April 2026. Sector snapshot

The fashion and leather sector in Catalonia

ACCIÓ
Catalonia Trade & Investment

Generalitat de Catalunya
Government of Catalonia

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Government of Catalonia

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Carried out by
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Collaboration
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MODACC
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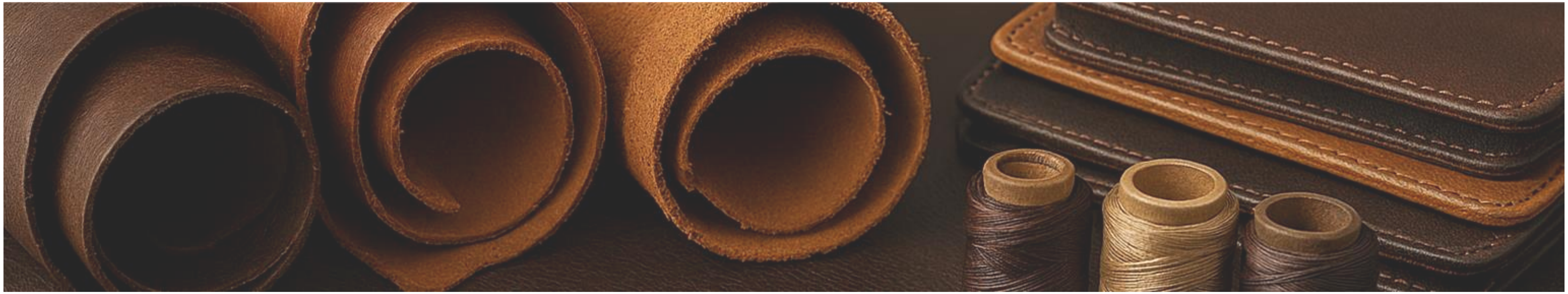


1. Executive summary

The global fashion and leather sector is growing

Growth of the sector and dynamism of international investment

- The global fashion and leather sector maintains a sustained growth trend, with an annual rate of 4% (2019-2024) and forecasts of acceleration to 6% (2025-2028).
- Foreign direct investment (FDI) flows have reached almost €23 billion and cover nearly 900 projects (2021-2025).
- In the last five years, the main countries receiving projects have been the United States, Germany, Egypt and Vietnam. Spain is in the top 5.

Predominance of clothing and production concentration in Asia

- Clothing represents approximately 55% of the sector's weight, while clothing production accounts for around 17%. Within clothing production, Asian countries clearly stand out, especially China, Bangladesh, Vietnam and India.

Key trends and dynamics in the sector

- The sector is experiencing a change in consumer behaviour, with a trend towards trade down, especially in inflationary contexts, which drives demand for more affordable options such as second-hand.
- At the same time, the bullwhip effect is generating high volatility in the supply chain, with the amplification of demand fluctuations along the different links of the value chain.
- More rational and digitalised consumption is being consolidated, with the growth of recommerce, the online channel and the Internet of Things to optimise operations such as quality control.

Source: ACCIÓ

More than 950 companies make up the sector in Catalonia

The sector in Catalonia is growing

- The fashion and leather sector in Catalonia is made up of 953 companies, which generate 73,660 jobs and a turnover of €17.559 billion, and is consolidated as an area with significant weight within the Catalan economy.
- The activity is highly concentrated in the province of Barcelona, which brings together nearly 90% of the companies and more than 95% of the turnover and jobs.
- The sector has experienced significant growth since 2017, with a 21% increase in turnover, 29% in the number of companies and 14% in jobs.

Significant dominance of brands in the value chain

- The value chain is characterised by the weight of brands, which represent 38% of companies, but account for 81% of turnover and 83% of employment, and act as the main driving force of the sector.
- Producers (43% of companies) and retailers (19%) have less weight in economic terms, but they are key links for the functioning of the sector as a whole.

Catalonia has a powerful ecosystem that drives the entire sector

- The sector benefits from a wide Catalan network of clusters and associations such as the Sabadell Manufacturers Guild, MODACC, Barcelona Fashion and Leather Cluster Barcelona. And also, from a large number of training and technical centres such as Llotja, IED, la Gaspar, Elisava and A3 Leather Innovation Centre.

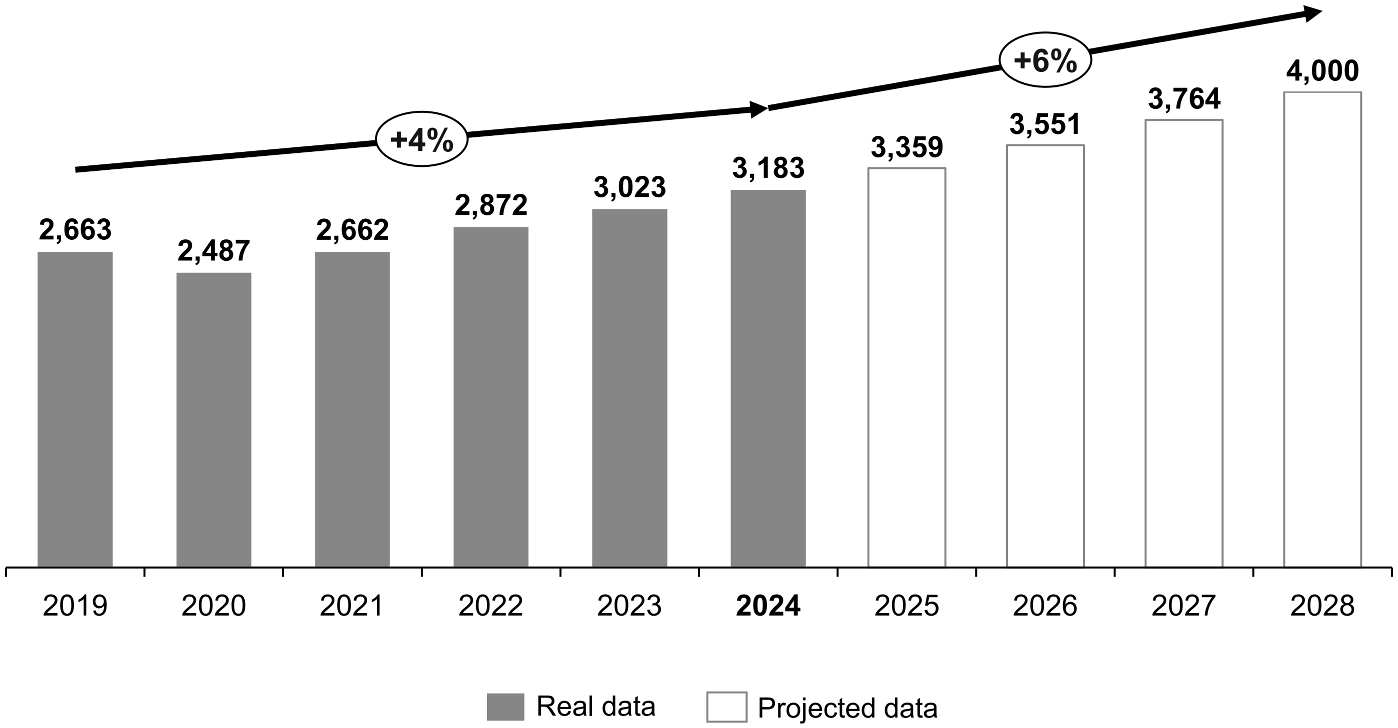
Source: ACCIÓ

2. Overview of the fashion and leather sector

The fashion and leather sector at a global level

- Since **2019**, the global fashion and leather sector has **grown** at a compound annual rate of **4%** (2019-2024) and the **sector is expected to continue growing** at **6%** over the **coming years** (2025-2028)

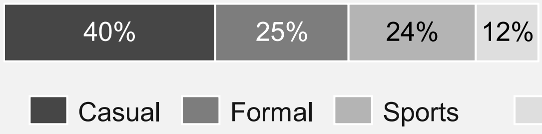
Sector turnover 2019-2028 *(US$ billion)*



Weight per link in the value chain (2024)

Source: *Own work, based on information from Technavio (2024)*

Clothing production



531 US$ billion

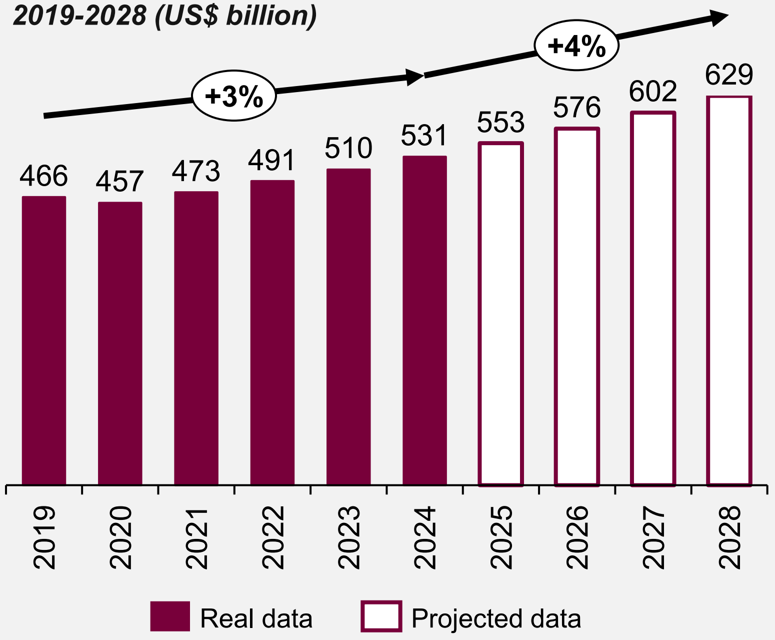
65% of the turnover of the global clothing production market is concentrated in **casual and formal clothing**

Notable companies (2024)

shahi, Luenthai, ASIAN APPAREL, PLUMMY FASHIONS LIMITED, EPYLLION GROUP, YOUNGOR, CRYSTAL GROUP, HONGYU, MAS, BEXIMCO, Reliance, ARVIND FASHIONING POSSIBILITIES, JAY DEE Exports, ADITYA BIRLA FASHION & RETAIL, Vardhman, FAKIR APPARELS Limited

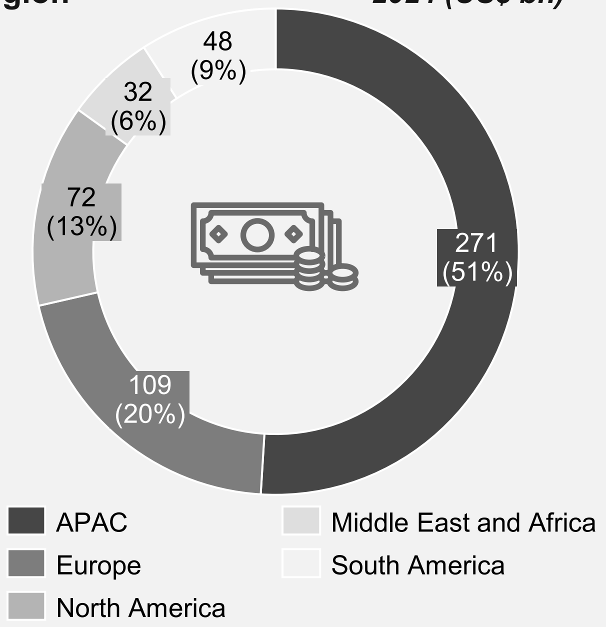
Clothing production turnover

2019-2028 (US$ billion)



Turnover of clothing producers by region

2024 (US$ bn)



Leading countries by production value (2024)

1 China
US$79.3 bn (15%)

2 Bangladesh
US$57.8 bn (11%)

3 Vietnam
US$48.8 bn (9%)

4 India
US$44.5 bn (8%)

5 United States
US$41.8 bn (8%)

6 Indonesia
US$28.1 bn (5%)

7 Germany
US$23.1 bn (4%)

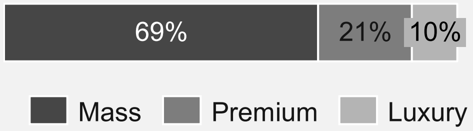
8 United Kingdom
US$21.0 bn (4%)

9 Mexico
US$17.9 bn (3%)

10 Turkey
US$21.0 bn (2%)

***Source:** Own work, based on information from Technavio (2024)*

Clothes



1.736 US$ billion

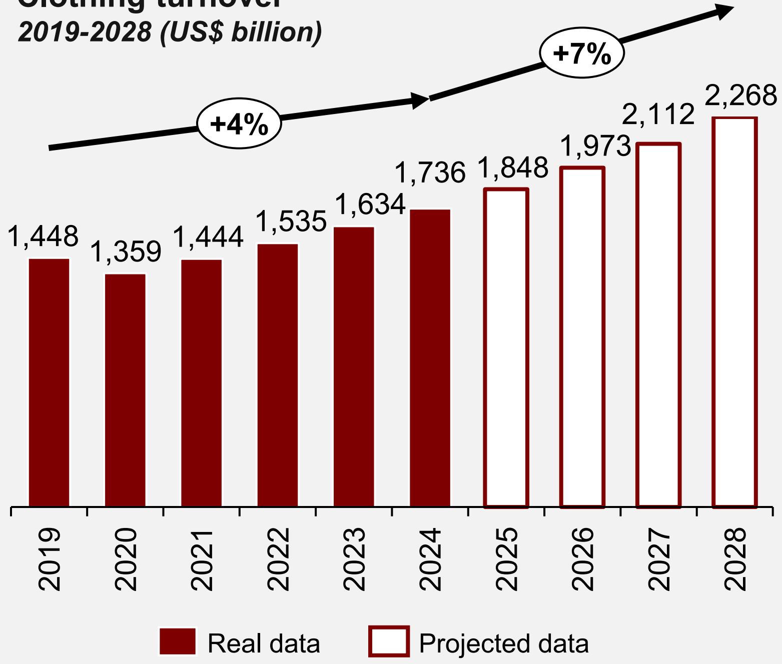
69% of the turnover of the global clothing market is concentrated in **mass production.**

Notable companies (2024)

ZARA, BALENCIAGA, VF, UNIQLO, TJX, H&M, ROSS DRESS FOR LESS, JACK&JONES, RALPH LAUREN, Massimo Dutti, Levi's, adidas, GUCCI, Gap Inc., NIKE

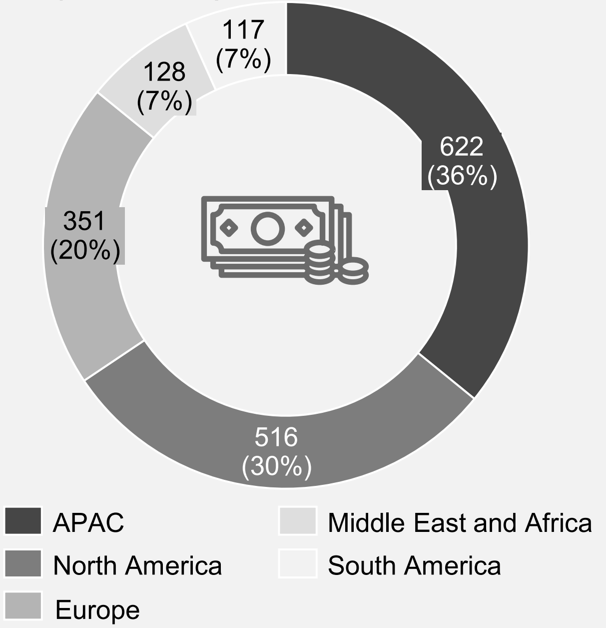
Clothing turnover

2019-2028 (US$ billion)



Clothing turnover by region

2024 (US$ billion)



Leading countries by production value (2024)

1 **United States** US$373.6 bn (22%)

2 **China** US$152 bn (9%)

3 **Japan** US$114.3 bn (7%)

4 **Canada** US$109.7 bn (6%)

5 **India** US$102.2 bn (6%)

6 **United Kingdom** US$74.9 bn (4%)

7 **South Korea** US$67.9 bn (4%)

8 **Germany** US$56.1 bn (3%)

9 **Australia** US$48.2 bn (3%)

10 **France** US$43.5 bn (3%)

Source: *Own work, based on information from Technavio (2024)*

Production of leather goods

289 US$ billion

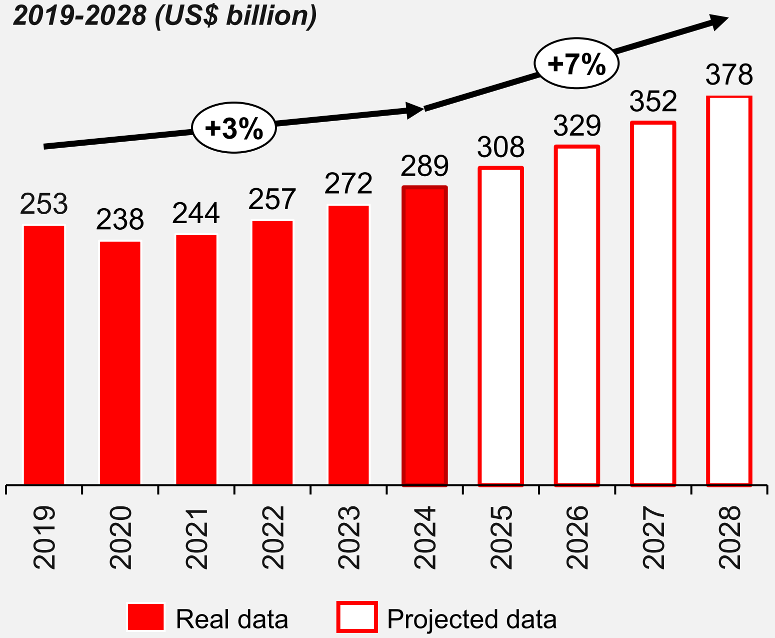
55% of the turnover of the world's leather goods production market is concentrated in **leather footwear**

Notable companies (2024)

DOLCE & GABBANA, NIKE, CHANEL, adidas, PUMA, HERMÈS PARIS, tapestry, KERING, VF, GIORGIO ARMANI, LVMH, RALPH LAUREN, RICHEMONT

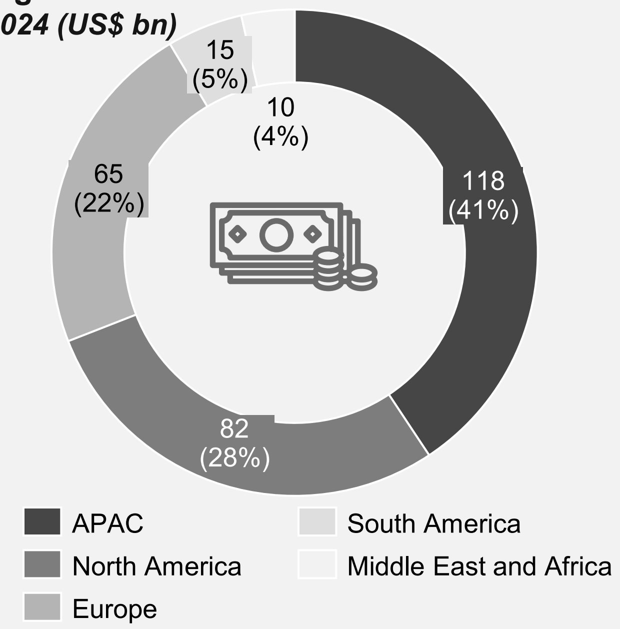
Leather goods production turnover

2019-2028 (US$ billion)



Turnover of leather goods producers by region

2024 (US$ bn)



Leading countries by production value (2024)

1 United States
US$92.7 bn (32%)

2 China
US$46.1 bn (16%)

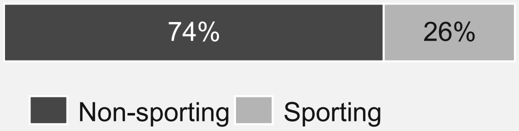
3 Japan
US$24.5 bn (8%)

4 France
US$16.4 bn (6%)

5 United Kingdom
US$13.6 bn (5%)

Source: *Own work, based on information from Technavio (2024)*

Footwear



454 US$ billion

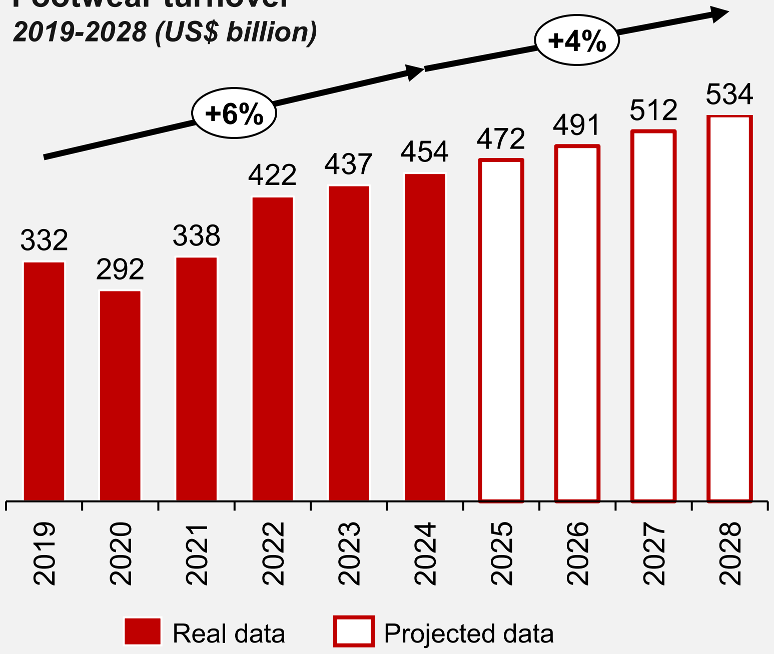
74% of the turnover of the global footwear market is concentrated in **the production of non-sporting footwear**

Notable companies (2024)

DOLCE & GABBANA
LVMH
VALENTINO
ecco
asics
NIKE
PUMA
KERING
VF
SKECHERS
BROOKS
UNDER ARMOUR
HERMÈS PARIS
new balance
adidas

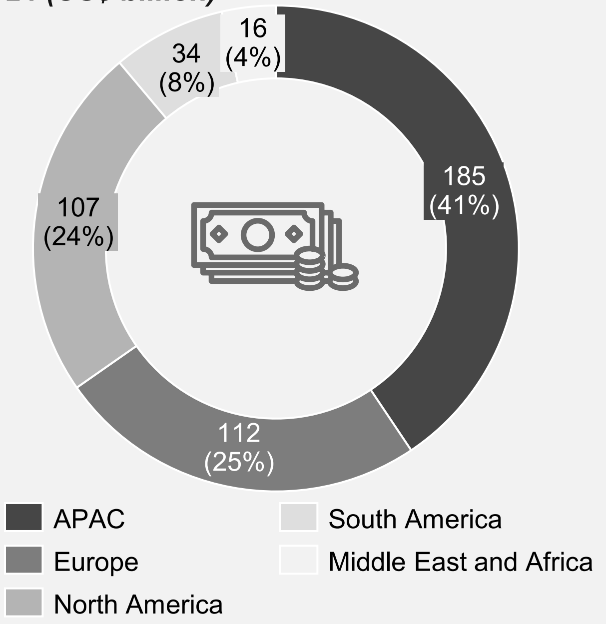
Footwear turnover

2019-2028 (US$ billion)



Footwear turnover by region

2024 (US$ billion)

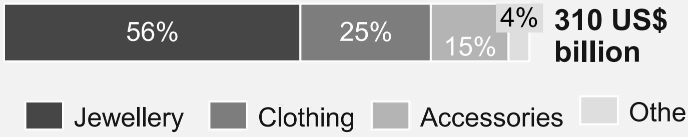


Leading countries by production value (2024)

1	United States	US$74.5 bn (16%)
2	China	US$56.6 bn (12%)
3	India	US$30.1 bn (7%)
4	Japan	US$26.5 bn (6%)
5	Germany	US$25 bn (6%)
6	United Kingdom	US$21.7 bn (5%)
7	France	US$19.5 bn (4%)
8	Canada	US$14.5 bn (3%)
9	Brazil	US$11.2 bn (2%)
10	United Arab Emirates	US$5.3 bn (1%)

***Source:** Own work, based on information from Technavio (2024)*

Luxury goods



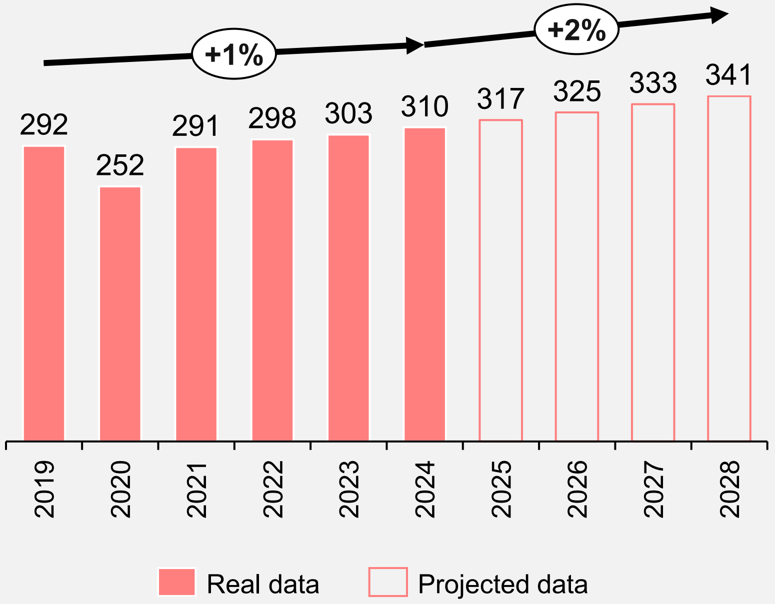
56% of the turnover of the global fashion and leather goods market is concentrated in **jewellery production**

Notable companies (2024)

DOLCE & GABBANA
CHOW TAI FOOK 周大福
CK Calvin Klein
HERMÈS PARIS
HARRY WINSTON
LVMH
SHISEIDO
KERING
L'ORÉAL
tapestry
RALPH LAUREN
SWAROVSKI
GIORGIO ARMANI
RICHEMONT
ESTĒE LAUDER
ROLEX

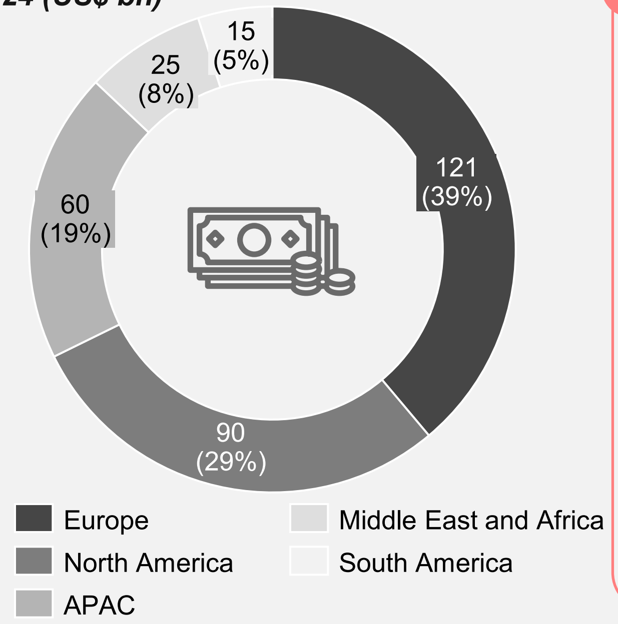
Luxury goods turnover

2019-2028 (US$ billion)



Luxury goods turnover by region

2024 (US$ bn)



Leading countries by production value (2024)

- **1 United States** US$68.9 bn (22%)
- **2 Germany** US$30.3 bn (10%)
- **3 China** US$24 bn (8%)
- **4 France** US$18.6 bn (6%)
- **5 Canada** US$15.3 bn (5%)
- **6 United Kingdom** US$14 bn (5%)
- **7 Japan** US$9.3 bn (3%)
- **8 Saudi Arabia** US$8.5 bn (3%)
- **9 India** US$5.7 bn (2%)
- **10 Brazil** US$5 bn (2%)

***Source:** Own work, based on information from Technavio (2024)*

Competitive market dynamics: bullwhip effect and trade down

- Two competitive dynamics have been identified that impact the market: one affects **demand (trade down)** and the other effects **supply (bullwhip effect).**

Trade down (demand)

A **trade down** is a **change in consumer behaviour**: in contexts of inflation, uncertainty or loss of purchasing power, customers move towards **more affordable options**, lower ranges within the same brand, promotions or "dupes" (duplicates)

Impact on the fashion and leather sector:

- **More rational and price-sensitive consumption**: customers compare more, expect promotions and prioritise value for money
- **Movement towards more affordable segments**: growth of fast fashion, second-hand, outlets and recommerce platforms
- **Pressure on local mid- and high-end brands**: they must better justify the value of the product or adjust prices
- **Reduction in average ticket price**: this particularly impacts leather manufacturers and brands, as these are generally higher-priced and less elastic categories

41% of consumers turn to second-hand stores to find lower prices

Bullwhip effect (supply)

The **bullwhip effect** describes how **small variations in demand** from the end consumer are transformed **into large fluctuations in orders throughout the supply chain**

Impact on the fashion and leather sector:

- **Uncertainty in sales and high seasonality**: small differences in demand generate over- or under-orders in workshops
- **Amplification due to dependence on global suppliers**: especially in leather components and specialised fabrics, which have long lead times
- **Overstock or lack of stock**: unexpected increases in demand generate production tensions, and unforeseen reductions end up in overstocks that are difficult to liquidate

30-40% drop in textile factory capacity utilisation

Source: *Own work, based on McKinsey (2025) and Modaes (2025)*

The fashion and leather sectors account for almost 900 FDI projects

The **volume of FDI in the fashion and leather sectors** reached €22.978 billion in the five-year period 2021-2025, with a total of 899 projects that employed 409,812 people. **Spain, with 42 projects received, ranks as the 5th highest destination in the world for this FDI.**

FDI in the fashion and leather sectors worldwide, 2021-2025

899
projects
(▼11.6% 2016-2020)

€22,978 billion
in investment
(▼20.3% 2016-2020)

409,812
jobs created
(▼6.7% 2016-2020)

Countries of origin by projects

- **1** USA | 109 projects
- **2** United Kingdom | 78 projects
- **3** China | 76 projects
- **4** France | 67 projects
- **5** Germany | 53 projects

Destination countries by projects

- **1** USA | 88 projects
- **2** Germany | 86 projects
- **3** Egypt| 51 projects
- **4** Vietnam | 47 projects
- **5** Spain | 42 projects

The 25 main investment companies by projects, 2021-2025

SHEIN
Syre
SKECHERS
zalando
RGE
irc
Topper
ŞIRIKÇIOĞLU GRUBU
PAIHO 越南百宏責任有限公司 CÔNG TY TNHH PAIHONG VIỆT NAM
联发纺织 LIANFA TEXTILE
KÜÇÜKÇALIK
魯泰紡織 LUTHAI TEXTILE
LPP
PRIMARK
PANDORA
H&M
HANDA INDUSTRIES
寶成國際集團 POU CHEN GROUP
MiSFiT
BVLGARI
SUNRISE
VF
MAS CHANGE IS COURAGE
山东如意科技集团 SHANDONG RUYI TECHNOLOGY GROUP

__Notes__: The sectors "Apparel accessories & other apparel", "Apparel knitting", "Clothing & clothing accessories", "Cut & sew apparel", "Footwear", "Leather & hide tanning and finishing", "Other (Textiles)", "Other leather & allied products", "Textiles & Textile Mills" and "Jewellery and silverware" have been considered.

Source: ACCIÓ, based on fDi Markets, 2026.

3. The fashion and leather sector in Catalonia

The fashion and leather sector: statistical universe

19,315	€21,959 M	100,322
companies	turnover	jobs
2023	**2023**	**2023**

Note: CNAE 13,14,15, 321-324, 4616, 4622-4624, 4641, 4642, 4647-4649, 4771, 4772 have been considered

Source: ACCIÓ, based on IDESCAT (2026)

Quantification and characterization of the fashion and leather sector according to statistics

	Number of companies	% of total companies	Turnover (€M)	% of total turnover	% of total jobs	Jobs
Fashion and leather sector	**19,315**	**100%**	**€21,959 M**	**100%**	**100%**	**100,322**
Textile industry	5,134	26.6%	5,544	25.2%	31,485	31.4%
Wholesalers and intermediaries	5,674	29.4%	11,794	53.7%	31,699	31.6%
Minorists	8,507	44%	4,621	21%	37,138	37%

Note: CNAE 13,14,15, 321-324, 4616, 4622-4624, 4641, 4642, 4647-4649, 4771, 4772 have been considered
Source: ACCIÓ, based on IDESCAT (2026)

Objective and scope of the report: sectoral and conceptual scope (1/3)

Value chain

- This report analyses the fashion and leather sector value chain, which includes **fabric manufacturers, dyes and finishes, leather tanning and garmenting**, as well as **production managers, brands and retailers**

PRODUCERS

The production process integrates the agents necessary for the creation of products:

- **Spinning mills:** companies that **transform textile fibres into yarn.**
- **Fabrics:** companies dedicated to **manufacturing fabrics** from yarns.
- **Dyeing and finishing:** companies specialising in **chemical or physical treatments** that are carried out on **yarns or fabrics** to modify their colour, improve their feel and add functional properties.
- **Leather tanneries and finishers:** companies that are dedicated to **processing animal skins** to convert them into **leather suitable for fashion uses.**
- **Clothing:** companies that **transform fabrics and other materials into final products.**
- **Production management:** companies that propose designs and manage the manufacture of finished parts for distribution companies.
- **Other specialised production suppliers.**

BRANDS

Brands are the entities that **design, develop** and position products in the market and that define their identity, value and associated experience for the consumer:

- **Channel brand:** companies that sell their products through their own stores (e.g.: Mango, Bershka, Stradivarius, etc.).
- **Product brand:** companies that sell their products only through multi-brand stores and do not have their own store (e.g.: Janira, Avet, etc.).
- **Brand with retail integration:** companies that sell their products in multi-brand stores and in their own stores (Brownie, Munich, etc.).

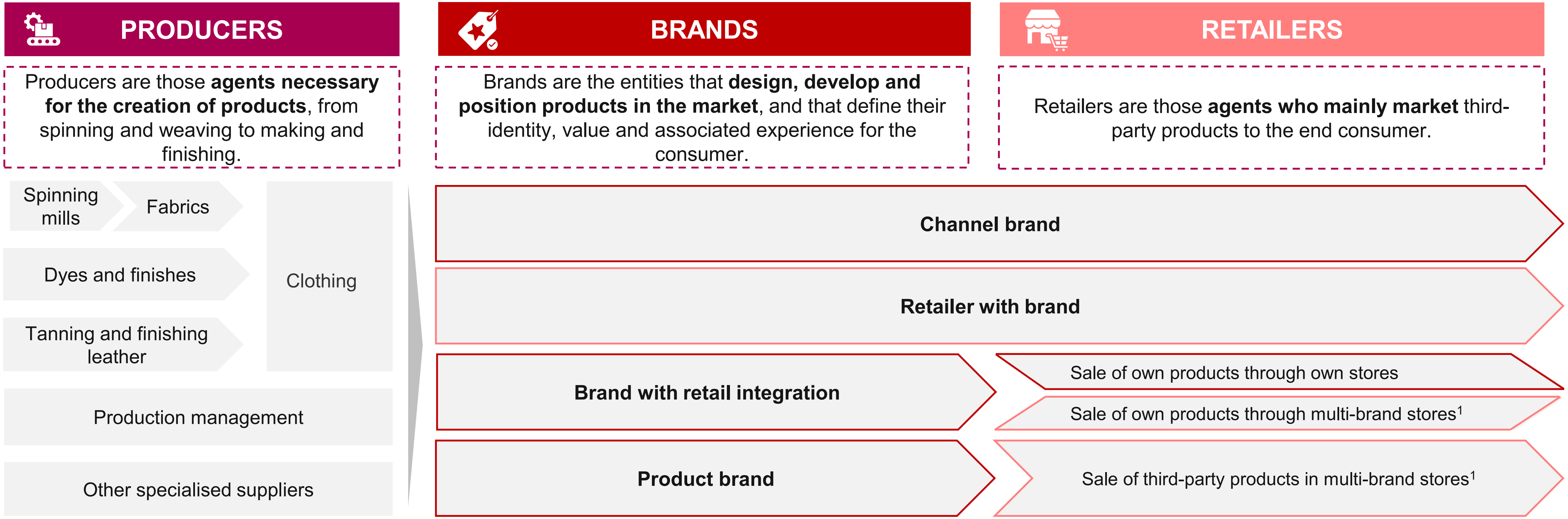
RETAILERS

Retail includes those companies that **market** mainly third-party products to reach the end consumer:

- **Retailer:** companies that sell products through physical stores and online channels (e.g.: Joyeria Fina, Flash d'or, etc.).
- **International retailer:** companies that, despite operating as brands outside Catalonia, act within Catalonia solely as retailers without decision-making power over the product, only over the sales channel. This category also includes retailers with an international reach that follow this same operating model (e.g.: Levi's, H&M, etc.).
- **Retailer with brand:** those retail companies that sell other brands in addition to their own brand (e.g.: Casas, Pere Quera, etc.).

Note (1): *Marketing in multi-brand stores is carried out through retailers/international retailers*

Objective and scope of the report: sectoral and conceptual scope (2/3)



PRODUCERS

Producers are those **agents necessary for the creation of products**, from spinning and weaving to making and finishing.

- Spinning mills
- Fabrics
- Dyes and finishes
- Tanning and finishing leather
- Clothing
- Production management
- Other specialised suppliers

BRANDS

Brands are the entities that **design, develop and position products in the market**, and that define their identity, value and associated experience for the consumer.

RETAILERS

Retailers are those **agents who mainly market** third-party products to the end consumer.

Channel brand

Retailer with brand

Brand with retail integration
- Sale of own products through own stores
- Sale of own products through multi-brand stores[1]

Product brand
- Sale of third-party products in multi-brand stores[1]

Support ecosystem

- ***Public administrations***
- ***Companies in the area*** *(audiovisual, specialised consultancies, logistics)*
- ***Training and technical centres*** *(design schools, research centres, universities)*
- ***Sectoral clusters***

⬜ Companies considered in the mapping

⬚ Companies excluded from mapping

Note (1): *Marketing in multi-brand stores is carried out through retailers/international retailers*

Source: *Own work*

Objective and scope of the report: sectoral and conceptual scope (3/3)

- The three links of the value chain have been analysed based on several **CNAE identified and extracted from the SABI database:**

CNAE of SABI (*Iberian Balance Analysis System*)

PRODUCERS

[1320] – Manufacture of textile fabrics
[1310] – Preparation and spinning of textile fibres
[1391] – Manufacture of knitted fabrics
[2060] – Manufacture of artificial and synthetic fibres
[2894] – Manufacture of machinery for the textile, clothing and leather industries
[1413] – Manufacture of other outerwear
[1414] – Manufacturing of underwear
[1419] – Manufacture of other clothing and accessories
[2652] – Watchmaking
[3212] – Manufacture of jewellery and similar articles
[3213] – Manufacture of imitation jewellery and similar articles
[1431] – Manufacture of socks
[1439] – Manufacture of other knitted and crocheted garments

leather

[1511] – Leather preparation, tanning and finishing; hide preparation and dyeing
[1411] – Manufacture of leather garments
[1420] – Manufacture of fur goods
[1512] – Manufacture of leather goods, travel goods and trimmings
[1520] – Manufacturing of footwear
[4616] – Intermediaries in the trade of textiles, clothing, furs, footwear and leather goods
[4624] – Wholesale trade in leather and furs

BRANDS

RETAILERS

retailer

[4751] – Retail sale of textiles in specialised stores

[4771] – Retail sale of articles of clothing in specialised stores

[4772] – Retail sale of footwear and leather goods in specialised stores

[4777] – Retail sale of watches and jewellery in specialised stores

[4782] – Retail sale of textile products, clothing and footwear in stores and markets

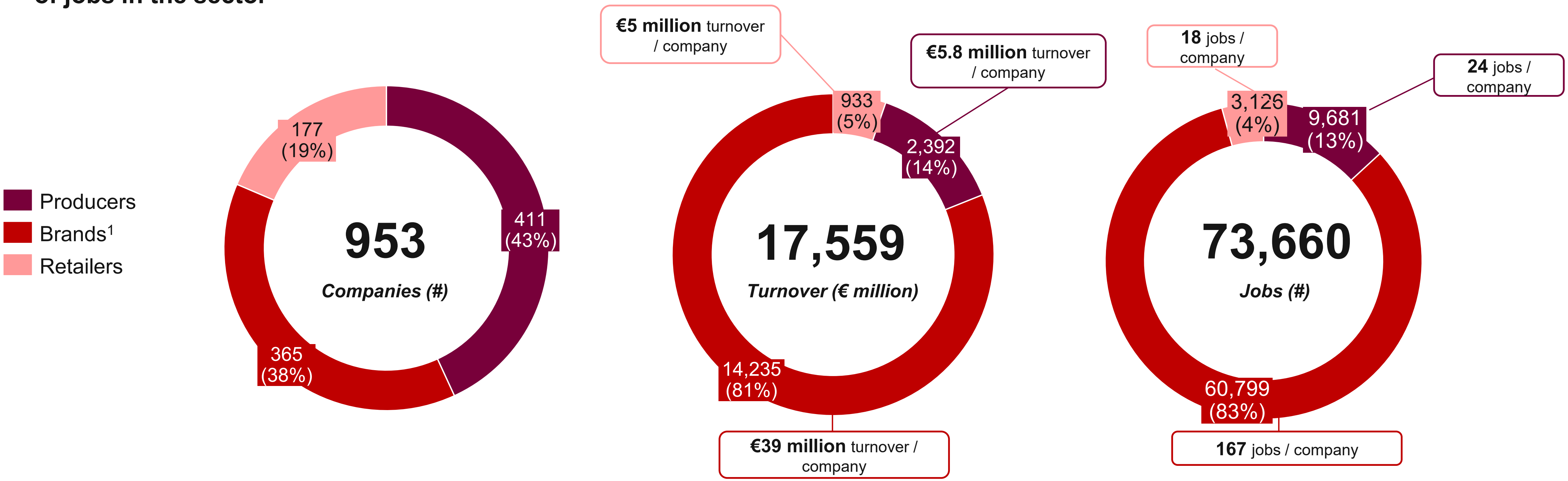
wholesaler

[4641] – Wholesale of textiles
[4642] – Wholesale trade of clothing and footwear
[4648] – Wholesale trade in watches and jewellery
[4664] – Wholesale trade of machinery for the textile, sewing and knitting industries

***Note:** Additionally, other companies in the fashion and leather sector with CNAE that are not necessarily those listed have been added to the analysis.*

Main magnitudes in Catalonia: by link in the value chain

- Currently, the fashion and leather sector in Catalonia is made up of **953 companies**, which together generate nearly **73,600 jobs** and a **turnover of over €17.5 billion**
- In terms of business composition, the sector is divided into **43% production companies**, **38% brands** and **19% retailers**
- In terms of **turnover and employment**, **brands** have a clearly predominant weight, since they account for **81% of turnover and 83% of jobs in the sector**



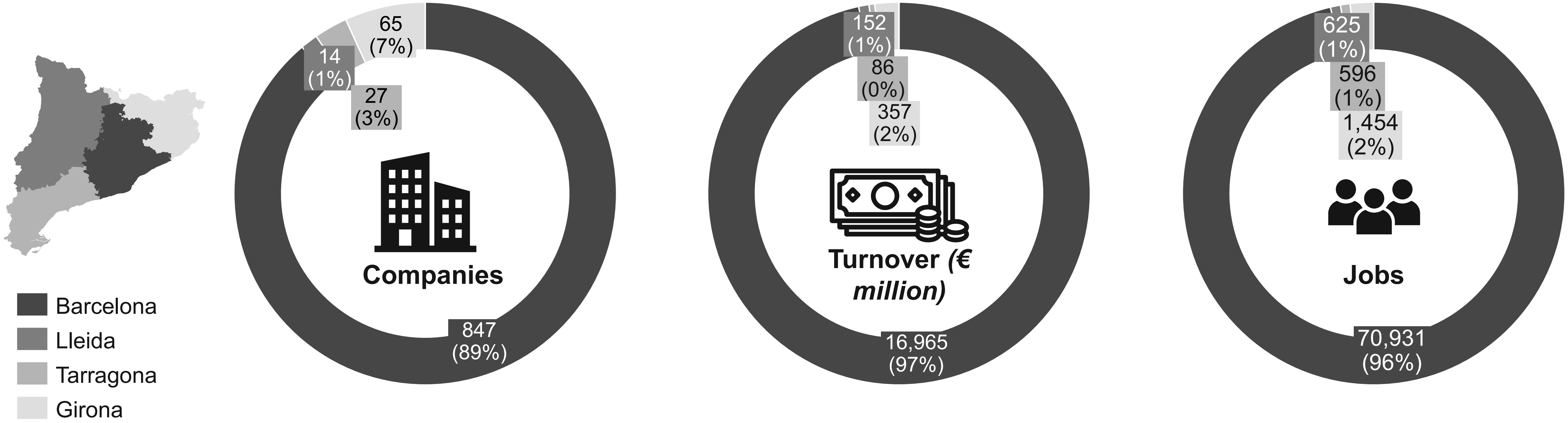
(1): International retailers have been considered as a brand to facilitate comparison with the previous study.

Note: Latest available year, mostly 2023 and 2024; active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.

Source: Own elaboration, based on the SABI database

Main magnitudes in Catalonia: by province

- There is a clear **concentration of the sector in the province of Barcelona**, which accounts for nearly **90% of companies and more than 95% of turnover and jobs.**
- The **rest of the provinces** (Girona, Tarragona and Lleida) have a **much smaller weight**, especially in economic terms, which shows a strong territorial centralisation of the activity.



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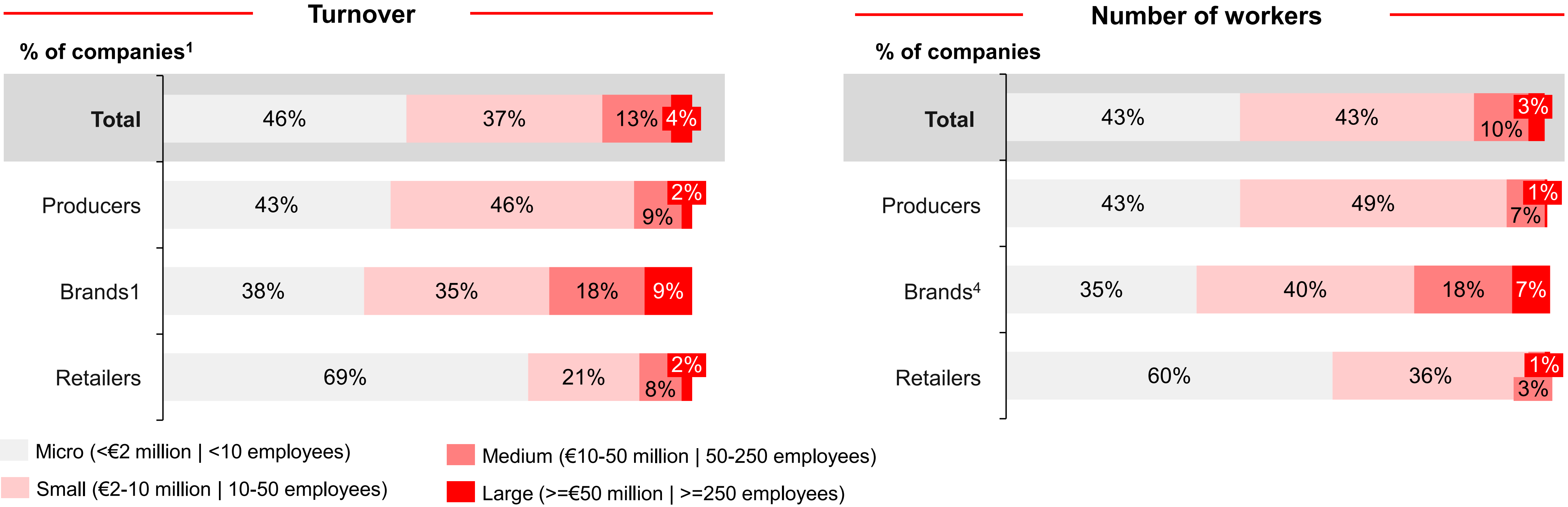
Source: Own elaboration, based on the SABI database

Main magnitudes in Catalonia: by dimension

- The business fabric of the sector is characterised by a **high presence of micro and small companies**, which represent **83% of the total** in the case of **turnover** and **86%** in the case of **workers**.
- The **links** with the **most significant presence** of **large companies** are the **brands**, both in terms of turnover and in terms of number of employees.



***(1):** International retailers have been considered as a brand to facilitate comparison with the previous study.*

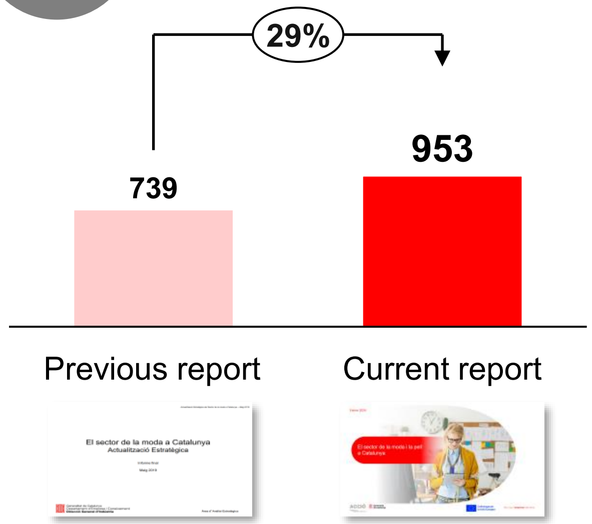
Note: Latest available year, mostly 2023-2024; active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.

Source: Own elaboration, based on the SABI database

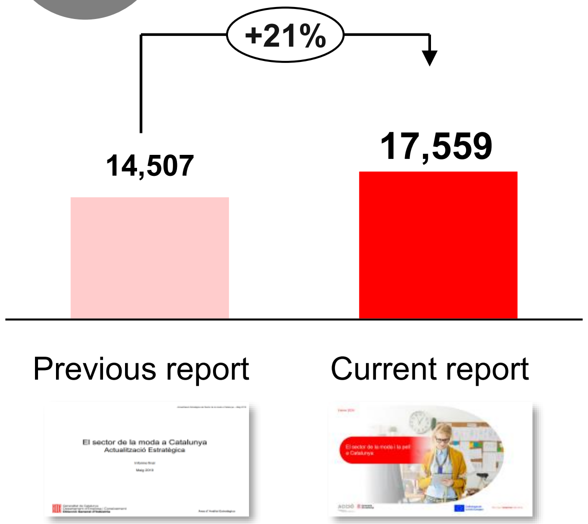
Main figures in Catalonia: evolution 2017-2024

- The fashion and leather sector has experienced **21% growth (3% CAGR[1]) since 2017**.
- At the same time, both the **number of companies and employment have increased by more than 14% compared to 2017**, which consolidates the sector's expansion trend

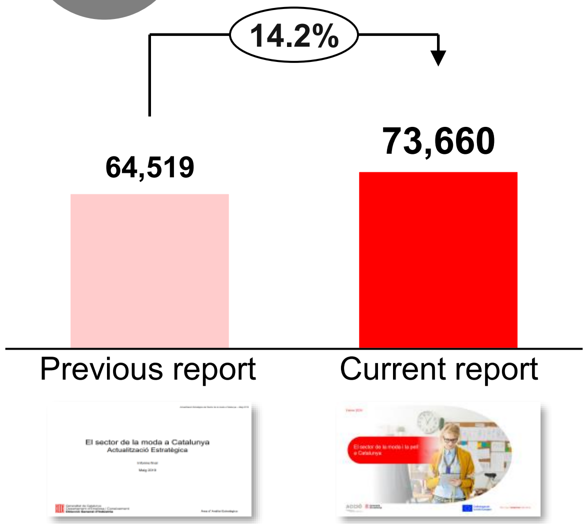
No. of companies[2]



Turnover[3] *(€ million)*



Jobs[3] *(#)*



1 CAGR: Compound Annual Growth Rate for the period 2017–2024; **2** Growth in the number of companies corresponds to the period 2017–2025; **3** Growth in turnover and employment has been calculated for the period 2017–2024, in accordance with data availability.

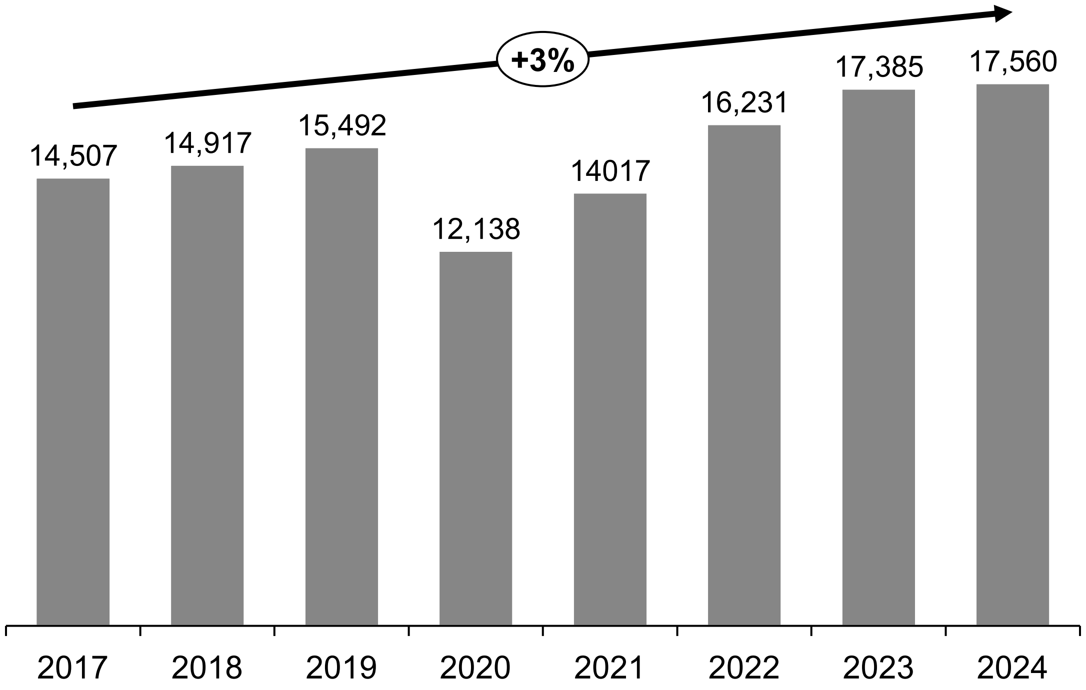
Note: Active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.

Source: Own elaboration, based on the SABI database (mainly financial years 2023 and 2024, the most recent available). Data from the previous report correspond to 2017.

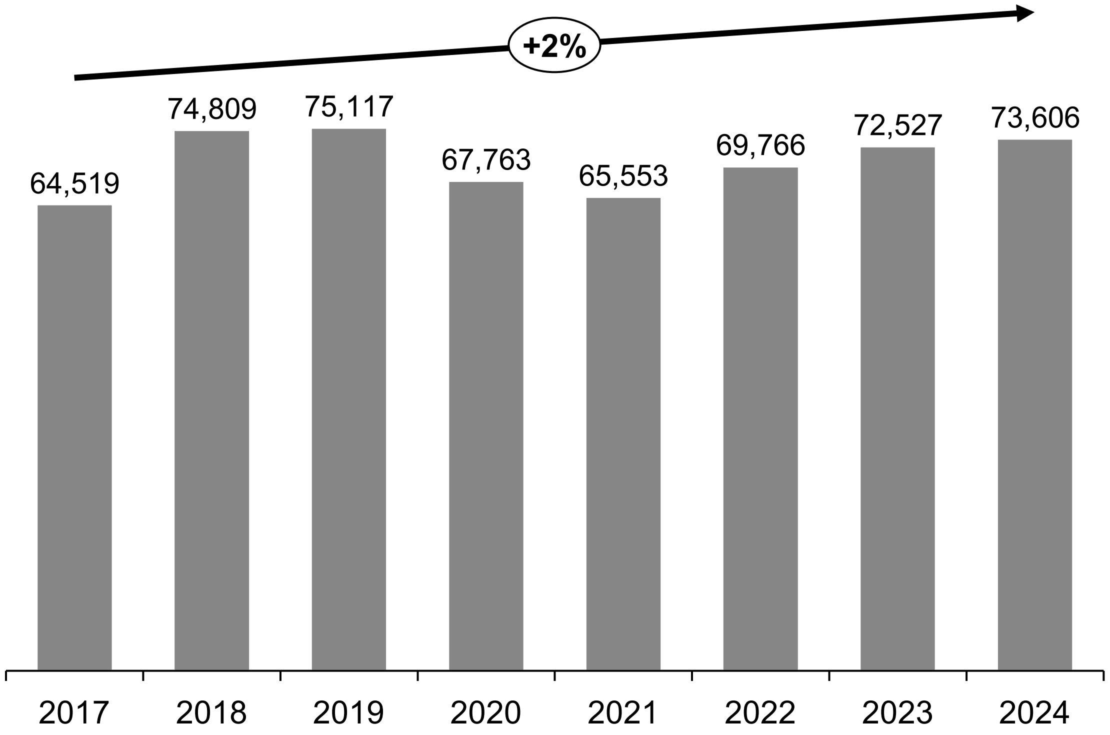
Main figures in Catalonia: annual evolution of turnover and jobs

- Since **2017**, **turnover and jobs in the fashion and leather sector** in Catalonia have **grown** at a **compound annual rate** of **3% and 2%,** respectively (2017-2024).

Sector turnover in Catalonia 2017-2024 *(€ million)*



Jobs in the sector in Catalonia 2017-2024



Note (1): 2018–2024; if there is no data for a given year, the figure from the most recent available year is used. The 2017 data come from the previous report.
Note (2): Active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.Source: Own elaboration, based on the SABI database.

Main dimensions in Catalonia: ecosystem of the sector

Public administrations

Generalitat de Catalunya
Diputació Barcelona
Ajuntament de Barcelona
ACCIÓ
CCAM Consorci de Comerç, Artesania i Moda de Catalunya

Surrounding companies

Stahl
Logisfashion®
LEATHER QUIMICA in your leather
MODE MEDIA Social Media Content
CATWALK Media Group

Associations and Clusters

Gremi Fabricants Sabadell
MODACC CLÚSTER CATALÀ DE LA MODA
080 BARCELONA FASHION
agrupación española del género de punto "Spanish Textile and Clothing Association"
LEATHER CLUSTER BARCELONA

Training and technical centres

llotja Escola d'Art i Superior de Disseny
IED
laGaspar
intexter
U ELISAVA
A3 Leather Innovation Center

PRODUCERS

PERSENTIL INTERNACIONAL
seda tex
ALETEX
HALLOTEX
happypunt
katia 100% You
d'or JOIERS
TEJIDOS REBÉS BARCELONA
PAGESVALENTI
DEFIBER, S.A.
GRATACÓS BARCELONA 1940
FACET BARCELONA
SIDOGRAS desde 1953
DAKOTA STUDIO
FALK&ROSS
cóndor
YKK Little Parts. Big Difference.
TopTex
RIBES & CASALS DESDE 1933
GC GRUPO CADARSO
SOLS
S.Vilarrasa SINCE 1853
BIELTEX

Riba Guixà
Fontanellas & Martí
Curtidos Badia SINCE 1889
Adobinve
Combalia
La Doma
SPLENDA QUALITY LEATHER
PIELES Y CUEROS PALOMERAS Y GAMBÚS, S.A.
Miret
COLOMER 1792

BRANDS

MANGO
SIMORRA
Bershka
Massimo Dutti
Stradivarius
PUNT ROMA
OYSHO
TOUS
PRONOVIAS
boboli
LOLA CASADEMUNT
NUDE PROJECT®
Punto Blanco
Desigual.
PDPAOLA
BROWNIE
ROSA CLARÁ
ese O ese
natura
BARÇA Store
SURKANA
MACSON
Tropicfeel
MELLER
paloma—wool

MUNICH
ATELIER DE Ballerinas
TORRAS
SITGETANA
EMMA
ALOHAS
aldanondoyfdez.
Castañer 1927

RETAILERS

privalia
Levi's
VALUE RETAIL
H&M
MaxMara
CALZEDONIA
asics
PATEK PHILIPPE GENEVE
MONCLER
HACKETT LONDON
RABAT
JOFISA
COURIR
GRUP UNIPREUS
TOMMY HILFIGER
VF CORPORATION
GR JOIERIA
POMPEU
BUYSHOES.SHOP
GUCCI
Jofré
SXE
Dcm argentona
CW
UNIÓN SUIZA
LARES
señor www.trajesseñor.com
Fina fg Garcia
newcop

LOUIS VUITTON
CASAS
GEOX
TASCÓN
FURLA
Montella
merkal
Dcm argentona
CALÇATS GIRÓ
les Novetats sabaters des del 1919
CALZADOS JUMA

- - - - Fashion
—— Leather

Note: The selected companies correspond to those with the highest revenue volume in 2023

Source: *Own work*

CataloniaConnects

ACCIÓ Catalonia Trade & Investment
Generalitat de Catalunya Government of Catalonia

Main magnitudes in Catalonia: TOP 10 companies by turnover

Main companies by turnover [€ million, 2024[1]]

PRODUCERS

01	PERSENTILI INTERNACIONAL	€167 M
02	team&timing	€69 M
03	seda tex	€69 M
04	ALETEX	€61 M
05	Mi! -TEX	€57 M
06	HALLOTEX	€54 M
07	happypunt	€53 M
08	d'or JOIERS	€42 M
09	GC GRUPO CADARSO	€40 M
10	PIELES Y CUEROS PALOMERAS Y GAMBÚS, S.A.	€37 M

BRANDS

01	MANGO	€3,339 bn
02	Bershka [2]	€1,590 bn
03	Stradivarius [2]	€1,531 bn
04	Massimo Dutti [2]	€1,123 bn
05	OYSHO [2]	€457 M
06	Desigual.	€388 M
07	TOUS	€336 M
08	BARÇA Store	€110 M
09	PUNT ROMA	€83 M
10	BROWNIE	€68 M

RETAILERS

01	H&M [3]	€518 M
02	CALZEDONIA [3]	€356 M
03	privalia [3]	€265 M
04	LOUIS VUITTON [3]	€259 M
05	VF CORPORATION [3]	€254 M
06	Fina fg Garcia	€176 M
07	GUCCI [3]	€128 M
08	merkal [3]	€121 M
09	RABAT	€118 M
10	PATEK PHILIPPE GENEVE [3]	€107 M

__Note (1):__ Companies with the highest turnover in the last available year, mostly 2024 and 2023 __Note (2):__ According to the Inditex Group Annual Report 2024, these companies are 100% located in Barcelona __Note (3):__ International retailers in Catalonia, which are brands in their respective countries

__Source:__ Own work, based on data from SABI

Producers

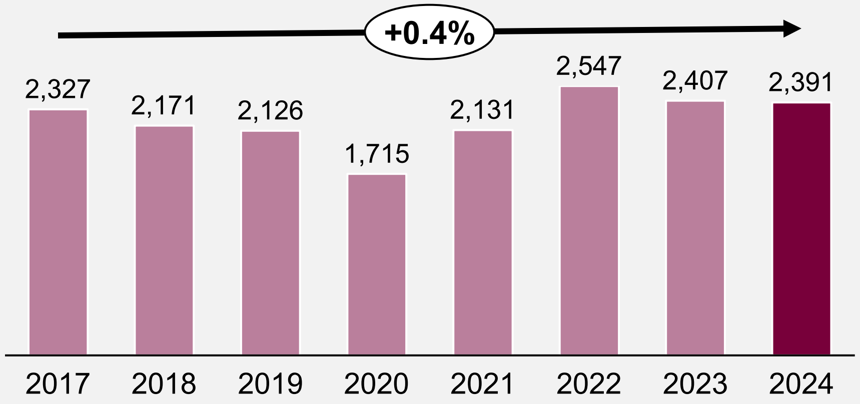
411
Companies (2024)

€142 million
EBITDA (2024)

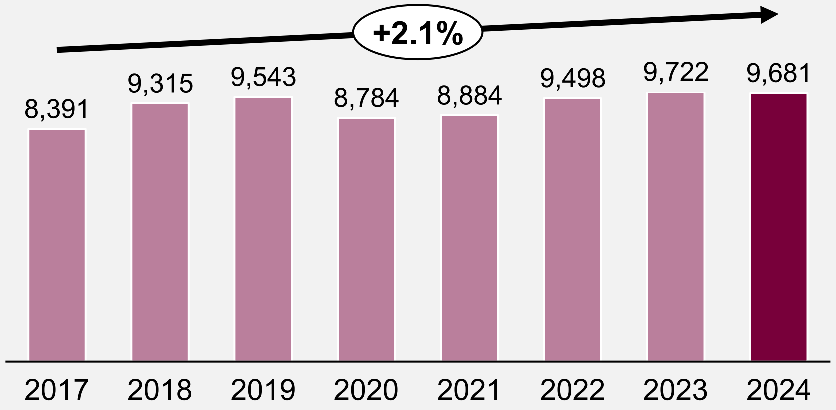
€2,392 billion
Turnover (2024)

9,681
Jobs created (2024)

Turnover
[€ million, 2017-2024]



Jobs
[2017-2024]



Turnover

01	02	03	04	05
PERSENTILI INTERNACIONAL	team & timing	seda tex	ALETEX	
€167 M	€69 M	€69 M	€61 M	€57 M

Jobs

01	02	03	04	05
HALLOTEX	Unitex Spain TENSO	Adobinve	cóndor	Riba Guixà
1,548	293	200	194	155

Note (1): 2018–2024; if there is no data for a given year, the figure from the most recent available year is used. The 2017 data come from the previous report.
Note (2): Active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.
Source: Own elaboration, based on the SABI database.

Brands[1]

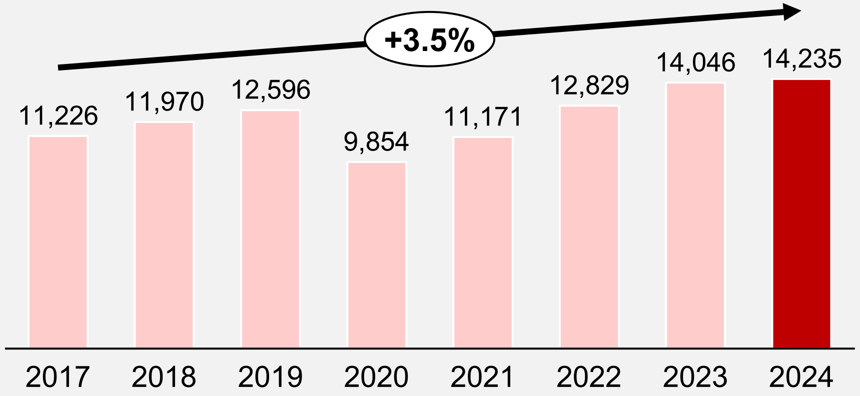
365
Companies (2024)

€1.569 billion
EBITDA (2024)

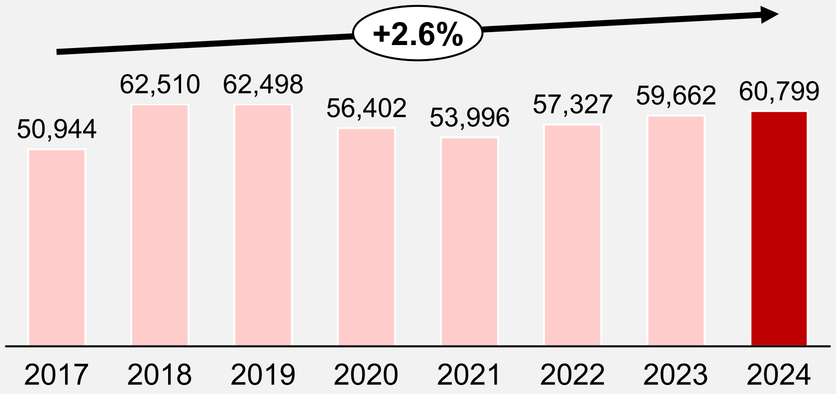
€14.235 billion
Turnover (2024)

60,799
Jobs created (2024)

Turnover
[€ million, 2017-2024]



Jobs
[2017-2024]



Turnover	01	02	03	04	05
	MANGO	Bershka	Stradivarius	Massimo Dutti	OYSHO
	€3,339 bn	€1,590 bn	€1,531 bn	€1,123 bn	€457 M

Jobs	01	02	03	04	05
	MANGO	Stradivarius	Bershka	Massimo Dutti	Desigual.
	15,416	4,208	3,064	2,794	2,613

Note (1): 2018–2024; if there is no data for a given year, the figure from the most recent available year is used. The 2017 data come from the previous report.
Note (2): Active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.
Source: Own elaboration, based on the SABI database.

Retailers

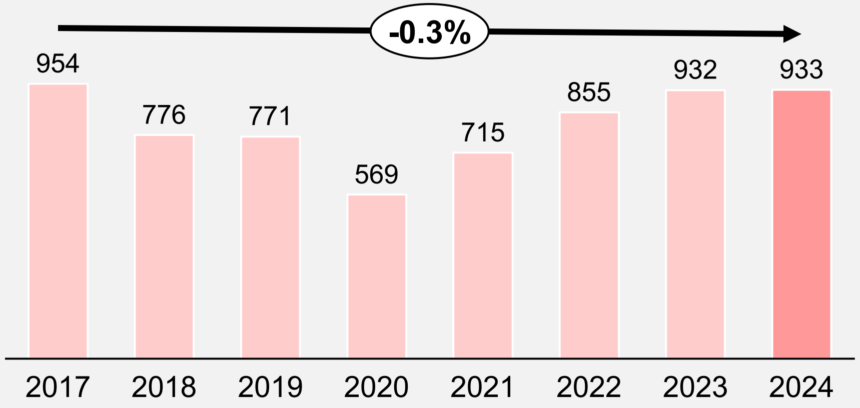
177
Companies (2024)

€40 million
EBITDA (2024)

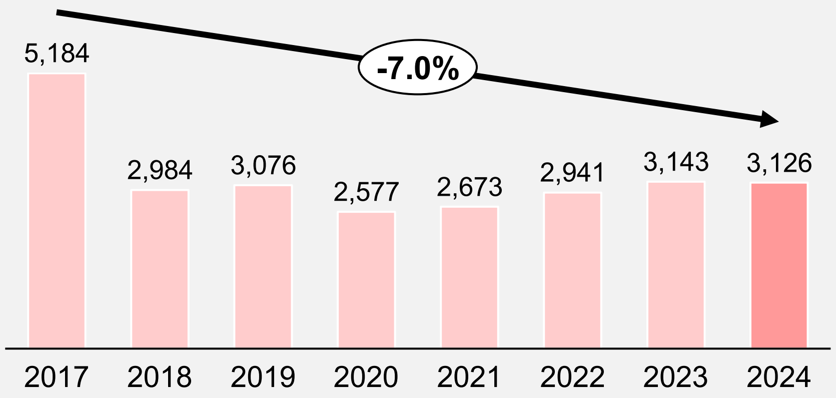
€933 million
Turnover (2024)

3,126
Jobs created (2024)

Turnover
[€ million, 2017-2024]



Jobs
[2017-2024]



Turnover

01	02	03	04	05
H&M	CALZEDONIA	privalia	LOUIS VUITTON	VF CORPORATION
€518 M	€356 M	€265 M	€259 M	€254 M

Jobs

01	02	03	04	05
H&M	CALZEDONIA	LOUIS VUITTON	privalia	LEVI'S®
3,179	2,495	1,716	1,494	968

Note (1): 2018–2024; if there is no data for a given year, the figure from the most recent available year is used. The 2017 data come from the previous report.
Note (2): Active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.
Source: Own elaboration, based on the SABI database.

Main magnitudes in Catalonia: summary

- **Brands** account for the bulk of the sector, with **83% of jobs** and **81% of turnover**, despite representing only **38% of companies.**
- Since 2017, the **sector has grown by 21% in turnover**, with a particularly significant increase in brands (27%), compared to very moderate growth in producers (3%) and a slight drop in retailers (-2%).

	No. of companies	% No. of companies	Jobs (# workers)	% Jobs	Turnover (€ million)	% Turnover	Growth (2017-latest year)
Producers	411	43%	9,681	13%	2,392	14%	3%
Brands[1]	365	38%	60,799	83%	14,235	81%	27%
Retailers	177	19%	3,126	4%	933	5%	-2%
TOTAL SECTOR	**953**	**100%**	**73,606**	**100%**	**17,560**	**100%**	**21%**

(1): *International retailers have been considered as a brand to facilitate comparison with the previous study.*

Note: Latest available year, mostly 2023 and 2024; active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.

Source: Own elaboration, based on the SABI database

In the last five years, FDI in the fashion and leather sector in Catalonia has attracted 19 projects and generated 955 jobs

FDI in the fashion and leather sector in Catalonia, 2021-2025

19
projects
▼ 44.1% (2016-2020)

€124.6 M
in investment
▼ 41.1% (2016-2020)

955
jobs
▼ 33% (2016 - 2020)

Main investing countries by invested capital, 2021-2025

1 United Kingdom | €47.8 M
2 Denmark| €22.4 M
3 Italy | €22.4 M
4 France | €15.8 M
5 USA | €4.8 M
6 Sweden | €3.7 M
7 Tunisia | €3.7 M
8 China| €2.7 M
9 Bangladesh | €0.8 M
10 Singapore | €0.6 M

FDI profile for the five-year period 2021-2025

Top 5 activities in which investments have been made (by projects)

Sales, marketing and support	6 projects
Registered office	5 projects
Logistics, distr. and transportation	3 projects
Manufacturing /production	3 projects
Research and development	1 project

Top 5 subsectors in which investments have been made (by projects)

Clothing and accessories	11 projects
Textiles and textile industries	3 projects
Footwear	2 projects
Other (textiles)	1 project
Accessories and other clothing items	1 project

__Notes__: The sectors "Apparel accessories & other apparel", "Apparel knitting", "Clothing & clothing accessories", "Cut & sew apparel", "Footwear", "Leather & hide tanning and finishing", "Other (Textiles)", "Other leather & allied products", "Textiles & Textile Mills" and "Jewellery and silverware" have been considered.

***Source:** ACCIÓ, based on fDi Markets, 2026.*

Catalonia is the 5th region worldwide in number of FDI projects related to fashion and leather during the five-year period 2021-2025

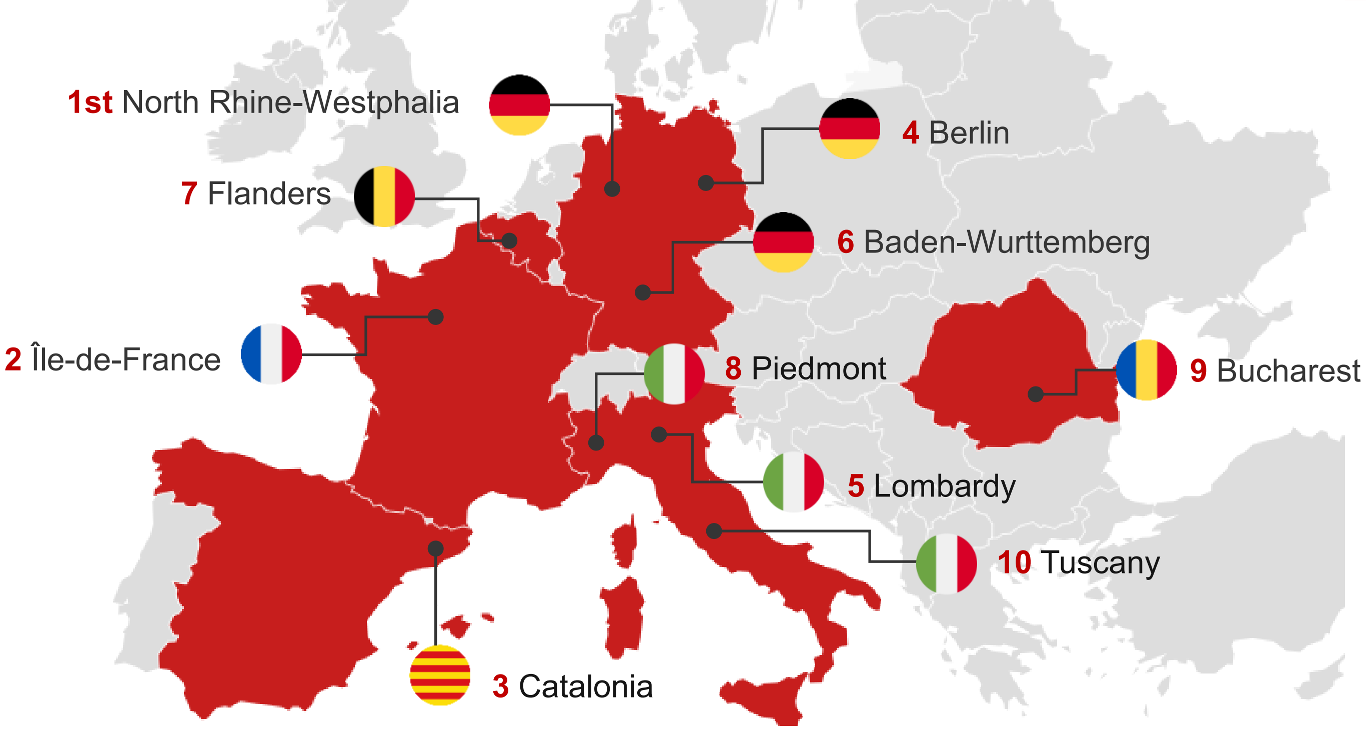
Catalonia occupies, by number of projects, a very prominent position at the international level in terms of FDI destined to the fashion and leather sector

5th **region of the world** in number of projects

3rd **European Union region** in number of projects

1st **Southern European region** in number of projects

Fashion and leather FDI in the EU by number of projects, 2021-2025



Notes: *The sectors "Apparel accessories & other apparel", "Apparel knitting", "Clothing & clothing accessories", "Cut & sew apparel", "Footwear", "Leather & hide tanning and finishing", "Other (Textiles)", "Other leather & allied products", "Textiles & Textile Mills" and "Jewellery and silverware" have been considered.*
Source: *ACCIÓ, based on fDi Markets, 2026.*

Catalonia as the main hub for startups in southern Europe

Catalonia had **more than 2,400 startups in 2025**

Barcelona is the 5th best ecosystem in the EU for creating a startup

Global Startup Ecosystem Index, Startupblink, 2025

Barcelona is the best startup ecosystem in southern Europe

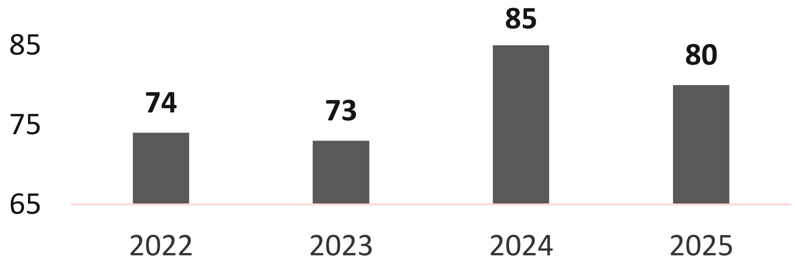
Startup Ecosystem Awards, StartupBlink 2025

Barcelona ranks 5th in the EU in the ranking of scale-up cities

Startup HeatMap Europe 2025

79 startups in the fashion and leather sector in 2025

Evolution of the number of startups in the fashion sector, 2022-2025



The number of startups in the fashion sector has grown by 8% in the last 4 years.

Top startups in the fashion and leather sector

matcha jeans
Jelliby
MAM
BCome
brava FABRICS
ARACNE TEXTILE SOLUTIONS
LAAGAM
neural fashion ARTIFICIAL INTELLIGENCE
RECOVO
ÖLEND
Fake Gods
ARTISO Shaping the Future of Fashion.
trilogi
SAYE
Tropicfeel
MELLER

Source: *Own work, based on the Barcelona & Catalonia Startup Hub 2025*

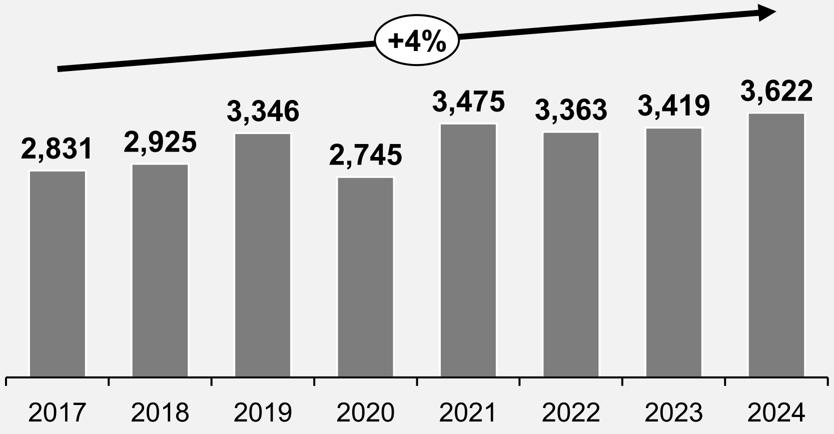
Trade balances

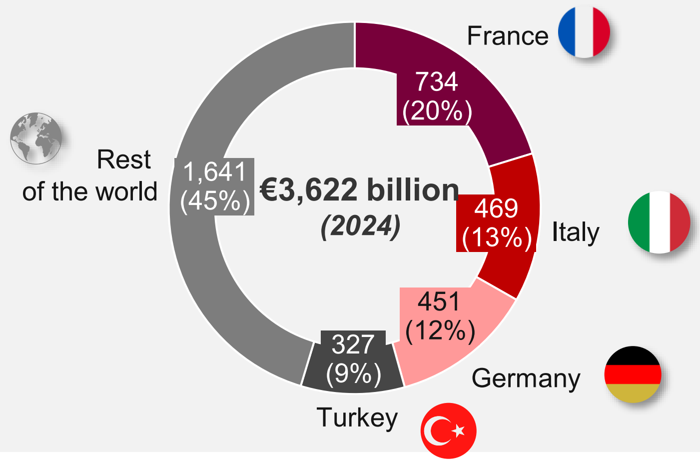
Catalan exports
[€ million, 2024]

Destination of Catalan exports
[€ million, 2024]

Clothing items

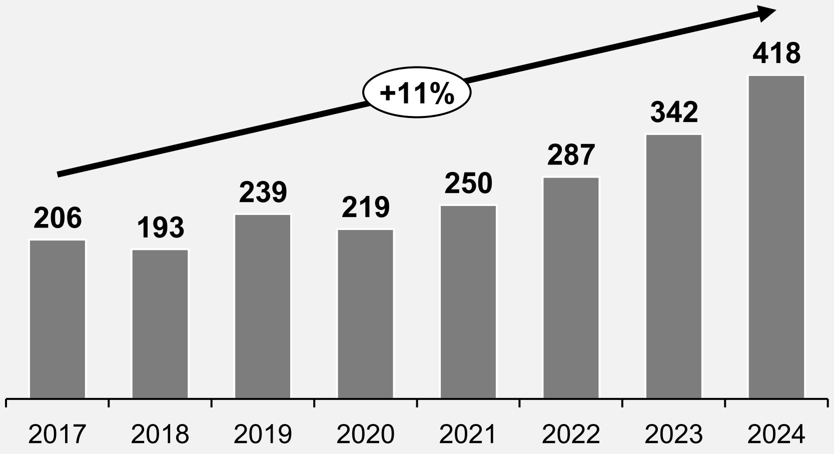
ICEX Sector 30207

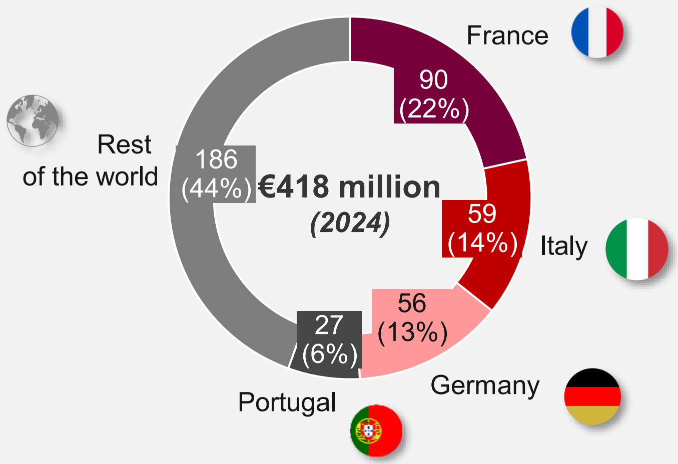




Footwear

ICEX Sector 30204





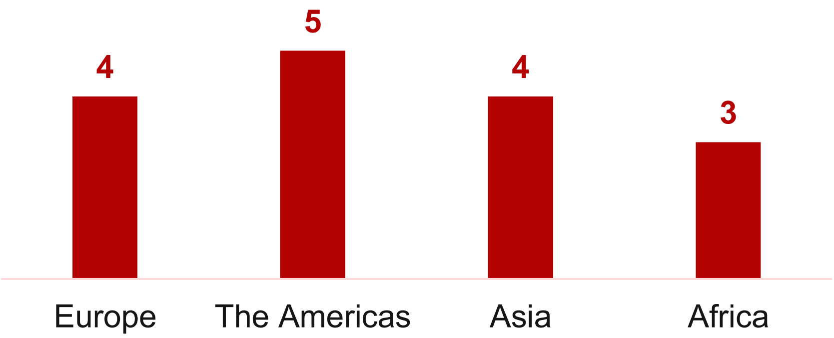
Source: *Own work, based on information from the ICEX ESTACOM database*

International business opportunities for the Catalan company in the fashion and leather sector

World

- **13 countries have been identified** with business opportunities for Catalan companies in the fashion and leather sector.
- In total, **16 business opportunities** have been detected around the world.
- The country with the most opportunities identified is Morocco, with 3 opportunities detected.

International business opportunities



[Access the ACCIÓ recommender](#) for international opportunities

Source: *ACCIÓ based on the Global Map of International Business Opportunities 2025.*

4. The leather sector in Catalonia

All information in this section comes from the mapping prepared from the financial information of Catalan companies in the fashion and leather sector, obtained from the SABI database.

Main figures: the leather sector as part of the fashion sector

- The leather sector is an integral part of the fashion sector because it acts as a key link in its value chain, both from a **productive, creative and commercial point of view.**
- Leather is a **strategic raw material** in the manufacture of fashion products, especially in **footwear, leather goods, bags, belts, accessories and luxury items,** as well as in certain garments.
- Unlike other materials, leather provides distinctive attributes—**durability, quality, comfort, prestige and aesthetic value**—that directly influence the brand positioning, design and final price of the product. For this reason, it is especially relevant in the middle and high segments of the fashion market, where **differentiation and the perception of quality** are **key factors of competitiveness.**

Fashion sector

Leather sector[1]

Note (1): Leather applied to the fashion sector

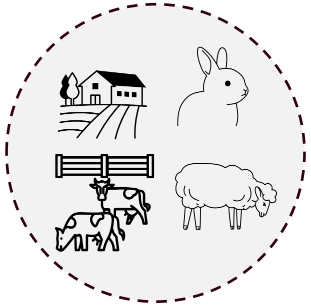
Main figures: production process and value chain of the leather sector

- The fashion sector value chain is structured into different links, ranging from **the acquisition of raw materials** to **the marketing of the final product**. Each stage provides added value and fulfils a specific function within the sector as a whole.

Previously...

The **leather used is a by-product of the meat industry**, so the animals are not raised for the purpose of obtaining their leather. If not used, this material would become waste.

The **leather industry recovers, recycles and valorises this resource** to transform it into a durable product and thus contribute to the circular economy model.



PRODUCERS

Tanners

They are responsible for the **treatment and transformation of the** raw hide into a material suitable for industrial use, which adds value through the **tanning and finishing processes**

Other producers

Other agents necessary for the creation of products, taking into account leather dyes and finishes, as well as production managers and garment makers

BRANDS

They design, **develop** and **position** the **products** in the market, and define their identity, value and associated experience for the consumer

RETAILERS

They connect the product with the end consumer through **physical and digital sales channels**, thus closing the value chain.

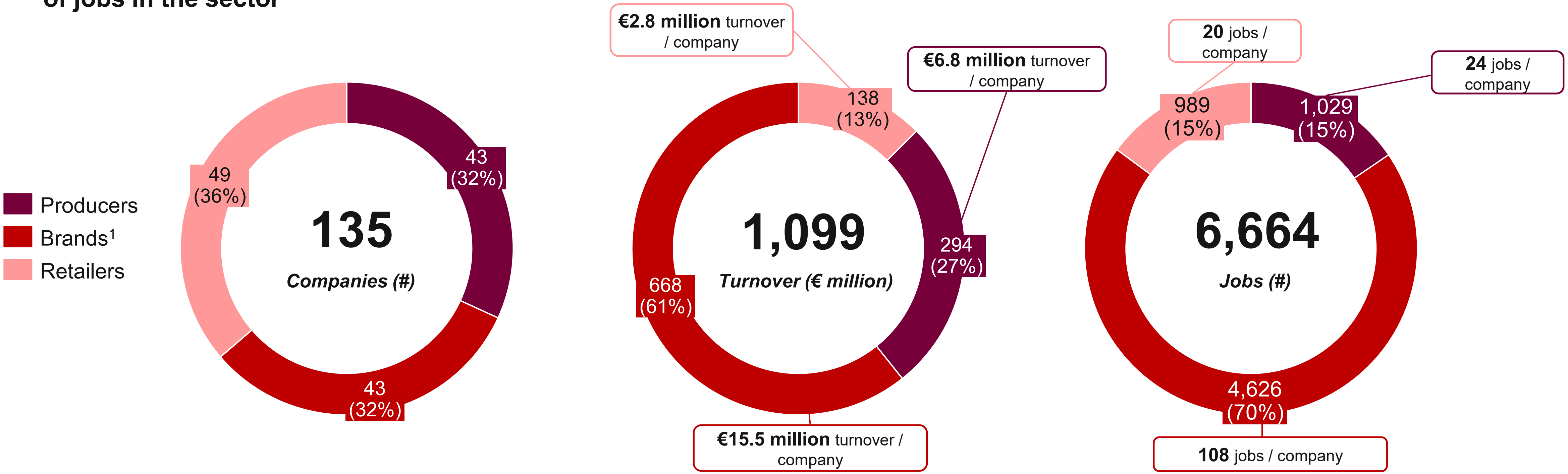
Although the leather sector is commonly associated with the fashion sector, as it is its main field of application, it is important to keep in mind that it serves several industrial sectors such as:

- **Automotive**: seats, interior panels, covered steering wheels...
- **Furniture and upholstery**: sofas, armchairs, chairs, decorative panels...
- **Decoration and interior design:** coverings, ornamental elements, special floors and walls...

Source: *Own work, based on Splenda Quality Leather (2025), Curtidos Badia (2025) and Technavio (2024)*

Main quantities: by link in the value chain

- Currently, the leather sector in Catalonia is made up of **135 companies**, which together generate nearly **6,600 jobs** and a **turnover of around €1.1 billion**
- In terms of business composition, the sector is divided into **32% production companies**, **32% brands**, and **36% retailers**
- In **terms of turnover and employment**, **brands** have a clearly predominant weight, since they account for **61% of turnover and 70% of jobs in the sector**



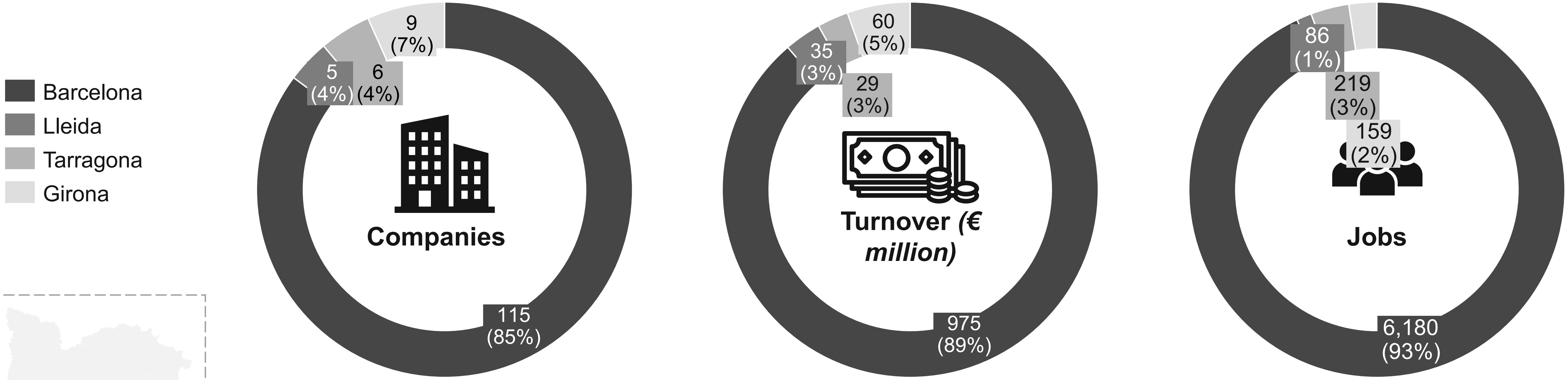
(1): International retailers have been considered as a brand to facilitate comparison with the previous study.

Note: Latest available year, mostly 2023 and 2024; active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.

Source: Own elaboration, based on the SABI database

Main magnitudes: by province

- In the same vein as in the global fashion sector, in the leather sector there is a clear **concentration in the province of Barcelona**, which accounts for **85% of the companies, 89% of the turnover and 93% of the jobs.**
- The **rest of the provinces** (Girona, Tarragona and Lleida) have a **much lower weight**, especially in terms of employment, which shows a strong territorial centralisation of the activity.



- Barcelona concentrates the majority of companies, turnover and jobs in the sector. However, leather has historically had **notable importance in Igualada,** which continues to be a reference centre for tanning activity

(1): *International retailers have been considered as a brand to facilitate comparison with the previous study.*

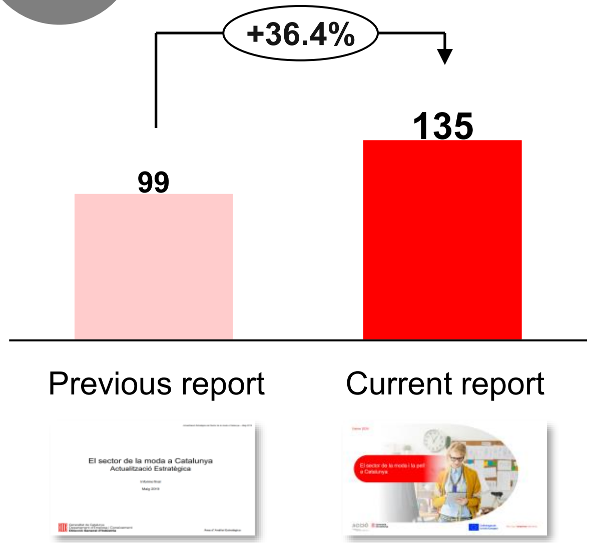
Note: Latest available year, mostly 2023 and 2024; active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.

Source: Own elaboration, based on the SABI database

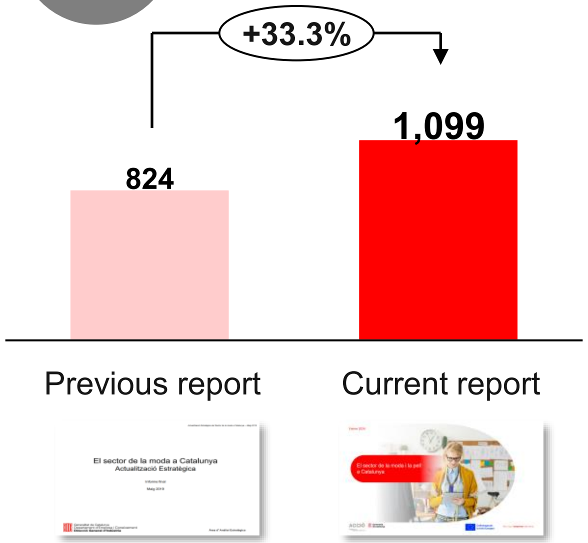
Main figures in Catalonia: evolution 2017-2024

- The leather sector has registered a **33% growth in turnover since 2017**
- At the same time, the **number of companies has increased by 36%** and **employment has increased by more than 14% compared to the same year, which consolidates a clear trend of expansion in the sector**

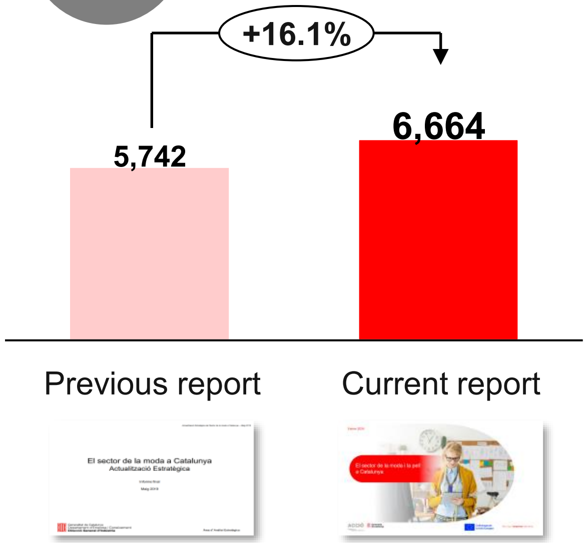
No. of companies



Turnover *(€ million)*



Jobs (#)



Note: Active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.
Source: Own elaboration, based on the SABI database (mainly financial years 2023 and 2024, the most recent available). Data from the previous report correspond to 2017.

Main quantities: TOP 10 companies by turnover

Main companies by turnover [€ million, 2024[1]]

PRODUCERS

01	PIELES Y CUEROS PALOMERAS Y GAMBÚS, S.A.	€37 M
02	Riba Guixà	€28 M
03	Fontanellas & Martí	€28 M
04	La Doma	€23 M
05	Adobinve	€22 M
06	COLOMER LEATHER GROUP	€19 M
07	Miret	€18 M
08	Grupo LEDEXPORT	€17 M
09	Ualabi	€8 M
10	EN Eusebio Nomen, S.A.	€8 M

BRANDS

01	ALOHAS	€23 M
02	WOUF	€5 M
03	BF Designed by Beatriz Furest	€3 M
04	LONBALI	€3 M
05	BIBA	€3 M
06	NAGUISA	€2 M
07		€2 M
08	TORRAS	€2 M
09	un paso más	€2 M
10	SITGETANA	€1 M

RETAILERS

01	LOUIS VUITTON [2]	€259 M
02	merkal calzados [2]	€121 M
03	DEICHMANN [2]	€82 M
04	CASAS [2]	€45 M
05	zacaris	€29 M
06	GEOX RESPIRA [2]	€22 M
07	FURLA [2]	€7 M
08	LARES	€6 M
09	ecco [2]	€4 M
10	Bo3	€4 M

Note (1): Companies with the highest turnover volume in the last available year, mostly 2024 and 2023

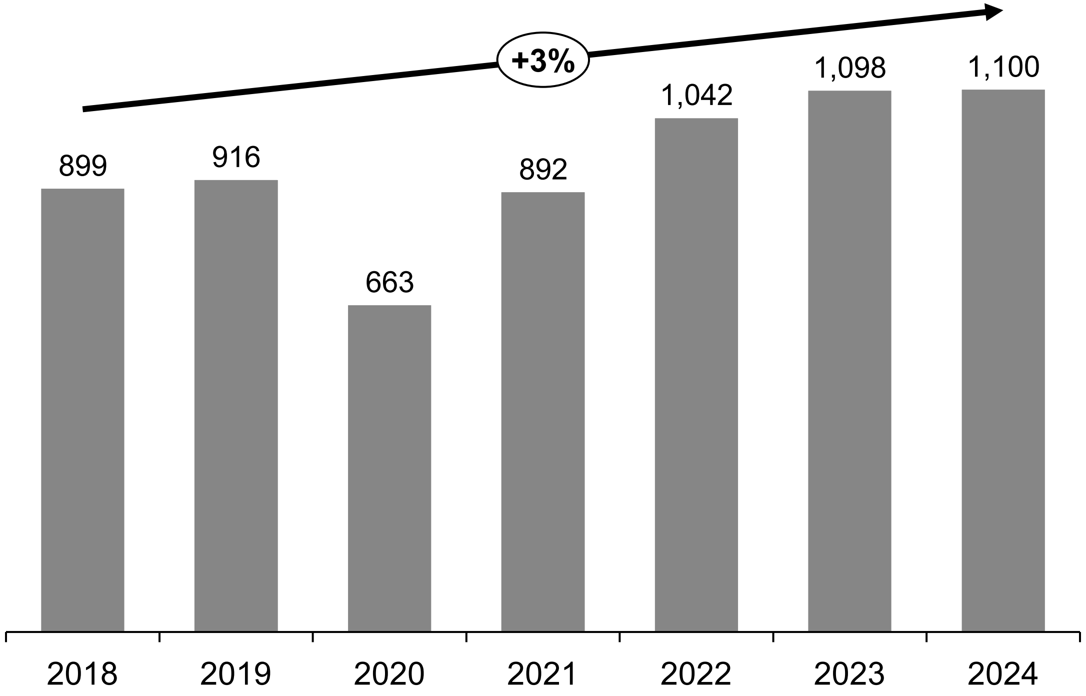
Note (2): International retailers in Catalonia, which are brands in their respective countries

***Source:** Own work, based on the mapping prepared from the financial information of Catalan companies in the fashion and leather sector obtained from the SABI database*

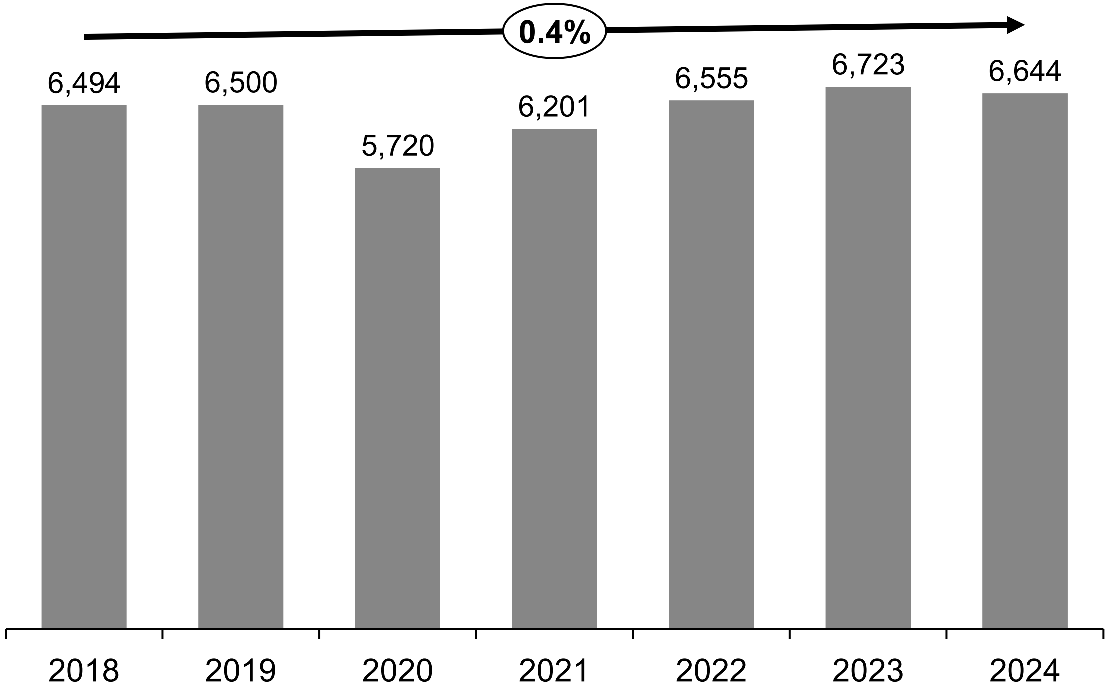
Main figures: annual evolution of turnover and jobs

- Since 2018, the sector’s **turnover** has grown at a **compound annual rate of 3%** (2018-2024), in line with the fashion sector as a whole, while jobs have remained

Sector turnover in Catalonia 2018-2024 *(€ million)*



Jobs in the sector in Catalonia 2018-2024



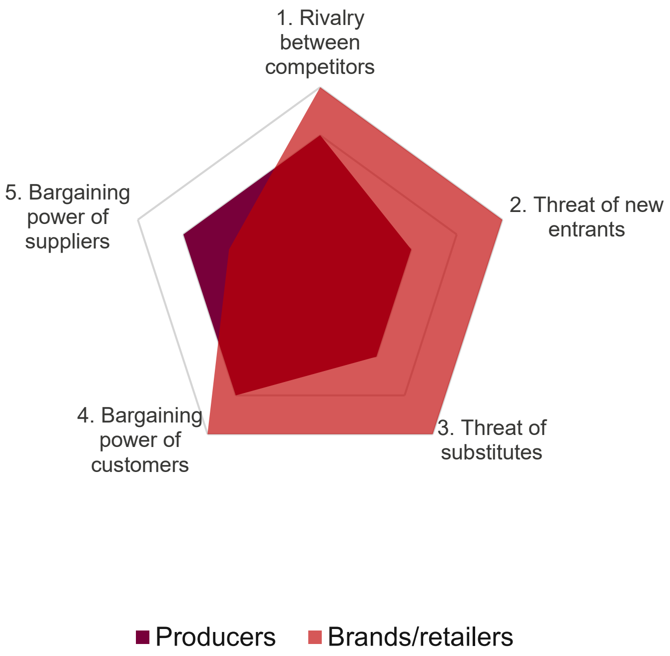
Note: *2018-2024; if there are no data in the year in question, the figure for the last available year is taken.*
Source: Latest available year, mostly 2023 and 2024; active companies with available data for the last 5 years (2024–2020) have been considered, with a turnover exceeding €500,000.
Source: Own elaboration, based on the SABI database

5. Trends and strategic challenges for the sector

Competitive market dynamics in the fashion sector: Porter's Five Forces

- Porter's **5 Forces model** helps **identify** which **competitive pressures affect each actor** and consequently reveals structural differences between producers and brands/retailers.

Fashion sector



Producers

1. Rivalry between existing competitors: highly fragmented market and high price pressure due to delocalisation and reduction of the local production base

2. Threat of new entrants: entry limited by high initial investments, environmental regulation and lack of generational succession

3. Threat of substitutes: Competition from production offshored to cheaper and less regulated countries

4. Bargaining power of customers: high dependence on large brands and very price-sensitive end consumers

5. Bargaining power of suppliers: dependence on fibres, energy and chemicals with high costs and great volatility

Brands and retailers

1. Rivalry between existing competitors: intense rivalry in fast fashion and between brands without solid differentiating assets

2. Threat of new entrants: creating new brands is more accessible (e-commerce, social networks) but mortality is high

3. Threat of substitutes: second-hand pressure, dupes and consumer alternatives that reduce margins

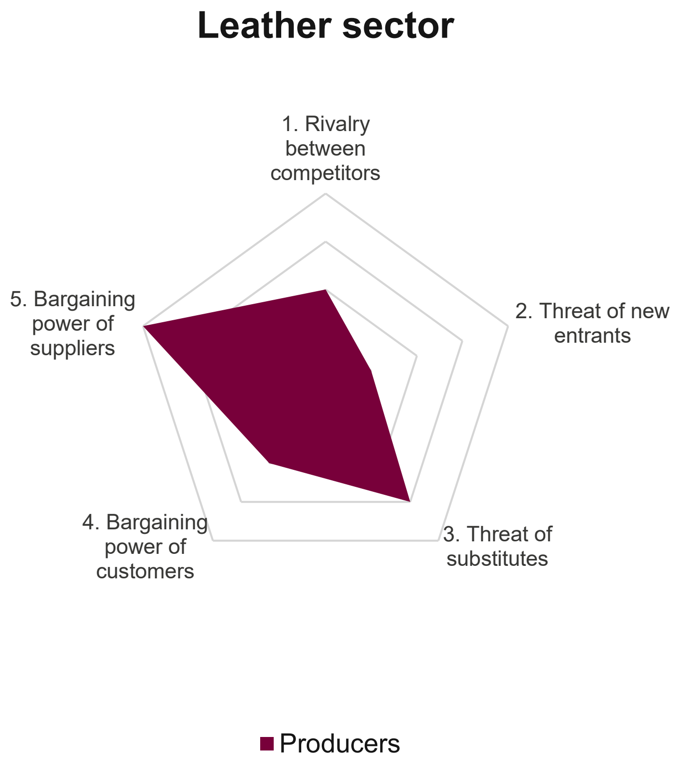
4. Bargaining power of customers: customers accustomed to comparing and demanding low prices and constant promotions

5. Bargaining power of suppliers: access to a global offering that makes it easier to replace suppliers and negotiate terms

Source: *Own work, based on interviews conducted with the sector ecosystem and McKinsey (2025)*

Competitive market dynamics in the leather sector: Porter's Five Forces

- Porter's **5 Forces model** helps **identify** which **competitive pressures affect each actor** and consequently reveals structural differences between producers and brands/retailers.



Producers

1. Rivalry between existing competitors: small but intense competition, focused on quality and premium positioning within a highly specialised market

2. Threat of new entrants: entry limited by lack of technical know-how and strict environmental regulation that raises barriers

3. Threat of substitutes: high quality of natural leather, but strong pressure from synthetic and vegan materials that function as viable alternatives

4. Bargaining power of customers: The quality of Catalan leather moderates customer power, but it remains high due to the existence of substitute options

5. Bargaining power of suppliers: dependence on chemical products and specialised services with limited supply and high costs, which reinforces their power.

Source: *Own work, based on interviews conducted with the sector ecosystem and McKinsey (2025)*

SWOT: Producers

Weaknesses

S1. Structural offshoring: production has moved to Asia to reduce costs, which generates loss of scale, underutilisation of local capacities and dependence on decisions by global brands

S2. Lack of generational succession: trades in the leather sector are unable to find replacements following retirements; the sector is unattractive to young talent and this is threatening the continuity of know-how

S3. Pressure on margins from big brands: the concentration of demand in big brands reduces the negotiating power of producers, who see prices forced downwards and suffer from multisourcing strategies

S4. High costs and regulation: Increasing production costs and price-based competition reduce profitability and limit the sector's capacity for investment and innovation

Threats

T1. Geopolitical fragmentation and rising trade barriers: international restrictions and tensions hinder exports and affect supply

T2. Intensified global competition in price segments: import pressure from countries with lower costs and regulations increases competitive tension in mass-market fashion and standard leather goods

T3. Tighter European regulations on sustainability and traceability: RAP, mandatory decarbonisation and data requirements impose new structural demands on the industrial sector. The measures entail high investments in textile processes, with the risk of exclusion from value chains if the required standards are not met.

T4. Accelerated technological disruption in production and planning: the incorporation of AI, automation and advanced systems is redefining the competitive standard of the industry, driving new production and planning models and requiring significant investments

🟥 Specific leather sector

Source: Own work, based on interviews conducted with the sector ecosystem, McKinsey (2025)

SWOT: Producers

Strengths

S1. Know-how and industrial tradition: Catalonia has decades of experience in textile manufacturing. This technical capital translates into high production quality, a great capacity to adapt to complex requirements and a solid relationship with premium brands that value reliability and careful execution

S2. Specialisation and differentiated quality: in the field of leather, especially in Igualada, vegetable tanning, technical and sophisticated finishes, and the flexibility to work on small and medium series stand out. All of this, reinforced by the appeal of Made in Spain, which is well accepted in both the national and international markets

Opportunities

O1. Reconfiguration of production: nearshoring drives the return of production to regions closer to the final market

O2. Competitive advantage in regulatory compliance and traceability: local producers have superior regulatory compliance, which becomes an advantage over international competitors

O3. Positioning in sustainability thanks to the energy transition: the energy transition allows for differentiation in premium segments thanks to a smaller environmental footprint and efficient use of energy

O4. Competitive boost through the adoption of new technologies: advanced digitalisation (AI, 3D design, virtual prototyping, IoT) allows producers to optimise processes, reduce costs and accelerate response time

🟥 Specific leather sector

Source: Own work, based on interviews conducted with the sector ecosystem, McKinsey (2025)

SWOT: Brands

Weaknesses

D5. Foreign production dependence: many brands manufacture mostly in Asia, which introduces logistical risk, exposure to global cost fluctuations and less control over the actual implementation of sustainability standards

W6. High price sensitivity: the consumer compares a lot and has many alternatives (dupes, fast fashion, second hand), which reduces brand loyalty and increases the pressure to compete on price

W7. Limited scale: A significant portion of Catalan brands are small or medium-sized companies, with limited scale capacity. This makes it difficult to compete with large international groups (and even with large national operators), limits expansion and increases vulnerability to fluctuations in demand.

Threats

T5. Value and promotion-oriented consumer: price sensitivity and market polarisation strain the mid-market where many Catalan brands operate

T6. Global competitive pressure: the acceleration of low-cost supply chains and the ease of design replication reduce differentiation and erode the ability to capture value

T7. Reconfiguration of trade and volatility of sourcing: the geopolitical changes and production flows increase uncertainty in terms, costs and supply stability

T8. Increasing intermediation of AI and digital platforms: Discovery and purchase decisions rely on algorithms and marketplaces, reducing direct control over the channel

🟥 Specific leather sector

Source: Own work, based on interviews conducted with the sector ecosystem, McKinsey (2025)

SWOT: Brands

Strengths

S3. Creative and consolidated ecosystem: Barcelona has consolidated itself as a design hub thanks to a solid ecosystem made up of specialised schools, the dynamism of 080 Barcelona Fashion and the role of clusters and sectoral associations, as well as a renowned creative culture. This environment encourages a continuous flow of talent and turns design into a differential competitive asset for Catalan brands.

S4. Brand identity and positioning: several Catalan brands have built their own story, a clear lifestyle and a well-defined product segmentation. This solid identity allows them to maintain certain pricing power in the mid-to-high segments

S2. Added value in specific segments: in certain segments, Made in Spain provides significant perceived value. The use of quality leather reinforces the positioning and consumers especially value the authenticity, craftsmanship and history associated with the product.

Opportunities

O5. Market polarisation towards value and differentiation: the saturation of low-cost strengthens the space for brands with identity, their own design and a clear value proposition

O6. Technology to gain efficiency: the incorporation of digital solutions and advanced technologies (automation, data analytics, AI, integrated inventory management) offers brands opportunities to optimise processes, reduce operating costs and improve market responsiveness

O7. Taking advantage of the Barcelona brand: brands that produce with high quality standards benefit from a competitive advantage, thanks to the strong international recognition of Made in Barcelona

🟥 Specific leather sector

Source: Own work, based on interviews conducted with the sector ecosystem, McKinsey (2025)

SWOT: Retailers

Weaknesses

W8. High dependence on promotion in a trade-down environment: structural sensitivity to pricing reduces the ability to maintain margins and generates constant pressure on discounts and clearances

W9. Limited scale compared to large operators and global marketplaces: smaller size reduces negotiating power with brands and suppliers and makes it difficult to gain priority access to differentiated products

W10. High exposure to inventory risk in seasonal fashion: demand volatility and the bullwhip effect increase the risk of excess stock

W11. Growing reliance on intermediary digital traffic: Online customer acquisition increasingly relies on algorithms, platforms, and marketplaces, reducing direct control over the consumer relationship

Threats

T9. Hyper-rational consumer and market polarisation: prioritising price, promotion and perceived value reduces loyalty and intensifies competition in a weak growth environment

T10. Structural expansion of resale, off-price and alternative channels: the consolidation of second-hand formats and global marketplaces diverts traffic and puts pressure on the margins of more traditional retail

T11. Growing dependence on algorithms and digital platforms: technological intermediation redefines product discovery in fashion and reduces direct control over the relationship with the customer

T12. Demand volatility and risk of excess inventory: the combination of seasonal fashion and a price-sensitive consumer amplifies the bullwhip effect

🟥 Specific leather sector

Source: Own work, based on interviews conducted with the sector ecosystem, McKinsey (2025)

SWOT: Retailers

Strengths

S6. Territorial reach and in-depth knowledge of the customer: Catalan retail has a consolidated physical presence and a direct relationship with the end consumer. This proximity allows us to adjust assortment, price and value proposition.

S7. Progressive integration of omnichannel: the combination of physical stores, e-commerce and services such as click&collect strengthens the ability to adapt to the digitalisation of consumption and expands the commercial scope without losing control over the brand

S8. Capacity for specialisation: in an environment of excess supply, the retailer provides selection, criteria and contextualisation of the product, relevant in mid-range and premium

S9. Operational flexibility in small and medium-sized structures: the smaller scale compared to large operators allows decisions to be made more quickly in assortment, promotions and collection adjustments

Opportunities

O8. Integration of AI in planning and inventory: advanced analytics enable reducing excess stock, improving rotation and protecting margins in seasonal fashion

O9. Revaluation of the physical point of sale: the need for experience, validation and contact with the product reinforces the role of physical retail as a space for branding and differentiation

O10. Development of omnichannel models: the combination of e-commerce and physical stores offers retailers the opportunity to integrate experiences, expand commercial reach, improve conversion and optimise customer management across all touchpoints

🟥 Specific leather sector

Source: Own work, based on interviews conducted with the sector ecosystem, McKinsey (2025)

Main trends in the fashion and leather sector

P

POLITICAL

- Deglobalisation: international trade is fragmenting and trade barriers are multiplying
- Nearshoring: Governments are pushing for local production, but progress is limited

E

ECONOMIC

- In a macroeconomic context of low growth, consumers are prioritising price
- Inflation, logistics costs and fragmented supply chains are putting pressure on margins

S

SOCIAL

- Hyper-rational and value-oriented consumption; normalisation of resale, dupes and off-price
- Physical stores are evolving towards experience and emotional value

T

TECHNOLOGICAL

- AI is becoming key infrastructure in the sector and is improving planning, inventory and purchasing decisions (including agentic commerce)
- Data and traceability become mandatory, with the DPP as the backbone of the operating model

E

ECOLOGICAL

- Climate risk and supply chain emissions already shaping sourcing decisions, making resilience and decarbonisation into essential criteria
- In this context, sustainability is being consolidated as a strategic pillar for the sector.

L

LEGAL

- The RAP is extending legal liability to the end of the product's life and penalising volume, short cycles and overproduction.
- Regulation of greenwashing is demanding demonstrable facts and making data, systems and traceability essential

Source: *Own work, based on data from PwC, McKinsey (2025) and interviews carried out*

Trends in the technological field: technologies applied to the fashion and leather sector

Artificial Intelligence (AI)

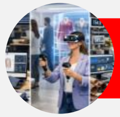
- AI is becoming a central technology in fashion and leather. This allows us to **accelerate design**, automate creative processes, anticipate trends and optimise operations
- Its application is consolidated in predictive models, collection generation and advanced personalisation tools.

Use cases

AI-assisted design: pattern generation, collection proposals and simulations of fabrics and shapes based on trend data

Demand forecasting and inventory planning: systems that anticipate sales and reduce overproduction and stocks

Product personalisation and recommendations: customised consumer experiences based on preferences and purchasing behaviour



Augmented and virtual reality

- Immersive technologies are transforming the relationship between brand, product and customer, improving **visualisation**, sales and decision-making
- They are applied in both **B2C and B2B** environments, offering new commercial channels and reducing dependence on physical samples

Use cases

Virtual try-on: allows one to try on clothes, shoes or accessories digitally, which improves conversion and reduces returns

3D digital showrooms: tools to present collections to distributors without the need for physical samples

Virtual prototyping: 3D models that allow one to test volumes, drops and combinations before producing samples

Internet of Things (IoT)

- IoT allows the integration of sensors and connected devices that provide real-time visibility into materials, processes and logistics flows.
- In the leather sector, it is especially useful for **quality control**, treatment monitoring and consistency of industrial processes

Use cases

Tracking of materials and parts: sensors and smart tags that record movements and states throughout the chain

Monitoring of industrial processes (leather): control of critical parameters (humidity, temperature, drying time, treatment consistency)

Smart inventory management: IoT-ERP integration to optimise stocks and reduce errors

***Source:** Own work, based on McKinsey (2025), Modaes (2025) and Grand View Research (2025)*

Appendix

Objective and scope of the report

- In May **2019,** the **General Directorate for Industry** of the Generalitat de Catalunya published the report ***The fashion sector in Catalonia,*** with the participation of the **MODACC cluster.**
- The objective of the study was to **analyse the strategy of the fashion sector in Catalonia,** by reviewing the main trends, changes in the business model and the strategic challenges of the companies that make up it.
- Years later, Acció has considered it necessary to have a **strategic update** of this report, with the participation of the **MODACC and Leather Cluster Barcelona clusters.**
- To this end, **internal and external analyses** of the sector have been carried out to identify its **strengths, weaknesses, opportunities and threats**, with the aim of **founding the definition of future strategies.**
- Methodologically, the analysis is structured around a detailed examination of the Catalan reality, based on **the exploitation of business data**, the development of a **sectoral mapping**, the carrying out **interviews** with relevant agents along the value chain and the **review of the** global literature.

Specific objectives:

The fashion and leather sector in Catalonia

Analysis of the fashion and leather sector in Catalonia based on **business mapping**, the study of the **trade balance**, the evaluation of the **competitive dynamics of the market and the analysis of the** economic, technological and regulatory environment

\+

Global trends and challenges for Catalonia

Analysis of the **projections of the sector** on a global scale, through the study of the **trends** and the **main challenges** that shape it, in accordance with the **PESTEL** framework, as well as the analysis of the **emerging and applied technologies** that are transforming the sector.

Strategic analysis: *SWOT*

Based on the SWOT analysis, **the strengths and weaknesses of the sector are integrated with the opportunities and threats of the environment**, in order to identify the most relevant strategic challenges and future lines of development.

Future orientation: *strategies to follow*

Based on the results of the strategic analysis, the **main strategic lines** that must be followed to strengthen the competitiveness of the sector are identified, through the application of the **CAME** methodology, with the aim of taking advantage of growth opportunities and responding to the challenges detected.

Objective and scope of the report: methodological scope (1/2)

Mapping of companies in the sector

- Based on the companies identified in the 2019 report, and with the aim of obtaining **quantitative information on the business fabric of the sector in Catalonia**, a **database** with information on **turnover, EBITDA and jobs** of companies in the sector for the period 2017-2024
- This database has been built from the list **of companies identified in the previous study**, information from **CIS**[1] databases, **startups** registered in ACCIÓ databases, members of the **MODACC and Leather Cluster Barcelona** clusters and **CNAE** linked to the sector.

Obtaining the sample of companies from the database:

1. **Sector starting point**
   Initial identification of companies in the sector based on the previous report (2019) and the list of partner companies of the MODACC and Leather Cluster Barcelona clusters, as a base of existing sectoral knowledge.
2. **Contrast with sector databases**
   Expansion and validation of the list through the analysis of CIS databases[1], with the incorporation of companies with potential links to the sector.
3. **Incorporation of emerging companies**
   Expansion and validation of the list through the analysis of startup databases, with the incorporation of companies with potential links to the sector.
4. **Filtering by economic activity (CNAE)**
   Final refinement of the list based on the selection of companies with CNAE linked to the sector, to ensure the coherence and consistency of the analysed sample[2].

DATA

- Turnover
- EBITDA
- Jobs

Period
2017-2024

Note (1): *CIS – Catalonia Industry Suppliers*

Note (2): *To refine the resulting database, companies without information available for the last 5 years (2020-2024) were removed from the list, along with those that were in liquidation or extinction and those with a turnover of less than €500,000.*

Objective and scope of the report: methodological scope (2/2)

Interviews

- The **qualitative information** regarding the sector was obtained through **13 in-depth interviews** with company managers and entities representing the different links in the fashion and leather value chain, as well as **associations and sector clusters.**
- This fieldwork has allowed us to incorporate the **knowledge and direct experience of the main agents in the sector,** which provides an expert and verified vision of the current reality and the main factors that condition its evolution in Catalonia.
- The knowledge and contributions collected have been **integrated across the board** in the different phases of the analysis. In particular, they have served as a basis for identifying the **strengths, weaknesses, opportunities and threats** of the sector and for reinforcing the solidity of the **strategic diagnosis** that underpins the definition of **future orientations and strategies.**

Literature review

- In addition, the literature in the sector has been comprehensively reviewed, including sector reports, academic studies and specialised reference publications, collected in **Appendix 2 of the Bibliography.**

Hallotex

(Production managers)

Sominemi

(Channel brand)

UPC – Intexter

(University)

Simorra

(Brand with retail integration)

Lola Casademunt

(Brand with retail integration)

Aldanoyfdez

(Channel brand)

Splenda

(Tanner)

Primark

(Channel brand)

Tous

(Brand with retail integration)

Desigual

(Channel brand)

Punto Blanco

(Brand with retail integration)

Augusto Bellini & Retexcycle

(Production Management)

Stahl

(Chemists / dyers)

Texfor

(Cluster)

MODACC

(Cluster)

Leather Cluster

(Cluster)

Thank you!

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linkedin.com/company/invest-in-catalonia/

More information about the sector and related news:
https://catalonia.com/fashion-design

ACCIÓ Catalonia Trade & Investment

Generalitat de Catalunya
Government of Catalonia

Cofinançat per la Unió Europea

CataloniaConnects