



MASTER IN BUSINESS ADMINISTRATION

BUSINESS PLAN

EcoCouture



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“The future of fashion is slow, sustainable, and circular.”
— **Stella McCartney**

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Lastly, I would like to dedicate this work to all those advocating for a more sustainable, ethical, and circular future in fashion. May EcoCouture contribute meaningfully to that vision.



Executive summary

This business plan details the strategic roadmap for the launch of EcoCouture, an innovative fashion-technology platform that integrates artificial intelligence (AI)-driven wardrobe management, the resale of pre-loved luxury items, and augmented reality (AR)-based virtual try-on using the RefleXon mirror. The project responds to the increasing demand for more sustainable and conscious consumption patterns within the fashion industry, which is currently responsible for significant waste, overproduction, and labour exploitation (UNEP, 2023).

EcoCouture offers a comprehensive digital ecosystem that empowers users to optimize their wardrobe usage, prolong the lifespan of garments, and engage in more intentional fashion decisions. The business model includes a basic plan which is free, with multiple revenue streams, including resale commissions, affiliate collaborations, and access to premium services such as the proprietary RefleXon mirror. Spain has been selected as the initial launch market due to its robust GDP growth compared to other European countries, as well as its strong economic forecast indicating continued growth in the next coming years. (Statista, 2024, 2025)

This business plan includes a detailed analysis of market trends, competitive positioning, operational strategy, and financial projections. EcoCouture leverages the synergy between circular economy frameworks and emerging technological innovation to redefine the interaction with fashion, an industry that is shifting towards a more deliberate, sustainable, and more responsible practices.

Key words: Sustainable fashion, fashion-tech, circular economy, wardrobe management, luxury resale, AR try-on, AI styling, digital platform, EcoCouture, Madrid market.

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1. Introduction

The fashion industry is currently undergoing a critical shift. From one side celebrated for its artistic expression and cultural significance, on the other side it is overshadowed by mounting concerns over environmental footprint and social consequences. Since the consumers are becoming more aware of the impacts of overproduction, resource depletion, and labour exploitation, the demand for more sustainable and responsible fashion solutions goes higher. Fashion industry is responsible for 2% to 8% of the global greenhouse gas (GHG) emissions and consumes a significant amount of fresh water each year. This is happening while fast fashion models are accelerating textile waste through overproduction and contributing to social harm via exploitative labour practices (United Nations Environment Programme [UNEP], 2023; Statista, 2025; McKinsey & Company, 2020).

Digital innovation and technology are constantly reshaping the interaction of individuals with fashion. Consumers are seeking personalised and value-driven experiences that are smarter and align with the demand of fast-paced modern lifestyle. In this evolving landscape, innovation must go beyond material development to reimagine the process by which garments are managed, worn, and discarded. This thesis introduces a comprehensive business plan for EcoCouture, a digital platform that integrates circular economy principles with advanced technological functionalities with the aim of reshaping the fashion industry.

1.1 Business opportunity

The traditional linear model of production, consumption, and disposal has proven unsustainable. The fashion industry ranks among the most resource-intensive sectors globally, consuming ninety-three billion cubic meters of water per year and producing over 15 kilograms of textile waste per person annually only in Europe (Ellen MacArthur Foundation, 2017; McKinsey & Company, 2022). Due to the complexity of mixed fibres and dyes that they use, textile recycling remains limited in scope, while in contrast the resale, rental, and reuse models are gaining traction as a more viable alternative to circularity (BBC, 2020; The Sustainable Fashion Forum, 2024).

Consumers are increasingly relying on digital platforms to manage their daily lives, and have expectations for everything to be seamless, intelligent, and ethically correct across sectors. Within fashion-tech, various solutions have been introduced such as digital wardrobe managers, second-hand marketplaces and AR fitting tools, but the market is lacking an integrated solution that merges all these services. This fragmentation signals a significant opportunity to develop a cohesive platform in order to combine these functions and promoting sustainable fashion behaviour.

1.2 Problem statement

Despite all the developments in digital fashion area, consumers still lack access to a consolidated tool to support sustainable decision making in their fashion choices.

Overconsumption, impulsive purchasing habits, and high product return rates, contributes directly to the industry's environmental and social impact (McKinsey & Company, 2020). Meanwhile, most fashion-tech tools operate in isolation, wardrobe applications may offer outfit planning and management but do not support resale or try-on visualisations. Also, resale platforms do not integrate with wardrobe usage data, and AR tools are limited to specific e-commerce settings (Whering, 2025; Harper's Bazaar, 2020).

These gaps highlight a clear market need: a single, intelligent application that empowers users to plan outfits in advance, track their garment usage, engage in resale of items they no longer need, all while encouraging more sustainable consumption habits.

1.3 Proposed solution

EcoCouture presents a consolidated platform that leverages AI for wardrobe optimisation, a peer-to-peer resale of luxury pre-loved items and provides AR-based virtual try-on via its exclusive RefleXon mirror. Users can digitise their wardrobe, plan outfits based on weather or occasion, ranking their items from most to least worn, tracking expenses on fashion, and seamlessly list items for resale directly within the app. Third-party authentication partners such as LegitGrails, Entrupy, and Real Authentication.

The platform encourages circular fashion behaviour such as rewearing, reusing, and reselling by promoting intentional and informed consumption. The AI styling assistant and wardrobe analytics help reduce unnecessary purchases, while the RefleXon mirror enables users to virtually try on potential items before buying. By combining functionality, sustainability, and innovation in a cohesive digital environment, EcoCouture emerges as a pioneering digital solution in the fashion industry by promoting slower, smarter, and more responsible fashion consumption.

Currently at the launch stage, *EcoCouture* is strategically positioned to establish itself within the sustainable fashion-tech sector, with an initial focus on Spain, a market characterized by strong and sustained economic growth compared to other European nations (Euronews, 2025).

This business plan presents a comprehensive analysis of the market opportunity, competitive landscape, operational framework, marketing strategy, and financial projections, setting the foundation for *EcoCouture*'s successful launch and future growth beyond Spain.

2. Market analysis

2.1 Industry analysis

2.1.1 Fashion industry

Fashion is a critical aspect of human culture, indicating self-expression, identity, and sense of belonging. This demonstrates societal values and influences the behaviours of people throughout the entire societal segments (UNEP, 2023).

Fashion market is expected to generate an estimated revenue of US \$880.91bn in the year of 2025. This industry is projected to grow at a compound annual growth (CAGR) of 7.64% from 2025 to 2029, anticipated to reach a market size of \$1.8 trillion by 2029 (Statista, 2025).

2.1.1.1 Environmental impacts

This industry is one of the biggest contributors to environmental crisis in the world. It consumes substantial resources and relies heavily on fossil fuels, resulting in significant pollution at every stage of its value chain. Moreover, the industry thrives on a culture of overproduction and overconsumption resulting in high and unsustainable amount of waste. In addition to the environmental damages, fashion is linked to labour exploitation, including low wages, discrimination, unsafe working conditions, and harassment (UNEP, 2023). The environmental and social impacts are summarised below and illustrated in Figure 1.

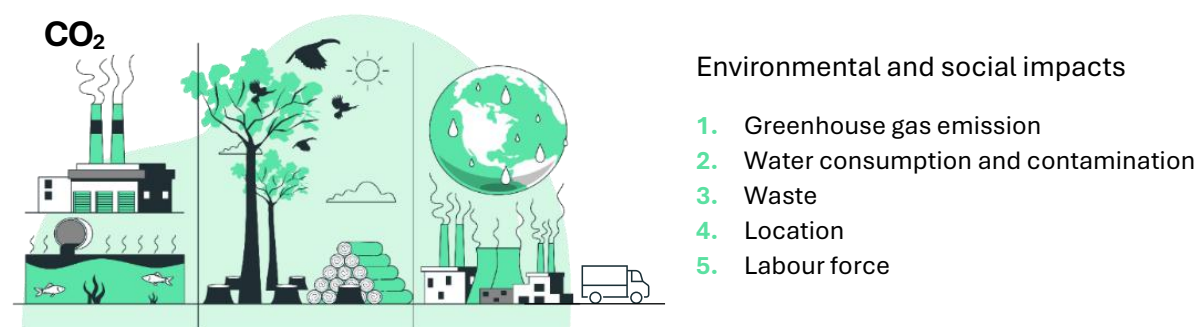


Figure 1 - Infographic - Environmental and social impacts

Source: Created by the author using open-source graphic from Freepik 2025.

• Greenhouse gas emissions

The fashion industry is a major source of environmental contamination globally. Currently at fault of 2% to 8% of the global greenhouse gas (GHG) emissions, being one of the most destructive and polluting industries in the world. This value is equivalent to the combined GHG emissions produced by countries like France, Germany and UK. However, based on a recent credible report from McKinsey, this estimation is around 4%. The industry's GHG is anticipated to grow approximately 30% by 2030 if the situation stays the same and no additional measures are implemented (McKinsey & Company, 2020). As shown in Figure 2, carbon dioxide emissions from the fashion industry are expected to rise significantly between 2019 and 2030.

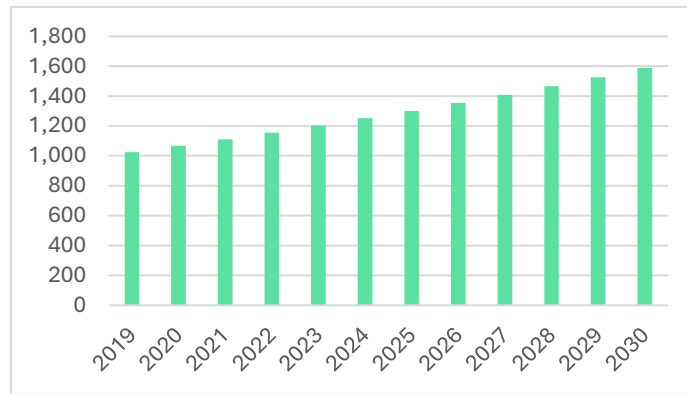


Figure 2 - Bar chart - Co2 Emission from fashion industry (2019-230) in megatons
Source: (Statista, 2024)

Upstream value chain activities in fashion industry are responsible for more than 70% of the emissions, especially operations related to raw material production, product use, and wet processes which requires a large amount of energy to consumptions. The other 30% is linked to downstream activities, including transport, packaging, retail operations, usage and end-of-use. We address key stakeholders such as brands, retailers, producers, consumers, investors, and government officials. Figure 3 shows all the activities percentages and is based on the data from year 2018 (McKinsey & Company, 2020).

The rise in GHG emissions is causing climate change, and the results will be more frequent environmental challenges like, heatwaves, rising of sea levels and damaging the ecosystem that is essential for our life on this planet (McKinsey & Company, 2020).

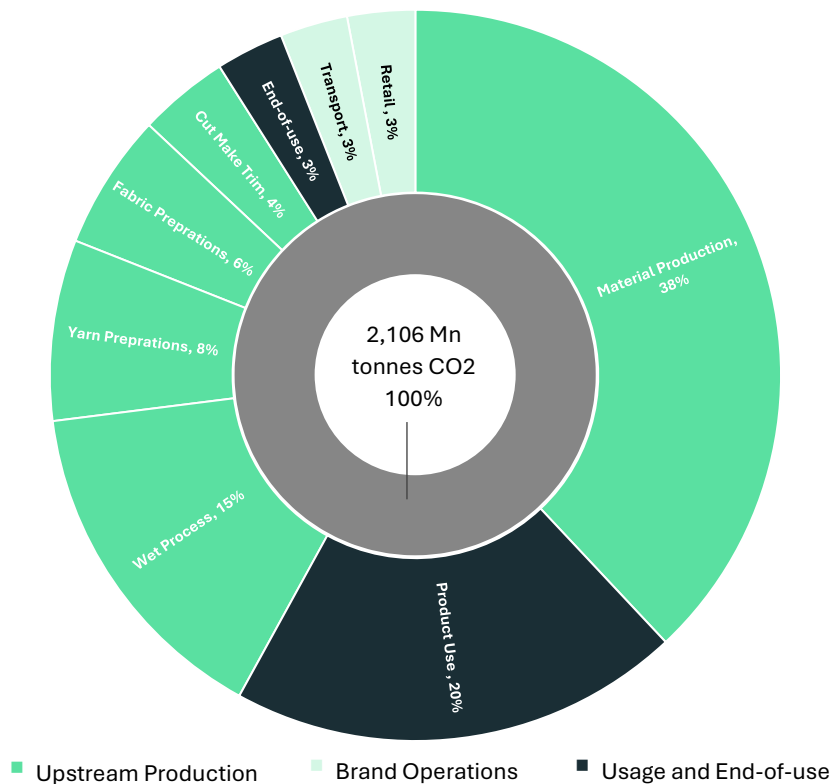


Figure 3 - Pie chart - Fashion value chain GHG emission 2018
Source: (McKinsey & Company, 2020)

- **Water consumption and contamination**

The existing linear model of production of this sector consumes 93 trillion litres of water per year. The fashion industry is one of the largest consumers of freshwater from cultivation of cotton which is around thousands of litres per each garment and a major source of water pollution that is in result of manufacturing processing which pollutes the water sources with hazardous toxins and heavy metals due to untreated wastewater. This affects countries like Bangladesh, Indonesia, Uzbekistan, China, Cambodia, and beyond. Obtaining an accurate and up-to-date data on the industry's water consumption is challenging, however, a report from "Ellen MacArthur Foundation's (2017)" indicates that this industry consumes almost 93 billion cubic meters of water per year, which is enough water to fulfill the need of 5 million people. Surprisingly this amount is expected to be double by year 2030 (Ellen MacArthur Foundation, 2017; Good On You, 2024; World Bank, 2021). According to the UN Environment Programme, producing a single pair of jeans requires around 3,781 litres of water. (World Bank, 2019)

The environmental impact does not end at the point of sale. Each time polyester fabric is washed, it releases microfibers that contaminate wastewater, harm ecosystems, and ultimately enter the food chain. Approximately 35% of ocean microplastics originate from the washing of synthetic fibres (Ellen MacArthur Foundation, 2017; WorldBank,2021).

- **Waste:**

In Europe alone, the fashion industry is responsible for over 15 kilograms of textile waste per person each year, which 85% of it includes unwanted or disposal apparel and home textiles. This waste, mainly ends up in landfills or incinerators contributing to more pollution. (McKinsey & Company, 2022)

During the past 15 years the consumption of textile has been doubled in which every second, one truck full of clothes is thrown away globally. The frequency of wearing a garment before disposing it has declined by 36%, mainly fuelled by the rise of fast fashion, reduce in price, and expansion of the global middle class. For example, in the 1990s the average Americans purchased 40 garments annually, this number has reached to 70 by the year 2000. Globally, over 50% of fast fashion is thrown away within one year after purchase, representing an approximately \$460 billion in waste of value. Moreover, on the production side, about 25% of the garments never reaching customers due to overproduction or defects. On average, brands typically overproduce by 20%, and it is common practice among brands to dispose of unsold stock (deadstock) to protect the brand exclusivity and intellectual rights (UNEP, 2022). Disturbingly, it has been predicted 134 million tonnes of textile will be disposed by year 2030 (BBC, 2020).

2.1.1.2 Social and ethical impacts

The fast fashion industry is marked by the widespread labour exploitation, which workers most of the times receiving wages well below the legal minimum and poor working conditions. This makes it challenging to be able for them to support their families or even themselves. Extended hours, unsafe environment, being exposed to harmful chemicals are commonplace and often without proper access to break times. Furthermore, basic employment rights such as health insurance, paid leave, and job security are systemically overlooked. Alarming, child labour continues to persist in certain parts of the industry, exposing children to dangerous environments

and denying them access to education and healthy growth and development (Fastercapital, 2024).

- **Location:**

The fashion industry faces pressing pressure to rapidly reduce its emissions, as many of the countries most vulnerable to the effects of climate change play a critical role in its global supply chain. Nations like Bangladesh, China, India, and Vietnam—key apparel exporters generating approximately \$65 billion—are increasingly exposed to severe and frequent climate-related disruptions (McKinsey & Company, 2023).

- **Labour Force:**

The textile and apparel industry at the global level engages over 60 million people in its supply chain, with women making up a majority at about two-thirds of the workers. The workers are generally engaged in lower-paid work in small-scale, local manufacturing units, making them particularly susceptible to bad working conditions and systemic exploitation (World Bank, 2021).

Prioritizing low-cost production at the expense of workers' well-being, this industry brought extensive social problems. Staff—predominantly women—often suffer from dangerous working conditions, ongoing underpayment, exploitation, forced labour, health hazards, verbal, and physical abuse. This competition to produce from the lowest-cost countries, usually those with fewest labour regulations, leaves brands with low expenses and large quantities, yet deepens the social and environmental consequences. The lower the garment, the more consumer demand—leading to a strain on natural resources. Garment workers worldwide are paid far less than a living wage rate, according to Labour Behind the Label, with them receiving merely a fraction—between two to five times lower—than they need to sustain themselves. Shockingly, fashion has also been reported to contribute significantly to modern slavery, with nations like China, India, Vietnam, Thailand, Malaysia, Brazil, and Argentina being especially at risk for forced labour exploitation (UNEP, 2022).

2.1.2 Change in consumer behaviour

Fashion category from a pricing viewpoint can be divided into six distinct categories according to McKinsey Global Financial Index (MGFI) classification. The categories illustrate disparate consumer segments, positioning by brand, and price tiers determining the overall competitiveness and structural dynamics within the industry. These include six primary price segments namely, luxury, affordable luxury, premium/ bridge, mid- market, value and discount (McKinsey & Company, 2019).

As sustainability gains focus in the fashion sector, these segments are being reassessed not simply in terms of value, but also in environmental and social terms. Of them, by virtue of its focus on quality, handiwork, and longer production cycles, the luxury segment offers special promise to lead the move toward more conscious consumption.

To enable true sustainability within the garment industry, it is crucial that each stakeholder—whether designers and manufacturers, industry critics, or consumer—takes shared responsibility. Without, however, a genuinely changed consumer behaviour, however, intervention efforts may prove inadequate. Consumers need to be more aware of their purchases and form intelligent habits, like buying second-hand clothing, buying only essential items, and

valuing quality rather than quantity. Buying clothes that are made to last, lessens environmental degradation in the long run because items worn for a longer time generate lower levels of pollution and waste. Furthermore, shopping from sustainable brands and indulging in luxury fashion—typically linked to longer production cycles with more craftsmanship—can contribute positively towards more responsible consumer trends (World Bank, 2019).

Recycling cannot effectively address fashion waste due to fibre complexity, low quality of fibres, and restricted infrastructure. Approximately 60% of apparel carries a blend of polyester, creating a problem when separating fibres for recycling. Even with recycling, fibres weaken, resulting in downcycling into inferior products rather than new clothing. Less than 1% of clothes are currently recycled into new clothes, while a majority are disposed of in landfills or destroyed by incinerations. The over 100 million tonnes of textiles produced by the fashion industry each year cannot be handled by recycling infrastructure, rendering it an ineffective waste solution. Reducing production, extending garment length, and encouraging circular fashion are more sustainable practices. Resale and reuse of apparel are however most effective means to lengthen the life cycle of apparel, preventing more waste and environmental degradation compared to recycling (BBC, 2020).

While interest in textile recycling continues to grow, fewer than 1% of fibres consumed in apparel manufacturing are today being recycled back into new clothing, says the Ellen MacArthur Foundation. Most clothing collected for recycling is downcycled into lower-value products like industrial materials or added to insulation, ending up eventually in landfill. Fibre-to-fibre recycling is promising, yet its use at scale remains curbed by low collection rates, multi-material fabrics, and poor infrastructure for sorting. Blended fabrics, along with non-recycled constituents like elastane, hinder the recycling process, while technological costs and technical hurdles keep large-scale implementation at bay, fuelling both environmental and social problems (The Sustainable Fashion Forum, 2024; McKinsey & Company, 2022).

2.1.2.1 From linear to circular model

The linear economy, branded popularly as the "take-make-waste" model, consists of resource extraction, manufacturing products, and eventually disposing of them as rubbish. This model operates in much of the fashion industry, one whose cultural pull facilitates overconsumption at a negative environmental consequence. Fashion communicators are urged to promote circular models cantered upon reuse, recycling, and regeneration, minimizing reliance upon the linear approach. Arousal and enabling behavioural change are key to reducing the industry's ecological footprint. A move from fast, discardable fashion necessitates more sustainable modes of consumption in both daily wear and traditional or ethnic wear globally (Ellen MacArthur Foundation, 2023; UNEP, 2023).

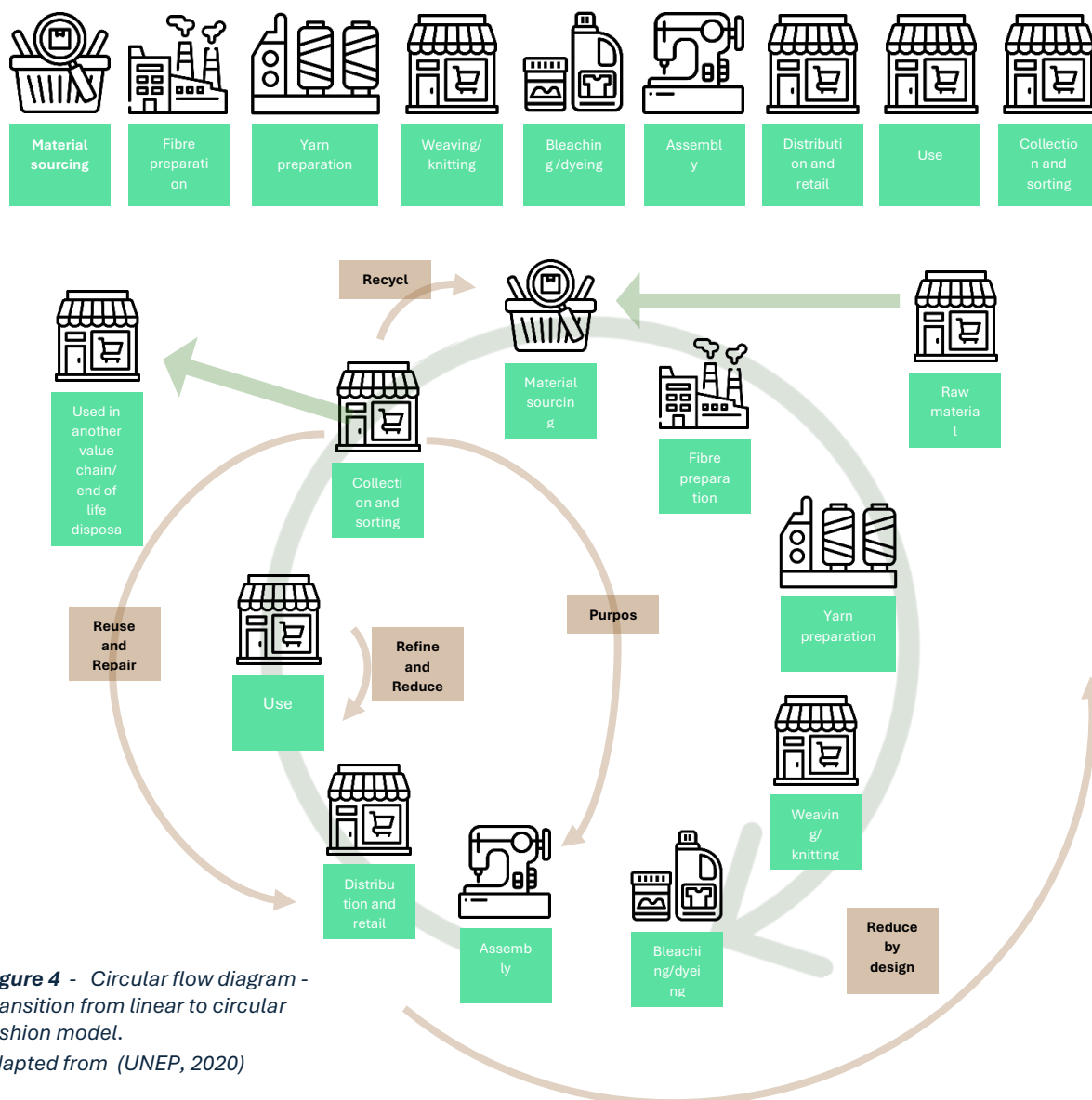


Figure 4 - Circular flow diagram - Transition from linear to circular fashion model.
Adapted from (UNEP, 2020)

2.1.2.2 Re-commerce

Among the leading drivers for circular fashion today "re-commerce", currently representing about 7% of market size. Spurred by increasing demand from Gen Z and Millennial consumers—particularly cities—the resale segment, comprised of consignment stores, managed marketplaces, and online peer-to-peer platforms—is forecasted to grow at a more than 10% compound annual growth rate (CAGR) through the decade. This would see re-commerce representing 12% of the global fashion market by 2030. Other circular activities like rentals, repair, and refurbishment are likely to add major contributions towards sustainability, potentially reducing greenhouse gas emissions by about 143 million tonnes by 2030. Getting this level of impact would necessitate a major shift in consumer behaviour; in the accelerated abatement vision, one in five clothes would need to move through circular business models by the end of the decade to fulfill the 1.5°C climate change objective (McKinsey & Company, 2020).

The resale market for luxury goods is growing sharply, fuelled by consumer appetite for second-hand items and the success of online platforms. Although new purchases are more common for most luxury buyers, younger generations are increasingly turning to resale out of a desire for access to one-off products, a desire for sustainability, and also due to affordability. The luxury

resale market, valued at \$25 to \$30 billion in 2020, can be expected to grow at a rate of 10–15% annually over the next decade. This growth is being fuelled by niche digital platforms and evolving consumer mindsets, especially among younger generations, for whom second-hand luxury products are a means to gain access to exclusive products while staying true to a philosophy of sustainability and responsible use. Salesforce shows that while 41% are willing to pay a premium for the second-hand product due to its uniqueness, a further 41% are interested due to a focus on sustainability. In response, leading luxury players are increasingly looking at entering or investing in the resale market. Thus, for instance, Gucci teamed up with The RealReal to advance upcycled fashion while Kering invested in resale site Vestiaire Collective—steps not only compliant with escalating consumer requirements but also contributing to long-term sustainability targets (McKinsey & Company, 2024).

Expansion in re-commerce, specifically second-hand sales through specialty platforms, is anticipated to be critical in lengthening the lifecycle for clothes. On the current course, re-commerce can grow to about 9% market share, with growth primarily sited within the resale market segment, which—though currently a quarter the size of traditional thrift—is growing almost five times more quickly. Re-commerce business models are conservatively estimated to lengthen average product lifespan by 1.7 times relative to first-hand use. In a faster abatement case, market share can grow to about 12%, with driving force from strong demand among younger generations: close to 48% of Gen Z and Millennials, and 35% within Gen X, are interested in purchasing second-hand. That said, a noteworthy intention-action gap exists. On average, items in the resale market are resold at about 60% of original value, with major cost drivers including acquiring items (around 30% of overall expenditures), plus handling and logistics (McKinsey & Company, 2020).

Returns are a significant challenge to sustainability and profitability in fashion, specifically in e-commerce. In the US alone, about 2.6 million tonnes of returned apparel went to landfill in 2020 (Shopify, 2019; Zalando, 2020). This is because it remains extremely costly to reintegrate returns into inventory, whose value typically cannot cover this cost. Because of this, most returns are disposed of. Optoro, a reverse logistics business, puts returns at having caused near-16 million tonnes of CO₂ emissions in the same year—the equivalent of annual emissions from 3.5 million cars. The statistics highlight both environmental and economic pressures to keep return rates lower and create more circular, cost-efficient systems in fashion retail (Earth.org, 2023).

2.1.3 PESTEL Analysis

The PESTEL framework was used to assess the external macro-environmental factors that may impact the company's strategy in the fashion industry. This analysis offers a structured view of political, economic, social, technological, environmental, and legal influences. The key insights are summarised in figure 5.

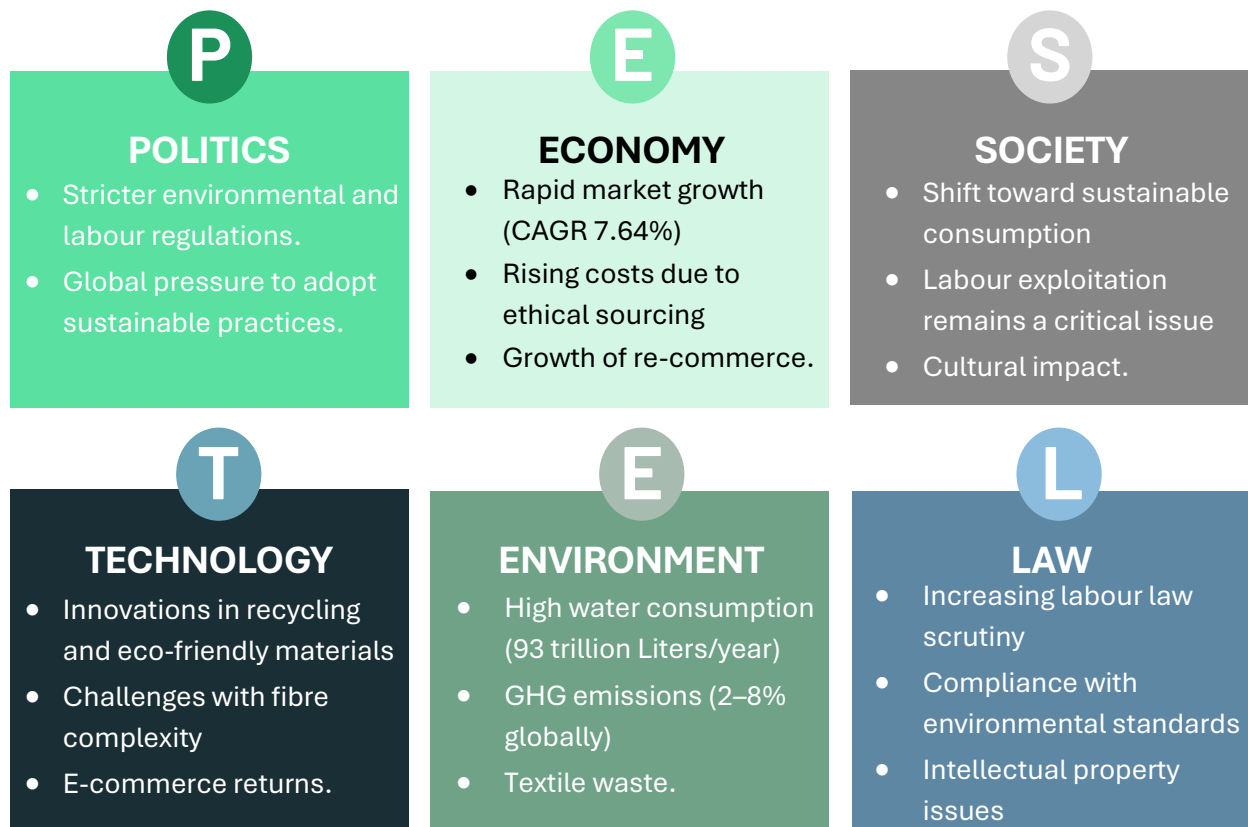


Figure 5 - Framework diagram - PESTEL analysis for fashion industry

Source: Compiled by the author based on data from (Ellen MacArthur Foundation, 2017), (UNEP, 2023), (McKinsey & Company, 2020, 2022), (World Bank, 2019, 2021), and (Statista, 2025).

The fashion industry's PESTEL analysis reveals that based on our analysis so far, environmental, social, and technological drivers as most imperative for change. Pressure from environmental considerations holds sway, with the sector contributing 2-8% of global GHG emissions and 93 trillion Liters of water use each year, in addition to uncontrolled textile waste (134 million tonnes by 2030 forecast). The problems are made more severe by fast fashion's "take-make-waste" linear model, compelling brands to turn towards circular strategies such as re-commerce and sustainable fabrics to respond to regulation and consumer demands. Social drivers are also central, with exploitation of workers in low-cost production ecosystems (e.g., Bangladesh, Vietnam) and regional change in consumer attitudes toward conscious buying—especially among Gen Z and Millennials—reshaping brand strategies. At the same time, technological change in e-commerce, personalisation through artificial intelligence, and recycling technology are reshaping operations, even though numerous challenges, including complexity in materials, high returns (2.6 million tonnes of waste in U.S. landfills each year alone) hold back progress. Although political, economic, and legal considerations (e.g., trade policy, labour law, green legislation) offer structural constraints, urgency-driven environmental and social responsibility, paired with disruption through technology, sets industry strategic priorities for sustainable development.

2.2 Competitive landscape

To gain a better understanding of how EcoCouture positions itself uniquely within fashion-tech, it is crucial to dissect the market into three core categories, bringing them together in one platform. These categories are:

1. Wardrobe organization and styling apps using AI,
2. Second-hand fashion and resale platforms, and
3. AR-VTO (Augmented Reality-Virtual Try-On) technologies.

Most applications standout within one of these spaces, operating in a silo, offering a limited experience that only enhances one phase in the lifecycle of a user. EcoCouture did all this within one platform.

The initial category consists of platforms where users can plan outfits and smart wardrobe with access to AI powered benefits. The below mentioned table 1, illustrates key players in this area, out of which number 1 holds maximum relevance and number 10 holds minimal relevance.

Rank	Platform	Key Strengths	Limitations
-	EcoCouture	Wardrobe stats, Occasion- based, weather based, outfit suggestion, virtual closet, calendar, travel baggage planner Combines AI styling, wardrobe analytics, resale marketplace, and AR try-on via RefleXon mirror	Premium pricing tier may limit access
1	Whering	Free, AI outfit generator, wardrobe shuffle, mood board, wish list, calendar, resale facilitating though their partner	Limited analytics compared to other apps
2	Acloset	AI outfit suggestions, weather-based planning, wardrobe stats, resale marketplace	AI recommendations may not always align with user preferences
3	Style DNA	AI-driven personal style profiling, personalized recommendations, sustainability focus	Requires selfie input for style analysis
4	Cladwell	Capsule wardrobe builder, daily outfit suggestions, weather integration	Subscription-based model
5	Indyx	Sleek design, access to professional stylists, unlimited item uploads	Many features behind a paywall

6	Save Your Wardrobe	Access to local repairs and alterations, outfit logging, sustainability integration	No bulk upload tool, lacks outfit suggestion features
7	Combyne	Fast outfit creation, community-driven styling, large library of clothing items	Lacks comprehensive wardrobe organisation features
8	OpenWardrobe	AI stylist, community sharing, sustainability tracking	Time-consuming to add items, limited analytics
9	GetWardrobe	wardrobe stats, community outfit sharing	Hidden costs, ads, confusing user interface
10	Pureple	Outfit creation for different occasions, community styling	Frequent ads, many features behind a paywall

Table 1 - Competitive comparison of wardrobe management apps

Source: Compiled by the author based on data from (Whering, 2025) (Fits, 2024) (Indyx, 2024)

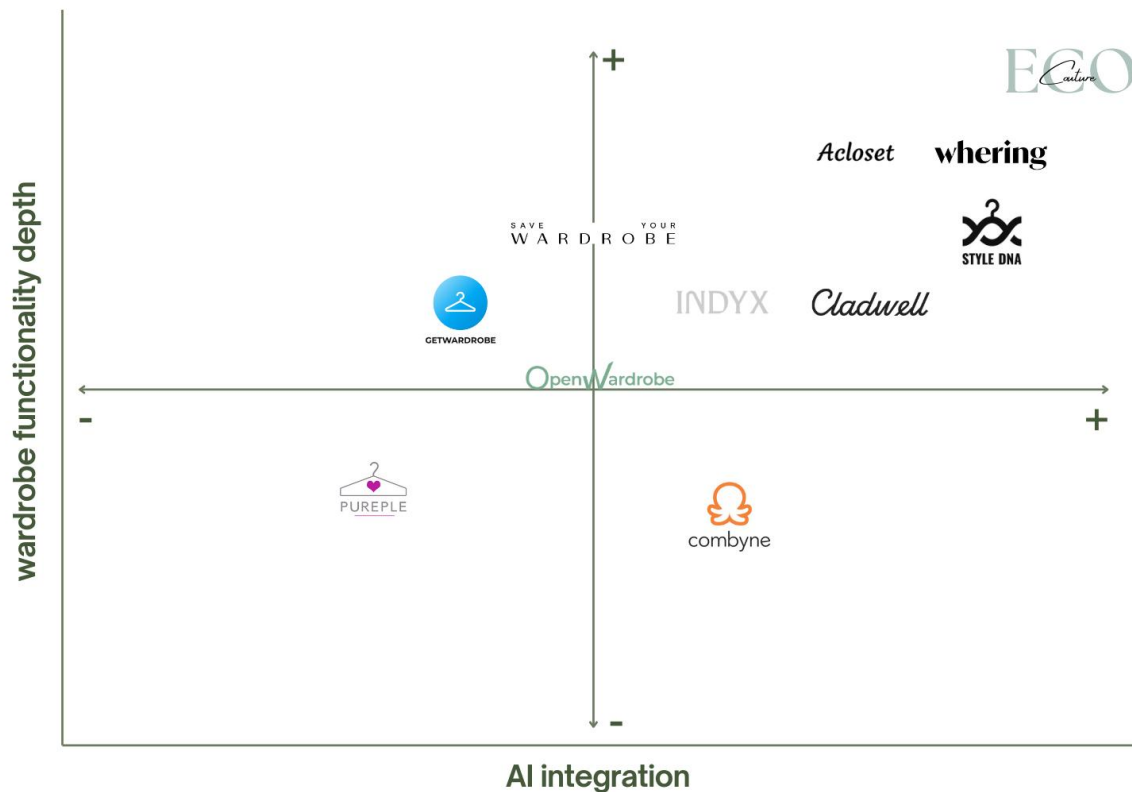


Figure 6 - Competitive positioning matrix - Wardrobe apps by AI integration and functionality depth

Source: Compiled by the author based on data from (Whering, 2025) (Fits, 2024) (Indyx, 2024), and official app store descriptions about each application as of May 2025

Based on integration level of AI along with depth of wardrobe functionality presented in figure 6, graph places EcoCouture with Whering and Acloset who are providing outfit plannings, resale options, wardrobe statistics, but they are lacking in analytics or explicit recommendation functionalities, however, they are most comparable to competitors when it comes to wardrobe

management applications. Style DNA has a drawback of requiring a selfie for each styling that it produced resulting in a limited uptake for the app.

Now we move on to the second category which revolves around resale and second-hand fashion promoting circular fashion by buying and selling second-hand luxury goods. The issue with the competition here is that they are not linked to the user's wardrobe information and they are done purely as a resale website. Although, we can observe Rebag leading the pack by having an AI driven engine named Clair AI to price up the products but predominantly focused on handbags. The Real Real website puts up a superb authentication service, yet charges are steep. Vestiaire Collective being largest in market, and making a few sustainability claims, yet a luxury resale website. We can observe full list of concerned websites from highest relevance to lowest relevance in table 2.

Rank	Platform	Key Strengths	Limitations
-	EcoCouture	Authentication is being done by third parties, required ID resale function is connected to digital wardrobe and number of time and item is being worn. VTO in case of RefleXon membership, peer-to-peer	Premium pricing, initial wardrobe setup requires active user input
1	Rebag	AI-powered pricing (Clair AI- that has been developed for pricing), authentication, instant buyout options	Focused mainly on handbags and accessories
2	The RealReal	Multi-point authentication, leading U.S. consignment luxury platform	High consignment fees (up to 45%), long payout times
3	Vestiaire Collective	Global peer-to-peer resale, sustainability messaging, authentication included	Limited tech integration, shipping issues reported
4	Fashionphile	Strong resale of luxury accessories, authentication included, buy-back program	Limited to handbags and accessories; no full wardrobe resale
5	Tradesy	Peer-to-peer luxury marketplace, very easy listing process	Less reliable authentication on higher-end transactions
6	Hardly Ever Worn It	Concierge-level service, curated nearly new designer items	Smaller brand awareness; customer experience inconsistencies
7	Grailed	Streetwear and menswear resale, loyal user base, strong niche identity	Limited to specific user segment; lacks broader fashion audience appeal
8	Farfetch	Global luxury marketplace, AR try-on (select items), multi-brand reach	Weak integration with resale; no user wardrobe connection

9	What Goes Around Comes Around	Established curation in vintage luxury, strong reputation in physical stores	No styling tools or wardrobe tech; tech presence is limited
10	1stDibs	High-end vintage and antique luxury fashion, art, and design	No AI or smart tech features; focuses more on design than styling or resale innovation
11	FWRD	Curated contemporary luxury selection, strong editorial branding	No resale or circular fashion features; minimal tech integration

Table 2 - Competitive comparison of luxury resale platforms

Source: Compiled by the author based on data from Harper's Bazaar (2020), Ethos (2024), and each official platform descriptions as of May 2025.

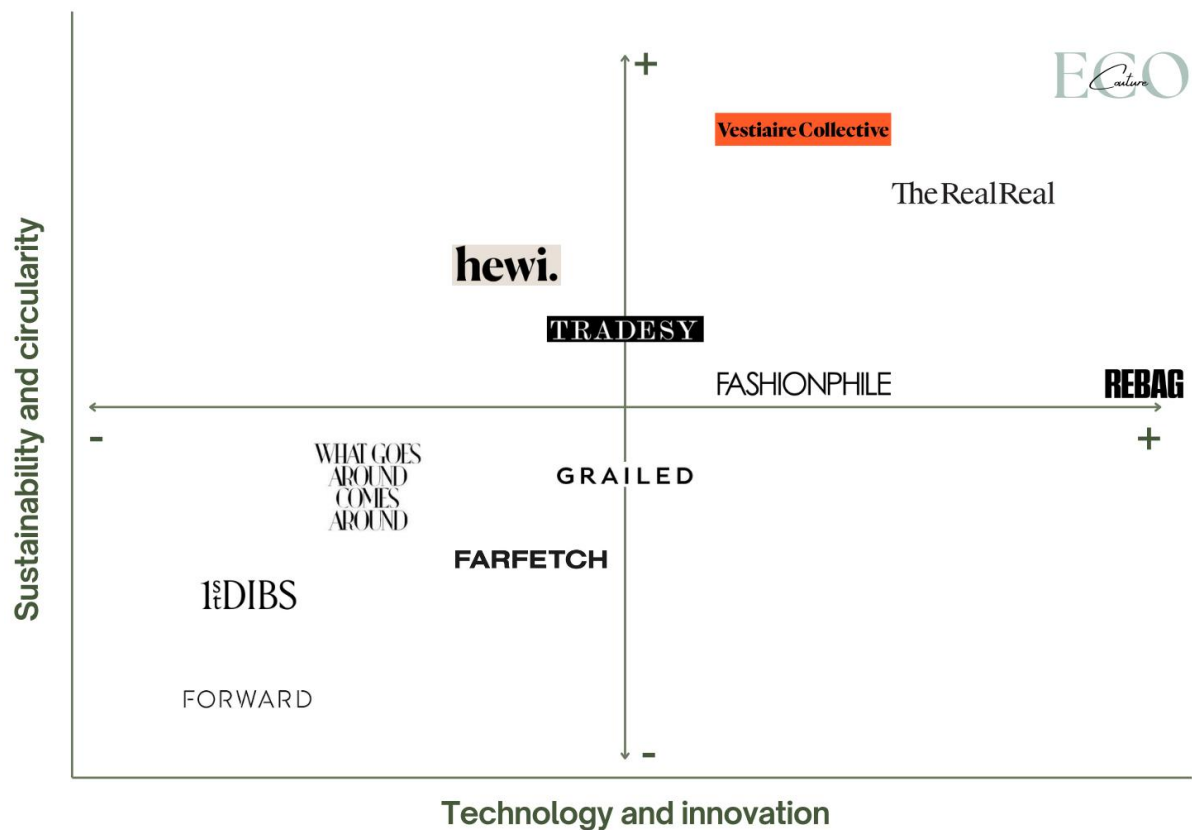


Figure 7 - Competitive positioning matrix – Luxury resale platforms by sustainability and technological innovation

Source: Compiled by the author based on data from Harper's Bazaar (2020), Ethos (2024), and each official platform descriptions as of May 2025.

As can be seen in figure 7, The Real Real and Vestiaire Collective are chief competitors to EcoCouture with a strong level of technology integration as well as sustainability thinking. In here, however, EcoCouture differs because it even connects with the user's wardrobes and makes sales process much more convenient through wardrobe statistics it offers. The third category are AR and try-on technologies in which most players implemented VTOs, yet few implemented it with other services such as resale or wardrobe planners. According to data from table 3 Zalando leading with AR, resale, and eco initiatives yet simultaneously sells so

numerous disparate brands from their website, which is not sustainable focused. Farfetch and Net-a-Porter provide AR primarily for accessories and like Zalando focus upon sustainability without having a wardrobe integration. Doji is new platform providing AR VTO for outfits with an integral resale market yet doesn't carry numerous luxury items.

Rank	Platform	Key Strengths	Limitations
-	EcoCouture	Integrated AR VTO via RefleXon mirror; wardrobe analytics; AI styling; resale functionality	Premium setup, requires mirror and wardrobe onboarding
1	Zalando	Leading EU retailer; resale, AR try-on, eco initiatives; large customer base	AR/AI features not universal; resale limited to select regions
2	Farfetch	Luxury focus; AR try-on for accessories; strong sustainability partnerships	AR mainly for accessories; higher price point
3	Doji	AR-powered full outfit try-on; digital wardrobe; resale marketplace	Beta stage, smaller product range
4	Net-a-Porter	Luxury; AR/AI for accessories; eco-conscious initiatives	Limited AR for apparel; slow expansion of resale
5	Asos	Wide selection; AR try-on; resale via Marketplace; eco collections	AR not available for all products; resale is peer-to-peer
6	American eagle	AR try-on for apparel; resale options; strong youth brand	Limited eco focus; AR in early stages
7	Warby Parker	Pioneer in AR try-on for eyewear; seamless digital experience	Only eyewear; no apparel or resale

Table 3 - Competitive comparison of AR and virtual try-on platforms

Source: Compiled by the author based on official platform descriptions, product documentation, and AR/AI feature availability as of 2025.

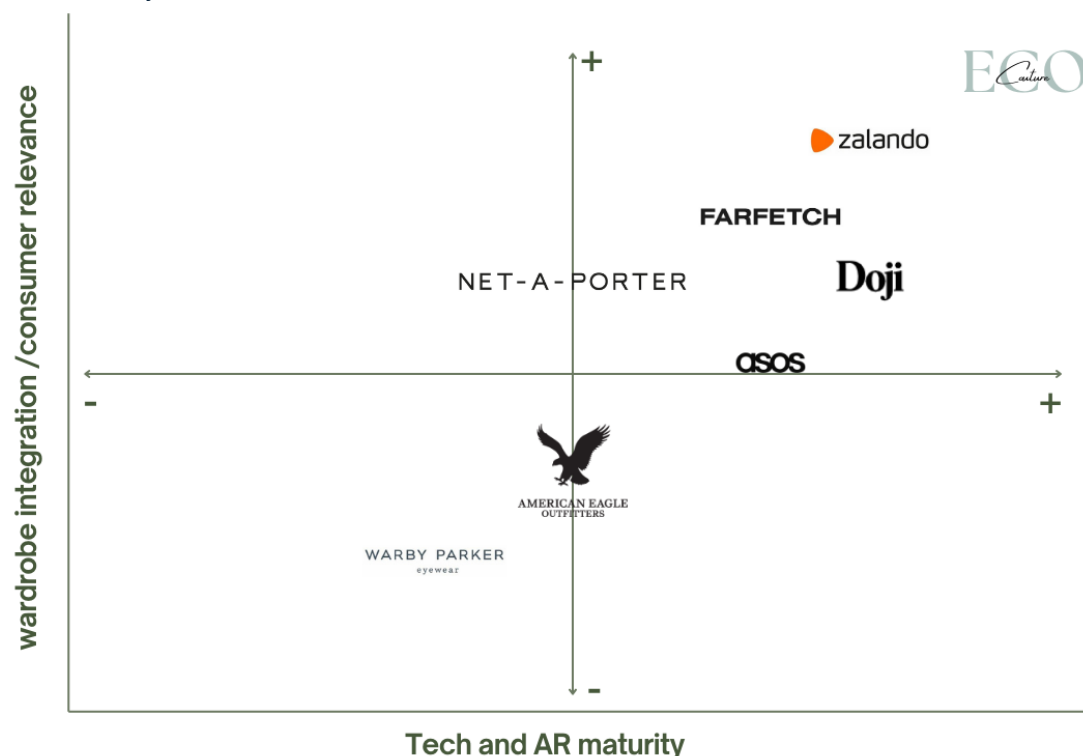


Figure 8 - Competitive positioning matrix - AR VTO Platforms by Tech Maturity and Wardrobe Integration

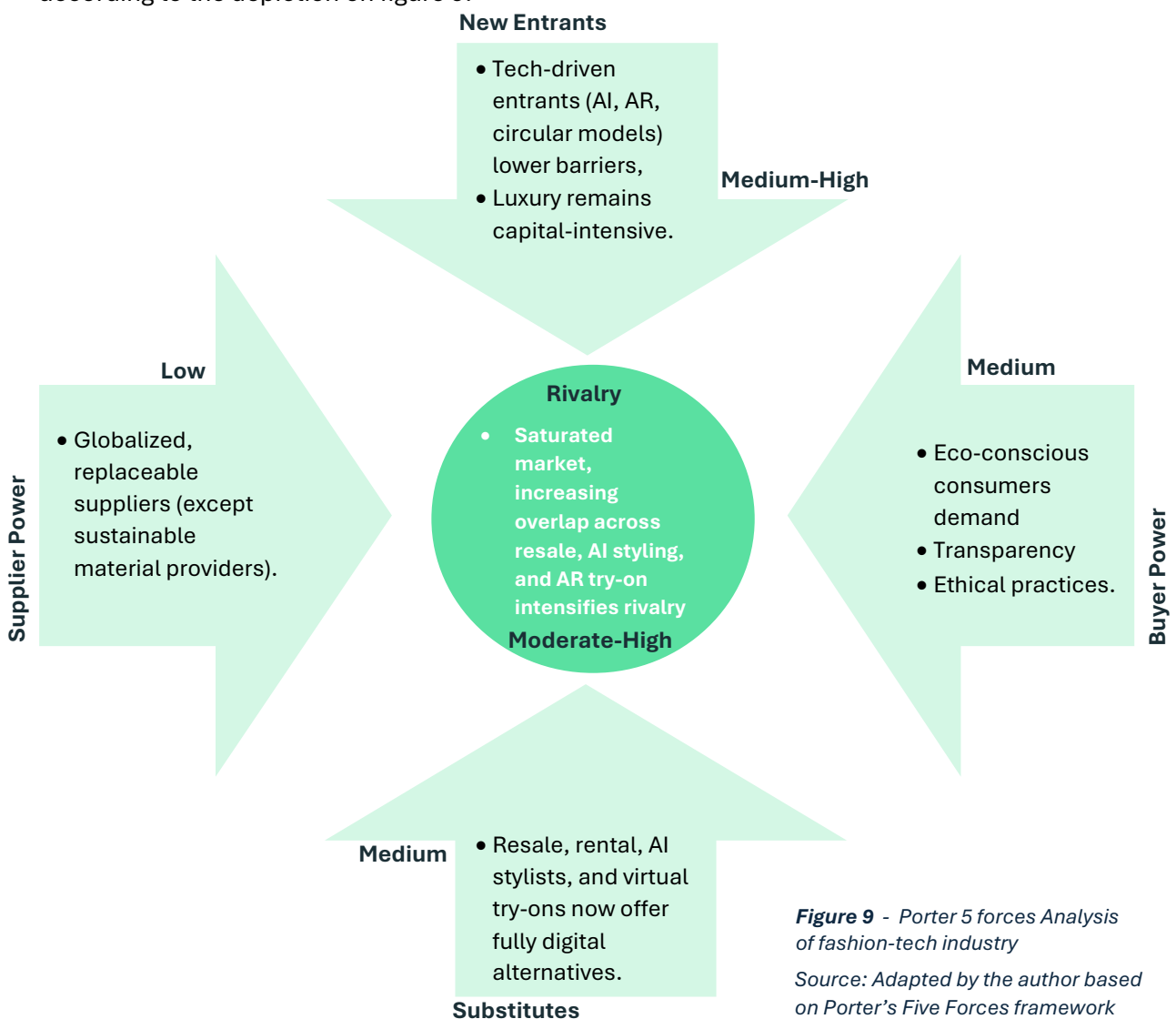
Source: Compiled by the author based on platform features and public information from brand websites and app descriptions (2025).

According to figure 8, depending upon tech and AR maturity of platform as well as integration level of wardrobe, Zalando is most applicable to EcoCouture but also differs in ways explained in table 3.

As presented in all 3 figures (6,7 and 8) and tables (1,2 and 3) we saw that EcoCouture is on the top right side of the quadrants across all three landscapes — wardrobe apps, resale platforms, and AR VTO technologies— most of the competitors thrive in specific areas but mainly operate in isolation. EcoCouture distinguishes itself by uniting all these features into one cohesive and intelligent platform environment. This approach not only simplifies the user’s journey but empowers conscious consumers to make stylish, smart, and circular choices, without need of multiple platforms and complications.

2.3 Porter 5 forces

Porter's Five Forces model was used to examine the competitive dynamics operating within the industry where EcoCouture operates. The model presents the major external pressures driving competition, innovation, and profitability within the luxury fashion-tech and resale environment according to the depiction on figure 9.



Existing competitor rivalry – Moderate to High: The market is getting more saturated, with players like Whering, Rebag, Zalando, and Vestiaire Collective broadening their reach across multiple categories—AI styling, resale, VTOs. This overlap increases competition, particularly once platforms start overlapping in terms of user experience, value proposition. Innovation in sustainability, digital technology adds further to this competition, necessitating ongoing differentiation.

Barriers to entry – Medium to High: Consumer demands keep growing—especially for more transparency, sustainability, and digitization. Now, users want platforms to integrate wardrobe analytics, resale, and styling all in one. Sustainability values and tech-savviness are fuelling a change in buyer behaviour, solidifying their power to shape platform ethics and design.

Suppliers' bargaining power – Low: Suppliers overall are replaceable, more so because of global sourcing within both technology and apparel. Nonetheless, sustainable suppliers or AR-enabled visuals have slightly more clout because demand for them increases while supply remains limited. For EcoCouture, this is a bearable stress because it uses a third-party sourcing approach. The sustainable partners are also a niche market themselves and might not yet have many competitors or a large body of customers, keeping power level low for them at this juncture.

Threat of substitute – Moderate: AI styling, rental models, and AR VTO technologies are increasingly becoming part of alternative fashion options. Most platforms provide them in a standalone fashion. Rather, EcoCouture's bundled offering—where AR, resale, and styling exist within a single wardrobe platform—keeps it ahead despite increasing substitution threats.

2.4 Segment Analysis

Figure 10 puts Spain in fifth position in European nations in terms of GDP at current market prices, making it one of European economies. This reflects the economic power of Spain, positioning it as a market for industry such as fashion. The International Monetary Fund (IMF) further indicates that the Spanish economy, in 2025, is projected to grow by 2.3% to rank third in terms of European economics (Euronews, 2025). This statistic confirms that investment to create EcoCouture in the Spanish market makes sense.

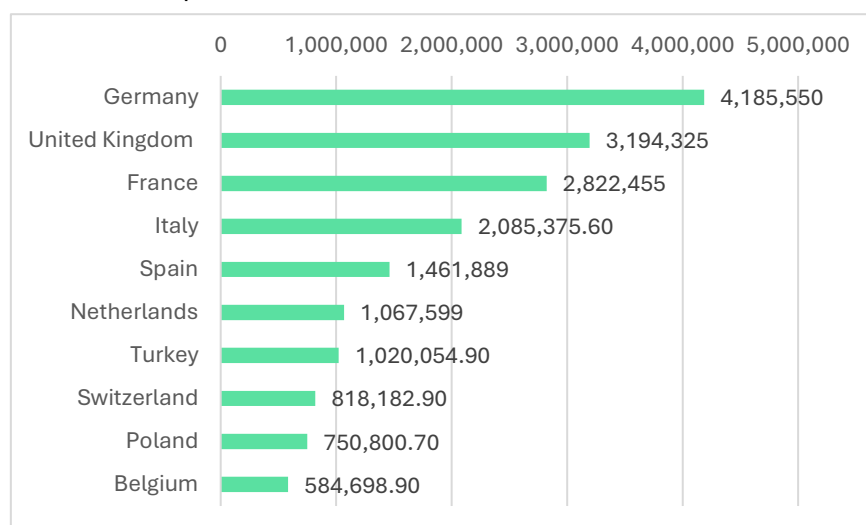


Figure 10 - Bar chart - GDP of Spain compared to European countries- (million euros)
Source: (Statista, 2024)

Figure 11 presents Spain's actual and forecasted gross domestic product (GDP) from 2014 to 2030. Between 2014 and 2021, Spain's GDP experienced a moderate drop before it resumed growing from 2022. The country's economic production cannot help but grow incessantly, reaching over €2.3 trillion by 2030. The growth trend reflects Spain's recovery from the post-pandemic era, increased consumer confidence, and expansion through broad digital and industrial development. These favourable economic trends strengthen the argument for introducing EcoCouture in Spain, positioning it for fashion and technology advancement (Statista, 2025).

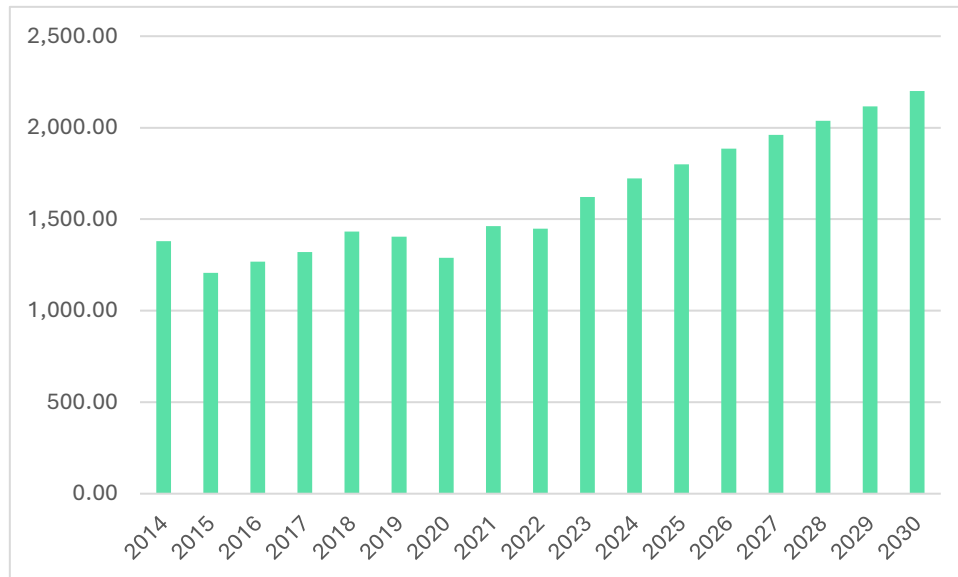


Figure 11 - Bar chart – GDP of Spain from 2014-2030 (billion US dollars)
Source: (Statista, 2025)

Figure 12 shows GDP per capita in Spain from 2014 to 2030. Although from 2014 up to 2021 we can see fluctuations—implied by economic volatility and by the COVID-19 pandemic—there exists a distinct, consistent growth trend from 2022. GDP per capita is forecast to grow steadily to about \$43,000 USD by 2030. This growing per capita purchasing power means enhanced economic stability and consumer ability, solidifying Spain's status as a launch market for premium, new digital platforms like EcoCouture (Statista, 2025).

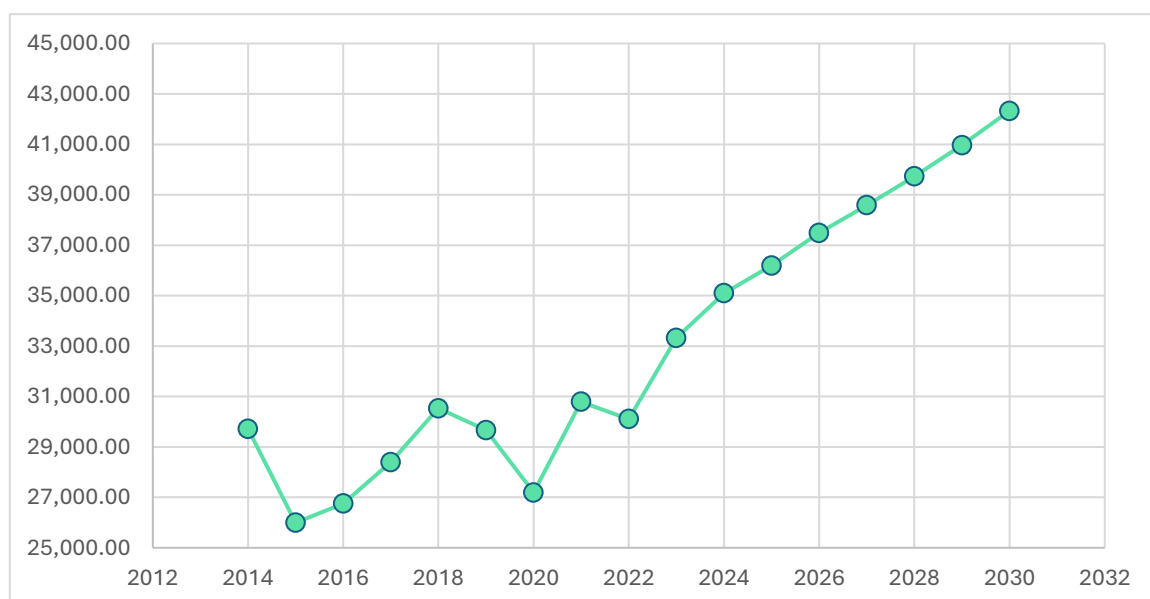


Figure 12 - Line chart - Spain's GDP Per Capita in current prices (2014-2030) (US dollars)
Source: (Statista, 2025)

EcoCouture’s target market spans a broad demographic, as clothing is a basic need shared by virtually everyone. While In theory, anyone with disposable income could be viewed as a potential customer, to narrow the focus, this strategy specifically targets Millennials and Generation Z consumers between the ages of 22 and 44.

Gen Z and Millennials are the most responsive to digital innovation. They are showing a strong adoption of tools that merge convenience, personalisation, and ethical values together. This positions them as an ideal audience for EcoCouture, as the platform’s blend of AI styling, sustainability, and virtual try-on technology aligns seamlessly with the tech-forward and values-oriented preferences of these generations. (Forbes, 2025)

According to the latest data from the Instituto Nacional de Estadística (INE) as of April 1st, 2025, Spain has a strong concentration of residents within EcoCouture’s target age group of 22 to 44 years. By combining the relevant population segments, it is estimated that this demographic accounts for a significant share of the region’s overall consumer base. In the table 4 we can see the population figures for each age group, totalling 11,022,675 individuals that would be the total addressable market (TAM) in Spain.

Age group	Population
22–24	1,617,042
25–29	2,710,623
30–34	2,872,523
35–39	3,055,770
40–44	3,516,910
Total (22–44)	11,022,675

Table 4 - Number of individuals between 22-44 years old in Spain- (INE, 2025)

90% of Spanish people have access to smart phones (Business of Apps, 2024,) this brings down our total number to 9,920,407.5 individuals. Furthermore, as we are targeting people that are living in urban areas, 82% of the Spanish people are living in urban areas as of 2023 (World Bank, 2024), which brings our total number down to 8,134,734.15 persons.

2.5 SWOT Analysis

STRENGTHS

- Aligned with sustainability trends
- Promoting circular model
- Prevent overconsumption
- Appeals to Gen Z and Millennials
- AI integration support accurate
- Sizing and lower returns
- Guaranteeing the authenticity of the item

S

Internal

WEAKNESSES

- Highly competitive market
- Needs high tech investment
- Limited stock resale the beginning

W

Internal

OPPORTUNITIES

- Luxury resale market growing rapidly
- Policy and funding support for green innovations from Europe and Spain
- Increasing demand for ethical and transparent fashion
- Growth of re-commerce models

O

External

THREATS

- Competition from established resale platforms
- Logistic complexity
- Risk of trend volatility
- Regulatory challenges and compliance cost
- More new fast fashion brand

T

External

Figure 13 - Swot Matrix framework - SWOT analysis

Source: Developed by the author based on previous mentioned data

We carried out a SWOT analysis to assess EcoCouture’s business model, examining internal strengths and weaknesses alongside external market dynamics. This evaluation identifies the critical strategic factors that may shape the platform’s success within the sustainable luxury fashion sector.

A core strength of EcoCouture lies in its strong alignment with sustainability values and circular economy principles. By excluding fast fashion brands and supporting resale, rental, and repair models, the platform encourages conscious consumption. Its AI-powered outfit generation tool enhances the user experience through personalised styling and improved sizing accuracy, helping to reduce return rates. This approach resonates especially well with its primary audience—Gen Z and Millennials—who are highly engaged with ethical and sustainable fashion, reinforcing the relevance of EcoCouture’s market positioning.

However, the analysis also identifies internal weaknesses that could present obstacles in the initial phases. As a newcomer in the competitive resale market, EcoCouture faces the need for significant investment in technology, marketing, and logistics to gain traction. Additionally, limited resale inventory at launch and the absence of international operations may restrict early growth and limit the platform’s market reach.

Externally, EcoCouture is well-positioned to capitalise on several promising opportunities. The luxury resale market is experiencing rapid growth, bolstered by supportive EU and national sustainability policies. Rising consumer interest in re-commerce, along with a growing demand for ethical and transparent fashion, creates a favourable environment for the platform’s expansion. Additionally, public funding initiatives and support for green innovation in Spain further strengthen the potential for EcoCouture’s scalable growth.

Nevertheless, EcoCouture faces notable external threats that warrant careful consideration. Competition from well-established resale platforms remains fierce, and managing the logistics of authenticating and shipping high-value items introduces additional operational challenges. Furthermore, navigating regulatory compliance, keeping pace with shifting fashion trends, and contending with the aggressive growth of fast fashion brands could all impact the platform’s long-term position and sustainability within the market.

2.6 Business Model Canvas

To have a better understanding and defining EcoCouture's business model in more depth, a business model canvas has been constructed to outline its core operations and market positioning.

BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIP	CUSTOMER SEGMENTS
<ul style="list-style-type: none">• AI technology firms• luxury preloved items resale platform• Sustainable material suppliers & clothing• Luxury fashion designers & brands• Logistics & carbon-neutral delivery services• Marketing & influencer networks	<ul style="list-style-type: none">• Sourcing from sustainable brands• Developing AI tech for virtual try-ons• Building omnichannel retail infrastructure• Running marketing campaigns• Collaborating with resale and luxury brand partners• Managing resale programs• Executing brand partnerships	<ul style="list-style-type: none">• Sustainability & ethical luxury: High-end fashion with eco-friendly materials and responsible production.• AI-Powered shopping: Virtual try-ons to reduce returns and enhance convenience.• Exclusivity & customization: Personalized, limited-edition collections tailored to luxury consumers.• Circular fashion solutions: resale services for extended product life.• Brand Status & Innovation: Combining luxury appeal with cutting-edge sustainable technologies.	<ul style="list-style-type: none">• Personalized assistance: VIP styling and concierge support.• Community engagement: Events and brand collaborations.• Tech-enabled self-service: AI recommendations and virtual try-ons.• Co-creation: Custom designs and exclusive collaborations.• Post-purchase services: Resale programs.	<ul style="list-style-type: none">• Niche market: Sustainability-conscious luxury consumers.• High-net-worth individuals: Customers seeking exclusivity and ethical luxury.• Gen Z & millennials: Trend-driven buyers preferring sustainable fashion.• Luxury resale shoppers: Consumers interested in pre-loved high-end fashion.• Multi-sided platform: Partnering with brands, resale platforms, and sustainability advocates.
	KEY RESOURCES		CHANNELS	
	<ul style="list-style-type: none">• Eco-friendly luxury brand• Virtual try-on technology• Brand reputation & IP• Designers & AI developers• Sustainability expertise• Physical stores & logistics• Capital investment		<ul style="list-style-type: none">• Awareness: Social media, influencer marketing, and luxury fashion events.• Evaluation: AI-driven virtual try-ons and sustainability certifications.• Purchase: E-commerce, exclusive retail partners.• Delivery: Carbon-neutral shipping and premium packaging.• After-Sales: Resale programs, and VIP customer support.	
COST STRUCTURE			REVENUE STREAM	
<ul style="list-style-type: none">• High-cost areas: Sustainable materials, ethical manufacturing, AI technology, and marketing.• Key resource expenses: Luxury branding, tech development (virtual try-ons), and logistics.• Key activity costs: R&D for eco-friendly fabrics, AI-driven shopping, and premium customer service.• Value-driven model: Premium pricing with a focus on sustainability and exclusivity.• Cost types: Fixed (salaries, rent, tech infrastructure) & Variable (material sourcing, logistics).			<ul style="list-style-type: none">• Direct sales: Premium-priced sustainable luxury products (asset sale).• Subscription based services: Exclusive access to pre-loved and limited collections.• Resale & trade-in programs: Commission-based second-hand luxury sales (brokerage fees).• Tech licensing: AI virtual try-on and sustainability tracking for other brands. <p>Pricing model: Fixed pricing (list price, premium segment-based) & dynamic pricing (limited-edition drops, resale market).</p>	

Figure 14 - Business model canvas

Source – developed by author

3. Marketing Plan

At this point we need to have an understanding of where we are standing in the market alongside with our target audience and buyer persona. With all this information we are able to develop a marketing plan that could establish a long-term brand loyalty. EcoCouture will prioritising modern, data driven marketing channels to set itself apart from traditional resale platforms or single feature styling tools. By studying our competitors, there are no platform at this stage, who offers AI style generating and resale facility in a single application, so this is a great opportunity for us.

3.1 Segmentation, Targeting and Positioning

3.1.1 Market segmentation

- **Product category:** Digital wardrobe management application, fashion tech, resale platform
- **Distribution channel:** Mobile application (iOS / Android)
- **Geography:** Initially target is focused on Spain as this country ranked 5th largest economy in Europe (Euronews, 2025). (with the potential for whole Europe expansion)
- **Target customers:** Millennials and Gen Z, eco-conscious individuals, professionals that have no time to decide for their everyday outfit
- **Income:** An average monthly income of €25,000 – €60,000 or higher
- **Lifestyle:** Sustainably conscious, busy professionals, tech savvy, values unique and ethical fashion, planners,
- **Behaviour:** The EcoCouture's customers consist of forward thinking, sustainability-aware individuals who want to reduce their waste, avoid fast fashion and make the most use of what they already own. They enjoy technology and want to participate in an easily accessible circular model like resale or wardrobe capsule planning.

3.1.2 Targeting

Based on what we have defined as our market segmentation, we have chosen the Millennials and Gen Z individuals aged between 22 to 44 years old, living in urban areas which have a high dynamic and speed and have a digitally connected lifestyle. These users are typically busy professionals that they value their personal image, being efficient. They are environmentally aware and constantly thinking where and what to shop to reduce their footprint.

Geographically our initial focus is Spain, where it's economic is growing fast. Later, when the platform scaled up, we will launch to other European countries with the aim to cover the whole Europe.

3.1.3 Positioning

EcoCouture positions itself as one of the first all in one fashion tech platforms that offers a combination of wardrobe management, AI powered style generating, luxury item resale platform, and a premium VTO called RefleXon. Unlike traditional resale platforms or relatively recent platforms that they offer AI powered style generations, EcoCouture offers an ecosystem that supports intentional fashion consumption in contrast to impulsiveness and excessive shopping behaviour that is being promoted by much of today's fashion industry, EcoCouture encourages users to get the most use out of what they already own through smart outfit planning process, resell the pre-loved items that they no longer want, or if they want to discover a pre-loved and vintage piece to add a unique accent or sentiment to their wardrobe. For those that they seek something new, the app provides a list of items from the likeminded partners that are more ethical and sustainable through EcoCouture suggestions accompanied by a VTO to prevent unnecessary returns. By combining all these functionalities in a single intuitive platform, EcoCouture positions itself as a modern solution for the fast, one-dimensional fashion platforms that currently dominate the market. this platform is not only a styling tool, but also a mindset that echoes Stella McCartney's iconic quote :“The future of fashion is slow, sustainable and circular.”

3.1.4 Value Proposition

EcoCouture redefines how modern consumer engages with their wardrobe on day-to-day life—without compromising on aesthetics, innovation, or convenience. This application allows users to move away from fast fashion trends and work on their personal unique sense of style, built on circular fashion principles.

EcoCouture's value proposition is structured around four core pillars:

- **Sustainability:** This platform has been designed to promote a slow and circular model in fashion industry by motivating users to re-wear, resell, shop with intention and ultimately less reduce the return rate. It enables them to express their personal style while being mindful of sustainable values.
- **Functionality with purpose:** Every feature in the app has been structured in a way to simplify and reduce daily decision-making fatigue while promoting conscious consumption. They are guided to make the most out of what is already in their closet as at the end of the day it's not about having more, it's about using what they have.
- **Effortless circularity:** The process of resale has been simplified thanks to the peer-to-peer system that is implemented. By integrating this tool into the user's everyday wardrobe planning, it makes them to think that they can easily let go of items that they no longer like and discover pre-loved valuable items that can add sentiment and value to their personal image.
- **Tech- driven empowerment:** By leveraging AI technology, EcoCouture provides faster and smarter ways for users to plan outfits for different occasions in advance, track wardrobe habits, and visualise any new item needed before purchasing it.

3.1.5 Buyer Persona

3.1.5.1 Personal information:

Name: Cayetana Fernández-Llorente

Gender: Female

Age: 27 years old

Marital status: Single

Children: None

Education: Degree in Architecture, Universidad Politécnica de Madrid

Master's in Sustainable Design, IE School of Architecture & Design

Annual income: €45,000 /year

Place of residence: Chamberí , Madrid



Figure 15 - Imaginary Photo Representation of EcoCouture's Buyer Persona: Cayetana Fernández-Llorente

Source: Image sourced from Canva (2025)

3.1.5.2 Professional information

Job: Architect and sustainability consultant at the Estudio Cruz y Ortiz Arquitectos. She works as an architect in a team that are transforming historic Madrid buildings into energy- efficient multi-use spaces.

Company size: The company has 35 employees and operates in four branches: in Amsterdam (Netherlands), Madrid (Spain), Lugano (Switzerland) and Sevilla which is its headquarters.

Skills: Architectural design, sustainable and energy efficient building strategies, client and stakeholder communication, fluent in AutoCad, Revit, Adobe creative suit

Typical day: Early morning- wakes up at 7am and goes for a quick run around her house. Day: Walk to her workplace which is in Chamberí too for 15 minutes. Her day includes reviewing design plans, holding meetings and sustainability assessments and creating reports. Evening: Finishes work at around 6:30-7pm. Most of the nights she goes to the gym and other nights attends professional networking events. Returns home at 9:00pm and sleeps around 11:30-12:30 normally.

Tools she uses: Microsoft Suite, Teams, AutoCAD, Revit, Adobe Creative Suite, and sustainability certification platforms (LEED/BREEAM). Instagram and LinkedIn

Boss: She reports to a senior architect or project manager, managing historic transformation projects in Spain.

Success measurement:

- Successful client acquisition and long-term project collaborations
- Delivering projects on time and within budget
- Recognition through awards or media for sustainable design
- Personal growth through leadership on future projects

3.1.5.3 Value and fears

Personal values: Health, creating social impact, being a responsible person, luxury lifestyle that she can afford, being sustainable

Professional value: She values precision, innovation, and aesthetics, and aims to contribute to a greener urban future through thoughtful design. Seek continues growth.

Importance when considering purchasing a product: products that align with her values of sustainability, elegant, and functional. Appreciates good design and minimalist aesthetics. She seeks timeless designs and want to be exclusive too.

Objectives: Contributing to her city's urban transformation through sustainable architecture. Build a solid professional path with long-term impact, grow her influence in eco-conscious design models

Shopping drivers: Sustainability and products with low environmental impacts. Functionality through a versatile and well-made item. Prefers Subtle luxury over trends. Status and exclusivity, uniqueness, reasonable price

3.1.5.4 Goals and challenges

Personal goal: To live a purpose-driven life where she balances her passion for sustainable architecture with time for personal well-being and meaningful social connections. Focusing on her growth while working hard and enjoy life to the maximum degree.

Professional goals: Build a respected career in green design and eventually lead high-profile sustainability projects across Europe through her own company brand.

How she prioritizes her goals: Work – Health – Family

Challenges: struggle to have some time for herself after a long workday.

Questions she asks when looking for solutions to challenges: How can I be more efficient at work without compromising quality? / Are there tools or habits that can help me improve my daily balance? / What can I cut or delegate to have more personal time?

How we can help: By offering products and services that fit seamlessly into her high-paced, values-driven lifestyle—solutions that are beautifully designed, sustainable, and support her personal well-being while reinforcing her professional image. These offerings should help her save time, streamline her routine, and allow her to focus on what matters most both personally and professionally.

3.1.5.5 Where is she

Ways to obtain information: Google, Instagram, architectural journals , LinkedIn, books.

Ways of communication: Mobile phone, E-mail, Microsoft Teams, WhatsApp, LinkedIn, Instagram, Telegram.

Media she consumes: Netflix , Podcasts, architectural magazines.

Organisation s she belongs to: Asociación Sostenibilidad y Arquitectura (ASA) / Colegio Oficial de Arquitectos de Madrid (COAM) / Local sustainability volunteer initiatives in Madrid

Her social networks: LinkedIn, Instagram, TikTok,

Personal events she attends: Art galleries , Museums, Dining with friends, Drinking with

friends at bars

Professional events she attends: Architecture and design expos, green building conferences, networking events, awards ceremonies for sustainable urban design

Where they spend their days: 60% at the office, 20% in professional events or site visits, 10% at home, 10% leisure and wellness

What are their hobbies: sketching some freehand drawings, interior decorating, Reformer Pilates, Fashion, Café hopping

3.2 Marketing Mix

3.2.1 Product

3.2.1.1 Branding and naming

The project's name was inspired by the idea of merging sustainability and eco-friendly values with the elegance of "Couture" fashion, symbolizing luxury and craftsmanship of. The name directly reflects our aim to make high-end fashion more conscious and through a circular model we make this industry's pace a bit slower.

Mission Statement

EcoCouture's mission is to redefine luxury fashion through circularity, innovation, and conscious consumption. To empower users to dress with purpose by reducing waste, extending garment life, and honouring the planet.

Vision Statement

To become the leading platform for sustainable and intelligent fashion consumption where innovations in technology are supporting a slower business model. Eventually, creating a global movement where less waste is equal to a bigger value and more grace.

3.2.1.2 Slogans

"Less Waste, More Grace."

The slogan communicates EcoCouture's dedication to combine sustainable values with smart technology. It encourages consumers to slow down and appreciate the quality of each garment by extending its life through resale and thoughtful everyday styles by being on top of their wardrobe items which is what they already own. The slogan is representing future of fashion which responsible choices not only reduces the environmental impacts but also elevate personal style's sophistication.

3.2.1.3 Logo

We have designed several design concepts were developed as shown in figure 16, which led us to the final option. We have asked the opinion of a group of ten people to make the decision about the logo. The final logo has designed to reflect the brand's identity as a sustainable fashion platform, but also to reflect modernity as shown in figure 17.

The large serif “ECO” in muted sage green, conveys strength and environmental awareness, which is a serious problem of the modern life, while the handwritten “Couture” overlays on top of it with a delicate script to convey the sense of luxury and personal expression. The tagline is located beneath in a minimalist sans-serif font, reinforces the purpose of the brand. The final composition is timeless, modern, and clean to represent the brands values.



Figure 16 - Logo prototypes designed for EcoCouture’s brand identity

Source: Created by the author using Canva, 2025.



Figure 17 - Final logo of EcoCouture

Source : Created by the author using Canva, 2025.

3.2.1.4 Colour Palette

The visual identity of EcoCouture is created around a colour palette that balances sustainability with refined minimalism and elegance. This selection was selected to reflect the brand’s values, which is related to modern life. The core tones consist of Charcoal Slate and Forest Green which provide depth and seriousness, a sense of trust and the eco-conscious credibility to the brand.

The secondary colour is Muted Sage Green, which bring a calmness and a contemporary feel to the design approach that supports its digital presence while emphasizing its connection to nature.

Light Stone Grey introduces balance and modernity, providing a clean backdrop to support a premium, editorial look across visual materials. Finally, Champagne Gold is used for an accent tone to add warmth and giving a sense of luxury, perfectly aligning with the EcoCouture’s premium positioning.

CHARCOAL SLATE #3C3C3C	Primary text, logo, headers
MUTED SAGE GREEN #B7CBC4	Backgrounds, secondary accents
FOREST GREEN #2F4F4F	Secondary text or eco visual emphasis
LIGHT STONE GREY #DADADA	Base background, borders, whitespace
CHAMPAGNE GOLD #D8CBB0	Accent elements (buttons, hover, icons)

Figure 18 - Colour Palette

Source: Created by the author using Canva, 2025.

3.2.1.5 Mobile Application

In this section, we present a preliminary visual prototype of the EcoCouture's mobile application, in order to provide a visual concept of core features and the user interface of the platform. The purpose is to illustrate a clear and user-friendly interface of the platform's functionality, aligned with our mission and vision.

- **Page 1 – Home Dashboard**

The landing page provides a personalized user greeting, along with the local weather to provide an AI generated outfit recommendation. It allows the user to create the virtual closet by uploading a photo of each item that they already own, they can buy from sustainable brands suggestions if they need any item to fill wardrobe gaps and try the items through the VTO feature of RefleXon. This feature redirects the user to the related brand's webpage for the payment process.

The application allows them to pack a suitcase for an upcoming travel that they are planning to go. They can plan their special look for an event, while also providing access to key features such as RefleXon and bottom ribbon's options like AI styling, resale, profile area, and settings.

- **Page 2- Calendar, wardrobe insights and resale tab**

The screen features a calendar where users can log their daily outfits and track their most and least worn items and monitor monthly expenses for new items that they buy. Which can create awareness of clothing habits and could lead to more thoughtful and sustainable decisions, or maybe selling their pre-loved items through the resale tab. The resale is a peer-to-peer service that users can upload a photo of their pre-loved item with a description and the price they have in mind, creating an advertising that other users could see and get in touch with them through the integrated messaging space in there. In figure 19 we have elaborated the prototype of the home page and calendar, wardrobe insights and resale tab.

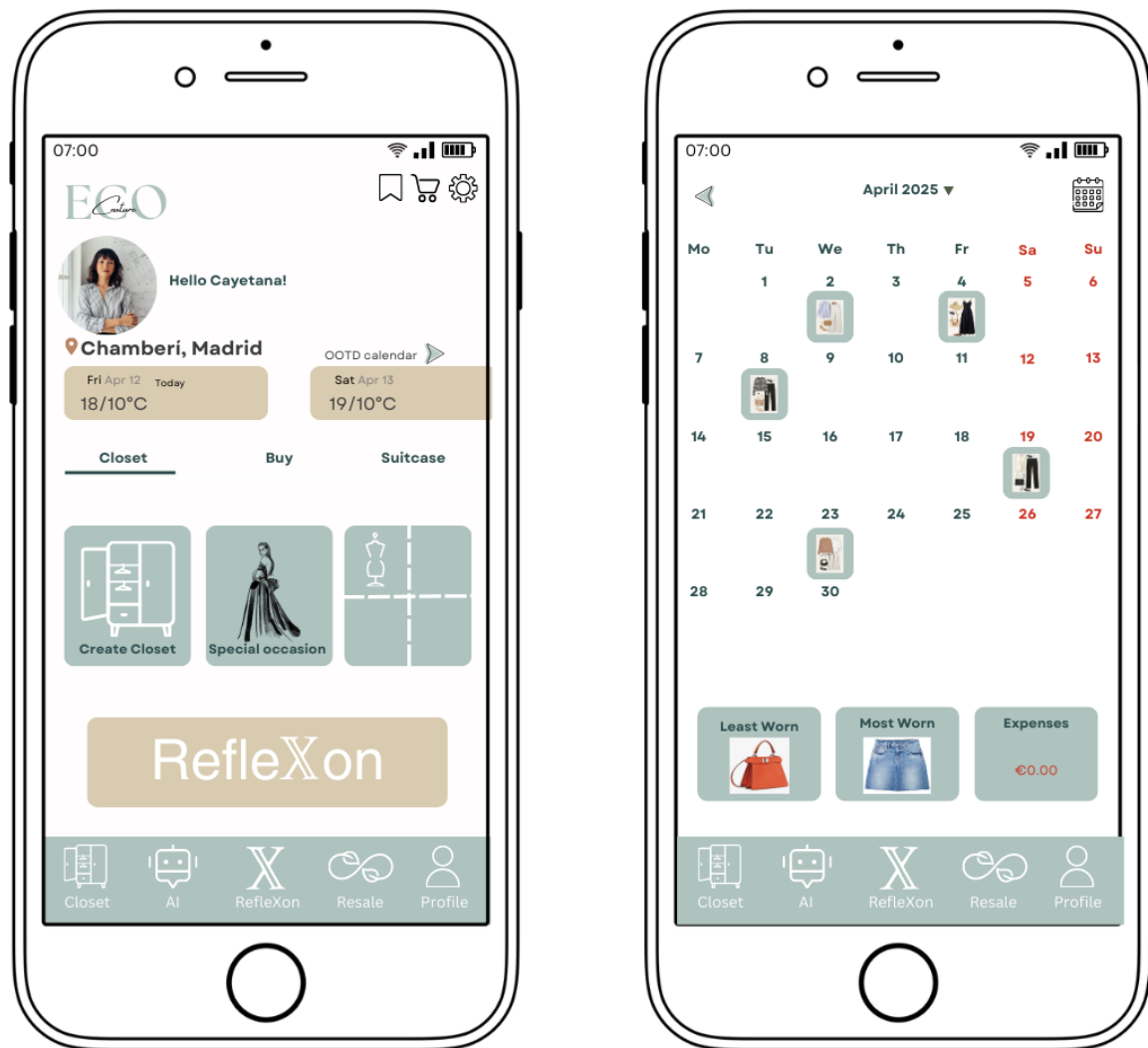


Figure 19 - Page 1 and 2 of the application
Source : Created by the author using Canva, 2025.

- **Page 3 – AI styling assistant**

Through this page, the user can interact with a friendly AI assistant that based on the existing digital wardrobe that has been created already, is able to generate personal styles for any occasion and situation. This tool is greatly useful in terms of reducing decision fatigue and at the same time maximising each garment use.

- **Page 4 – RefleXon mirror tool**

This feature offers a virtual fitting room experience at the comfort of the user's home. This allows them to try on pieces from partner brands by visualising the item on their own body . For those seeking a more premium and full- scale experience, there is the option of ordering our RefleXon mirror to be installed at their dressing room. This high-tech innovation would greatly reduce the amount of product returns while empowering the user to experiment with new looks and create cohesive style by mixing and matching items from their existing wardrobe. This product allows user to visualise garments directly on their own body in real time and making the decision-making process for purchasing an item more thoughtful therefore it greatly reduces instant decisions.

Even without physically retrieving clothes from the wardrobe, users can access their digital closet and explore new combinations by layering potential purchases with the items that they already own. RefleXon mirror not only reduces the return rates but also takes your styling process to a next level and gives you a timeless style along with sustainable values. we have generated our vision from the RefleXon mirror with the help of AI, to have a visual reference of this concept as shown on figure 20.

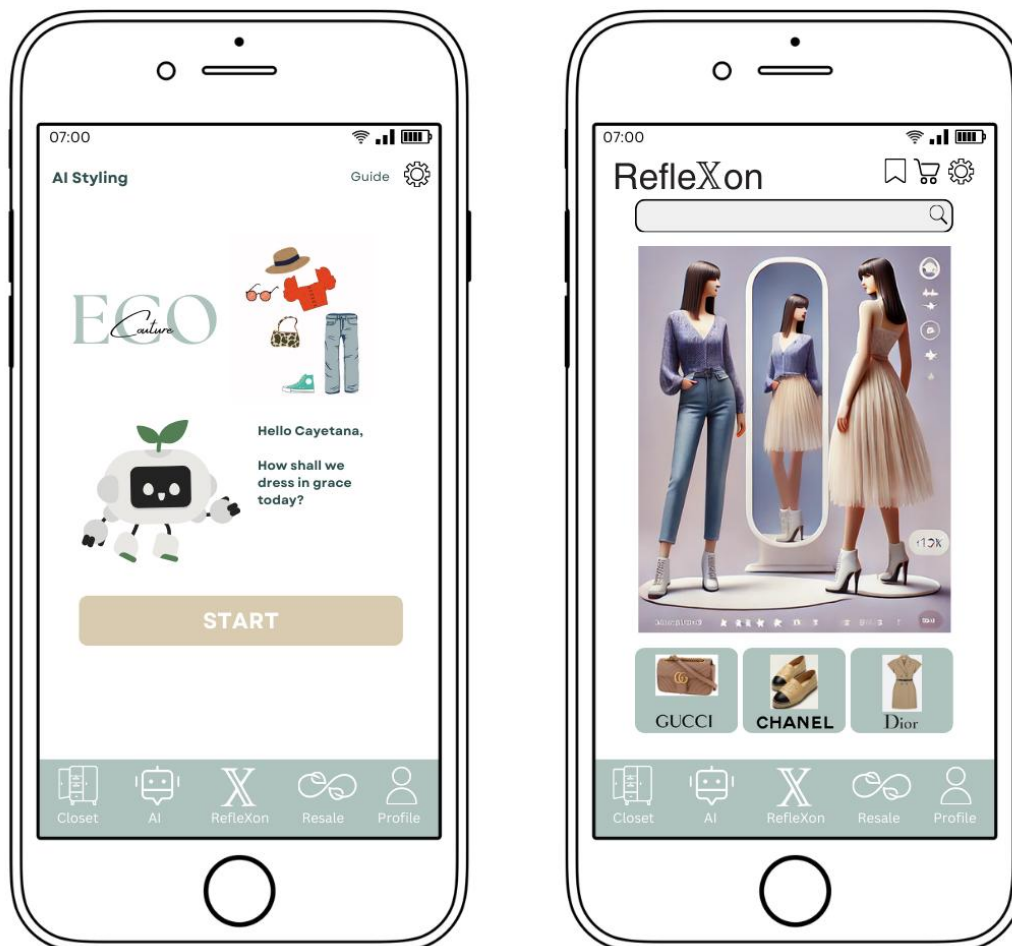


Figure 20 - Page 3 and 4 of the application
Source: Created by the author using Canva, 2025.



Figure 21 - AI generated prototype of RefleXon mirror
Source: Created by the author using Chat GPT.

3.2.1.6 Social Media and Website

In terms of social media, we are primarily using Instagram, TikTok to engage with the target audience that we have mentioned. We plan to share entertaining short videos as well as long video which contain more informative content focused on raising awareness in terms of environmental/ labour issues around fashion industry. These platforms allow us to build an engaging brand presence while educating users about sustainable choices.

In addition to these channels, we will also use LinkedIn to capture the more professional audience that are short on time but need to dress well each day. We have tried to design a prototype of the EcoCouture's Instagram page shown in figure 22.

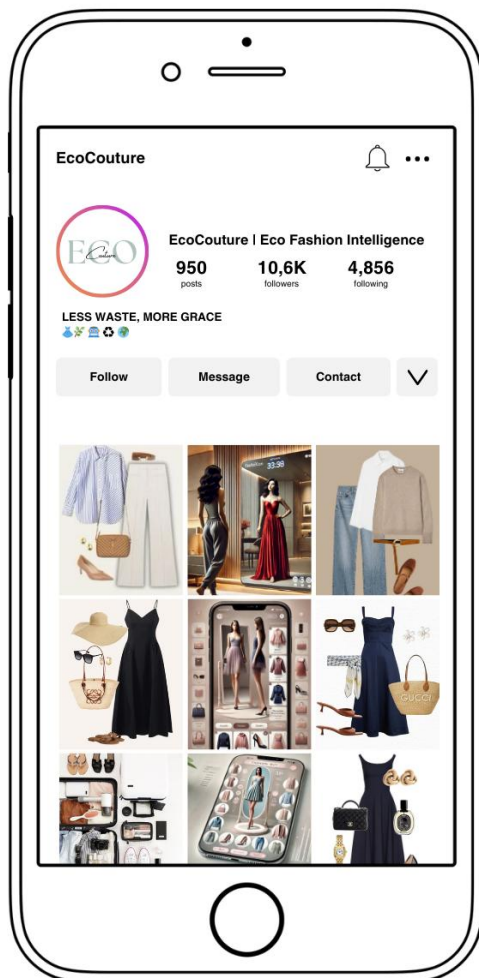


Figure 22 - Instagram page design concept

Source : Created by the author using Canva, 2025.

The website is designed to communicate the brand's purpose and guide users towards downloading the mobile application where all features and functions are taking place. We have designed a prototype of the website as shown on figure 23, so that we can promote our application on google using SEO and being able to advertise through our own media there. There is a full tutorial of how the application and service is working available on the website, as well as news and blogs around sustainability issue and information about how to live more responsible towards environment.

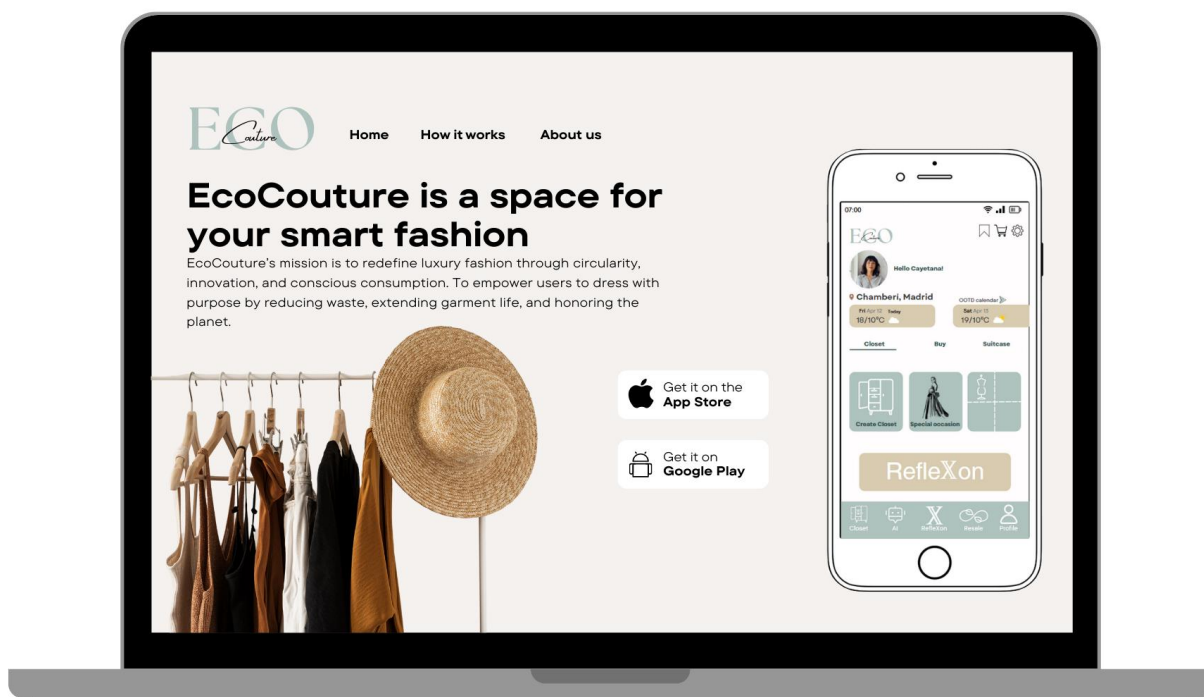


Figure 23 - Website design concept

Source: Created by the author using Canva, 2025.

3.2.2 Pricing Strategy

EcoCouture employs a tiered subscription pricing model, along with a resale commission structure and the optional VTO mirror hardware with the primary objective to offer an outstanding product and service and providing a premium fashion-tech solution while remaining accessible to a diverse audience who value sustainability.

Our Basic Plan is free of charge and allows users to register 50 items of their wardrobe so that they could be able to use the AI outfit suggestions based on their items. They are able to plan OOTDs (Outfit of the day) for a week in advance, Moreover, they can access up to 5 resale listings per month.

The Premium plan, is priced at €14,99 per month, allowing users to register 300 items in total, 30 AI outfit suggestions each month, getting benefit from the VTO through the app, and 10 resale listing monthly.

For users that they have purchase the RefleXon mirror, RefleXon plan offers unlimited item registration, AI styling, resale and advanced 3D try-on from the sustainable partner brands for €19.99 per month. We can see in figure XX different tiers and monthly subscription details. In addition to the subscription, EcoCouture generates revenue through a 20% commission fee on each resale transaction.

The RefleXon mirror can be purchased separately at a unit cost of €2,500. We don't manufacture the mirror; we can source it through a partner in China at the price of €1,850 and get it programmed and connected to EcoCouture's application thanks to our IT expertise in the company. Alongside this, EcoCouture receives a publicity fee from any sustainable partner whenever a user makes a purchase which has been selected through our application and redirected to their platform for payment.

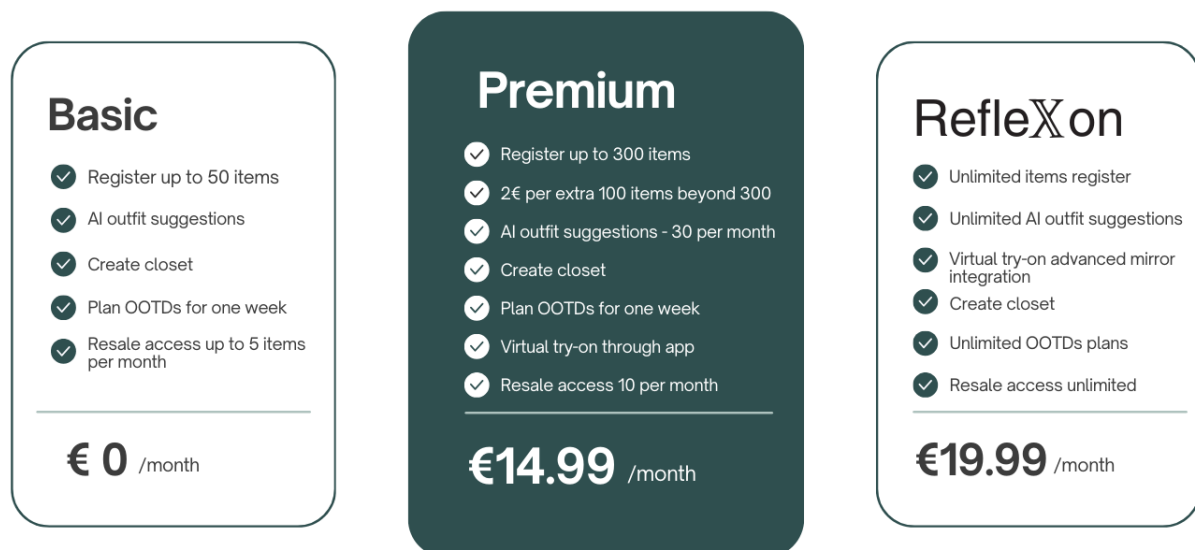


Figure 24 – Price plan for application subscription

Source: Created by the author using Canva, 2025.

3.2.3 Place

Our application is acting as the central hub where everything would take place from AI styling, digital closet, resale platform and RefleXon mirror integration. The EcoCouture primary distribution channel is its own mobile application, which is available through App store and Google play for iOS and Android users. To be visible in both platforms we need to work on the ASO (App Store Optimization) which is same as SEO (Search engine Optimizer) but for applications. We have specified the keywords and categories as fashion, lifestyle, sustainability, and we would place the locality for Spain to be accessible for people this country for launching, for phase 1. In phase 2 we will expand to some other European countries such as France, Italy and the UK. Phase 3 will be within the whole Europe.

Collaboration with like-minded brands that value sustainability in their manufacturing and whole value chain such as Gucci, Stella McCartney, Chloé, Chanel, etc. (POMP Store, 2025)

3.2.4 Promotion strategy

3.2.4.1 EcoCouture's SMART goals

We have developed the business's SMART goals that are precise and explicit to create a high-performing marketing strategy.

- **Goal number 1**

We are aiming to establish a solid digital presence by increasing traffic to our website and in result promoting the EcoCouture application to be downloaded. The objective is to reach 2,500 visitors per month and convert at least 500- 1,000 of those into app downloads. As a first-time digital brand, the website plays a crucial role in conversion of visitors into mobile application users.

Strategy: By Using SEO (search engine optimisation) and SEM (search engine marketing) methods, we can drive traffic to EcoCouture’s website and encourage users to download the app based on the content and link that we have on our landing page.

Tactic: The website has to be mobile friendly and optimised with keywords such as “AI wardrobe app”, “sustainable fashion”, and “AI outfit planner” . The IT team will implement Google Ads targeting sustainability-conscious and fashion-forward users. The Hope page of the website features direct download links to the App store for iOS users and Google Play for android users. While the blog/press tab of the website will improve SEO performance and increase organic traffic growth by its content.

KPIs (key performance indicators): To measure KPIs, the team will use CTR (click-through-rate) on Google Ads along with CPC (cost-per-click) and website to app conversion rate with the number of the application being downloaded.

- **Goal number 2**

Another important goal is to grow social media followers through a strong and engaging presence on Instagram and TikTok to drive interest to the app. The goal is to reach 5,000 followers per month on Instagram and 2,000 followers on TikTok.

Strategy: Building an online loyal community through inspiring and compelling content and partnering with Madrid- based influencers who reflect EcoCouture’s values.

Tactic: regular posting of styling content, educational reels and making environmental awareness posts on the own Instagram/TikTok page. These are being boosted by EcoCouture and also getting credibility through collaborations with local influencers in different tiers, who align with minimalist, prestigious and sustainability-driven tone of the brand. These include two mega influencer such as Maria Martín de Pozuelo (@mariamartinn, 1.3M followers), Elena Benito (@elena_lbenito, 1.3M followers), and Maria Alcalde (@mariaalcalde, 1.1M followers) as well as four macro influencers like Andrea Dutrás (@andreadutrus, 428K followers), Mia Crespo (@mia-crespo, 422K followers), Carla Galván (@caarlagalivan, 250K followers), and Rocío Millán (@romillanh, 216K followers). These collaborations will help spread the brand’s message to highly engaged, fashion-conscious, style-aware people in Madrid.

KPIs (key performance indicators): To measure the impact we can compare the number of followers before each post, the engagement rate (likes/ shares/ comments/ saves), and the social media referral traffic to the website and ultimately application

- **Goal number 3**

Another vital goal will be strengthening EcoCouture’s circular fashion ecosystem by promoting sustainable partner brands into the user’s experience through application and increasing resale activities among users within the platform.

Strategy: To achieve these goals , EcoCouture must focus on enhancing in-app item recommendation to complete a daily outfit with an item from partner brands at different price points and at the same time making resale more attractive and integrated within the user’s journey.

Tactic: Integrate partner brand’s items visually next to the outfit suggestions as an item that completes the look. This can be done with the pre-loved items too, to encourage discovery and reuse. Furthermore, the user can get notifications like “ This item hasn’t been used in the past six

month, do you consider sell it and give it another life?” Creating limited time in app campaigns that focuses on pre-loved items full-look for inspiration and boosting buyer interest.

KPIs (key performance indicators): number of resale listings published. Alongside the number of successful resale transactions by revenue generated from their commission.

Our marketing efforts will mainly focus on digital channels, especially in early stages, as this allows us to receive real time feedback and precise targeting. However, when the brand gets a fair amount of traction, we plan to engage with some offline activation campaigns to create direct engagements.

One idea is to host branded pop-up kiosks in high pedestrian traffic locations like Calle Fuencarral which is a trendy fashion destination, or the open space outside El Corte Inglés on Calle de Serrano as shown in figure 25 , which attracts high-end and premium audience. These goals of these activities are raising awareness, demonstrating app features and giving eco-conscious gift packs to reinforce EcoCouture’s message of sustainability and circularity. A prototype of the gift pack is shown in figure 26 for reference.



Figure 25 - Collage of the designed Pop-up kiosk in Calle Serrano

Source : Created by the author using Chat GPT and collaged by photoshop



Figure 26 - Gift pack prototype

Source: Created by the author using Chat GPT.

3.2.4.2 Calendar of marketing activities

To ensure that the marketing campaign of EcoCouture goes based on plan, we have developed a detailed calendar to outline major milestones. The campaign officially begins in early May 2025 with the final testing of the application and website along with implementation of our SEO and SEM strategy. The influencer activities are staggered throughout the year. The two physical pop-ups are planned to take place during Christmas season to capture the foot traffic around Calle Serrano and Calle Fuencarral. Each kiosk will demonstrate the EcoCouture app demo on a big touch screen, in a way that each visitor could be able to play around and learn how to create a

digital wardrobe and outfit planning. The timeline of activities is outlined in figure 27. Additionally, they can have the opportunity to experience the RefleXon try-on mirror. To encourage further engagement each visitor will receive an EcoCouture gift pack at the end of their visit. The in-app resale campaign will take place around October – November till end of the year with the aim to normalise pre-loved fashion as a part of day-to-day styling. This can be achieved through style suggestions as “Pre-Loved look of the week” to encourage users to resell items that has been marked underused in the application and discover new or unique second-hand pieces.

Marketing Plan	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Overall Marketing Campaign								
SEO & SEM Strategy								
Mega Influencer 1								
Mega Influencer 2								
Mega Influencer 3								
Macro Influencer 1								
Macro Influencer 2								
Macro Influencer 3								
Macro Influencer 4								
Pop-Up physical Event								
Resale Campaign Activation								

Figure 27 - Calendar of marketing activities

Source: Developed by the author

3.2.4.3 Marketing budget

The marketing budget of EcoCouture from launch until the end of 2025 is estimated at €275,000, which is strategically distributed among digital marketing activities, influencer collaborations, and offline brand activation events . A portion of the budget has been allocated to a marketing agency who will help with content creation, campaign execution and offline events. Monthly SEO and SEM payments are in a way to increase in months that are holiday season particularly in December.

EcoCouture will collaborate with three mega influencers to generate awareness ahead of season and periods that the change of wardrobes will happen. The four macro influencers will help in order to maintain the visibility and gain engagement from eco-conscious users. They will promote the service and will showcase the features of the app and also the RefleXon mirror. The in-app resale campaign which will promote circular fashion among subscribers and motivates them to resell and buy pre-loved items and will boost peer-to-peer transactions. Finally, the two physical pop-up events will happen towards the end of the year and Christmas season, which will showcase the application and RefleXon mirror and give out gift packs. We have included an overview of the budget spreadsheet in table 5.

Marketing budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Marketing Company	€ 20,000								€ 20,000
SEO & SEM	€ 3,000	€ 3,000	€ 2,000	€ 1,000	€ 2,000	€ 1,000	€ 4,000	€ 5,000	€ 21,000
Mega Influencers	€ 30,000		0	€ 30,000			€ 30,000		€ 90,000
Macro Influencers		€ 10,000	€ 15,000	€ 10,000	€ 10,000	€ 20,000	€ 10,000	€ 20,000	€ 95,000
Pop-Up Physical Events								€ 40,000	€ 40,000
Resale Campaign Activation						€ 5,000	€ 4,000		€ 9,000
									€ 275,000

Table 5 - Marketing budget until end of 2025

Source : Developed by the author

4. Operations Plan

EcoCouture's operations are based on providing a user friendly and intuitive digital platform, enabling users to get to this habit that actively manage their wardrobe & style choices while embracing the circular fashion values. The platform does not handle any physical inventory or garment, so all the operational focus is on technological maintenance, user engagement, and coordination of the ecosystem rather than traditional logistics. We follow a strict procedure to make sure our clients receive a service with high standards.

4.1 Key Activities

The main activities are formed around maintaining a smooth and user-friendly application that enables users to manage their wardrobe, engage in resale as circular practices, AI-driven style planner, and RefleXon mirror for VTO s. These activities require a great development in back-end of the application, maintaining the AI style algorithm, and management of peer-to-peer marketplace resale flow.

- Platform development and maintenance:** The application is developed for both iOS and Android platforms and continuously will be updated for UX/UI (user experience/ user interface) improvements. An AI algorithm that is being developed by machine learning methods to digitalise wardrobe and generate outfits based on trends, most worn items that creates someone's style and body shapes and finally the integration of RefleXon mirror and maintaining the AR (augmented reality) capabilities of the mirror to provide realistic VTO s. This whole digital ecosystem is essential to deliver a seamless, innovative and user-friendly service.
- Resale marketplace operations:** EcoCouture is facilitating the peer-to- peer marketplace for a luxury resale experience, users can list their pre-loved items even directly from their digital wardrobe for sale. As mentioned before, authenticity of the items is very important, this will be carried out through partnership with third party verification services such as LegitGrails, Entrupy and Real Authentication with small amount of money and usually the service is very fast. Furthermore, each seller needs to register their profile by uploading a photo of their ID card. After getting the certification through these websites, payments have to be processed and resolving the disputes must be addressed.

If in any case an item is reported as fake, the payment is withheld, and the buyer may initiate a return or refund request through a platform dispute process. EcoCouture also implements an escrow system, so that the buyer's payment is held until the transaction is confirmed, then it can be released which can create security and transparency for both sides. Every transaction generates 20% of commission in terms of revenue.

- **Sustainable brand partnerships:** Another key activity is curation of partnerships with sustainable and ethical luxury brands, that are align with EcoCouture's circular fashion values. These cooperations enables the partners items to be visible on the AI- generated outfit suggestions, which encourages users to shop more conscious at the same time supporting the brands that value sustainability, such as Gucci, Stella McCartney, Mara Hoffman, etc. EcoCouture generates revenue through these referrals to the partners.
- **Customer engagement and support:** There are in-app tutorials that can be useful to guide users through each step, also on the website there is a full tutorial of how the application works. EcoCouture also offers a chat bot that is available to answer 24/7 and an email-based service for addressing technical issues or transactions to achieve a better customer service.
- **Marketing and growth:** To raise brand awareness and acquiring new users, EcoCouture implements a digital marketing strategy to address SEO campaigns and rankings, collaboration with influencers on Instagram and TikTok, alongside the offline pop-up events to increase brand awareness and application downloads as well as RefleXon mirror try-ons.
- **RefleXon mirror operations and integration:** This mirror acts as a premium extension to the application, which offers a full scale, high tech VTO experience. This could lead to reduce return rate of items and people have a more conscious buying experience and buy something only if the items work very well with their existing wardrobe from the comfort of their home. The actual price is €1,850 if we can order 1,000 units, which we are able to sell for €2,500. The mirror features a 55-inch full HD (1920x1080) LCD screen, which has an android version of 7.1 operating system with 2GB RAM and 8GB internal storage. It can be connected to internet through Wi-Fi and offers a touch screen. (Alibaba, 2024) EcoCouture's IT team handles the programming and synchronizing of the mirror with the application. The actual product is shown in figure 28 for the reference.



Figure 28 - The actual product of virtual try-on mirror
Source: (Alibaba, 2024)

4.1.1 Customer process

To begin using the service provided in the application, the customer needs to visit the company's website which has the application download link and the explanation of how the application works or they can directly download EcoCouture's application from Google Play or App Store. Once they are inside the application, the user experience follows a simple and guided steps as below:

1. **Account creation:** The application can be downloaded from the website, App store and Google play. After downloading, users can create an account using a valid email address. Upon completion of the account setup they can personalise their profile by entering style preferences and their size.
2. **Payment of desired plan:** They can choose their desired plan from the pricing plan options that are available and secure the payment process and access to different levels of service.
3. **Digital wardrobe setup:** Users can upload one or two photos of their already existing items and build up their smart and digital wardrobe. They can generate styles for their calendar days in advance based on their locations' weather and even plan their baggage for their upcoming travel. They can track what items they have used the most and which ones has been used the least, and their monthly expenditure on new items.
4. **AI style suggestion:** The platform's AI engine can generate outfit for any occasion that they have and suggest new items from partner brands to them to complete their look. They can get suggestions based on seasons and trends.
5. **Resale listing (optional):** Usera can list their pre-loved items for resale directly from their digital wardrobe and add details and pricing. For designer items sellers must get an authentication certificate from third party websites such as Real Authentication which is fast and cost effective. By uploading their ID card and our privacy policy, they declare that they are fully responsible for the item and if t is not an original item. Transactions are securely handled with an escrow system, ensuring funds are only released once the buyer confirms satisfaction. This service is between customers and is peer-to peer.
6. **Virtual try-on via RefleXon:** Customers who own RefleXon mirror can see the new items that they like to buy, and try-on using AR technology, even they can match items with their existing wardrobe to see if they really like the new item and if that goes well with their items which helps to prevent overbuying and returns.
7. **Support and community:** EcoCouture provides in-app tutorials and a 24/7 chat bot assistance along with an email support service.

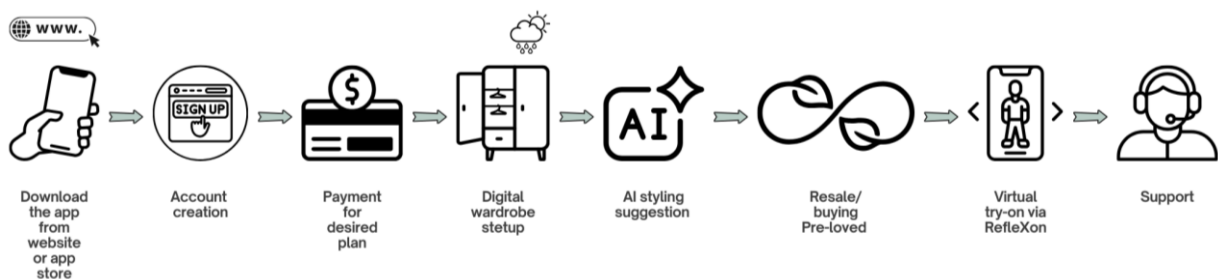


Figure 29 - Customer process

Source: Created by the author using Canva, 2025.

4.2 Alliances of the company

EcoCouture relies more on digital resources and strategic partnerships rather than the traditional supply chain and physical inventory to expand its platform functionality and maintain credibility. These alliances are carefully selected since they truly reflect the platform's commitment to sustainability, innovation, and circular fashion values.

The core partnerships have been established with sustainable brand partners, as they are the alternatives for new items which AI suggests to complete outfits. Although it's very complicated to define which brand is sustainable and which is not and is greenwashing, we have done research and come up with a list of more than 25 brands that are eco-friendly. From fabric choices and upcycling to supply chains, manufacturing process and certifications related to sustainability. This list will grow as soon as we negotiate with other brands and will include them too in the future.

In table 6 the list of the brands has been mentioned, these brands can get visibility and increase in their sales through EcoCouture's platform and in return the company will receive a affiliation commission fee whenever users make a successful transaction from the redirection link coming out of EcoCouture's platform. This referral fee depends on the power of the brand, the stronger the brand is, the less the commission will be. We consider this figure as 6% for the purpose of our financial projections(Shopify, 2025).

E.L.V. Denim	Specializes in luxury denim made entirely from upcycled materials, promoting zero-waste fashion.
Gucci	Pioneers' luxury circularity with its Equilibrium platform and the Circular Hub for sustainable manufacturing.
Chloé	The first luxury brand to gain B-Corp certification, integrating environmental and social governance.
Gabriela Hearst	Presented the first carbon-neutral runway show and uses compostable packaging and deadstock fabrics.
Vivienne Westwood	Advocates for conscious consumption with over 90% of collections using lower-impact materials.
Hugo Boss	Launched a resale platform and is investing in CO ₂ -neutral fibre innovation like HeiQ AeoniQ.
Ganni	Eliminated virgin leather, opting for grape-based alternatives and circular textile partnerships.
Puma	Cut carbon emissions by 88% and engages youth activists to shape its sustainability agenda.
Veja	This sneaker brand uses organic cotton, Amazonian rubber, and recycled bottles to create eco-friendly shoes without chemicals or polluting processes
Ninety Percent	Donates 90% of its profits to charitable causes and operates with a focus on ethical production.
House of Marici	Creates luxury handbags using plant-based materials like Piñatex, offering eco-friendly alternatives to leather.
Sézane	A Parisian brand that emphasizes responsible production, limited-quantity items, and has achieved B-Corp certification.

Gabriela Hearst	Known for elegant designs with sustainability at the core, including carbon-neutral fashion shows and use of deadstock materials.
Brøgger	Danish label committed to low-impact production, balancing masculine and feminine aesthetics.
Stella McCartney	A pioneer in ethical fashion, never using leather or fur, and focusing on sustainable materials and practices.
Omnes	Offers accessible sustainable fashion, ensuring responsible sourcing and fair pricing.
Mother of Pearl	Produces contemporary pieces with a transparent supply chain and a focus on natural fibres.
Navygrey	Specializes in classic knits made from traceable wool, produced in limited quantities to minimize waste.
Brother Vellies	Works with artisans globally to create footwear using sustainable materials and traditional techniques.
Bogdar	An independent label producing contemporary pieces using organic and recycled fabrics, with a focus on digital printing to reduce waste.
Stine Goya	Copenhagen-based brand known for colourful prints and a commitment to reducing waste through smart fabric choices.
Asket	Offers a permanent collection designed for longevity, emphasizing fit and quality to reduce overconsumption.
Maggie Marilyn	Prioritizes transparency in its supply chain and has achieved B-Corp certification for its social and environmental impact.
Nynne	Encourages buying less but better, focusing on versatile and timeless designs.
Sheep Inc	Innovates with traceable wool products, connecting consumers to the source by allocating a real-life sheep to each purchase.
Bassike	Australian brand committed to local production, organic materials, and has achieved carbon-neutral certification.
Del Moment	Emphasizes authentic transparency and uses sustainable materials, all manufactured locally in Australia.
BITE Studios	Focuses on timeless designs made from certified organic fabrics, promoting a minimalist wardrobe.

Table 6 - List of sustainable partner brands

Source: Compiled by the author based on data from (Sustainability Magazine,2024)(Harper's Bazar, 2024)

Another major partner will be platforms that issue the authenticity certificates for the resale items. This can be done through third party platforms such as Real Authentication, LegitGrails, and Entrupy. Since this service is peer-to-peer resale model and does not own or stuck the item, EcoCouture is not entitled for any referral fee here and only facilitates the process.

From technology and hardware perspective, we have partnered up with Hebei Chuangying Intelligent Technology Co.,Ltd, a Chinese manufacturer, to source the physical units of RefleXon mirror. Then the mirrors will be programmed internally to work with EcoCouture application seamlessly.

For marketing and growth, we will engage a marketing company for the fixed price of €20,000 in the early stages, and the collaborations with influencers throughout the way to ensure strong digital performance.

5. HR Plan

At early stages of running EcoCouture, the team will remain very compact to be cost effective, especially during launch and market entry phase.

The team includes a mix of in-house experts and highly skilled freelancers and after the platform scales up, gradually we can expand the team. The long-term vision is to build a team of professionals who value sustainability as the main goal of the brand, are innovative in technology, and are fashion enthusiasts. Our goal is to attract a talented team, they are highly motivated professionals and are experts in IT, AI , fashion, and marketing.

5.1 Our team

The company culture is a modern HR model, that is common between startups, which offers employees substantial amount of flexibility and autonomy. Based on figure 30 we can see the EcoCouture's tentative organisational chart for the first year.

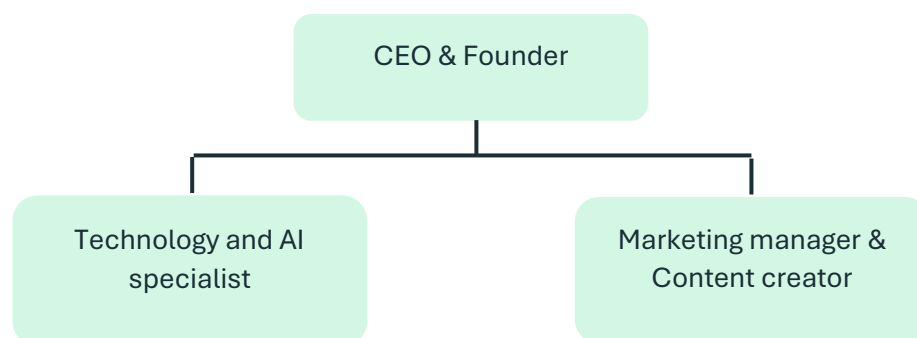


Figure 30 - Diagram - EcoCouture's organizational chart

Source : Created by the author

5.1.1 Founder and CEO

As the founder and CEO, Shadi Samavi, an Architectural designer who has complemented her creative background from ICADE business school, brings a rare synergy of entrepreneurial energy, and strategic insight. Her background in marketing and sale of premium real estate projects, built a solid foundation in design and lifestyle with market appeal. Her personal love for fashion and aesthetics paired with a strong commitment to sustainable living, positioned her to create EcoCouture to reflect her purpose and vision. She envisioned EcoCouture as a platform to break the traditional fashion consumption habits and transform the way that people interact with their wardrobe. Shadi leads the brand vision and strategic brand partnerships as well as the responsibility for handling investor relations and financial growth potential with funding partners and stakeholders.

5.1.2 Technology and AI specialist

The core activity to development and execution of the EcoCouture platform is the technology, IT engineering and specially AI expertise. This position is responsible for development and maintenance of front end- and back-end of the mobile application, website, and all the integration of the RefleXon mirror. Their main concentration is programming and integrating the AI engine that makes the outfit planner moving forward, along with the resale functionalities and finally the setup of the RefleXon mirror and its synchronisation with the application. The final phase involves UX/UI design to ensure all technical element are working together flawlessly. This will be done by a freelancer specialist in this area and will report directly to the CEO and work alongside her, due to the huge demand in early stages and the level of importance of the tasks and later, we can only outsource small tasks that they may come up on the way.

5.1.3 Marketing Manager and Content Creator

The marketing manager and Content creator responsibility is being responsible for the development and execution of mainly digital presence of EcoCouture and coordination of the offline events. The work alongside the marketing company that we will hire in the beginning to do the majority of marketing tasks across the social platforms. A person will be employed full time for this task and down the track depending on the work load a second person can be hired. This position is the growth driver in brand visibility, boosting application downloads, and sustain the engagement throughout and after the launch phase.

5.2 Hiring forecast

EcoCouture will initially launch an MVP (minimum viable product) that is focused on essential features. This agile version enables us to test the core value, obtain early-stage feedback from users, and enhance the application’s functionality before expanding development operations.

We have outlined the expenses related to HR in table 7 to have a forecast of the costs in the beginning.

Personnel cost	Mar	April	May	June	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Founder	0	0	0	0	0	0	€ 1,000	€ 1,000	€ 1,000	€ 1,000	€ 4,000
Technology and AI specialist	€ 4,000	€ 4,000	€ 4,000	€ 4,000	€ 4,000	€ 4,000	€ 4,000	€ 4,000	4,000	€ 4,000	€ 40,000
Marketing Manager and Content Creator	€ 3,000	€ 3,000	€ 3,000	€ 3,000	€ 3,000	€ 3,000	€ 3,000	€ 3,000	€ 3,000	3,000	€ 30,000
											€ 74,000

Table 7 - Salary of employees until end of 2025

Source : Developed by the author

6. Financial Plan

All the data provided in below are in Euros.

6.1 Costs

The table 8 outlines the costs associated with the development of the RefleXon mirror technology, including hardware, software, and production setup. (Based on market assumptions

RefleXon mirror tech	€
Hardware prototyping	15,000
AR mirror software + firmware	20,000
Production mould/setup	10,000
Total	45,000

Table 8 - RefleXon mirror technology development

The table 9 details the development costs of the EcoCouture app and backend infrastructure, including design, core development, AI integration, payment systems, and launch preparations, totalling €113,000.

Development of the app +backend	€
UX/UI design	15,000
Frontend + backend dev	70,000
AI & try-on API integration	15,000
Payment system (Stripe/PayPal)	8,000
Testing & launch	5,000
Total	113,000

Table 9 - Development costs of the platform

By consolidating the above development investments (Tables 8 and 9), we estimated the total operating costs for EcoCouture's first year. These are summarised in Table 10, which includes marketing expenditure, personnel salaries, administrative fees, logistics, insurance, software subscriptions, and warehousing. The projected total Year 1 expenditure amounts to €537,000.

Costs		
marketing		275,000
Personnel wages		74,000
Development of the application +backend		113,000
RefleXon mirror tech and R&D		45,000
admin, fees, hosting		20,000
Warehouse/storage for mirror stock		5,000
Logistics/delivery for mirror shipping	20 units x 50 €	1,000
Insurance (liability, business)		2,000
Subscriptions (e.g. Notion, CRM, teams, etc.)		2,000
Total Costs		537,000

Table 10 - Total costs

6.2 Revenues

Table 11 presents the projected revenue streams for EcoCouture in Year 1, based on conservative market assumptions. Subscription income is expected to generate the majority of revenue, with 1,600 Premium users contributing approximately €287,808 and 400 RefleXon users adding €95,952. Additional revenue is derived from the resale commission system (€19,200), early RefleXon mirror sales (€50,000), and affiliate partnerships with external fashion retailers (€900). Altogether, EcoCouture forecasts total revenue of €453,860 in its first year of operations.

		Y1
Revenues	assumptions	
Subscriptions - Premium users	1,600 users x 14.99 € = 23,984	287,808
Subscription - RefleXon users	400 users x 19.99 € = 7,996	95,952
Resale Commission (20%)	200 sales/month x 50€ x 20%	19,200
RefleXon Mirror Sales	20 units x 2,500 €	50,000
Affiliate Revenue (6%)	15,000 € x 6%	900
Total Revenue		453,860

Table 11 - All sources of Revenue

Based on the table 10 which are the costs and the table 11 which shows the revenues, for the first year there is a € -120,140 loss for the business.

To ensure the company's stability and growth without relying on external loans or debt, the founders have committed to injecting personal capital into the business. A total founder investment of €170,140 has been allocated to cover the initial loss, secure sufficient working capital, and provide a financial buffer to support operations during the first year of launch

Founder investment	€
Year 1 loss	120,140
Working capital (buffer)	30,000
Additional safety margin	20,000
Total	170,140

Table 12 - Founder investment

Table 13 summarises EcoCouture's projected financial performance over five years, including EBITDA, depreciation, EBIT, taxes, and net income. While the company anticipates a loss of €172,807 in Year 1 due to upfront investments, it quickly transitions into profitability from Year 2 onward. By Year 5, EcoCouture is expected to generate a net income of over €311,000 annually, driven by scalable revenue streams and optimised operational efficiency. This financial trajectory demonstrates the long-term viability and growth potential of the business model.

		Y1	Y2	Y3	Y4	Y5
Revenues	assumptions					
Subscriptions - Premium users	1,600 users x 14.99 € = 23,984	287,808	345,370	414,444	497,332	596,798
Subscription - RefleXon users	400 users x 19.99 € = 7,996	95,952	115,142	138,170	165,804	198,964
Resale Commission (20%)	200 sales/month x 50€ x 20%	19,200	23,040	27,648	33,178	39,813
RefleXon Mirror Sales	20 units x 2,500 €	50,000	75,000	125,000	250,000	500,000
Affiliate Revenue (6%)	15,000 € x 6%	900	2,500	4,000	6,500	8,000
Total Revenue		453,860	561,052	709,262	952,814	1,343,575
Costs						
COGS (RefleXon mirror)	1,850€ x 20 units	37,000	55,500	92,500	185,000	370,000
marketing		275,000	288,750	303,188	318,347	334,264
Personnel wages		74,000	80,000	90,000	100,000	120,000
Development of the application +backend		113,000	30,000	15,000	10,000	10,000
RefleXon mirror tech and R&D		45,000	15,000	10,000	5,000	5,000
Admin, fees, hosting		20,000	21,000	22,050	23,153	24,310
Warehouse/storage for mirror stock		5,000	5,250	5,513	5,789	6,078
Logistics/delivery for mirror shipping	20 units x 50 €	1,000	1,050	1,103	1,158	1,216
Insurance (liability, business)		2,000	2,100	2,205	2,315	2,431
Subscriptions (e.g. Notion, CRM, teams, etc.)		2,000	2,100	2,205	2,315	2,431
Total Costs		574,000	500,750	543,764	653,077	875,730
Net profit/ loss - EBITDA		-120,140	60,302	165,498	299,737	467,845
Depreciation		52,667	52,667	52,667	52,667	52,667
EBIT		-172,807	7,635	112,831	247,070	415,178
Taxes (25%)		0	1,908.75	28,207.75	61,767.50	103,794.50
Net Income		-172,807	5,726.25	84,623.25	185,302.50	311,383.50

Table 13 - P & L table

6.3 Balance sheet

Table 14 presents EcoCouture's projected Balance Sheet over five years. The company is entirely equity-financed, with an initial founder investment of €170,140. Fixed assets, including app and mirror technology development, are depreciated over three years, while retained earnings grow steadily as net income accumulates. Despite a negative cash position in Year 1 due to the initial loss, the business transitions into a strong financial position by Year 5, with total equity exceeding €584,000 and no liabilities. This reflects a healthy and scalable capital structure.

Metric	Y1	Y2	Y3	Y4	Y5
Cash	-2667	3,059.25	87,682.50	272,985	584,368.50
Net Fixed Assets	158,000	105,333	52,666	-1	-52668
Total Assets	155,333	108392.25	140348.5	272,984	531,700.50
Liabilities	0	0	0	0	0
Equity	170,140	170,140	170,140	170,140	170,140
Retained Earnings	-172,807	-167,080.75	-82,457.50	102,845	414,228.50
Total Equity	-2,667	3,059.25	87,682.50	272,985	584,368.50

Table 14 - Balance sheet

7. Conclusion

EcoCouture represents a bold, technology-driven response to the urgent need for sustainable transformation in the fashion industry. By combining AI-powered wardrobe management, a peer-to-peer resale system, and AR-based virtual try-on through the RefleXon mirror, the platform offers an integrated and forward-thinking solution to the fragmented digital fashion space.

The business model not only supports conscious consumption but also aligns with key environmental, social, and technological trends shaping the future of fashion. Supported by a detailed financial roadmap, including founder investment, scalable revenue streams, and a transition to profitability by Year 2, EcoCouture demonstrates both financial and operational viability.

With a clear market positioning in Spain and potential for international growth, the platform is well-equipped to inspire more intentional fashion habits. EcoCouture is not just an app—it is a mindset shift towards slower, smarter, and more sustainable style. As consumer values evolve, platforms like EcoCouture are poised to lead the movement toward a circular and tech-enabled future in fashion.

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