 Research Strategy

As per the findings of Tajvidi and Karami (2015), adaptation of appropriate *research strategy* assisted researchers in creating adequate plans that need to be followed by them in the time of collecting data for mitigating the considered aims and objectives of the study. In addition to that, for collecting primary quantitative information, *online surveys* have been adopted as a *research strategy* for investigating the importance of stakeholder satisfaction by increasing the customer engagement for conducting organisational promotion (Refer to appendix 1). Nayak and Narayan (2019), stated that organising surveys for collecting relevant information regarding the research topic has the potential to collect more relevant and convenient facts within low cost.

Justification

In this dissertation, the usage of surveys was employed to analyse the many issues that the fashion retail firm Primark experienced when it came to the stakeholder management method that was used to promote quality. The quantitative approach survey, on the other hand, is the most appropriate procedure that has been considered over others for recommending appropriate

strategies that need to be included for increasing the effectiveness of stakeholder communication through establishing their engagement within Primark.

3.7 Sample size and sampling technique

In the time of conducting the survey *100 customers of the retail industry* have been selected through utilising *random sampling techniques* for identifying the importance of branding strategies for improving the stakeholders' communication through enhancing their engagement with the retail organisation. Moreover, 100 participants were invited to take part within the survey processes, but they were not able to coordinate due to several reasons. Some of them were not feeling easy about the survey, and some were not able to participate due to their personal circumstances. According to the findings of Paul (2008), implication of random sampling techniques has been effective for providing equal chances to each and every respondent that have taken part in the survey and this process is also the easiest method for collecting relevant information regarding the concept of the dissertation. The *inclusion criteria* for the respondents were that *both male and female customers above the age limit of 18* are considered as the samples for collecting information related to the implication process of stakeholders' management for improvising the quality of promotion. Further, the *exclusion criteria* for the participants were that *the purchasers of the fashion retail company* were not allowed to take part in the surveys that had been arranged for understanding the importance of branding strategies for improving the stakeholders' engagement as well as communication.

Justification

Consideration of these inclusion and exclusion criteria in the time of selecting participants has been advantageous for collecting more relevant, authentic and current information and facts regarding the significance of branding strategy for enhancing the satisfaction level of the stakeholders in the fashion retail company Primark. Additionally, the adaptation of random sampling techniques has helped to mitigate all the undertaken aims and objectives of the study that has been advantageous for improving the standard of the final research outcome. Therefore, survey sessions have been conducted in order to get adequate information regarding brand strategy and stakeholders communication in a wider volume as per the requirement of the study.

3.8 Data Collection Method

The method that has been utilised here to gather information is the primary quantitative data collection method through the process of conducting a survey. As per the viewpoint of Ajayi (2017), primary data refers to first hand data which are primarily collected by the researchers

in the form of surveys, questionnaires and interviews. In addition, it helps in acquiring the specific data in order to meet the scope of the research by fulfilling the aim and objective of the research study. According to Allen (2017), analysis of primary data collection method can also be considered as the original and actual analysis of data in order to fulfil the scope of the research study. Moreover, the utilisation of primary data helps the research in acquiring the actual relevant information aligning to the subject area of the study. In this particular research, a survey process has been conducted under a primary data collection method with 100 participants, who are basically the customers of several fashion retailer companies like Primark (Refer to appendix 1). The survey session was conducted to gather the opinions and responses of the customers and other stakeholders regarding their communication towards the company. As stated by Fincham and Draugalis (2013), acknowledgement of surveys is considered as one of the most important aspects within a research study in order to collect data and information to meet its aims and objectives. In this research, a survey has been conducted to analyse the satisfaction level of the customers regarding the products and services of Primark. The participants of the survey were chosen through the process of random sampling technique. Furthermore, all the participants were provided with 15 close-ended questions through Google forms with 4 or 5 options in order to help the research study in acquiring actual information regarding customers satisfaction within the fashion retail industry. The survey questions have been formed on the basis of the objectives of the study. The main purpose of the study is to develop the questionnaire in terms of fulfilling the objectives of the study. The questions have also been developed with the help of the different aspects of the literature review. The questions have also been generated on the basis of the information, which has been gathered during the study process of the literature review.

Justification

One of the major reasons for selecting the primary quantitative data collection method is that it helps the research in gathering data in a wider volume than that of other data collection methods. In addition, the primary quantitative data collection method also helps in associating a large number of people with the research in order to acquire their feedback and responses to fulfil the subject area of the research by meeting the aims and objectives. In this study, all the 100 participants have responded very well regarding their satisfaction level and communication towards the products and services of the company. In addition, it is one of the main reasons that helped in conducting the entire research study effectively and strategically.

3.9 Data Analysis Technique

In this research study, primary quantitative data has been applied in the form of a survey method. According to Jung (2019), quantitative data analysis has been an essential process for developing evidence which has been helpful in conducting the research work. In order to analyse quantitative data, it requires in depth knowledge, skills and understanding on numerical and statistical fields. It has been identified that quantitative data analysis has been adopted in accordance with the research design and strategy. In order to collect data, a survey method has been applied for which 15 survey questions have been prepared. The data which has been obtained from surveys have been analysed by making the representation of charts and graphs. As per the viewpoint of Slutsky (2014), graphs are the visual representation of any numeric facts and it makes the numeric facts more prominent and specific to understand. The purpose of using graphs is to demonstrate the relationship of different facts and data. As stated by Duquia et al., (2014), in order to present quantitative data, charts have been regarded as one of the most effective tools. The correct presentation of the chart in terms of numeric makes it more appealing in terms of presentation of the quantitative facts. Hence, charts and graphs have been employed in order to interpret the data which has been obtained by the survey procedure. The survey was conducted on the 100 customers of the retail sector. Therefore, those data have been analysed in the mode of presenting charts and graphs.

Justification

In order to conduct research, the data analysis technique has taken one of the most essential roles. Based on the data analysis technique, each and every data has been interpreted and it was through this interpretation the objectives have been justified. The primary quantitative data analysis technique has been very much beneficial for this research study, as it has become effective in terms of interpreting the responses of customers. With the analysis of those responses in a correct manner, a result has been generated regarding the significance of brand strategy in terms of stakeholders' communication. The reason behind choosing the representation charts and graphs is that a large number of data has been gathered from surveys. Hence, usage of charts and graphs in this study helped in making a detailed study of large numbers of data in a specific manner and to identify the correct result for this study.

3.10 Time Horizon

In this particular research study, a cross sectional time horizon has been acknowledged in order to complete the study within the given time period. According to Rindfleisch et al (2008), cross sectional time horizon can be considered as one of the best time horizons within research, as it

helps in accomplishing the entire research study in a very short time duration. In order to complete the study, a very limited amount of time has been given. The study has been completed within a given period of time. For that reason, each and every process of the study has been conducted within a stipulated time period. Therefore, for this study a cross-sectional time horizon has been accumulated because the interpretation of the data has been done for one time only.

Justification

Grounded on the limited time period of the research study, a cross sectional time horizon has been chosen. It has become applicable according to the nature of the research study. In terms of data collection or analysis, each and every process has been done within a very short period of time.

3.11 Validity and Reliability

The validity and reliability of the research study lies in the acknowledgement of a survey process that involves responses by surveying 100 participants, with a motive to understand in-depth interpretation of the data in the context of stakeholder management strategies in communicating with the customers as a source of brand strategy.

Justification

Validity of information has been assured on the basis of furnishing accurate measurements of the key concepts through the recognition of appropriate methodology. In addition, the results of the research have been based on real ambience that is through survey, thereby corresponding towards accurate representation of the measure. Reliability of information has been enabled through the maintenance of consistency in the measurements of key constructs where the chance of duplicity is negligible.

3.12 Ethical Consideration

During the acknowledgement of the entire research study, all the university guidelines and legal rules and regulations were strictly followed. In addition, all the identities and personal information of the participants were kept anonymous, in order to avoid any type of harassment or misuse of personal data. All the participants were provided with full freedom regarding the entry and exit process of the survey. Moreover, none of the 100 participants were forced to take part within the survey, nor were they pressured to give feedback to the provided questions. The survey session was fairly conducted by providing every participant with equal opportunities in order to avoid the issues of discrimination among them. In addition, an online counselling session was also conducted in order to provide them with knowledge and information regarding

the survey. Moreover, that counselling session also helped in reducing the nervousness regarding the survey. Furthermore, all the recorded responses of the participants were kept in a cloud storage with a strong password, in order to prevent the chances of cyber-attacks under Data Protection Act, 2018 (Government of UK, 2018).

3.13 Chapter Summary

The methodology chapter has addressed about primary quantitative data collection methods to gain in-depth insights on the context of stakeholder satisfaction in the course of communicating with the customers. The methodological approach of the survey process has enabled us to understand the stakeholder management in Primark in terms of identifying effective brand communication. It is to state that research study has acknowledged the quantitative data with a motive to identify the dynamicity of quality promotion. In fact, the quantitative approach has been considered as the most suitable strategy to develop the understanding in the area of incorporating management construct towards the enhancement of brand communication.

Chapter 4: Data analysis and findings

4.1 Introduction

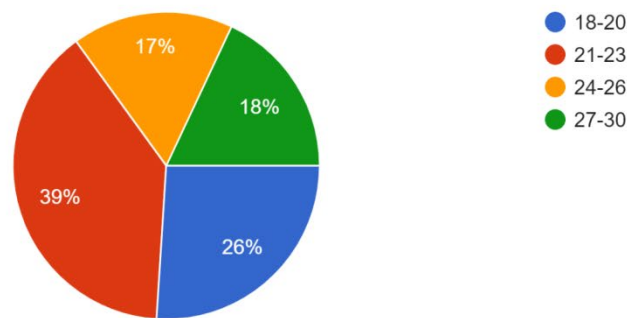
This study has shed light on the importance of brand strategy in terms of stakeholder communication for the brand Primark. For this, a primary survey has been carried out among the stakeholders(customers) of Primark. Primary data has been collected in the online survey which was analysed to make an effective conclusion. This section of the study will highlight the analysis of the primary survey questions. 14 questions which were asked in the online survey will be analysed theoretically to find out the results.

4.2 Analysis of Primary Data

4.2.1. Age of respondents

Q1. What is your age? *

100 responses



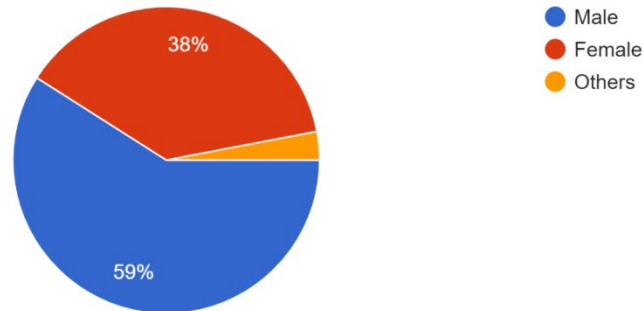
Pie chart: Respondents age diversity

From the above **Pie chart**, it can be observed that in the survey different age group respondents have been participating. It can be stated that a large group of the respondents belong to the age group between 24 and 26 years. Some of them also belong to the age group between 27 and 30 years between 18 and 20 years. On the other hand, a bigger number of respondents belong to the age group between 21 and 23 years. Thus, it can be stated that the maximum number of respondents has been obtained from the youths who were aged between 21 and 23 years. It made the study significant as viewpoints of different age groups have been collected that has helped in making effective conclusions.

4.2.2. Gender

Q2. What is your Gender? *

100 responses



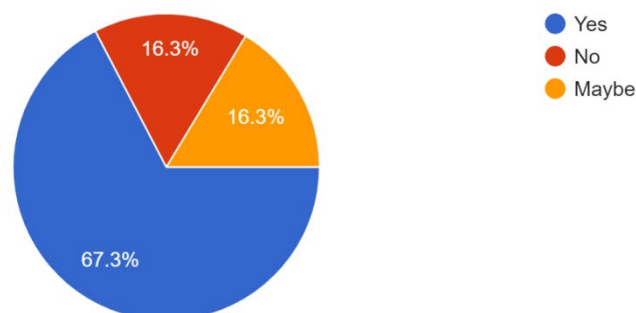
Pie chart: Gender of Respondents

Above **Pie chart** illustrates the gender of the respondents which depicts different types of people who took part in the survey. It is seen that most of the respondents were male and minimum of the respondents were female and only few respondents were from other gender. This makes the survey and the responses more male centric as the survey has collected maximum responses from male. It also depicts that the viewpoints of more male youths have been considered in the analysis. However, this does not signifies that the company has more number of male customers in compared to females.

4.2.3. Shop preference from fashion retail store Primark

Q3. Do you prefer to shop from the fashion retail store Primark? *

98 responses



Pie chart: Shopping preference from the retail store Primark

From the above **Pie chart**, it can be seen that shopping preference from the Primark varies among the consumers. A large percentage of the respondents have agreed that they prefer to

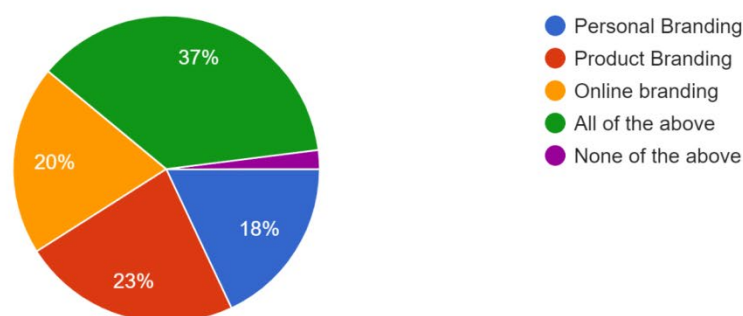
shop from the company whereas few of the respondents have said that they do not prefer to shop from the brand. However, 16.3% only very less of the respondents stated that they may prefer to shop from the brand. This states that the maximum number of respondents prefer to shop from Primark. It implies that the brand has been able to convince a large group of customers to shop from their store. This resembles the power of the brand to attract the customers and create a good brand value in the market.

It can be analysed that the Primark brand strategy is effective in form, which is helping them to get a good grip over the market. The company is selling a diverse range of fashion and clothing products from the store which are of good quality and have been easily attracting the customers. Frequent shopping from the stores of the brand depicts the good customer service and product quality served by them. This analysis also reflects that students and people of age between 21 and 23 years prefer shopping from the Primark.

4.2.4. Most useful branding strategy in the current times

Q4. According to you, what is the most useful branding strategy in the current times? *

100 responses



Pie chart: Most Useful brand strategy

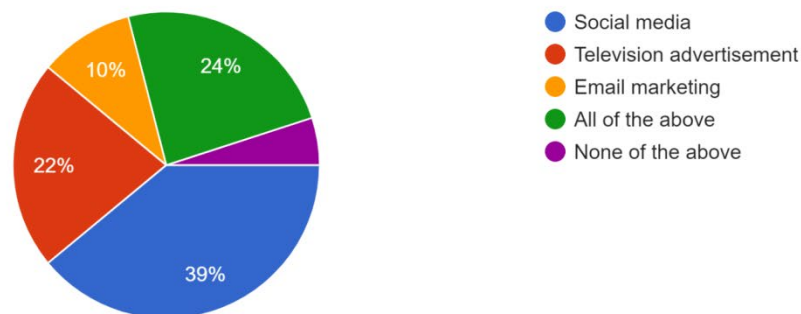
The above **Pie chart** depicts the most useful brand strategy in the present market according to the respondents. It is observed that a maximum of respondents feels that personal, product and online branding are all useful and effective in the modern market. This signifies that these all factors play an important role in convincing the consumers in attracting them towards buying any product from a brand. It implies that the companies are required to keep track of their personal and product branding accordingly to penetrate deeper into the market. Primark has been able to focus on all of these factors to make their branding strategy much more effective. The response of the respondents in this case implies that including *personal, product and online* factors of branding in formulating branding strategy helps brands to differentiate

themselves. It helps the company to create a deeper impact in the mind of consumers and mark a strong presence. Good impression is also created among the consumer's mind by including all these factors in branding strategy. It implies that communicating to consumers through online platforms is also required to gain their attention. Companies focusing on personal and product branding tend to get more customer attention in the market.

4.2.5. Most popular channel for enhancing the popularity of Primark

Q5. As per your opinion, what is the most popular channel for enhancing the popularity of Primark? *

100 responses



Pie chart: Popular channel for enhancing the popularity of Primark

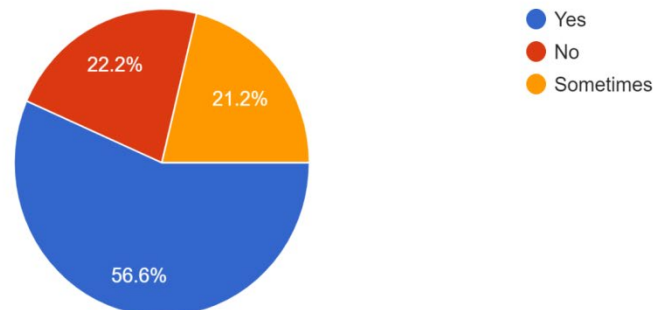
Above **Pie chart** represents different popular channels that have helped in enhancing the popularity of Primark. It is seen that most of the respondents have agreed that social media channels have been the most effective tool for the company in boosting their popularity in the market. This implies that the company has been much active over the social media platform to interact with the customers and provide them effective customer service. It can be stated that the company uses social media channels mostly because they enable to interact with a large number of customers at the same time. This helps them in generating better leads and boost the sales easily.

On the other hand, a lower number of respondents has stated that email marketing helped the brand to gain popularity. A medium number of respondents have stated that television, social media and email marketing all have helped the brand to gain popularity. It can be stated that the company has mostly focused on social media channels which is also stated by most of the respondents in the market. This also implies that social media platforms have given more opportunity to modern consumers to gain popularity and reach more consumers easily.

4.2.6. Shopping frequency from the fashionable retail brands

Q6. How far do you prefer to shop from the fashionable retail brands? *

99 responses



Pie chart: Frequency of shopping by customers from the fashion retail brands

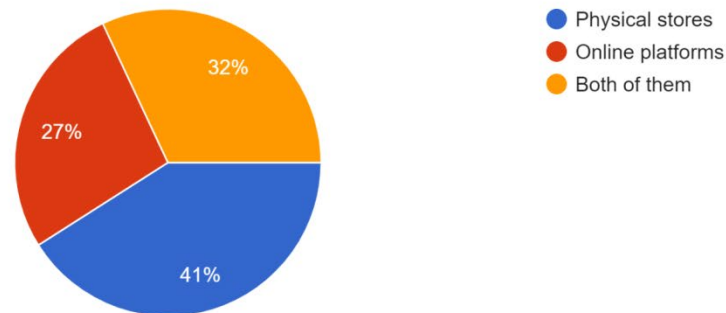
The above **Pie chart** depicts the frequency of shopping by customers from the retail fashion brands. It is observed that the maximum number of respondents have agreed that they like to shop from different fashionable retail brands. On the other hand, only a lower number of respondents have stated that they do not prefer to shop from the fashion brands frequently. This implies that consumers in the Ireland market like shopping from different fashion brands. It provides a great opportunity to the brands to increase their sales easily by imposing themselves on better marketing opportunities. Prevalence of the preference of shopping among the consumers from the fashion brands signifies good market potential of the Ireland market.

Analysing the respondent's viewpoint, it can be implied that consumers of the Ireland like to wear branded clothing for which they engage themselves in frequent shopping. The frequency of shopping is seen to be high among the youths as this response is taken by more younger customers. It can be stated that most customers in the market are fond of shopping from their favourite retail brands that tends to provide them more utility. In the future, this prevalence can prevail and fashion brands can take great opportunities.

4.2.7. Most suitable place to shop

Q7. According to your perspective, what is the most suitable place to shop? *

100 responses



Pie chart: Most suitable place for shopping

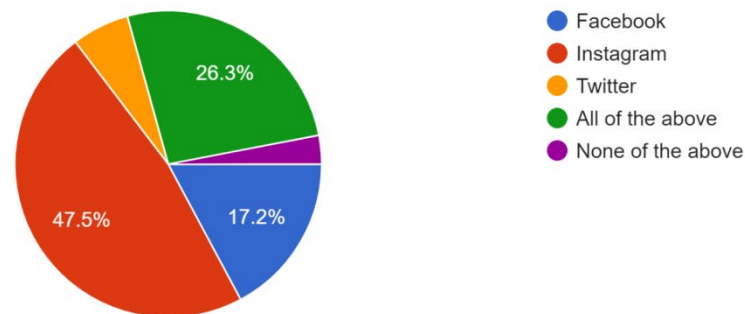
The above **Pie chart** illustrates the most suitable place for shopping in the modern market. According to the response of the survey, it can be stated that most participants have agreed that physical stores have been the most suitable place for them to shop. However, a minimum number of respondents have agreed that online platforms are the suitable place for them to shop. It implies that still most of the consumers believe that shopping from physical stores is much more reliable. This is because it provides them more trust and reliability to buy their favourite items from the local stores.

In the case of physical stores shopping, the product can be touched, felt and valued which provides more comfort to the consumers when they buy clothing. On the other hand, very few responses have agreed upon stating that online shopping is more reliable. The case of online shopping has gained importance in the modern market because consumers become able to buy anything easily for themselves by sitting at home or anywhere else. This online shopping habits has also increased after the impact of Covid 19 which can increase more in the future. Thus, it can be stated that shopping habits of consumers vary in the market.

4.2.8. Most popular social media platform that helps to increase the brand popularity of Primark

Q8. According to you, what is the most popular social media platform that helps to increase the brand popularity of Primark? *

99 responses



Pie chart: Most popular social media platform for increasing brand popularity

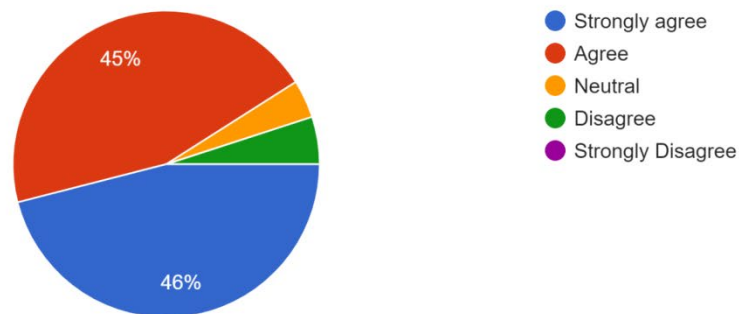
Above **Pie chart** highlights the most popular social media platform that can help in increasing the brand popularity of Primark. From the **Pie chart** it can be seen that most respondents have agreed that *Instagram* has been the most popular social media platform that can enhance Primark market popularity. On the other hand, a lower number of participants have agreed that Facebook has been the most used social media platform to gain popularity. This implies that the company could use Instagram more to reach their potential consumers and gain popularity. They have mostly marketed their products through Instagram to impress and increase awareness among the customers.

It implies that brands have been able to create more buzz about their branding through Instagram. It is a platform which is known for fashionable photography and style showcases. Furthermore, because Instagram is such a visual platform, it has allowed brands to present their clothes or apparels in a new way. This has helped them to gain the captivative attention of the customers easily in the social media platform and enhance their brand awareness. With marketing the clothing products in the platform, more customers have been able to watch the varieties of products that has helped the brand to gain much awareness. This platform also helps the brands to increase popularity and generate more leads for them to increase sales. Also, developing product tags and shoppable feeds has helped the brand effectively. As a result, it appears that the corporations have used this platform to communicate with fashion enthusiasts in order to promote their items.

4.2.9. Usefulness of social media marketing for Primark is increasing their brand popularity

Q9. To what extent do you believe that social media marketing can be advantageous for Primark by increasing their brand popularity? *

100 responses



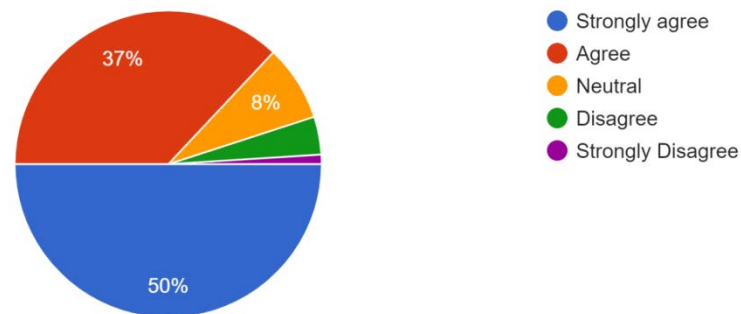
Pie chart: Advantage of social media marketing for brand popularity

From the above **Pie chart**, it can be stated that a major number of people of Primark agrees with the fact that social media marketing can provide massive advantages to the brand's popularity. However, it can be stated that brand popularity is an essential aspect for the company in order to increase their demand among the consumers. Moreover, it can be observed that social media marketing is the most advanced platform to make effective marketing and it helps to reach a large number of audiences in less time. Therefore, the major number of customers of Primark believes that social media marketing can be helpful in increasing demand for their brand among consumers. On the other hand, employees of Primark think that advertisements over social media platforms can be very effective in increasing brand awareness among individuals. As a result, increment in brand awareness can be helpful in increasing the revenue of the company in the long run. Social media marketing will help Primark in increasing traffic on their website and this will enhance their demand in the long run. The employees of Primark think that advertisements on digital platforms will improve rankings in the search engines and higher conversion rates. Consequently, social media marketing can be beneficial for the organisation in developing a better image. Moreover, social media advertisements will help Primark in increasing the popularity of the brand and satisfaction rate. Increment in the satisfaction rate will help in expanding the customer base in the future.

4.2.10. Creative contents on social media usefulness for attracting more customers towards Primark

Q10. How far do you believe that posting creative contents on social media will be helpful for attracting more customers towards Primark? *

100 responses



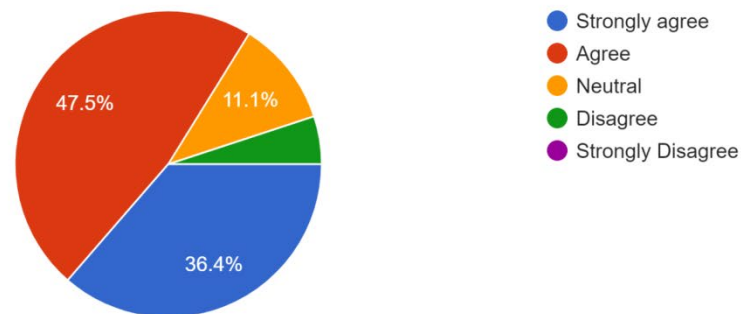
Pie chart: Attracting customers through creative contents in social media

The above **Pie chart** states that a significant number of customers of Primark believes that posting creative contents on social media platforms will gain the attraction of more customers. The employees of Primark need to post creative contents in the social media platforms in order to gain the attention of potential consumers. As a result, increment in the number of creative posts will increase the engagement of customers and it will also increase the number of followers. Therefore, Primark should develop plans in order to make the posted contents in social media platforms more creative. Hence, this will improve the perception of the customers towards Primark. The company should increase the number of creative contents in social media platforms in order to become the content expert. Moreover, the amount of creative content in digital media platforms will increase the amount of traffic. Hence, the number of creative contents should be increased to attract more customers towards Primark. On the other hand, increment in the number of social media will enhance the number of shares on different digital platforms. Therefore, Primark should plan to develop more innovative contents to gain the attention of the potential customers. Furthermore, increment in the number of innovative posts can be helpful in staying top-of-minds for prospects. Hence, this scenario will increase the number of interested customers towards Primark. Enhancement in the number of creative contents by Primark will help to provide adequate value to the decision of the potential customers to purchase from them.

4.2.11. Impact of incorporation of product branding influencing the customers towards Primark

Q11. To what extent do you believe that the incorporation of product branding can influence the customers towards Primark? *

99 responses



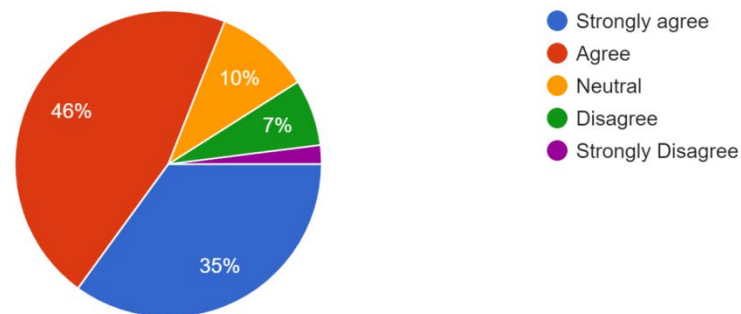
Pie chart: *Influence of product branding*

From the above **Pie chart**, it can be found that most of the respondents strongly believe that incorporation of product branding is a response for influencing the customers towards Primark. This indicates that product branding can help in attracting many customers to Primark who look for fast fashion brands. Many of the participants believe that usage of product branding will help in drawing the customers towards different types of fashion products offered by Primark. It will help the brand in improving the strategies required for satisfying the stakeholders. It has also been found from the survey that few of the respondents have given neutral responses. This is indicative of the fact that they are not sure whether product branding inclusion will help in getting as many customers as Primark wants; they do not think that this is the best strategy for developing the customer base. It is therefore important to take into account useful strategies that can actually help the company in taking the steps required for influencing the customers. There are very few people who do not believe at all that inclusion of product branding can actually attract the customers and improve the strategic decisions of Primark. They think this strategy is not effective at all. A very small percentage of respondents strongly disagree that the product branding process is ineffective.

4.2.12. Effectiveness of creating attractive videos for attracting more consumers towards the fashion retail company Primark

Q12. How far do you believe that creating attractive videos can be effective for attracting more consumers towards the fashion retail company Primark? *

100 responses



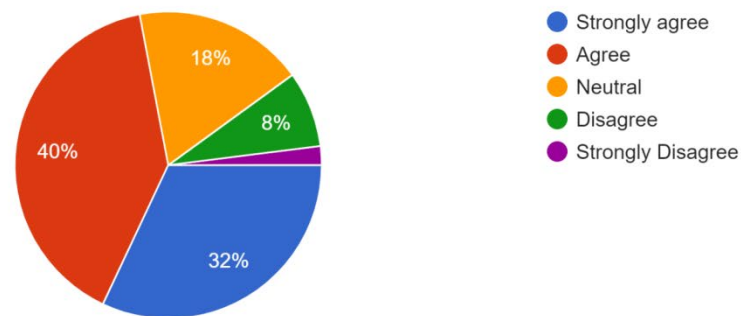
Pie chart: *Effectiveness of creating attractive videos*

From the above **Pie chart**, it can be found that many of the respondents strongly agree that development of attractive videos can help in getting more customers for Primark. This suggests that customers to some extent get attracted towards creative videos on fashion brands. This can even influence their purchasing decisions in future. Almost half of the respondents agree that attractive videos are useful for attracting customers. It is important to note that development of videos requires skills. Customers choose brands only after analysing from a wide array of products offered by different fast fashion companies. Some of the respondents are neutral towards the effectiveness of making attractive videos. They do not know whether the creation of videos will attract more customers than different other strategies. Very few of the people taking part in the survey actually do not agree that development of attractive videos actually attracts more customers. Hardly anyone disagrees strongly that videos do not attract customers and Primark will not get any benefit if they adopt this strategy. They may have the perspective that Primark has many other options for improving their customer base.

4.2.13. Telecasting advertisements advantage for attracting more buyers towards Primark

Q13. How far do you believe that telecasting advertisements can be advantageous for attracting more buyers towards Primark? *

100 responses



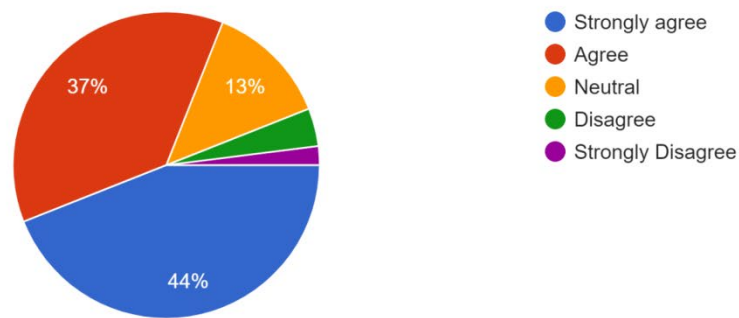
Pie chart: *Effect of telecasting advertisement in attracting customers*

From the above **Pie chart**, it can be found that many of the customers chosen for the survey strongly believe that advertisements in television are actually helpful for attracting more customers. This indicates that many customers still depend on traditional models of advertising products. The viewers of telecasting advertisements are still more than advertisements in other mediums. Almost half of the chosen respondents believed that telecasting advertisements are the most effective way of getting the attention of the customers. They think that, using this strategy should be taken by Primark for achieving the target of proper stakeholder communication and satisfaction. Some of the customers have given neutral responses. This suggests that, they think that digital media is gradually taking over the traditional media and Primark should also apply more digital platforms for advertisements. Very few of the customers did not agree with telecasting advertisements and benefits. This is indicative of the changing perception of advertising and media usage. There are very few people who strongly disagree. Overall, the responses indicate that despite the influence of digital media, traditional media advertisements like telecasting advertisements attract many people too. It also suggests that telecasting advertisements can help Primark in showcasing the business, products to a wide range of audience and this is the most important benefit of this strategy.

4.2.14. Digital media is more effective than traditional media for attracting more customers towards the business improvement of Primark

Q14. How far do you believe that digital media is more effective than traditional media for attracting more customers towards the business improvement of Primark? *

100 responses



Pie chart: Role of digital media in attracting customers

From the above **Pie chart**, it is evident that a huge percentage of the respondents believe that digital media is more effective than traditional media for getting more customers and making the improvements required for Primark. They think that digital media is more useful than conventional media in every way. They are useful for targeting a huge population as well as customers from different segments. Almost half of the respondents agree that digital media is more beneficial than conventional media. This indicates that digital media is advantageous over traditional media in terms of flexibility. Digital media can offer many quick ways of rectifying mistakes. Some of the people have given neutral responses as well. They think that digital media may be or may not be more effective than traditional media. They think that traditional media still has a huge base of viewers. A very little percentage of people disagree that traditional media is less effective than digital media and usage of digital media will help Primark in making business improvements. Many people still have faith in traditional media and their credibility. This means for developing proper brand strategy, Primark has to consider both digital and traditional media. A very few percentages of people strongly disagree that digital media is more beneficial. This suggests that these people still believe that traditional media cannot be replaced by anything, regardless of the advanced technology used by them.

4.3 Secondary literature

Based on the primary data collected, it can be stated that brand strategy plays an important role in stakeholder communication and satisfaction. As per the views of Ngatno (2017), good

communication can be carried out with the stakeholders by applying effective brand strategy. The primary data collected also showed that Primark used an effective branding strategy to connect with their customers and other stakeholders to mark their presence and communicate their message. According to Janiszewska and Insch (2012), brand positioning is much required to deliver a strong message in the mindset of stakeholders about the business. Thus, it can be stated that the company in this case uses different platforms to deliver their message and communicate well with their stakeholders.

4.4 Findings

From the findings on shopping preferences in retail store Primark, it is evident that preferences of shopping changes based on customers. A large number of people preferred shopping from fashion retail store, Primark. Very few of them do not want to shop from Primark, the fashion retail store. Some of them are not sure about, whether to shop from Primark or not. They may choose shopping from Primark or from other retail stores. The brand strategy developed by Primark is useful for them in having an effective market grip. The enterprise is known for selling different types of products on clothing and fashion from different stores which have very good quality and can draw the customers. Continuous shopping from different brand stores is indicative of good service to the customers and proper maintenance of product quality (Żyminkowska, 2015). From the data analysis, it has also been found that most of the participants believe that personal, product and online branding are the most effective strategies of branding. These are beneficial in the modern marketing process. This indicates that all of the aforementioned factors are responsible for helping the customers in getting attracted to purchasing products. This also suggests that the enterprises need to look after the process of product branding as well as personal branding for analysing the market properly. It has been possible for Primark to pay attention to all the factors which are responsible for developing the effectiveness of the branding strategy.

Use of Business Intelligence helps in identifying the business factor more effectively in the market (Yang, 2011). From the responses, it is clear that inclusion of personal, product and online branding strategies are useful for the formulation of proper strategies of branding which helps all the brands in differentiating themselves. It is known for influencing the customers in buying the products and getting a firm position in their minds. Establishment of effective communication with the customers with the help of specific online platforms is useful for getting the attention of them (Wood, Watson and Teller, 2021). There are many consumers who believe that development of product branding actually accounts for attracting all the

customers who seek fashion brands. A huge percentage of the respondents believe that creation of attractive videos can be useful for improving the customer base for Primark. There are some customers who think that television advertisements are useful for getting as many customers as possible.

4.5 Summary

Most people believe that personal branding, product branding and online branding are useful branding strategies in recent times. It has also been found that many of the respondents prefer shopping from fashionable retail brands. Almost half of them prefer physical stores over other kinds of stores. As far as digital platforms are considered, most of the customers believe that Instagram helps in improving the brand popularity for Primark. Many of them also believe that Primary should adopt social media marketing (SMM) strategy. The use of SMM is helpful for reaching more customers in a short period of time.

Chapter 5: Discussion

Introduction

In this section, the discussion will be on the new and old generation brand strategy and satisfaction of the stakeholders of Primark. Moreover, it can be stated that it is important to increase the satisfaction rate of the stakeholders of Primark in order to increase the consumer base.

Impact of old generation and new generation brand strategy in satisfying the stakeholders of Primark

Old generation or traditional branding includes application of important communication channels like television, press, radio or outdoor advertising. It sometimes also includes application of specific activities of sponsorship and development of specific entertainments and events (Patoli, 2021). With the advent of the internet, the conventional outlets like newspapers, direct mails and different print publications have become out of date. There are different advantages of digital branding over traditional branding. These include cost effectiveness, awareness of brand, development of leads, improvement of engagement with customers and targeted reach to the audience (Patoli, 2021).

From the literature review, it is clear that brand strategies are useful for meeting stakeholder satisfaction. Primark, one of the reputed fashion retail companies follow effective strategies for fulfilling the satisfaction of all the stakeholders. They include employers, investors, and suppliers. Different effective strategies like effective product framework, pricing, placing, development of competitive pricing, development of customer communication are responsible for helping Primark in developing the customer base. Share of market and operating profit have risen with time. In addition, effective business strategies and relations with internal as well as external stakeholders have been kept. In most cases, positive feedback are gained from the stakeholders. The percentage of positive and negative reactions are 25% and 7% respectively (Saban oglu, 2021). From the research of Guttman (2020), it is clear that 51% of the customers get connected with any brand using mail, 25% with the help of social media. On the other hand, only 9% using texts, 10% with the help of mails, 3% using mobile push and 2% with the help of phone calls. Similarly, from the primary data, it has been found that the most popular platform for branding is social media; some of the popular sites are Facebook, Instagram and twitter. Therefore, it can be stated that new generation branding strategies are more effective than old branding strategies. However, there are still 22% of respondents who believe that

television advertisement can be a more useful strategy. Thus, objective one that is *to identify the effectiveness of branding strategy for satisfying the stakeholders of retail organisation Primark* is met.

Importance of brand communication strategy for satisfying stakeholders during Covid-19

Primark has suffered losses of 800 million pounds due to Covid-19 lockdowns. revenue dropped by 75% during the period of March to June and became 582 million pounds. In addition, more than 375 stores were closed just within twelve days (Jolly and Butler, 2020). In this crucial juncture, it became very much important for Primark to use effective brand communication strategies for keeping its stakeholders satisfied. From the literature review, it is clear that during lockdown, Primark has used proper marketing strategies for the identification of important opportunities and management of different threats. All these strategies have helped the enterprise in improving connection with the stakeholders and keeping the reputation (Donner and Fort, 2018). This has been responsible for improving satisfaction of the stakeholders. Different organisational behaviours and values account for improving relations with the stakeholders. Moreover, improvement of specific technical functions have led to improvement of the brand image during Covid-19 (Li, Larimo and Leonidou, 2020). During Pandemic, Primark did communicate with the stakeholders using an intrinsic way. Thus, it can be stated that the **second objective** which is *to evaluate the importance of the application of brand communication strategies by fashion retail company Primark for satisfying the stakeholders* is met.

Advantage of new website over old website for improving the communication and engagement process with the customers

The newly launched website of Primark is responsible for helping the shoppers to find out whether their chosen item is available in the local store or not. This option was not there in the old website. In addition, the new website of Primark includes different photos of homeware and clothes which are much better than the photos used to be featured in the old website. Unlike the old website, the new website gives the option to the shoppers to do browsing of varieties of items based on their sizes, colours and styles (Barker, 2022). All these new features can surely attract more customers to Primark. As a result, the engagement and communication will also be increased. Similarly, from the literature review, it is clear that the communication process is useful for developing sustainability. Companies like Primark use the websites as

effective for interaction with the customers and other stakeholders. Proper interaction with the stakeholders with the help of the websites help the company in informing the stakeholders about recent developments of brand or services and products that have been introduced recently (Dach and Allmendinger, 2014). With the help of the new website, it becomes possible for Primark to provide the stakeholders the best experience of interaction and a wide array of items. This is useful for improving the engagement of the stakeholders of the company and improving the level of satisfaction. Thus, the **third objective** which is to *analyse the significance of developing the level of satisfaction of the stakeholders through increasing the engagement and communication process is met.*

Application of brand strategy and stakeholder theory for addressing challenges of stakeholder management and recommending strategies

Stakeholder theory has a capitalism view which emphasises the interconnections between any business and all of its suppliers, employees, investors, communities, investors and customers and people who have any kind of stake in the enterprise. The theory basically states that any firm needs to provide value to all of its stakeholders (Pesqueux and Damak-Ayadi, 2005). As this theory takes into account all the stakeholders, it becomes possible for identifying the challenges of stakeholders. From the literature review, the challenges that have been found are contradictory stakeholder objectives which are different from those plans are ideas that are enforced very often (Harrison et al., 2019). Specific stakeholder challenges of Primark include dispute of culture, inequalities of power, value and idea mismatch regarding involvement of the stakeholders (Kujala, Heikkinen and Porras, 2020). Stakeholders account for using economic resources properly, developing specialist knowledge and getting the political support required. Direct involvement of the stakeholders helps in developing strategies of brand communication. In the same way, from the primary data, it has been found that 47.5% respondents agree that product branding can influence the customers towards the brand Primark. Thus, the **objective number four which is to analyse the implications and challenges of stakeholder management in Primark through planning of proper mechanism of brand communication** is met. From the secondary literature, the potential mitigation strategies that have been identified are *proper scheduling for stakeholder update*, and *consumer channel diversification process*. Thus, the **fifth objective** which is *to recommend functional strategies to further increase the communication process is also met.*

Conclusion

It can be concluded that satisfying the stakeholders is indeed essential for Primark to expand their consumer base in the long term. However, development of brand strategy is equally essential to make effective marketing. It can be identified that, new generation brand strategy can be beneficial for Primark.

Chapter 6: Conclusion and recommendation

6.1 Conclusion

In the fashion industry, brand strategies play an effective role in meeting the level of satisfaction of the stakeholders. Primark is known for using different strategies for meeting the level of satisfaction of all of the stakeholders; they are customers, investors, suppliers and employees. Effective development of framework for product, pricing, placing and setting up competitive pricing, effective communication process with customers aids Primark for increasing the number of customers. Over time, market share of Primark has increased. They have maintained good relationships with both internal and external customers.

Despite different processes used by any organization for presentation of the brand, the main aim of the company remains satisfaction of the potential customers and improvement of relation with them over time. Through the application of proper communication processes, an enterprise can get loyal customers. Communication of brand is also responsible for measuring the quality of specific products and services. This is important for fulfilling the requirements of different stakeholders as well as customers. The marketing ability of any company is evaluated with the help of a brand communication process.

It is important to note that a company can apply different types of platforms like television, radio, social media, etc... for communicating with the stakeholders regarding the brands. Many customers find it convenient to have different communication media for product branding. Primark has also paid attention to the application of different types of brand communication strategies which can help in satisfying the customers. They have the option of choosing different platforms like Instagram, Facebook or agencies for communication with people regarding the brand.

The company has already selected Facebook as the main platform for contacting the stakeholders. There are many people who like the products which can be found from the number of followers they have on Facebook. Primark has also made a commitment for removing specific chemicals in the supply chain within the year 2020. It has also been committed by the company to make important industrial changes through elimination of specific chemicals. This was made possible by Primark by engaging stakeholders for getting many alternatives. It has been found that Primark is known for selling their products at a price that is comparatively cheaper than other fashion brands. The goal of the company is to give unique experiences to all the customers and the opportunities to have good outfits at reasonable prices. It is also possible for Primark to face issues related to engagement of the stakeholders

on account of challenges related to engagement owing to inequality of power, dispute of culture and perspective of stakeholders. There are also problems of local community and international organisations which cause an ideal mismatch and problems regarding the meeting of a common objective.

There are some measures that can be taken by Primark to improve the communication process and ensure that brands are promoted effectively through the involvement of stakeholders in the company. These include a continuous and effective process of scheduling automated updates to stakeholders at different points of time and diversifying the channels of communication. Primark will be able to improve the process of scheduling in order to keep stakeholders informed, but they will need to raise the visibility of the progress. Some helpful processes can also be integrated such as:

- Communication channel diversification can be useful for helping any enterprise to grow and improving communication level with the stakeholders.
- For diversification of the communication channels, the things that need to be kept in mind are frequency, modality, direction and contents.
- All the companies that pay attention to product as well as personal branding draw the attention of customers more.

There are different marketing channels which are useful for increasing the popularity that Primark has. From the respondents, it is evident that almost all the respondents are in agreement that channels related to social media are most important for increasing the popularity of the products. In terms of shopping preference, it is clear that almost all the shoppers want to shop from different types of fashion brands.

There are very few people who do not want to shop from fashion brands. From the responses, it is clear that most of the customers in the Ireland want to use famous brands of clothes. For this purpose, they go shopping on a frequent basis. Youth are found to visit shops more frequently than others. It has also been found that many of the respondents actually believe that physical stores are the most effective place for shopping. This is indicative of the fact that many of the shoppers still rely on physical stores and believe the best way of shopping is by visiting the stores and buying clothes. Although, some of the respondents believe that online shopping is more effective. Almost half of the participants believe that Instagram is the most popular platform of social media that helped in improving the market popularity of Primark.

Some other participants are of the opinion that Facebook has been used mostly by Primark for getting the popularity they have today. From the responses, it is also evident that most of the respondents are of the view that social media marketing can actually help a lot in improving

the popularity of the brand. Popularity is the most useful aspect of the brand that helps in increasing the demand of the brand. A number of Primark customers believe that posting creative content in social media is actually useful for getting customer attention. This can boost the engagement of the customers. It has also been found that maximum respondents prefer digital media over traditional media for attracting customers.

Finally, I would like to conclude by sharing my personal experience that led me to choose this topic. I work my part time job at Primark which made me realise and understand that stakeholder communication is relatively quite low in terms of specific detailing such as new arrivals, sale reductions, etc... that impresses the customers or attracts the customers. During my research journey, I have interacted with the stakeholders such as customers and employees who also feel that more communications to customers through social media platforms can benefit both the organization and the customers.

6.2 Recommendation

Based on the above analysis, it can be recommended that the research could have been done better with the help of better resources and implementation. This research would have been much better if carried out with the help of more secondary information to make an effective conclusion.

It is also recommended that the researcher also needs to understand the objective of the research carefully. As it will help in providing a specific goal to the research and make the process more effective. Understanding the information and choosing the most suitable and effective research methods is important in completing the study on time.

The project can be done better with better allocation of resources in different tasks. Effective resource allocation would help in drawing out more information from the research effectively and collect information accordingly. Moreover, it will help in increasing the validity of the research. Use of Business Intelligence (BI) in the research can also help in making research more significant and innovative.

6.3 Limitations

This research was based on a Primary survey which helped in gathering information about the importance of brand strategy in the market. The collected information from the respondents may not be reliable due to their negligence and limited time frame. Moreover, the responses which were collected in the survey were from different people, which sometimes can be vague and also act as one limitation. Thus, the two major limitations of the research could be limited

time frame and negligence from respondents. In the future, these limitations can be mitigated with the help of focussing on one strategy.

6.4 Future scope

This research is useful for exploring the scope of research in terms of marketing abilities and satisfaction of the stakeholders. Moreover, research on satisfaction of the stakeholders and financial performance of the enterprise can also be evaluated. There is an effective relation in between the branding strategy and satisfaction of the stakeholder. With the help of research on branding strategy, it will be possible for a positive impact of stakeholder satisfaction and the financial performance. Furthermore, there will be scope of research on informed decision making, improving the level of satisfaction of the stakeholders and promotion of the communication process.

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Appendices

Appendix 1: Survey Questions



Q1. What is your age? *

☐ 18-20

☐ 21-23

☐ 24-26

☐ 27-30

Q2. What is your Gender? *

☐ Male

☐ Female

☐ Others

Q3. Do you prefer to shop from the fashion retail store Primark? * *

- ☐ Yes
- ☐ No
- ☐ Maybe

Q4. According to you, what is the most useful branding strategy in the current times? *

- ☐ Personal Branding
- ☐ Product Branding
- ☐ Online branding
- ☐ All of the above
- ☐ None of the above

Q5. As per your opinion, what is the most popular channel for enhancing the popularity of Primark

- ☐ Social media
- ☐ Television advertisement
- ☐ Email marketing
- ☐ All of the above
- ☐ None of the above

Q6. How far do you prefer to shop from the fashionable retail brands? * *

- ☐ Yes
- ☐ No
- ☐ Sometimes

Q7. According to your perspective, what is the most suitable place to shop? *

- ☐ Physical stores
- ☐ Online platforms
- ☐ Both of them

Q8. According to you, what is the most popular social media platform that helps to increase the brand popularity of Primark? *

- ☐ Facebook
- ☐ Instagram
- ☐ Twitter
- ☐ All of the above
- ☐ None of the above

Q9. To what extent do you believe that social media marketing can be advantageous for Primark by increasing their brand popularity? *

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

...

Q10. How far do you believe that posting creative contents on social media will be helpful for attracting more customers towards Primark? *

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

...

Q11. To what extent do you believe that the incorporation of product branding can influence the customers towards Primark? *

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

...

Q12. How far do you believe that creating attractive videos can be effective for attracting more consumers towards the fashion retail company Primark? *

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

...

Q13. How far do you believe that telecasting advertisements can be advantageous for attracting more buyers towards Primark? *

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

...

Q14. How far do you believe that digital media is more effective than traditional media for attract more customers towards the business improvement of Primark? *

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Q15. Addition feedback:

Long answer text
