Universidad de Navarra

Desarrollo comercial y punto de venta (MFM)
Guía docente 2026-27

PRESENTATION

Breve descripción: In today's markets, sales are becoming increasingly competitive and complex, as customers are becoming more demanding and competitors are better prepared, while new technologies are changing the rules of the game. These trends require companies to rethink their policies and systems related to sales management. In this sense, the incorporation of this subject in the syllabus of this Degree aims to help students understand the importance that relationships acquire in the context of commercial research and sales and to assimilate the most important knowledge about market research, personal selling and sales management.

- **Titulación**: Master in Fashion Management
- **Módulo/Materia**: Sostenibilidad y Digitalización en Empresas de Moda: cadena de valor y sostenibilidad / Sustainability and Digitisation in Fashion Companies: value chain and sustainability
- **ECTS**: 2
- **Curso, semestre**: 2026-2027
- **Carácter**: Obligatorio
- **Profesorado**: Pedro Mir Bernal, Esteban Pardo e Inés Valero
- **Idioma**: English
- **Aula, Horario**: Aula 3 - 08:45-14:30 h

LEARNING OUTCOMES (Competencies))

- CB9: Students must be able to communicate their conclusions and the knowledge and ultimate reasons that support them to specialised and non-specialised audiences in a clear and unambiguous way.
- GC3: Develop leadership, creativity, initiative and entrepreneurship skills in the field of fashion.
- GC8: Reach satisfactory agreements for the parties involved, discovering or creating elements that produce added value to commercial relations with fashion suppliers and distributors.
- SC4: Handling the marketing and management techniques of the processes of marketing and launching products in the fashion sector.
- SC9: Distinguishing digitalisation processes and their application in the phases of design, production, storage, marketing and distribution of fashion products and services.
- SC12: Achieving an in-depth vision of a complex consumer, who must be known in depth and from different perspectives (segmentation, behaviour, trends).
- SC13: Handling consumer analysis tools in order to be able to develop different market strategies.
- SC15: Building commercial strategy in constantly changing contexts, where the following play a key role: commercial research, consumer behaviour, the company's brand portfolio, the distribution process and commercial plans.

PROGRAM

The main objective of the course is to introduce students to the main concepts and techniques related to market analysis. In particular, students will work with those market research techniques that allow decision making in the company.

In more detail, the objectives of this course are to help the student to acquire the following general objectives following general objectives:

o1. To know the main market research techniques for sales.

o2. To know the differences and applications of the main methods for the commercial plan.

o3. Identify the possibilities offered by correspondence analysis in relation to the development of perceptual and positioning maps and its applications in the field of marketing.

o4. Know the role of the sales force as a tool at the service of business strategy and practice.

o5. Assess the suitability of the different alternatives for horizontal and vertical structuring of the sales force.

o6. Define the tasks associated with sales work and the requirements demanded of those who have to carry them out.

o7. Understand the usefulness of sales, cost and behavioural analysis to control the performance of the sales force.

1-MACRO-ENVIRONMENT AND EXTERNAL ANALYSIS MACRO-TRENDS

2- MARKET RESEARCH for TRADE DEVELOPMENT: methodologies and techniques

3- 5'CS ANALYSIS OF THE COMMERCIAL SITUATION

4-WORKSHOP Desk Research

5-MARKETING AT THE POINT OF SALE

6-INTRODUCTION TO COMMERCIAL MANAGEMENT IN RETAILING

7-BRAND ANALYSIS AND POSITIONING : CASE STUDY

8-SEGMENTATION AND TARGETING

9-SALES CHANNELS

10-WHOLESALE 1 Introduction and overview: shopping-collection-sales-profitability

11-WHOLESALE 2 Strategy and Main Players: shopping-collection-sale-profitability

12-WHOLESALE 3 Negotiation and Business Development: Buying-Collecting-Selling-Profitability

13- RETAIL 1 Introduction and Overview: Multibrand Strategy

14- RETAIL 2 Strategy and Main players: The Amichi Case

15- RETAIL 2 Negotiation and Business Development: workshop

16-WORKSHOP WRAP UP FLIPPED CLASS

17-VISUAL MERCHANDISING and sales: POLO RALPH LAUREN

18-SALES AND OMNICHANNEL I

19-SALES AND OMNICHANNEL II

20-THE SALES PLAN 1 Sales Techniques

21-THE SALES PLAN 2 Policies and Strategy

22-THE COMMERCIAL PLAN 3 Document and Planning

EDUCATIONAL ACTIVITIES

- Theoretical face-to-face classes
- Seminars and conferences
- Non-attendance work by the student: personal study, preparation of assignments, etc.
- Final exam

EVALUATION

ORDINARY ASSESSMENT

- Intervention in classes, seminars and practical classes: 20%
- Final evaluation: 20%
- Individual and/or team work: 60%

EXTRORDINARY ASSESSMENT

- Intervention in classes, seminars and practical classes: 20%
- Final evaluation: 20%
- Individual and/or team work: 60%

OFFICE HOURS

Students can contact the lecturer at the following email: pmir@unav.es