

ZARA FitLab

ZARA'S BOLD STEP INTO IMMERSIVE SHOPPING AND AVATAR INTEGRATION

EXECUTIVE SUMMARY

With the introduction of **Zara's FitLab**, customers will enjoy an immersive shopping experience, enhanced by an **advanced virtual fitting** room developed in collaboration with BODS, a leader in integrating gaming technology into the fashion industry. As one of the largest global fashion brands, Zara continues to influence over 150 markets through both e-commerce and physical stores. Virtual fitting rooms are known to **reduce return rates, boost conversion rates**, and **increase engagement**, offering a more refined and seamless shopping journey for today's digital consumers. With this strategy, Zara will Improve customer satisfaction, enhance product sizing, implement seamless checkout technology, and increase engagement to drive higher sales.

With this initiative, Zara not only enhance the shopping experience but also strengthens its competitive edge in the fashion industry, ensuring continued growth through innovation, **customer-centric solutions**, and the seamless integration of technology into the retail landscape. **The FitLab aims to improve Zara's overall consumer interaction.**





TABLE OF CONTENTS

02 Executive summary	
04 Brand Introduction	
05 Current Strategies	
06 Competitive Analysis	
07 SWOT	
08 Tech and Ecommerce Trends	15 Technology Introduction
09 Industry Research	16 Development and Launch
10 Impact	17 Financial Investment
11 Targeting	18 Risk Assessment
12 Strategic Objective	19 Future Growth
13 Key Performance Indicators	20 Conclusion
14 AI Ecommerce Initiative	21 References

BRAND INTRODUCTION

Zara is a **leading clothing brand** that has already begun integrating technology into its operations, **successfully reaching multiple generations** and **global reach**.

PRODUCT ↘

Zara is one of the world’s most renowned fashion retailers, celebrated for its **diverse range, affordable price points, and stylish designs**. The brand offers clothing for men, women, and children, along with an expanding selection of home and beauty products.

DISTRIBUTION ↘

Zara’s manufacturing network is primarily based in Asia and Europe, with key partners located in **Turkey, Spain, China, and Pakistan**. The retailer's production process is both vertically and horizontally integrated, encompassing **1,866 suppliers** and **7,232 factories**.

CHANNEL ↘

Zara operates through both **e-commerce** and **brick-and-mortar stores**, with online shopping available in over **100 countries** and a presence in 213 markets.

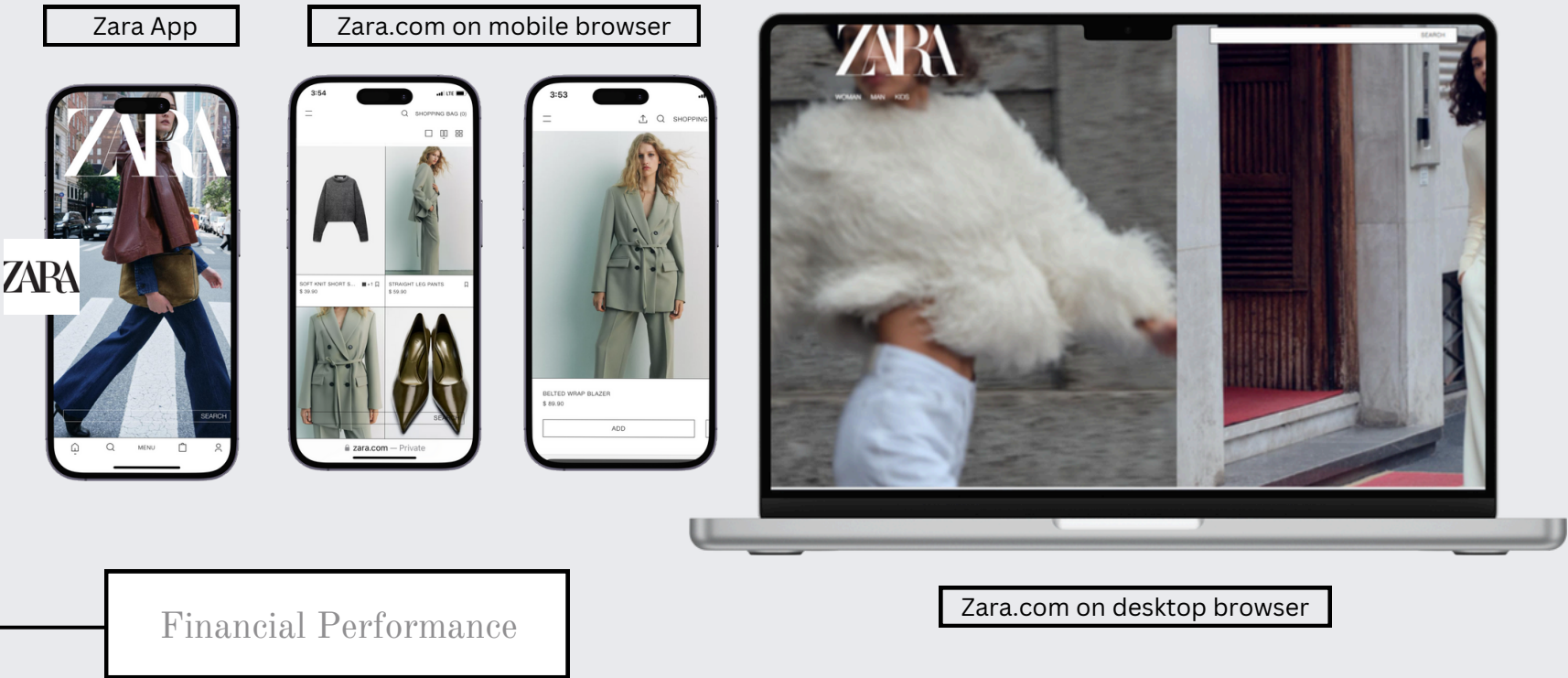
€26 Billion
Net Sales
In 2023

\$11 Billion
Brand Value Worldwide
In 2023

10%
Growth
From 2022- 2023

\$6.3 Billion
Online Sales
In 2023

“Zara | Company Overview & News.” Forbes.
Accessed October 6, 2024.
<https://www.forbes.com/companies/zara/>.



CURRENT STRATEGIES

RFID Tag System | Real Time Analytics | Machine Learning | Tech Integration

AR IN-STORE MODELS

In 2018 Zara created phone filters that featured models wearing their collections in 120 of their stores, allowing customers to try on outfits with overlays. The two-week campaign used AR and VR technology.

JETLORE AI

This AI based program helps retail stores develop **personalized marketing** according to the consumer’s actions. By predicting consumer behavior gathering analytics, the system develops marketing tailored to the consumer, increasing conversion rates.

JUST-IN-TELLIGENT

The AI method is trained to **optimize merchandizing** by identifying inventory that is in demand in actual time. It categorizes products that should be added or kept at minimal quantity.

Zara.com. “Find Your Zara Store: Explore Our New Arrivals: Zara United Kingdom.” Find your Zara Store | Explore our New Arrivals | ZARA United Kingdom. Accessed October 14, 2024. <https://www.zara.com/uk/en/z-stores-st1404.html>.

SELF CHECKOUT

Zara has recently added their self checkout area where customers place their items in a smart box-like platform that instantly recognizes the items. The customer can play in different methods including through the Zara app.

TYCO MICROCHIPS

Tyco’s security and cloud technology tracks its inventory to reduce theft at an advanced level, allowing hosts to access security cameras from around the world.

FITTING ROOM BOOKING

Through the app users are welcomed to separate fitting room slots in real time. Upon arrival, customers can skip lines and go to their designated room.

“ECommerce News Archives.” Intelligent Reach. Accessed October 2, 2024. <http://www.intelligentreach.com/news/e-commerce-news>.

ZARA STREAMING

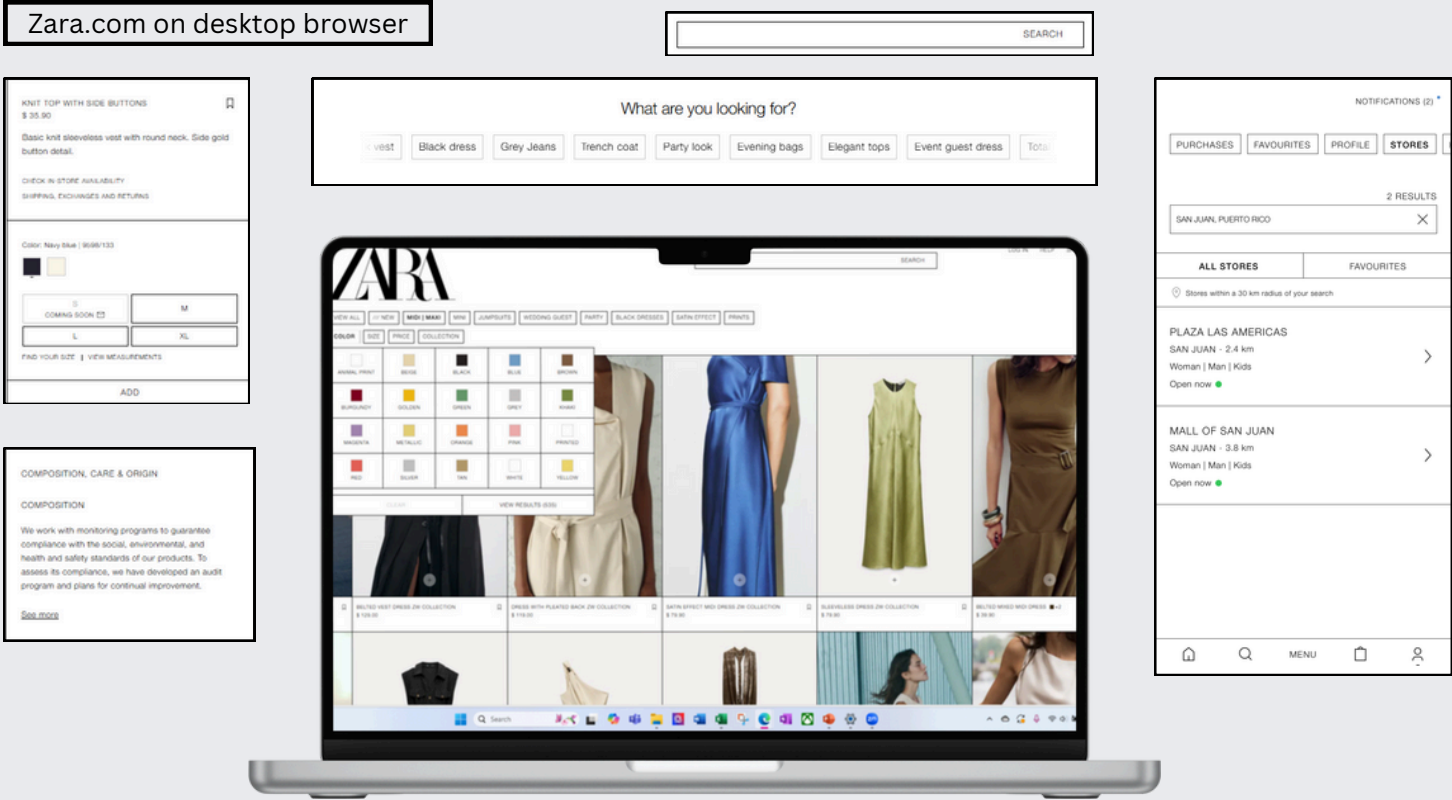
After successful integration in China, the brand will expand its livestream feature in the Zara app and website, allowing customers to shop instantly.

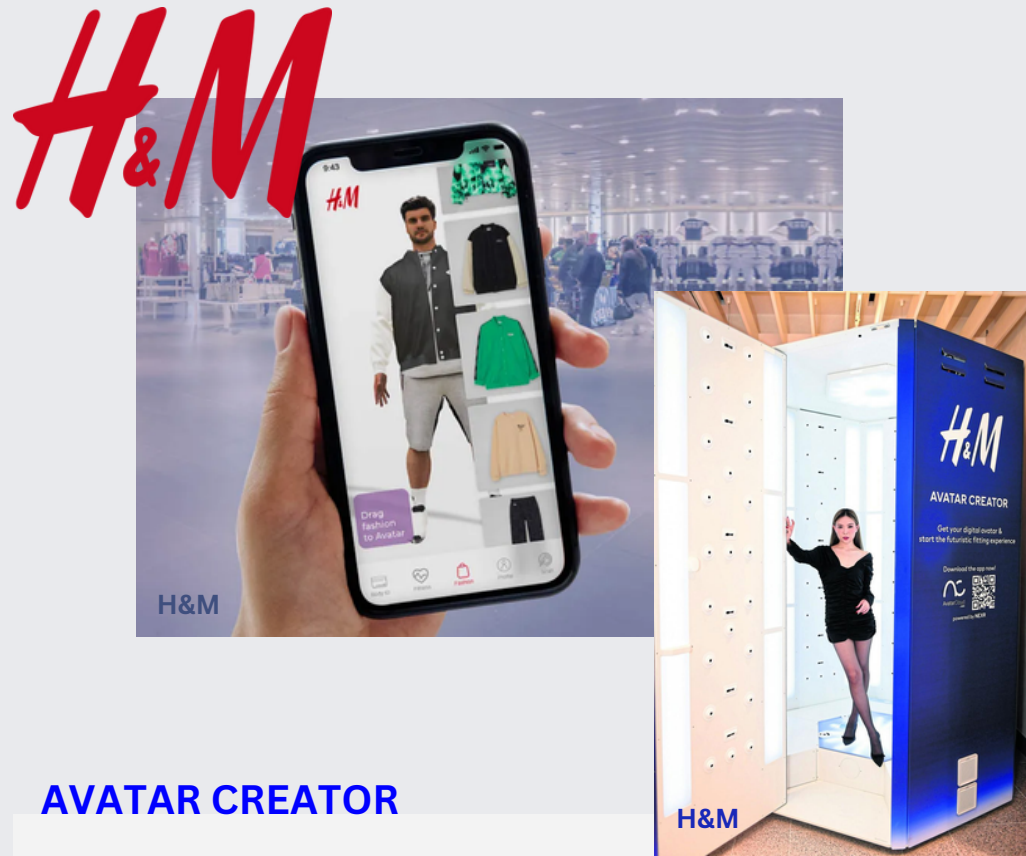
“Three Keys to a Just-in-Telligent Supply Chain.” SupplyChainBrain RSS. Accessed October 1, 2024. <https://www.supplychainbrain.com/blogs/1-think-tank/post/36405-three-keys-to-a-just-in-telligent-supply-chain>.

CLICK & COLLECT

Zara shoppers can checkout their carts online and pickup their items at their nearest store

Stambor, Zak. “Shein and Zara’s Pushes into Livestream Shopping Show the Channel Is Gaining Momentum.” EMARKETER, September 18, 2024. <https://www.emarketer.com/content/shein-zara-livestream-shopping>.





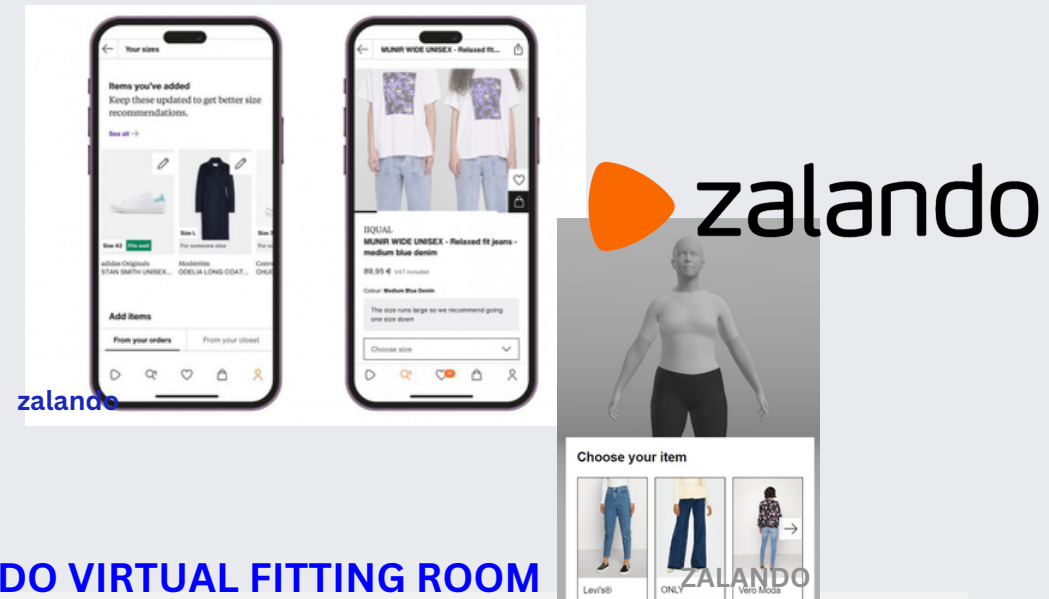
AVATAR CREATOR

H&M launched its **avatar concepts** in 2021, since then the concept has expanded in their stores around the world. Stores have '**Avatar Creator**' **capsules** that capture the customers 360° body measurements. The AvatarCloud App then shows users their avatar and garments to try-on. NeXR Technologies provided the programs to bring the idea to life.

H&M customer received the concept openly and enjoyed the product. H&M simultaneously launched an immersive showroom. The brand hopes to expand these concepts by allowing customers to personalize garments in their virtual fitting rooms.

SOURCE: Zalando
<https://www.intelligentreach.com/news/ecommerce-news>

COMPETITIVE ANALYSIS



ZALANDO VIRTUAL FITTING ROOM

In April 2023, Zalando created a **3D avatar space** for users to try-on a range of 22 denim jeans. After providing their sizing information, users were able to see what sizes and styles would fit them the best. Customers also received **personalized size recommendations** according to the results.

30,000 customers were able to test the platform by trying on Puma and Zalando pants. The program successfully reduced returns by 10%.

In the near future Zalando's sizing team will expand the program, allowing users to apply their body measurements into the avatars and increasing accuracy.

SOURCE: Zalando
<https://corporate.zalando.com/en/about-us/what-we-do>



ADIDAS' COLLECT

Two years ago, the sports and athleisure company Adidas introduced its **NFT AR and AI avatar platform**. The system, named ALTS, was created in partnership with Ready Players.

Users are able to create characters that embody an idealized version of themselves in the style of Adidas Originals. They can wear garments and adapt their characters to their liking. The avatar can be used in the Metaverse and clothes can be personalized to the customer's aesthetic.

SOURCE: Adidas
<https://collect.adidas.com/drop/alts>

SWOT ANALYSIS

Strengths

Optimized AI Tech: Zara has successfully implemented ai in most of it's processes creating seamless systems that assist in a range of processes from product development to merchandising and marketing. These acquisitions have proven to be cost effective for the brand.

Financial Health: Zara's strong cash flow and financial success are clear indicators of its financial health, enabling the company to make further investments.

Weaknesses

Underperforming Ecommerce Channel: Zara's website faces challenges with accessibility and the overall shopping experience. Customers often have difficulty finding clear and sufficient information regarding sizing, fit, and product quality.

Lack of Sustainability Tracking: The brand has recently faced challenges with the younger generation, who are increasingly demanding companies to demonstrate ethical, social, and environmental responsibility

Opportunities

Advancing AI integration: Leveraging AI to address website experience issues, enhance product development, and streamline the checkout process.

Immersive Experiences: Developing immersive experiences to generate intrigue, acquire new customers, and increase connection with existing consumers.

Threats

Safety breaches: AI systems may be infiltrated by third parties or hackers and access Zara's intellectual property of customer information.

High Competition: Other luxury and bridge companies are successfully implementing avatar extensions, virtual try-ons, and metaverse features.

SOURCE: ZARA
Zara.com/home

TECH & ECOMMERCE TRENDS

UNDERSTANDING TECH TRENDS TO PROMOTE EVOLUTION.

[DRIVERS]

- Consumer Expectations Increasing Demands
- Crossing Technology with Reality
- Skepticism over Environmental & Concerns
- Fast-Paced Fashion Trends and Production
- Need for Optimization
- Immersive and Wholistic Business Approach
- Emotionally Driven Preferences

[TRENDS]

- Increase of Phygital Stores
- Hyper Personalization
- Virtual Fitting Rooms
- Seamless Checkout
- Live Shopping
- ESG Driven Businesses
- Metaverse and Immersive Shopping
- AI for Product Development, Merchandising, and Marketing

In conclusion

Modern problems.
Modern solutions.

Businesses are successfully leveraging **cutting-edge technology** and **big data** to **tackle challenges more effectively** than ever before →

[RESEARCH]	59%	41%	61%	37%	70%	45%
	of consumers favor shopping online over shopping in retail stores	of consumers want to shop in virtual spaces.	of Gen z & Millennials would rather spend time online.	of Millennials & Gen Z would rather test products than buying them	of Gen z wants to experience virtual worlds outside of gaming worldwide.	of Consumers want personalized product offering

Dawkins, Jennifer Ortakales. "Virtual Try-on Tech Is Tackling a \$280 Billion Problem in Fashion Retail and Offering Customers a Different Way to Shop." Business Insider. Accessed October 6, 2024.
<https://www.businessinsider.com/artificial-intelligence-trends-retail-virtual-try-on-2023-10>.

"ECommerce News Archives." Intelligent Reach. Accessed October 2, 2024.
<http://www.intelligentreach.com/news/ecommerce-news>.

SOURCE: STATISTA
E-commerce worldwide Report
study_id10653_e-commerce-worldwide-statista-dossier (1).pdf

INDUSTRY RESEARCH

RESEARCHING THE MAIN PROBLEM : SIZING

Sizing problems lead to: **customer returns**

According to *Coresight Research*, **24.4%** of all soft-goods purchased online are returned to the retailer. **77%** of these items are returned due to inaccurate sizing issues.

Research suggests that companies based in brick and mortar retail are **not effectively using their online channels**, increasing the number of online returns.

The fashion industry’s return, costs the retail industry over **\$38 billion** in 2023. The processing costs of these returns are an estimated **\$25.1 billion**.

80% of customers use size charts, which increases conversion rates.

OTHER INDUSTRY CHALLENGES: PAYEMENT FRICTION & ENGAGEMENT

Payment friction points

Low engagement leads to: **Low conversion rates**

17% of customers don’t shop online because of their preferred payment was not an option. | 2024

The preferred payment method on ecommerce platforms was digital wallets and mobile money by **50%**. | 2023

60% of shoppers **would spend more** if checkout was quicker and had less friction.

Brands who used personalization surpassed their goals **increasing revenue by 9.9%**

54% of brands saw improvements in conversion rates, **61%** of them reported higher engagement, **61%** noticed an increase in their average order value, **57%** of them saw an increased customer satisfaction.

SOURCE: CORESIGHT RESEARCH
The True Cost of Apparel Returns: Alarming Return Rates Require Loss-Minimization Solutions—Survey Insights | Coresight Research

SOURCE: FORBES
<https://www.forbes.com/sites/zengernews/2024/07/11/virtual-try-ons-will-change-fashion-jobs-forever/>

SOURCE: DELOITTE DIGITAL
<https://www.deloittedigital.com/content/dam/digital/us/documents/insights/insights-20240610-personalization-report.pdf>

SOURCE: STATISTA
E-commerce worldwide Report
[study_id10653_e-commerce-worldwide-statista-dossier \(1\).pdf](#)

THE IMPACT

Leveraging technology can **streamline processes and enhance efficiency**. Upon evaluating the existing deficiencies within the fashion industry, it is apparent that technology can provide solutions to enhance operational efficiency while simultaneously attracting a broader customer base with minimal effort.

AI and AR impact Zara by: **decreasing returns, increasing, customer engagement, improving Zara’s brand perception, increase conversion rates,** and positioning Zara as a tech innovative brand.

Image by Open-AI Dall_E



a look into the *near future*

85%

of fashion retailers are looking to use virtual-try-on technologies

Using Ai is already helping businesses increase...

productivity and cost efficiency by **75%**
customer satisfaction by **72%**
innovation & personal marketing **69%**

WHICH INTERNAL PROCESSES WILL THE *FITLAB* AFFECT?

- Web development
- Employee Training
- Merchandising
- Marketing
- Inventory management
- Payment and checkout
- IP information & safety
- Technology & infrastructure
- Consumer information & safety

SOURCE: CORESIGHT RESEARCH

The True Cost of Apparel Returns: Alarming Return Rates Require Loss-Minimization Solutions—Survey Insights | Coresight Research

SOURCE: FORBES

<https://www.forbes.com/sites/zengernews/2024/07/11/virtual-try-ons-will-change-fashion-jobs-forever/>

TARGETING

TARGET PRODUCT

NEW AND EXCLUSIVE COLLECTIONS FROM WOMEN’S CLOTHING AND APPAREL MEN’S CLOTHING AND APPAREL

ZARA CONSUMER

Zara’s customer base, primarily **aged 18 to 40, represents the demographic that shops online** the most, according to Statista. This makes the FitLab an ideal tool to assist and enhance their shopping experience.

CONSUMER IMPACT

The **FitLab** aims to **improve Zara’s omnichannel strategy** and support customers by:

- Helping customers pick the right size
- Find ideal styling options
- Minimize time spent shopping
- Quick checkout

FITLAB TARGET CONSUMER

Demographics

- 18-30 years old
Gen Z & Millennials
- Female
- Medium-high income
- Current student or junior level employee
- Single
- Vals personas
Achievers Experiencers Believers

Psychographics

Brand Loyalty



*Visits Zara 6 Times a year

Where to Find Them



Main Channels

Zara App In-Store Shopping

Research on fashion online shoppers worldwide

Millennials & Gen X 71%
Gen Z 29%



Generational Division of Online Shoppers

77%
of Millennials
made online purchases in 2023

76%
of Gen Zers
made online purchases in 2023

SOURCE: STATISTA

Generational distribution of fashion online shoppers worldwide | 2023
Inditex and the fashion industry in Spain

Flores-Marquez, Paola. “US Social Network Usage by Generation.” EMARKETER, July 26, 2023. https://www.emarketer.com/content/us-social-network-usage-by-generation?_gl=1%2Aj7qnue%2A_gcl_au%2AMTk4NTgwODgzMy4xNzI3MjcxOTU5%2A_ga%2

STRATEGIC OBJECTIVE

FRICTION POINTS

◆ Product presentation & information

- Ineffective size naming
- Unreliable sizing chart
- Insufficient product information

◆ Inefficient In-store fitting room

- Long lines that lead customer dislike
- Some customers don't have store access
- Fitting room try-ons take too long

◆ Inefficient checkout

- Long checkout process
- Long instore checkout process

STRATEGY

Introducing the **FitLab**, a feature that allows customers to visualize how clothing would fit using a personalized avatar. Customers can virtually try on different sizes and styles, experimenting with outfits as they prefer. The system will also offer a streamlined checkout process, make tailored product recommendations, and assist customers in finding their perfect size for an enhanced shopping experience.



OUTCOMES

The **FitLab** feature aims to

Leverage **Artificial Intelligence and Augmented Reality** to **eliminate friction points** in product acquisition phases, enabling more **seamless and efficient systems**.

Advanced tech and big data can help Zara: reduce returns, improve online shopping experience, encourage customers to shop more items, reduce fitting-room lines, quicken checkout process.



KEY PERFORMANCE INDICATORS

CONVERSION RATE

Helps track whether *FitLab* feature is driving higher sales after implementation.

GOAL: ESTABLISH A C.R. OF 40%

RETURN RATE

Measures if returns are reducing because of the *FitLab* sizing accuracy.

GOAL: REDUCE RETURN RATE BY 30%

AVERAGE ORDER VALUE

Tracks whether *FitLab* increased sales, customer satisfaction, and if customers shopped other product categories.

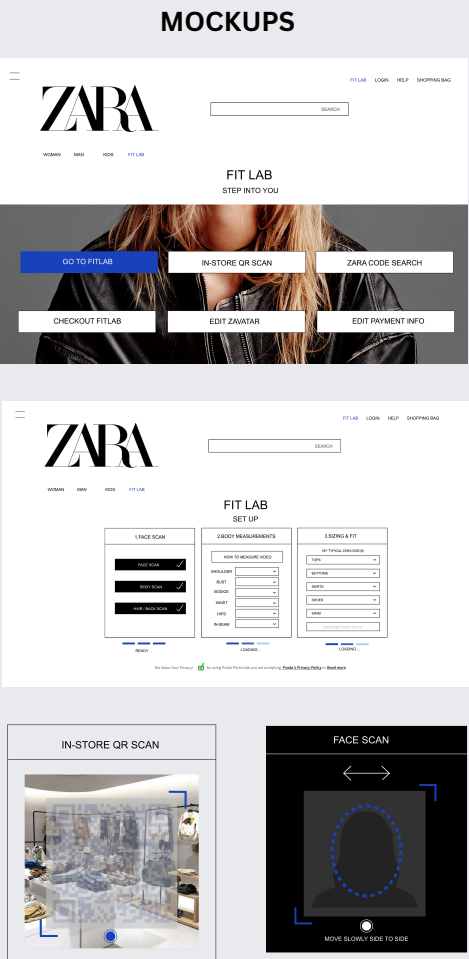
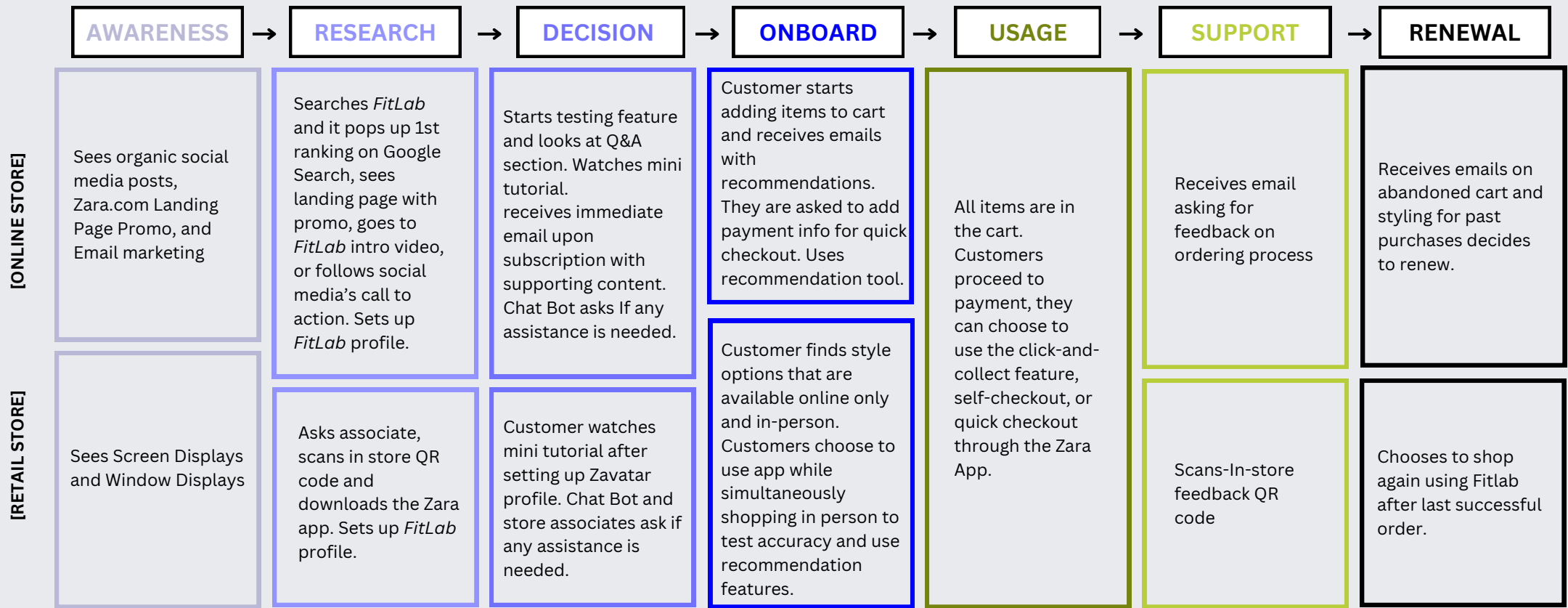
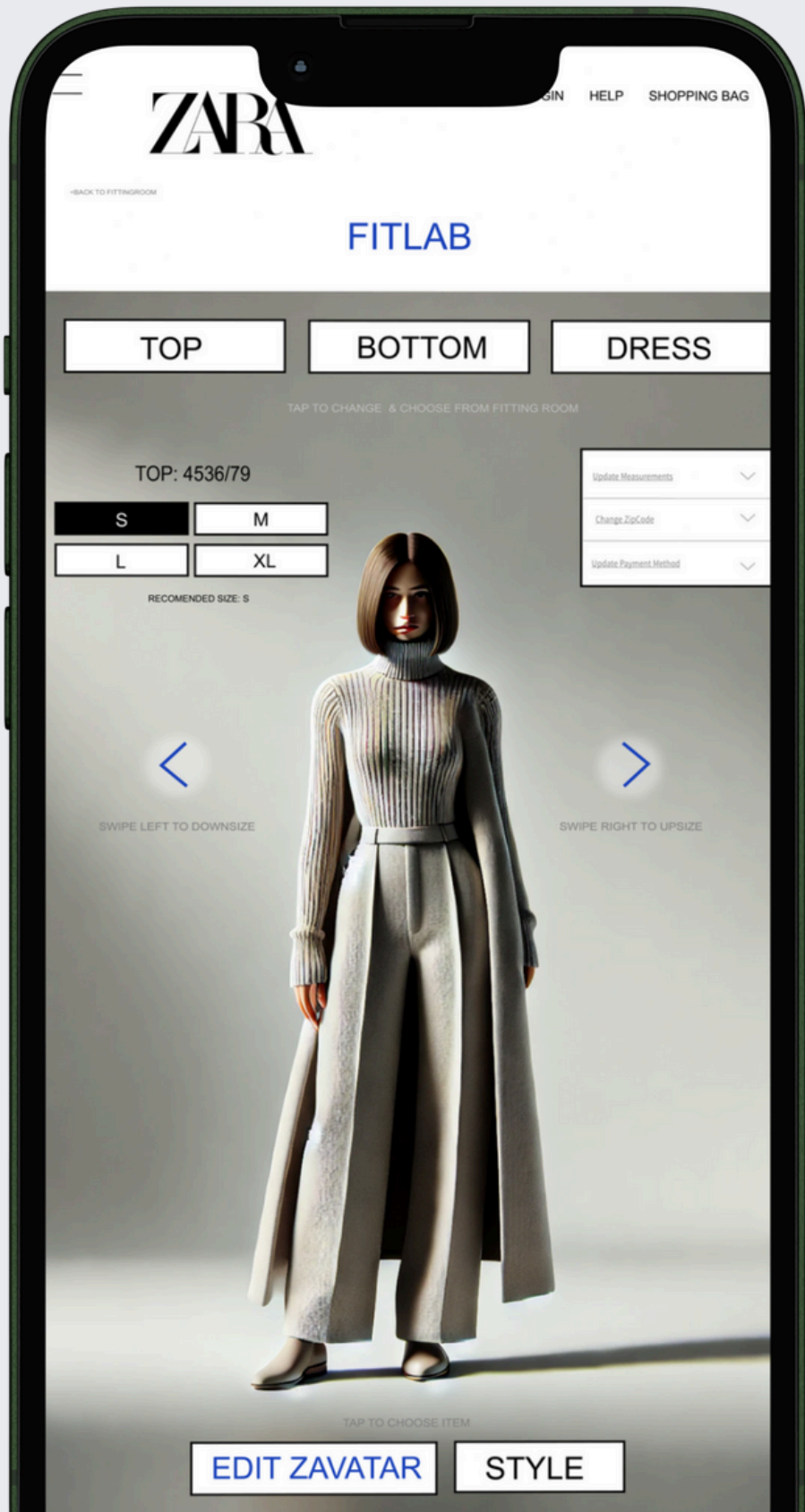
GOAL: INCREASE AOV BY 30%

AI ECOMMERCE INITIATIVE

The **FitLab** aims to help customers to **find their ideal size, reducing returns and increasing online sales.**

Available for customers though **Zara’s mobile app and website.** Users will be able to shop and see how clothes behave on the customized avatars by logging into their Zara profiles and selecting the “**ADD TO FITLAB**” option at different touch points.

Image by Open-AI Dall-E



TECHNOLOGY INTRODUCTION

ZARA'S BOLD STEP INTO IMMERSIVE FASHION AND AVATAR INTEGRATION

ZARA X BODS

To develop the **FitLab**, Zara will partner with **BODS**, an **avatar technology provider** that uses advanced gaming technology to create **high-quality, dynamic representations of garments, bringing them to life in a realistic and engaging manner**. BODS is currently working for Balmain in releasing the house’s avatar try-on. They have already partnered with companies like Reformation and been in headlines of magazines such as Vogue, BOF, and Forbes.

BODS uses Generative AI, AR, and gaming systems to develop innovative solutions in the fashion industry.

AI → AR

developing 3d rendered garments developing avatar and final overlay



Image courtesy of BODS

Forbes estimates that virtual fitting room technology can:

- Rise Conversion Rates to **320%**
 - Boost Sales by **30%**
 - Decrease **20%** of Returns
 - Increase AOV by **33%**
- *Average Order Value (AOV)

SOURCE: CORESIGHT RESEARCH

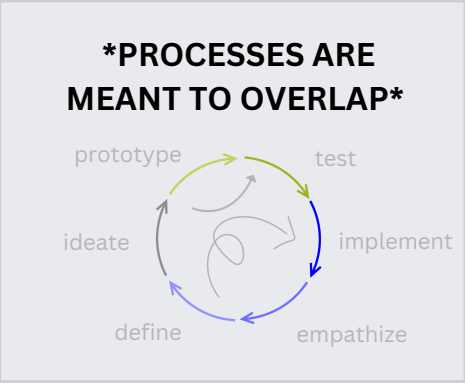
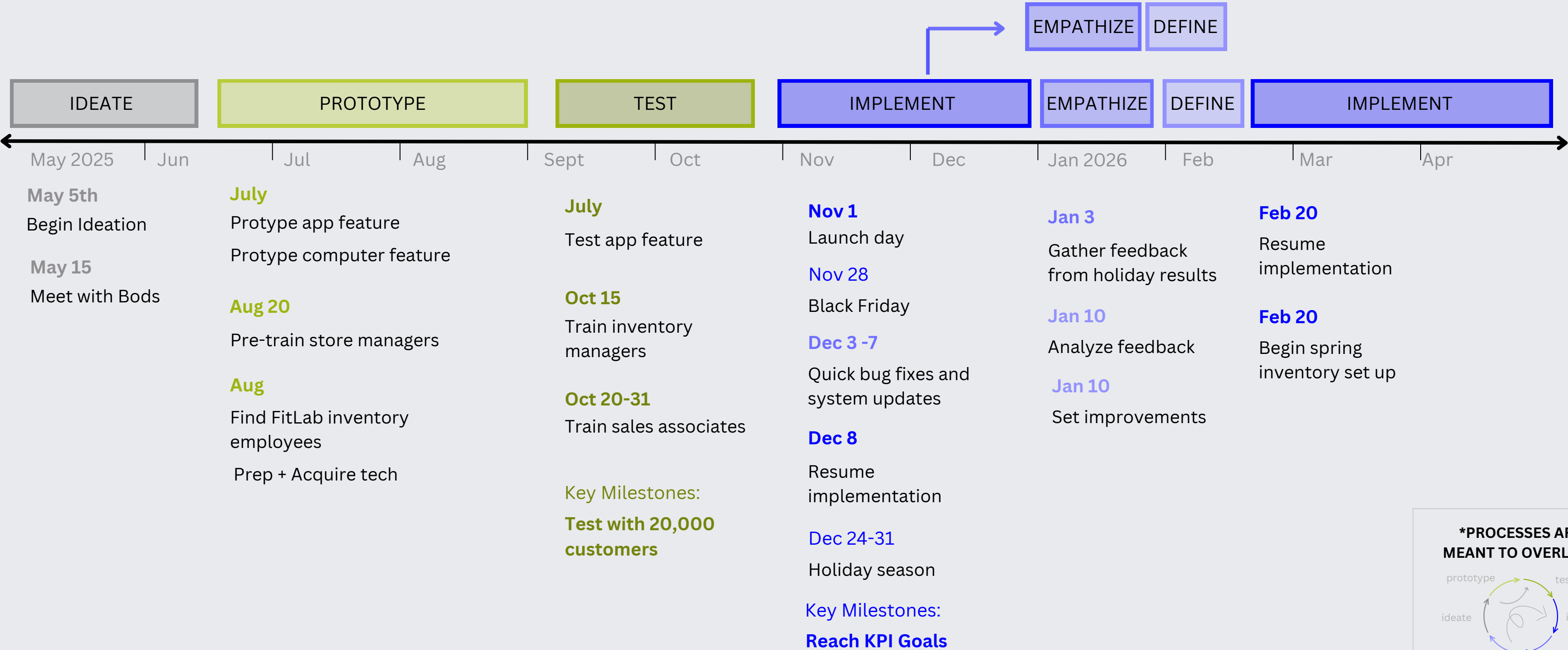
The True Cost of Apparel Returns: Alarming Return Rates Require Loss-Minimization Solutions—Survey Insights | Coresight Research

SOURCE: BODS

[Thttps://bods.me/#howItWorks](https://bods.me/#howItWorks)

DEVELOPMENT & LAUNCH

INTEGRATION ROADMAP & TIMELINE: 12 MONTHS



FINANCIAL INVESTMENT

Concept	Investment	Total	Cadence
Integration cost (Bods)	\$650,000	\$650,000	One -Time
Technology Aquisition	\$800 (iPhone cost x 10 employees)	\$8,000	One -Time
Sales Associate Training	included in company budget	\$0	One -Time
Cost per Item	\$10 x yearly SKU 35,000	\$350,000	Recurring
Merchandising Employees	included in company budget	\$0	Recurring
			TOTAL: \$1,008,000

Notes:
* Sales associate training and merchandizing employee costs will be part of established company budgets.
*Technology Aquisition: iPhones will be used for internal merchandizing employees to scan clothing items and upload them to FitLab.
*Costs per Item: includes any miscellaneous costs, calculation: 10\$ per item times Zara’s yearly SKU# which is 35,000.

CHALLENGE & RISK ASSESSMENT

Zara may encounter several challenges, including customer adoption resistance, outdated or lagging technology, potential security breaches, and insufficient technological infrastructure to support new initiatives. To maintain its competitive edge, Zara will need to address these issues proactively, ensuring the seamless integration of new technologies and the protection of customer data.

INSUFFICIENT TECHNOLOGY RESOURCES
LIKELY HOOD: POSSIBLESEVERITY: HIGH
LAGGING PLATFORMS
LIKELY HOOD: POSSIBLESEVERITY: MINOR
SECURITY BREACHES
LIKELY HOOD: UNLIKELYSEVERITY: HIGH
LOW ADOPTION AND CONSUMER ENGAGEMENT
LIKELY HOOD: UNLIKELYSEVERITY: MODERATE

**Impact on Isolated project, not overall company financials*

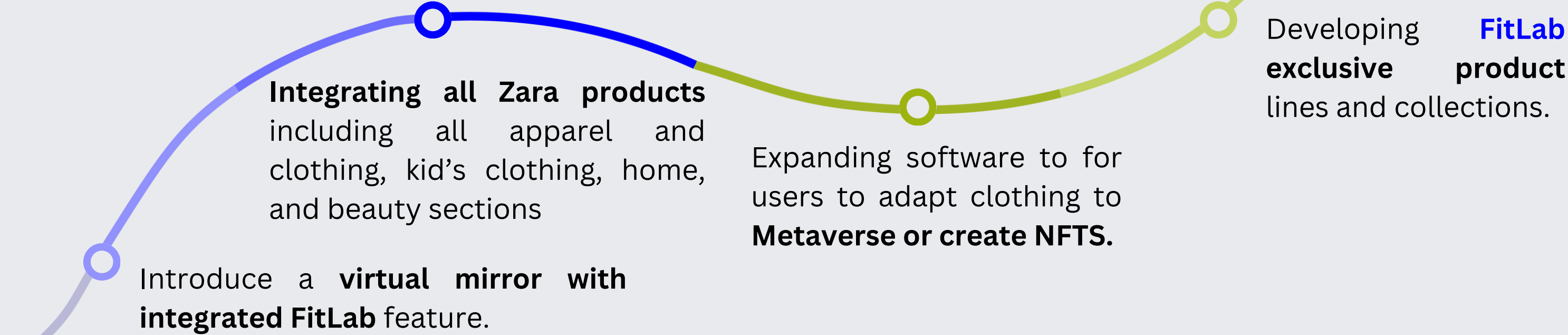
- MISSING THE OPPORTUNITY
If Zara misses this opportunity, competing brands may gain a significant advantage, leaving Zara out of the retail innovation race.
- OVERALL RISK
When analyzing Zara’s profits and sales, the *FitLab* integration will not propose a mayor threat to the company’s financial health.

FUTURE GROWTH

In the future, Zara's **FitLab** looks forward to ...



Image courtesy of Zara.com

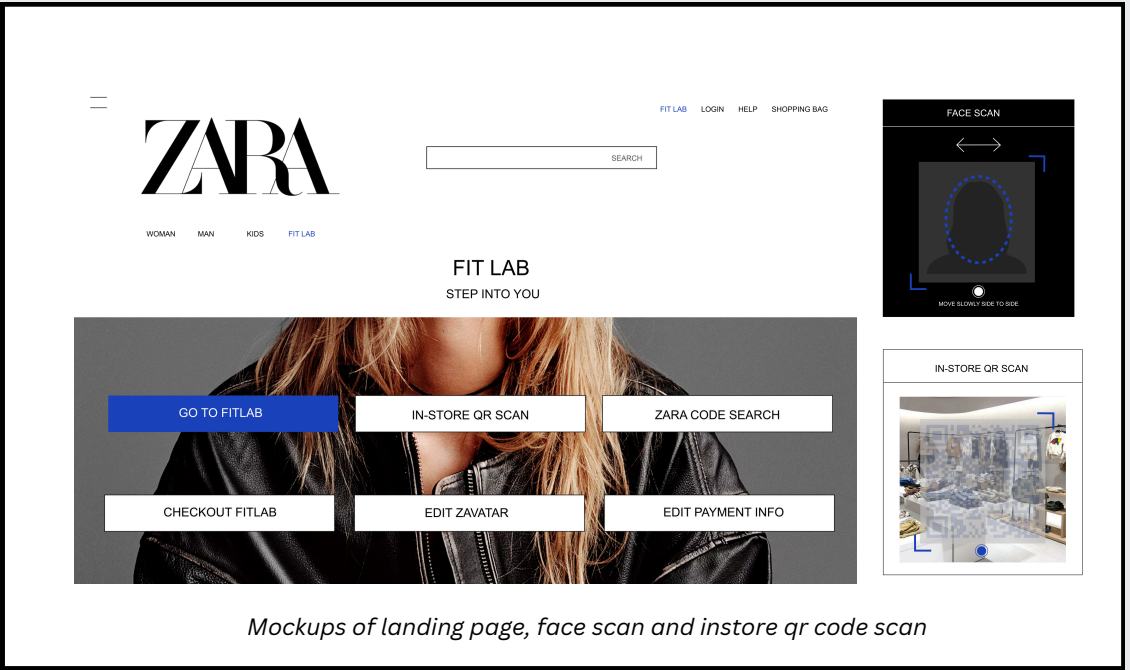


Improving user experience by integrating features such as allowing users to **share on social media** and adding Zara's iconic **shopping music**

Image by Refinery 29



Image by Open-AI Dall-E



Mockups of landing page, face scan and instore qr code scan

CONCLUSION

The **FitLab** project **represents a significant step forward in Zara's continued efforts to enhance the customer shopping experience** through innovative technology. By integrating advanced virtual fitting rooms developed in collaboration with BODS, Zara will provide customers with personalized, immersive **experiences that bridge the gap between online and in-store shopping**. This initiative is designed to increase customer satisfaction by improving sizing accuracy, offering seamless checkout options, and reducing returns—ultimately driving higher engagement and sales. Through this **forward-thinking strategy**, Zara reinforces its position as a leader in both fashion and technology, **setting a new standard for digital retail experiences in the global market**.

2“Adidas Originals Introduces First-of-Its-Kind Digital Ozworld Experience.” adidas News Site | Press Resources for all Brands, Sports and Innovations, April 5, 2022. <https://news.adidas.com/originals/adidas-originals-introduces-first-of-its-kind-digital-ozworld-experience/s/c29e6fdd-2c70-4362-b84a-c46c279d8faf>.

“Avatars: Fashion Industry Relies on Virtual Models and Digital Style Consultants.” Avatars: Fashion industry relies on virtual models | Berlin Fashion Week, November 14, 2022. <https://fashionweek.berlin/en/blog/single-news/avatars-fashion-industry-relies-on-virtual-models-and-digital-style-consultants.html>.

“Bods.” bods.me. Accessed October 1, 2024. <https://bods.me/#howItWorks>.

Chan, Albert. “The True Cost of Apparel Returns: Alarming Return Rates Require Loss-Minimization Solutions.” Coresight Research, April 6, 2023. <https://coresight.com/research/the-true-cost-of-apparel-returns-alarming-return-rates-require-loss-minimization-solutions/>.

“Chapter 3 & Reveal: Coming Soon.” adidas Collect. Accessed October 6, 2024. <https://collect.adidas.com/drop/alts>.

Dawkins, Jennifer Ortakales. “Virtual Try-on Tech Is Tackling a \$280 Billion Problem in Fashion Retail and Offering Customers a Different Way to Shop.” Business Insider. Accessed October 6, 2024. <https://www.businessinsider.com/artificial-intelligence-trends-retail-virtual-try-on-2023-10>.

“Develop a Mockup of Zara’s Gold Sweater” prompt, DALL-E, version 4.0, OpenAI, 1 Oct. 2024, labs.openai.com/.

“Make Mockups for a Zara Avatar Feature, Keep the Zara style and Branding” prompt, DALL-E, version 4.0, OpenAI, 1 Oct. 2024, labs.openai.com/.

“ECommerce News Archives.” Intelligent Reach. Accessed October 2, 2024. <http://www.intelligentreach.com/news/ecommerce-news>.

Flores-Marquez, Paola. “US Social Network Usage by Generation.” EMARKETER, July 26, 2023. [https://www.emarketer.com/content/us-social-network-usage-by-generation?_gl=1%2Aj7qnue%](https://www.emarketer.com/content/us-social-network-usage-by-generation?_gl=1%2Aj7qnue%3)

Gestal, Iria P. “Inditex Sourcing: Where Does Zara Owner Make Its Clothes?” <https://www.themds.com>, July 12, 2019. <https://www.themds.com/companies/inditex-sourcing-where-does-zara-owner-make-its-clothes.html>.

“Gucci - Men’s Gucci Re-Web Sneaker.” in beige and ebony GG canvas | GUCCI® US. Accessed October 1, 2024. <https://www.gucci.com/us/en/pr/men/shoes-for-men/sneakers-for-men/low-top-sneakers-for-men/mens-gucci-re-web-sneaker-p-787476AADHW9568>.

Hirschmiller, Stephanie. “How Gaming Technology Is Powering This Virtual Fit Solution Set to Revolutionize Luxury E-Commerce.” Forbes, May 30, 2022. <https://www.forbes.com/sites/stephaniehirschmiller/2022/05/29/bods-virtual-fit-solution-to-revolutionize-e-commerce/?sh=bdf45174467f>.

Köllinger, Sonja. “Zara’s New App Is about to Change How You Shop.” Zara Launches Augmented Reality App For Shoppers. Accessed October 14, 2024. <https://www.refinery29.com/en-gb/2018/04/196400/zara-augmented-reality-app>.

McDowell, Maghan. “Want to Reduce Returns? Avatars Might Be the Answer.” Vogue Business, March 4, 2024. <https://www.voguebusiness.com/story/technology/want-to-reduce-returns-avatars-might-be-the-answer>.

Neurons, Twenty Billion. “Introducing Millie, the First Context-Aware A.I. on the Planet.” Medium, December 3, 2018. <https://medium.com/twentybn/introducing-millie-the-first-context-aware-a-i-on-the-planet-d545eb6046b1>.

News, Zenger. “Virtual Try-Ons Will Change Fashion Jobs Forever.” Forbes, August 27, 2024. <https://www.forbes.com/sites/zengernews/2024/07/11/virtual-try-ons-will-change-fashion-jobs-forever/> <https://futurestores.wbresearch.com/blog/zara-augmented-reality-app-virtual-model-strategy>.

O'Shea, Dan. “PayPal Acquires AI-Driven Predictive Marketing Company Jetlore.” Retail Dive, May 31, 2018. <https://www.retaildive.com/news/paypal-acquires-ai-driven-predictive-marketing-company-jetlore/524649/>.

Published by Statista Research Department, and Sep 25. “Number of Zara Stores 2024.” Statista, September 25, 2024. <https://www.statista.com/statistics/674653/number-of-zara-stores-by-country/>.

“Scandinavian Mind: Yoox Net-a-Porter Just Unveiled a High-Quality 3D Avatar in Virtual-Try-on Pilot to Assist Consumer Scandinavian MIND Yoox NetaPorter just unveiled a highquality 3D avatar in virtualtryon pilot to assist consumers Comments. Accessed October 6, 2024. <https://scandinavianmind.com/yoox-net-a-porter-just-unveiled-a-high-quality-3d-avatar-in-virtual-try-on-pilot-to-assist-consumers/>.

Sneesby, Guy. “H&M’s New Store Lets Customers Create Their Own Shopping Avatar.” Intelligent Reach, October 17, 2023. <https://www.intelligentreach.com/news/ecommerce-news/hms-new-siam-paragon-store-helps-customers-create-their-own-shopping-avatar/>.

Stambor, Zak. “Shein and Zara’s Pushes into Livestream Shopping Show the Channel Is Gaining Momentum.” EMARKETER September 18, 2024. <https://www.emarketer.com/content/shein-zara-livestream-shopping>.

Studio, BoF. “Solving Fashion’s \$163 Billion Buying and Sizing Inaccuracy Problem.” The Business of Fashion, September 2024. <https://www.businessoffashion.com/articles/technology/solving-fashions-163-billion-buying-and-sizing-inaccuracy-problem/>.

“Three Keys to a Just-in-Telligent Supply Chain.” SupplyChainBrain RSS. Accessed October 1, 2024. <https://www.supplychainbrain.com/blogs/1-think-tank/post/36405-three-keys-to-a-just-in-telligent-supply-chain>.

WBR Insights. “Zalando Brings a Virtual Fitting Room Pilot to Millions of Customers .” Zalando Corporate Website. Access October 2, 2024. <https://corporate.zalando.com/en/technology/zalando-brings-virtual-fitting-room-pilot-millions-customers>.

Yoox Online Fashion Design Shopping. Accessed October 6, 2024. <https://www.yoox.com/us/men/search?area=men&query=mr+p+blue+sweater&dept%5B0%5D=men&sortBy=>.

“Zara Segmentation, Targeting, and Positioning.” Edrawsoft. Accessed October 1, 2024. <https://www.edrawmind.com/article/zara-segmentation-targeting-and-positioning.html>.

“Zara | Company Overview & News.” Forbes. Accessed October 6, 2024. <https://www.forbes.com/companies/zara/>.

Zara.com. “Find Your Zara Store: Explore Our New Arrivals: Zara United Kingdom.” Find your Zara Store | Explore our New Arrivals | ZARA United Kingdom. Accessed October 14, 2024. <https://www.zara.com/uk/en/z-stores-st1404.html>.

Zara.com. “Zara: New Collection Online.” ZARA Puerto Rico | New Collection Online. Accessed October 6, 2024. <https://www.zara.com/pr/en/>.

“Zara’s Augmented Reality App Brings Virtual Models to Life in Stores.” Future Stores 2025. Accessed October 1, 2024. <https://futurestores.wbresearch.com/blog/zara-augmented-reality-app-virtual-model-strategy>.