



Teaching Guide				
Identifying Data				2023/24
Subject (*)	Global Trends in Fashion: Digital Transformation and Sustainability	Code	710G03008	
Study programme	Grao en Xestión Industrial da Moda			
Descriptors				
Cycle	Period	Year	Type	Credits
Graduate	2nd four-month period	First	Basic training	6
Language	English			
Teaching method	Face-to-face			
Prerequisites				
Department	Análise Económica e Administración de Empresas Empresa Socioloxía e Ciencia Política da Administración Socioloxía e Ciencias da Comunicación			
Coordinador	Rey García, Marta	E-mail	marta.reyg@udc.es	
Lecturers	Espiñeira González, Keina Raquel Rey García, Marta	E-mail	keina.espineira@udc.es marta.reyg@udc.es	
Web				
General description	The goal of this course is for students to learn an integrative and international perspective over the fashion industry, its globalized value chains, and the coexisting business models, with particular emphasis on the latest trends relative to digital transformation and sustainability.			

Study programme competences	
Code	Study programme competences
A8	To be able to design and implement efficient marketing strategies from knowledge of the social environment, with a focus on communication and distribution: messages, media, channels, customer relationships, etc?
A13	To know the impact of technology on the different processes of the textile industry
A14	To acquire a clear perspective of the role of people in organizations, and to know the human resource management tools needed to achieve maximum commitment and performance
A15	To know and to commit to the ethical perspective and values that the fashion industry and its firms must rest upon
A16	To apply sustainability criteria to decision making in the fashion firm (and generally to the fashion industry)
A17	To know how to implement Corporate Social Responsibility programs (in fashion markets)
A18	To know the plastic and visual languages in the realm of fashion industry design, in order to understand and interpret the artistic creations of fashion garments
B1	That students demonstrate that they acquired and understood knowledge in a study area that originates from general secondary education and that can be found at a level that, though usually supported by advanced textbooks, also includes aspects implying knowledge from the avantgarde of its field of study
B2	That students know how to apply their knowledge to their job or vocation in a professional form, and have the competencies that are usually demonstrated through elaboration and advocacy of arguments and problem resolution within their field of study
B3	That students have the capacity to collect and interpret relevant data (normally within their field of study) in order to issue judgements that include a reflection upon relevant topics in the social, scientific or ethical realm
B4	That students may convey information, ideas, problems and solution to the public, both specialized and not
B5	That students develop those learning skills that are needed to undertake ulterior studies with a high degree of autonomy
B6	Capacity for cooperation, team-work and collaborative learning in interdisciplinary settings
B7	Capacity to analyse trends (critical thinking)
B8	Capacity to plan, organize and manage resources and operations
B9	Capacity to analyse, diagnose and take decisions
B10	Capacity to understand the social and historical-artistic dimension of fashion design and industry, as vehicle for creativity and the quest for new and effective solutions
C2	Mastering oral and written expression in a foreign language.
C3	Using ICT in working contexts and lifelong learning.



C4	Acting as a respectful citizen according to democratic cultures and human rights and with a gender perspective.
C5	Understanding the importance of entrepreneurial culture and the useful means for enterprising people.
C6	Acquiring skills for healthy lifestyles, and healthy habits and routines.
C7	Developing the ability to work in interdisciplinary or transdisciplinary teams in order to offer proposals that can contribute to a sustainable environmental, economic, political and social development.
C8	Valuing the importance of research, innovation and technological development for the socioeconomic and cultural progress of society.
C9	Ability to manage times and resources: developing plans, prioritizing activities, identifying critical points, establishing goals and accomplishing them.

Learning outcomes			
Learning outcomes	Study programme competences		
To know the global trends that are transforming the value chain of fashion	A14 A15 A16 A17 A18	B1 B2 B3 B4 B5 B6 B7 B8 B9 B10	C2 C3 C4 C5 C6 C7 C8 C9
To understand the importance of complying with regulation and self-regulation in the fashion industry	A14 A15 A16 A17	B6 B7 B8 B9 B10	C7
To know the mechanisms and tools that can improve traceability and transparency in fashion supply chains	A13	B8 B9	C3 C8
To know the importance of customer experience in fashion, its antecedents and its consequences	A8	B7 B8 B9	C3
To understand the effects of digital transformation of fashion retailing in order to take advantage of its opportunities	A13	B3	C3 C8
To understand ongoing transformations in the fashion industry		B2 B4 B5 B6 B7	
To understand new styles of management, particularly in the fashion industry	A14 A15 A16 A17	B3 B6 B7 B8 B9	C3 C4 C7 C8
To understand the new trends in automation and digital disruption	A8 A13	B6 B7	



To understand new forms of marketing and customer behavior	A8	B2	C3
	A13	B3	C7
	A15	B7	C8
	A16	B8	
		B9	

Contents	
Topic	Sub-topic
Globalization and complexity in the fashion value chain	Definition of fashion value chain Globalization of production and consumption of fashion Complexity: outsourcing and offshoring
Social and environmental sustainability: responsible consumption and corporate social responsibility (CSR)	Key concepts Sustainable business models in fashion Responsible consumption
Compliance: regulation and self-regulation in the fashion industry	Definition and origins of compliance Hard law vs soft law in the fashion industry International alliances, norms and standards
Traceability of the fashion supply chain	Traceability and transparency in supply chains Tols and mechanisms for traceability for sustainability
Customer experience	Definition of customer experience Rethinking the customer experience in fashion: omnichannel and new customer journey
Digital transformation of brick and mortar stores	The new role of physical stores in the omnichannel paradigm Digital application in physical stores
Collaborative and circular economy	Key concepts Practical applications of collaborative economy in fashion Practical applications of circular economy in fashion
Digital disruption, artificial intelligence and automation	Key concepts New challenges for fashion businesses New paradigms and stakeholders
Customization	Definition, origins and evolution From "just in case" to "just in time"; the big transformation of production and consumption

Planning				
Methodologies / tests	Competencies	Ordinary class hours	Student?s personal work hours	Total hours
Case study	A13 A14 A15 A16 A17 A18 B1 B7 B9 C2 C3	12	24	36
Seminar	B9 C5 C6 C9	8	16	24
Multiple-choice questions	A8 B10	3	21	24
Guest lecture / keynote speech	A14 A15 A16 A17 B2 B3 B4 B5 B6 B8 C4 C7 C8	21	42	63
Personalized attention		3	0	3

(\*)The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.

Methodologies	
Methodologies	Description



Case study	Different learning materials will be used (cases, audiovisuals, readings); both in the classroom in order to complement theoretical and theoretical-practical teaching, and outside the classroom in order for students to prepare the group practical assignments that are subject to continuous evaluation and may deal with real organizations.
Seminar	Participation in all sessions of the course, including seminars, presentations of group practical assignments and guest lectures, is compulsory given that their contents can be subject to evaluation.
Multiple-choice questions	A test examination will be held, a multiple choice type where only one option is correct and incorrect answers entail a penalty.
Guest lecture / keynote speech	The fundamentals of the course will be explained in the classroom in theory-based sessions and utilizing audiovisual aids, guided discussions, cases and other interactive methodologies.

**Personalized attention**

Methodologies	Description
Case study	<p>Personalized attention (individual and small group tutoring) will be delivered via Teams, following an email/Moodle request.</p> <p>Personalized attention will be provided in order to solve for specific questions about course contents, to recommend additional sources of information in order to enhance case preparation, and to follow up on the group practical assignments. Furthermore, the seminars may be used by students to discuss relevant questions individually, beyond collaborative learning.</p> <p>The cases and other learning materials required to facilitate students' follow up of theoretical and interactive sessions and the course calendar will be detailed/uploaded in the virtual platform of the UDC whenever possible. Materials will be discussed in the classroom in an interactive way. Practical assignments will be assigned to student groups so that they are firstly presented in the classroom by the responsible group, and then discussed with all students attending the course. It is strongly recommended that all students prepare the materials in advance and participate in the session, sharing their individual questions and learning.</p> <p>Furthermore it is strongly recommended that students utilize tutoring hours in order to solve their questions about the assignments that are subject to continuous evaluation in a personalized way. The main goal of the personalized attention consists of solving questions about preparation of team projects and case studies.</p>

**Assessment**

Methodologies	Competencies	Description	Qualification
Case study	A13 A14 A15 A16 A17 A18 B1 B7 B9 C2 C3	The grade obtained in team projects will weight 30% of the final grade. All team members will get the same grade	30
Seminar	B9 C5 C6 C9	Attendance to all sessions is compulsory, including seminars and guest lectures. Individual participation in seminars, lectures and sessions (up to a maximum of 10% of the final grade) may be evaluated through control of attendance and/or participation, randomly or not, and/or through the development of specific supervised assignments.	10



<p>Multiple-choice questions</p>	<p>A8 B10</p>	<p>A multiple-choice type of test exam, that may be administered via Campus Virtual in the classroom, where only one option is correct, will be taken. Wrong answers entail a penalty of one third of the value of correct ones. It is strictly necessary to pass the exam (with a grade equal or superior to 5,00 in a 0-10 grading system) in order to pass the course.</p> <p>All materials and contents listed in the Virtual Campus and/or addressed in the classroom, both face-to-face and virtually, either through the lectures or in the interactive sessions (be them teaching case discussions, plenary or team-based, or seminars), including the discussion of individual assignments or in the presentation of group assignments, are subject to be asked about in the exam.</p> <p>It is important that students prepare individually for the exam utilizing all materials available in the virtual platform (visual aids, individual and team readings and multimedia materials), plus the notes they took in the classroom, in order to better understand the real examples used to illustrate course contents and to develop their own critical thinking and professional criteria.</p> <p>It is key that students complement these materials with the individual revision of suggested readings, in order to clarify any remaining question.</p>	<p>60</p>
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Assessment comments



1. SECOND OPPORTUNITY The aforementioned evaluation criteria will apply to both the first and the second opportunity, including Erasmus and other exchange students. 2. ANTICIPATED CALL Assessment conditions for the anticipated opportunity (Art. 19 of the "Normas de Avaliación, Revisión e Reclamacións das Cualificacións dos Estudos de Grao e Mestrado Universitario") will be specific for that opportunity. It will be assessed through a multiple-choice questions type of exam that will be worth 100% of the final grade.

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Fraudulent behavior in any of the methodologies subject to assessment will result in the grade of "Fail (0)" in the final assessment.

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Sources of information

<p><b>Basic</b></p>	<ul style="list-style-type: none"> <li>- Battilana, J; Lee, M.; Walker, J. Y Dorsey; Ch. (2012). In search of the Hybrid Ideal. Stanford Social Innovation Review, pp.51-55</li> <li>- Caro, F., and Martínez-De-Albéniz, V. (2014). How fast fashion works: Can it work for you, too. IESE Insight, 21(21), 58-65.</li> <li>- Deloitte (2016). The Deloitte Consumer Review. CX marks the spot: Rethinking the consumer experience to win..</li> <li>- Ellen MacArthur Foundation (2017). A New Textiles Economy: Redesigning fashion's future.</li> <li>- Fogliatto, F.S.m, da Silveira, J.C, Borenstein, D. (2012). The mass customization decade: An updated review of the literature . International Journal of Production Economics Volume 138, Issue 1, pp 14-25</li> <li>- Garcia-Torres, S., Albareda, L., Rey-Garcia, M. and Seuring, S. (2019). Traceability for Sustainability? Literature Review and Conceptual Framework.. Supply Chain Management: An International Journal. Vol. 24(1) 85-106.</li> <li>- GARCÍA-TORRES, Sofía, y REY GARCÍA, Marta (2020). Sostenibilidad para la competitividad de la industria de la moda española: hacia una moda circular, digitalizada, trazable y colaborativa. . En REY GARCÍA, Marta, Coord, Información Comercial Española Española (ICE), Revista de Economía, 912,</li> <li>- Garcia-Torres, S., Rey-Garcia, M. and Albareda-Vivo, L. (2017). Effective Disclosure in the Fast-Fashion Industry: from Sustainability Reporting to Action.. Sustainability, 9(12), pp. 2256.</li> <li>- Karamchandani, A Kubzansky, M, Frandano, P. (2009). Emerging Markets, Emerging Models. MARKET-BASED SOLUTIONS TO THE CHALLENGES OF GLOBAL POVERTY. Monitor Company Group</li> <li>- McKinsey &amp; Company (2019). <a href="https://cdn.businessoffashion.com/reports/The_State_of_Fashion_2019.pdf">https://cdn.businessoffashion.com/reports/The_State_of_Fashion_2019.pdf</a>. The state of fashion 2019.</li> <li>- Prahalad, C.K., Hart, S.L. (2002). The fortune at the bottom of the Pyramid. Strategy+Business, issue 26</li> <li>- REY-GARCIA, M. Y FOLGUEIRA SUÁREZ, T. (2019). <a href="http://www.catedrafundacionarecesdcuniovi.es/publicaciones-libros-publicados-es.html">http://www.catedrafundacionarecesdcuniovi.es/publicaciones-libros-publicados-es.html</a>. El reto de la moda sostenible</li> <li>- Rey-Garcia, M., Lirola-Walton, E. &amp; Mato-Santiso, V. (2017). La transformación digital de la distribución comercial: la tienda física, de caja brick and mortar a nodo omnicanal?. En Trespalacios Gutiérrez, J. A.; Vázquez Casielles, R.; Estrada Alonso, E. y González Mieres, C. (e</li> <li>- Rey-García, M., Regueiro Otero, A., Mato-Santiso, V. (2018). "The Challenges of Digital Transformation for Fast-Fashion Brands: A Proposal for an Operational Tool to Measure Omni-Channel Integration. Advances in National Brand and Private Label Marketing, Springer, 95-103</li> <li>- Stewart, R., Niero, M. (2018). Circular economy in corporate sustainability strategies: A review of corporate sustainability reports in the fast-moving consumer goods sector. Business Strategy and the Environment</li> <li>- (). The True Cost.</li> <li>- Aitken, Sally (). Seduction in the City: The birth of shopping. .</li> <li>- Modaes.es. Fuente nacional de referencia (). <a href="https://www.modaes.es">https://www.modaes.es</a>. Acceso contenidos premium vía Biblioteca Casa do Patín UDC</li> <li>- The Business of Fashion. Revista internacional de referencia (). <a href="https://www.businessoffashion.com">https://www.businessoffashion.com</a>. Acceso via Biblioteca Casa do Patín UDC</li> </ul>
<p><b>Complementary</b></p>	

Recommendations

Subjects that it is recommended to have taken before

Principles of Economics: Fashion Industry/710G03003

Subjects that are recommended to be taken simultaneously

Subjects that continue the syllabus

Sustainable Management of the Fashion Value Chain/710G03018





Other comments



-Segundo se recolle nas distintas normativas de aplicación para a docencia universitaria deberase incorporar a perspectiva de xénero nesta materia (usarase linguaxe non sexista, utilizarase bibliografía de autores/as de ambos sexos, propiciarse a intervención en clase de alumnos e alumnas...)-Traballárase para identificar e modificar prexuízos e actitudes sexistas e influírse na contorna para modificalos e fomentar valores de respecto e igualdade.-Deberanse detectar situacións de discriminación por razón de xénero e proporanse acción e medidas para corrixilas.

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(\*)The teaching guide is the document in which the URV publishes the information about all its courses. It is a public document and cannot be modified. Only in exceptional cases can it be revised by the competent agent or duly revised so that it is in line with current legislation.