Universidad de Navarra

Subsectores de moda (MFM)
Guía docente 2026-27

PRESENTATION

Brief description: This course begins with an overview of the fashion industry, analyzing the sector, its size, growth, trends, etc., and proceeds to develop in detail each of the subsectors that make up the industry, with a focus on the Spanish market. Given the limited number of teaching hours, the course incorporates, in addition to the core subsectors, one or more subsectors of particular relevance in a given academic year, so that the syllabus remains responsive to current industry developments.

- **Degree:** Master in Fashion Management
- **Module/Subject**: Fashion Principles and Management: management applied to fashion
- **ECTS**: 1.5
- **Academic year, semester**: 2026-2027
- **Type**: Compulsory
- **Faculty**: Rocío Elizaga Puig
- **Language**: English
- **Classroom, Schedule**: Room 3 - 08:45-14:30

LEARNING OUTCOMES

- CB6: Possess and understand knowledge that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context
- CB9: Students should be able to communicate their conclusions, and the knowledge and underlying reasoning behind them, to both specialized and non-specialized audiences clearly and unambiguously
- CB8: Reach mutually satisfactory agreements among the parties involved, identifying or creating elements that generate added value in commercial relationships with fashion suppliers and distributors
- CE10: Understand fashion as a multidisciplinary phenomenon and identify its cultural and historical references
- CE11: Understand the international scope of the fashion business, its main markets, and the players involved
- CE13: Apply consumer analysis tools to develop various market strategies
- CE16: Assess product quality and its durability across the different phases of distribution and commercialization, according to the requirements of each fashion sector
- CE18: Design and develop online (e-commerce and m-commerce) and offline consumer experience projects

PROGRAM

This course aims to analyze the segments of the fashion sector (women's, men's, children's, accessories, beauty, home) in depth, moving from the general — sector size, growth, concentration — to the particular — best practices, success cases, sector-specific characteristics, etc. Beyond these core subsectors, the course incorporates each year one or more subsectors of particular relevance to the industry at that time — for instance, beauty, wellness, and sportswear in the 2024/25 academic year — allowing the syllabus to reflect current market trends within the constraints of the course's teaching hours.

Teaching methods combine instructor-led sessions, discussion of real industry examples, work on specific case studies, group work, and a guest lecture by a professional from a subsector of particular relevance for that academic year.

Introduction (I and II)

- Global industry overview
- Market data: volume, players, growth
- Sector trends
    1. Macroeconomic analysis
    2. Challenges
    3. Future Outlook
- Sector concentration: different business models
- Online vs. offline

Women's fashion

- History
- Evolution of the sector in Spain
- Trends
- Product range
- Lifestyle
- Sector elements
    1. Concentration
    2. Key players
    3. Success cases

Menswear

- Lifestyle
- History
- Evolution of the sector in Spain
- Trends
- Product range
- Sector elements
    1. Concentration
    2. Key players
    3. Success cases

Beauty, accessories, and home

- History
- Evolution of these sectors
- Determining trends
- Product range of the different sectors and keys to success
- Sector elements

Children's fashion

- History
- Evolution of the sector in Spain
- Trends
- Product range
- Lifestyle
- Sector elements
    1. Concentration
    2. Key players
    3. Success cases

Emerging subsector (variable, selected according to industry relevance for the academic year)

- Selection rationale: market trends and relevance
- Determining trends
- Product range and keys to success
- Sector elements
- Guest lecture: professional from the selected subsector

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LEARNING ACTIVITIES

- In-person theoretical classes
- Independent student work: personal study, preparation of assignments, etc.
- Assessment tests

ASSESSMENT

ORDINARY EXAMINATION PERIOD

- Participation in classes, seminars, and practical sessions: 15%
- Final assessment: 50%
- Individual and/or group assignments: 35%

EXTRAORDINARY EXAMINATION PERIOD

- Final assessment: 50%
- Individual and/or group assignments, participation: 50%

OFFICE HOURS

Students may contact the professor at the following email: rocio.elizaga@isem.es

BIBLIOGRAPHY

Amed, I., Berg, A., & Balchadani, A. (2022). *The State of Fashion 2022*. Localízalo en la biblioteca (Versión electrónica)

IESE Insight. (2022). *IESE Business School Insight, 162. La revolución del Retail.* www.iese.edu

Kantar, M. P. (2022). *Informe de la moda online en España*. www.modaes.es Localízalo en la biblioteca

Modaes, K. (2023). *GLOBAL FASHION DRIVERS*. Localízalo en la biblioteca

Statista. (2021). *Children's Apparel Report 2021 Statista Consumer Market Outlook*.

Veepe & Modaes. (2022). *Barómetro de empresas de Moda en España*. Localízalo en la biblioteca

Geografía de la moda española (2009) Lomba, M., & Pratts C. Localízalo en la biblioteca