Forecasting of the Competitiveness of Global Clothing Manufacturers inthe Global Market (based on the Materials of Zara, Nike, Dior, Prada Companies)

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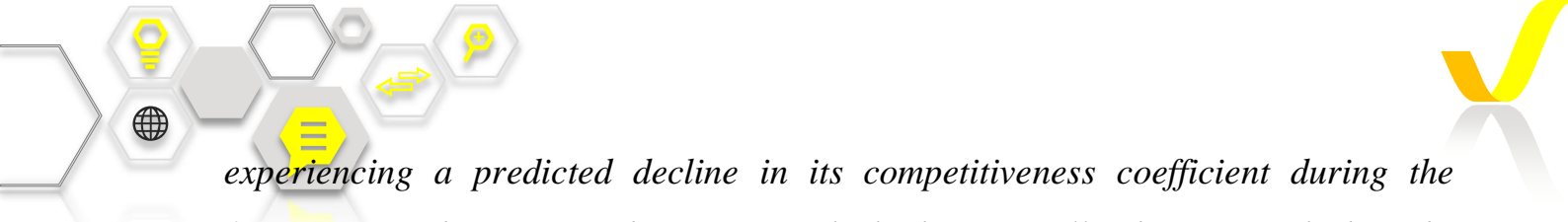PhD, associate professor, Poltava University of Economics and Trade, Poltava

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***Abstract**. Purpose. The main aim of the article is to analyze and compare the competitiveness trends of major fashion and apparel brands - Zara, Dior, Prada, and Nike - using predictive models. The article aims to identify how these companies are expected to perform in terms of competitiveness from 2024 to 2025 and highlight the variability in their competitiveness coefficients based on forecasted data. Methods. The article employs forecasting analysis to project the competitiveness coefficients of the companies for 2024–2025. It also uses comparative analysis to examine and contrast the trends and indices of Zara, Dior, Prada, and Nike. Additionally, statistical modeling is applied through the use of two different models to ensure the robustness and reliability of the predictions. Results. Zara demonstrates the most promising trend in competitiveness among the studied brands, with its coefficient expected to grow steadily in 2024–2025. Dior, despite*

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experiencing a predicted decline in its competitiveness coefficient during the forecast period, is projected to maintain the highest overall index among the brands. Prada's competitiveness coefficient is also likely to increase, but the results are less conclusive compared to Zara. Meanwhile, Nike shows an inconsistent trend, with an initial increase in 2024 followed by a decrease in 2025, ultimately remaining below its 2022 level. These findings highlight varying trajectories of competitiveness among the analyzed companies. Conclusions. Among all the predicted values based on the results of the two different models, Zara shows the best trend. Although the company's competitiveness coefficient is not as high as Dior 's, the indicator will continue to grow in 2024-2025. Competitiveness coefficient Prada is most likely to grow in 2024-2025, but we did not receive precise confirmation of this from the results of two studies. For Dior, which has the highest competitiveness index even in 2020, which became difficult for all companies due to the pandemic, the ratio is expected to decrease in the forecast years and although this indicator will still have the highest value among the companies studied. Nike's forecast indicators do not have a certain trend, as the ratio first increases in 2024 and then decreases in 2025, but still remains lower than this indicator in 2022.

Keywords*: forecasting, statistical analysis, transnational corporations, competitiveness, global market.*

Прогнозування конкурентоспроможності світових виробників одягу на глобальному ринку (на матеріалах компаній Zara, Nike, Dior, Prada)

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Анотація. Мета. Основною метою статті є аналіз та порівняння тенденцій конкурентоспроможності основних брендів моди та одягу - Zara, Dior, Prada та Nike - з використанням прогностичних моделей. Стаття спрямована на визначення того, як очікується, що ці компанії будуть демонструвати свою конкурентоспроможність у період з 2024 по 2025 рік, а також на підкреслення варіативності їхніх коефіцієнтів конкурентоспроможності на основі прогнозованих даних. Методи. Стаття використовує прогнозний аналіз для прогнозування коефіцієнтів конкурентоспроможності компаній на 2024-2025 роки. Також застосовується порівняльний аналіз для вивчення та порівняння тенденцій і показників Zara, Dior, Prada та Nike. Крім того, використовується результати статистичного моделювання з використанням двох різних моделей для забезпечення надійності та достовірності прогнозів. Результати. Zara демонструє найбільш обнадійливу тенденцію в конкурентоспроможності серед вивчених брендів, з очікуваним стабільним зростанням коефіцієнта у 2024-2025 роках. Dior, незважаючи на прогнозоване зниження коефіцієнта конкурентоспроможності в прогнозний період, очікується, що зберігатиме найвищий загальний індекс серед брендів. Коефіцієнт конкурентоспроможності Prada, ймовірно, зросте, але результати менш чіткі порівняно з Zara. Тим часом, Nike демонструє непостійний тренд, з початковим збільшенням у 2024 році, після чого знижується в 2025 році, але залишатиметься нижчим за показник 2022 року. Ці результати підкреслюють різні траєкторії конкурентоспроможності серед аналізованих компаній. Висновки. Серед усіх прогнозованих значень на основі результатів двох різних моделей, Zara показує найкращу тенденцію. Хоча коефіцієнт конкурентоспроможності цієї компанії не є таким високим, як у Dior, цей показник буде продовжувати зростати у 2024-2025 роках.

Коефіцієнт конкурентоспроможності Prada, ймовірно, зростатиме в 2024-2025 роках, але точного підтвердження цього ми не отримали за результатами двох досліджень. Щодо Dior, який мав найвищий коефіцієнт конкурентоспроможності навіть у 2020 році, коли для всіх компаній був важкий період через пандемію, прогнозується зниження цього показника в прогнозовані роки, хоча цей індекс все одно залишатиметься найвищим серед вивчених компаній. Прогнозовані показники Nike не мають чіткої тенденції, оскільки спочатку коефіцієнт зростає в 2024 році, а потім зменшується в 2025 році, але все одно залишатиметься нижчим за показник 2022 року.

__Ключові слова:__ прогнозування, статистичний аналіз, транснаціональні корпорації, конкурентоспроможність, глобальний ринок.

The problem statement. The problem statement of the article revolves around the challenge of forecasting and understanding the future competitiveness of leading fashion and apparel brands, namely Zara, Dior, Prada, and Nike, over the 2024–2025 period. Given the dynamic nature of the fashion industry and external influences such as economic shifts, market competition, and the lasting effects of the pandemic, it is crucial to evaluate how these brands will perform in terms of their competitiveness coefficients. The article aims to identify trends and predict potential outcomes, while also addressing the uncertainty and lack of precise data for some brands, especially when projecting their future performance. The goal is to analyze whether these companies will maintain, grow, or decline in competitiveness, and to offer insights into how these trends might shape their market positions moving forward.

Analysis of Recent Research and Publications. The study of competition and competitiveness has been addressed by researchers such as K. Altreiter [9; 11], S. Arora-Johnson [12], N. Brunsson [12], R. Gasse [12], P. Ghemawat [15; 16], J. S. Gans [14], N. Gane [10], K. Grabner [9; 11], G. Wolfmaier [9; 11], J. Zisman [20], M. Kenny [20], K. Lagerstrom [12], M. E. Porter [13; 21], S. Puringer [9; 11], A. Rogoyanu [9; 11], D. J. Teece [19], A. Zuckerman [18], and
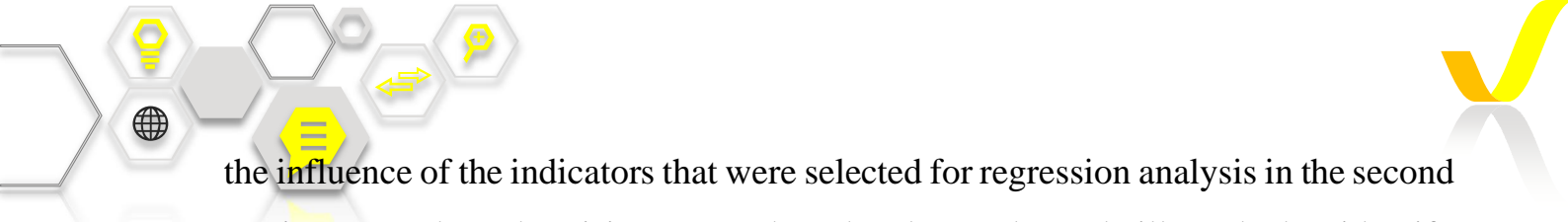
J. A. Schumpeter [17].

Identification of Unresolved Aspects of the General Problem. The unresolved aspects of the general problem in this article include the uncertainty in predicting the exact impact of external factors, such as economic fluctuations and changing consumer behavior, on the competitiveness of the brands. Additionally, the inconsistency in Nike's forecasted trend and the lack of precise confirmation regarding Prada's competitiveness growth leave room for further investigation into the underlying reasons behind these unpredictable patterns. Further research is needed to refine the models and account for unforeseen market dynamics that may influence the brands' future performance. This research introduces a novel approach by comparing two distinct forecasting models, offering a deeper analysis of how different methodologies affect predictions for brand competitiveness. It also provides a more nuanced evaluation of Zara's, Dior's, Prada's, and Nike's competitive trajectories by incorporating both statistical modeling and market trend analysis

Formulation of the Article's Objectives. The main goal of this article is to forecast and compare the competitiveness trends of Zara, Dior, Prada, and Nike for 2024–2025 using predictive models. It aims to identify the expected growth or decline in their competitiveness and provide insights into the factors influencing these trends.

Presentation of the Main Research Material. Having the competitiveness coefficient indicators for 2020-2023, we decided to use the «trend» function and a multifactor regression model to predict the coefficient indicator in 2024 and 2025. We chose two different methods of calculating one indicator to obtain more accurate competitiveness results in the following years of the company's activity. It is important for us that the forecasting of the company's activities is not only described theoretically, but also has analytical support.

Using the «trend» function, we will predict the competitiveness indicators of companies based solely on this indicator in previous years. Using a multivariate regression model, we will be able to predict the competitiveness coefficient under

the influence of the indicators that were selected for regression analysis in the second section, namely: advertising costs, brand value and goodwill, and also identify whether these factors will affect the competitiveness of companies in 2024-2025 at all. We will describe the results of two analyses for each of the companies in order to compare them and either verify the high probability of the forecasts, or find the average value between these forecasts, which will more likely correspond to the future performance of the company.

We started our forecasting with Dior and using the «trend» function, based on the company's competitiveness coefficients in 2020-2023, we calculated the value of the competitiveness coefficient in 2024 and 2025 (table 1).

Table 1 – Actual and forecasted (by the «trend» function of the Microsoft Excel) value of competitiveness coefficient, Dior, 2020-2025

Years	2020	2021	2022	2023	2024	2025
Value	37,1	31,83	34,11	34,29	32,79	32,18

Source: compiled by the author based on data [1; 2].

According to the results of the analysis, we can note a decrease in the company's competitiveness coefficient in the following years. This result may be caused by a decrease in revenue and profit, as well as the cost of goods sold. Among the external factors that may negatively affect the competitiveness indicator Dior can be noted military conflicts in European and Asian countries.

Using the indicators selected for regression analysis, we built a multifactor regression model and, based on its results, obtained indicators of the competitiveness coefficient in 2024-2025, taking into account factors such as advertising costs, brand value, and goodwill (table 2).

Table 2 – Actual and predicted (based on the regression model) values of the competitiveness coefficient of Dior in 2020-2025

Years	2020	2021	2022	2023	2024	2025
Value	37,1	31,83	34,11	34,29	32,79	32,17

Source: compiled by the author based on data [1; 2].

The forecasting results using the multivariate regression model do not differ significantly from the forecasting results obtained when calculating using the «trend» function. We also observe a decrease in the competitiveness index in 2024 and 2025. According to the results of the latest analysis, in 2025 the competitiveness index is 0,01 lower than this indicator in the first analysis, but this is not a significant difference. Considering that for forecasting using the multivariate regression model, advertising costs, brand value and goodwill were taken, analyzing the obtained indicators, we can note a small impact of these factors on the company's competitiveness in 2024-2025.

To more clearly demonstrate the results obtained, we created a graph that reflects the change in the competitiveness indicator in 2020-2023 and its projected decline in 2024-2025 (fig. 1). We used different types and colors of the graph rows so that you can see the identity of the forecasts and their slight difference in 2025.
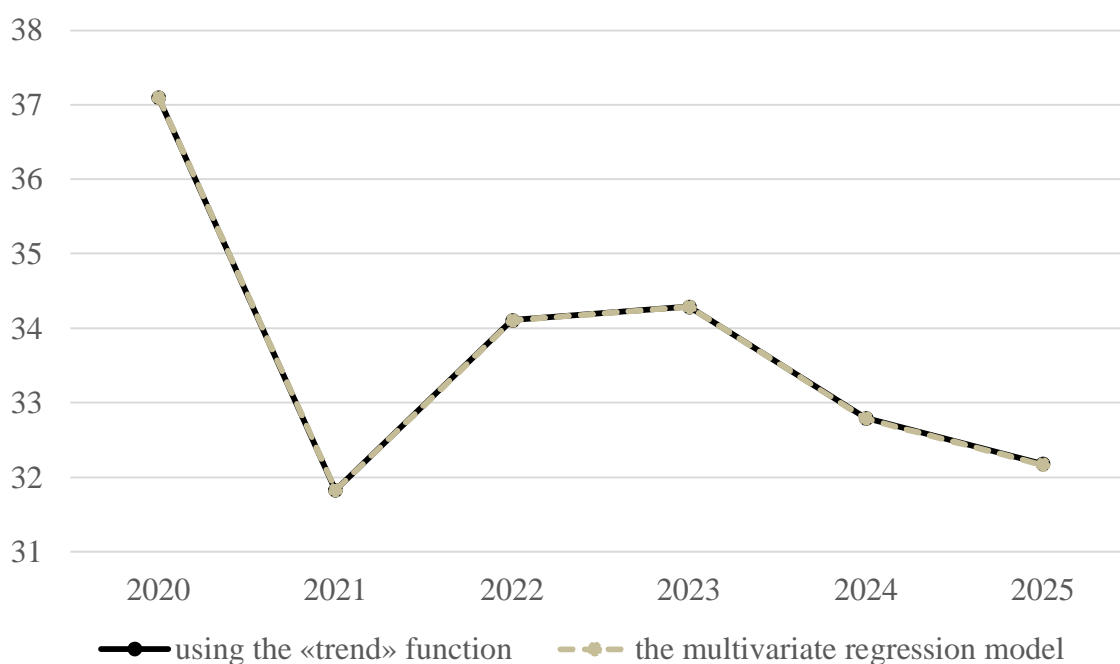

Figure 1 – Comparison of forecasting results using different methods for Dior for 2024-2025

Source: compiled by the author based on data [1; 2].

Using two different methods of forecasting the competitiveness coefficient of

Dior for 2024-2025 and obtaining the same forecasting results, we can predict the company's performance results in 2024 and 2025 that are close to the obtained ones. It cannot be said that they will exactly correspond to the obtained values, since the forecasting does not take into account future possible changes in both the company's internal processes and global changes that may negatively or positively affect the company's activities and its competitiveness.

Next, we made similar forecasts for Prada for 2024 and 2025. The first type of forecast is based only on the competitiveness coefficients of previous years (table 3).

Table 3 – Actual and forecasted (by the «trend» function of the Microsoft Excel) value of the competitiveness coefficient of the Prada company in 2020-2025

Years	2020	2021	2022	2023	2024	2025
Value	-3,28	15,89	16,64	16,07	26,03	31,91

Source: compiled by the author based on data [3; 4].

According to the results of the analysis, we can note a significant increase in the company's competitiveness ratio in the following years. Such a trend in this analysis may be due to the significant increase in the competitiveness index in 2021 after the pandemic, which so affected the forecast. In our opinion, in 2024 and 2025, none of the internal or external factors will affect the company in such a way that it will increase its competitiveness ratio by 10 compared to this value in 2023.

Taking into account the factors used for regression analysis, we created a multifactor regression model and analyzed the impact of factors on the company's competitiveness in 2024-2025 (table 4).

Table 4 – Actual and predicted (based on the regression model) values of the competitiveness coefficient of the Prada company in 2020-2025

Years	2020	2021	2022	2023	2024	2025
Value	-3,28	15,89	16,64	16,07	-17,21	-33,78

Source: compiled by the author based on data [3; 4].

The results of the forecast using the multivariate regression model differ significantly from the results of the previous forecast. In our opinion, Prada's indicators will not decrease to this level in 2024 and 2025, since there is no such trend in the company's performance indicators. Given that the indicators of advertising costs and goodwill, according to the results of the regression analysis, strongly and inversely affect competitiveness, and at the stage of forecasting the three indicators selected for calculation, we found that they will grow in 2024-2025, so we can draw a logical conclusion that the competitiveness coefficient will decrease. Therefore, all these indicators in total will strongly and inversely affect the competitiveness coefficient in the following years of activity.

To clearly demonstrate the difference in the results obtained in different forecasts, we created a graph that reflects the change in the competitiveness indicator in 2020-2023 and its predicted values in 2024-2025 (fig. 2). We observe a significant difference in the results of the forecasts.
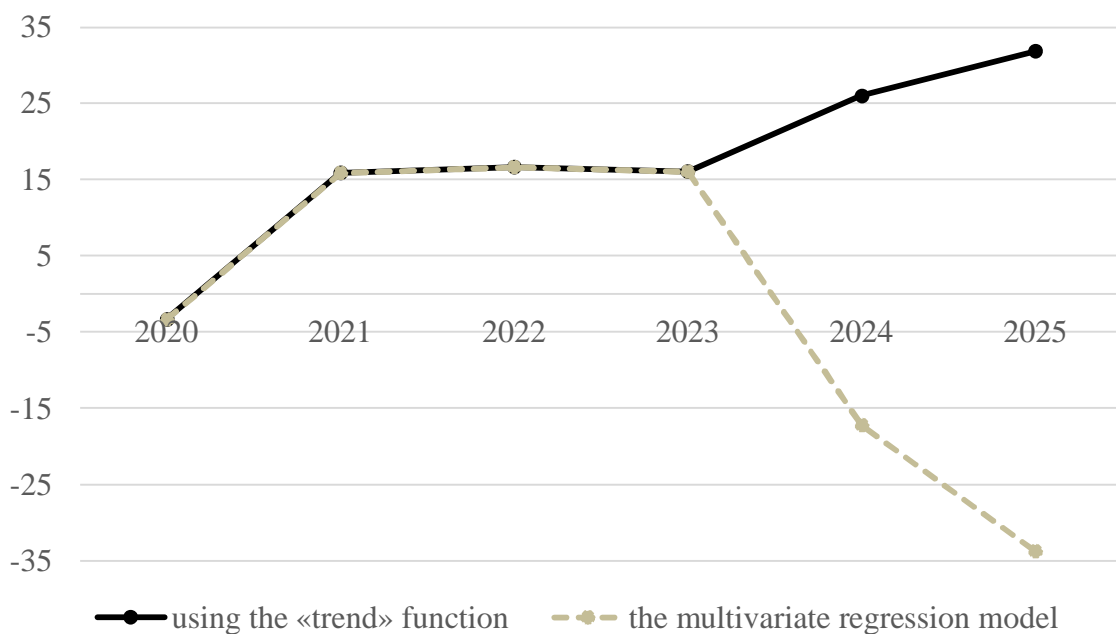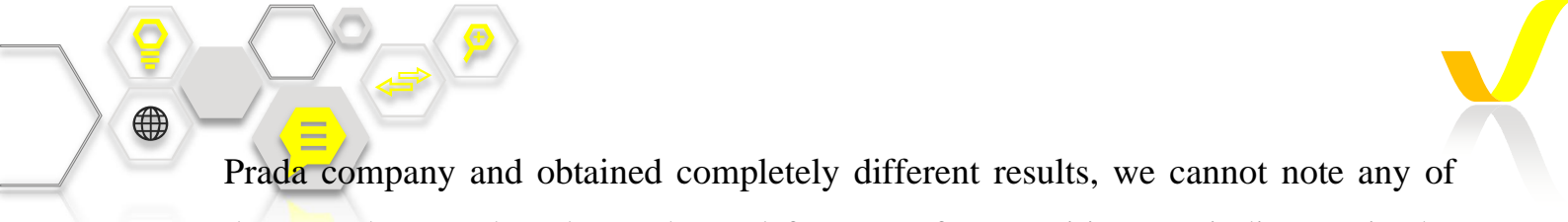

Figure 2 – Comparison of forecasting results using different methods for Prada for 2024-2025.

Source: compiled by the author based on data [3; 4].

Having conducted two studies to predict the competitiveness coefficient of the

Prada company and obtained completely different results, we cannot note any of them as the one that shows the real forecast of competitiveness indicators in the coming years. Such a measurement error was caused by the negative competitiveness indicator of the company in 2020, which was also the minimum value of the coefficient in the selected period and was used in the course of the forecast. We believe that the real competitiveness indicators of the Prada company in 2024-2025 will be closer to the forecast results using the «trend» function, but will grow not so rapidly, but only to 20 in 2025.

The next company for which we predicted competitiveness indicators for 2024 and 2025 was Zara (table 5).

Table 5 – Actual and forecasted (by the «trend» function of the Microsoft Excel) value of the competitiveness coefficient of Zara company in 2020-2025

Years	2020	2021	2022	2023	2024	2025
Value	6,89	10,81	10,59	11,41	13,26	14,59

Source: compiled by the author based on data [5; 6].

As a result of this forecast, we observe an increase in the competitiveness coefficient in 2024-2025. This result is quite likely, given the indicators of previous years. The competitiveness coefficient may be positively affected by advertising costs, which, according to the results of the regression analysis, demonstrated the greatest and direct impact on competitiveness, and in 2024-2025 their value will increase. But, as with the forecast for the Dior company, we cannot predict external circumstances that may lead to a decrease in the coefficient.

For Zara, we also performed forecasting using a multivariate regression model, where we examined the dependence of the competitiveness coefficient in future years on factors such as advertising costs, brand value, and goodwill (table 6).

Table 6 – Actual and predicted (based on the regression model) values of the competitiveness coefficient of Zara in 2024-2025

Years	2020	2021	2022	2023	2024	2025
Value	6,89	10,81	10,59	11,41	13,26	14,58

Source: compiled by the author based on data [5; 6].

The forecasting results using the multivariate regression model do not differ significantly from the forecasting results obtained when calculating using the «trend» function. Taking into account the forecasting results using the multivariate regression model, it is possible to state the impact of the selected factors on competitiveness in the following years, however, this impact will not be significant.

To more clearly demonstrate the results obtained, we created a graph reflecting the change in the competitiveness indicator in 2020-2023 and its projected growth in 2024-2025 (fig. 3).
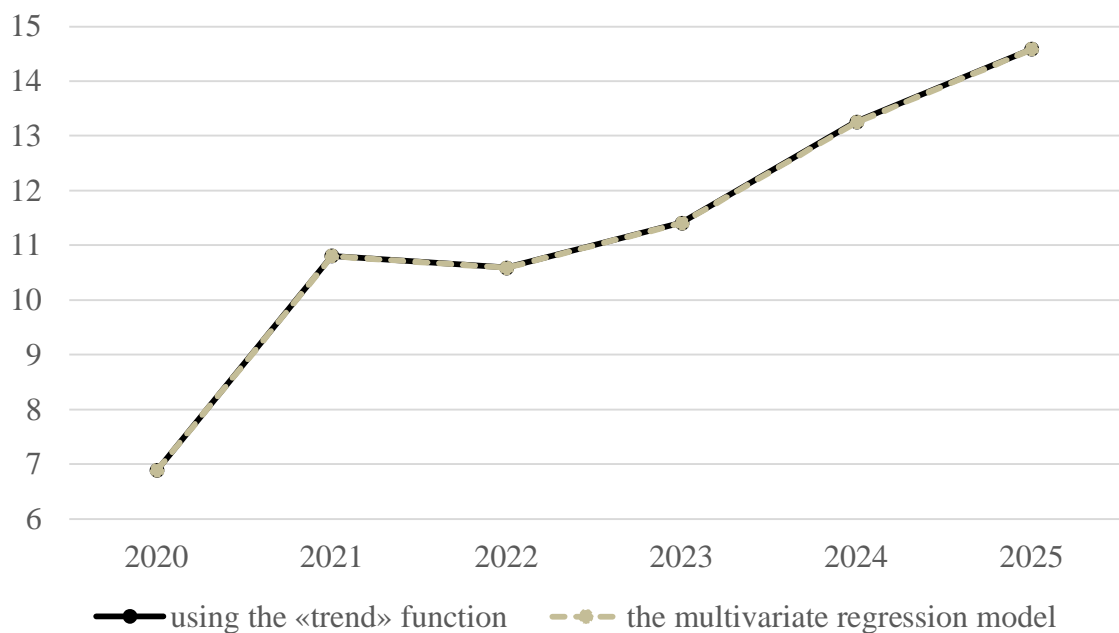

Figure 3 – Comparison of forecasting results using different methods for Zara for 2024-2025.

Source: compiled by the author based on data [5; 6].

Using two different methods of forecasting the competitiveness coefficient of Zara for 2024-2025 and obtaining the same forecasting results, we can predict similar results of the company's activities in 2024 and 2025. It cannot be said that

they will exactly correspond to the obtained values, since the forecasting does not take into account future possible changes in both the company's internal processes and global changes that may negatively or positively affect the company's activities and its competitiveness.

The last selected company is Nike, for which two types of forecasts were also conducted, the first of which was based on the company's competitiveness coefficients in 2020-2023 (table 7).

Table 7 – Actual and forecasted (by the «trend» function of the Microsoft Excel) value of Nike 's competitiveness coefficient in 2024-2025

Years	2020	2021	2022	2023	2024	2025
Value	11,44	12,21	13,52	10,65	11,69	11,58

Source: compiled by the author based on data [7; 8].

By 2023, the competitiveness ratio Nike was growing, but in 2023 it experienced a significant decline (even lower than the 2020 figure) due to a decrease in revenue, profit and cost of production, which also led to a decrease in the profitability of goods and the advertising efficiency ratio, which generally reached a negative value. In 2024, the competitiveness ratio is expected to increase, but in 2025 it will decrease again. This may be due to the instability of the company's sales in recent years.

Using the indicators selected for regression analysis, we built a multifactor regression model and, based on its results, obtained predicted indicators of the competitiveness coefficient in 2024-2025, taking into account factors such as advertising costs, brand value, and goodwill (table 8).

Table 8 – Actual and predicted (based on the regression model) values of Nike 's competitiveness coefficient in 2020-2025

Years	2020	2021	2022	2023	2024	2025
Value	11,44	12,21	13,52	10,65	11,69	11,59

Source: compiled by the author based on data [7; 8].

The results of this forecast, as in the case of Dior and Zara , do not differ from the forecast results using the «trend» function. In 2025, the indicators also differ by only 0,01. Analyzing the results obtained during the forecast using the multivariate regression model, we can note the insignificant impact of the selected factors on Nike's competitiveness and the inverse dependence of the forecast indicators on advertising costs.

To more clearly demonstrate the results obtained, we created a graph reflecting the change in the competitiveness indicator in 2020-2023 and its predicted value in 2024-2025 (fig. 4).
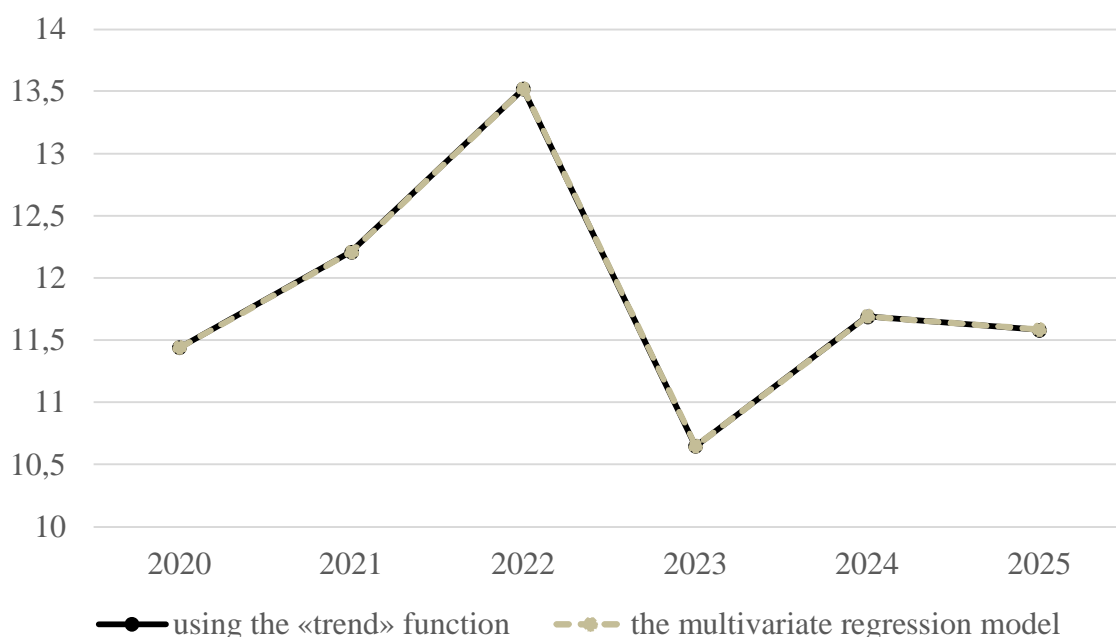

Figure 4 – Comparison of forecasting results using different methods for Nike for 2024-2025.

Source: compiled by the author based on data [7; 8].

Using two different forecasting methods for Nike, we obtained the same competitiveness indicators for the company in 2024-2025. It is possible to predict that the company's performance indicators will be exactly the same, but it is also possible that the trend of 2020-2022, when after a significant decrease, the competitiveness indicator began to increase. This option is more likely if there are no internal or external factors that would negatively affect the company's

performance.

Conclusions. Among all the predicted values based on the results of the two different models, Zara shows the best trend. Although the company's competitiveness coefficient is not as high as Dior 's, the indicator will continue to grow in 2024-2025. Competitiveness coefficient Prada is most likely to grow in 2024-2025, but we did not receive precise confirmation of this from the results of two studies. For Dior, which has the highest competitiveness index even in 2020, which became difficult for all companies due to the pandemic, the ratio is expected to decrease in the forecast years and although this indicator will still have the highest value among the companies studied. Nike's forecast indicators do not have a certain trend, as the ratio first increases in 2024 and then decreases in 2025, but still remains lower than this indicator in 2022.

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