



SUSTAINABILITY AND BUSINESS MODELS IN THE FASHION INDUSTRY

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Index

1. INTRODUCTION	2
2. REVIEW OF THE LITERATURE	3
2.1. The sustainability concept	3
2.1.1. Weak sustainability	7
2.1.2. Strong sustanaibility	9
2.2. The sustanaibility in the world of the fashion	12
2.3. The business models	16
2.3.1. Fast fashion	16
2.3.2. Slow fashion.....	19
3. STUDY CASE.....	24
3.1. Data analysis.....	24
3.2. Limitations.....	24
3.3. Zara as business of fast fashion.....	25
3.4. La casita de Wendy as business model of slow fashion	33
4. CONCLUSIONS	38
5. TABLE OF FIGURES AND TABLES.....	41
6. REFERENCES	42

1. INTRODUCTION

The importance of the sustainability is very important in the current world (Bauman, 2006). Nowadays, the business model that triumphs in the world of fashion is the movement of the fast fashion with regarding companies as Zara, H&M or H&M (Proglione, 2010). From a managerial point of view, there is no doubt of its viability and of its big benefits, but from a sustainable point of view, all the characteristics that the model as one that offers a big variety in its articles, its low prices, its big expenses of logistics, all in all create a model that does not contribute to the sustainability of the planet (Cachon, 2011). As an alternative of this model, the slow fashion was born and a change of thought, where the consumers possess more quality in the articles and a higher perceived value highlighting the extract and the proper identity of the pledge. This model is more sustainable for the planet, although the regarding companies of the slow are very little well-known small enterprises and that take a faithful and respectful consumer as a client with the environment (Fletcher, 2007).

The main target is to analyze the sustainability of two business models in the industry of the fashion, like Fast Fashion and Slow Fashion, by means of a methodology of review of the literature where a labor camp is delimited and were the factors that intervene in the same one and a few conclusions logical and well-taken are extracted. That is to say, they concentrate on an aspect and it is developed exhaustively.

It concerns the structure of this work, first of all, a review of the literature will be exhibited, where the concept of sustainability will be explained, giving importance to the terms of strong and weak sustainability, and also the relevancy of the sustainability in the world of the fashion. Later the fast fashion and the slow fashion will be analyzed like business models, and its characteristics to go so far as to obtain these models. Next, by means of a case of study, the previous business models will be verified with the comparison between a regarding company of the fast fashion, in this case Zara and a company with much potentially inside the managerial model of the Slow, Wendy's Small house. Once having analyzed the diverse companies, one will examine the implications that the sustainability has on having belonged to the fast or to the slow fashion. To conclude, the conclusions of the project that will include the review of the literature and the case of study. The whole used bibliography will be quoted at the end.

2. REVIEW OF THE LITERATURE

2.1. The sustainability concept

In a general way, the development concept is associated with the increase of individual and collective well-being. Traditionally this one has been measured across economic and political indicators tied to the process of major or less economic growth and the redistribution of the wealth; it has also been linked to the industrialization level, what has determined a category of "developed" countries or "developing" countries. At the end of the seventies the social dimension of the development integrated, although always favoring the economical part (Bifani, 1994).

In 1972, the report Limit of the Growth, for the Club of Rome¹, was created with the general idea of fixing limits to the economic growth, like measurement to reduce the imbalance between the uncontrolled development and the natural resources. It was prepared by a team of investigators of the Technological Institute of Massachusetts.

Years later, in a meeting of the Council of Administration of the Program of the United Nations for the Environment (PNUMA), the concept of "*eco-development*" appears (Strong, 1980), proposed by Maurice Strong, focusing in the general ideas of redistribution of the wealth, the acceptance of ecological limitations to the growth to reach a solidarity and to look for a more efficient economic system.

The term was spread all over the planet but it was replaced with the sustainability term in 1980. In the year 1984, the first meeting of the World Commission on Environment and Development (CMMAD) was celebrated, created by the General Assembly of the UNO, with the intention to establish a global agenda for the change. In the year 1987, the CMMAD prepared the Report Brundtland² (named this way by the Norwegian politic Gro Harlem Brundtland) or also called Our Common Future, which formalizes for the

¹ It assembles personalities that fill relatively important vacancies in its respective countries and for that there looks the promotion of a stable and sustainable economic growth of the humanity. Its members are important scientists (some Nobel Prize winners), economists, politicians, heads of state, and even international associations.

² It is a report that faces and Harlem Brundtland confirms the position of current economic development together with environmental sustainability, realized for the ex-prime minister of Norway Gro, with the intention of analyzing, of criticizing and of restating the global development policy.

first time the concept of *sustainable development* (UNO, 1987). Its Latin root comes of *sustinere* that it means “*to support, maintain, sustain*”. Although the influence of the English word *sustainable* adds to these meanings others like “*supporting and tolerating*”, hence the use has been imposed of “*sustainable*”, instead of “*sustentable*”. The definition prepared by the said Commission, is the following one, which assumed in 3 Beginning of the Declaration of Rio (1992):

“It is the development that satisfies the needs of the present generation without compromising the aptitude of the future generations to satisfy its own needs.”
(Commission Brundland: Our Common Future, 1987)

In the year 1992, the Conference of the UNO was celebrated about Environment and Development (the Second Summit of the Earth) in Rio de Janeiro, where several agreements were signed, as Agreement on the Climate Change or the Agreement on the Biological Diversity (Declaration of Rio). Also, the term *sustainable development* starts to be heard among the society in general. The definition of the Report Brundtland was also modified, focused in the preservation of the environment and the prudent use of non-renewable natural resources.

In addition to the official definitions of the United Nations, others have arisen unofficial like “*that improves the human quality of life without exceeding the loading capacity of the ecosystems that sustain it*”. Another vision of the organization WWF bases the sustainability like “*the maintenance of the loading capacity of the ecosystem in the course of the relation between a society and the ecosystem*” (WWF, 1991). The declaration of Rio speaks about satisfying needs, while the WWF speaks about the loading capacity of the ecosystems. This might be interpreted as a definition from a vision of weaker sustainability and other one from the strongest sustainability, defined by the same organization. The UnionWorld cup of the Conservation defines a definition in congruity with the last definition “*sustainable development implies the progress of the quality of life inside the limits of the ecosystems*”³ (UMC, 1991), which is adopted by the European Union.

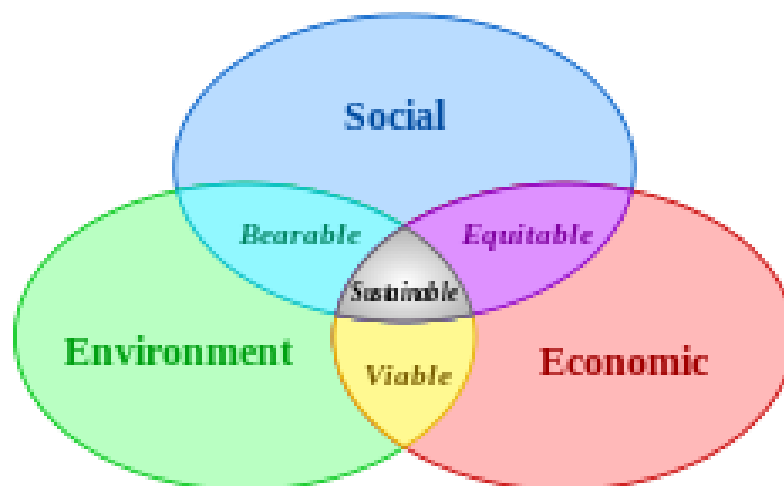
³ Program of the Environment of the United Nations and World Forum of the Nature, 1991. In SUSTAINABLE EUROPEAN CITIES, REPORT. Group of experts on urban environment. European commission. Headquarters XI Environment, Nuclear safety and Civil defense. Brussels, March, 1996. p9.

Due to the multiple definitions and its different interpretations, the discussion on the development is still very far of concluding, although its validity, far from diminishing, is increasing because in the current development model it is characterized by the development of the natural resources, which are unlimited and can go so far as to become exhausted in a future. On the other hand, the environmental problems like the global warming, in a very next future, can be irreversible for the planet.

Nevertheless, the previous reflections and the differences between the different adopted definitions, have an agreement on three topics about the sustainability (Neculqueo, 2004):

1. The existence of three dimensions defined in the report of Brundtland, which assures in its set the sustainability of a society, evaluates the economic dimension, the social one and the environmental / ecological one. The fruit of the relations between three dimensions that appear in the figure 1, will be the Sustainable Development model

Figure 1: Dimensions of the sustainable development



Source: Neculqueo, P., 2004. ECOURBANISMO, el nuevo paradigma. ECOE Eds., Bogotá.

2.The researches made on Sustainable Development must look for new methodologies and be multidisciplinary.

3.The need to create an integration strategy between the different dimensions.

The interrelations between three dimensions of the Sustainable Development transport a high complexity level, because it must be understood in system terms, as set of elements in interaction. Three dimensions always take four basic factors as the conservation, the development that did not affect relatively to the ecosystems, the peace and equality and the democracy (Von Bertalanfly, 1976). Also, a closed system is characterized because the elements are much more related between them, and provoke a close system. On the other hand, an open system is defined because there is a relation flow with the ambience (Jiménez Herrero, 1996).

Although three props must be taken in mind on the part of the companies as people (Oñate, 2002):

1. *Economic sustainability*: it happens when the activity that moves towards the environmental and social sustainability is financially viable and beneficial.

2. *Social sustainability*: based on the maintenance of the social cohesion and of its skill to deal in the pursuit of common targets. He would suppose, taking the example of a company, bearing in mind the social consequences of the activity of the same one in all levels: the employees (working conditions, wage level, etc.), the providers, the clients, the local communities and the society in general.

3. *Environmental sustainability*: compatibility between the considered activity and the preservation of the biodiversity and of the ecosystems. Also, it includes an analysis of the impacts derived from the activity considered in terms of flows, consumption of resources slowly renewable, as well as in terms of generation of residues and emission. The latter dimension is necessary so that the other two are stable.

A different perspective is proposed by Herman Daly⁴, for whom the sustainable development is a development without growth, comprising growth as an increase of size for addition of materials and development, like an expansion or achievement of potentialities. For example, the concept meets if the children's continuous birth in Somalia and its later death for faint, constitutes a development or growth. As, Daly to

⁴ 1938 - Herman Edward Daly obtained in 1996 the Right Livelihood Award, known as the Alternative Nobel Prize, for its deep challenge to the traditional economic science from an ethical and ecological perspective. In 1989, Daly took part in the foundation of International Society for Ecological Economics (ISEE) and he is an associate publisher of its organ Ecological Economics. Its interest centers on the topics related to the economy, the ethics and the environment.

achieve the sustainable development owes to achieve that the capacity of human development is equal to the capacity of sustenance of the way. That is to say, that the inhabitants quantity and its capacity of consumption must limit themselves, or the development speed must be just as the speed of regeneration of the natural resources, which owes to bear in mind the aptitude to support and to recover of the way (Daly, 1992).

Continuing with the debate on the term, under the guidance of Daly and its expositions in *Ecological Economics*⁵, the notions arise of weak sustainability (Norton, 1995) formulated from the rationality of the standard economy, and the strong sustainability formulated from the rationality of the thermodynamics and of the ecology (Naredo, 1996).

2.1.1. Weak sustainability

The weak sustainability is defined as the viability of a socioeconomic system in the time. This viability is obtained by means of the global capital or the capacities as the Report of Brundtland. Also, with the generation after generation maintenance, being results of other two: natural capital and the capital of formation humanizes. The natural capital is constituted by the stock and the flow of natural resources that enter a society (Daly, 1992), there the services and basic functions that the nature gives to the human societies (Costanza, 1992) are also included. While the formation capital humanizes, it is the availability of monetary capital, the technology or the personnel qualified between others.

From the sustainability perspective there is no incompatibility in relating economic growth and conservation of the natural capital, that is to say, they both can obtain intention of a joint way, when the resources become exhausted there can be an illimited substitute any time the technology evolves (Mas-Colell, 1994), since he supposes a beginning of sustainability and other of technological innovation, valid both up to the point that allow to replace a resource with other that realizes the same function or replace the capital.

⁵ *Ecological Economics* is a peer-reviewed academic journal published by Elsevier on behalf of the International Society for Ecological Economics. It covers research on ecological economics.

Daly observes that:

“The cotton fibre can be replaced with the synthetic fibre for the clothes manufacture and a staff of hundred of workers can be replaced partly with technology or vice versa. But, at last, the idea of replacement of the natural capital for human capital formation is essentially incorrect: numerous and modern sawmills might not replace the wooden scarcity if this one was finished or the best fishing fleet would be unable to replace the exhausted fishing grounds“ (Daly, 1992).

The beginning of replacement turns out to be insufficient, opposite to the global environmental problems like the global warming or the contamination. Without importing the technical advances or the realized investment, it is not possible to supplant the aptitude of the nature to self-clean and to retrain, neither it was possible to have interrupted the global warming. In this case in a saturated planet, the human formation capital at present is the factor that defines the development.

Many personalities as Robert M. Solow (Nobel Prize of Economy in 1987) partial to this point of view, defends the importance of the conservation of the stock of global capital, without importing the deterioration of the natural capital because it is possible to recover by means of the investment ,defends Solow. This current, supports that the way of recovering the damaged nature is the economic growth, which justifies the progress carried out in developed countries as for the water quality or treatment of residues. Also it is true, that thanks to this progress they have affected to other countries, with the depletion of its resources, the deforestation or the extinction of species, which responsibility falls down in the western countries.

The weak sustainability leads to the approach of weak sustainable consumption (WSC), is obtained by means of the progress of the efficiency across technological solutions (Fuchs and Lorek, 2005). At present, this approach is known as a consumption and a sustainable production (CSP), which gained popularity in the World Summit on the Sustainable development in Johannesburgo in 2002 and in the Process of Resultant Marrakech to develop one Year 10 for SCP (PNUMA, 2010).

Some of the key elements of this approach is to cheer the consumers to have up an excellent role on the market and take responsibility of buying sustainable or ecological

products. Also, the WSC is an ecological approach, so that the people who have different life styles, obtain a coherent and global concept for the sustainable development. The demand of the consumers can endure changes on the markets, for example some products as washers or refrigerators, on having extended its demand for the consumers, become more efficient and they believe significant progress for the energy consumption valuations.

2.1.2. Strong sustanaibility

Its beginning is described by the socioeconomic system as dependent on the ecosystem and it can not work independently from this one (Naredo, 1994). The human acquisition of the environment has provoked changes in the ecosystems and has caused environmental problems that imply technological, economic and social modifications, due to the resources that are used and the expulsion of its garbage. At the same time, the means determine the establishment and the human activities.

The interrelation between both systems has to be sustainable and inseparable, as condition for the viability spread storm of any system economic associate, also it is needed that neither the economic system nor the population one have a continuous growth, that is to say, it demands the limits existence⁶.

The interrelation between the systems underlies the regional intention of the sustainability, that is to say, not all the natural systems have the same capacity of natural offer or of stock (Carpintero, 1999). One tries to know the existence of different open systems that bandage its surpluses and establish exchanges with other systems, which raises the incapability to continue with the uncontrolled economic growth model and has to reconsider the term of sustainable development, which links well-being with wealth (Daly, 1992).

The strong sustainability implies the strong sustainable consumption (SSC), which is defined by the changes in the consumption levels and the bosses are essential to

⁶ In perfect congruity with the ecological beginning according to which nothing in the nature grows indefinitely, when maximum thresholds are reached the system collapses and the degradation comes, consequently, the end of a cycle is the beginning of the new one. Also it meets in consonance the beginning of thresholds, according to which all the dynamic processes develop between minimal and maximum thresholds.

obtain a sustainable consumption, also of giving importance to the reduction of the entire consumption of resources instead of the individual consumption based on the product (Fuchs and Lorek, 2010).

The approach SSC, goes further of the consumption as an economic fact that takes place on a few markets on the bases of the monetary values and gives importance to non-material contributions of the good life. Also, the citizens have to incorporate in its lives the ideals and social values on the decisions of consumption. (Schultz et to the, 2001).

The strong sustainable consumption helps to create a tie between the individual consumption and the use of the resources and integrate the social dimensions, including the social coherence. For the governments, the most difficult practice is the effective service of the human well-being, in this consumption, as it is necessary to link the question of the good life, in addition to implying the quality of the services and the grade of satisfaction of the human needs.

In conclusion, the strong sustainability rested on the systematical logic and the ecology, proposes a real change of paradigm, defying the same term of economic development as last target of our societies.

In the table 1 a summary is done on the main differences between the weak sustainability and the strong sustainability, giving importance to which the weak sustainability is sustained in an economic and technological device, while loudly it is characterized in sustainable evolutionary processes, which studies in depth the debate if the development has to be supported, sustainable or sustentable.

Table 1: Main differences between weak and strong sustainability

Weak sustainability

Androcentric concept
Mechanistic concept
Related to the socio-economic viability
Compatible with growth
Substitutable natural capital to human capital
Middle partial environment

Strong sustainability

Ecological concept
Systematic Concept
Related ecosystem and socioeconomic system
Incompatible with growth
Complementary natural capital to human capital
Global environment and systematic

Source: Luffiego, M., 2000. La evolución del concepto de sostenibilidad y su introducción en la enseñanza.

At present, we are accustomed to living together with the concept of weak sustainability and, in spite of its suspense and ambiguity, we have the collective hope to have internalized the fact that the natural resources are not unlimited and that it presses to worry for the deterioration of the conditions of habitability of the planet. Regrettably, the serious vagueness of the term keeps on being a habitual excuse that prevents from establishing a sufficient political consensus, with which, the good intentions contained in the international declarations remain in a few mere formal gestures that do not serve to rethink the industrialized society from more "*sustainable*" bases

2.2. The sustainability in the world of the fashion

At present, the industry of the fashion has turned into one of the sectors most harmful to the environment. The citizens are used to living together with a business model fast fashion, where many societies believe that the natural resources are unlimited and it is not true. But it would be necessary to worry about the deterioration of the conditions of the planet. On having assumed this dynamics in the economy, it is possible to relate with a low sustainability or weak sustainability for the planet, both concepts do not worry about the planet's impacts in its environment. According to Kate Fletcher, the industry of the current fashion *“reinforces the inequality, exploits the employees, stimulates the use of the natural resources, increases the environmental impact and generates residues”* (Fletcher, 2008), although she explains that this behavior answers to the pressures of a more and more rapid consumption, where one looks for the innovation and a reformulation of the identity, also she affirms that *“We are mentally ill, unsatisfied, depressed, anorexic and more cynical than never”* (Fletcher, 2008).

This consumption dynamics, was impelled from the Second World war, where the businessmen needed to sell more. In that time there was impelled the idea of the increase of the consumption it was necessary, that is to say, it had to turn into ritual the use of products, the satisfaction and then its later consumption to be able to replace it, as rapidly as possible. Namely two phenomena arise the obsolescence programs (defined by Brooks Stevens in 1954), designed to be rejected, with the philosophy of using and pulling and turn into a useless product very quickly. And on the other hand, the perceived obsolescence, which consists on convincing to throw articles that are still useful, simply on having changed the appearance of the objects. A big example are the shoes, which from one period to another one, the tendencies change like the size or the thickness of the block and we believe that they have become slightly useful and we throw them. For this type of obsolescence there are very important the publicity and the mass media, which bombard us every day with thousands of announcements and this way we collaborate with the current consumption.

The business model that take the big companies representatives of the fast fashion model like Zara, H&M or H&M centers on diminishing its costs, moving the production to places like Morocco, where employees do working days of up to 14 daily hours for wages lower than 100 monthly euros (Alam, 2011). In other countries less developed like Bangladesh the salaries are located between 20 and 35 monthly euros.

Also, in these working places there is a big gender inequality because the men for the same work gain more money than the women (Investigations of SETEM⁷: Campaign Clothes Cleans, 1997). Another typical aspect, the fact is that the clothes consumption has increased in more than one third and that of 35 kg of textiles consumed by person and year, only 13 % was re-used or was retraining, because the price of the clothes has diminished significantly in the last years (Allwood, 2006).

In Spain, the big companies have gained the battle to the small commerce, that is to say, during the economic crisis the small commerce has closed multitude of shops, a revolution has taken place in the sector, the big companies have overcome the shyness, and provoke the buyers with its marketing instruments so that they bring in and consume its products. This revolution in the business model called *fast fashion* is characterized by a rapid rotation of stocks and a constant throwing of new collections, that is to say, every period usually has three collections or even more depending on the company, which scarcely are in the shops three weeks and suppose a temptation for the consumers that not time to enjoy the clothes (Fletcher, 2012).

Inside the sector, something is beginning to change as Kate Fletcher mentions, little by little there are appearing other models that go from “*do it yourself (DIY)*”⁸ or also for the reform of our wardrobe and the creation of groups of seam and the tricot like *Stitch and Bitch*⁹ (Fletcher, 2012). Also, some companies have gone on to the sustainable fashion with the incorporation to its cotton production of just or organic commerce and of recycled polyester, to be able to answer to the consumers who have certain environmental conscience. Some organizations that have worked this way are H&M, that launched in 2011 the “Conscious collection”¹⁰ or C&A, that from 2007 and sells

⁷ SETEM is a federation of 10 ONG of international solidarity born in 1968 that centers its independent work on making aware the society of the inequality North - south, on denouncing its causes and on promoting social, individual and collective transformations, to obtain a more just and united world.

⁸ DIY is the practice of the manufacture or things repair for one himself, so that money saves itself, he amuses himself and is learned at the same time. It is a form of automatic production. The ethics of Do It Yourself are generally associated with several anti-capitalist movements, since it pushes back the idea of having always to buy to others the things that one wishes or needs.

⁹ It is a phrase that has been used to refer to the social groups that do point at least from the Second World war. Also, in 2003, of publican the first one of a series of bestseller of books of instruction on doing point and crochet hook with this title phrase.

¹⁰ The collection splits into Conscious and Conscious Exclusive. It is a question of articles made with sustainable materials, including two new materials in the collection: the organic skin of the

products with organic cotton, also the above mentioned companies have facilitated to the consumers several leaflets with information about the sustainable fashion and to try to raise public awareness thanks to its campaign.

Although the companies bet for a sustainable design, this does not solve the real current problem, they are only patches, because the fashion system has to transform almost completely and starting, in spite of coming to the root of the problem, an unconscious consumption that does not care for him by no means the environmental social consequences and way denials that provoke, also the proper system, encourages it and feeds it constantly.

According to Kate Fletcher, there must be a demand that replaces the quantity by the quality, a draft of the global thing towards the local thing of consuming towards doing, that is to say, it is necessary to encourage the philosophy of Slow Fashion, *“from the illusion to the imagination, from the consumption of the natural resources to the appreciation of the natural world”* (Fletcher, 2012). The sustainable fashion tries to be an alternative of design that provokes to transform the system of the current fashion.

The world of the fashion must be demythologized, removing it from the footbridges and its elitism as of the boss of the consumption, the gurus of the sustainable design think this way, but it is necessary to bear in mind that the fashion occupies a very important place in our culture because it is part of our behavior and is a very creative environment. It must not be destroyed as they defend any more ends but it must find one balanced between the positive social values and the environment. It is not also a question of acquiring less clothes (that would be a valid option, but it would not change the system), tries to change to itself the perception of the fashion, the ideas that we have on the design, the used materials, the ways of production, so that little by little, the consumers are becoming aware that the fashionable current system, is destructive for the environment and for the people (Gómez¹¹, 2014).

Some of the main proposals of the sustainable fashion, are based in observing the nature and following the beginning that govern it how the cooperation, the symbiosis

Swedish tannery of Tärnsjö and the organic silk. Also, it is a microcollection designed in textiles of the best quality and with spectacular details inspired by the Spanish folklore and by Bohemian key.

¹¹ Director of Slow Fashion Spain (sustainable fashionable platform in Spain).

and the efficiency, in addition to studying and to working aspects as the agility, the flexibility and the diversity to resist the power of the industry of the fashion, it is submitted by the standardization and the tendencies which do that most of consumers in any country of the world, invest in the latest trends to be something different and with the paradox, that they all go equally dressed up.

The sustainable fashion characterizes for a change in the materials, of the artificial fibres towards the natives like the wool, the organic cotton, the linen, but in addition to having a transformation in the manufacture ways with smaller but more flexible producers (Gómez, 2012).

According to Kate Fletcher, the sustainable fashion supposes *“the consumer and the producer talks each other of a strong and attentive relation between them. It is a question of producing garments that initiate a debate, appeal to a deep significance or need the user to finish them with skill, imagination or style. It is a question of designing pieces of confidence and capacity to induce that they breathe to the versatility, the inventiveness, the personalization and the individual participation. Only then the people will transform from blind consumers who choose between products prepared and closed to citizens who realize conscious elections of how they buy, use and get rid of its clothes”* (Fletcher, 2010).

2.3. The business models

2.3.1. Fast fashion

In the last decades, the industry has experienced a big transformation due to changes in the managerial environment. Until 1980, the industry of the fashion was based on the production in mass with a low cost and very standardized styles, with a forecast of the tendencies depending on the consumption, acquaintance like ready-to-wear or Prêt-à-porter, which was not changing often, but this business model might not have big benefits in a future (Djelic and Ainamo, 1999).

From the 80s, the clothes had a typical life cycle that had four stages: introduction and adoption for the leaders of the industry of the fashion, growth and increase of the acceptance of the consumers, maturation or massive conformism and finally, the decline and obsolescence of the fashionable product. The industry of the fashion in these years was dominated by big companies that were increasing the competition levels, and these began improving the production and its processes of buying and diminishing the costs by means of the movement to places with lower wages.

At the beginning of the 90, the retailers began extending its scale of products, increasing the aptitude of much more rapid answer to receive all the tendencies of the footbridges, implanting skills as just in time. These changes were translated in changes of lifestyle of the consumers, and the need to have clothes products for specific occasions (Bhardwaj, 2009). The dynamics of the industry have forced the retailers to diminish its costs even more and have a big flexibility in the design, simultaneously from maintaining the quality in the products and power to offer speed in the sale of the products, and this way to be able to maintain a position on the more and more demanding market. Also, by improving the communication between producers and retailers across technologies to shorten the delivery times. The retailers have an excessive competition, and must guarantee that the tendencies of the fashion shows and footbridges come as soon as possible to the consumers, these retailers can be called like fast fashion, that is the consequence between a process planned in a time period much reduced between the design of the product and its later sale (Barnes and Lea-Greenwood, 2006).

This managerial model comes from the fast food, as a consumer enters an establishment to buy an economic and fleeting menu, the same way it can enter the shops of rapid clothes to look for the last tendencies that they have seen in the previous Fashion Week but with a less quality and at a less price.

The term fast fashion used as business model describes the movement of the designers from the footbridge up to the shops, in the least possible time, to receive the last tendencies of the market, with the intention of looking for a rapid answer in the process of production of the products (Cachon, 2011). The term was born in the 80s in the United States, and was transferred all over the world during the 90s and in the beginning of the XXI century. One of the regarding companies is Zara, which is regarding in this managerial model that bases on the culture of using and throwing, like also the brands Benetton, The Gap and H&M. The intention of this new model of business is characterized because the designers distribute and they commercialize its massive products with a low price and in a period between two weeks or less the whole productive process is done. Most of articles are imported from the last tendencies exhibited in Fashion Week of the most important cities in fashion. The production is done in a rapid and cheap way so that the collections come as soon as possible to the consumers with lower prices (Menta, 2006).

The main target of this managerial model is a rapid production with a low cost, so that the articles are directed to the target that wants to focus the company. The fast fashion as business model has a lot of power in the industry of the fashion in the United States because it has become very competitive in the last years, also the consumers have a big need to update the products, and for it the companies extend its periods. To change the products inside the shop very often they have looked for rapid answers, the manufactures have been improved, and much more efficient works have been achieved. The technology is a very important one for this market to increase the production and the efficiency (Caro, 2013). Most of retailers promote the consumers who visit its commerce with major frequency with the idea of *"Here Today, Gone Tomorrow"* because only it is interesting to the companies to sell and to gain more money every day. Also, the consumers have a big desire to have a lot of clothes variety, to have a gratifying buy, simultaneously with a very limited price, that's why the consumers prefer shops as Zara or H&M (Caro, 2007).

A very important aspect for this model is the marketing, because the companies promote the desire of which the consumers buy the last articles that exist on the market. On having diminished the times of design and of manufacture, the consumers feel incited to buy these products as rapidly as possible, that is to say, across the advertising campaigns and the merchandising they create an instantaneous hook for the client and create a buying experience.

The managerial model fast fashion bases on three fundamental props: the times, the costs and the sale cycles, to achieve big and rapid profit. The factor time must be fixed with regard to the production, and every time the demand is top during the periods. For a rapid production, the company must have well-established a good system of logistics that goes more rapid than the proper idea, that is to say, that in a time of two weeks or less do to themselves all the actions of design, production and distribution in the shops. The costs are the most important factor for the final consumer at the moment of the purchase. Finally, the sale cycles are characterized for lasting between six months and a year of the period in the normal fashion, but in this model that is characterized for being less at the age of six months.

Also, the fast fashion has two main components; the first one is a very short production and the very low delivery times, which allows a decrease in the time between the offer and the demand. The very low delivery times owe to the combination between the located production, the big computer systems that facilitate the control panel of inventories and the distribution methods; the second component, making it possible thanks to the precise pursuit of the consumers and of the industry to discover the new tendencies and the new unexpected tastes and this way to reduce time. It is possible to say, that the second component of the fast fashion is that they are the systems of creation of fashionable products. Many companies are centered on the design and the development of products that continue more fashionable tendencies, without reducing the production times. This worry for the design generates products that have major value for the consumers and provoke a major disposition to pay for them (Christopher, Lawson, and Peck, 2004).

At present, the consumers are more and more demanding and expert in fashion products, that's why the fashion chains must offer products adapted in the moment to the market, that is to say, to provide a rapid answer (Christopher, Lawson, and Peck, 2004). The fast fashion model differs between the different current generations, the

young people who constitute the Generation Y prefers a major number of clothes in its closets with a low quality, but with a few lower prices, while the baby boomers are praised for buying less clothes quantity but with a major quality and with a higher price. From the conservative point of view, the fast fashion is defined as a residue because instead of buying a product of high quality to satisfy a need for multiple occasions, the consumers buy many products that are of a low quality, with a low price and then to a little time they throw it to buy new (Prioglio, 2010).

The idea of the model fast fashion is the constant renewal of the closets and without spending too much money, for the consumer the price is the best ally, although the useful life of the product every time is shorter, with the only purpose for the companies to sell and to sell more products without giving neither importance or it neither to quality or them either to care of the textiles or its sustainability for the environment.

Although there are some consumers worried by the environmental factors, simultaneously that for the just commerce, the green market and the organic clothes, fact that it implies that there is a way towards a fashion and a more sustainable new managerial model, where the consumers are ready to pay more money for the ecological clothes and to avoid the temptation of the products fast fashion (Christopher, Lawson, and Peck, 2004).

2.3.2. Slow fashion

At present, there exist many movements that change the way of thinking and the life styles of the people, one of them expresses itself with the philosophy Slow, which is based in calming the human activities, that is to say, time to take to realize activities or actions out of the technological world, like going for a walk or going to practice sport or meeting the friends.

The perspective of the movement Slow is not to remain passive, but to give importance and to value the activities that are important and to be conscious of how we invest our time. Slow is a movement that is born immediately after Slow Food founded in 1986, now continued by Slow fashion, Slow Cities¹², Slow Travelling and many other

¹² Slow Cities or Cittaslow is a movement founded on Italy in 1999. It is inspired in the movement Slow Food. The Cittaslow targets include to improve the quality of life in the cities

philosophies, which intention is the progress of the life of the people, by means of traditional skills and reducing our dependence on the natural resources. The birth happened in Rome, on having been opposed to the opening of a place of McDonald's in Piazza di Spagna, arising for the first time Slow Food, with the idea of protecting the seasonal, fresh and indigenous products of Italy front the harassment of the Fast food and of defending the interests of the local products, always in a sustainable way. These ideas, they are completely against the culture of Fast Food, which is based in obtaining meal without too much making of rapid form.

The culture Slow is not most encouraged in the means, or the one that turns out more to be reflected in the society but they have needed twenty years so that the movement Slow begins taking something of aftereffect as the world. Its spread has been without hurry, but without cause. In Europe it has become great more notable than in another place, although thousands of people continue this philosophy Slow all over the planet.

Immediately after the birth of the Slow food, the world of the fashion began worrying for the philosophy Slow and in 2007 the researcher Kate Fletcher defined the Slow fashion concept, as an international movement of the fashion that changes the quantity into the quality of the product, but not only it is that, but a change of thought of the system of the fashion, that is to say, a new model of business, where it is tried that the purchase of the products realizes and person in charge. Also, the new model represents a vision of the sustainability in the industry of the fashion based on the values and targets that worry the current society, that is to say, a change is needed in the infrastructures and a lower yield of the prosecution of the products (Fletcher, 2008). This new vision is not a business model that looks only for benefits for the company, but it represents a change of vision from a few values and different needs for the consumers.

The general idea of the new model raises that the designers will not work according to periods, but when they are ready and have something to produce. They will not be subject to the intensive dynamics of the current fashion, that is to say, it is based in highlighting the extract and having a proper identity (Johansson, 2010). Also, one involves the final consumer, because the model centers on buying little but in a special way, with an atemporal design and linked to the personality of every person, being

while they resist to the homogenization and the americanization, where the exemption prevails. To celebrate and to support the cultural diversity and the characteristics of the city and its interior are the nucleus of the values of the Cittaslow.

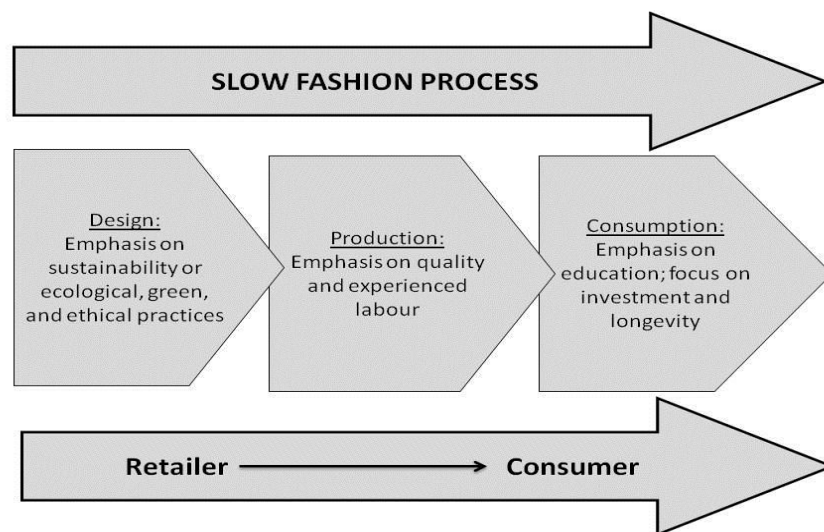
faithful to the proper identity and using the pledge over the course of time, that is to say, to be honest with the production and fair in the purchases.

The model is characterized for being sustainable, ethical and ecological and the fashion introduces an education in the world, to know the connection between the used resources and its impact in the environment (Cataldi and Dickson, 2010). Also, he thinks about how to diminish the inputs used by period and increase the quality inside the production process, to be able to give a change in the world of the fashion, and be able to encourage the society to commit itself with the future. The key of this philosophy is a quality on quantity, as we have defined previously.

The managerial model Slow fashion must join at all the levels of the textile industry, and be announced both retailers and to the final consumers, as we have said earlier it is necessary to introduce an education in the textile industry (Slow Fashion Award, 2010).

Slow fashion is a way to fight the big problem of consumption, which lacks of sustainability in the industry of the fashion in all its set. The new model, as we may see in the figure 2, must include sustainable, environmental and ethical practices in its designs, in addition to having methods that assure the quality, a big labor with experience, and topcoat to inculcate a few values to the final consumers, so that they choose a making of correct decisions and with regard to the environment.

Figure 2: The process of the slow fashion



Source: Slow fashion Award, 2010

The philosophy can be developed in three skills to ease the change:

1. The first tactics would be to construct a fashionable system that has more importance, a sustainable design, and to give a diffusion of the knowledge to all the consumers.
2. The second tactics are to encourage the human well-being, that is to say, to investigate the role of the fashion in our culture, examining the new practices that include more sustainable and ethical productions.
3. The third one is to work with the nature but with a transparency and inside a few limits fixed in advance, in addition to the development of the goals and this way to be able to have very positive changes and new ideas to be well-established.

The model Slow fashion is characterized for the strong sustainability introduces in the industry of the fashion, in addition to incorporating into the designs a high quality, with small lines, and a few just labor conditions for the workpeople (Wood, 2009). The products made with this new vision must be used for the long time and create an union with the consumer, due to its high quality and its long life in the closet. It must not try to answer to the new trends of the footbridges or of the fashion shows, but it is a change of mentality that it implies in thinking about the origin of the pledge.

The products that come from the slow fashion are high quality articles with independence of the category of the product, although they have a top price on the market. Although at present, for many people, to continue with the slow fashion style might be difficult for the economic considerations, although it shares the sustainable products and high quality. So that the slow fashion, has a big success, both the retailers and the manufacturers must commercialize the products aggressively, but always educating the final consumers with all the benefits of buying products of the slow fashion (Holt, 2009).

The Slow fashion is characterized by the progress of the quality of the products, and the useful life and in all its processes like the methods of production, the design, the marketing and the consumption (Fletcher, 2008). Fletcher explains it how it is not a question of being against of the current fashion, but the most reasonable thing is to have pledges that are lasting in the time and to have a balance between the price and

the quality, and this way to have the ideal product for the consumer. Also, the retailers have certain advantages on how the lack of concern of the periods, or of the personnel hiring in certain seasons (Fletcher, 2008).

Also, we can take the reference on the economic circumstances of every person, since it is a question of the people being conscious of how they spend their money. Many companies like Converse or Hermès, claim that the client has a good conscience when they buy, in addition to obtaining a good design, and not so much that the product is a last tendency.

The people can have different motivations at the moment of purchasing, and can be praised by handmade products, or buy in small enterprises, or buy products vintage or second-hand or look for firms that use sustainable products and have a philosophy that respects the environment. It is a question of buying products that are opposite to the trends, or have a more classic style because they are made in a personal way, with products often recycled, with the intention of creating pledges that are the only and very personal.

With the movement different methods appear to create fashion, that is to say, to promote the cultural diversity because materials are used without chemical treatments, the relations between people and more importance happens to the quality. The perspective of the consumer is part of the production line and contributes to the creation of the product with the maximum relation of the stylist, and including the social responsibility (Cachon, 2011).

In conclusion, the new model of business Slow Fashion is characterized for giving value to the work of all the people involved and recognizing the real value of the resources that give the nature, in compensation to the rapid life style that we have at present, for what it would be necessary to see reflected in all the countries with big fashionable capitals.

3. STUDY CASE

In our case of study the characteristics of the current models of business of the fashion and its relation with the sustainability of a weak or strong way will be analyzed. By means of, a study of two companies, one that the business model represents fast fashion, in our case the company Zara and a company of the managerial model slow fashion in Spain like La Casita de Wendy.

By means of these companies we can investigate the sustainability phenomena in the different managerial models in the industry of the current fashion. Jointly, a study approach is recommended to investigate if the sustainability adds value to the business model:

“The business model is not a generic argument [...] for all the companies in all the situations, but rather anything that must be carefully perfectionned to the circumstances of the individual companies that operate in the only positions inside the different industries. The success in entire industries and in other companies there are useful examples, but the case has still to apply a company in a moment and the ideal thing an initiative is simultaneously” (Strike et to., 2006; Marrewijk Goes, 2003).

3.1. Data analysis

The case of study bases on a main source of obtained information of accessible public secondary sources, both of Zara and of La Casita de Wendy, where there is described the model of business and its characteristics across annual reports, webs pages and news in different newspapers. Also, analyzing different released academic articles of Harvard Business School or Journal of Retailing and Consumer Services.

3.2. Limitations

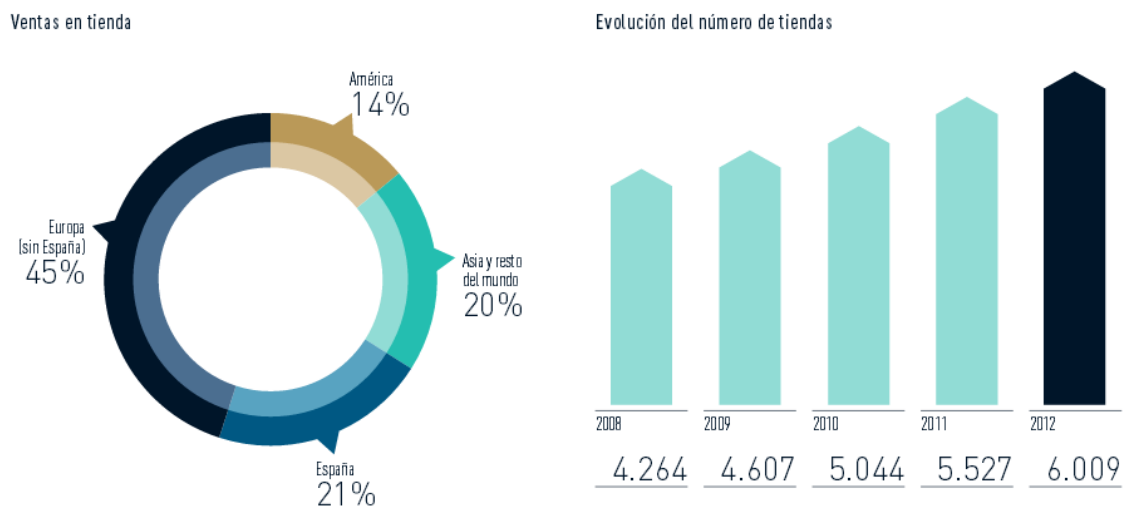
The case of study possesses some limitations in the compilation and data analysis. On having used secondary sources, we have the version of the proper companies and of our own actions, which can insert a subjectivity in its annual reports and other

publications, but we cannot also doubt its acts on not having had primary data sources. Although, on having analyzed diverse academic articles, there is restored a high level of objectivity and reliability, improving the interpretation of the information

3.3. Zara as business of fast fashion

Amancio Ortega Gaona, a Spanish businessman founded the first Zara shop in Coruña, Spain in 1975. After 10 years, of this opening it established the managerial group Inditex (Industry of Textile Design). In the 90s, Inditex began expanding out of Spain, like modality of the movement fast fashion. Inditex designs, manufactures and commercializes clothes, footwear and accessories for women, men and children across Zara and another five chains all over the world. At the end of 2012, it was operating with 6.009 shops in the whole world as it is possible to contemplate in the figure 3, between them Spain.

Figure 3: Sales in shops and evolution of the number os shops of Inditex

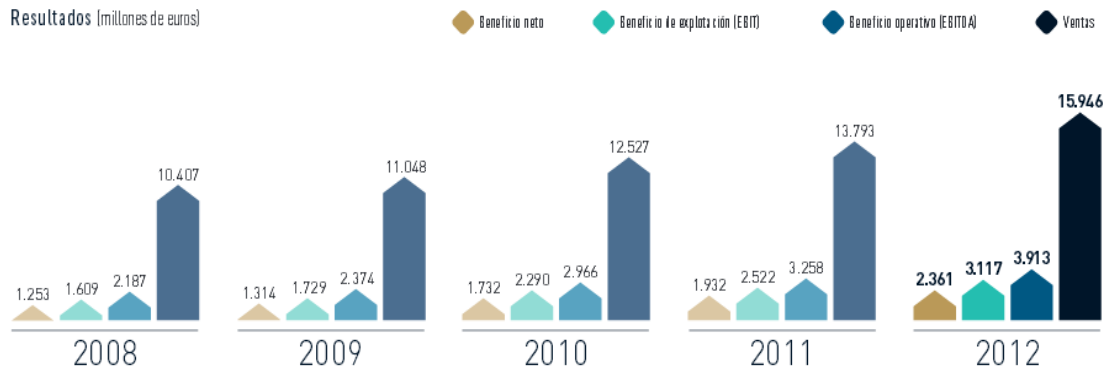


Source: Corporate web of Inditex, (2014).

In 2012, the group reached 15.946 million euros, while the net profit increased 22% with regard to 2011, and climbed up to 2.360 million euros. The operative expenses

have allowed the EBITDA¹³ to have increased 20 % in comparison of the previous year up to 3.913 million euros. All these figures we can appreciate them in the figure 4.

Figure 4: Evolution of results of Inditex (in millions euros)



Source: Corporate web of Inditex, (2014).

The entire staff of the group Inditex has reached in 2012 the number of 120.314 employees, with the creation during 2012 of 10.802 work places, 82% of the personnel works with an indefinite contract, also the group has grown in all the geographical areas because it is provided with 130 nationalities and with 45 different languages. Therefore, it is a question of a young staff with an average of 26 years of age, where the women represent 78,7% of the whole.

The headquarters is in Coruña and establishes the general Inditex strategy, coordinates all the brands, and also it realizes common functions like human resources, ID and logistics. The managers of every country possess an autonomy, whenever they execute the code of conduct of the group, which is based in three principles, all the Inditex activities are carried out in an ethical and responsible way; all the people who maintain a relation with the company must receive a just and honorable dealing; and all the Inditex activities have to be respectful with the environment.

¹³ The Ebitda is a financial indicator represented by means of an acronym that there means in English Earnings Before Interest, Taxes, Depreciation, and Amortization, that is to say, the gross profit of development calculated before the deducing of the financial expenses.

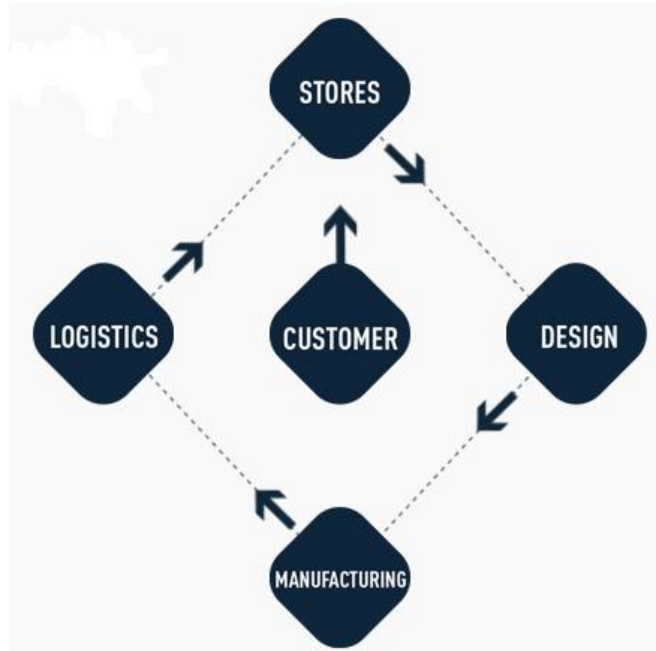
The expansion of group Inditex concentrates on the European continent with the biggest percentage of sales of Inditex, two thirds of its entire number of business (66%), where it assembles 47% of the openings of new shops in the year, with the premiere of the new image of Zara emblematic locations of London or Paris. While Asia becomes strong like the second area for number of openings.

Since we have shown previously, the most ancient brand of Inditex, Zara, is the most important for the managerial model of the fast fashion in the whole planet, that is to say, it is pioneering in producing products originated from the fashion shows and footbridges, which are made in a rapid way and are commercialized at low prices. Zara is capable of preparing new products and of introducing them in the establishments in less than three weeks. The main intention of the Group and especially of Zara *“it is to offer products of the maximum quality to all its clients guaranteeing the sustainability of its long-term processes. All the operations of the Group develop under an ethical and responsible prism”* (Inditex, 2014).

Zara possesses a model of business based on five fundamental props as we observe in the figure 5: the design, the manufacture, the logistics and the shops are its best tools of marketing turned in flagship¹⁴ store and the final consumer. In the last years, big investments have been executed to enrich these parts of the company. In addition to inserting the just-in-time system, simultaneously that to implant a telecommunications system much advanced to find out the information as rapidly as possible.

¹⁴ A Flagship Store, is the most important shop of a mark. In general, there are very big shops as for surface (they are from the 1.000 up to 2.500 square meters), they have a special architecture that tries to communicate the extract of the mark, and they are always located in very strategic, central and commercial streets.

Figure 5: Model of Sustainable Business of Inditex



Source: Corporative web of Inditex (2014).

Next, we are going to find out the most important characteristics of the business model of Zara, which is detailed in its corporate web:

1. The shops define the client as the *“only place, architectural space, shop windows, sample of products and services”*. In addition to incorporating in the last years, the eco-shop characterized by the *“reduction of the emission of CO₂ in 30%, efficient management of the consumption of the water and use of ecological products or of low impact”*.
2. The Zara design centers on the creativity *“design faced to the client, 18.000 models every year, more than 200 designers of Zara, new models two times per week in all the shops and different collections for the North and South Hemisphere”*.
3. The manufacture in Zara is based on the proximity *“Our providers grow with us, I develop of the wealth of the community, the long-term relations, capacity of reaction during the whole period”*. The sustainability is the starting point for the decisions of the manufacture, and to obtain the commitment of *“obtaining ethical, sure and respectful products with the environment and with the society”*. This philosophy decides as ‘Right to Wear’, whose intention is *“to chase and to guarantee the quality*

and the sustainability of all our products and activities as it is possible to observe in the figure 6. For it, it is distributed in diverse initiatives:

- 1 Clear and Safe to Wear: Protocols that guarantee that all the products that are commercialized fulfill the standards of health and safety.
- 2 Teams to Wear: Philosophy and managerial culture that chases the ethics in the work, the respect to the others and its diversity, the honesty, the transparency and the professionalism.
- 3 Tested to Wear: Methodology of audit that he assures that all the products have been made of fulfillment with the Code of Conduct of Manufacturers and Providers.
- 4 Social to Wear: Actions of social investment with which the bonds become stronger with the communities that are present the Group Inditex.
- 5 Green to Wear: Strategy that looks over a manufacture and respectful commercialization of products with the environment.

Figure 6: Sustainable management “Right to wear” in Inditex



Source: Corporative web of Inditex (2014).

4. The Zara logistics is characterized for realizing two deliveries per week to every shop and promoting a sustainable mobility, across the optimization of the routes with the incorporation of efficient vehicles and reducing the packing.
5. The consumers of the business model of the fast fashion, on having bought so cheap clothes, obtain a big factor of replacing the product and buying in a regular way and in large numbers (Morgan and Birtwistle, 2009). The consumers choose to buy or consume clothes because they enjoy buying, many clothes quantity nearly money, that

is to say, the clients want to indicate the wealth and buy a large number of goods at a low price. Also, these consumers prove to be satisfied after the phase of buy and of the phase I consume, because they bring satisfaction because the yield of the pledge has fulfilled (that the clothes have very few useful life). The fast fashion consumers have a major preference for buying and throwing earlier the articles because they are of worse quality. The reasons to throw it are usually the damages or the style boredom and choose to get rid of the clothes (Morgan and Birtwistle, 2009).

On having known the characteristics of the managerial model of Zara, we can declare clearly that they are much linked by the fast fashion. Zara as fast fashion possesses a high capacity of rapid answer illustrated with the example of the achievement of two deliveries per week in every shop, that is to say, the time between the design of the product and its commercialization is very small it can range between 2 or 3 weeks. Zara also integrates the flexibility in its designs by means of the creativity based by 200 designers, who manage to move the last tendencies of Fashion Weeks to the establishments in the least possible time and to a low cost. Also, it possesses a few designs faced towards the consumers so that they could choose to a constant renewal of its closet, fact that it is possible to verify in the making of 18.000 models a year. Both the Fast fashion and the company, they provoke the clients a constant need to buy and to pull and to buy again, and the consumers feel satisfied on having obtained the pledges at so low prices, although the quality and the useful life of the articles is not the most important factor of the purchase.

ZARA Y LA SOSTENIBILIDAD

Although its managerial model is the fast fashion from the year 1995, the sustainability and the environmental management were strategic variables of Zara and of the group Inditex being conscious of that the ecosystems are limited. From 2007 to 2010 it developed and implanted the called environmental strategic Plan *"Innovating in Sustainability"*, where the sustainability joined in the planning and in the decision making of all the excellent departments of the company.

In 2011, a few new commitments became strong as soon as sustainability; gather together in the reduction of the global ecological trace and to diminish the gas emission of the Greenhouse effect. The new commitments for the environmental strategy are defined as *"Inditex Sostenible 2011-2015"*, they are structured in four stages

(measurement of the ecological trace, actions of decrease of emission, actions of compensation of the emission and the sensibility and formation) and developed in 7 action axes:

1. A new shop concept, the eco-shop, that is to say, sustainable shops with the Environment, where does one contribute to the management and the energy saving and the decrease of the CO₂.
2. In the existing Zara shops, the eco-restructuring are promoted, across redesigns of the shops and the progress in the technologies, and optimizing the resources.
3. The sustainable mobility, to optimize the routes with the incorporation of efficient vehicles and to reduce the packing.
4. The training and sensitization of personnel, to implant actions to form and to sensitize on environmental topics.
5. The promotion of evaluation of ecological alternatives in the development of new products and materials, especially with organic cotton.
6. To support a more efficient water consumption in centers of production, establishments and in the chain of supply.
7. The biodiversity and environmental projects, to turn to support educational values of regard, progress and conservation of the planet, also, of compensating the emission of CO₂.

Also, the group appears in two of the indexes of more important sustainability of the planet. Inditex is a member of the FTSE4Good¹⁵ for ten exercises, with a global qualification of 4.3 on 5. Dow Jones Sustainability Indexes¹⁶ (DJSI) granted to Inditex in its evaluation of 2012 the qualification of Bronze Class, placing the company like the best second one inside the sector of General Retailers.

Although the managerial Zara model is fast fashion, it must grant big importance to the sustainability and incorporate it like a benefit for the company, in addition to selling a good image facing the market. Also, the sustainability can be used to improve the

¹⁵ This stock-exchange sostenibilidad index includes the world companies with a major commitment in the ambience of the corporate responsibility. The analyses realized to the companies members of this index are carried out by Ethical Investment Research Service (EIRIS) and for them different environmental, social aspects are valued and of corporate government.

¹⁶ The Dow Jones Sustainability Indexes (DJSI) launched in 1999, plows to family of index-link evaluating the sustainability performance of the largest 2,500 companies listed. They plows the longest-running global sustainability benchmarks worldwide and have become the key reference point in sustainability investing for investors and companies alike.

leadership as company, that is to say, a communication tool to attract the attention of the consumer and to exchange the topics on the existing managerial model.

Although the company Zara or in this case I found the group Inditex in two of the most important indexes of sustainability and promote commitments towards a sustainable managerial strategy with the incorporation of the environmental strategic plan Innovating in Sustainability in 2007 and later the sustainable strategy of Inditex Sostenible 2011-2015, its managerial model with its characteristics of the fast fashion like a low cost of the pledges, a culture of constant renewal, its production movement to Asia to low the price of the costs and its expenses in logistics, they do not contribute to the sustainability of a strong way of the planet.

Zara and its business model promote a weak sustainability for the achievement of sustainable practices and the worry for the planet as we have analyzed previously but it does not go further away because its business model is based on the characteristics of the fast fashion, which are not sustainable in a strong way.

The sustainability on which Zara rests bases on the viability of a socioeconomic system in the time. From this weak point of view, there is no incompatibility in linking with the economic growth and the conservation of the natural capital, that is to say, obtaining both targets of a joint way. When the resources become exhausted there can be an ilimited substitute whenever the technology evolves, since he considers a beginning of sustainability and of technological innovation (Daly, 1992). The beginning of replacement turns out to be insufficient opposite to global environmental problems, but Zara tries to correct them with its sustainable proposals like obtaining a sustainable mobility, a formation and sensitization of the employees, a promotion of evaluation of ecological alternatives or helping the efficient water consumption, although these sustainable practices are realized, it is not possible to supplant the capacity of the planet of get cleaned by itself and of to retrain.

In conclusion, Zara and its business model of the fast fashion gets in touch with the weak sustainability, who proposes a viability in a socioeconomic system in the time maintaining a beginning of substituting and other of technological innovation.

3.4. La casita de Wendy as business model of slow fashion

La Casita de Wendy was founded by two young designers of Madrid 14 years ago, at present it is one of the firms with more projection at Spanish level in the managerial model of the slow fashion. In 2010, one incorporated the team of design Brianda Fitz-James Stuart, being only four people in the firm. The singularity of its creations is based in *“its designs are characterized by the use of a select palette of colors, simple forms and confirmed patterns. Its passions and inspirations are the music, the stories, the nature, the magic and its tool the imagination”* (Martínez, 2013).

The patterns of the firm are exclusive designs of La Casita de Wendy, *“we do not take very seriously the fashion, we like creating with sense of humor, putting accent in the imagination. We try to create things that last in the time and they should always be original and foreign to trends”* (Martínez, 2013) its creators explain. Also, the creators combine the designers' work with the teaching for fashionable schools like the European Institute of Design in Madrid, European University of Madrid, BAU¹⁷ in Barcelona, ESDEMGA¹⁸ in Coruña and in their own workshop where they have established a place of meeting and advice for future designers that is called The Study.

The company distributes its articles from Showrooms in Paris and Madrid, its typical designs have come to almost all the corners of the world, due to the commercialization of its collections in very prestigious establishments, and calculate more than 40 points of sale in Spain and more than 80 in the whole world. Also, they have collaborated with firms so known as Vans, Converse or Norit. La Casita de Wendy has become in the difficult world of the both national and international fashion maintaining a quite discreet promotion limited to Internet, to preserve its extract.

The clothes firm has been pioneering in positioning against the managerial model of the fast fashion and the programmed obsolescence finding its own style, atemporal and removed from the trends. The philosophy of the Small house is based on the most excellent factors of the model slow, like the increase of the quality of the pledges

¹⁷ University center of Design of Barcelona

¹⁸ Higher education in Textile Design and Fashion of Galicia, the only qualifications of fashion design with public university category of Spain.

opposite to the quantity, a great service more personalized to the client, affecting in the history of the article and creating a big tie between the article and the consumer and at a relatively high price (Fletcher, 2008), all these characteristics favor the sustainability of the planet. To understand the philosophy of the business there has been published in the web the manifesto of Wendy's Small house:

“To design for the real people, esthetic individuals do not think in stereotypes, and we do not identify with the coldness of the footbridges and with the artificial esthetics of the models, we love Real People“

“Connection with the nature, we like enjoying the Nature, walking along forests, observing the plants, tree, listening to the wind... to look for beaches and lost corners... also we bear it in mind like inspiration in our collections and in our life. We try to use patterns that are not poisonous, textiles with organic cotton (cultivated without pesticides), to recycle textiles, to use little transports in raw material etc... The Nature is the only truth and it is wonderful, we want to take care of it.“

“Against the fast fashion (and against the planned obsolescence), we want to do clothes that lasts time, that never happens fashionably and it is never the last fashion... that is to say, special clothes, with an elegant design, good material, good finished, you detail etc... so that whenever someone uses something of ours he knows that it takes something very special and because we are not in favor of using and pulling, if not of using and preserving (and to use again).“

“Connection with the others, we want to communicate with what we do, to tell histories, to transmit ideas, feelings... and to know the people, to learn, to exchange and that all this one could reflect in a pattern, collection etc...“

“Connection with our interior, this is very important when you have a company because sometimes you dedicate so much time that you forget yourself, of why you do what you do and of what the final target is not to triumph or to gain a lot of money, to know famous persons and to go out in the magazines (what many people associate with the fashion) if not to obtain a work that you like and not only it is your life way if not a little with what to enjoy and also to you allow to

live of a simple form, with free time, paying attention to the friends, through the family etc..."

"In favor of the vernacular knowledge, we like learning of the craftsmen, applying the knowledge of centuries of seam in our pledges and designs. To work with women that tricot by hand our jumpers or they embroider a pledge, people who weave a cloth in ancient looms, to stamp to hand etc... Sometimes so many technology makes us forget that there are very effective and slightly pollutant ways of working."

"Against the labor development, we do not want to work taking advantage of the inequality, do not want to have big benefits at the cost of the development of other people, want to pay just salaries for quite realized works and for that we work with local workshops of Spain and Portugal, buy textiles of Salamanca or of just commerce in Nepal etc... It is very important for us to do the things well and to feel that we do not betray our ideas, also we support the small business of our environment."

"To stay small, at present we have approximately 80 points of sale and we are four people in La Casita de Wendy, more our TV/radio commercials and workshops that work for proper account. For us to keep us small is one of our biggest challenges. While many companies want to grow and to become very big, we want to be children, this way we will be able to keep on being happy working and our design will not be determined to the sale (that is to say we will not design commercial things to be able to pay many salaries, rents etc... if not that we will do the special and only things for enjoying and transmitting ideas). Also this allows us to be much more sustainable and ecological since we make few things and lasting, we waste little, we work locally etc."

La Casita de Wendy and its manifesto attract consumers who believe in the business model slow, choosing to buy quality, and choosing to buy versatile clothes that allows him to have a wardrobe from the attention and the sustainability. The signature encourages the pieces atemporal creation that include the simple thing in the form but concentrating on the detail. On the other hand, the consumers of the model of slow fashion choose to buy or to consume versatile clothes, because it is atemporal and construct him a wardrobe of long duration. Many consumers, establish an emotional

connection with the pledge, because they know that it has been made carefully and in consideration with the environment. These clients, tend to have a big satisfaction in the stage of the purchase and after consuming the product, because they are satisfied with the value that they receive from the clothes and are satisfied by the quality. The consumers of the signature become detached with less frequency of the pledges because they choose to maintain its clothes for several years. Also, the clothes have a longer useful life in terms of style and of construction. Also, the reasons to get rid of the pledges the fact is that it does not fit already or is too worn-out and they choose to get rid of the articles across the donation, the resale or the recycling.

Since we could have observed the business model of La Casita de Wendy there is characterized for belonging to the slow fashion, because it proposes a change of thought of the values of the consumers of a more conscious and more sustainable way, where the designers do not work for periods but tend to highlight the extract and the proper identity of the pledge, is valued the work of the craftsmen and of its traditional methods being favorable of the vernacular knowledge. Since we have commented previously, on having bought in the firm, the consumer interferes with the pledge and restores a big connection with her, because the signature designs for the real people and individuals do not think in stereotypes, concentrates on sustainable products creating a connection with the nature. Also, they are located against the labor development, so the signature has contracts with local workshops of Spain and Portugal.

LA CASITA DE WENDY AND THE SUSTAINABILITY

The young designers know that the sustainability contributes a big extra cost towards the firm, but they must be able to use the marketing instruments to become visible on the market and to come to the current market, but staying small to keep the extract that it characterizes to La Casita de Wendy. The sustainability that they bring value to the company is the strong sustainability, that is to say, on having had a managerial slow fashion model, there is a change of paradigm, and it goes much further than the fast fashion.

The beginning of La Casita de Wendy links with the strong sustainability, which is described by the socioeconomic system it is dependent on the ecosystem and it cannot

act independently of this one (Naredo, 1994). The human acquisition of the planet has produced changes in the ecosystems and big environmental problems, due to the bad use of the resources and the throw of its rubbish. The relation between the system and the ecosystem must be sustainable and inseparable, without obtaining a continuous growth for its functioning. For example, the signature promotes a connection with the nature, in addition to the use of products not poisonous and woven with organic cotton, recycling the textiles and using little transport.

Both La Casita de Wendy and the strong sustainability, suggest the incapability to continue with the uncontrolled economic growth model, having to reconsider the term of sustainable development, which links the well-being with the wealth. The firm maintains that she wants to be small, to keep on working and not to determine the designs to the commercialization.

The strong sustainability bears a strong sustainable consumption, that is to say, a change in the consumption levels to achieve a sustainable consumption, in addition to giving importance to the reduction of the entire consumption of resources. As it shows the company, on having done over time pledges, with a long useful life, with good designs and materials, the consumption becomes more sustainable because the pledge is used, survives and turns to use again. Also, one incorporates in its lives the ideals and social values on the decisions of sustainable consumption, creating a big relation between the consumer and the used resources.

In conclusion, the strong sustainability that shows La Casita de Wendy exhibits a real change of paradigm, defying the term of economic development as last intention of our societies.

4. CONCLUSIONS

After carrying out a review of the literature, having analyzed the concept of sustainability and its diverse points of view throughout the years, giving importance to the terms of weak and strong sustainability. On the one hand, the weak sustainability based on the viability of a socioeconomic system of the time, while the strong sustainability delimited by a socioeconomic system dependent on the ecosystem and without managing to work independently of this one.

In the same way, there has considered the relevancy of the sustainability in the industry of the fashion and its different models of business, on the one hand the current predominant model, the fast fashion centered on a high capacity of rapid answer, a flexibility on the design, to a low cost, while another business model proposes a change of thought, towards a more sustainable and more conscious fashion, worrying for the work of the craftsmen and involving the consumer, all these characteristics define the slow fashion, where the quality is more excellent than the quantity.

By means of the case of study, we have verified the relations between the different types of sustainability and the business models in the industry of the fashion, in addition to expiring with intention of the work, analyzing from the point of the sustainability two business models in the fashionable industry.

In what it concerns the case of study, first we have analyzed Zara as regarding company of the managerial model of the fast fashion, which grants a lot of importance to the implantation of the sustainability in its business model, constituting in two of the most important indexes of sustainability and cause commitments towards a sustainable managerial strategy with the incorporation of the environmental strategic plan "*Innovating in Sustainability*" and later the sustainable strategy of "*Inditex Sostenible 2011-2015*". Its managerial model with the characteristics of the fast fashion like a low cost of the articles, a culture of constant renewal, the production movement to other places to low the price of the costs and the expenses in logistics, they do not favor the sustainability of a strong way of the planet. Zara and its managerial model are characterized by a weak sustainability, although it carries out sustainable practices and possesses a worry for the planet but it does not go further away because its business model settles in the characteristics of the fast fashion.

The sustainability that possesses Zara settles in the viability of a socioeconomic system in the time, where there is no incompatibility between the economic growth and the conservation of the natural capital, that is to say, one can obtain both targets of a joint way. Also, when the resources become extinct there can be limited substitutes whenever the technology progresses, since it is considered to be the existence of a beginning of substitutability and of technological innovation. The beginning of replacement turns out to be scarce opposite to global environmental problems, but the company tries to correct them with its sustainable proposals like obtaining a sustainable mobility, a promotion of evaluation of ecological alternatives or promoting the efficient water consumption.

In the managerial model of the fast fashion we might question if Zara possesses a weak sustainability or not. If it applies the sustainability as a benefit for the company or to sell an image towards the market or of to create a communication tool to attract the attention of consumers, that is to say, it is necessary to question until point the practices that Zara realizes are sustainable or a marketing tool towards the consumers.

While the business model of the slow fashion, which it characterizes La Casita de Wendy promotes the strong sustainability, in consequence at the rate of paradigm and to such an important tie of the socioeconomic system with the ecosystem, that is to say, the relation between the system and the ecosystem must be sustainable and inseparable, without obtaining a continuous growth for its functioning. La Casita de Wendy promotes a connection with the nature, the use of not poisonous products, recycling the textiles and using little transport.

The strong sustainability mentions the incapability to continue with the uncontrolled economic growth model, having to reflect on the term of sustainable development, which links the well-being with the wealth. The strong sustainability bears a strong sustainable consumption, that is to say, a change in the consumption levels to reach a sustainable consumption, also of giving importance to the reduction of the entire consumption of resources. As the firm shows, on having produced atemporal articles, with a long useful life, with good designs and materials, the consumption becomes more sustainable because the article is used, survives and turns to use again. The same way, one incorporates in its lives the ideals and social values on the decisions of sustainable consumption, creating a big tie between the consumer and the articles.

In the managerial model of the model of the slow fashion, we might wonder if the model is viable or not in the long term. La Casita de Wendy knows that the sustainability brings a big extra cost to the company, but on having stayed so small to keep the extract of the firm and to use discreetly the marketing hardware to become visible on the market and we can question if they will be viable or not in the long term and will be able to be supported opposite to the strong current expansion of the fast fashion.

5. TABLE OF FIGURES AND TABLES

Figure 1: Dimensions of the sustainable development

Figure 2: The process of the slow fashion

Figure 3: Sales in shops and evolution of the number of shops of Inditex

Figure 4: Evolution of results of Inditex (in millions euros)

Figure 5: Model of Sustainable Business of Inditex

Figure 6: Sustainable management “Right to wear“ in Inditex

Table 1: Table 1: Main differences between weak and strong sustainability

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