Green Digi Fash Tech Manager

Report

Job Profile & Curriculum

Green Digital Fashion Manager

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Executive Summary

This deliverable presents the Job Profile and Curriculum for the **Green Digital Fashion Manager**, a newly defined professional role designed to lead the integration of sustainability and digital transformation within the European fashion and textile ecosystem. Developed under the framework of the Erasmus+ project, "Green DigiFashTech Manager," focused on promoting innovation, inclusion, and resilience in vocational education and training (VET), this report synthesizes research findings, stakeholder consultations, and collaborative partner expertise into a coherent and forward-looking leadership framework.

The job profile defines the **Green Digital Fashion Manager** as a strategic leadership role, bridging the gap between creative design, digital innovation, and sustainability governance. The curriculum provides a comprehensive training pathway structured around five interconnected modules, each addressing the essential knowledge, skills, and competencies required for green and digital transformation. Together, they offer a blueprint for fostering future-oriented, ethically grounded, and technologically fluent leaders who can drive change within organisations and across the broader European fashion ecosystem.

This deliverable contributes directly to the project's wider objective: strengthening Europe's capacity to lead the twin transition - the shift toward a greener and more digital society - by creating a new educational and professional paradigm that supports sustainability, competitiveness, and social responsibility.

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1. Introduction

The European fashion and textile industry stands at the intersection of two defining transformations: the green transition toward circular and sustainable production and the digital transformation enabled by data, technology and new modes of collaboration. Together, these changes represent not only a technological and environmental challenge but also a profound cultural and managerial one requiring new forms of leadership that integrate creativity, strategy, ethics, and innovation.

The **Green Digital Fashion Manager** emerges as a key enabler of transformation: a professional who can translate policy ambitions and technological possibilities into tangible, measurable, and inclusive action across value chains.

The project contributes to the creation of new educational pathways that anticipate the skills required for an industry in transition, addressing the urgency of digital upskilling and the moral imperative of environmental stewardship.

This deliverable, Job Profile and Curriculum for the **Green Digital Fashion Manager**, represents a major milestone in the project's lifecycle. It synthesizes the results of prior research, stakeholder analyses, and case studies, translating them into two actionable outputs:

1. A **Job Profile** that defines the scope, responsibilities, and competencies of the **Green Digital Fashion Manager**, framed through the lens of leadership and the European Qualifications Framework (EQF).
2. A **Curriculum Framework** that translates those competencies into a structured learning pathway, designed for adaptability across European VET and higher education contexts.

The deliverable also aligns with the Erasmus+ commitment to innovation in education and training, promoting cross-sectoral collaboration between industry, academia and policy and creating open resources that can be further localized and implemented by partners and institutions across Europe.

Ultimately, this work contributes to a new vision of leadership in fashion: one that values sustainability as strategy, digitalization as empowerment, and collaboration as the foundation for systemic change.

2. Methodology

The development of the Job Profile and Curriculum for the **Green Digital Fashion Manager** followed a structured and evidence-based methodology, grounded in the principles of participatory design, European competence frameworks, and co-creation across education and industry ecosystems.

This approach ensured that the job profile and the curriculum are not only theoretically robust but also relevant, transferable, and future-proof. The process unfolded in several key stages, each designed to progressively translate research insights into actionable educational structures.

2.1. Overview of the Research Process

The methodology drew upon the results of the project's earlier work, particularly the case studies, tool analysis, and research report developed during the initial phase of the project. These components provided the empirical foundation for understanding the evolving landscape of digital and sustainable transformation in the fashion industry.

The research process included:

- Desk research on emerging trends in fashion technology, sustainability and innovation leadership.
- Case study analysis of existing practices across Europe, identifying how companies integrate digital tools and green practices.
- Stakeholder consultations with educators, designers, managers, and policymakers to map real-world skill gaps and future training needs.
- Comparative analysis with European frameworks such as the European Qualifications Framework (EQF) to ensure transferability across education systems.

These combined insights revealed the need for a new hybrid professional profile, one capable of bridging the digital, environmental and managerial dimensions of the industry.

The methodology therefore evolved from a descriptive research phase into a transformative design process, focusing on defining not just what exists, but what should exist to enable sustainable industry leadership.

2.2. Development of the Job Profile

The creation of the **Green Digital Fashion Manager** Job Profile was an iterative process combining research evidence, expert reflection, and strategic alignment with European policy objectives.

Phase 1: Identification of Competence Areas

Drawing on data from the research report, the team identified core competence clusters that recur across high-performing organisations: sustainability integration, digital transformation, leadership, and ethical governance. These areas were mapped against the EQF descriptors (knowledge, skills, and competences) to establish a shared European understanding of the role's level of expertise.

Phase 2: Conceptualization and Role Definition

Rather than focusing on a traditional job description, the consortium opted for a leadership model, framing the **Green Digital Fashion Manager** as a strategic actor within the twin transition. This model balances three key perspectives:

- **Visionary Leadership**: the capacity to align sustainability and innovation with long-term strategy.
- **Operational Coordination**: managing processes, teams, and tools across departments.
- **Ethical Stewardship**: ensuring that digitalization and sustainability serve people, not just productivity.

Phase 3: Validation and Refinement

Draft versions of the job profile were reviewed internally among project partners and externally with selected stakeholders. Feedback focused on ensuring clarity, adaptability and policy alignment. The final version integrates both technical literacy and leadership behavior, reflecting the evolution of managerial roles in a digital and circular economy context.

2.3. Development of the Curriculum Framework

The development of the curriculum followed the definition of the job profile. Once the required competences were clearly articulated, the next step was to translate these competences into structured learning modules, supported by clear outcomes and pedagogical logic.

The process unfolded as follows:

Step 1: Competence Mapping

Competences from the job profile were organized into thematic clusters: leadership and change management, digital innovation, business and sustainability, policy and ethics, and interpersonal development. This mapping ensured that the curriculum addressed both hard and soft skills in a balanced and progressive manner.

Step 2: Collaborative Design with Partners

Each module was assigned to a project partner based on their domain expertise. A co-creation process was followed, where partners developed module content collaboratively through workshops and peer reviews. The final curriculum reflects this diversity of perspectives while maintaining a unified leadership focus.

Step 3: Pedagogical Structuring

The modules were organized according to three vertical pillars: Leadership and Change Management, Digital Innovation and Technology Integration, and Business, Policy, and Financial Sustainability. This design ensures that learners develop a holistic understanding of leadership, integrating strategy, ethics, and innovation.

Step 4: Validation and Adaptation

The draft curriculum was reviewed collectively to ensure alignment with European educational frameworks and Erasmus+ standards. The focus was placed on flexibility and scalability, enabling institutions across Europe to adapt it to different contexts (VET, higher education, or professional development).

2.4. Methodological Justification

The chosen methodology combines research-based evidence, partner co-creation, and framework alignment, ensuring that both the job profile and the curriculum are credible, practical, and aligned with EU strategic priorities.

This approach was selected for several reasons:

- **Relevance**: By grounding decisions in empirical research and stakeholder input, the outputs respond to real industry needs.
- **Transferability**: Alignment with the EQF and ESCO systems allows adaptation across education systems and European contexts.

- **Innovation**: Co-design with industry partners and educators bridges the traditional gap between theory and practice, ensuring pedagogical innovation.
- **Sustainability**: The process promotes continuous improvement and open adaptation, allowing future updates as technologies and policies evolve.
- **European Added Value**: By combining the expertise of different partner organisations, the results go beyond national boundaries to create a shared, forward-looking model for leadership education.

In essence, this methodology ensures that the **Green Digital Fashion Manager** is not just a title, but a strategic framework for the future of sustainable and digital leadership in fashion.

3. Job Profile: Green Digital Fashion Manager

3.1. Short Profile

The **Green Digital Fashion Manager** is a strategic leadership role driving the integration of sustainability and digital transformation within the fashion and textile industry. Positioned at the intersection of innovation, ethics, and technology, this role leads the “twin transition” by embedding circular economy principles, responsible digitalization, and data-driven decision-making into core business strategies. The manager acts as a bridge between creative, technical, and managerial teams, ensuring that digital tools support environmental responsibility, transparency, and long-term value creation.

Key Responsibilities

- **Sustainability & Strategy Integration**
  Embed sustainability and circular economy principles into design, production, sourcing, and distribution strategies.
- **Digital Transformation**
  Guide the adoption of digital technologies (e.g. 3D design, AI, blockchain, PLM/ERP, traceability systems) to enhance efficiency, transparency, and sustainability.
- **Data & Governance**
  Oversee sustainability and digital data management, translating insights into ethical, strategic, and operational decisions.
- **Stakeholder Collaboration**
  Coordinate cross-functional teams and external partners, including designers, suppliers, technologists, and policymakers.
- **Education & Change**
  Promote awareness, learning, and cultural change around sustainable and digital practices within the organization.
- **Compliance & Reporting**
  Ensure alignment with EU and international regulations and standards (e.g. EU Green Deal, CSRD, Digital Product Passport, ISO frameworks).

Key Competencies & Skills

- Strong knowledge of sustainability, circular economy, and ethical fashion practices.
- Digital literacy in fashion technologies, data analytics, and traceability systems.
- Strategic and systems-thinking mindset.
- Project and change management capabilities.
- Excellent communication, collaboration, and stakeholder engagement skills.
- Adaptability in fast-evolving technological and regulatory environments.

Career Pathways

- **Sustainability & Innovation Manager**
- **Digital or Twin Transition Leader**
- **Circular Economy or Sustainability Consultant**
- **Ethical Fashion Technology Specialist**
- **Chief Sustainability and Innovation Officer** (senior progression)

3.2. Overview and Summary Description

The **Green Digital Fashion Manager** represents an entirely new category of leadership in the European fashion and textile ecosystem. Unlike traditional managerial roles rooted in linear business models or operational oversight, this position emerges from the strategic intersection of sustainability, digitalization, and organizational transformation. It is a forward-facing response to the dual imperative—the twin transition—which requires industries to become simultaneously greener and more digitally advanced.

This role synthesizes multiple leadership dimensions: sustainability vision, digital literacy, strategic thinking, and ethical stewardship. The **Green Digital Fashion Manager** acts as a translator and integrator, someone capable of aligning the languages of creativity, technology, and sustainability into one coherent organizational narrative. In doing so, they help companies bridge the gap between ambition and implementation.

At its core, this position is both visionary and pragmatic. It focuses on redefining how innovation is led, measured, and communicated, ensuring that digital advances serve

environmental and social purposes rather than merely operational efficiency. The **Green Digital Fashion Manager** thus becomes a key figure in reorienting the fashion industry from a model of consumption toward one of regeneration and circularity.

3.3. Role Definition and Context

The role of the **Green Digital Fashion Manager** is best understood within the evolving landscape of European fashion. The sector is under increasing pressure to comply with sustainability legislation, such as the EU Strategy for Sustainable and Circular Textiles and the Corporate Sustainability Reporting Directive (CSRD), while also embracing digital transformation technologies. These pressures have created a complex ecosystem where traditional leadership models focused on production, marketing, or sourcing no longer suffice.

This role therefore arises as a hybrid response to structural change. It integrates environmental consciousness with digital governance, while maintaining a human-centric focus. The **Green Digital Fashion Manager** operates as a systems leader, orchestrating cross-functional collaboration to align design, production, logistics, and data management toward shared green and digital objectives.

In practical terms, this position acts as the bridge between strategy and execution. Where sustainability officers might focus on environmental reporting and technologists on digital platforms, the **Green Digital Fashion Manager** ensures that these efforts complement rather than compete with each other. Their leadership is therefore integrative, balancing innovation with accountability, and creativity with compliance.

Moreover, the role holds a symbolic dimension: it represents the type of leader needed for Europe's next industrial paradigm: someone who not only understands technology and policy but can interpret them through the lens of purpose, culture, and value creation.

3.4. Purpose and Mission of the Role

The mission of the **Green Digital Fashion Manager** extends far beyond the operational scope of project management or compliance. It embodies the transformation of mindset within organisations—turning sustainability and digitalization from technical agendas into strategic cornerstones.

At the heart of this mission lies a dual leadership commitment: to guide digital innovation responsibly, and to embed sustainability not as a constraint but as a driver of creativity and competitiveness. This requires an approach that blends analytical reasoning with emotional intelligence—understanding both systems and people.

The role's purpose is to create alignment between diverse organizational actors and external stakeholders. This includes connecting top management with design teams, suppliers with data providers, and innovation hubs with educational partners. In this sense, the **Green Digital Fashion Manager** performs the function of a network weaver, turning fragmented efforts into a coherent transformation process.

Their mission also reflects a shift from the "manager as controller" to the "leader as enabler." Rather than dictating change, they create the conditions for change through dialogue, facilitation, and collective learning. This relational aspect is crucial because digital and green innovation succeed not through technology alone, but through the willingness of people to adopt and sustain it.

3.5. Key Areas of Impact

The **Green Digital Fashion Manager's** work produces systemic impact across five interrelated domains, each essential to achieving the objectives of the twin transition.

1. Strategic Alignment

The first and perhaps most critical area of impact lies in strategy orchestration. The **Green Digital Fashion Manager** ensures that sustainability and digitalization are embedded within the organization's strategic planning rather than treated as isolated initiatives. This involves interpreting European policy frameworks, such as the Green Deal and Digital Product Passport (DPP), and converting them into actionable business strategies.

Leaders who master this domain act as strategic interpreters able to translate regulatory complexity into opportunity. By aligning sustainability targets with digital investment plans, they reduce redundancy, unlock synergies, and position their organizations for long-term resilience.

2. Innovation and Competitiveness

The manager acts as a catalyst for innovation, ensuring that digital tools, such as 3D design, AI analytics, or block chain traceability, serve the broader goal of sustainable

transformation. This type of innovation leadership goes beyond technology adoption, it actively builds a culture that values experimentation, learning, and responsible risk-taking.

Their impact is visible not only in product efficiency but in business model innovation: creating new forms of value such as repair services, digital sampling, and circular collaborations. By reframing innovation as a sustainability accelerator, the **Green Digital Fashion Manager** strengthens both environmental and market performance.

3. Cultural Transformation

True change in fashion organisations occurs when sustainability and digitalization become part of the culture. The **Green Digital Fashion Manager** leads this transformation through inclusive communication, team facilitation, and mentoring. They nurture “learning organisations”, where experimentation and reflection replace fear of change.

This cultural work is often invisible but vital: it builds psychological safety and shared ownership. A company that trusts its leadership to navigate complexity is far more likely to sustain innovation over time.

4. Sustainability and Ethical Governance

As companies digitize their operations, they face growing ethical challenges ranging from data privacy to AI transparency. The **Green Digital Fashion Manager** ensures that the organization’s digital transformation adheres to sustainability principles, reducing risk and enhancing stakeholder trust.

This involves developing governance systems that align data integrity, circular production, and social responsibility. The outcome is not only regulatory compliance but a reputational advantage: consumers and investors increasingly reward brands that demonstrate integrity.

5. Ecosystem Collaboration

Finally, the **Green Digital Fashion Manager’s** influence extends beyond the company itself. They act as ecosystem leaders, forging alliances across clusters, educational providers, and policymakers. In doing so, they help co-create regional innovation ecosystems where knowledge, resources, and best practices flow freely.

Such cross-sector collaboration transforms isolated corporate action into collective impact, positioning the **Green Digital Fashion Manager** as a bridge-builder between industry transformation and public policy.

3.6. Key Responsibilities

While the role's responsibilities can be itemized, their significance lies in how they interconnect. The **Green Digital Fashion Manager's** tasks form a continuous leadership cycle that moves from strategic vision to implementation, reflection, and adaptation.

- **Vision and Strategy Development**: This responsibility establishes the long-term direction of the organization. It requires the leader to synthesize insights from sustainability science, market analysis, and technological forecasting. The analytical component here is crucial: leadership is not about inspiration alone but about foresight grounded in data.
- **Organizational Transformation**: Change management is not just procedural, it's cultural. This responsibility demands a balance between empathy and authority, understanding that transformation succeeds only when people feel ownership. The manager applies coaching methods and participatory approaches to align teams around a shared purpose.
- **Data and Governance**: The analytical backbone of the role lies here. Leaders must interpret data from multiple systems (PLM, ERP, traceability) not as abstract information but as evidence for ethical decision-making. This capacity bridges technology and strategy, turning data into insight and insight into action.
- **External Collaboration**: The **Green Digital Fashion Manager** represents the organization in multi-stakeholder contexts, aligning corporate goals with policy directions. This external engagement enhances legitimacy and access to funding or partnerships, which are critical for sustainability innovation.
- **Innovation Enablement**: At its essence, this responsibility reflects the leader's role as enabler rather than executor. The **Green Digital Fashion Manager** creates psychological and structural conditions where experimentation can flourish. They champion diversity, creativity, and cross-disciplinary dialogue—key ingredients of systemic innovation.

3.7. Required Knowledge, Skills, and Competencies

To navigate the complexity of digital and sustainability transitions, the **Green Digital Fashion Manager** must integrate both human-centered leadership capacities and technically grounded expertise. These competencies extend beyond traditional managerial profiles, combining soft skills that enable people and culture change with hard skills that support strategic, analytical, and digital decision-making. Together, they form a holistic skill set essential for guiding organizations through systemic transformation.

Leadership Skills

Soft leadership skills represent the human dimension of transformation. They determine how the **Green Digital Fashion Manager** mobilizes people, builds trust, and shapes culture. While often undervalued in traditional management, these skills are central to leadership success in digital-green transitions.

1. Empathy and Emotional Intelligence

Leadership in transformation contexts depends on emotional acuity—the ability to understand and respond to the emotions of others. The **Green Digital Fashion Manager** uses empathy to read resistance, inspire engagement, and create psychological safety. This fosters a culture where employees are willing to experiment, learn, and embrace change. Emotional intelligence also helps the leader balance human needs with technological imperatives, ensuring that innovation remains people-centered.

2. Communication

Sustainability and digital transformation can be abstract or technical concepts. Effective leaders translate them into relatable narratives that resonate with different audiences, designers, executives, suppliers, or consumers. Communication becomes a strategic tool: by framing transformation as a collective journey, the leader strengthens alignment, motivation, and purpose across teams.

3. Collaboration and Facilitation

In cross-functional and multicultural settings, collaboration is both an art and a discipline. The **Green Digital Fashion Manager** must be a skilled facilitator, able to navigate conflicting interests, manage dialogue between creative and technical experts, and synthesize diverse perspectives into shared solutions. This skill transforms hierarchical management into participatory leadership.

4. Mentoring and Capacity Building

A critical aspect of this role is enabling others to grow. By mentoring emerging professionals and organizing peer-learning initiatives, the **Green Digital Fashion Manager** institutionalizes continuous learning. This not only supports digital and sustainability upskilling but also embeds leadership capacity throughout the organization, creating resilience beyond any individual.

5. Negotiation and Influence

Sustainability leadership often involves balancing competing demands—cost efficiency, time constraints, regulatory compliance, and creative freedom. Effective negotiation requires diplomacy, strategic listening, and integrity. The **Green Digital Fashion Manager** influences decisions not through authority, but through credibility, logic, and moral clarity.

6. Change Facilitation

Driving transformation in established organisations requires sensitivity and structure. The leader must understand behavioral resistance and design interventions that gradually build acceptance. Change facilitation involves setting incremental goals, celebrating small wins, and linking day-to-day work to the bigger strategic picture. In doing so, the **Green Digital Fashion Manager** ensures that the twin transition becomes a movement rather than a mandate.

7. Ethical and Cultural Sensitivity

Operating within a globalized industry demands awareness of cultural diversity and ethical nuance. From fair labor to data privacy, the **Green Digital Fashion Manager** must navigate complex moral landscapes. Cultural intelligence helps the leader ensure that sustainability practices respect local values while meeting global standards.

Analytical, Strategic, and Digital Skills

These skills allow the **Green Digital Fashion Manager** to interpret data, evaluate strategies, and make informed decisions. They combine business acumen, technological understanding, and policy literacy—turning complexity into actionable insight.

1. Strategic Planning and Systems Thinking

The foundation of hard leadership lies in the ability to see the organization as a dynamic system. The **Green Digital Fashion Manager** connects dots across

departments, identifying interdependencies and feedback loops. Systems thinking allows the leader to foresee unintended consequences, evaluate long-term impacts, and prioritize actions that deliver holistic value. Strategic planning ensures that innovation aligns with measurable sustainability outcomes.

2. Sustainability Analytics and Impact Measurement

Data-driven decision-making is central to effective leadership. The **Green Digital Fashion Manager** must be proficient in interpreting sustainability metrics (carbon footprint, energy use, material efficiency) and integrating them into dashboards or impact reports. This analytical literacy transforms abstract sustainability goals into quantifiable indicators that support strategic accountability and communication.

3. Digital Transformation Literacy

While not a software engineer, the leader needs functional understanding of digital ecosystems. This includes knowledge of Product Lifecycle Management (PLM), Enterprise Resource Planning (ERP), and traceability platforms that connect design to production. Understanding these systems allows the leader to evaluate investment decisions, coordinate data flow, and ensure that technology supports sustainability objectives rather than generating digital waste.

4. Policy and Regulatory Intelligence

The **Green Digital Fashion Manager** operates within a fast-evolving policy landscape. They must monitor EU and international legislation on circular economy, digitalization, and corporate responsibility, ensuring that organizational strategies stay compliant and proactive. Policy literacy also positions the leader as a bridge between industry practice and policy development, allowing them to influence standards and contribute to advocacy dialogues.

5. Project and Innovation Management

Hard leadership also involves mastering frameworks for innovation delivery. Agile project management, design thinking, and lean innovation enable the leader to structure experimentation effectively. By managing timelines, budgets, and stakeholder expectations, the **Green Digital Fashion Manager** ensures that innovation is not only creative but disciplined, translating ideas into tangible impact.

6. Financial and Value Chain Analysis

Sustainability and digitalization must make business sense. This requires the leader to interpret financial models and cost-benefit analyses, ensuring that circular and

digital solutions enhance long-term profitability. Understanding value-chain economics enables the leader to identify inefficiencies, redesign sourcing models, and advocate for investments that yield both financial and societal returns.

7. Risk and Resilience Management

Transformation always entails uncertainty. The **Green Digital Fashion Manager** must identify, assess, and mitigate risks related to innovation failure, data breaches, or regulatory shifts. Resilience management includes building adaptive systems that can respond to crises, such as supply chain disruptions or reputational threats, without compromising sustainability values.

3.8. Leadership Attributes

The defining leadership qualities of the **Green Digital Fashion Manager** correspond closely with emerging paradigms of responsible leadership and systems leadership.

- **Visionary**: The leader's ability to articulate a purpose-driven vision transforms abstract sustainability goals into tangible missions. This aligns organizational behavior with a shared moral compass.
- **Adaptive**: In a rapidly changing regulatory and technological landscape, adaptability equals resilience. The leader must balance stability with flexibility—adjusting course without losing sight of the goal.
- **Collaborative**: Leadership is no longer about control but about empowerment. Collaboration fosters inclusion, innovation, and shared accountability.
- **Ethical**: The **Green Digital Fashion Manager** leads by example, ensuring that decisions uphold human dignity, transparency, and environmental care.
- **Influential**: Influence is exercised through persuasion and integrity rather than authority. It is about inspiring trust, which is the foundation of enduring transformation.

3.9. Professional Pathways and Career Opportunities

The career pathways emerging from this role mirror the transformation of the fashion sector itself, from production-centered to purpose-driven business models.

Professionals entering as technical specialists, sustainability officers, or entrepreneurs can evolve into this hybrid leadership role as they acquire systems thinking and strategic experience. Over time, they can progress toward broader positions such as Chief Sustainability and Innovation Officer, Circular Economy Director, or Regional Twin Transition Facilitator.

Beyond individual careers, the creation of this role represents an institutional innovation. It signals the industry's commitment to embedding leadership capacity as a strategic resource. By cultivating professionals who can lead across boundaries—creative, digital, and environmental—the **Green Digital Fashion Manager** initiative contributes to a new paradigm of European industrial leadership: one that is inclusive, ethical, and regenerative.

Leadership Progression Model

Leadership Level	Description	Illustrative Learning Outcomes
Emerging Leadership	Focused on self-leadership, awareness of sustainability challenges, and understanding how digitalization supports circularity.	Learners demonstrate awareness of global sustainability frameworks, can interpret digital and environmental data, and engage confidently in collaborative initiatives.
Applied Leadership	Emphasizes leading teams, integrating innovation practices, and managing projects that link digital tools to sustainability outcomes.	Learners apply leadership principles to coordinate cross-functional projects, communicate ROI of sustainability, and mentor peers in innovation practices.
Strategic Leadership	Concentrates on influencing corporate strategy, shaping policy alignment, and fostering partnerships across the ecosystem.	Learners develop governance systems for ethical innovation, represent the organization in multi-stakeholder forums, and contribute to sustainable business model design.

4. Curriculum Framework

4.1. Introduction to the Curriculum

The curriculum for the **Green Digital Fashion Manager** translates the competencies, leadership attributes, and systemic perspectives of the job profile into a structured, modular learning pathway. Designed collaboratively by the project partners, the curriculum focuses on building the combined sustainability, digital, business, ethical, and interpersonal capacities required for effective leadership in the twin transition.

The complete curriculum is organized into five modules, each addressing a critical competency domain. Together, they form a progressive and interconnected learning experience that moves from foundational sustainability concepts to advanced change leadership. The curriculum supports flexible implementation across VET, higher education, and professional development settings, with each module offering clear learning goals, applied examples, and assessment components.

4.2. Curriculum Vision and Pedagogical Framework

The curriculum is built on a vision of developing leaders who can integrate sustainability, technology, ethics, and human-centered change. The pedagogical approach follows three guiding principles:

1. Interdisciplinary Learning

Learners are exposed to sustainability foundations, digital transformation, business strategy, and ethical governance across modules, enabling holistic understanding and cross-functional thinking.

2. Applied, Practice-Oriented Education

Each module incorporates real-world examples, case studies, or practical analysis. Learning moves beyond theory to connect concepts to industry realities, organizational challenges, and future leadership expectations.

3. Leadership through Competence Maturity

The curriculum supports progression from:

- Foundational awareness (**Module 1**)

- Applied technical and managerial practice (**Modules 2 - 4**)
- People-centered change leadership (**Module 5**)

These pillars form an integrated learning ecosystem, where each module contributes both vertically (depth of knowledge) and horizontally (cross-disciplinary understanding). The framework ensures that graduates of the curriculum can think systemically, act ethically, and lead collaboratively, regardless of organizational level or context.

4.3. Curriculum Modules

The curriculum consists of five modules developed collaboratively by partner organizations, each contributing expertise in a key thematic area. Together, they provide a learning pathway from conceptual foundations to applied leadership.

Module 1: Foundations of Sustainable Fashion
Introduces the relationship between sustainability and digital transformation in fashion, the environmental, social, and economic pillars of sustainability, and the emerging materials and production practices that support circular and responsible systems.

Module 2: Digital Technologies in Fashion
Covers the digital tools reshaping fashion design and supply chains and how they enable virtual prototyping, transparency, and data-driven decision-making to support more efficient and sustainable production.

Module 3: Green Business and Management
Explores how fashion leaders turn sustainability into competitive advantage by combining circular business strategy with digital infrastructure, while mastering key EU regulations and the data-driven tools that make impact.

Module 4: Ethical and Circular Digital Manufacturing in Fashion
Examines responsible sourcing, procurement, and circular manufacturing practices within increasingly digitalised production environments and how they support competitive and resilient business operations.

Module 5: Change Management and Stakeholder Engagement
Presents the essentials of leading organisational change within digital and sustainability transitions, including planning and communicating change, building alignment, and engaging stakeholders effectively to achieve and sustain transformation.

5. Conclusion

The **Job Profile and Curriculum for the Green Digital Fashion Manager** establishes a forward-looking, coherent foundation for developing a new kind of leader equipped to guide the fashion industry through the accelerating twin transition toward sustainability and digital transformation.

The Job Profile defines a role that bridges creative, technical, ethical, and managerial competencies, emphasizing systems thinking, collaboration, and responsible innovation, while the curriculum translates these expectations into a structured learning journey that builds progressively from foundational sustainability literacy to advanced strategic and people-centered leadership.

Through this combined approach, the project delivers not only a clear professional identity for an emerging role but also a comprehensive educational pathway that empowers learners to enact meaningful change across fashion organizations and value chains.

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