Universidad de Navarra

Modelos de negocio (MFM)
Guía docente 2026-27

PRESENTATION

Short description: This module provides an overview of the key concepts in industry analysis and strategic management of fashion and luxury companies.

- **Degree**: Master in Fashion Management
- **Module/Subject**: Fashion Principles and Management: applied fashion management
- **ECTS**: 2
- **Course, semester**: 2026/27
- **Nature**: Obligatorio
- **Teaching staff**: Luis Lara y Luis Miranda
- **Language**: Inglés
- **Aula, Horario**: Aula 3 - 08:45-14:30 h

LEARNING OUTCOMES (Competencies)

- CB6: Possess and understand knowledge that provides a basis or opportunity for originality in the development and/or application of ideas, often in a research context.
- CB7: Students are able to apply their acquired knowledge and problem-solving skills in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study.
- CB10: That students possess the learning skills that will enable them to continue studying in a largely self-directed or autonomous way.
- GC3: To develop leadership skills, creativity, initiative and entrepreneurial spirit in the field of fashion.
- GC5: Propose creative solutions to problems of logistics, storage management, distribution and customer service in fashion before and after sales.
- GC6: Apply the collaborative tools typical of companies in the sector when working with multidisciplinary teams.
- GC7: Programming objectives and activities, managing deadlines and analysing results in order to implement improvement processes in fashion companies
- SC2: Apply techniques related to operations management (products, processes, information systems, etc.) in fashion companies. Being able to diagnose and implement continuous improvement processeS
- SC3: Knowing the management and business development techniques involved in the development of fashion projects (design, production and marketing).
- SC5: Apply the concepts of sustainability and social impact as emerging tools in the management of fashion business projects and activities.
- SC7: Identify, in the fashion industry, the specific problems of small and medium-sized companies.
- SC11: Knowing the international scope of the fashion business, its main markets and the actors involved in it.
- SC12: Achieving an in-depth vision of a complex consumer, who must be known in depth and from different perspectives (segmentation, behaviour, trends).
- SC19: Knowing the processes of development of circular economy strategies in fashion companies.

PROGRAM

It aims to explore the fundamental business models that compete in different commercial environments: luxury (in its various variants), premium, mass market, low cost, with a focus on models such as fast or flexible fashion. The programme provides the analytical tools to study the positioning, operational processes and key success factors of companies within different fashion sub-sectors (textile, leather goods, footwear, perfume, eyewear,...) Through sessions and group work students will learn the key success factors in terms of business model (value proposition), operational model (value chain) and economic model. Some cutting-edge topics in fashion will

also be discussed, such as globalisation, the impact of digital innovation, social media or sustainability. The teaching methods feature a combination of sessions by the lecturer, discussions of real examples from the industry, guest speakers and group work.

- Definition of fashion and luxury, and the categorisations of the sector
- Ambition, Business Model, Operating Model, and Economic Model
- The fashion process and the time process: from "slow fashion" to "fast fashion"
- Business models in fashion and luxury (luxury brands, designer brands, premium brands, fast fashion brands, low cost brands and direct-to-consumer brands,...)
- Competition within the fashion industry segments and their value chains (textile, footwear, accessories,...)
- Waves of transformation: from Globalisation to Sustainability via Digitalisation
- Innovation in the sector's models

EDUCATIONAL ACTIVITIES

- Theoretical face-to-face classes
- Non-face-to-face work by the student: personal study, preparation of assignments, etc.
- Final evaluation

ASSESMENT

ORDINARY

Participation in classes, seminars and practical classes: 30%

Final Evaluation: 40%

Directed individual or team work: 30%

EXTRAORDINARY

Participation in classes, seminars and practical classes: 30%

Final Evaluation: 40%

Directed individual or team work: 30%

HORARIOS DE ATENCIÓN

Students can contact the teacher at the following email:

Email: luislaraarias@gmail.com

Friday: from 12:00 to 14:00 hrs.

BIBLIOGRAFÍA

Ander, W. – Stern, N. (2004). Winning at Retail. Wiley. Nueva York.

Armani, Giorgio (2022): Los tontos no son nunca elegantes. Elba Editorial, Barcelona Localízalo en la biblioteca

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Hammond, Richard (2010). Smart Retail. Prentice Hall Business. Londres.

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