

WWWD

Fashion. Beauty. Business.

Skims Comes Home

Founders Kim Kardashian and Jens Grede talk about the brand's L.A. store, Skkn by Kim and their upcoming Nike deal.

Page 7

Will to Win

Tag Heuer's new marketing campaign looks at the winning attitudes of everyone from Ryan Gosling to Formula 1 champion Max Verstappen.

Page 10

Charting Cosmoprof

The Bologna, Italy, trade show examined issues ranging from diversification to how to reinvent lipstick.

Page 12 to 14

Bags of Money

That's what Cardi B and Revolve Group are hoping will come from their new joint venture to launch fashion and beauty brands under her name, marking the icon's first owned apparel and beauty labels and Revolve's move into the beauty category. And, like Cardi B always does, they are thinking big, aiming for a billion-dollar multicategory company in the long term. *For more, see pages 4 to 6.*

PHOTOGRAPH BY KELLY TAUB



EXCLUSIVE

Victoria Beckham Names New CEO

● Sybille Darricarrère Lunel will take up the CEO role at Victoria Beckham Ltd. on July 1.

BY SAMANTHA CONTI



Sybille Darricarrère Lunel

LONDON – Victoria Beckham Ltd. has named Sybille Darricarrère Lunel, formerly of Dior and Galeries Lafayette, as chief executive officer of the London-based fashion business.

Darricarrère Lunel's appointment is effective July 1 when she will take over from acting CEO Ralph Toledano. She will be based at the brand's London headquarters.

Victoria Beckham, the brand's founder and creative director, said she was looking forward to having a "strong, creative, smart woman with an entrepreneurial mindset and energy by my side. I look forward to leading this company with Sybille and having her knowledge and respect for product, and her experience in the industry, to help us go to the next level."

Darricarrère Lunel was most recently global business unit director of leather goods at Christian Dior Couture, where she oversaw the global product assortment across five collections per year, working closely with creative, production, sales, retail and communications teams.

Prior to Dior, she was general merchandise and buying director at Galeries Lafayette across womenswear, menswear, accessories, lingerie and kids. She also worked for The Kooples for several years in planning and merchandising.

Toledano, who remains chairman of Victoria Beckham Ltd., said Darricarrère Lunel's "entrepreneurial spirit,

enthusiasm and intelligence immediately spoke to me when we first met. Her career to date, and her understanding of product, make her the perfect CEO for our brand. I am sure that following the achievements of the past few years, and with the support of our great team, she will considerably accelerate the growth of Victoria Beckham."

As reported, Toledano had been serving as interim CEO after Marie Leblanc left the company. Leblanc was named CEO of Courrèges last October.

David Belhassen, founder and managing partner of NEO Investment Partners, which holds a substantial minority stake in the business, said there comes a moment when the right leadership unlocks a company's true potential.

"With Sybille, that moment is now," he said. "Her sharp understanding of product, combined with her drive, makes her our perfect partner to write the next chapter for Victoria Beckham – one of ambition, creativity and high profitable growth."

Darricarrère Lunel said she has always admired the Victoria Beckham brand's "feminine, elegant and modern style, which empowers women. I have a deep admiration for Victoria's work, her sincerity, her creative vision and her attention to detail. I look forward to collaborating with the talented teams who have achieved remarkable success alongside her, as we begin building exciting new chapters together."

BUSINESS

Alison Loehnis to Leave Yoox Net-a-porter Group

● After 18 years with the company, Loehnis is leaving as president and ad interim chief executive officer of YNAP on June 1.

BY SAMANTHA CONTI

LONDON – Alison Loehnis is leaving her role as president and ad interim chief executive officer of Yoox Net-a-porter group after 18 years with the company, which is set to become part of Mytheresa in the coming months.

According to sources, Loehnis notified staff members and brands earlier on Monday, telling them she was leaving the company in good hands, and preparing to embark on a new chapter of her career. She will remain with the group until June 1.

Her tenure at YNAP was long – and eventful – with launches, mergers, the departure of founder Natalie Massenet, and corporate deals that went through – and fell through.

Loehnis, who cut her creative and commercial teeth at companies as diverse as Thomas Pink and The Walt Disney Co., joined Net-a-porter in 2007 as vice president of sales and marketing. She rose to the role of president in 2011.

During her long tenure she spearheaded some of the digital retail group's biggest projects, heading the development of Mr Porter in 2011 and playing a key role in the launch of The Outnet, the group's discount site.

She rose to the position of president of

Net-a-porter, Mr Porter and The Outnet, working with Yoox founder Federico Marchetti when he was CEO of Yoox Net-a-porter Group, which is currently owned by Compagnie Financière Richemont.

During that time she introduced new categories, expanded the group's markets, and was celebrated as a leader in the digital luxury world.

In 2018 YNAP threw her a 10-year anniversary party at a private members' club in west London, with Bella Freud DJ'ing, and guests including Olivia Palermo, Mary McCartney, Jacquetta Wheeler and Roksanda Ilincic.

In October 2022 Yoox Net-a-porter Group named her ad interim CEO, succeeding Geoffroy Lefebvre.

At the time CEO Jérôme Lambert, then CEO of Richemont and now CEO of

Jaeger-LeCoultre, described Loehnis as "a passionate leader who will continue to lead the company and her talented team" in the new phase of the business.

As ad interim CEO she helmed YNAP as it prepared to be sold to Farfetch and Mohamed Alabbar. That deal was supposed to be completed by the end of 2023, but Richemont killed it after Farfetch was placed into administration, and later rescued by Coupang.

After the deal fell through, she stayed on until another buyer for YNAP could be found. Her departure coincides with the expected completion of Mytheresa's purchase of YNAP, which is set to happen in early summer.

As reported, Mytheresa's CEO Michael Kliger plans to dismantle and reorganize YNAP. The plan is to group the off-season discount businesses together and to operate Net-a-porter and Mr Porter as separate, full-price shops alongside Mytheresa.com.

When the deal completes, the holding company will be called LuxExperience, and its ticker on the New York Stock Exchange will be changed to "LUXE."

Alison Loehnis



BUSINESS

Primark CEO Paul Marchant Resigns

● The longtime leader of Primark admitted to an "error of judgment" in his behavior toward a woman in a social environment.

BY SAMANTHA CONTI

LONDON – Paul Marchant, the longtime chief executive officer of clothing giant Primark, has resigned with immediate effect following a company investigation into his behavior toward a woman in a "social environment."

Primark's parent Associated British Foods said that Eoin Tonge, ABF finance director, will act as interim CEO and work with the senior Primark management team and strategic advisory board. Joana Edwards, ABF group financial controller, will act as interim ABF finance director.

Primark saw its shares fall 2.2 percent to 18.98 pounds following the announcement late Monday morning London time.

Marchant's departure follows an investigation, initiated by ABF and carried out by external lawyers, into an allegation made by an individual about his behavior toward her in a social environment.

ABF said Marchant had cooperated with the investigation, "acknowledged his error of judgment, and accepts that his actions fell below the standards expected by ABF."

The company added that Marchant has apologized to the individual, the ABF board and Primark colleagues and others connected to the business.

ABF said it seeks to provide "a safe, respectful and inclusive work environment where all employees and third parties are treated with dignity and respect. Primark is committed to doing business the right way at all levels of the company."

The company added that it will continue to offer support to the individual who brought this behavior to its attention.

George Weston, CEO of ABF, said: "I am immensely disappointed. At ABF, we believe that high standards of integrity are essential. Acting responsibly is the only way to build and manage a business over the long term. Colleagues and others must be treated with respect and dignity. Our culture has to be, and is, bigger than any one individual."

Marchant had served at Primark for more than 16 years and overseen its growth to nearly 9.5 billion pounds in revenue, and 1.1 billion pounds in operating profit. Before joining Primark he served as chief operations officer for the British high-street retailer New Look and was also trading director of Debenhams.

Some of Primark's growth has been coming from the U.S., and New York in particular.

In an interview earlier this year, Rene Federico, Primark's head of marketing for the U.S., said New York remains a key market for the brand due to its "global influence." The company is planning a major store opening on 34th Street in 2026 which she said will be a "mecca for style, and for retail."

BUSINESS

PVH Tops Q4 Estimates

- The company's Calvin Klein campaign with Bad Bunny reached 29 million Instagram users in 48 hours.

BY EVAN CLARK

Stefan Larsson exceeded his mark for the fourth quarter at PVH Corp. — with sales and profits that topped expectations and were warmly greeted on Wall Street.

Shares of the company shot up 16.6 percent to \$75.38 in after-hours trading on Monday.

Now the chief executive officer is looking for Bad Bunny to help take the company higher as it navigates an especially tricky regulatory and consumer environment.

Larsson has been on a multiyear journey to remake the Calvin Klein and Tommy Hilfberg parent with his PVH+ strategic plan. That plan touches every part of the company, but can be seen clearly in Calvin Klein's latest tie-up with rapper, singer and record producer Bad Bunny.

"What you see now from us in Calvin Klein with the Bad Bunny campaign is really exciting," Larsson said in an interview. "We lean into the strongest category in Calvin Klein — Calvin Klein men's underwear. We put an enormous amount of innovation into the existing hero product."

That includes the introduction of the company's new Icon Cotton Stretch, updates to the fit and the "infinity waistband" that has no stitching.

"We continued that in a cut-through

campaign with Bad Bunny, one of the most-streamed artists on Spotify," Larsson said. "That creates cultural connection. You have us leaning into the category strongly, reinventing a hero product, connecting it to a breakthrough campaign."

The CEO called the collective impact of that "massive."

When the campaign launched on Calvin Klein's Instagram this month, it reached more than 29 million users in the first 48 hours and added nearly 100,000 followers in the first week.

That echoed Jeremy Allen White's attention-grabbing turn in his Calvins last year.

Tommy Hilfberg has also been busy, recently launching The Hilfberg Resort, a summer event on the Caribbean island of Canouan with Patrick Schwarzenegger, Madelyn Cline and Abby Champion. The launch garnered 160 million impressions in just 72 hours.

"We really tapped both brands into the zeitgeist," Larsson said.

PVH is living in the moment, but that doesn't mean the moment is necessarily easy.

"We had a strong [fourth quarter], strong holiday, in February we saw it slow down, especially in North America," the CEO said. "And then it stabilized in March and came back a little bit."

Easter will be telling.

For PVH, fourth-quarter net income fell 42.2 percent to \$157.2 million, or \$2.83 a diluted share, from \$241.8 million, or

\$4.55, a year earlier.

But analysts were looking at adjusted earnings per share, which came in at \$3.27 — 6 cents ahead of the \$3.21 analysts forecast.

Revenues for the quarter ended Feb. 2 fell 5 percent to \$2.4 billion — a 2 percent drop in constant currencies. The result included a 3 percent decline attributed to an extra week in the year-ago quarter.

That put the top line above the \$2.3 billion analysts were expecting.

The global Calvin Klein business rose 1 percent in constant currencies while Tommy Hilfberg decreased by 3 percent in the quarter.

"It's definitely a tough moment for retail in general," Larsson said. "I believe it's a really good moment for us, having two of the most iconic and beloved brands and step-by-step, month-by-month, quarter-by-quarter building more relevance into those brands. It puts us on a trajectory to where we set out to go."

"We are focusing on what's within our control," he said.

Larsson said the tariffs that U.S.

President Donald Trump has imposed so far would not have a big impact of PVH's business and are planned for in the company's guidance.

For this year, PVH projected that adjusted profits per share would rise to \$12.40 to \$12.75, from \$11.74 last year. That's well ahead of the \$11.56 analysts projected.

Revenues are projected to be flat to slightly up for 2025.

The company also plans to give something back to shareholders through an additional \$500 million in share repurchases this year.

One big question mark is the company's

Bad Bunny for Calvin Klein.



back and forth with the Chinese government, a topic the CEO plans to address on a conference call with analysts on Tuesday.

China's Ministry of Commerce made a preliminary determination in January that PVH engaged in improper practices related to the Xinjiang region, although the impact of that ruling is still not clear.

In 2021, PVH stopped working with factories that used cotton from Xinjiang, where more than a million Uyghurs and other Turkic Muslims are alleged to be under internment, with some forced to work.

FASHION

Burberry to Renovate, Rename V&A Fashion Gallery



Tristram Hunt and Joshua Schulman



Here and below: The Victoria and Albert Museum in South Kensington, London.

- The Fashion Gallery will shut in May and reopen in spring 2027 as The Burberry Gallery.

BY SAMANTHA CONTI

LONDON — Burberry is making big moves on the arts and culture front with plans to refurbish the Fashion Gallery at the Victoria and Albert Museum in South Kensington as part of a multiyear partnership.

The Fashion Gallery will close on May 4 and reopen in spring 2027 after a much-needed overhaul. From then, it will be known as The Burberry Gallery.

According to Burberry, the plan is to create a "participatory space" aimed at enhancing visitors' experience of the V&A's

extensive fashion collection.

There are also plans for a wide-ranging activity program onsite, offline and online, with the aim of offering a "world-class learning experience and greater access to fashion education" for all.

Burberry chief executive officer Joshua Schulman described the partnership as a "milestone moment for British arts and culture. We are so thrilled to come together with the V&A team to celebrate the rich history of fashion, and to develop an immersive space that will inspire creative minds for generations to come."

The V&A Fashion Gallery was last structurally redeveloped in 1962, and it remains one of the most visited and largest dedicated permanent gallery

spaces at the South Kensington site, according to the museum.

The V&A has 39 works related to Burberry, made between 1908 and 2014, and has displayed the brand's items previously as part of several exhibitions, including "Fashioned From Nature," "Fashioning Masculinities: The Art of Menswear" and, more recently, "Naomi: in Fashion."

Burberry is already a corporate patron of the V&A, alongside companies such as Bloomberg, Van Cleef & Arpels, HSBC UK and Rothschild & Co.

The museum said that when the gallery reopens in 2027, it will continue to display a significant fashion collection spanning five centuries with designs from a multitude of brands and individuals.

The collection serves as an important resource for students, historians, designers and anyone conducting fashion and textile research. Access to the collection will be available at the V&A East Storehouse as of May 31, and online at vam.ac.uk.

Tristram Hunt, director of the V&A, said the partnership between Burberry and the museum was a natural one.

"Founded in the same decade, V&A and Burberry have been pillars of British fashion" for more than for over 150 years," Hunt said.

"We share a commitment to ensuring our proud heritage inspires the next generation of creatives. This partnership allows us to share the V&A's incredible collections in new and accessible ways and support education and craftsmanship across the country," alongside Burberry, he added.

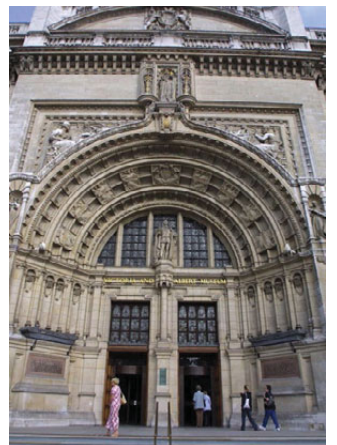
Burberry has supported arts and culture institutions in the past, partnering with the British Pavilion for La Biennale di Venezia

and the Royal Academy for the Thomas Burberry Prize.

Since Schulman arrived last year, the brand has been embracing British culture with in-store exhibitions, and ad campaigns starring some of the country's best-known actors such as Kate Winslet, Olivia Colman and Richard E. Grant.

As reported last year, Burberry held temporary exhibitions of archive outerwear pieces. At the Regent Street London store, replicas of Burberry's designs for Sir Ernest Shackleton's ill-fated 1914 polar expedition were on display.

At Burberry's newly refurbished 57th Street flagship in New York, weatherproof gabardine pieces went on show as part of a wider display of archive outerwear pieces in key stores.



FASHION

Cardi B and Revolve Group Reveal Joint Venture

In an exclusive interview with WWD, Cardi B discusses her upcoming apparel and beauty brands in a venture with Revolve Group.

BY EMILY MERCER PHOTOGRAPH BY KELLY TAUB



From left: Jennifer Walker, Patientce Foster, Adam Drawas, Cardi B, Kollin Carter, Raissa Gerona and Michael Mente.



Cardi B visiting the Revolve Group headquarters in Helsinki.

Cardi B in Alexandre Vauthier at Fwd's cocktail party at Paris Fashion Week.



Cardi B isn't interested in launching just another celebrity brand, but expanding her legacy – Belcalis Marlenis Almánzar's legacy.

Since the Bronx, N.Y.-born rapper's 2017 breakthrough year in music, the Grammy-winning recording artist, actress and entrepreneur has collaborated with the likes of Fashion Nova, Reebok and NYX Professional Makeup; launched her first owned business, vodka-infused whipped cream company Whipshots; fronted campaigns for Kim Kardashian's Skims, Marc Jacobs and Balenciaga; appeared on numerous magazine covers; walked the haute couture runways in Paris, and become a style icon for her ability to be a high-fashion and beauty chameleon, both on and off the red carpet.

Now Cardi B is further expanding her empire by joining forces with Revolve Group, the California-based fashion and lifestyle retailer, in an exclusive multcategory venture. The partnership marks the artist's first owned apparel and beauty brands – and Revolve's expansion into beauty.

And the partners are thinking big: Through this venture, the collective group has its sights set on becoming a billion-dollar fashion and lifestyle multibrand powerhouse, starting with beauty and fashion brands.

"People have been expecting both from me. My beauty line, people have been expecting that, like an album," Cardi B told WWD during an exclusive interview, clad in a custom curve-hugging, tailored white blazer dress – a preview of her upcoming collection. The rapper's highly anticipated second album is set to release later this year.

"When something is so expected, people want it to be the best, or, they want it to be the worst so they can be like, 'Haha you don't know about s-t b–h!' People expect the best from both fields. We have to come in strong," the rapper said.

She explained that coming in strong meant finding the right partners and laying the groundwork to create a legacy business that stays true to her authenticity, rather than collaborating with a brand as the face of a product. She cheekily added that she and her creative partners, Patientce Foster, her longtime manager, creative director and Cream Labs founder and Kollin Carter, the artist's longtime stylist, "do things

out of spite," because "to be better than everybody when you do it out of spite is very motivating."

"I personally believe that I put a lot of people on a lot of trends. It's not even about getting paid, but it's not appreciated. I gotta do this for me because I don't get thank yous. If I don't have a good year, I don't get, 'How have you been?' Nobody does that. It's time for me to do s-t for my own self, not for everybody else," she said.

Furthermore, it was about finding partners that understand her passion for beauty and fashion; attention to fit, materials and ingredients, and serious dedication to offering her global consumer quality, long-lasting products.

"I could shop every single day, but there's always that one pair of jeans that I love. There's that tank top that I love, and I don't care how many stains are on it, I'm gonna wear it, because I just love it. I want my brand to have that one piece that you buy, that you love, that it makes sense. If it's a size small, it should be a true size small; if it's a size large, it should be a true size large," she said.

"That is very important to me, because I don't think about me, now, I think about me when I was 20 years old. I'm walking in Fordham [Plaza]; it's six o'clock and I have a date at nine. 'What is gonna fit me?' I want something that fits me; it's great, and it's good quality. I could wash it and wash it and wash it, and it doesn't get washed out," she said.

Although the artist said nowadays she practically gets all her clothing tailored, she wants to give her customers garments that fit and are tailored just right. Her partnership with Revolve reflects this dedication to not sell any product, but "the best product," she said.

The venture includes Cardi B and Revolve Group cofounders and co-chief executive officers Michael Mente and

Mike Karanikolas and Revolve Group chief brand officer Raissa Gerona. Additional shareholders include Foster, Carter and Jennifer Walker and Adam Drawas, cofounders of PR and brand marketing agency Walker Drawas.

Revolve Group reported net sales of \$293.7 million in the fourth quarter, 14 percent year-over-year growth. It has 29 brands in its Owned Brands roster (which has 158 employees), and last year acquired a majority stake in French couture house Alexandre Vauthier.

The company is this month gearing up to host its popular eighth annual Revolve Festival in Thermal, Calif., timed to Coachella and filled with celebrity-hosted dinners, performances and activations with their luxury-focused e-commerce sites Revolve and Fwd. In addition, Revolve Group is preparing to open its first brick-and-mortar store at The Grove in Los Angeles in fall 2025.

Now it is adding Cardi B to the stable, interpreting her aesthetic for fashion and beauty brands. The joint venture not only builds on Cardi B's already massive following, but that following should help Revolve Group expand in beauty and on a global scale.

"It's literally reflecting and translating what we built in terms of Cardi B the brand, the artist, and taking that same synergy and putting that into this. I think some people think that you have to remove your most authentic self to raise your profile, but I think what we've been able to do so great is embrace her most authentic self and evolve that without changing who she is at her core. That's what we're trying to build in both categories," Foster said.

Creating products that are not only respected and trusted in their industries but also effective, curated and timeless were of high importance to each partner from the get-go, added Foster.

"This is a lifetime brand, this is not a fling or trend," she said.

It all started in November 2023, when Foster and Cardi B were discussing legacy on the phone.

"The thing about me and Cardi B's relationship is we started – with not nothing because she had about a million followers, but in terms of where we are now – from ground level. We know what all of her partnerships have looked like and what all of her success has looked like. I know what value she's put into brands that she's partnered with look like, but then I also look at that in comparison to ownership and equity. The biggest thing for me and her both is legacy," Foster said.

"We both have children; we both have families, and we're really big family people. We want to take care of our families and our children. We were on the phone, and I asked her flat out, 'God forbid if you were to leave this earth tomorrow, what would you be able to leave your children with?' She said, 'I am ready and want my own brand. I want it to be owned by me. Yes, I'm Cardi B, but Belcalis, this is mine,'" Foster added.

Cardi B added that having immigrant parents, she was always instilled with the value of being able to leave behind something for her children.

"Growing up, my mom would always say, 'Get a house, get a house, get a house. Get a house so if god forbid something happens to you, you leave it to your future kids.' Now, the houses are not enough. You need a business, you need something of your own," Cardi B said. "I have a big career, I'm a big artist and everything. But it's about what you have to [leave] behind.

"It doesn't suffice how many number-one [hits] I have, or how big my name is. I mean, I am a legend, but if god forbid something happens to me, I don't want my kids to be fighting with record labels on how much percent they're going to get with my music," she said about the importance of building her own business from the ground up – strategic business moves seen from the likes of Rihanna, Kim Kardashian, Beyoncé Knowles and more – so her children can "eat off everything" beyond music.

Their conversation paved the way for Foster to go into the marketplace to "find her legacy and brand," Foster said of seeking a partner who not only excels and exceeds in their category, but "has a good reputation for being good people."

"No matter how big Cardi B ever gets, to me, she's one of the most grounded people, one of the most authentic people and we like doing business with good people," Foster said. "One thing about Cardi that I love the most is that she knows what she knows and what she doesn't, she looks for people who are good at what they know. She doesn't go into situations with ego, like, 'I gotta be in charge. I gotta do everything,' but rather, 'OK, they know what they're doing,' and we want those types of partners."

This led Foster to her Rolodex of contacts, specifically Walker Drawas, the full-service entertainment marketing agency founded by Jennifer Walker and Adam Drawas, who Foster, Cardi B and Carter had worked with in 2019 on the rapper's multiple sold-out clothing collections with Fashion Nova. Furthermore, Foster had her eye on Revolve Group, a longtime client of Walker Drawas. ▶

"I could shop every single day, but there's always that one pair of jeans that I love. There's that tank top that I love, and I don't care how many stains are on it, I'm gonna wear it, because I just love it. I want my brand to have that one piece that you buy, that you love, that it makes sense."

CARDI B

"That's when they say network is net worth because that Rolodex is heavy," Foster said of a November 2023 phone call with Drawas about partnering with Revolve. Quickly after their initial conversation, Walker and Drawas connected Foster and Cardi B with Raissa Gerona, Revolve Group's chief brand officer.

"In about 30 days, we were at the Beverly Hills Hotel having a meeting with Raissa. We got to know each other first and immediately clicked," Foster, who oversees all creative direction, talent and brand management of the joint venture, said. She also oversees the development of the brand's overall DNA, design, campaign creative and communication strategies alongside Gerona, Walker and Drawas.

When approached with the idea of the venture, Gerona said she, Mente and Karanikolas' goal of building Revolve Group's first beauty brand was already in the back of their minds after seeing strong traction with their third party brands' beauty businesses.

"On Revolve and Fwrd, we know that we have the right tools to make a beauty brand, but we needed a really good partner to help be the face, but also, really push the category," said Gerona. "We have the operations, the know-how and capital, but it's so important now to have someone who's fueling that and really being the creative."

Gerona is a big fan of Cardi B's since the artist is one of the most followed individuals on Instagram and embodies "that b—h." She proved to be the Revolve Group's ideal partner for the multicategory beauty and fashion new venture.

"To have the opportunity to be considered [as her partner] was massive to us and a testament to our reputation in the company that we've built," Gerona said.

She added that having worked with numerous talents on collaborations over the years, the group could afford to be choosy with new ventures. Akin to Cardi B and her team's values, the Revolve Group desired a partnership with not only high commercial value, but with goals of longevity and authenticity first and foremost.

Karanikolas seconded that statement, noting that while Revolve has partnered with a variety of creatives, they're always looking for new ones that have a unique creative vision and business-minded approach.

"Revolve has such a strong track record of successful brand-building and really being able to have partners for Cardi that we can give her whatever it is that she's wanting to create, and also help build and educate that road map ahead," Drawas explained.

The venture represents a "bold evolution" for Walker Drawas, he said, and addresses the shifting landscape in relationships between companies and talent from licensing to venture deals.

"We believe that the key to success is bringing together like-minded worlds and nurturing those relationships through structure, strategy and a shared commitment from all stakeholders. This is more than just a new chapter; it marks a profound shift in both the talent-driven landscape and our business strategy — one where we're investing more time, resources and expertise to shape the future of our industry," he said. "This is an opportunity for Cardi B to own her own brand and to have a powerhouse team beneath her that is feeding her wishes and dreams."

Mente added that the biggest difference between their prior collaborations and partnerships with influencers, talent and creatives is the global scale Cardi B's beauty and fashion brands will reach.

"[Cardi B] has big audiences in Asia, the Americas; that audience translates to Europe very easily, and also Latin America, where Revolve has much less



presence. She has an exciting presence in both Japan and Korea," he said, noting the target age demographic is similar to that of the Revolve world — "call it 20s and 30s," he said — but also ranges broader due to the rapper's global audience.

As for the products that will be within the joint venture's upcoming beauty and apparel companies, he noted that the categories they're developing stem from Cardi B's passions and vision, which span beyond Met Gala red carpet looks to the bedroom and the beauty cabinet, as the star is known for her head-turning makeup, dramatic hairdos and extravagant nail art.

"Things that she engages as a consumer and engages as a creator with her fan base just naturally. The things that she really, truly loves. As we've seen in times past, that passion, genuineness, authenticity, deep personal knowledge and personal expertise translates to the consumers," he said of future products.

Carter, who has styled high-fashion looks for the artist since 2017, spanning from her 2019 Grammys archival Mugler look to custom Met Gala ensembles, said his biggest dream is for consumers to look at Cardi's collections years from now and say, "That's so Cardi." Through this joint venture, he will work alongside Cardi to develop her fashion collections' product design, overall style and aesthetics.

"Creating that through Cardi in the future, we want to take the signature things that we love and that she loves, and put it into this brand, put it behind this brand," he said, citing body-con looks and corsetry as key styles of Cardi's running aesthetic and fashion identity.

"There's something that's really beautiful about the woman's body to us, snatching that waist and exaggerating those hips. I think that that's timeless. If you look back at the '70s and '80s, those

silhouettes have always been around, so I think that that's something that we want to carry throughout the brand and in the future, just those signature silhouettes," he said.

These "so Cardi" moments with the Revolve Group have been popping up over the last year, such as when she debuted Revolve's first custom atelier ensemble — a red corset gown — as host of Revolve and Fwrd's Met Gala after party. The rapper also wore a sparkling, cutout Alexandre Vauthier body-con dress to Fwrd's cocktail party in celebration of September's Paris Fashion Week; visited the company's headquarters in the group's Owned Brands, Helsa, in October, and stopped by Revolve's December holiday pop-up shop clad in a sheer brown bodysuit, jeans and Alaïa Cardi jacket from Fwrd.

"We've been breadcrumbing all these little moments from a marketing perspective, and that's not just to be breadcrumbing. That's research," Walker told WWD. "That's to see how the audience reacts and it's been insane with the engagement on both sides. Her fans react well to Revolve and the Revolve customer reacts well to her. That's all research and development that's going into how we launch these brands, how we market these brands, and what they're expecting."

When asked about the biggest learnings and challenges, each team member agreed that so far, the joint venture has been smooth sailing. Their biggest lessons will likely emerge once collections start launching later this year.

"We have a couple of samples, but when we get the whole [product range], that's when we're going to start learning our lessons. I'm the type of person that if

"It's literally reflecting and translating what we built in terms of Cardi B the brand, the artist, and taking that same synergy and putting that into this. I think some people think that you have to remove your most authentic self to raise your profile, but I think what we've been able to do so great is embrace her most authentic self and evolve that without changing who she is at her core."

PATIENCE FOSTER,
longtime Cardi B manager, creative director

The artist at the Revolve holiday shop at The Grove.



I don't like something, I get really angry. Here's the thing, when I drop, everything is going to sell out the first week or day, but that's not the good part," Cardi B explained. "The good part is when people come back. I want people to come back."

Being a celebrity brand, the group anticipates the first drops selling out, as seen with her previous fashion and beauty collaborations, so not only is the first impression of high importance but also the follow-up drops.

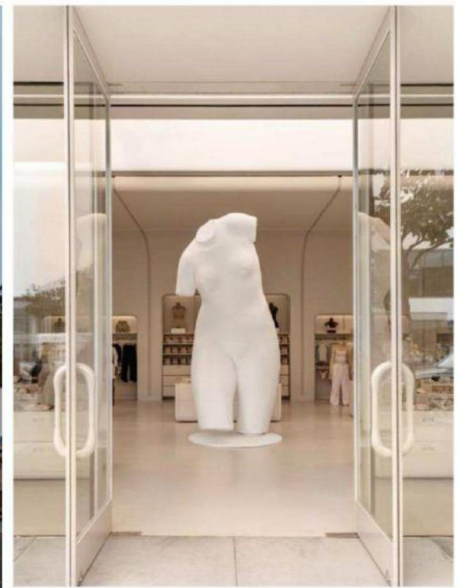
"We're long-term minded. I think a lot of people want to do something because it seems fun and cool. People are looking for short-term paydays versus long-term businesses and value and for us, at this point in our game, that's essential to what a deep partnership like this will always entail as we move forward," Mente said.

"As Cardi said earlier, it's really about the partnership. We're not just thinking about that launch, we're thinking about years. How we build this for 10 years — not just the first day but the 5,000th day. The first day, we can all do that all the time. That's the easier part for us," Mente said.

Now that's money moves. ■

BUSINESS

A First Look at Skims' L.A. Location



Skims has opened a 4,546-square-foot store at 8569 West Sunset Boulevard in West Hollywood.

Here and above: Skims.

● Kim Kardashian and Jens Grede unveil Skims' latest store, discuss the upcoming Nike partnership and the recent Skkn by Kim acquisition.

BY RYMA CHIKHOUNE

LOS ANGELES — Skims has opened doors in Los Angeles.

The new location marks the brand's ninth U.S. retail store. The company is in growth mode — in the last three weeks alone, Skims has unveiled shops in Cabazon, Calif., (near Palm Springs) and Westfield Garden State Plaza in Paramus, N.J. Thirteen more stores are coming this year, including international expansion, revealed Jens Grede, chief executive officer and cofounder of Skims.

But the focus now is on L.A., home to the brand and to Skims' cofounder and chief creative officer Kim Kardashian, who lives on the outskirts.

"Having a flagship in Los Angeles for a brand based in Los Angeles, that is incredibly important, and that's really a no-brainer," Grede continued. "That's a dream and something we wanted to do for a long time....I think stores are the best way to build and maintain brand awareness and having the opportunity for customers to experience a brand."

They scouted L.A. at the same time as New York, where Skims opened a flagship on Fifth Avenue in December. "The permitting and construction process can vary really greatly between cities," Grede said of the timing. "And it just happened that New York was first and L.A. second."

The L.A. store — at 8569 West Sunset Boulevard in West Hollywood — is near Sunset Plaza, adjacent to Mel's Drive-in, which Skims is taking over for a pop-up opening party on Tuesday. With 4,546 square feet of space, the shop showcases the same design aesthetic as New York (at 6,570 square feet), incorporating Skims' signature rounded-edge fixtures and custom tonal mannequins. Architect and interior designer Rafael de Cárdenas is behind the vision: a minimalist approach with

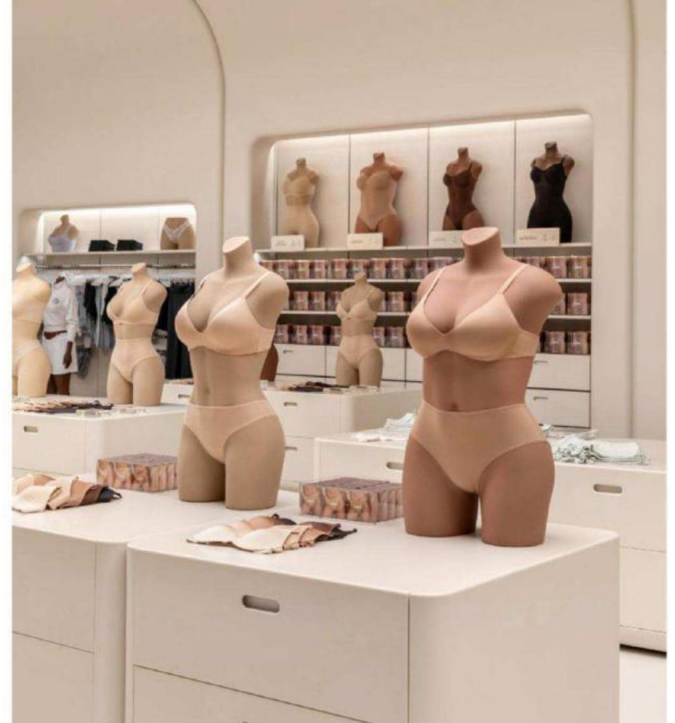
artistic accents; upon entrance, visitors are immediately greeted by a colossal, 12-foot Vanessa Beecroft sculpture.

"It's such a powerful piece and really adds to the immersive experience we wanted to create," Kardashian told WWD in an exclusive statement. "Personally, the design feels like an extension of my own aesthetic. It's modern, clean and sophisticated, but with warmth and accessibility, which is exactly what I wanted. Working with Rafael was amazing — we really got to collaborate on every detail, from the colors to the layout, to make sure it felt like Skims in every way. We wanted it to feel like a place where people could truly experience the brand."

Physical retail, including wholesale partners, counts for 20 percent of the brand's business, while e-commerce brings in 80 percent, with consumers largely between 18 and 30 years old, Grede said. "We're at the beginning of this kind of business model shift, omnichannel retailer, and over the coming years we hope to be much more balanced, 50/50 between physical retail and e-comm than we are today."

Launching with shapewear, Skims has become a lifestyle brand — one that plans to introduce a beauty category following Skims' acquisition of Skkn by Kim. Skkn by Kim won't be available under Skims, however, Grede noted. "We are not going to be continuing the Skkn by Kim brand that Coty was doing. We are relaunching the categories under Skims."

"Expanding into beauty isn't just about growing Skims — it's about building on the strength of the brand and bringing our approach to a whole new category," Kardashian said of the acquisition in a statement. "Skims has always been about redefining essentials, and now we're doing the same with beauty, skin care and fragrance. With the global community we've built and my experience in beauty, this felt like the right next step. We're bringing the same level of innovation, inclusivity and quality that people expect from Skims into products that will truly make a difference. I'm so excited for our customers to experience beauty in a whole



new way with Skims."

Of landing on Sunset Boulevard in L.A., Kardashian said: "It's not only iconic, but it has this incredible energy — it brings together locals, tourists and people from all different walks of life. That mix is what makes L.A. so special, and we wanted our store to be in the heart of it all."

Next, Skims will unveil the first drop of its Nike partnership: NikeSkims, launching this month.

It's "the first subbrand for Nike since Jordan," Grede said. "So it's a big, long-term partnership."

"This collaboration has been in the

works for so long, and it's truly the perfect mix of performance and style," Kardashian added. "NikeSkims is designed to sculpt and perform, bringing together Nike's innovation and Skims' signature fit to create training apparel, footwear and accessories that really work for women. And this is just the beginning. In 2026, we're expanding NikeSkims globally — launching in new markets, opening more retail locations and collaborating with wholesale partners to bring the collection to even more women worldwide. This is such a huge moment for Skims, and we can't wait for everyone to experience it."

FASHION

FSF Reveals Gala Details

- The annual Fashion Scholarship Fund event will be held April 7 at The Glasshouse in New York.

BY LISA LOCKWOOD

The Fashion Scholarship Fund will host its 88th annual gala honoring four industry leaders for their support of the next generation of talent on April 7 at the Glasshouse in New York.

This year's honorees are Jerry Lorenzo, founder of Fear of God; Sara and Erin Foster, cofounders of Favorite Daughter, and Tony Spring, chairman and chief executive officer of Macy's.

"We are so pleased to celebrate this year's gala honorees – Tony Spring, Jerry Lorenzo and Sara and Erin Foster – visionary leaders dedicated to empowering the next generation of fashion talent. This year, we also welcome our largest class of FSF Scholars, 160 students, including 60 Virgil Abloh 'Post-Modern' Scholars, many of whom are visiting New York City for the first



Erin and Sara Foster

time. The industry's overwhelming support – which will enable us to award over \$1.9 million in scholarships at the gala – reaffirms what we know to be true: our mission to create opportunities and shape the future of fashion is more vital than ever," said Peter Arnold, FSF's executive director.

Christian Siriano and model, entrepreneur and advocate Coco Rocha will serve as cohosts of the evening.

Five-time NBA All-Star and the New York Knicks' Karl-Anthony Towns will present the Fashion Scholarship Fund's \$25,000 Chairman's Award to the top-scoring scholar finalist. Towns, a partner to the FSF, established an annual named scholarship program that begins this year that is given to two recipients who have demonstrated an interest in the intersection of fashion and sports. The two scholars will attend the gala that evening.

The gala will celebrate and award the \$1.9

million in scholarships to the Class of 2025 FSF Scholars and Virgil Abloh Post-Modern Scholars. The 160 college students have demonstrated their ability to disrupt and transform the fashion industry as creatives or as marketing and business professionals. All 160 scholars, who attend colleges and universities throughout the U.S., will attend and have their work shown at the event.

Earlier this month, the four highest-scoring scholar finalists competed for the FSF's \$25,000 Chairman's Award by presenting their case studies centered on the intersection between fashion and technology to a panel of judges representing all sectors of the industry. This year's judges were Gabriella Karefa-Johnson, fashion editor, stylist and consultant; Fear of God's Lorenzo; Kristin Maa, chief marketing officer of Saks Global, and Amanda Smith, CEO of Fairchild Media Group, parent of WWD, Footwear News, Sourcing Journal

and Beauty Inc, and an FSF board member.

Applicants selected a brand or company and presented case studies in one of four disciplines: Business Strategy (Finalist: Fatmata Camara/LIM College); Design and Product Development (Finalist: Chloe Allen/Virginia Commonwealth University); Marketing (Finalist: Flora Medina/SCAD, Savannah Campus), and Merchandising (Finalist: Ryan Cheung/University of California, Berkeley). At the gala, each scholar finalist will briefly present a personal statement about their background, inspiration and intention for their future career in the industry.

Colm Dillane, the KidSuper designer, artist and musician, created an exclusive capsule collection of KidSuper x FSF merchandise to raise funds for the FSF. The collection will be sold on-site at the gala and drop online on April 8, with 100 percent of sales benefiting the FSF.

Ghetto Gastro, the Bronx, N.Y.-born culinary collective from Jon Gray, Pierre Serrao and Lester Walker, is FSF's culinary partner for the gala.

On April 7, the 160 scholars will start the day at Stella 34 Trattoria at Macy's for breakfast and a panel discussion led by Arnold in conversation with Spring and Nata Dvir, chief merchandising officer of Macy's and FSF board member.

WWD will host a lunch and a series of conversations featuring a conversation and Q&A between James Fallon, chief content officer of Fairchild Media Group, and Deirdre Quinn, cofounder and CEO of Lafayette 148. Next, they will get a "Peek Behind the Curtain: BTS at Fashion Week" with WWD's style director Alex Badia and a designers panel and Q&A with Jackson Wiederhoeft and Henry Zankoff, moderated by Badia.

ACCESSORIES

Christian Louboutin's First Eyewear Plays on Wide World of Icons

- The premiere collection, manufactured by Marcolin, launches 25 styles, both sun and optical, with two releases for spring and summer 2025.

BY THOMAS WALLER

Christian Louboutin's place in culture is firmly cemented. His iconic red-soled shoes are spoken about in songs by Cardi B, seen on Taylor Swift's feet during her sold-out Eras tour and easily found on every major red carpet globally. Now the French footwear designer is ready to take on the eyes, debuting his first eyewear collection in partnership with Italian manufacturer Marcolin.

The debut of Christian Louboutin eyewear "is a strategic milestone for us," said Marcolin group marketing director Alessio Puleo, adding that the French footwear firm "enhances and strengthens our luxury segment at its highest tier, further elevating our complementary portfolio," which includes brands Tom Ford, Zenga, Max Mara, and more.

The premiere collection launches a total of 25 styles—encompassing over 70 color stock keeping units—distributed across two releases for spring and summer 2025. Teased with a soft launch in February with an initial 14 sun and seven optical styles, supported by an ad campaign around New

York City, April will see the Loubishark sun capsule, directly inspired by the well-known Loubishark sneakers debut with a full campaign rollout globally.

"Bringing Christian Louboutin's playful and mysterious essence into eyewear was an exciting creative challenge," explained Marcolin group style and product development director Laura Marogna. "Naturally, red is at the heart of the brand's identity, so we incorporated the iconic red sole as a front embellishment – an elegant and instantly recognizable signature. While Louboutin is often associated with its iconic women's shoes, the brand is much more than that. Today, it represents men's footwear, sneakers, and a bold, creative, fun spirit. We wanted to capture that same energy and express it through eyewear."

Marogna said that with such a strong brand identity in place, defining the shapes and their character "felt quite natural." For women they embrace cat-eye shapes, "elegant and face-flattering, echoing the glossy allure of patent leather shoes," she said. For men, an inspiration of pilot shapes, enhanced with signature details like studs, "the Cornetto [Italian for little horn] as Mr. Louboutin calls it – an element we believe will become an unmistakable hallmark," she said.

Each pair is named for a corresponding footwear style, linking the collection to the brand DNA. Key elements of Louboutin's

well-known world – palm trees, red, and studs – are woven throughout.

"These details appear in different ways, whether through metallic patterns that embellish and shape the frames or as subtle touches, like a pearlescent hue inside the acetate lining. Studs, in particular, add a bold, rock-inspired edge, giving the collection a dynamic and unmistakable character," she said.

Each style uses Zeiss lenses, ensuring the highest optical quality, with an "exclusive" lens shade developed that transitions from black to red. All the collection comes with an internal anti-reflective treatment, "with a signature red hue, that protects the eye from internal refraction rays," she explained.

Marcolin revealed the exclusive global licensing agreement with the French brand (lasting until 2029) in February 2024.

Marogna reported it took "over a year" from the initial concept to market launch. "We spent a lot of time perfecting every detail and experimenting with innovative acetate constructions to create something truly unique," she said of the process.

Positioned at the luxury tier, price points range from \$565 to \$875 for both optical and sun styles, reflecting the partnership's commitment to innovative design and premium materials. According to Puleo, the distribution strategy for Louboutin eyewear "was meticulously planned to reflect the brand's exclusivity and prestige."

While the pre-launch phase took place within Louboutin's own boutiques and "a carefully curated selection of top-tier global retail partners," at full scale, the distribution will remain "highly selective, aligning with the brand's elevated standards and ensuring that the eyewear collection is available only in the most prestigious locations worldwide," he reported.

In fact, the luxury segment is a space



Christian Louboutin's first eyewear collection, manufactured by Marcolin.

where "we see significant business opportunities," Puleo said, adding that they are engaging with "not only existing Christian Louboutin enthusiasts – who will find a seamless continuation of the brand's iconic codes in eyewear – but also new customers seeking distinctive, unconventional and statement-making designs."

The shoemaker and eyewear manufacturer will celebrate the launch in New York at The Nines on April 10 with an immersive experience for press, key influencers, and of course, celebrities.

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John Cena

NEW



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*VS. the two leading competitors based on Nielsen Scantrack data and Stackline data for the Sun Care category for the 52 weeks ending 12/28/24

**based on Nielsen Scantrack for mineral sunscreen category for the 52 weeks ending 7/24/24, for total U.S. market, xAOC

Ryan Gosling in Tag Heuer's "Designed to Win" campaign.



Tommy Fleetwood



ACCESSORIES

Tag Heuer's New Campaign Is About a Winning Mentality

● Ryan Gosling, Olympians Sydney McLaughlin-Levrone and Summer McIntosh, and golfer Tommy Fleetwood feature in the campaign revealed Tuesday, with glimpses of Formula 1 ace Max Verstappen and Ayrton Senna.

BY LILY TEMPLETON

GENEVA — Snagging the top gong or the first step of the podium isn't just about skill or dedication.

It's about being "Designed to Win," the motto of Tag Heuer's latest brand campaign unveiled Tuesday to coincide with the opening of Watches and Wonders here.

For chief executive officer Antoine Pin, this new tagline is more than a marketing play — it's about highlighting the Tag Heuer fundamentals, a need that stood out as soon as he took the position in July.

"We are in a world where there is a lot of dilution of brand messages and signifiers, due to many factors," he told WWD. "So it was about returning to the essence of who we are, a very healthy move as it forces us to structure and clarify our message."

That message, in a year where the Swiss watchmaker has returned as official timekeeper of Formula 1, is that it's all about surpassing oneself and being more than the sum of one's parts — humans and watches alike.

"It's not just [in] sports," Pin said. "That's why it's such a universal message. You can be the greatest actor on the planet as well. It's just a matter of balance and hard work."

Appearing in the black-and-white

campaign are those who embody this ideal in the brand's opinion, such as Ryan Gosling — who also narrates the campaign film; four-time Olympic medal winning hurdler, sprinter and world record holder Sydney McLaughlin-Levrone; Canadian swimmer Summer McIntosh, who won three gold medals at the 2024 Paris Games, and champion golfer Tommy Fleetwood.

There are also appearances by Formula 1 champions Ayrton Senna and Max Verstappen, two ace drivers some three decades apart but whose gazes carry a similar determination.

Another major inspiration for the campaign is Senna, revealed Tag Heuer's chief marketing officer George Ciz.

"A famous quote of his is 'I'm not designed to come third or second, I'm designed to win,'" the executive said. "This was really the motto Ayrton used to believe in and it struck a chord with us."

Putting the late Formula 1 driver in a virtual face-off with current champion Verstappen also helps the campaign dovetail into the brand's return as the motorsport's official timekeeper from this year, as part of a 10-year deal with parent group LVMH Moët Hennessy Louis Vuitton.

"There are plenty of people who are asking if Tag Heuer will reach the billion-euro mark in sales. That's not what interests me," Pin said. "The Tag Heuer spirit is expressing what really takes us forward and if we express it well, if we know how to really carry that message, there is a big community of people who share these very universal values."

Pin believes that once a brand has the attention of such a cohort, it can continue to touch them. "Results come when we are true in our expression of our work and life philosophy," he said.

There is opportunity aplenty given the visibility afforded by Formula 1, which counts over 750 million fans worldwide, according to figures from Nielsen Sports last year. But the executive is wary of overreaching, reiterating Tag Heuer's 100-year connection with sports, particularly chronometry for automobiles.

"It's not about seducing 100 percent of the audience of Formula 1," said Pin. "It's about really expressing our identity to speak to a community that shares our values, understand our product identity and who will want to invest."

Yet, two races into the Formula 1 season and that's already shaping into a win for Tag Heuer, "100 percent in every single aspect," as Ciz put it.

Exhibit A: the traffic to Tag Heuer stores has seen "more than double-digit growth" since January, according to the CMO.

That's on top of engagement that has been through the roof. On Instagram, the watchmaker has leaped from seventh place to third in 2023, before climbing to second position last year. Since January, it's in pole position, ahead of competitors such as Rolex, whose fan base is over five times larger than Tag Heuer's.

"The excitement that we have seen, and the energy that we have seen both in the digital sphere as well as in physical presence in stores has been amazing," Ciz said.

Rolled out across print and digital media as well as billboards, the campaign is about "inspiring people that really believe that every one of us has the ability to do amazing things," he continued.

As such, it isn't geared toward any particular demographic, a broad appeal that Ciz sees as an asset.

"Everyone at the moment is talking about younger generations and focusing on younger consumers. Clearly, we also looking for them, but we also know that our current customers are little bit older," the CMO continued, noting it was in the 40-plus age range at present.

An audience Tag Heuer is keen to capture is young professionals, a demographic that has earning potential but also high motivation and a keen interest in burnishing every facet of it, from their professional tracks to their well-being and performance.

"And they care about authentic stories," Ciz said. "We really believe that authenticity is the new currency of luxury."



Ayrton Senna

EYE

Inside Mi Shang, Prada's First Culinary Project in China



Dishes created by Lorenzo Lunghi.



The Study at Mi Shang.

- Spread out across four distinctly different rooms, Mi Shang offers a blend of all-day breakfast, fine dining and confectionery retail.

BY DENNI HU

Prada has brought a slice of Milan to Shanghai with the opening of Mi Shang, its first stand-alone dining space in Asia.

Launched on Monday at the brand's restored historic mansion Rong Zhai, the restaurant showcases the culinary vision of the Michelin-starred chef Lorenzo Lunghi and master pastry chef Diego Crosara, who conceived a café and fine-dining space designed to deepen the brand's connection with young, experience-driven consumers.

Conceived by the famed Hong Kong director Wong Kar Wai, Prada transformed the second floor of the mansion into a cozy alcove that could be mistaken for a scene from the auteur's most iconic films.

Evoking a corridor scene from the film "In the Mood for Love," visitors are then surprised with a graphic wooden wall mounting created by Wong in partnership with Duo Yun Xuan Art Center, a century-old art brand that specializes in Shanghai-style woodblock print series. Titled "Rising Clouds, Blooming Flower – Blessing Cloud," the piece was inspired by Wong's hit TV series Blossoms Shanghai and is now in the permanent collection of the Prada Group.

Breaking away from traditional dining concepts, Mi Shang is spread out across four distinctly different rooms, offering a

blend of all-day breakfast, fine dining and confectionery retail.

Blending the best of both culinary worlds, Lunghi crafted a lunch and dinner menu that features the likes of classic Italian ravioli with classic Chinese dumpling filling, starters such as Pak Choi with cacio e pepe sauce, and Chinese mushroom with green salsa dressing.

"You see an Italian dish from the plating, but when you take a bite out of it, you discover the Chinese flavor," explained Lunghi, who also pointed out that the tableware had taken its inspiration from delicate iris motifs discovered on the mansion's restored tiles.

"We wanted the menu to reflect the very private setting of Mi Shang, but it's also a space for a sharable experience. It's just as important to feel like you are sharing a dish as you're sharing a space," Lunghi explained.

Decked out in pink and pistachio booth seating, mirroring walls and ambience created by Murano lamps, The Dining Room space easily provokes dining scenes from "In the Mood for Love."

Moving toward the next wing, guests

enter The Library, a serene lounge where antique Chinese and Milanese design influences merge and are accompanied by a collection of coffee table books that spans Chinese craftsmanship, decorative arts and Italian design.

The Caffè, the restaurant's main gathering space, is anchored by an elegant bar counter, which was crafted by local artisans who restored the villa's wooden elements, intricate turned-wood scrollwork and geometric murano lights, which whisk visitors right back to the high of Shanghai's 1910s to 1930s social scene.

Nestled within The Caffè, which stands out with its vintage yellow wallpaper and walls of Qing dynasty ceramics, is The Study, an intimate space reserved for special occasions.

Rong Zhai's backyard has also become a part of the dining experience. Dubbed The Terrace, it has become an al fresco dining space furnished with 1930s Italian bamboo tables and chairs.

Over at The Pastry Shop, which features vintage cabinet display reminiscent of Prada's very first stores, The Pasticcini, a classic yet mignon Italian dessert is blown up in proportion and presented as a small cake, and joins other regional classics such as Cassata, Pasticciotto, Delizia al Limone, Panna Cotta, Tiramisù and a swan-shaped Bigné Chantilly, just to name a few, to round out the pastry lineup.

Confectionery goods, which include a wide range of pralines, jelly candies and coated nuts, is wrapped up in biodegradable and plastic-free packaging new to the dining franchise.

Reservations for Mi Shang, which means "Milan meets Shanghai," or to "be obsessed with" in Chinese, opened on Saturday via the eatery's WeChat Mini Program. The café and the restaurant will be open daily from 10 a.m. to 10 p.m.

BUSINESS

Covision Media Closes Seed Funding Round

- The company is at the forefront of product scanning and content creation for e-commerce, and has worked with brands such as Adidas and Zara.

BY RHONDA RICHFORD

PARIS — Covision Media closed a 5 million euro seed round to accelerate the development and commercialization of its 3D scanning and AI content creation technology.

It follows the opening in February of Covision and CLX Europe's joint Paris-based studio, dedicated to working with brands to create realistic and moveable photos for e-commerce, social media, virtual try-on and interactive campaigns.

The round was led by CDP Venture Capital's Artificial Intelligence Fund, Euregio+, Redstone VC and The Techshop.

Covision cofounder Harald Oberrauch joined the round, along with the Tyrolean Business Angels Network. Fossil Group chief executive officer Franco Fogliato, Fossil Group chief digital and information officer Antonio Carriero and Ferragamo

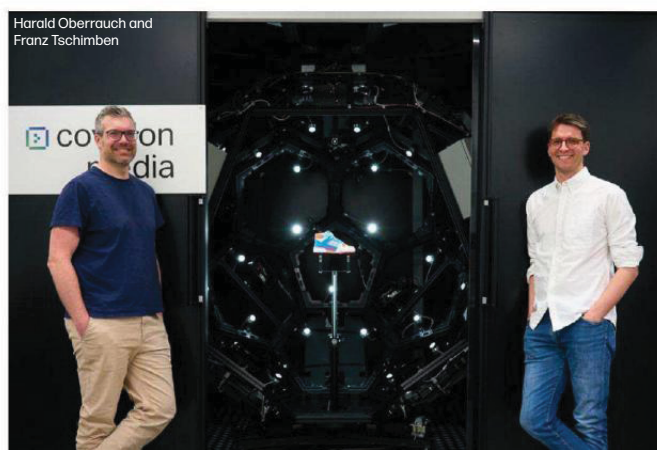
family member Emanuele Visconti are among the angel investors, as well as Andreessen Horowitz operating partner Nathaniel Barling, among others.

"This seed funding marks a major milestone for Covision Media as we push the boundaries of 3D AI," said Covision Media cofounder and CEO Franz Tschimben. "The world is three-dimensional, and Covision Media is playing a key role in digitizing it. We are excited to have the support of top-tier investors who share our vision for scaling 3D technology across industries."

As part of the deal, CDP Venture Capital's Artificial Intelligence Fund partner Marco Allegretti, Redstone VC investment director Ben Scheidt and The Techshop founder and managing partner Gianluca D'Agostino will join the board.

"We are excited that Covision Media is the first investment of Italy's largest AI fund," said Artificial Intelligence Fund head Vincenzo Di Nicola. "Covision Media represents a prime example of a thriving Italian deep-tech company that harnesses the power of AI to develop and deliver exceptional products bridging the gap between the digital and physical worlds."

D'Agostino said The Techshop was impressed by the combination of



Covision's hardware and software technology, which enables the creation of 3D models with a wide range of applications. Meta is using the technology to build its "3D Digital Twin Catalog," a database allowing for AI models to be trained on its images.

"The strong early traction and growing interest from major e-commerce brands and marketplaces, along with the partnership with Meta, further confirm the company's huge potential," D'Agostino said.

The Covision technology takes 15,000 images in eight minutes, then uses non-generative AI to compress the images into one model for CLX's post-production. The

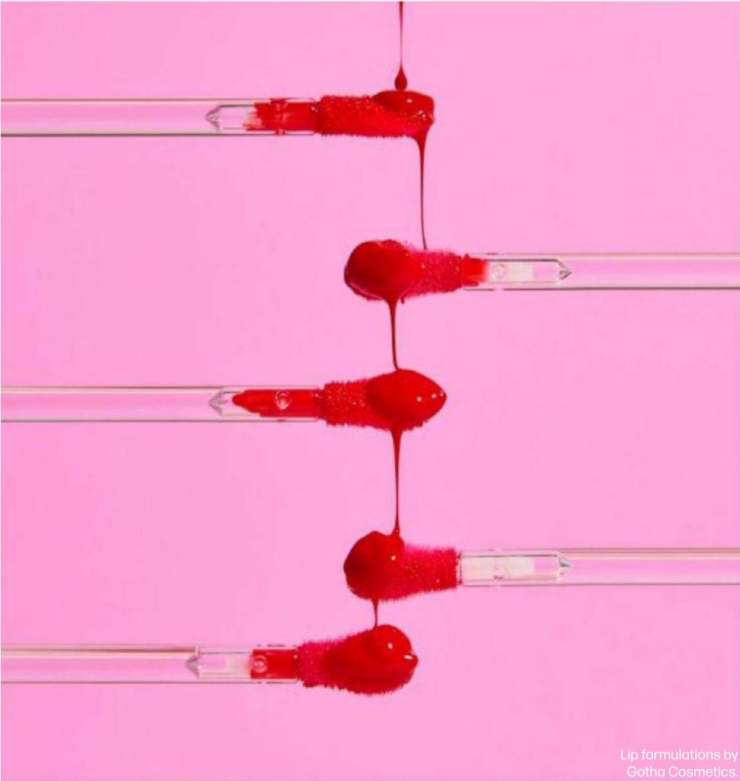
end result is what the team calls a "digital twin" (not to be confused with NFT digital twins) because it is an exact replica of the physical object that can be manipulated on the screen.

It works well on things like handbags that tend to look flat with traditional photography, and can show how a bag hangs, folds or wrinkles with movement. Brands and retailers can integrate the 3D images directly into e-commerce for AR and VR applications.

Covision has worked with brands including Adidas, Gucci, Salomon and Inditex Group's Massimo Dutti and Zara labels.

How to Reinvent the Lipstick?

Makeup and packaging manufacturers addressed this – and more – at Cosmoprof Worldwide Bologna's crowded 56th edition, where diversification, flexibility and speed were companies' top priorities. BY SANDRA SALIBIAN



Lip formulations by
Gotha Cosmetics.

BOLOGNA, Italy – The buoyant vibe running through Cosmoprof Worldwide Bologna's halls offered a bubble-wrapped experience where the beauty market slowdown, trade wars and global geopolitical tensions seemed distant and not to concern exhibitors too much.

The four-day beauty trade show that closed on March 23 mirrored companies' cautious yet optimistic outlook for the year, as the event reported a record-breaking attendance, up 4.5 percent to 255,000 visitors from 150 countries compared to last year.

Thanks to a tweaked layout, the event expanded to include more product categories in line with the ever-evolving market, with a 5.8 percent growth in exhibition space compared to last year that contributed to accommodate 3,128 exhibitors from 65 countries.

While brands looked to new distribution deals and overall opportunities to secure their space in the beauty industry which, according to a Euromonitor International analysis shared by the fair's organizers, will reach a value of 612 billion euros on a global scale in 2025, formulation and packaging suppliers looked to explore gaps in terms of innovation they could still fill in such a saturated market.

If the sustainable theme is a given by now, new hot topics rose to the fore. These included how to reinvent makeup archetypes for modern times and experiment with new gestures in delivery systems to help brands further engage with a consumer who is knowledgeable, price cautious and, ultimately, less loyal.

Along with products, solutions could be found also in manufacturers' business models. To be competitive today, diversification, flexibility and speed are seen as pivotal elements for suppliers.

The Business Outlook

Innovation was one key driver that enabled cosmetic manufacturing powerhouse Intercos Group to exceed the 1 billion euro threshold in sales in 2024, up 7.8 percent compared to the previous year.

But it wasn't the only factor. The firm's widespread presence and network of 16 production plants located in all major markets – including Italy, Poland, China, South Korea, India, Brazil and the U.S.

– gave Intercos a competitive advantage as brands sought more flexible supply chains, and is set to become even more crucial this year in the context of protectionist policies.

Intercos' diversification in terms of customers, market segments served and product categories also propelled growth, even in key regions where markets were contracting, such as China.

"Despite the exceptional event of the cyber attack in the first quarter [last year], which had repercussions on operating activities for a number of months and the significant slowdown of the beauty segment in China, in the U.S. and the weakened growth in Europe, Intercos reported double-digit growth for every quarter subsequent to the cyber attack," said Renato Semerari, chief executive officer of Intercos Group, mentioning that in the fourth quarter of 2024 revenues beat expectations and grew 14.5 percent to 289.8 million euros versus the same period in 2023.

In the first two months of 2025, the group's order intake reached a new record, standing at 144 million euros, which led Semerari to project a growth in total sales between 5 and 7 percent for 2025, beating the general market's pace he expects to increase 4 percent globally this year.

Hence, Intercos' commitment to further invest in its offering and facilities, especially in Asia. Following the expansion of its plant in Poland and a dedicated fragrance plant that opened in Italy in 2023, in the second half of 2024 it expanded its plant in South Korea and opened one of four Chinese factories.

Gotha Cosmetics' CEO Paolo Valsecchi is also reaping the benefits of the investment the Italian makeup manufacturer made in China in 2022, when it acquired the formulation and filling company iColor Group.

"The real challenge for everyone is to become global. Today in this sector, the only real global player is Intercos," said Valsecchi. "The regional aspect is essential, and China represents an important element of speed," he added, mentioning that Gotha's sales are still mainly split between

Europe and the U.S. – each accounting for between 40 and 45 percent of the business – but Asia is growing rapidly.

Valsecchi predicts that overall "Europe will produce for European brands, Asia for Asian ones and the U.S. for American ones. That's not because of tariffs," he said, "but because being closer to customers enables you to better understand the market, not to mention [to optimize] logistic costs and speed. Having a local production is a goal a company with global ambitions has to have. We started with China and hope to replicate it in the U.S. soon."

The executive wishes fellow Italian suppliers would follow suit in order "to boost the critical mass of our companies and join forces to avoid what is happening in other sectors, like in luxury."

"This is still one of the few industries where Italy plays a key role...but we need to be good not only in terms of innovation but scale up in terms of size. If the whole system grows, there's a bigger opportunity for all of us," said Valsecchi.

According to preliminary figures released by Cosmetics Italia, total sales generated by Italian beauty companies grew 9.1 percent to 16.5 billion euros in 2024 versus 2023. Exports were the driving force last year, growing 12 percent to 7.9 billion euros compared to 2023. According to projections, in 2025 total sales and exports will further increase 6.9 and 8.5 percent, respectively.

International players are watching closely. Packaging giant HCT went on a little shopping spree at the end of last year, acquiring Italian company Laffon and securing control on its plastic injection molding factory, in another quest to further expand and diversify its footprint.

"It's not magical. Italy would not be like China. But when you find the right spot – and for us it's really compacts, sticks, jars – and the right quantity, you become even more cost-competitive in Europe compared to China...So it's great to have options everywhere," said Denis Maurin, president of sales and innovation at HCT by Kdc/one. ▶



Intercos Group's
booth at Cosmoprof
Worldwide Bologna.



The Mila Grinder packaging by Bakic.

The company is also on a strong start to the year, thanks to its limited exposure in both China, where it primarily works with niche indie brands, and to luxe beauty players in France, which are struggling also due to a general shift in consumption from prestige to masstige products.

In France, Maurin sees potential in the pharmacy channel, instead, as he highlighted its showcase of more qualitative and price-competitive products compared to beauty retailers and its widespread footprint.

"I see a big trend here. Those products in France are made for the French market, they are very hard to actually export to the U.S. or copy because of regulations, so some of them just prefer to stay in Europe and not move, and it's creating a niche," he said. "Through Laffon we want to target more of the skin care market and the pharmacy brands that are sometimes more simple in packaging but that need a bit more innovation....We will see a lot of newness in terms of design and what we can bring to that market."

Rethinking Beauty Archetypes

"We've had liquid lipsticks, lip oils, lip glosses, but what about the lipstick itself? What's the future of lipstick? Same for eye shadows: We had the palette's boom, but what else can we give to consumers?" said Enrica Arsenio, chief marketing officer of makeup manufacturer Art Cosmetics.

These were questions shared across suppliers, which recognized that rather than brand-new innovation, the main

game now is stretching existing items to new possibilities and refreshing beauty icons with tweaks.

For example, at Intercos, global strategic marketing and corporate projects vice president Chantal Cozza presented a new no-transfer, high-shine solid lipstick.

"The holy grail of the industry has always been a lipstick, shiny, no-transfer and long-lasting. In the past, we presented with our technologies fluid lipsticks that were able to achieve these features. This year, for the first time we're putting this into solid form," said Cozza.

At Art Cosmetics, Arsenio showed a version with SPF properties. "This is not a balm. It might sound simple to develop, but it's not, because with filters you lose some color payoff," she said.

It was part of the company's threefold new collection and presented under a cluster addressing climate change and the need for high-performance formulations able to be resistant to warmer temperatures, embedded with SPF and, at the same time, have appealing textures.

Hence, the development of formulations undergoing waterproof, humidity-proof, blue and UV light-proof tests, ranging from 12-hour-lasting foundations to sweat-proof mascaras. Arsenio said the research was propelled by Art Cosmetics' increasing interest toward the Middle East, a market the company will target also by attending upcoming beauty trade shows in Riyadh and Dubai for the first time.

At Gotha Cosmetics, the Tubby-ing

The Sheer Dream creamy nail polish remover by Chromavis.



Mascara featured another innovative formula that sounded like an oxymoron, as it was water-resistant yet studied to be removed with mere warm water.

Chromavis pushed its technology to create hybrid textures, which vice president of innovation and corporate marketing Andrea Brambilla defined as shape-shifters. These informed 3D compacts fusing gummy and jelly textures and transforming into powder once applied for a seamless interaction between the product and the skin, as well as formulations rich in active ingredients.

"Makeup now has to move at two speeds: fast and slow. You have to apply it fast, but its beneficial effects have to be long-lasting," said Brambilla.

Also new from the company was the Sheer Dream vegan creamy nail polish remover in stylo form, featuring the nourishing properties of balms and ideal for on-the-go consumers.

Overall, sticks were a big trend, with multifunctional and water-based formulations and playful packaging best expressing customers' demand for high performance and simple, fast yet fun application.

The Fun Pack

"For the younger consumers, it's all about the DIY approach," said Bakic's CEO Dominic Bakic. He cited his 15-year-old daughter, who uses two types of mascaras, mixing them with the brushes before applying the product. "That's representative of how this generation uses products: They go in, they mix, they experiment. The approach is becoming much more playful, interactive and [their] personal share of contributing [in the process] is bigger," said Bakic.

He also reported the lip category is booming. "Everything that you can put on the lips is a major trend, from how you apply it – be it a sponge or a silicon applicator – to how you play with it," he said, while showing the Mila stick. This comes with a screwing mechanism at the bottom and an inner lid with an integrated hole guaranteeing a precise product application.

In the same vein, the company also developed the Mila Grinder, coming with a lid featuring a built-in grinder mechanism with strategically placed cutouts that evenly dispense the solid or cream products, and the playful Mila jelly jars coming with a bouncy silicon applicator.

"One of the challenges right now is to bring together premium-zation and sustainability," said Bakic, as he held a plastic compact mimicking the touch and feel of jade stone for a more sophisticated effect.

At Cosmei, marketing manager Isabella Milesi also addressed the use of higher quality plastics and their mix with materials such as aluminum in creating more premium packaging.

She confirmed the stick trend, too, showing mono-material takes on the format that could also answer to brands' sustainable needs. "It's all about rethinking must-have products with some twists," said Milesi, pointing to new gestures and refillable formats whose lifespan can exceed the one of the product, like featuring detachable mirrors or beauty cases a person can keep.

Smelling New Opportunities

Milesi additionally teased Cosmei is eyeing to expand and experiment with delivery systems for hair care, after it explored the category's potential with a custom project.

Along with hair care, many manufacturers are plotting moves into fragrances as well, drawn by the category's booming performance.

For one, Italian company Lumson marked its 50th anniversary by launching its first fragrance packaging collection with 13 premium-designed solutions and 60 caps in different materials, for a total of more than 1,500 combinations. The company, which last year reported total sales of 134 million euros, is looking to tap into a global fragrance market valued at \$65.49 billion in 2024, according to Euromonitor.

Double-digit sales growth of scents' mini formats propelled fragrance packaging specialist Aptar Beauty's latest launch. After three years of development, the company introduced Nomad Refill, a 10-ml. purse spray that is directly refillable on the perfume bottle in a quick, clean and secure way thanks to a patented integrated connector.

Savéria Guelfucci, marketing manager of Turnkey Solutions by Aptar for Europe, the Middle East and Africa, noted the rise of smaller sizes beyond sampling purposes, as they are seen as more convenient price-wise and favored by customers who like to change and try new scents more frequently. Spurred by its acquisition of the iD Scent company two years ago, Aptar Beauty is also exploring new solutions, like encapsulating fragrance in the fiber of paper as an alternative to traditional glass samples. ■



Lumson's first fragrance packaging collection.



Nomad Refill by Aptar Beauty.

Key Trends From Cosmoprof Worldwide Bologna 2025

Brands and retailers weighed in on key trends, from AI and K-beauty to kids' products. BY JAMES MANSO AND SANDRA SALIBIAN



Products and attendees at Cosmoprof Worldwide Bologna 2025.

Of the plethora of exhibitors at Cosmoprof Worldwide Bologna 2025, many fell into several distinct trends.

Early-stage brands at the show, which ran from March 20 to 23 and had over 250,000 attendees, were emblematic of three different shifts in the beauty industry: Beauty consumers are getting younger and younger, while K-Beauty is evolving beyond skin and body care and AI is playing a larger role in product development.

A handful of brands said they were focusing global expansion efforts on smaller markets in Europe and Africa as tariffs loomed in the U.S.

"We are always looking for young, fresh and unproven brands in several countries," said Jan Nientiedt, director of Douglas' global partner program. "There is also a pharmaceutical demo. Brands are mostly impressing us in how they see health and beauty fit together."

Nientiedt also saw a renewed focus on sustainability coming from smaller markets. "In the developing world, there are a lot of interesting trends coming up. One of them is vegan and plastic-free [beauty]. There's a lot of natural ingredients for makeup and skin care that's really fascinating, too."

Urban Outfitters' beauty buyer for the U.S. Gregory Cinque's expectation of finding anything "related to Gen Z: super colorful, fun and [with a] vibrant packaging" was easily fulfilled at the two country pavilions dedicated to South Korea, where Kiki Glow was among the brands standing out thanks to its vitamin-based take on skin care.

Launched in 2023, the Seoul-based label blends fruit-derived ingredients in vegan formulations, coming in eye-catching

packaging that resonates well with a young audience. Yet the target of the brand stretches up to age 40, with some products claiming also antiaging properties.

Standouts included the yuzu-based Yuja-C all-in-one foaming cleanser, Pomegranate mud pack, Mango Vita-C night mask and a kiwi-based version addressing dark spots; Strawberry intensive anti-aging cream, and Blueberry antiaging ampoule.

The brand was at its first Cosmoprof Bologna with the goal of expanding its distribution especially in Europe and the U.S., as it has built a presence online and in the travel retail channel only in its domestic market so far.

Also making its Cosmoprof Bologna debut, fellow South Korean brand Hetras stood out with a completely different aesthetic and proposition. Launched three years ago by Seojin Park and Jongkyu Kim

out of their passion for perfumes, the brand rapidly grew for its lifestyle focus and appealing take on fragrances, textile scents and home diffusers.

Combined with sophisticated packaging and a sweet-spot price point ranging from \$12 for the home diffusers to \$40 for 50-ml. scents, the assortment – which has expanded to hand washes, lotions and creams, too – gained popularity both online and offline via distribution in perfumeries as well as a stand-alone store in Seoul.

From Spain, Natu Laboratories debuted a fragrance for very young consumers ranging from babies to Gen Alpha. One of them, the Seven Kids Cosmetics' scent Enjoy!, infuses the juice with prebiotics and vitamin B3.

"We have this range called Seven Kids, and we have a complete line – fragrance, shower gel, hair shampoo and

a three-in-one," said Marta Ortuño, Natu Laboratories' marketing director. Though the brand is available in Spain, Italy and Portugal, Ortuño said she's eyeing other markets internationally.

"Next year, we're making the jump to South America and we're focused on that market. It's similar to Spain," she said.

Natu Laboratories is not the only one starting small. Also on the K-Beauty front, Probio-6 debuted its Melanocell Shampoo, which includes probiotics for UV protection as well as caffeine and niacinamide to boost scalp health and aid in hair regrowth.

"It seems like a normal shampoo, but it activates for lost hair to grow new hair, and also protects against the sun," said Sung Hee Kim of parent company Sonimedi, adding that the shampoo also doubles as a conditioner.

"Korean beauty products are normally more known in skin and body, but that's improved," Kim said, noting the line is available in Spain and Germany and will be launching in Turkey, with North Africa and South Africa on the horizon.

A slew of brands are also getting in on the buzz around AI. From South Korea, Aramhuvis Co. Ltd. developed the Artificial Intelligence Scalp Grader, a tool that diagnoses scalp conditions and makes recommendations on complementary shampoos and serums. The product is rooted in 100,000 data points.

Polish supplier Passage Cosmetics Laboratory S.A. showcased its Blue Light AI-ctivated Hand Cream, which includes blue light-activated microalgae for skin repair and has a scent developed by AI. The notes include limoncello, black pepper, aloe and cucumber.

Italy-based Natural You has a similar technology, which focuses on skin care and supplements, which culminated in an app for both skin professionals and consumers.

"We took a data set and internally developed a tool so you can just take a selfie, and it will mirror back imperfections in your skin to give you a customer plan for both cosmetics and supplements," said Grazia Savoriti, Natural You's founder.

"This tool gives customers the choice of the right products and the right recipes for them without having to buy anything," she said. "I think AI will impact the beauty sector because it only provides a better experience."

The Seven Kids Cosmetics' Enjoy! fragrance.



An attendee at Cosmoprof Worldwide Bologna 2025.



The Top 10 Makeup Brands on Social

A breakdown of the top 10 makeup brands winning on social media in the U.S. in February, per CreatorIQ. BY NOOR LOBAD

When it comes to makeup, Rare Beauty is on top.

Data from CreatorIQ shows the Selena Gomez-founded brand ranked number-one by earned media value in February, garnering a total \$55 million EMV – which measures the impact and engagement of social media content featuring a brand – during the period.

The brand celebrated five years of Gomez’s similarly named “Rare” studio album with activations including a Los Angeles pop-up from which proceeds were donated to Direct Relief’s wildfire response efforts

in the area, a limited-edition blush duo and more.

Other top-performing makeup brands for the month were Nyx Professional Makeup, which expanded its bestselling Fat Oil franchise with lip-cooling additions during the period, plus Huda Beauty in third place.

“When we’ve seen enthusiasm in 2025 so far, it tends to be product-driven,” said Alex Rawitz, director of research and insights at CreatorIQ, citing Huda Beauty’s recent Ube collection and its Easy Bake Loose Powder, which is “one of the most

popular products in beauty as a whole as gauged by EMV.”

While not among the top 10 makeup brands by EMV, Morphe, Danessa Myricks Beauty and Kosas are among the top growers by the metric in both January and February this year, said Rawitz, adding that the brands are united by a recent “focus on complexion products.”

Indeed, Kosas introduced a first loose setting powder and mist this year, while Danessa Myricks has expanded her eponymous brand’s Yummy Skin collection and Morphe has rolled out a Wakeup Artist Under Eye Correcting Concealer; new foundation and concealer brushes and a cloud-inspired illuminating powder in four shades.

“With the top 25 or so brands by EMV faltering month to month, there might be an opportunity for brands in the 40-50 range to step up as alternatives,” said Rawitz.

Cocokind’s \$12 Ceramide Lip Blur Balms are among the category’s latest entrants.



The top 10 makeup brands by EMV in February in the U.S., per CreatorIQ.

1		Rare Beauty EMV: \$55 million Posts: 16,500	6		MAC Cosmetics EMV: \$45.4 million Posts: 13,000
2		Nyx Professional Makeup EMV: \$49.8 million Posts: 14,400	7		Maybelline New York EMV: \$42 million Posts: 12,600
3		Huda Beauty EMV: \$47.7 million Posts: 12,300	8		E.l.f. Cosmetics EMV: \$41.7 million Posts: 12,900
4		ColourPop EMV: \$47 million Posts: 20,200	9		Fenty Beauty EMV: \$40.3 million Posts: 10,900
5		Charlotte Tilbury EMV: \$46.4 million Posts: 11,400	10		Benefit Cosmetics EMV: \$36.8 million Posts: 10,600

Lip Balm Is Back

After a years-long trend toward treatments, oils and glosses, data indicates the lip care category is seeing a return to form. BY NOOR LOBAD

The lip care craze has officially come full circle.

While lip treatments, oils, glosses – jellies, even – have surged in both prevalence and popularity over the last few years as lip took hold as the fastest-growing category in prestige makeup, the lip care OG – lip balm – is re-entering the spotlight.

Data from Daash Intelligence shows lip balms are up 3.5 percent year-to-date in unit sales, while the average price point, too, has risen by \$5.50, indicating “both higher demand and premiumization within the segment,” said Daash Intelligence cofounder and chief marketing officer Melissa Munnerylyn.

This follows the takeoff of lip treatments in 2022 thanks in large part to Hailey Bieber’s Rhode Peptide Lip Treatments, which cost \$18 and come in eight core varieties. Before that, the trend was lip oils – courtesy of Dior’s and Clarin’s respective viral offerings in the category, which have propelled the popularity of both brands among Gen Z and younger consumers since.

As formats have continued to proliferate in lip care, though, a return to balms has become something of an unsuspecting differentiator.

The latest launches include Cocokind’s Ceramide Lip Blur Balm, \$12, which rolled out in March with a tongue-in-cheek “world’s first lip balm” campaign, as well as Eadam and Starface’s viral balms, priced at \$24 and \$6.99, respectively. There’s also Maybelline New York’s soon-to-launch Lifter Glaze Lip Balms, a spinoff of the brand’s existing lip glosses of the same franchise.

Daash Intelligence reports prestige lip balm unit sales grew 29 percent over the last 12 months, propelled in part by new product launches and increased retail penetration for the category, while Circana reports that in 2024, makeup lip balm sales totaled \$486.5 million in the U.S. across mass and prestige, up 45 percent versus 2023.

The Backers of Olaplex and K18 Are Betting on New Biotech Brand

Ohio-based nail salon The W Nail Bar has rebranded to Goddess Maintenance Co as it launches into products. **BY NOOR LOBAD**



Goddess Maintenance Co debuts with its BioTech Blowout Leave-in Restorative Mask, \$40.

The ever-buzzy world of hair repair has a new player – albeit with some familiar backers.

Launching Tuesday from Lauren Vesler and Manda Mason, sisters and cofounders of Ohio-based nail salon The W Nail Bar, Goddess Maintenance Co debuts with a BioTech Blowout Leave-in Restorative Mask, powered by two biotech-derived peptides and retailing for \$40 for a 50-ml. tube.

As part of the launch, The W Nail Bar – which operates 14 locations – has rebranded to Goddess Maintenance Co and plans to expand services beyond its current nail and hair removal offerings.

“It’s always been a goal for Lauren and I to run a products business – we want Goddess Maintenance Co to become a head-to-toe beauty empire,” said Mason, who cofounded the salon with Vesler in 2015 and was later connected by an investor with Edward Connaghan and Denise Russell, the husband-and-wife duo behind Eightfold Inc and, as of 2024, beauty incubator Next8 Investments.

Previously, Connaghan and Russell backed both Olaplex and K18 from the

brands’ respective geneses via Eightfold Inc. Last fall, the pair acquired skin care brand Matter of Fact for an undisclosed sum through Next8 Investments.

With Goddess Maintenance Co, “we knew we couldn’t do a ‘me-too’ product – it had to be disruptive,” said Russell.

To that end, the brand teamed up with biomaterials innovation company Bolt to harness its vegan silk technology for the two peptides (dubbed the “goddess molecule”) that power Goddess Maintenance Co’s products. The molecule emulates properties of spider silk, known for its strength and flexibility, to create scaffold-like structures that wrap around strands and penetrate the hair cuticle and cortex for inside-out protection and repair.

While the brand is kicking off with the leave-in mask, it has plans to bring the goddess molecule to other products, “whether it be fragrance, skin – these are all categories that we have in development,” said Vesler.

Added Connaghan: “With Olaplex, we focused so much on the bleaching, chemical repair side of the business that

we forgot about the other parts of the business. We rectified that when we got to K18...but that mask is highly expensive – we launched the 50-ml. bottle at \$75.

“With [Goddess Maintenance Co] and this vegan spider silk, we’re able to halve the cost of manufacturing and simplify the packaging, which means we could keep things simple,” he continued.

The brand is launching with a focus on the salon channel and the professional community, entering 1,300 distributor doors to start via BSG and Paramount Beauty. By the end of 2025, it will be available in more than 100 countries (including via its direct-to-consumer website) and the founders anticipate BioTech Blowout will be in roughly 100,000 salon doors.

“It’s about simplifying the beauty routine – this is a mask that can replace multiple products and help you get the most out of what you have,” said Vesler.

Upon launch, 500 influencers globally will take to social media to share content and before-and-after photos for the mask, which aims to offer heat protection, address frizz, speed up the blow-drying process and boost curl retention, in addition to preventing breakage.

Though the four founders did not comment on sales expectations, industry sources anticipate Goddess Maintenance Co could do \$20 million in the wholesale channel during its first year on the market.

“This year, we’re focusing on letting the hair mask shine – we want this to be big,” Vesler said.

Inside Sephora’s Italian Debut

The retailer brought its colorful beauty festival to Milan, where playful brand activations and masterclasses generated buzz. **BY SANDRA SALIBIAN**

MILAN – After hosting editions in Atlanta, Shanghai, Dubai and Paris, Sephora fever came to Milan last weekend.

The three-day event that closed on Sunday drew more than 4,000 attendees at The Mall venue, which was transformed into a 32,291-square-foot beauty funhouse featuring 34 brand booths, four beauty stations, 10 masterclasses and playful corners devoted to photo and video ops.

That the vibrant format was successful is no surprise: Italy is one of Sephora’s biggest markets and tickets for the event sold out in just 11 minutes back in January. Priced at 60 euros each, they granted access for a three-hour slot at the festival.

“We believed that the beauty community in Italy was ready for this event and the enthusiasm with which they welcomed Sephora proved it,” said Fenisia Cilli, marketing director of Sephora’s in Italy, where the retailer has 130 doors. “This is a country where beauty has a heritage and it is very important. We knew that over the years the community around Sephora was becoming bigger and more and more engaged, so this is also a bit of an answer to all that ‘love brand’ that we have built over time.”

Cilli said the goal was to offer an experience that could go beyond shopping. “We wanted to engage with our community in a deeper way through a playful, joyful and immersive interaction,” Cilli said.

For the occasion, the retailer displayed a selection of the 500 brands it carries globally as well as its private label Sephora Collection, across different categories.

The makeup brands showcased included the likes of Benefit Cosmetics, Charlotte Tilbury, Fenty Beauty, Haus Labs, Huda Beauty, Hourglass, Kosas, Make Up For Ever, Makeup by Mario, Milk Makeup,



The Sephora event in Milan.

Natasha Denona, Rare Beauty, Tarte and Too Faced.

Skin care ranged from Byoma and Laneige to Paula’s Choice and Sol de Janeiro, while the hair care offering encompassed Dyson, Fenty Hair, GHD, Gisou, K18, Kérastase and Olaplex. Kayali was the main brand when it came to fragrances.

Each brand came up with fun ways to engage with the audience, ranging from old-school photo booths to games tied to their products, like the boxing arcade game Make Up For Ever installed to promote its Super Boost Collection. Other popular options were spin-the-wheel-inspired formats at Huda Beauty and claw crane machines at Dyson. All garnered long queues of people eager to try their luck to win samples to fill their Sephora canvas bag with.

Neon lights and fancy drinks secured buzz around the colorful stand of Yepoda, the Europe-born K-beauty brand founded in 2020 by Veronika Strotmann and Sander

Joonyoung van Bladel which launched at Sephora across Europe this month.

Charlotte Tilbury’s booth was also crowded, with the brand promoting the releases of its new Pillow Talk collection.

Global artistry director Sofia Tilbury said the line is one of the most popular in Italy. “At the moment everyone is just enhancing their natural beauty and Pillow Talk is a great look that people are gravitating towards because you can really achieve that certain look with that,” she said.

Tilbury demonstrated how to apply a soft glam makeup look in one of the masterclasses that were part of the event’s program. These offered key moments of interaction, with the audience encouraged to ask questions, many of which centered on bridal looks.

A couple of hours earlier, makeup artist Natasha Denona shared an anecdote about a puzzling request she received from a bride “who loved green eyeshadow, with



Natasha Denona’s masterclass at the Sephora event in Milan.

gold, eyeliner and a red lip.”

“But as a makeup artist, when you work with a client you have to take your ego and put it aside,” she said when asked about tips on staying true to her artistry in this industry. She also underscored the importance of being flexible. “Days are changing, trends are changing, styles are changing: so adapt to what is fitting your client,” she said.

Thematical booths added to the branded ones, such as the “Hot on Social” corner focused on viral trends; the “Minis & More” area dedicated to travel-size formats, and the “Only at Sephora” one displaying exclusive products carried by the retailer.

Beside the Instagram- and TikTok-friendly corners, crowded areas included the beauty stations where people could try different treatments. The most popular was the hair care one, followed by the nail station powered by the Manucrist brand. Further services and gifts were offered to Sephora’s Gold Card holders in a dedicated private lounge, too.

“We don’t know where Sephora will go next but for sure our commitment in Italy doesn’t stop,” said Cilli, teasing that the retailer is working on creating events in summer destinations to keep engaging its local community in the coming months.

LAUNCH PAD

5 Toning Supplements to Watch

Brands like Lemme, Arrae and Perelel are betting big on ingredients like creatine, collagen and protein that support muscle mass.

BY EMILY BURNS

Toning is the name of the game.

With the spotlight on weight loss, thanks to drugs like Ozempic, Wegovy and Mounjaro, consumers, whether they be on these medications or not, have become increasingly concerned about muscle mass. According to clinical trials of the major weight loss drugs on the market, users who lose significant weight often lose some muscle mass. To counteract that, dieters can increase protein in their diet, up their strength-training exercises and, perhaps most conveniently, take supplements. Therefore, a number of brands are quickly following up with solutions infused with ingredients that support muscle, like creatine, protein and collagen.

"There's huge opportunity for the [benefits in the] muscle [category] and

that's why you're seeing the resurgence of protein and of creatine, because it doesn't have this bulky, male-dominated ethos anymore," said Mark Lacy, an investment banking director at Raymond James who specializes in healthy living. "Now it's much more unisex and there's use cases for men at the gym, but there's also use cases for lifestyle and women."

Amino acid creatine, which is present in muscles and the brain, has recently seen an uptick in the supplement category. While historically an ingredient loved by body builders, creatine has gained broader interest thanks to its many benefits.

"Creatine can also help support enhanced strength and promote lean body mass, which has many benefits including stronger bones and a metabolism boost,"

said Dr. Laura Kunces, PhD and vice president of medical strategy at Thorne.

Meanwhile, protein has always been a staple when it comes to supporting muscles and energy, but brands are innovating in the category with new formats and multifunctional products.

"When you eat protein, it's broken down into amino acids that go straight to work throughout your body, contributing to many inner workings including the strength and elasticity of skeletal muscle, hair, nails, immune function, serotonin and melatonin," Kunces said.

Meanwhile, collagen, often touted for its beauty benefits, can also support healthy muscles because when it breaks down in the body it adds "nutrient support for muscles and joints, which also helps

promote the growth of lean muscle mass," according to Kunces. Collagen is an increasingly popular ingredient for GLP-1 users as it also supports skin elasticity, which can be an issue when losing weight.

For Lemme, Perelel and Arrae, the focus is specifically on women, a consumer who historically wasn't targeted when it came to muscle-building.

"Women wanting to gain strength and prioritizing things like weight training in the gym is something we've been seeing more of in recent years," said Kunces. "Women are always looking for ways to age as gracefully as possible, and by having strong muscles, you're also strengthening your bones and joints, boosting metabolism and supporting your immune system."

Here, five muscle-boosting supplements.



Bio.me GLP-1 Support Powder

\$50 AT BIO.ME

Bio.me's GLP-1 Support Powder combines protein, fiber, collagen peptides, B vitamins and digestive enzymes to address the main side effects of weight loss drugs, including muscle loss. The brand did not comment on sales figures, but industry sources say it could reach \$1 million its first year.



Perelel Triple-Support Protein

\$55 AT PEREHELHEALTH.COM

Perelel's latest launch is a muscle-supporting triple threat, combining protein and creatine to support muscle mass, and fiber, a nutrient most are lacking in that supports a healthy digestive system. The company declined to comment on sales projections, but industry sources estimate it could reach \$5 million its first year.

Arrae Tone

\$55 AT ARRAE.COM

Arrae is betting big on creatine, which is one of the most researched ingredients that provides cognitive benefits, supports muscle mass and boosts recovery post-workout. Industry sources said the product could reach \$30 million in sales its first year.



Lemme Tone

\$30 AT LEMMELIVE.COM AND TARGET

Kourtney Kardashian Barker's Lemme Tone is an apple- and watermelon-flavored gummy that uses Chromax chromium picolinate, methylated B12 and apple cider vinegar to boost the metabolism while also supporting healthy muscle mass. The brand did not share sales projections but said the stock keeping unit is one of the top five supplements in the beauty category at Target since its launch in December. Industry sources said it could reach \$5 million in sales its first year.



Elysium Health Cofactor Collagen

\$75 AT ELYSIUMHEALTH.COM

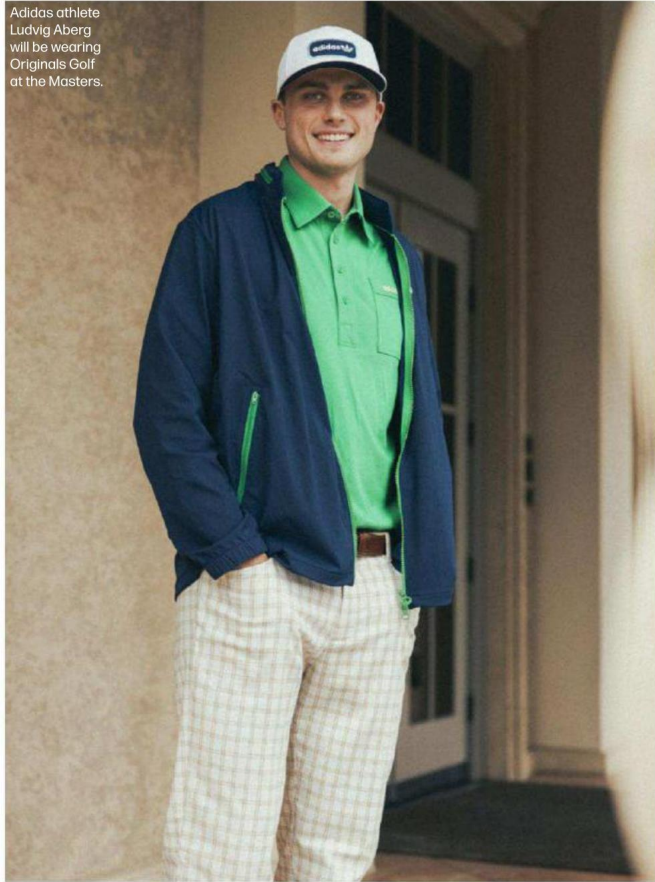
In its latest launch Elysium Health has opted for collagen, a type of protein known to support muscle and joint function. However, for additional beauty benefits and boosted cellular health, the brand's unflavored powder also includes vitamin C, hyaluronic acid and nicotinamide riboside, a precursor to longevity coenzyme NAD+. The brand did not comment on sales figures, but did say that it expects subscriptions to Cofactor, \$603, annually, to reach in the double-digit thousands this year.



FASHION

Adidas Relaunching Originals Golf Collection

Adidas athlete Ludvig Aberg will be wearing Originals Golf at the Masters.



- The collection of apparel, footwear and accessories is intended to be a lifestyle product but will have technical attributes.

BY JEAN E. PALMIERI

Adidas has been shining more of a spotlight on its popular Originals range of late. It introduced a new campaign for the subbrand centered around originality. Before that, it created A-Type, an elevated assortment of some of the brand's most popular pieces.

Now it has turned its attention to its golf collection and is reintroducing Originals Golf. The launch comes in advance of The Masters, the unofficial kickoff to the golf season, which will be played in Augusta, Ga., this year from April 10 to 13.

The collection will feature the brand's Trefoil logo and include an assortment of apparel, footwear and accessories for men and women. Key pieces for men include a polo in a cotton-polyester sweater knit fabric with flat-knit rib detailing along the hem and cuff in a tonal argyle pattern that's jacquarded into the fabric. There will also be a solid polo with a three-button placket and contrast color tipping on the collar; an Originals Archive Pocket Polo in mercerized cotton; a pleated pant with sewn-on 3-Stripes detail, and the Originals Archive Plaid Pant that features a center fold press.

Layering pieces will include the Originals Argyle Quarter-Zip made with modal materials and a Trefoil zipper pull, and an Originals Full-Zip jacket that includes a packable hood and elastic cuffs. A blended cotton-cashmere knit sweater and 3-Stripes Quarter-Zip round are also offered.

For women, there is a Printed Trefoil polo with a three-button placket and raglan sleeves; a solid polo with contrast tipping on the collar and cuff; Originals Pleated Skort with contrast color tipping across the waist, side pockets and a concealed zipper with hook and eye closure; Originals Cashmere Knit sweater with 3-Stripes detailing in the crew neck and a self-rib hem and cuff, and a sleeveless Originals dress that features a ribbed V-neck with 3-Stripes elastic band that matches the pop-color pleat, and two side-zip pockets.

"Our iconic Originals range has always been defined by classic styles that have transcended time," said Shaun Madigan, global apparel director of Adidas Golf. "We used our heritage as our muse and created Originals Golf with that same mindset, with the ultimate goal of building out a premium assortment of apparel that represents the convergence of fashion and culture that we are seeing in the game."

In footwear, Originals Golf will offer updates to the Stan Smith and Samba Golf shoes as well as new Gazelle Golf and Coursecup models, the latter of which was inspired by the Gold Cup model introduced in 1986. The Coursecup comes in unisex sizing and features a leather upper with wingtip detailing. The shoe models also feature a Gripmore spikeless outsole and a removable kiltie.

The Gazelle Golf is also being brought to the course for the first time. It will be offered in men's and women's silhouettes and will feature enhanced cushioning, a spikeless outsole and a waterproof suede upper.

"Over the past few years, we have worked hard to bring the classic Adidas silhouettes to the course in a way that will offer golfers both function and style," said



A women's look from Originals Golf.

Masun Denison, global footwear director of Adidas Golf. "With the addition of Coursecup and now a Gazelle designed for the golf course, golfers will continue to be able to express themselves through clean and versatile designs."

To round out the assortment, Originals Golf will include hats, socks, belts, head covers, a golf towel, carry bags and a premium Originals Golf Boston bag.

Ludvig Aberg, an Adidas ambassador, is expected to wear the collection at the Masters.

"The Adidas Trefoil logo was first introduced in 1972 and represents the convergence of fashion and culture through sport," said Dylan Moore, senior creative director of Adidas Golf. "As we examined our roots in the game, we were inspired by the ways we pushed fashion on the course in the '70s and '80s and felt the time was right to reintroduce styles for golfers that are influenced by the fashion and culture of today."

He said this marks the return of the Trefoil to golf. "But for us, it's more about the culture born from sport versus performance. We have our other logo, the performance logo, which is all about making athletes perform better."

Although the pieces are intended to be more lifestyle-focused, Moore said

they are "golf-able" for those who are partial to wearing them on the course — including Aberg. "We try to tone down the performance so they look and feel like a lifestyle piece," he said, "but there's a touch more performance than other Originals product. We had to push that from our side to make sure it's a nice balance that hits both."

He stressed that while performance product will continue to represent the bulk of the business, this collection is intended to appeal to the more diverse customer who has taken up the sport in the past few years. "Golf has always had its own culture with country clubs and the 19th hole, but in the last five years we've seen all the new golfers come to the game, invigorate it and push the boundaries of what's acceptable. People are bringing their own style to the game, so we felt this was a really good time."

"We've been making golf product for over 40 years," said Jeff Lienhart, president of Adidas Golf. "But fashion and culture are having more of an impact these days and we're bringing Originals into the culture."

He acknowledged that Originals represents "an important part of the overall business" for Adidas and the company is "doing a good job defining what it should be. We're a sport brand and culture is born from that."

He said since Originals Golf is being viewed as a lifestyle play rather than a performance collection, "it will be sold in some places where performance is not."

Looking ahead, Lienhart said there are no plans to significantly expand the Originals Golf offering. "Expansion is not our ambition," he said. "We want to keep it scarce. We're very proud of the Originals range and we're being very diligent in policing it and how it hits the market."

The collection will launch on April 3 on the Adidas app, its website and at select retailers.

Adidas Originals was created in 2001 to reimagine key pieces within the company's archives. The collection, which has become popular in street culture, uses the Trefoil logo that was introduced in 1972. Over the years, Adidas Originals has partnered with Run-D.M.C., Y-3, Kith, Pharrell Williams' Humanrace, Sporty & Rich and others.



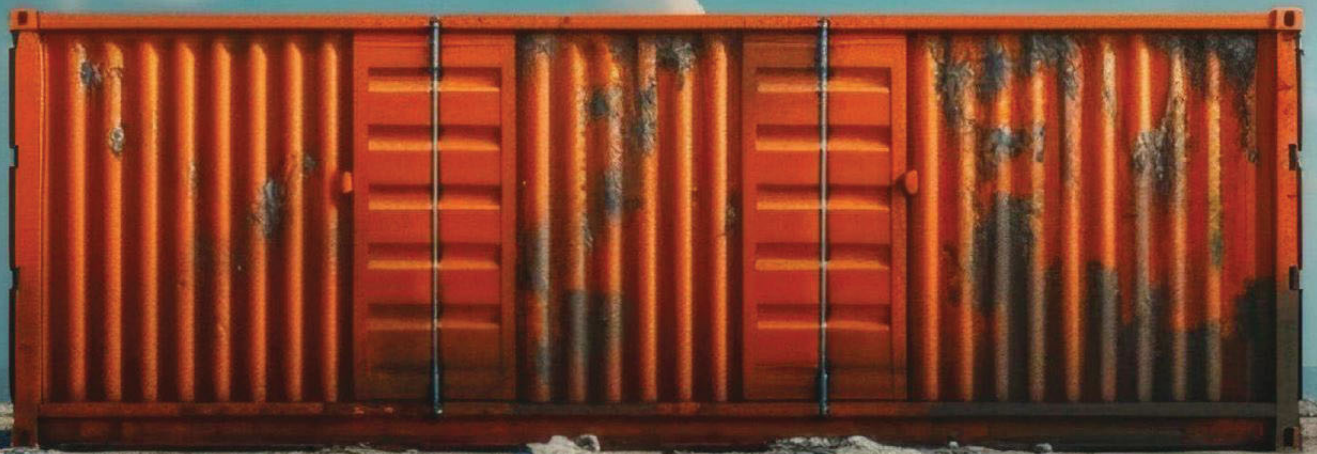
The men's collection features pieces that blend style and performance.

FAIRCHILD STUDIO X ORACLE

INSIGHTS+IMPACT

SPECIAL REPORT

Reinventing Retail:
Navigating Tariffs, Technology and Trends
in Pricing and Allocation



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EYE

Catching Up With Stan Smith



#StanSmithForever sneakers.

- The tennis star's trademark Adidas shoe is part of the company's new Originals Golf offering.

BY JEAN E. PALMIERI

In his heyday Stan Smith was known for being cool, calm and collected as he put his opponents away on the tennis court. A former number-one player and two-time major singles champion whose career accomplishments include a combined 1,209 singles and doubles matches, the Pasadena, Calif., native helped the U.S. win seven Davis Cup championships starting in 1968.

For those who never got the chance to watch Smith dominate on the court, his name is still well known, thanks to his signature shoe from Adidas that debuted in 1973. The white leather shoe with the green Trefoil has been embraced by everyone from Jay-Z to Melania Trump

and is as popular today as it's ever been. A version of the shoe is also part of Adidas' golf range and is one of the models offered in the company's relaunched Originals Golf collection.

Here, Smith talks about the history of his signature shoe and his sporadic golf game.

WWD: Of course you're famous for your tennis career, but do you also golf?

Stan Smith: I live on Hilton Head Island, and I started playing about 40 years ago. There are some great courses here. The tournament before The Masters is on Hilton Head: the RBC Heritage Classic.

WWD: You got a signature shoe before that was a "thing." What year was it?

S.S.: It was in '72 when we made the agreement. The shoe came out in '73. Robert Haillet was the best French player in the country then so together with Horst Dassler, [Adidas founder] Adi Dassler's son, they designed the first leather tennis

shoe. In 1972, they were looking to get a stronger presence in the United States. I was the number-one player in the world at the time, and American. They were looking for a good face to put on the tongue, and they couldn't find one, so they asked me if I'd do it anyway. For about four or five years, until 1978, there's both my likeness and then his name in different ways on the shoe. Then in '78 they took his name off.

WWD: It's become commonplace for athletes today to have their own shoes, but back then, it was highly unusual.

S.S.: They actually wanted to put my name on a hang tag of the shoe, on the box. But we felt it would be better to have the actual signature. It was one of the first. There was the Chuck Taylor shoe for basketball that was actually way before that, and there's a Jack Purcell shoe that was used for tennis. So there were a few out there, but not anything quite like this.

WWD: Looking back, are you surprised that it has had the longevity that it has and is so popular with young people today?

S.S.: Yes, it is surprising. I think it was a five-year agreement to start with, and then we did a 10-year one, and a six-year one – we kept extending it and it kept doing well. It was a high-tech performance shoe because it was leather. Before that, we wore canvas, so to have a leather shoe that was good-looking on the court, it lasted for a long time. After 15 or 20 years, it became a little more of a lifestyle shoe.

WWD: It's probably more popular today than when it was released.

S.S.: It's been fun to see both men and women wearing the shoe, and different groups and organizations. I've seen all sorts of stories from people and groups that have gravitated toward the shoe: preppies in the Northeast, the hip-hop [community] in the cities. And it's really evolved in the music world, particularly with the most current musicians.

WWD: How did it transition into golf then?

S.S.: I don't know when was the first golf shoe made, but it was maybe 15 or 20 years ago. The original golf shoes were heavy, leather, and when they got wet they were not very comfortable and people were getting blisters. So people were wearing the tennis shoe, which was much more comfortable and pretty supportive, so [they made a golf shoe that] was just the tennis shoe with nubs in the bottom. They've made a few little changes here and there, but it still has the same sort of profile. I have a friend that told me last week he's been playing better golf wearing my shoe. He says it doesn't slip at all. It's always nice to hear Nick Faldo said that about his shoe that he was working with, saying it can add eight or 10 yards to your drive. I don't know if we can claim that, but it's a comfortable shoe.

WWD: How often do you golf these days?

S.S.: I'm sporadic – I might play twice a week then I won't play for a month or so. I have had the opportunity to play some of the great courses around the world, in Australia and England and the U.S. That little course in Georgia is special [Augusta National] and I've gotten to play it a few times. We have a lot of good courses here on Hilton Head, and off of Hilton Head like Pine Valley [in New Jersey] and Seminole down in Florida.

WWD: Do you still play tennis?

S.S.: I play a little bit. I have an academy here. We have about 40 or 50 kids, and the other day I was hitting with some of them for a little bit. But I'm not competing in any kind of events.

Stan Smith

ACCESSORIES

Misela Lands Stateside With NYC Store

- In late April, the brand will open its first stand-alone retail store on Bond Street.

BY JAMES MANSO

Misela is kicking off its Stateside expansion with a new brick-and-mortar store.

The accessories brand, founded in 2008 by Serra Türker Bayır, is opening a 750-square-foot boutique on Bond Street in Manhattan's NoHo.

Misela currently operates stores in Turkey and in London, having just opened its flagship Misela House in Istanbul. For Türker Bayır, who studied at the Rhode Island School of Design and the Parsons School of Design and subsequently founded the brand in New York, it's a homecoming.

"In the beginning days, it was just a dream, and now it's a dream come true," she said, noting the company has grown enough to enter the U.S. market. "We have stores in Istanbul, we have a store in London that we opened in 2019. But here, coming back is a game changer."

Misela currently sells via its website in the U.S., where its full assortment of both core styles and made-to-order accessories are available. "New York is a place where there's so many young women like myself and my sister, who are looking for the next thing while also looking for timeless designs," Türker Bayır said. "Here, people

are open to discovering new things, whereas Europe feels like a bit more of a closed circle in that sense."

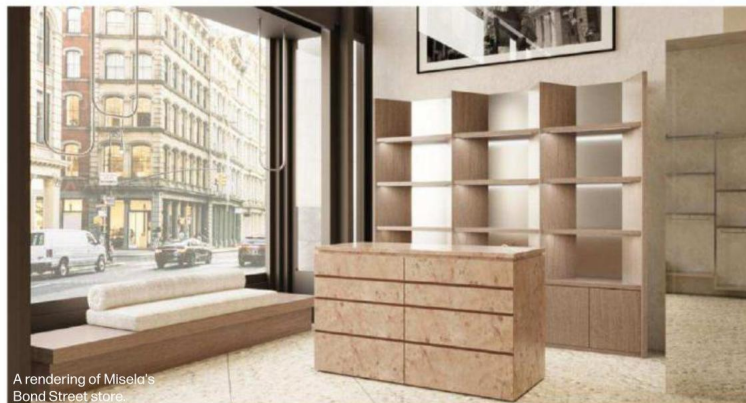
Türker Bayır expects the craftsmanship of the products to appeal globally, with everything handcrafted in Turkey. "We give a very customized experience for customers who come in, and it gives us another angle on marketing our brand," she said.

Tuvana Serdaroglu of 21A Studio collaborated on the store's design with Türker Bayır, which includes a wooden fixture that mimics the brand's herringbone pattern. A mirrored backdrop on the other side of the store showcases the brand's Belgravia collection, which is differentiated by the locks closing each bag.

At the very front of the store is a display of all of the made-to-order bag options, including swatches of different leathers and threads for monogramming. "We have 12 base colors and almost 80 stitching colors. If people want to personalize their bag, that also leads into the permanent leather collection," Türker Bayır said, gesturing to the adjacent display.

"I think totes in general are going to resonate here," Türker Bayır said. "That, and I think the made-to-order are going to resonate a lot. But I'm also curious to see — sometimes you plan in your head what ever city likes, and each one has its own direction."

Shoppers in London, for example,



A rendering of Misela's Bond Street store.

gravitated toward smaller bags, whereas she thinks the utilitarian qualities of larger totes for work will perform better in New York.

That being said, though, she sees opportunities elsewhere in the city for expansion. "New York is torn into two segments, uptown and downtown," she said. "That was our biggest question when we were finding a place. I would love to reach both worlds and Madison Avenue is my dream. And I'd look into other opportunities in Miami or Los Angeles, but New York is the next step."

Türker Bayır was attracted to Bond

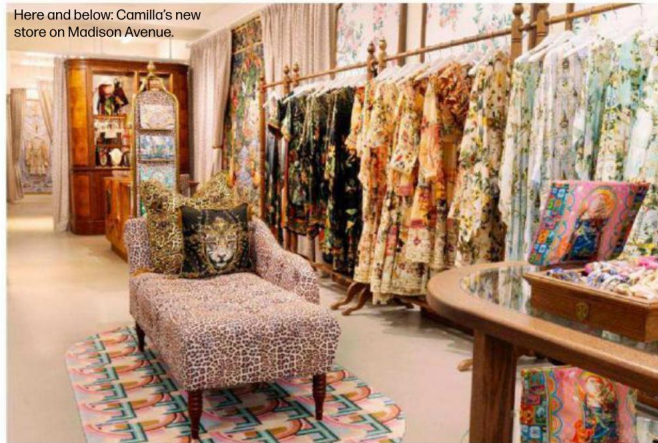
Street as a location given the street's status as a shopping destination — Misela's boutique is a stone's throw from members-only club Zero Bond, fragrance brand Bond No. 9's boutique, a Goop outpost and more — but also the fact that it's not overly congested.

"It's one of my favorite streets," she said. "But it's not like in SoHo, where everything is on top of each other. It's a bit more clean, more refined. There are so many nice restaurants that I go to, and it's the best spot for a new shop and a new brand introduction."

BUSINESS

Camilla Opens First New York Boutique

Here and below: Camilla's new store on Madison Avenue.



- The Manhattan store marks the luxury and global print house's sixth store in the U.S. and 31st globally.

BY LISA LOCKWOOD

Camilla, the Australian luxury brand, has opened its first New York boutique at 1015 Madison Avenue.

The more than 1,600-square-foot New York boutique marks a significant milestone in the brand's U.S. expansion, joining five other Camilla stores in Short Hills, N.J.; Miami; Coral Gables, Fla.; Costa Mesa, Calif., and Canoga Park, Calif. The

brand has 31 stores globally.

The Madison Avenue shop will feature the Camilla mainline collection, Rua Du Universo, which is inspired by founder and creative director Camilla Franks' travels through Portugal, along with a selection of ready-to-wear, swim, resort and accessories. Local clients will also have the opportunity to shop Camilla "Pinnacle Pieces," that will not be available everywhere. Overall, retail prices start at about \$300 and go as high as \$3,000 for Camilla's Pinnacle Pieces.

The breakdown at the Madison Avenue boutique will be 32 percent dresses, including statement-making maxis, silk

slips and minis; 6 percent caftans in short and long silhouettes; 23.5 percent separates including shirts, blouses, pants, shorts, and skirts, and 9.9 percent swim and accessories, including bikinis, jewelry, bags and footwear.

The Madison Avenue store is an adaptation of the global Camilla Hotel of Curiosity store concept reimagined through a New York lens. The shop's decor features custom-designed wallpaper and hand-embroidered tapestry, a Champagne bar and train installation.

"Opening a boutique on Madison Avenue is a dream come true; it calls to fashion lovers and dreamers like nowhere else on Earth," Franks said. "Each new boutique is an opportunity to fully immerse both our treasured collectors and new customers in the magical Camilla experience."

Franks said that her customers have been requesting more from the brand. "They're so passionate about our creations and the brand. What we do is so different to what anyone else in the world does, and seeing this boutique come to life is a testament to our unique blend of storytelling, artistry adventure and print," added Franks.

As part of its five-year plan, the company is looking at such locations as Las Vegas, Orlando, Scottsdale, Palm Springs, Hawaii and Houston for additional boutiques.

The Manhattan store opened on Thursday, with an opening party planned for April 12. The party will feature coffee and Champagne, personalized styling sessions and looks from the new The White Lotus x Camilla capsule and seasonal Rua Du Universo collection, inspired by Portugal.

Founded in Boni Beach in 2004, Camilla has evolved into a global print house and luxury brand whose collection is sold in more than 55 countries. The brand is known for its hand-drawn prints that are painted by in-house artists and sewn by hand with precision-applied embellishments.

Rebecca Mansergh, chief executive officer of Camilla, said, "We're thrilled to be testing the market with our Hotel of Curiosity concept. We see such strong traction with our New York department stores partners — Saks Fifth Avenue and Bloomingdale's, where we just opened a new 'shop in shop' concept this month, along with incredible online results."

She said the company plans to open another 10 U.S. boutiques by 2028.

She noted that the current roster of Camilla stores is performing well. The company has a large loyal customer base in Miami and has been in Florida for more than seven years. She said the Short Hills store is steadily growing. "South Coast Plaza in Costa Mesa goes from strength to strength and we will open a new Hotel of Curiosity concept in August this year. Our L.A. Topanga store just opened in February, but early results are promising, and we're excited for what's ahead," said Mansergh.

"This [New York] boutique location places us firmly alongside our fashion peers," said Mansergh. "The Hotel of Curiosity boutique concept is beautifully aligned with our new Madison Avenue location. While our New York store is one of our smaller footprints, we see it as a little 'gem.' The design has a distinctive 'neighborhood' New York aesthetic, which is far from modest," she said.



BUSINESS

Connect-the-dots Fashion Consultancy The Consumer Collective Launches

- Allison Collins and Jessica Ramírez are using their media, trend forecasting and branding expertise to help companies navigate a tricky environment.

BY EVAN CLARK

After spending years as keen observers of the fashion ecosystem, Allison Collins and Jessica Ramírez have rolled up their sleeves and are ready to help brands, technology companies and investors connect with The Consumer Collective.

The Brooklyn-based consultancy starts off with a big Rolodex, plenty of media and trend forecasting experience and a tailored, boutique approach to help clients break through.

Collins spent 15 years as a business journalist, including nine years at WWD, where she covered beauty, mergers and acquisitions as a reporter before rising to become executive managing editor.

Over the same time period, Ramírez focused on trend research, consumer insights, e-commerce, digital, retail analytics and store management with jobs at WGSN, Burberry and Ted Baker. Most recently, she was senior retail research

analyst at Jane Hali & Associates, where she advised mutual funds and hedge funds.

The pair bring complementary skills to the market.

Collins has had a close-up view of the red-hot beauty sector, where countless brands and products have come and gone.

"Being someone who watched everything that was happening so closely in the consumer space for 15-ish years, I started to develop a real, educated gut instinct for what's going to work and what's not going to work, both in terms of brand concepts but also in terms of product," Collins said. "Is this a good product you were putting out there or is this something you should just not go with? And in terms of marketing, I feel like I just ended up with so much exposure to that over time.

"I would see brands launch or I would interact with product and be like, this one is going to be good and I can feel it in my core," she said.

The idea is to bring all that gut instinct to bear while helping brands, investors and retail tech companies sync up.

"There was a gap between what these really smart tech people were offering and how they spoke about it and what retailers and brands need to start doing and their

understanding from the tech side," Collins said.

Already, The Consumer Collective is helping Deda Stealth, which just bought control of artificial intelligence-pricing platform Competitoor, enter the U.S. Together, the two companies already work with more than 1,000 fashion clients, including Bottega Veneta and Golden Goose.

Even though fashion has become enamored with technology, there's still a divide between brands and the tech providers, who are great at producing the next whiz-bang capability, but can't always tell their story.

"There's miscommunication almost on both ends," Ramírez said of technology and retail companies. "They don't connect the dots very well."

And now is a time when fashion needs to connect the dots.

"A lot of the retail industry has been in a tough spot and they're navigating, but operationally, it can be done better," said Ramírez, who added that companies at the same time need to be keeping up with how consumers are evolving.

"It's just kind of marrying all of that together — we're using the skills of consumer interest and trend forecasting"

Jessica Ramírez and Allison Collins



to help retailers, she said.

"It's extremely volatile right now given everything that is going on on the macroeconomic part and geopolitical part," Ramírez said. "So it is just tough overall. Companies do have to be very well prepared in the way that they're running their operations, but also be extremely consumer-focused on how we get there."

BUSINESS

U.N. Secretary General Says 'Dressing to Kill Could Kill the Planet'

- In honor of International Day of Zero Waste, which was observed on March 30, António Guterres said governments need to put into place policies, regulations and subsidies.

BY ROSEMARY FEITELBERG

In honor of International Day of Zero Waste, United Nations Secretary General António Guterres urged the textiles and fashion industry to reduce its impact on the environment.

Speaking before the U.N.'s general assembly on March 27, he said, "The waste crisis is an issue that goes to the heart of how we produce, and how we consume. And one that requires action at every level — local, national and global. Unless we

accelerate action, dressing to kill could kill the planet."

Referencing the "thousands of chemicals" — many of which are harmful to people and the environment — that textile production often uses, Guterres said that "devours resources like land and water — putting pressure on ecosystems and it belches out greenhouse gases — inflaming the climate crisis."

Acknowledging how clothes are being produced at "a staggering rate," the secretary general said that was being driven by business models that "prioritize newness, speed and disposability." To illustrate his point, he noted how the equivalent of one garbage truck full of discarded clothing is going to landfills or is incinerated every second.

The U.N.'s advisory board for zero waste is uniting partners from the textiles sector and government to try to reduce the environmental impact. Guterres flagged how consumers' choices, including young people in society, can make a difference. While some brands, conglomerates and consumers have wised up to needing to help curb the environmental impact that fashion has, Guterres called on businesses "to increase circularity, waste reduction and resource efficiency across their supply chains." He said, "There is no space for greenwashing."

Calling for accountability for corporate sustainability commitments and transparency for customers, Guterres said consumers can use their purchasing power to encourage change by reducing excessive consumption, valuing long-lasting products, swapping [instead of buying new goods] and purchasing pre-owned items. He added, "We need young people and civil society to keep using their voices and power to demand change through advocacy."

In a First Insight report, 62 percent of Gen Z shoppers indicated they prefer to buy from sustainable brands, while 73

percent said they were willing to pay more for sustainable products. In addition, Gen Z and Millennials are the most likely to make purchasing decisions based on personal, social and environmental values.

Governments need to put into place policies, regulations, and subsidies to promote sustainability and zero-waste practices to encourage businesses to enact positive practices, Guterres said. Such efforts "provide decent jobs and empower everyone — not just the wealthy — to afford products that last," according to the secretary general.

While fashion is just the tip of "a toxic iceberg," he said that waste is an issue in every sector, with humanity churning out more than 2 billion tons of garbage annually. At this rate, annual waste production is expected to hit 3.8 billion tons by 2050. Guterres said that negotiations for a legally binding treaty to end plastic pollution (the U.N. Plastics Treaty) are due in August and are "a key opportunity for governments to drive progress."

Eleven percent of plastic waste comes from clothing and textiles, and only 8 percent of textile fibers were made from recycled resources in 2023, according to the U.N.'s Environmental Program. Annually, 92 million tons of textile waste is produced globally. Production doubled between 2000 and 2015, as the duration time of garment decreased by 36 percent.

Guterres highlighted how more than 1 billion people live in slums and "informal urban settlements, where waste management is non-existent and disease runs rampant." He also said that the "rich world is flooding the Global South with garbage, from obsolete computers to single-use plastic and more."

In addition, many countries do not have the infrastructure to process "even a fraction of what is dumped on their shores," causing recyclable materials to be burned or sent to landfill and "waste

pickers" to be exposed to toxic chemicals as they sift through "potentially hazardous materials in appalling conditions," Guterres said. Discarded clothing from numerous brands has been found in massive heaps in Chile's Atacama Desert among other places.

Asked about the potential impact of Guterres' comments Monday, Jeff Garner, director of the documentary "Let Them Be Naked," and a book by the same name, cautioned that inevitably there will be skeptics. "It's a relatively new idea that what we wear on our skin could go into our bloodstream and into our fatty tissues. With these chemicals, there's a 37 percent absorption rate into the skin [based on research from Stockholm University's Giovanna Luongo]," he said. "I'm a designer by nature [through the Prophetik company]. We don't have protection organisms to filter anything through our skin."

However, his hope is that Guterres' remarks will lead to tangible changes. "When you introduce policies, and the government gets involved, that puts a stamp of 'we-should-look-at-this' [on the matter]. People then start giving all these studies and research that scientists have done to try to warn us. That gives it credibility, because there's a liability issue that's coming about. They're starting to address it and regulate it," Garner said.

He noted how last year he consulted with Baroness Bennett of Manor Castle, who introduced Amendment 57 in the U.K. Parliament for clothing safety that would regulate and ban toxic chemicals for school and work uniforms. Garner also singled out Sacramento's Fashion Environmental Accountability Act [AB 405], a bill designed to reduce the fashion industry's role in generating textile waste, natural resources pollution and exploitative labor practices. He also has been in touch with supporters of that legislation, which is being presented next month in California.



Textile waste is a major polluter in Southeast Asian countries like Bangladesh.

Outside View

FASHION

More Than a Moment

● Aariana Rose Philip broke barriers by appearing on the cover of *Vogue* – but then the industry went silent.

BY AARIANA ROSE PHILIP
PHOTOGRAPH BY TIMOTHY SMITH

As I was on a flight from JFK to London with my father – three days before the most significant opportunity of my modeling career – I fell seriously ill. It had begun as a light cough the day before, something my father and I assumed would pass. But by the time we landed, I was gasping for air, overwhelmed by sickness in a foreign country, with barely an emergency plan.

Still, I didn't miss the shoot, which was for *British Vogue*. I couldn't. Or at least, that's how it felt. The shoot was described to my team and I as a special print issue championing the voices of disabled changemakers by then editor in chief, Edward Enninful. As a wheelchair user, this was unprecedented and cosmic. Even in sickness, I felt that I had to recover, that I could not miss that job for the life of me. After a harrowing 36 hours of uncertainty, I finally received treatment, rested, recovered just enough and made it through. I showed up for the opportunity, even while I was still physically healing. That's what no one saw. What no one talks about. The lengths you go to when you've finally been given a chance you know you can't afford to lose.

I showed up – and showed out – in the way that so many dedicated, passionate and visionary models do. And when the *British Vogue* issue was released, my team and I found out at the same time as everyone else, on a morning in late April 2023, that I landed the cover. It became a watershed moment for diversity and inclusion in fashion – arguably the most significant cover of my career to date. After more than half a decade of modeling while living with a significant physical disability, and being a Black transgender woman, that moment made every obstacle feel like it had led to something meaningful. The fight, the pain, the uncertainty – it all felt, finally, worth it.

Every step of my journey had been uphill: the slow and conditional progress in acceptance from industry professionals; the great discomfort I felt each time I was gawked at by casting directors; the constant rejection by designers and brands; the countless instances of being told I couldn't attend a casting because there was no access for my motorized wheelchair. Achieving that cover made it all feel worthwhile. I celebrated myself that day, and long after. The gravity of that opportunity, both personal and professional, was enormous.

It was one of the greatest moments of my life. The industry celebrated too, to my delight, but only briefly. In the larger scheme of events, you might be surprised to know: despite the magnitude and cultural weight of that moment, it didn't truly move the needle. Not for me. Not for disabled people. Not for other disabled models. Not for girls like me – Black, trans, visibly different in ways this industry still has difficulty embracing in consistent and meaningful ways.

And it raises a question I can't stop asking: What does visibility really mean, when and if it still doesn't lead to opportunity? Trans models are being chosen and platformed more than ever. But if you're paying attention, the pattern is impossible to ignore: they are overwhelmingly white.

Disabled people exist in a world where our bodies are politicized and our voices hidden. Black trans women like me – already fighting for access, for respect, for care and for survival in an increasingly hostile world – are still being pushed to the margins, even as the fashion industry claims cultural progress and allyship.

In 2023, I crossed oceans, pushed through illness, survived – and still, after that historic cover, there were no new bookings. No real offers. No runway confirmations. Just silence. It was as if I and the disabled community had performed a miracle, and in a split second, the industry had already forgotten.

All the while, I watched my white trans peers thrive. Bookings, shows, accolades, campaigns. Of course, I don't resent them, I'm very proud of them. But when brands say they support trans visibility and uplift “the dolls,” I find myself asking: Which ones? Because it often doesn't feel like it includes me.

I've made monumental strides as a trans model with quadriplegic cerebral palsy. Over the course of my eight-year career, I've walked runways, spoken on TEDx stages, fronted beauty campaigns, starred in music videos and had my likeness sculpted for a major exhibit at the Metropolitan Museum of Art. I'm incredibly grateful for it all. And yet, in New York City, I've walked the runway for just three brands – only one of which works with me consistently. I've yet to do runways in London, Milan or Paris.

I often attend events where I'm welcomed as what feels like a sort of live decoration – praised at parties, but passed over when it comes to meaningful opportunity. There's a disheartening irony in being featured in an exhibit at the Met and still struggling to access consistent support and visibility as a working model in this industry.

What I've experienced is not unique. And that's exactly the problem. Fashion treats the inclusion

of marginalized people as trend-based. There is a pattern of uplifting us for a fleeting moment – until the attention shifts, and the support then evaporates. A cover is not an entire career. A singular few moments is not equity. A seat at the table doesn't mean much if you're hardly allowed to eat, much less speak.

But, whenever I feel alone, I'm reminded that I'm not. My communities – incredible disabled models and Black trans people – have been my saving grace. We affirm and uplift one another in a world that often tries to isolate and erase us.

In spite of my treatment by various systems and the people in them, along with the coinciding obstacles I have faced, my drive to be a continuously successful model has never died. Being devalued or rejected simply just makes me more persistent in my cause. I am more than a moment in fashion; my worth is more than a few singular moments where others critically consider me and the scope of my accomplishments. I have often learned to be creative and constructive in the face of experiences that could have easily destroyed me. I feel blessed by everything I've experienced, and I deeply believe in a better industry, and a better world. I look forward to when the industry catches up to the necessity of my communities, and to me.

Aariana Rose Philip is a fashion model, actress, media personality and visual artist based in the Bronx, New York City.

Aariana Rose Philip



ACCESSORIES

Gabrielle Reece on Being Vionic's First Well-being Ambassador

● Reece and Vionic are set to release the Gabby sneaker in spring 2026.

BY JADEN THOMPSON

In 1994, professional beach volleyball player Gabrielle Reece became the first female athlete to design a shoe for Nike.

More than 30 years later, the now-retired competitor will have her first namesake sneaker with Vionic as the newly minted well-being ambassador for the science-focused footwear brand, with a release set for spring 2026.

Reece and Vionic have a shared interest in movement, performance and longevity. Size inclusivity is also one of the reasons that Reece, who is 6 foot, 3 inches with size 12 feet, appreciates the Caleres-owned brand. While she's spent a great deal of time barefoot in the sand, she's worn more than a few pairs of uncomfortable shoes throughout her life.

Speaking about why the brand resonates with her in an interview with WWD's sister publication FN, Reece praised the technology Vionic utilizes in their footwear.

"So much of your well-being, your health, actually starts from the ground up. At least when we're talking about movement and mechanics, your feet – it's the starting point," she said. "So for me to be a part of that message, because it aligns with my values as far as really taking care of yourself, but the fact also that they make them attractive shoes and in big sizes, those were over-the-top bonuses."

Reflecting on her definition of well-being and how it's evolved for her over the years, she acknowledged that transitioning from her competitive days to her post-professional athlete life has altered her perspective on the term.

"In my younger years, it was just about performance," she explained. "Will all of these things – my training, my food – support performance? And then through

time, I started to realize, 'Wait a second, my wellness helps me do everything.'"

The multihyphenate is involved in a bit of everything – in addition to leaving her mark on the volleyball court, Reece is a New York Times bestselling author, host of the podcast "The Gabby Reece Show," cofounder of Laird Superfoods alongside her husband, surfer Laird Hamilton, and she was recently recognized as part of Inc.'s Female Founders 500 list.

Reece continued to speak about her perception of wellness: "It's this idea of everyone is an athlete. I think people don't give themselves enough credit for all that they're dealing with. So if they're running around – working and family and relationships – and trying to juggle all the things that people are juggling, wellness for me is, 'Can I do that in a way that really represents who I am, and I'm not just checking boxes?'"

Having time to reflect and make choices she resonates with are key for the businesswoman and mother of three.

"I always say that Viktor Frankl had this thing between stimulus and response," Reece said. "Wellness for me is that I always have that distance and that I am having the opportunity to respond in the ways that I want."

With wellness being top of mind for Reece and Vionic, the new ambassadorship is an exciting development for both parties.

"We are thrilled to announce world-class athlete, author and entrepreneur Gabby Reece as Vionic's first well-being ambassador. This is more than an endorsement, it's a partnership. Gabby shares our passion for movement and already loves the Vionic brand," said Jay Schmidt, president and chief executive officer of Caleres. "Vionic has unique authority in science-backed movement and wellness that cannot be replicated. Caleres is investing to build enduring brands that hold value and purpose in the lives of consumers. As we continue to do this,



we will enhance the long-term value of the company."

Indeed, Reece already counted herself as a fan of Vionic before striking a deal with the brand. Some of her favorite styles are the Uptown Loafer, the Alameda Mary Jane and the Gemma II Mule Slipper, which is a slip-on style that her daughters like as well.

While she has several shoes from Vionic she already loves, she'll be working closely with the brand to create her very own Gabby sneaker, which is designed for walking. With that process in the works, Reece looked back on what she's learned about footwear design since working with Nike in the '90s on gym/cross-training shoes.

"I've learned how damaging it can be if you're wearing things over long periods of time, hours and years, that are damaging to your feet, how they can impact your overall well-being and for me, that translates not only into physical like my back, my knees, but even my moods," she said. "I think I'm looking at it not only at a different age with different goals, but also trying to support people where we're saying, 'Hey, we want you to move, but we also want you to take care of your feet.'"

The goal with the forthcoming Gabby sneaker is to get women walking – an



activity she refers to as "an unsung hero in wellness" – with the help of a footwear style that blends aesthetic appeal with top-notch functionality. Vionic says the sneaker, set to be introduced during August shoe market later this year, will be its most high-performance and technologically advanced walking shoe.

Reece said, "If I talk about wellness, people don't give enough credit to what walking can do. But can we make it look a little edgy and a little sexy? Because that'll make people feel like putting it on, which means putting it on and going for a walk."

For Reece, aging doesn't mean giving up on style: "I always say, even as you go through life and you get older, you haven't thrown in the towel. I'm not here to wear my grandma's shoes, I'm here to try to keep it cool, but first and foremost, functional forever. Hopefully, if you talk to me in 20 years, I'm still interested in 'How does it look?' Not just 'How does it work?'"

BUSINESS

With Jean Signs Deal for First Store

● The 4,300-square-foot store will be located at 43 Wooster Street in SoHo.

BY JEAN E. PALMIERI

With Jean has been dipping its toe into the retail waters with several pop-ups for the past couple of years. The temporary spaces have been successful enough for the Australian women's brand to take the plunge and open its first permanent store.

The sustainably produced brand was created by best friends Sami Lorking-Tanner and Evangeline Titilas in 2017 and has been direct-to-consumer since the beginning. But Titilas, who actually relocated to the States to help grow the business, opened a pop-up on Crosby Street in SoHo two years ago and was surprised at the response.

"We thought it would be more of a marketing activity," she said. "We didn't think it would be profitable. But it turned out to be extremely profitable."

That led to a second pop-up on Howard Street that had a similar response, giving

the company the courage to sign a lease for a permanent space. The store will be 4,300 square feet and will be located at 43 Wooster Street.

"We still wanted to be in SoHo," she said. "The store has great character and the frontage is amazing." She said it is currently under construction but she's aiming for an opening in the middle of May.

With Jean has become a favorite of celebrities including Bella Hadid, Emily Ratajkowski, Elsa Hosk and others who have been drawn to its Parisienne-meets-Australian aesthetic and ethical production. Among its most popular items are its Rose Top halters, Saint Midi skirts

and Juni triangle bikinis. "We sell them in volume, nonstop," she said. "We can't keep up with it."

The brand's Fred Jacket, a cropped workwear-inspired style, has been embraced by celebrities such as Kaia Gerber and Hailey Bieber, and has also given a boost to the brand.

The goal with the SoHo flagship is for the location to also serve as a hub for community engagement, distinct retail experiences and sustainable fashion initiatives.

"This wasn't just about securing a storefront – it was about placing a brand with a purpose in the perfect setting to

thrive," said Adelaide Polsinelli, vice chairman of Compass Commercial, the real estate firm that cemented the deal.

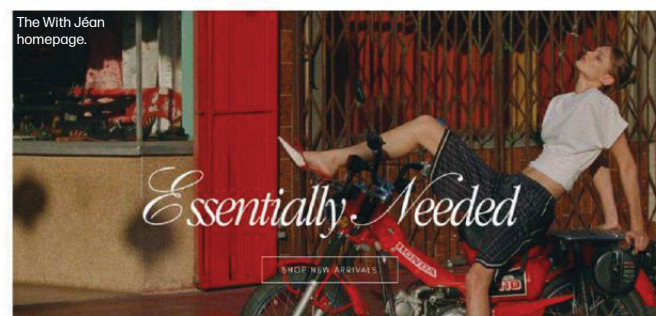
"With Jean's commitment to sustainability and ethical fashion makes them an ideal fit for SoHo's retail landscape, where authenticity and innovation drive success."

"Bringing With Jean to SoHo is a testament to the changing dynamics of retail," added Trystan Polsinelli, executive director of Compass Commercial.

"Consumers today are looking for more than just a shopping experience; they want to connect with brands that share their values. This flagship location will not only showcase With Jean's stunning collections but also serve as a beacon for the future of sustainable fashion in New York City."

Titilas said the goal is to open additional units in the U.S. within the next three years, in cities with "high foot traffic." Although she had looked into the Los Angeles market, she said the rents were too high and it's not pedestrian friendly. "That's why New York makes the most sense," she said, adding that she's looking at Miami and Dallas as well.

She's also looking outside the U.S. and said the brand's next pop-up will be in London. "We just tested Sydney in Australia and it was good, but we're still in the research phase," she said.



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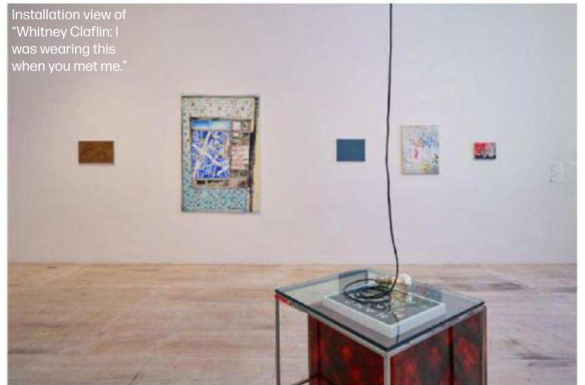
Whitney Claflin



Whitney Claflin, "Cinema," 2023. Oil, nails, bracelet on canvas.



Installation view of "Whitney Claflin: I was wearing this when you met me."



for CK Be, in which a young Kate Moss speaks conversationally to the camera about a male romantic interest objecting to her outfit choices. "It was the first time I ever heard Kate Moss speak, and she went from 2D to real life," says Claflin of the iconic supermodel. Beyond the feminist resonance of the line, it also spoke to a concrete aspect of her work.

"There's at least one painting in the show that was a skirt that I used to wear that got a stain. So then I was like, OK, I'll just stretch this and the unstained part can become a painting,"

she says. "So there is a very literal aspect of, oh, I was wearing this when you met me — but now it's a painting."

Within her work, Claflin is interested in iterations: items that have been repurposed and transformed, words that are divorced from their source material and collaged.

"Like this globe lamp, I got on eBay and it was like, I may or may not turn that into a piece. We're going to live with it for a little bit and see if I want to or not," she says of the shiny globe stationed underneath rows of books. "I'll be walking around and I'll find something on the ground and I'm like, 'let's just take that just in case.' And then almost seasonally, I'll do a big purge and be like, 'OK, this doesn't need to be here anymore,'" she adds. "Stuff you've been saving for three years that you're like, 'I'm never gonna use this. It's never gonna turn into a painting.'"

There are vestiges of Claflin's career and lived experience throughout the space, like a handmade sign from when she sold vases on Venice Beach in California that has been repurposed as part of a sculpture. There are nods to DIY culture, including site-specific interventions like "Forget

Marriage," which she inscribed on the ceiling of a museum bathroom using soot, and nostalgic references to video game controllers and other ephemera.

A hot plate transforms into a DJ deck thanks to its "Remix" title, and a closer look at a lava lamp reveals strips of text on its base. Nearby is "Genau," a mannequin doing a handstand which she describes as a "punctuation mark." The definitive title translates as "exactly; precisely" in German. Although based in New York for the last 15 years, Claflin recently completed a six-month studio residency in Germany.

Claflin, who graduated from Yale's MFA program, has fond memories of her first visit to MoMA PS1 while an undergraduate at the Rhode Island School of Art and Design. The museum is her first time staging an exhibition in a space that veers from the "super white box" feel of a gallery. "I'm really excited to see what a tin ceiling and border trim on the wall and paneling does to the work."

Asked about the viewers' experience, Claflin references the late landscape painter Fairfield Porter.

"His whole theory on painting is the action of looking that happens between when you're looking at your subject and you're putting paint on the canvas, where your mind is simultaneously holding these two things," she says, adding that she's interested in bringing that experience to the viewer in the form of looking between objects and paintings within an exhibition space.

"Ideas of repetition and looking and thinking, which I think is also analogous to living in a city," she says. "Walk through the show like you're just walking through the city. And the things you pull out of it, that's perfect."

"There's a lot of pieces that I'll make where it's about making the work, but it's also [about] just being like, yes — thumbs up," she adds. "It's stuff that I'm like, this is cool. Please just enjoy it."

eye Whitney Claflin Debuts Solo Exhibition At MoMA PS1

The Brooklyn-based artist repurposes personal items — clothing, jewelry and found objects — into dynamic works of art in her exhibition, "I was wearing this when you met me."

BY KRISTEN TAUER PORTRAIT BY LEXIE MORELAND

Artist Whitney Claflin was wearing this when we met: a lace-trimmed champagne slipdress, oversized blue-striped button-down and silver clogs.

Next time, one of her paintings might be wearing pieces of that same outfit.

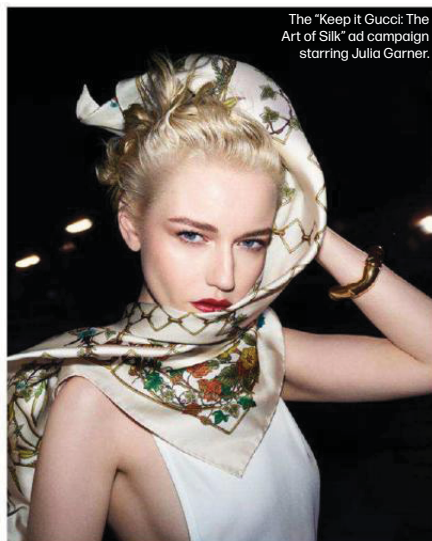
"So much of my work is made with things that I used to wear; my own jewelry or clothes," says Claflin, whose first solo museum show is now on view at MoMA PS1.

It's still a few weeks from the opening of that show, titled "I was wearing this when you met me," and Claflin is seated

on the floral couch inside of her sunny Brooklyn apartment, where she'd recently moved from a ground floor space in the city. Her cat, a rescue by way of a cat café in the Lower East Side, lounges nearby in a sunbeam cast across the wooden floor as Claflin shares how she acquired the amalgamation of items in her living room: the secondhand couch by way of the internet, the floral chair discovered at a flea market around the corner from MoMA PS1.

The title of Claflin's exhibition was inspired by a 1996 Calvin Klein commercial

Fashion Scoops



The "Keep It Gucci: The Art of Silk" ad campaign starring Julia Garner.

Gucci Diva

Gucci's tribute to its 104-year history of silk craftsmanship is getting a high-profile endorsement.

Leading actress and friend of the house Julia Garner appears in cinematic images lensed by Steven Meisel, as part of the "Keep It Gucci: The Art of Silk" ad campaign.

The initiative is part of the broader The Art of Silk activation, which, as reported, included the "90x90" project that saw international artists reinterpret five selected themes rooted in the brand's silk archives: flora, fauna, nautical, equestrian and GG Monogram. The luxury brand also created the book "Gucci: The Art of Silk" in collaboration with Assouline.

Set against a nocturnal cityscape, Garner is portrayed up-close styling Gucci silk scarves around her head and neck. Different images spotlight the range of motifs and patterns that have defined the brand's legacy in silk accessories. These include the signature Flora pattern created in 1966 by illustrator Vittorio Accornero de Testa to meet the request of Princess Grace of Monaco for a

colorful and exuberant design. It features 43 varieties of flowers, plants and insects, painted entirely by hand.

Other motifs appearing in the campaign images include the allover Gucci stirrup, Horsebit and GG print.

Gucci began to develop its silk craftsmanship in the 1950s, and the earliest designs featured motifs inspired by the brand's signature leather goods. The first scarf that was precisely dated harks back to 1958, produced in Como, Italy, and featuring a nautical-themed pattern called "Tolda di Nave [Deck of a Ship]."

Gucci will host activations dedicated to "The Art of Silk" project in Paris, including an event in its Rue Saint-Honoré store and a dinner on Tuesday. — MARTINO CARRERA

American In Atlanta

Good American, cofounded by Khloé Kardashian and Emma Grede, has opened its first location in Atlanta.

Located at Lenox Square mall, it's a 2,757-square-foot space at 3393 Peachtree Road.

"It's a super upscale

environment, where you get both a lot of locals but also a lot of tourists as well," Grede said of the area. "So it's about waiting for those magical spots to pop up and be available... We originally started talking about this [location] about 18 months ago, and finally the day is here."

Good American is currently fixated on retail expansion, she said, and meeting buyers where they are: "We know that our customers are in Atlanta. We're always tracking where customers are shopping our brand, whether that's through wholesale partners or directly on our website." Retail partners include Nordstrom and Saks Fifth Avenue.

Known for offering size-inclusive denim, sizes 00 to 32 plus, the business attracts all ages, said Grede. "We have customers in pretty much every decade." (Denim is sourced globally, including from Turkey, China and the U.S.) Good American, which has grown to include apparel and swim, opened its first retail location at Westfield Century City Mall in Los Angeles, before expanding to Las Vegas at The Forum Shops at Caesars Palace and Newport Beach, Calif., at Fashion Island mall.

The new store in Atlanta features size-inclusive fitting rooms, hangers with customizable notches to accommodate merchandise of all sizes, and a more curated approach to product display.

"This is the first time that you'll find much more cohesive merchandising coves that allow us to tell a story of the product in a more intentional way," said Grede. "I think what we see is that customers come to Good American for a full outfit. So we really want to be able to sell them the jeans and the top and the third piece, and perhaps a belt or an accessory. This store is really allowing us to do that in a way that we haven't before."

Of denim styles, she said baggy and straight are split 25 percent in sales, while skinny denim makes up 50 percent.

"That's a huge swing from where we were even 18 months ago," Grede added. "And so denim is still the key driver of the business, but the fit profile has completely changed."

Good American plans to open another store this year, Grede confirmed, staying mum on details.

— RYMA CHIKHOUNE

New Role

Dan Michel has been promoted to vice president of creative for Untuckit.

Formerly senior director of editorial and public relations, Michel has been with the shirt brand since 2018 when he joined as copy director. In this new position, he will oversee the company's marketing efforts, drawing on his expertise in editorial and storytelling to shape the company's messaging across all platforms.

Prior to Untuckit, Michel was fashion editor of Men's Health, a position he held from 2013 to 2018. His writing also appeared in GQ, Men's Journal, Bloomberg Pursuits and Travel + Leisure.

"Dan has been an invaluable part of Untuckit's creative evolution, and his leadership will be key as we continue to grow our brand globally," said Chris Riccobono, chief executive officer of the company. "His ability to craft compelling narratives and connect with our customers through storytelling makes him the perfect fit for this role."

Riccobono and Aaron Sanandres created Untuckit in 2011 as a direct-to-consumer men's brand to address what they saw as the need for shirts that looked neat untucked. The brand today has expanded into pants, polos, T-shirts, Henleys, sweaters, jackets and sport coats for men and it also offers a selection of womenswear.

In addition to its digital presence, Untuckit operates more than 80 stores around the world. The company also has a small wholesale operation where it sells to other retailers including Destination XL, a big & tall men's retailer, as well as Macy's. — JEAN E. PALMIERI



Kristin Shane

REI Recruit

REI Co-op has brought Kristin Shane on board as its chief merchandising officer.

In this position, Shane will be responsible for developing and implementing the vision and strategy across REI's different merchandising categories to drive growth. She'll oversee the teams focused on identifying new category and brand opportunities for the co-op, work to enhance regional and local relevancy in the product assortment, elevate existing brand relationships and grow REI's private label.

Mary Beth Laughton, REI Co-op president, said Shane's "leadership and decades of experience working with an array of consumer and retail brands is sure to inspire innovation and play an instrumental role in furthering our mission to help people get outdoors."

"As a lifelong outdoor enthusiast and long-time co-op member, I'm thrilled to be joining REI," said Shane. "I look forward to building on the co-op's legacy in the outdoor industry and continuing to ensure we lead with innovation, newness and incubating emerging brands that will introduce more people to the transformative power of the great outdoors."

Shane's background includes executive vice president, chief merchandising and marketing officer for Guitar Center, senior vice president and chief merchandising officer for PetSmart, and vice president and merchandise manager for the beauty and

personal care business at Target.

REI, the Seattle-based outdoor specialty retailer, reported a net loss of \$311 million in 2023, its second consecutive year of losses, on a 2.4 percent decline in sales to \$3.76 billion. Figures for 2024 have not yet been made public.

REI is a consumer cooperative and reports its financial results to members every year. Last year, figures were released at the end of April. The company attributed the 2023 loss to continued investment in hourly employee pay, commitment to providing a member reward and a \$169 million non-cash valuation against future tax credit.

The company has been making moves to return to profitability. Earlier this year, it said it was shuttering its money-losing Experiences adventure travel business after close to 40 years, eliminating 428 employees: 180 full-time employees and 248 part-time guides. In January of 2024, REI laid off 357 people across its organization and at the end of last year, the company exited the branded footwear business.

— J.E.P.

Entering Walmart

Shapermint, one of the largest size-inclusive shapewear and intimates brands in the U.S., is launching a curated collection at Walmart.

Starting Tuesday, it will be on walmart.com and in over 350 physical locations, with plans to scale in the fall.

"After successfully building a digital-first brand with 12 million online customers, expanding into Walmart marks a major milestone for us to serve even more customers," said Massimiliano Tirocchi, cofounder and chief marketing officer at Shapermint. "Shapermint Core brings our most-loved shaping essentials to even more women, ensuring they have access to the comfort and support they need every day."

Shapermint Core will be introduced with a curated, seven-piece collection that includes a wireless shaping bra, a high-waisted shaping pant, boyshort and shorts, a shaping bodysuit and ▶



Dan Michel



Good American in Atlanta.

WWD

A look from Shapermint at Walmart.



shaping tights and cami. The color palette features such neutrals as black, chocolate, oatmeal, latte and white.

Sizes range from small to 4XL, and retail prices go from \$14.98 to \$27.98.

"We curated these styles in response to a growing demand for shaping solutions that seamlessly fit into daily life without causing any discomfort," said Gabrielle Richards, brand director of Shapermint. "This collection reflects our commitment to inclusivity, ensuring every woman feels supported, confident, and empowered in her wardrobe."

Shapermint is available with a different collection in Nordstrom and Belk, and online at QVC and Macy's. The Walmart product features the same quality and comfort, according to the shapewear company. — LISA LOCKWOOD

Seoul Story

J.Lindeberg will open its largest store to date in Seoul on Tuesday.

The five-story, 3,274-square-foot location in the Gangnam district was designed in partnership with interior design firm Showmakers which has also worked with Nike, Filia, MCM and other brands.

"This flagship is designed to be an experience, not just a store," said Hans-Christian Meyer, chief executive officer of J.Lindeberg. "With its opening, we're taking J.Lindeberg to a whole new level, fully expressing who we are as a brand."

The design sports the brand's Clubhouse concept and each floor offers distinct experiences. The second floor, which houses the menswear, plays with depth and layered structures intended to be reminiscent of course hazards. The third floor, devoted to womenswear, incorporates architectural forms that are supposed to reference the motion of a golf swing.

The fourth and fifth

floors are dedicated to VIP shopping experiences with personalized styling options, private appointments and a membership lounge inspired by a putting green cup. The rooftop includes a Swing Zone with an outdoor garden and the basement offers a customization area for shoppers to choose personalized logo placements and prints.

"Seoul is a city that pushes boundaries in fashion and innovation, making it the perfect place to bring our Clubhouse concept to life," Meyer added.

The Sweden-based J.Lindeberg operates stores in its home country as well as Denmark, Norway and Finland. There is also a partner store in Dubai and the brand is wholesaled in 56 countries globally. — J.E.P.

A New Day

London's public relations network is getting more niche by the day.

Virginia Norris, a seasoned London-based publicist, has set up her own agency, Virginia and Partners, after splitting with the communications agency Aisle 8, which she cofounded with Lauren Stevenson 10 years ago.

"People want access to specialists and they want to work with specialists," said Norris in an interview.

Her new communications agency will be solely fashion-focused and she's taking a handful of clients with her including BoConcept, Bluebella, Dune London, Hush, Mango, Missoma, Oshadi Collective, Reiss, Sézane and Spring Studios.

Norris will be joined by the same fashion team she oversaw at Aisle 8, including Ashleigh Hesp, who will be in a leadership role at the business.

Virginia and Partners will specialize in commerce-led brand strategies, influencer marketing, VIP talent placement, creative solutions, event conception and data insights.

"It's tough at the moment



Virginia Norris

and fashion is in a funny place. A lot of brands are looking at what they're spending on and how they can consolidate what they're doing with agencies. The world is [becoming] completely niche," said Norris.

Her new agency is a response to that demand.

Norris, who is a Central Saint Martins graduate, started her career as a fashion assistant at The Fashion, a biannual magazine where Sarah Mower was the launch editor of in the 2000s.

After leaving the publishing world, she dipped her toes into public relations, where she worked her way up the ladder from agencies such as Exposure and Purple to working in-house at Diesel and Whistles, where she spent close to six years with the former chief executive officer Jane Shepherdson before starting Aisle 8 with Stevenson.

As reported, Norris and Stevenson said their split allows them to concentrate on their core strengths and respective fields of expertise. The two said they "remain each other's biggest supporters and look forward to celebrating each other's future successes." — HIKMAT MOHAMMED

Venturing In China

If the crowds greeting their every appearance is anything to go by, the power of Thai stars remains undimmed globally.

With fervent fan bases in China that are known for organizing events, taking out billboard ads and even mass-buying streaming subscriptions to support their idols, it's an opportunity that 18-month-old talent agency The Venture Management is keen to tap into.

The company has revealed it is expanding to China through a strategic partnership with Beijing-based celebrity stylist Eric

Gao.

"China's demand for Thai celebrities is skyrocketing, and brands need a trusted partner to navigate these high-value deals," said the agency's founder Nichapat Suphap. "With Eric's deep industry connections and expertise, we are ensuring that Chinese brands get direct, trusted access to the biggest Thai stars."

As its first move in the country, the new venture under the banner of EricGao Studio said it would exclusively represent Thai actress Faye Peraya Malisorn, whose breakout role was in the 2024 "girl love" miniseries "Blank."

Gao counts among his clients Fan Bingbing, Chinese actress and singer Guan Xiaotong, who is a global brand ambassador for Paris jeweler Fred; Thai actress Freen Sarocha, who was appointed Valentino's first female brand ambassador from Thailand in 2024, and Gucci brand ambassador and friend of Bulgari Davika Hoorne. He also founded celebrity-driven fashion magazine "The First Street Snap" in 2017 on Weibo.

"Nichapat and I work closely together on many projects so this was a natural transition. We understand the marketing

landscapes in both Thailand and China, and how to tailor impactful synergies that are also culturally relevant," Gao told WWD.

"With Faye Malisorn, we are setting a new benchmark for Thai celebrity success in China," he claimed. "This expansion ensures that all Chinese brands — whether looking for Faye or any other Thai star — have a trusted, professional partner to execute high-impact collaborations."

In addition to brokering celebrity collaborations and offering strategic influencer marketing, Gao and Suphap will be organizing fan meetings and events between Thai talent and their Chinese fan base as well as livestreaming commerce opportunities.

Launched in 2023, the talent agency counts the likes of Davika Hoorne and Dior ambassadors Phakphum "Mile" Romsaithong and Nattawin "Apo" Wattanagitphat on its 12-strong main roster.

Among Suphap's early moves was bringing her clients to the Cannes Film Festival and helping to secure deals with prominent European houses such as Bulgari and Piaget. The Venture's Southeast Asian arm opened in August 2024. — LILY TEMPLETON

Stockholm Situation

Stylein, the Swedish fashion brand with a flair for Scandinavian minimalism, isn't sweating the apparel market slowdown.

According to Elin Alemdar, the brand's founder and chief executive officer, buzzing business has led Stylein to open a flagship in Stockholm's Bibliotekstagen, located at Mäster Samuelsgatan 6.

"I was drawn to the word cocoon, and I want to convey a vision of creating

Elin Alemdar with Ulrika Fohgelberg Nordén.



an inner sanctuary at the heart of Stylein — much like a cocoon — with this boutique. It feels incredibly inspiring that the final result truly reflects that energy," said Alemdar.

"The stripped-back, Scandinavian warmth is central and meets a modern international pulse in the architecture, where every detail is carefully chosen to reflect Stylein's aesthetic values," she added.

The space was codesigned by Thibaut Allgayer Design Office and Swedish interior design studio Tomai Nordgren Agency.

The sleek space features curved cedar wood walls and gleaming steel accents.

"We're excited to be a part of the new store concept in Stockholm, continuing to connect Stylein with the world. We wanted to create a space that is both modern and inviting, a combination of soft and hard, round and playful," said Nordgren and Allgayer in a joint statement.

Stylein's minimalism has been proving to be a hit. Alemdar said the brand has doubled its sales in the last four years and sold approximately \$6.5 million in product last year.

The brand's business is equally split between direct-to-consumer and wholesalers, and Stylein is focused on strengthening its physical presence at home and abroad amid strong growth.

"We have been building a very strong foundation at our home market and now we are entering the next level on our journey with an intentional expansion," said Alemdar. "Retailers are playing a very important role since we see them as an entry point for us into new markets, whilst also focusing on growing our own online business at the same time."

This year, Stylein is set to launch at international retailers including Harrods, Liberty, and Selfridges in London; KaDeWe in Berlin; The Hyundai in Korea, and Harvey Nichols in Dubai. — VIOLET GOLDSTONE ■



The new J.Lindeberg store in Seoul was designed in partnership with Showmakers.



Eric Gao