

WWD

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CRUISE 2025/26 SHOW

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WWD

Fashion. Beauty. Business.



'Stay Calm'

That was the message from Saks Global CEO Marc Metrick to bondholders, seeking to assure them the plan is working.

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Still Coed

Fendi has again opted for a coed show in September designed by Silvia Venturini Fendi as the Italian brand celebrates its centenary.

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Calling Ashley

JCPenney has linked with model and presenter Ashley Graham on a new plus-size collection that will debut this fall at its stores and online.

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The Big 5-0

As CEW celebrates 50 years of its Achiever Awards, the organization is looking beyond brands to retailers, entrepreneurs, technology and finance to better reflect the dynamics of today's beauty industry. *For more, see pages 6 to 11.*

BUSINESS

Saks' Marc Metrick Reassures Bondholders

The Saks Fifth Avenue sign in Manhattan.



Marc Metrick



● The CEO said the new Saks approach is coming together even as the company looks for a little extra cushioning in a tough market.

BY EVAN CLARK

Marc Metrick, chief executive officer of Saks Global, spent much of the year calming vendors, easing them into a new payment schedule and reassuring them that the combination of Saks Fifth Avenue and Neiman Marcus Group would be better for the industry overall.

On Monday, he moved on to bondholders, who have been getting antsy themselves. To buy Neiman's last year and transform the business, Saks sold \$2.2 billion of junk bonds – upsizing from an initial \$2 billion given interest in the market. But bond investors are now taking a more cautious tack and were trading that debt at just 64 cents on the dollar last week as they gauged Saks and its prospects in a suddenly much more chaotic and tariff-infused market.

Metrick told WWD that his message to bondholders was similar to his message to the market, that Saks Global is playing out as envisioned and was still on solid footing, even as it looked to adjust its financing in light of changes in the market.

“We told the world this morning, we’ve got between \$350 million and \$400 million of liquidity today,” Metrick said in an interview on Monday.

The company is exploring what’s known as a FILO facility, which Metrick said was similar to a term loan and would be structured within the company’s \$1.8 billion asset-backed lending facility.

While there are certain covenants restricting the use of the ABL facility, having part of that in a FILO facility would give Saks more immediate access to the cash.

“We’re not adding incremental debt capacity to the business,” the CEO said.

Saks will need to have some cash on hand. In addition to payments to vendors for new goods, paid on a 90-day schedule, the retailer has past due payments to brands it’s going to start making. It also has its first, roughly \$120 million interest payments on the bonds, which is due June 30.

“This is what you’d want me to do,” Metrick said. “I’m sitting here as a CEO in a world where I’ve got a big plan for transformation. I’ve got to invest in that transformation. I’ve got to be a strong counterparty to my brand partners and we’re seeing a turbulent market. There’s a lot of unknowns with what could happen, and I’m further fortifying my balance sheet. That’s what I’m doing.”

It’s been a long road for Saks, which has seen its business decline as money ran short and many payments to vendors were deferred, causing shipments to the retailer to slow last year.

Despite that, Saks Global executive chairman Richard Baker managed to realize his long-held dream and closed on the Neiman’s deal in December, recapitalizing the business, but also bringing some of Saks’ problems to Neiman’s.

While the retail rationale is clear, many financial experts and dealmakers were skeptical of the combination.

Debt watchdog Standard & Poor’s took a cautious stance when the deal was struck, rating the \$2.2 billion in bonds at “CCC-plus” and warning that the company’s capital structure “is highly dependent on favorable business, economic and financial conditions.”

But U.S. President Donald Trump’s trade war more or less dashed any hopes of “favorable” conditions in the short term, leading the company to now adjust.

“We believe right now that we have ample liquidity to execute on the plan that we’ve put in place,” Metrick said. “We believe that the avenues of incremental capital that we’re currently pursuing would further fortify the balance sheet. And we’re not looking to do anything further. My commitment to our brand partners is to continue to be as transparent as I can and we want to be good partners and we want to grow the business with them and we want to work towards the positive going forward.”

It’s a lot of moving parts, but Metrick is used to operating under pressure and has remained upbeat despite the increasingly complicated picture.

“Everything that’s going on is exactly as planned,” Metrick said. “Obviously you have a macro situation with tariffs

and trade and the market, but...go back a couple months to December of ‘24, I said to people, ‘I’m going to reset the market and I’m going to change how working capital model works between the brands and the department stores.’

“I said that we were going to go after synergies and redundancies in the business and start to build a much better, much more fortified balance sheet. And I said we were going to utilize both our existing capabilities through our data and through our selling force, but utilize that with our new partners at Amazon, Salesforce and Authentic to help drive growth.”

And all of that is done or underway, he said.

“We’ve executed the change in the working capital,” Metrick said. “It is beginning to take, the seeds are beginning to take hold, goods are beginning to flow. We’re starting to see the pulse return back to the business. The narrative and the overall sort of conversations with our brand partners are much less about payments and much more about, ‘How do we grow? Let’s build a strategy. Let’s build a plan.’ So that that’s sort of taking hold.”

The company is also realizing the synergized promised with the deal and more, cutting costs as Saks and Neiman’s are brought under one umbrella.

“We said this year we were going to realize \$100 million in synergy,” Metrick said. “We are now forecasting to realize \$150 million. We’re getting close with [a deal with] Amazon and that’s coming and that’s going to be something. So it is check, check, check on what we said we were going to do.”

But the luxury world – already in a tough

spot last year – is continuing to see stress.

As part of his trade war, Trump added 10 percent tariffs to goods from Europe, where many of the luxury brands have factories.

Metrick said that would add 5 percent to 12 percent on designer goods from Europe, about in line with inflation over the past five years.

Trickier to manage will be the other outcomes of Trump’s dramatic turn in trade policy.

Metrick pointed to the product Saks sells that is made in China, which has been hit with an additional 145 percent tariff.

More important, he said is “the overall volatility of the financial markets.”

“That’s going to be the bigger impact for the luxury business,” Metrick said. “The luxury customer is mood based, sentiment based and volatility – when the market’s up 1,000 one day and down 1,000 the next, no one likes the jittery. They want to just have things calm down.”

“Turbulence in the market isn’t good for the business and that’s why we’re doing what we’re doing and we’re building off ramps, whether it’s the FILO [financing], whether it’s accelerating our synergy capture, which we’ve done,” the CEO said. “This is why we did the deal. So we can have more levers to pull, have more control, and it’s all going to help us be a much better counterparty and be a much more stable business.”

Stability is what everybody is looking for here – from investors to suppliers to Metrick, who no doubt would like to get back to worrying less about the company’s finances and more about the future of luxury retailing that he’s trying to build.



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EXCLUSIVE

Dior Unveils First High Jewelry Campaign

● Charliz Theron sports pieces from the Diorama and Dior Milly Dentelle high jewelry collections.

BY LILY TEMPLETON
Charliz Theron is making her debut as the face for Dior's high jewelry collections.

The campaign dropping in May is the first time the French house has an ambassador for its most exclusive jewels, designed by Victoire de Castellane, artistic director of Dior Joaillerie for the past 25 years.

"Working with Dior for so many years now, I have to say, it's our collaboration I have always valued and appreciated," Theron said. "Together, we felt that it was important for this high jewelry story to embody the essence of what it means to be bold and confident. Victoire de Castellane more than exceeded with her extraordinary vision and artistry."

In one of the campaign images shot by photographer Mario Sorrenti, the South African star sports the Dior Milly Dentelle Couture Fleurie and matching ring unveiled in January's high jewelry presentations.

Imagined as a precious floral lace placed on the skin, its rose gold mesh serves as the background for a scattering of precious floral motifs executed in marquise and pear-cut diamonds. A 8-carat, cushion-cut Fancy Vivid Yellow diamond tops the design and is echoed in the sprinkling of smaller yellow diamonds among the lacework flowers.

Another photo sees Theron don the Forêt Glacée Bleu set, from the 2024 Diorama collection. This wintry interpretation of the toile de Jouy print in platinum, rose gold and blue sapphires features foxes frolicking in gem-set foliage.

The necklace features an 11-carat, oval-cut sapphire from Madagascar while blue and black lacquer touches give further depth.

This comes a year after Theron was named to her dual role of jewelry and skin care ambassador for the LVMH Moët Hennessy Louis Vuitton-owned house, which also included its high jewelry collections.

At the time, Delphine Arnault, chairman and chief executive officer of Christian Dior Couture, described the actress and producer as "an icon and is the perfect representation of the alliance between arts, craftsmanship and dreams magnificently embodied by the jewelry created by Victoire de Castellane for the house of Dior."

Theron was subsequently revealed as the face of the relaunched Dior Capture antiaging line that broke in January. She was previously the face of Dior's J'Adore fragrance for two decades.

In addition to numerous awards for her film career, which includes roles in "Young Adult," "Prometheus," "Mad Max: Fury Road," "Atomic Blonde" and "Fast X," among many others, Theron is an activist and founder of the Charlize Theron Africa Outreach Project, or CTAOP.

She was appointed a United Nations Messenger for Peace in 2008, with a focus on the prevention of HIV and the elimination of violence against women.

This year, Theron will appear in "The Old Guard 2," where she reprises her role as immortal warrior Andromache of Scythia, to be released by Netflix on July 2.

Dior's high jewelry campaign is set to break in May on the brand's website, social media channels as well as print and digital media globally.

Charliz Theron wearing the Couture Fleurie necklace and ring from the Dior Milly Dentelle high jewelry collection.



Theron wearing the Forêt Glacée necklace and ring from the Diorama high jewelry collection.



FASHION

Fendi to Go Coed Again in September



Finale at Fendi, fall 2025.

● Silvia Venturini Fendi will lead the design effort once again.

BY SANDRA SALIBIAN
MILAN – If ain't broke, don't fix it.

After the success of its fall 2025 coed show in February, Fendi is continuing its 100th anniversary celebrations by sticking to the format. The Roman house will

skip Milan Fashion Week in June to stage another coed runway show in September, WWD has learned.

Silvia Venturini Fendi, artistic director of accessories and menswear collections, will lead the design effort once again, while details on the date and location are still under wraps. Milan Fashion Week is scheduled for Sept. 23 to 29.

Prior to the event in February, Venturini Fendi had opted for the coed format only once previously, for the spring 2021 collection, following the height of the pandemic.

As for the most recent coed show, it offered an opulent start to the brand's centennial year, intertwining the company's past and present. For example, Venturini Fendi conceived a unique accordion invitation for the occasion – a booklet reproducing a number of photos taken over the years that she shared with guests. One portrayed her as a child model in a Fendi campaign for fall 1966; another was a group photo of the Fendi sisters – Paola, Franca, Carla, Anna and Alda, daughters of founder Adele Casagrande Fendi – in the Via Borgognona atelier.

As reported, the fall 2025 runway event also coincided with the reopening of Spazio Fendi on Via Solari in Milan, the Roman brand's longtime runway theater and showroom, which underwent renovation.

In September, the show will mark the inauguration of the brand's new palazzo, a sprawling flagship on Milan's Via Montenapoleone. The space is expected to feature four retail floors topped by two levels to be occupied by a new Langosteria restaurant in a partnership with restaurateur Enrico Buonocore and

investment vehicle Archive, established by Moncler chairman and chief executive officer Remo Ruffini and led by his son Pietro. Palazzo Fendi also will have a terrace overlooking the city.

In the meantime, the ongoing speculation about a possible successor to Kim Jones – who stepped down as Fendi's artistic director of haute couture, ready-to-wear and fur collections for women after a four-year tenure in October – continues with potential candidates swinging from new names to familiar faces. Designers who have worked with Venturini Fendi through the years range from Frida Giannini and Maria Grazia Chiuri to Pierpaolo Piccioli, among others.

Granddaughter of Adele Fendi, who founded the family business with a leather goods and luggage shop in Rome in 1925, Venturini Fendi is perhaps best known as the woman who in 1997 masterminded the iconic Baguette bag, and as the designer of Fendi menswear since 2000.

What's sure is that she will be flanked by a new CEO by the time of the runway show. Once again tapping its deep management reserves, Fendi's parent company LVMH Moët Hennessy Louis Vuitton appointed Ramon Ros to the role, effective July 1. Ros will move over from president and CEO of Louis Vuitton, mainland China and will report to Sidney Toledano, senior adviser to LVMH chairman and CEO Bernard Arnault.

At Fendi, Ros is to succeed Pierre-Emmanuel Angeloglou, who on April 15 became deputy CEO of Christian Dior Couture, as reported.



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The 2025 CEW Achiever Awards

CEW's Carlotta Jacobson Talks 50 Years of Recognizing Beauty's Women in Leadership

The CEW president said the 2025 class of Achiever Awards reflects the current state of the industry. **BY JAMES MANSO**

CEW's annual honoring of top female leadership in the beauty industry is turning 50.

The semicentennial iteration of CEW's Achiever Awards touches on a bevy of trends defining the beauty industry today, with the organization looking beyond brands to honor retailers, innovators and, in this year's case, a preeminent banker and a tech founder.

"These women are in leadership positions, leading brands. I don't know if we could have said that years ago," Jacobson said of the progress toward gender parity in beauty in the past five decades. "The leadership is more diverse, we're honoring people in adjacent businesses, and we aim to reflect the

composition of the industry now across large and small businesses."

Case in point, Dr. Dennis Gross' cofounder Carrie Gross reflects the importance of dermatological skin care; Perfect Corp.'s Alice Chang mirrors the growing importance of tech; and Amazon's Melis Del Rey because "they're the leader," Jacobson said. "This award would be incomplete without Amazon."

Of the cohort of honorees, she said, "They're not always in front of the scenes, but they make such a huge impact on the business."

As much as the organization looks to where beauty is and is heading, Jacobson also sought to honor its Lifetime Achievement Award honoree, Carol

Hamilton, for her hand in steering the industry there. Hamilton announced her retirement after 40 years at L'Oréal in February.

"Carol is an institution in this industry. She is one of a few women that has had such a large part in identifying and growing companies that have become hugely successful," Jacobson said.

For the 50 years ahead, the awards will only become more important. "The awards are always going to be a part of CEW's legacy because it's a part of our mission, which is to see women succeed and show their impact on the industry," Jacobson said. The achievers, she said, "shows all of the breadth and importance of women talent."



Carlotta Jacobson

Carol Hamilton: L'Oréal's Very Own Woman of Worth

As CEW prepares to honor Hamilton with its Lifetime Achievement Award, she reflects on her 40-year-career. **BY JENNY B. FINE**



Carol Hamilton

It's Carol Hamilton's last official week at L'Oréal, and the executive is in her happy space: the 100,000-square foot West Coast campus of the world's largest beauty company, which she was charged with designing and executing during the dark days of the pandemic.

"This project personifies so much of how I feel about the beauty industry and my run at L'Oréal," said Hamilton, who is retiring after a 40-year career that saw her rise through the ranks from a junior marketer on the L'Oréal Paris brand to the very highest echelons of the business, running key brands and divisions and, most recently as group president of acquisitions. "It's interesting to have one place that is so important as a symbol of the progression of your career."

Hamilton's goal in designing the offices was to bring the industry to life, reflecting the dynamism of both

the business and consumers, enabling L'Oréal's four West Coast-based brands to commingle, collaborate and create a culture of connection with consumers and coworkers alike.

"What I really wanted to do was create a long-lasting and best-of-class experience that celebrated the kind of people L'Oréalians are," mused Hamilton, who said that after touring the space, L'Oréal Luxe president Cyril Chapuy told her, "It's very clear that someone who deeply knows and deeply loves L'Oréal worked on the building."

"That summarizes exactly what I was trying to do," said Hamilton. "I felt so much personal gratification in getting that validation."

That is just one highlight in Hamilton's storied career, which CEW is recognizing her for with its Lifetime Achievement Award during the 50th annual Achiever Awards being held on Wednesday. Hamilton

is one of just a handful of people to be thus recognized; past recipients include Leonard A. Lauder, Clinique's Lynne Greene, and Karen Fondu, who herself succeeded Hamilton as head of L'Oréal Paris when Hamilton was promoted to lead the Luxe division in the U.S. in 2008.

"I'm so honored to receive this – a lifetime achievement award says it is encompassing, not just in years, but in scope and impact," said Hamilton, who has been a board member of the organization since 1997 and was one of the very earliest supporters of its philanthropic arm, Cancer & Careers.

"CEW is so important – it created a foothold for women to be able to network and understand the larger beauty industry," she continued. "The fact that it has remained true to its cause is exemplary. Women should have their own board representing them, especially in a business so dependent on women."

Over the course of her career, Hamilton chalked up many big wins, and has been a core part of the team that helped L'Oréal evolve from what was essentially an affiliate office with a small outpost at 530 Fifth Avenue in New York City into L'Oréal's second-largest market globally. Known for her sharp strategic acumen, endless energy and deep laugh, Hamilton's impact extended far beyond just growing the P&L, however.

As she grew in her career, she continually pressed herself to do better, learn more and create deeper connections, with her team and with consumers. Those who know her well know that once she has decided on a course of action, she is single-minded in her pursuit of it.

For example, Hamilton took the reins of the Luxe division in the U.S. during the 2008 recession. Despite the challenging business circumstances, one of her first actions was to charge each brand under her purview with developing a philanthropic initiative and purpose. "That way our employees could dream about

changing the world instead of, 'oh no, I'm down 40 percent in Nordstrom!'" she said.

"We didn't know when the black cloud was going to lift, but we knew everything we did between now and then would help us be in a better position and that we had to seek out initiatives that were progressive for the future so that we didn't spiral into depression," she continued. "I realized there are leadership qualities you need to choose in the context of the times that may be different from other times."

Another key lesson: Know your worth. When faced with office politics, Hamilton never let her emotions get in the way of her accomplishments. "I believe all career decisions should be made on the office, never out of anger or hurt," she said. "Always think about the long game. Yes, you have to prove yourself, but also be clear about your contributions."

As for what's next? While Hamilton is retiring from L'Oréal, she has no plans to step away from the industry that she adores. "I'm looking at this as a new beginning, a new chapter, that will allow me to focus on the things I love most," said Hamilton. "I've always wanted to combine philanthropy, social impact and beauty, and now I'll have more time to do that. Everything I'm doing must have a positive impact on the world – otherwise, why do it?"



Carol Hamilton in L'Oréal's West Coast headquarters.

THE CEW ACHIEVER AWARDS

BEAUTYINC WWD

Engineering Amazon Beauty's Future With Melis Del Rey

Starting her career in manufacturing engineering, Melis Del Rey soon realized her true passion was beauty. BY KATHRYN HOPKINS

Under Melis Del Rey's leadership, Amazon Beauty has reached new heights. The skills she used to grow it, though, come from an unexpected past professional life.

"I did quite a wide spectrum of engineering jobs, stretching from hands-on production to more research-led, more technical and scientific modeling because I was doing my PhD and I was a researcher as well in an academic institution," she said of her background in manufacturing engineering. "When I look back, those years were really foundational in skill building, but I always knew at the back of my mind that I wasn't going to pursue a career in engineering."

After that came the first move to beauty when she joined Procter & Gamble in the U.K., working in consumer goods, from Pantene to Olay to Herbal Essences and eventually Pampers. As well as giving her vital P&L experience, it also allowed her to get a taste of the beauty industry for the first time, a sector that she fell in love with.

She had a two-year stint leading Amazon's pet supplies division in London before joining Amazon's European beauty business, eventually moving across the pond and becoming health and beauty general manager at Amazon U.S. Stores.

Del Rey posited that the verticals are more alike than they are different. "There

is now a clear convergence of customers' behaviors across beauty, health and wellness so there is no better time for us to think bigger in terms of how we can innovate across these spaces and think more holistically from a consumer perspective," she said.

Although Amazon has far north of 150 million Prime members, Del Rey thinks the key is to approach each of them individually.

"Personalization really matters in these categories, as well as understanding everyone's health and wellness needs," she said. "In the wellness category, inspiration matters too, because now you see a lot of new trends in these categories."

In terms of the beauty business, Amazon has made great strides as of late, attracting prestige brands like Clinique and Kiehl's that for years held off from joining the platform.

"I've had numerous chats with all of these brand founders and CEOs, and they've been hugely helpful in so many ways, helping us understand how we can continually raise the bar on behalf of them and on behalf of our customers," said Del Rey.

This has included storefronts and personalization tools – and she's not done yet. "We have been very busy launching a lot of new brands. We have more than



Melis Del Rey

100,000 beauty brands on Amazon, so our selection is vast, but we are continually adding incredible brands. Even in the last few months of this year, we've added The Ordinary, Laura Mercier, Kiko Milano last week, and we have so many more exciting brand launches coming up."

As for her leadership style, consistency is key.

"I try to be as consistent as possible with my actions, because I think consistency matters a lot for any leader," she said, although that doesn't just happen in a vacuum. "But also when you are doing all of that, you have to be empathetic. You have to be also willing

to serve others' needs. You've got to be understanding of what's going on around you and the context."

One thing that has helped her develop both the businesses she serves and her own leadership style over the years is goal setting.

"Goal setting for yourself is very important. I always set out what do I want to do in this role? How do I want to grow as a leader? What are my key objectives for the next few years as a leader for myself? And nobody asked me to set these goals. Frankly, it's just for myself, for my personal growth plan, and that served me well."

Estée Lauder's Catherine Bomboy Dougherty on the Future of Beauty

The beauty giant's senior vice president of strategic communications and brand partnerships has sharpened her craft of leading and listening in equal measure – both internally and externally.

BY JAMES MANSO

For anyone at The Estée Lauder Cos., the success story of communications expert and company veteran Catherine Bomboy Dougherty is hardly breaking news.

But if you ask the company's senior vice president of global brand integrated communications, she'd say her trajectory has been "a study in storytelling," and the path to her cross-portfolio role had more turns and redirections than one might think.

"It's been anything but linear for me," Dougherty, among the 2025 CEW Achiever Award honorees, said. "I've had the opportunity to grow across brands and regions and disciplines, and each chapter has brought new challenges and lots of creative reinvention."

Dougherty attended Boston University, where she interned at a slew of PR agencies and a magazine in Philadelphia. After graduating, her first big break in beauty came when she joined Marina Maher Communications working on Cover Girl and Max Factor, which were then owned by Procter & Gamble.

In 2008, Dougherty joined the Estée Lauder Cos. where she has been ever since.

While the media landscape has shifted dramatically since the 2000s,

Dougherty thinks communications has only become more important – both internally and externally.

"Comms very much has a seat at

the table now. It used to be looked at as a support function, and we're brought in much earlier. The heart of communications is relationships, and

Catherine Bomboy Dougherty



people value that so much more now," she said.

That applies to Dougherty's leadership style as well.

"I've had the privilege of learning from some of the most extraordinary leaders, not just at the Estée Lauder Cos. but out in the industry as well," she said. "Leadership isn't static, it's a living, breathing practice, and I try to evolve it every day based on the people I'm working with and the projects I'm leading."

To sum it up in two words, though, Dougherty said, "Heart and hustle. I believe in having a vision, having emotional intelligence and in velocity. All leaders need to instill in their teams a clear and compelling north star, and then empathy builds trust, and that's how you unlock the best in people."

Dougherty makes a priority of mentoring and elevating "women across all stages in their career," she said, and tries to take a more democratic approach to her team. "It's creating space for these bold ideas. It's not just having a seat at the table – it's making sure these voices are heard, and they have the opportunity to shape the conversation."

As for where she thinks her field, and the industry overall, will go, she expects a continuation of existing themes, as well as a few curveballs. "It's not just how a product looks or performs, it's what a brand means and stands for," she said. "I'd be remiss if I didn't mention AI, and it's changing a lot of how we create and connect. For comms, it's helping us listen differently. We can understand sentiment and subtext in real time, and you pick up on emerging conversations. It's a new layer of insight."

Carrie Gross' Confident Approach To Skin Care World and Beyond

For Gross, confidence includes betting on products that work, investing in collaborative success and carving out personal time. **BY EMILY BURNS**

For Carrie Gross, confidence is key.

Whether it be starting her career, developing a business, building a family or staying true to herself, confidence has been Gross' guiding light, ultimately leading her to this year's CEW Achiever Awards.

She first recognized her passion for spreading confidence when she began her career in fashion as a merchandising director: "Being in fashion and helping [clients] with their wardrobe and self-confidence and their life, there was so much creativity to it and so much joy," said Gross.

After marrying her husband Dr. Dennis Gross, she went on to bring this same level of creativity, joy and confidence to their skin care brand. Furthermore, it was her unwavering belief in the efficacy of the products Dennis Gross was creating, particularly the now bestselling alpha beta peel pads, that actually led to starting the skin care brand.

Now, 25 years later, it has stood the test of time, even when others had their doubts. That included Dennis Gross, who had his concerns after a "Sex and the City" episode aired in which Samantha Jones famously underwent an extra strong peel that resulted in her having to hide her face at best friend Carrie Bradshaw's party.

"I really felt like 'Sex and the City'

was real life...That was what was really happening. People were going for aggressive peels, and their faces were literally falling off, and they were coming to Dennis' practice asking him for help," Gross recalled. "When that episode aired, it was devastating to Dennis. He's like, 'Oh, we're finished.' I'm like, 'No, this is good. Everybody wants to talk about it.'"

She was right and in 2023, DDG Skincare Holdings, the owner of Dr. Dennis Gross Skincare, was acquired by Shiseido for an undisclosed sum. At the time of the deal, the brand was on track to surpass \$300 million in retail sales.

In addition to her confidence and positivity in difficult situations, Gross never approached the category with a trend or financial focus. Instead, she doubled down on products and relationships that worked.

"I never, ever led with [the financial success] conversation. It was always super important to me for many, many reasons... but I never wanted to lead with it. I never wanted to lead with a transactional approach. Whether I was with a client or with a business partner, I was focused on our mutual success, and accomplishing goals," she said. "I always got out of bed every morning with a start-up mentality. Even at 25 years, I come to work very

excited to make business happen, but I don't lead with a transactional mindset, because this industry, the success of it is all based on relationships."

Now with dupes, new skin care brands popping up and influencers abound, Gross' faith in the brand has never faltered, even as she looks to the future of the category.

"There's a lot of confusion. The good thing is that [consumers are] doing their research, and I feel like we're moving a little bit," she said, adding that she believes this to be a positive for the Dr. Dennis Gross brand, particularly as it expands globally. "The conversation really is about having skin health, rather than just beauty. I'm excited about that, and I think that that's working for us in every way possible because we've always been talking about our delivery systems."

While her career is a top priority, Gross' success isn't entirely defined by what's happening at the office. Her personal life is just as important, most notably family dinners and her yoga practice.

"I try very hard to align my free time with my priorities. My priorities are family and health. Throughout all the years of building this business, every single night, I liked to come home and cook an organic, home-cooked meal," she said. "Second

Carrie Gross



to that is my yoga movement....I feel like, if I have a flexible body, I've got a flexible mind."

As Gross has been led by confidence, both personally and professionally, she hopes her leadership style and commitment to collaboration will inspire others to do the same.

"I hope that I can encourage women to take risks, but have them be smart and very thoughtful and give them confidence," she said. "If you lead with honesty, kindness, gratitude and appreciation for the work that others do, it just comes back to you tenfold."

P&G's Stephanie Headley on Leaning 'Into the Success'

The leader of Olay and Procter & Gamble's North America skin care division sees self-confidence not just as a service to oneself – but to others, too. **BY NOOR LOBAD**



Before getting her start at Procter & Gamble as an intern in 2002, beauty executive Stephanie Headley was a math teacher.

"I went to the University of Richmond to study mathematics and secondary education," said the 2025 CEW Achiever Award honoree, who grew up in Kilmarnock, Va. "My plan, at that point in life, was to be a high school math teacher."

Though her plan may have pivoted – she soon after embarked on a manufacturing operations role at Philip Morris, obtained her MBA and then made her way to P&G – her passion for STEM, among other learnings from her time in the classroom, have remained.

"The ability to share ideas; to communicate effectively, to build confidence in others that they, too, can be successful – those are all techniques that I still apply as I think about my organization today," said Headley, who is now three years into her tenure as senior vice president of global Olay and North American skin care at P&G Beauty.

After working on Febreze and home care through her first few years at P&G, Headley entered the company's beauty arm via Herbal Essences in the 2010s before making her way to Olay – at first in body care, then skin care – a few years later.

"I actually didn't know all along that beauty was going to be a great fit for me," Headley said. "I grew up in a small community; I didn't know about Procter & Gamble, I didn't know these types of roles existed, but I was passionate – even from a young age – about leading, and so that

turned into a career."

Since she took up the helm at Olay, the 1952-founded brand has inaugurated some of its largest innovations to date. In 2023 the brand launched its skin-boosting Super Serum, packed with five actives including niacinamide and vitamin C and has been spun into a franchise featuring an eye serum and a facial moisturizer, too. Last year, Olay introduced Cleansing Melts, water-activated, dissolving cleanser squares that garnered the website's longest waitlist at more than 30,000, and ranked as the number-one new facial cleanser in mass skin care in 2024.

"Consumers today have more access to more brands and products than ever before – what's been important for the Olay team is staying grounded in who we are," said Headley, adding that a focus on offering patented, science-first innovations that are not just effective – but accessible – "is the difference-maker."

Being able to deliver on these fronts, though, starts with a strong team – and a strong leader.

"Women leaders can tend not to lean into the success, and what I mean by that is, some counterparts may not have all of the credentials or all of the data, but they lean into the success because they believe in their ability to get something done," Headley said. "You have to lean into the 'yes' – even if you may not have all of the experience, or all of the data – when you believe that you can achieve something more, you can inspire others, too, to come alongside you."

This ripple effect has been a key motivator for Headley – from the classroom to corporate.

THE CEW ACHIEVER AWARDS

BEAUTYINC WWD

For L'Oréal's Amy Whang, Beauty Is Never Just Beauty

The executive sees the category as a vehicle for impact, too. BY NOOR LOBAD

It was during the tail-end of her time as a New York University Stern School of Business student that a future at L'Oréal came into focus for Amy Whang.

"L'Oréal was one of a few companies that were recruiting on my campus and, for me, it was like a dream come true," recalled Whang, adding that the incident "combined one of my personal passions – makeup and beauty – with something I could make into a professional career."

Today, Whang is president of Maybelline New York, Garnier and Essie, three of L'Oréal's powerhouse makeup, hair and nail brands. But before taking up this post in 2022, her experience at the conglomerate – which ranks as the biggest beauty company in the world, growing its total sales 5.6 percent in 2024 – ran the gamut.

"Very early on in my career, I started to see what different brands brought to the total L'Oréal portfolio, and how they each operated," said Whang, who started as an e-commerce marketer at Kiehl's and

then embarked on stints at Shu Uemura, Lancôme, It Cosmetics and more before taking to her current, cross-brand helm. "Even today, I get to spend my days pivoting from one subject to the next, and that's what keeps it interesting."

Indeed, Whang, who is a first-generation Taiwanese-American, wields different strategies for success at each brand.

For one, striking a chord with makeup shoppers at Maybelline means "trying to hit the right trend, or trying to bring something that reinvents, surprises and delights consumers," said Whang, referencing the 100-plus-year-old brand's 2025 launches, which include gripping and blurring primers, longwear lip tints and more, as "some of the best innovations we've seen in years."

Garnier, meanwhile, is doubling down on the Hispanic consumer, an effort that entails "hyper-targeting, tapping the right talent to partner with, and creating Spanglish product and campaign assets – which is how this new generation speaks

to each other," Whang said. And at Essie, innovating within the brand's core polish and at-home nail care categories has been a key to continued success. "We don't play in press-ons and accessories at Essie; for us, it's about creatively taking our expertise in nail color and artistry to tap into what consumers are looking for."

The through-line across each, however, is a mission-driven approach to impact.

"A real focus of ours is this consumer mentality around brands that have a cause, have something to stand behind," said Whang, adding that Garnier continues to focus on sustainability, most recently partnering with the National Park Foundation to support conservation efforts; Maybelline, meanwhile, continues to build out its "Brave Together" initiative offering resources for people struggling with mental health.

"It's not just about beauty – it's about what we as brands with power and scale can do to support people beyond just the products that we provide."

Amy Whang



This aim to uplift is reflected in the way Whang maneuvers within her organization, as well.

"I'm very much someone who believes that the relationships – internally and externally – are what drive collaboration, are what drive business, and keep successful teams moving forward," she said.

Katie Welch on Playing a Vital Instrument in Rare's Orchestra

Following stints at a magazine and in buying, Welch found her true calling in brand marketing.

BY RYMA CHIKHOUNE

As chief marketing officer of Rare Beauty, Katie Welch has successfully and thoughtfully used storytelling to connect with audiences.

"It's so flattering and wonderful and sort of hard to accept, because it's a team," she said, humbly, of being recognized by CEW as a leader shaping the beauty industry. "It's not just me. I struggle with it, because everything with Rare Beauty, it's the team, it's the sum of everyone who has contributed

to the success of Selena's company."

As in Selena Gomez, of course, the founder of Rare Beauty and its nonprofit affiliate Rare Impact Fund, which works to expand mental health awareness.

It was in September 2020 that Gomez launched the company alongside her team that includes Welch; chief executive officer Scott Friedman; chief digital officer Mehdi Mehdi; chief product development officer Joyce Kim; chief sales officer Kim Magee,

and chief impact officer and president of the Rare Impact Fund Elyse Cohen.

They set out to not only create a beauty brand, but to bring positive impact. (More than \$20 million has been collected to date for the fund, with 1 percent of all Rare Beauty sales going toward supporting 30 mental health organizations in five continents and reaching an annual average of 1.9 million young people. The goal is to raise \$100 million.)

The brand has also been successful in terms of net sales, clocking in at around \$400 million in 2024.

Welch has been instrumental of the brand's mission and success.

"I said to my team just yesterday, 'It doesn't matter what level you are, we are all playing an instrument in this orchestra. We all need to make beautiful music,'" she continued. "Every level is so important."

Welch grew up in St. Louis and studied English literature at Denison University in Ohio before moving to New York.

"I didn't really even know that the beauty industry was something that you could have a career in, because it wasn't around me," she said of her childhood. "And they say, 'If you can't see it, how can you be it?' But I always loved makeup. I've always been a makeup junkie."

Her first job was an internship at Marie Claire under Glenda Bailey in the late 1990s. "I wanted to be a magazine editor and a writer," she said.

But life took her on a different path, and she went on to accept a job offer from Macy's after taking part in the company's buyer training program. "I was not in cosmetics. I was in luggage and frames, super glamorous," she laughed.

She then landed at various companies

in retail and communication, including Victoria's Secret Beauty, Weber Shandwick, Tractenberg & Co. – but it was as head of marketing communications at Bliss in 2010 that she stepped into a leading role in beauty marketing, followed by positions at Hourglass Cosmetics (as chief marketing officer) and The Honest Company, before making her mark at Rare Beauty.

"Twenty-five years ago, you would be able to push out a message and break through. Now it's two-way. It's push. It's pull. It's all of it. It's truly a conversation with your community," she said of notable shifts through the years in beauty marketing.

"You have to think about your brand as a human, and you have to listen to your community, listen to their feedback," she added. "And I think speak in a way that's unique to the brand...It's interesting, because beauty is so personal that I think beauty is the perfect industry for today's modern marketing mix."

The digital world allows for marketing vehicles with the ability to personalize and share storytelling in a way that reaches customers authentically, she said. The industry used to be limited to print ads, commercials, billboards and physical retail.

"Social really does allow you to create a world within your brand that you can invite people in, tell them not only about your brand but educate about product," she said. "Previously, the only way you could do that was at the department store counter. You could only really enter a world for beauty by going into a retail location or department store counter, whereas today you can do that virtually, 24-7, around the world."

Critical thinking is an invaluable skill in marketing, she said. "To be able to ask a question, help solve a business problem... and having endless curiosity, paired with determination and decisiveness," as well as "empathy and compassion."

With Rare Beauty, Welch thinks about the brand in three ways, she said: connecting community, quality products and its greater purpose. "When you have a great product, a strong brand, you have the freedom to creatively tell that story, and that's when the marketing job gets fun."



Katie Welch

Heela Yang Brings The Feel-good Factor to Sol de Janeiro and Beyond

The cofounder and chief executive officer of Sol de Janeiro sees her celebratory leadership style as an extension of the brand ethos.

BY JAMES MANSO

Heela Yang may have cofounded, built and sold a powerhouse brand that has some of beauty's most directional launches – Sol de Janeiro catalyzed both the premium body care and body mist crazes – but even at the top of the hill, she thinks she's grown more laterally than upward.

"The whole idea of climbing up a corporate ladder is completely out the window, as far as my case goes," the 2025 CEW Achiever Honoree said. "I'm like a jungle gym, hopping from one opportunity to another, learning different skills, and then I ended up founding this brand."

Yang launched Sol de Janeiro nearly a decade ago, and though her role, her business and the industry overall have changed drastically, "what hasn't changed is this obsessiveness about staying true to the brand DNA, and sometimes, the brand just has its own destiny and energy," she said.

"It goes certain places that you didn't really expect, like the perfume mist, where you have 12-year-old consumers dressing up as it for Halloween. If you had ever

asked me if I could imagine this five years ago, I would've said no," she continued.

Although the business has grown significantly since its debut (it was acquired by L'Occitane in November 2021, and was expected to anticipate north of \$650 million in global retail sales in 2023), Yang said her focus has only sharpened over the years.

"I no longer wear 25 different hats. In the beginning, like all founders, we all do everything and you're happy to do it," Yang said. "There have been phases and milestones where I had to bring in a lot of senior people who knew more than I do. My team knows a lot more about commercial, distribution, strategy than I ever could."

Her new mandate intersects heavily with her leadership style. "I see my job as making sure that we have the best talent, that we work together in a way that's like a marriage: one plus one equals more than two. My job is to make sure our culture brings out the best in each other," Yang said. She's also tried to maintain the speed



Heela Yang

and agility of Sol de Janeiro's days as a start-up at the same time that the environment reflects that "we're getting more and more sophisticated," she said.

Both within the organization and beyond it, Yang also strives to "be women's voice," she said. "We didn't start the brand by identifying a problem or a gap in the market. The gap we saw was how women

were being spoken to and represented.

"Talking about problems and solutions feeds you a certain sense of what beauty is supposed to be, and our mission from the beginning was for you to celebrate who you are," she continued. "It's that mindset, and it's like a party that I wanted to throw for women. They're not separate initiatives, it's who we are internally and externally."

Unilever's Tiffany Yizar on the Intersection of Beauty, Wellness

Yizar is always striving for the ideal work-life balance in order to stay ahead professionally and personally. BY EMILY BURNS



Tiffany Yizar

For Unilever's Tiffany Yizar, wellness is the name of the game professionally and personally.

While Yizar has been working across beauty and wellness at Unilever for more than eight years, her career in research and development began in the food and beverage sector. She previously worked at companies like PepsiCo and General Mills. Prior to starting at Unilever in 2017, she had most recently worked as the global dairy packaging research and development manager at PepsiCo. However, upon pivoting her career, she has held several roles at Unilever across personal care categories and brands like Nexxus, SheaMoisture, TRESemmé, Dove and Vaseline. She is currently the head of research and development for beauty and well-being North America.

As she reflects back on her career and looks toward the future of the personal care industry, Yizar predicts that the intersection of beauty and wellness will only become more prominent, an arena she believes Unilever is poised to play in given its portfolio.

"There's a really nice coming together of recognizing that beauty from the inside out brings in this aspect of wellness. We're tapping into [it] across our various brands of supplements that help your hair grow thicker or targeted supplements for different life stages," she said, as an example of how the category is evolving. "Pairing [them] with beauty solutions is definitely something that I can see energizing the market."

When it comes to discovering what will

energize the market going forward, her approach to staying in the know and ahead of the game in her career is multifaceted.

"To me, staying three steps ahead is looking at trends, but looking deeper into our consumer insights that really drive those trends," she said, which can look like researching macro trends, reading books, listening to podcasts and more for Yizar.

This approach has led to major career wins at Unilever that she still reflects on today.

"[One of my favorite projects] was back in 2018 [when] we made the commitment to move Dove to 100 percent recycled plastic bottles...To do that on a brand like Dove, that is white [packaging] and have to deal with the challenge of a plastic material that's variable in color, we were building the plane while we were flying it a bit," she said. "The other [favorite project] for me is an example of a new brand that we started that's no longer in the market. It's a brand called Mele, which was really focused on the science of melanin-rich skin."

However, being so engrossed in the wellness industry, Yizar finds she really has to walk her talk and prioritize her own well-being in order to be successful. For her, this looks like a combination of connection with friends and family and personal time.

"For me, the keys to success are having my personal board of directors. It takes a sizable village to keep me going," Yizar said. "It's both having those family members, friends, colleagues, mentors, sponsors, who are my sounding board for decisions big and small."

She continued: "I take my vacation days and I take them seriously. I log all the way off, and I use that as time to reconnect, whether it's with myself, my friends, my family. I have lucked out to have literally the best life partner for me. so my husband is my number-one cheerleader. He believes in my potential, even if I can't see it sometimes, and is very good at supporting my rest and well-being too."

THE CEW ACHIEVER AWARDS

BEAUTYINC WWD

Perfect Corp's Alice Chang Discusses AI's Impact on Beauty

The company's founder and chief executive officer has faced the changes across the AI landscape, first gradually and now rapidly. BY EMILY BURNS

When it comes to artificial intelligence, Perfect Corp's founder and chief executive officer Alice Chang has seen it all.

She previously served as the chief executive officer of CyberLink until starting Perfect Corp in 2015, which uses artificial intelligence and augmented reality to provide users with beauty recommendations – whether it be best makeup colors for their skin tone or ingredients for their skin concerns.

While Chang didn't necessarily set out to work in technology – she received her MBA from UCLA – she was always passionate about the category and believed in its potential, particularly in beauty. For her, Perfect Corp's mission addressed the challenges she had dealt with her whole life, that most beauty consumers and brands also struggle with.

"I have loved beauty since I was young, and I know how difficult it was for me. It's difficult to make a decision to buy the right color makeup. There's so many different colors, lipsticks, eye shadows, blush, foundations. Before [AI and Perfect Corp] we could never try the color on your face," Chang recalled. "I said, 'Wow, AI can



really solve the pain point of every beauty purchaser and every beauty lover."

According to Chang, when she was starting Perfect Corp, AI was really in its infancy. Since 2015, she has faced the many and often rapid changes the technology has

undergone throughout her career.

"When we started 10 years ago, we started from AI, but at the time, nobody really understood the power of AI," she said. "Before [AI] was a failure, but the timing, the ecosystem, the platform, our

technology, everything, especially the camera, like iPhone cameras [and] front end cameras became mature [and] stronger."

When the team was first starting Perfect Corp, Chang said the AI models would undergo changes every two-to-three years. Now, the model changes every two months, leaving them to constantly play catch-up. While the ever-evolving landscape may seem stressful, it actually aligns perfectly with Chang's approach to success.

"Everything was yesterday," she said. "From now to the next moment, everything is new and needs to be better than the previous moment. I'm a dreamer."

With AI models constantly changing, the technology is becoming more advanced, and according to Chang, it is the present and future of the beauty industry.

"Because of AI cameras, AI knows you better than yourself, and then does a personalized recommendation," she said. "That's how it's made big changes for the beauty brands, for beauty lovers and beauty retailers... [It] makes the beauty lover's dreams come true. That's the power of technology."

While AI is now the buzziest subject, this isn't what drives Chang. For her, it's always been about the passion for and belief in what AI could do for beauty consumers, something she tries to instill when giving career advice to others.

"You have to love your work a lot. You have to firmly believe your vision," she said. "You need to trust your team... [When] we can break through [and] utilize the newest technology to do things that we couldn't do before, that's the success."

How Vennette Ho Became the Go-to Beauty Banker

The Raymond James banker is the architect behind many of the most memorable deals in beauty over the past 15 years. BY KATHRYN HOPKINS

While Vennette Ho, managing director, global head of beauty and personal care at Raymond James, is known as the go-to beauty banker for deals of all shapes and sizes, that career was not her original plan – and at the time it wasn't even really a thing.

"It was a happy accident," recounted Ho, among the 2025 CEW Achiever Honorees. "I started off in retail and stumbled into investment banking, despite the fact that I never wanted to be a banker in the first place."

A graduate of Brown University who majored in history, Ho began her career as a fashion accessories assistant buyer at Bloomingdale's before pivoting. "I left buying and merchandising and was hired by a former dress buyer at Macy's who did equity research at Lazard, and I was covering retail and apparel. Then Financo found me in a résumé book in business school, and that was 21 years ago," she said.

Eager to get her first big deal as a banker, she famously approached father and son Alan and Joey Shamah, founders of E.l.f. Cosmetics (now E.l.f. Beauty) and aided them in securing a minority investment from TSG Consumer Partners in 2011. Just a few years later, it was acquired by TPG Growth, with Ho once again advising the brand.

From there, she built out the beauty business from scratch.

"Financo was known as an apparel and retail investment bank, and beauty was something that was a bit on the side. It's a big moment in a young banker's career when you find your own deal and get your own client. You take a client from beginning to end and the very first deal that I did that for was a little father-and-son company on West 33rd Street, E.l.f. Cosmetics," she said.

"My group head John Berg had a thesis that in the sector, the only way you could win was becoming a specialist," Ho

continued. "He said, 'Vennette, don't do anything else except beauty.' I was initially resistant, and he said, 'You've done more beauty deals than anyone else.' That was like, two at the time. We built this entire practice from scratch."

She quickly added to her deal list, including Paula's Choice's sale to Unilever, in addition to Huda Beauty to TSG and Drunk Elephant to Shiseido.

In her current role, she is one of five senior bankers that covers the sector. Though she's both ridden and driven the beauty M&A wave of the last decade, she's just as focused on leading her team as she is on leading her clients.

"My job is twofold," she explained. "In sports terms, they call it a player-coach. It's the coach, but also a player on the team, meaning I help spearhead our global efforts in this area, and help with a lot of the business development and the training and supporting our team and figuring out where we want to play. But I also do a lot of deals by myself, too."

Despite the might of the practice – and the valuations of some of her greatest hits – Ho is hungry for transactions of all sizes. "I love deals, and because we work with a wide range of companies, we're probably the bank that has the biggest range in size of the company. We'll work with the company raising \$20 million or work with the company selling for billions of dollars. And all of them are important to us."

On being a woman in the male-dominated financial sector, Ho said: "This is a great sector to be a female banker, because inherently, there are a lot of female founders, and I have the ability to support a lot of women in great places."

Her goal, she said, is not to be the best female banker in the sector. "The goal is to just be the best banker I can be."





Alix Earle has teamed up with Pantene to launch an "Unexpired Pantene" collection.

Alix Earle Is 'Un-expiring' Pantene's Newest Drop

After shouting out the brand in a viral video in December, Earle has teamed up with Pantene to launch a limited-edition product duo.

BY NOOR LOBAD

Alix Earle and Pantene are joining forces.

The Miami-based influencer has teamed up with the mass market hair care brand to launch a limited-edition "Unexpired

Pantene" collection dropping Wednesday.

The collaboration comes after Earle, 25, posted a video on TikTok in December that began with her posing the question,

"how come when I come home and use my expired Pantene shampoo and conditioner, my hair feels softer than it's ever felt....I'm starting to think maybe I need to switch back."

The 25-second video, which has since garnered more than 7 million views on TikTok and 600,000-plus likes, set off a wave of discourse regarding the benefits of drugstore versus prestige hair care, with others sharing their own affordable hair care favorites to the platform. In the weeks following the viral video, a number of Pantene's bestsellers, including its Pro-V collection, saw sales lifts exceeding 20

percent as a result of the conversation.

"Over the past few years, I've put a lot of stress on what the 'fanciest' products I could use are, thinking those are what would ultimately be best for my hair," said Earle, for whom Pantene was a childhood hair care staple, in an email to WWD. "When I went home for the holidays and used the old Pantene in my mom's house, I realized my hair felt so good, and that I would rather go with what feels right for me versus what the public was saying."

Earle's message aligned with that of Pantene's previously launched "If You Know, You Know" creator campaign, which similarly presented the brand's core offerings as commensurate to higher-priced alternatives.

"What Alix did was naturally supercharge a conversation that was happening online, and our team activated very quickly to jump on it and keep it going," said Rob Reiss, vice president, North America hair and disruptive innovation at P&G Beauty. "We knew that the magic in that post was Alix, and we started a conversation with her, which is where we came up on the idea of 'unexpired' Pantene, with the products being handpicked based on Alix's own routine."

The collection consists of a mystery shampoo and conditioner duo that retail for \$9.99 each and are encased in limited-edition white-and-gold packaging plastered with the opening quote from Earle's video. The collection, which features existing Pantene products that will be revealed at launch, will be available for purchase via Pantene's website.

"Pantene is about offering great products at a great value that delivers on the hair health consumers are looking for — going back to that tried-and-true benefit is where we've found success," Reiss said.

EXCLUSIVE

Ritual Announces Latest Clinical Trial on Prenatal Multivitamin

The supplement brand has invested over \$5 million in clinical research, and has completed studies on its Sleep BioSeries Melatonin, Essential for Women Multivitamin and HyaCera Wrinkle Support. BY EMILY BURNS

Ritual is continuing its investment in women's health research.

Tuesday, the supplement brand is announcing its latest clinical trial on its Prenatal Multivitamin, \$39, a capsule supplement available in a mint or citrus essence formulated with 12 essential nutrients like biotin, choline and DHA. Ritual has completed three other clinical trials on its Sleep BioSeries Melatonin, \$25, Essential for Women Multivitamin, \$33 and HyaCera Wrinkle Support, \$54.

"We've always wanted to have a stake in the ground when it came to clinical science and research in women's health," said Ritual founder and chief executive officer Katerina Schneider. "Since Day One, that was part of the vision for the company... We're the first leading brand to have a human clinical study on a prenatal."

The brand, which exceeded \$250 million in sales in 2024, emphasized how crucial this study is for the overall industry given the disparities across women's health research.

"In 2020 only 5 percent of global research funding went to women's health," said Dr. Mastenah Sharafi, Ritual's senior vice president of science/innovation, adding that women weren't even required to be included in clinical research until 1993.

The randomized, double-blind, controlled study on the prenatal included 62 pregnant women in the second and third trimester and looked at maternal samples at baseline,

week 12 and week 24. The study tested Ritual's product against another prenatal plus a DHA vitamin — DHA was included to ensure all participants received proper prenatal nutrition, as Ritual's version already includes this ingredient. Participants ranged from 21 to 45, and 33.9 percent were white, 29 percent were Black, 22.6 percent were Asian, and 14.5 percent reported another race.

The findings were positive and outpaced the other prenatal and DHA supplement. Particularly, it found 2.4x increase in biotin levels in maternal serum, better folate absorption, lower cortisol levels and participants reported a better user experience with Ritual. Blood cords also found increased biotin levels, better folate and increased indicators of baby's bone health. Given these findings, the prenatal provides better health outcomes for both the mom and baby.

Although some competitor companies may be touting clinically backed formulas, the team shared how important it is to actually look at what the company is reporting.

"You will see from competitors that they are making claims that they have clinical studies or studies on their prenatal, but it's an observational study," said Sharafi.

This could look like users simply reporting that they feel better overall, without showcasing the statistical changes over the pregnancy to mom and baby.

In addition, the category has become increasingly murky as other brands may claim clinically backed products when the active ingredients have previously been tested in studies that are unrelated to the actual formula.

In addition to this announcement, the brand shared that its Prenatal Multivitamin is the number-one prenatal in the United States.

In terms of clinical research, more is on the way. For the Prenatal Multivitamin, the next step is to have the research published. In addition, the brand is investing over \$5

million into this initiative and has several other trials underway now. Next up will be the brand's Postnatal Multivitamin, \$44.

"Similar to the prenatal, we're going to have findings that are bigger than just our brand and our product but are gonna have implications for women's health research," said Schneider.

As the brand doubles down on these initiatives, Schneider said the company has seen direct benefits from these investments.

"Having stronger claims has a significant impact on conversion rates and the performance of creatives," she said.



Ritual Prenatal Multivitamin

Puig Posts Strong Q1 Fragrance Sales

The Spanish beauty and fashion company reiterated its full-year 2025 guidance, expecting organic revenue growth in the 6 to 8 percent range. BY JENNIFER WEIL



Good Girl from Carolina Herrera New York.



Le Male from Jean Paul Gaultier.

PARIS – Puig's first-quarter sales of 1.21 billion euros rose 7.8 percent on a reported basis and 7.5 percent in like-for-like terms, bolstered by the group's fragrance activity.

The Spanish beauty and fashion company, which published its results for the three months ended March 31 after market close on Monday, reiterated its guidance for full-year 2025. That includes organic revenue growth in the

6 to 8 percent range, plus expansion of adjusted earnings before interest, taxes, depreciation and amortization.

That outlook factored in the impact of U.S. tariffs, 20 percent for the euro zone and 10 percent for other countries after the 90-day hiatus announced by the Trump administration; Puig's product initiatives, and regional price increases in the low single digits, explained Marc Puig,

company chairman and chief executive officer, during a call with financial analysts and journalists Monday.

"In order to face the scenario of tariffs, we did send products to the U.S. in advance," he said, adding the extra inventory in warehouses there could compensate for any impact upcoming duties might have.

During the first quarter and in organic

terms, Puig's fragrance and fashion's sales reached 896.4 million euros, representing a 10.4 percent rise; makeup's sales were 165.3 million euros, declining 6 percent, while skin care's sales reached 144.2 million euros, a 7.2 percent gain.

Puig said the softness in the makeup category was especially felt in the U.S., where it took longer – until the end of February – to restock the Charlotte Tilbury Airbrush Flawless Setting Spray. In early December 2024, Puig revealed it would withdraw a batch of the spray because of a quality issue.

"We are still impacted by the effects of the dupes," continued Puig, adding the company has a strategy in place to respond to the phenomenon. "Throughout the year, we expect the makeup category to improve progressively."

That includes positive growth in the segment starting in the second quarter.

Geographically speaking, Puig registered growth in all regions. The Europe, Middle East and Africa zone generated 643.8 million euros, or 53 percent of Puig's quarterly sales; the Americas had sales of 451 million euros, and the Asia-Pacific region brought in 111.1 million euros.

Puig noted that the EMEA region had a strong performance in 2024, and said there has been a softening more there than in the other two geographic zones, due in a large part due to a weakening in France. He believes that EMEA overall will continue in this direction throughout 2025.

Jefferies in a note Monday highlighted that Puig stock has registered a 10 percent recovery over the past five days, alongside L'Oréal, at plus 11 percent, for instance.

"We can see the stock still being a small outperformer versus peers [due to] the beat in the key fragrance operation and reiterated guide support," wrote Jefferies equity analyst David Hayes.

Puig's roster of brands includes include Carolina Herrera, Jean Paul Gaultier, Paco Rabanne and Byredo.

Chanel Closes Atelier Beauté Chanel in SoHo

The immersive retail concept first opened its doors in 2019. BY JAMES MANSO



Chanel fragrances.

Chanel has closed the New York outpost of its experiential retail concept.

The legacy brand's Atelier Beauté, previously situated in Manhattan's SoHo on Wooster Street, has closed.

"Since opening its doors in 2019, the Atelier Beauté Chanel has provided an innovative, digitally enhanced environment aimed at elevating our clients' experiences," Chanel said in a statement. "We have recently decided to integrate the innovation practice in the existing [fragrance and beauty] operational model. We remain committed to delivering exceptional service and pioneering new ways to meet our clients' needs."

The concept included an experiential fragrance room and a host of services, from makeup to brow styling.

Chanel's beauty sales grew single digits

in 2024 to an estimated \$8.54 billion with strength in face makeup offsetting a flat fragrance business, as reported.

Among the 26 fragrance and beauty hubs it opened globally that year is House of Beauty, a similar experiential concept in Paris that melds the brand's full beauty range with a treatment offering of face and body protocols, makeup services and more.

In 2023, Chanel expanded its physical presence in New York with a dedicated fragrance and beauty boutique in Williamsburg.

"We look to establish a presence in markets where our chanel.com clients are most concentrated to further build upon those existing relationships with omnichannel experiences, as well as in markets where we believe there is a high potential to build new client relationships," said Barbara Menarguez, Chanel Inc.'s fragrance and beauty general manager, at the time. Menarguez has since retired and was succeeded by Emilie de Tramasure, who assumed the role in September 2024.

The move comes at a time when brands are betting on their own stores, with Dior opening a handful and Hourglass joining the mix with a new SoHo flagship in recent years.

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BUSINESS

Molli Looks to International Clients With New Paris Flagship



Inside the new Molli flagship in Paris.



Charlotte de Fayet

● The 1,100-square-foot unit near Avenue Montaigne and the Champs-Élysées is three times the size of the French knitwear label's other stand-alone Paris stores.

BY LILY TEMPLETON

PARIS — Save for mannequins in the window, you'd be forgiven for mistaking the new flagship of French heritage knitwear brand Molli for the ground-floor abode of a well-to-do Parisian.

What catches the eye first in the 1,100-square-foot unit located at 29 Rue François in the 8th arrondissement is the hand-painted ceiling depicting lush vegetation that was inspired by a Sicilian palazzo. Along with the rest of the store, it was designed in-house.

Handpicked vintage furniture continues the impression of someone's interior and that's exactly how owner and general manager Charlotte de Fayet wanted it.

"I didn't tap an It-architect because it's not the spirit of the brand and in the end, that's all one talks about," she told WWD ahead of the opening.

And what she'd rather people talk about is the collaborative library space she has set behind the cash desk stocked with titles from female authors.

"The idea came from all these WhatsApp groups I'm in where we trade recommendations for movies, plays but most often books," said the executive. "I really want to set [Molli] in that Ralph Lauren vibe of a warm home — not somewhere you go mine for decor inspirations, but definitely where you want to have a coffee, a browse — and pick up a sweater."

Of course, the main talking point remains the polished but unfussy knitwear

of Molli, the 139-year-old brand she rebooted in 2015 as a women's knitwear label that expanded on the garter-stitch newborn sets it was best known for.

These days, it's a broad range that starts around 390 euros for simple tops and small accessories and breaches the 1,000 euro range with a couple of pieces. Each season has around 180 references, with 60 models in a handful of colors.

By the look of things, a growing number are joining the conversation. From the initial two stores she took over, on Boulevard Saint-Germain and Avenue Paul Doumer in the 16th arrondissement, Molli has grown to four stand-alone stores in Paris, a well-trafficked corner at Le Bon Marché Rive Gauche and just shy of 100 wholesale accounts worldwide.

Repeat purchase levels are around 50 percent and occur as early as within a month following an initial sale, both online and in person. "In terms of customer loyalty, we are closer to what happens in menswear brands," de Fayet remarked.

Since the pandemic, the company's sales have been growing by a double-digit factor year-over-year, passing the 8 million euro mark last year. For the fiscal year 2025, which closes in August, Molli is on track to exceed 10 million euros given its 22 percent like-for-like growth between September and March. In the midterm, de Fayet's goal is to triple sales within four years.

The Rue François flagship will serve as the springboard for this next step, and not only because it is three times as big as its three Parisian siblings, all under 350 square feet and described as "little wardrobes rooted in their neighborhood, with a very faithful local clientele" by de Fayet.

De Fayet expects the new store to break even in the first year, seeing as the area is on an upswing, particularly with the opening of the Hauser & Wirth gallery two years ago.



The Molli storefront at 29 Rue François 1er.

Plus, sitting catty-corner with the original Courrèges store on a shopping street perpendicular to luxury shopping artery Avenue Montaigne and a stone's throw from the Champs-Élysées, the store is ideally placed to draw a more international clientele to Molli's doorstep.

At present, France still accounts for two-thirds of the company's turnover. But international sales are growing strongly, particularly with e-commerce, which now accounts for 35 percent of the business. Switzerland, where Molli is stocked at the Bongénie department store, is a buzzing market for Molli.

Meanwhile, the U.S. takes a 15 percent share and is the largest single-country market for the brand outside its home country.

Online, the average American basket is around 1,500 euros — triple the global average — while offline, its American clientele is a fervent shopper who stocks up on multiple colorways of favorite pieces to take advantage of lower prices, de Fayet noted.

Going forward, de Fayet is determined to further sharpen the brand's drops and offer.

New directions include a sculptural summer-weight top in an organza knit, a development made possible by a new viscose thread the brand is using for the first time, and a midi-length dress with a pattern so complex it takes five hours to knit. A maximum of three dresses can come out of the workshop per day.

But she's also expanding the mid-season segment. Come fall, there will be a little knit blouson — "never-woven textiles, you can find those anywhere," she insists — a chunky sweatshirt.

"In the beginning, I wanted to position the brand on a super elegant segment," she added. "Going in a more relaxed direction afterward is easier than the other way around."

While 60 percent of sales are done in colder months, summer also performs well, driven by demand for outfits for ceremonies. If anything, it's high summer that's not quite served.

But with the brand's presence in the stores of the Airelles Gordes La Bastide hotel and the group's Château de la Messardière luxury property in Saint-Tropez, it's a direction de Fayet is open to.

"We are not yet a brand you take to the beach," she said. "But why not, in a similar vein to Missoni swimwear? I can see that as a nice growth driver for Molli."

BUSINESS

Bulgari Relocates to Landmark Hastings Building in San Francisco

● The new boutique is at 206 Grant Avenue, with 3,500 square feet of retail space.

BY RYMA CHIKHOUNE

Bulgari has relocated to the historic 1908 Hastings building in San Francisco.

"We're proud to bring a unique blend of artistry, tradition, and modern energy to the heart of this iconic city," Bulgari's North America president Hervé Perrot said in a statement. "San Francisco, with its rich history, vibrant culture, and global spirit, is the perfect place for us to share our Roman heritage."

Founded in Rome in 1884, and now part of LVMH Moët Hennessy Louis Vuitton's portfolio, Bulgari was previously in Union Square on Stockton Street. The new location is at 206 Grant Avenue, on the corner of Post Street, with 3,500 square feet of retail space.

"Our presence reflects not just our commitment to excellence, but also our connection to the spirit of San Francisco – where history and innovation meet," Perrot continued.

The boutique features the luxury house's collections of fine jewelry, watches and handbags, with two salons dedicated to hosting and entertaining clients.

The historic storefront, featuring a facade adorned with Renaissance and Baroque ornamentation, prominently displays the Bulgari logo in Roman capitals, set against a pelmet crafted from emerald-colored marble. (The building was constructed by the Lent Estate.)

The interior includes references to Roman architecture with travertine columns and fluted walls. A decorative panel, made by Milan-based decorator Pictalab, illustrates the blended skylines of Rome and San Francisco. Among the decor is a chandelier by Italian glassmaker Venini,

Bulgari has relocated to the historic 1908 Hastings building in San Francisco.



inspired by the brand's Serpenti motif, composed of 300 crystal wands in colors to recall a sunset, according to the brand.

Bulgari has been making moves lately. In March, the company revealed a new

flagship in Milan, spanning three floors at 8,072 square feet. And in April, Bulgari unveiled the expansion of its Valenza Facility, the world's largest single-brand jewelry manufacturing site.

FASHION

Jade Parfitt's Mission Brings Fashion to the Masses

● The second edition of Bath Fashion Festival will take place on June 7 and 8 at the Holburne Museum.

BY HIKMAT MOHAMMED

LONDON — British model Jade Parfitt is on a mission to take fashion beyond the parameters of London.

The model and television presenter will host the second edition of Bath Fashion Festival on June 7 and 8 in Bath, a city in Somerset that's famed for its Roman baths

and locations for Netflix's "Bridgerton."

Parfitt founded the festival last year with Mickey Luke, which included talks, fashion shows, interactive workshops, pop-up shops and an exhibition. The inaugural event drew in the likes of Sarah Mower, Anne-Marie Curtis, Erin O'Connor and Sam McKnight to participate.

This year's edition returns to the Holburne Museum with similar activations and a lineup that features Ateh Jewel, Caroline Hirons, Alex Box, MAC Cosmetics, NRB.Y, Albaray, Nicholas Wylde, Neem London and Jodie Kidd.

A collection of Giles Deacon's couture and red carpet pieces will be exhibited at the festival and will run beyond the weekend on display in the same room as paintings from Gainsborough, Guardi, Stubbs, Ramsay and Zoffany that are part of the museum's permanent collection. The previous year's display was a corset installation from Vivienne Westwood along with archival Manolo Blahnik shoes.

Parfitt will interview Deacon on a panel on June 7.

The model first tested the waters for her idea by hosting a charitable fashion event at the Holburne Museum in 2022.

"I know that a lot of people in Bath are ex-Londoners and it's a very creative, vibrant community here. The event sold out and had a waiting list," Parfitt said in an interview.

She used her expansive contact book to create something that wasn't London-centric.

"After I had my first son, I switched gears and learned about the fashion industry from a different angle. I hosted panel talks and charitable fashion events – and one lasting thread throughout my career has been friends or people that I meet asking to tag along to a show or exhibition with me," Parfitt said. "I sort of realized that our world, if you're not actually in it, is very hard to break into and be involved in. There's very few consumer-facing events for fashion fans."

Parfitt wants to amplify the city of Bath through the Bath Fashion Festival.

Fashion students from Bath Spa University have been invited to stage a fashion show with their designs.

"What we're about is lifting the lid on an industry that can feel very elitist, but it's an industry full of really interesting, creative people that work really, really hard. So many assumptions get made when you say

you work in fashion, but this is about diving in deep and actually getting to meet some of those people that have built incredible careers in the industry," Parfitt said.

The model started in the world of fashion at the age of 15, when she won a modeling competition on the British television show "This Morning" and was awarded with a contract with the modeling agency Models1.

Parfitt made her runway debut in October 1994 for Prada's spring 1995 show at Milan Fashion Week.

"My agency were beside themselves, but I didn't really know anything. I'd heard of Chanel, but I didn't necessarily know what Prada was, which sounds mad saying out loud now," she said. "For somebody that didn't know that much about fashion, what I did know was that every other model in the room was incredibly famous – there was Naomi Campbell, Linda Evangelista and Christy Turlington. Suddenly, I really got the fear, I was quaking in my boots backstage."

Parfitt remembers not rehearsing at all for her Prada debut and that initial first steps on the runway were her first ever.

"I looked like a Bambi startled in the headlights. I was so young and I realized one of my arms wasn't moving, it was frozen. I remember being really harsh on myself, but what an incredible honor," she recalled.

Over her decades long career, she has walked in the runway shows of Karl Lagerfeld for Chanel, Jean Paul Gaultier, John Galliano for Christian Dior, Thierry Mugler and Lee Alexander McQueen under his own brand and at Givenchy.

"I certainly didn't think I'd still be in [fashion] at age 46. I've had a lot of time out here and there to have my children and so on, but when I do a shoot or a runway show, it's so lovely to meet all these different people. It's quite intoxicating working with people who are so passionate about their industry," she said.

Parfitt wants to use her Bath Fashion Festival to connect with people. She can see the festival going on the road to places like Dublin, Edinburgh and even London.

"Even in London, it's hard to actually connect with the industry if you're not directly in it. We love Bath and we want it to become part of the annual calendar here," she said.

British model Jade Parfitt at the Bath Fashion Festival 2024 at Holburne Museum.



SUSTAINABILITY

Kering Unveils New 'Water-positive' Strategy



Marie-Claire Daveu and Elodie Brunstein

- The company's first efforts will launch in Tuscany's Arno basin, as it seeks to have a positive impact on key global hot spots over the next decade.

BY RHONDA RICHFORD

PARIS – Kering is diving into a detailed water use strategy to have a positive impact in key hotspots by 2035, and through its whole supply chain by 2050.

With the new "water positive" strategy, Kering aims to restore ecosystems where

the group operates, to fight biodiversity loss and the impacts of climate change.

"The need for responsible corporate water stewardship to stay within the planetary boundaries has never been more urgent. It is crucial that water commitments evolve from a reductions-only approach to become water-positive, regenerating and replenishing water and ecosystems associated with all business activities," said Kering's chief sustainability and institutional affairs officer Marie-Claire Daveu.

"Kering's Water-Positive Strategy has been designed to be transformative, and

we will collaborate with local stakeholders to deliver measurable water-positive outcomes to enhance social, environmental and economic resilience and ultimately contribute to building up the availability of clean water for all," she added.

First, the Balenciaga, Givenchy and Gucci parent company will focus on 10 priority locations, as well as establish "water resilience labs." The company used the Science-Based Targets Network criteria to assess its impact, which homed in on Tuscany's Arno basin – home to many Kering-owned and supplier tanneries – for its initial efforts.

There Kering will launch its first Water Resilience Lab this fall, along with a stewardship program to support its suppliers in reducing water use and pollution. Under the plan, the group will reduce its water withdrawal from this basin by 21 percent by 2030 in its own factories as well as those of suppliers. It will also move to chrome-free and low impact tanning agents in directly operated tanneries by that date.

Suppliers will be encouraged to use waterless dyes or closed-loop technology such as cold batch dyeing or reverse osmosis processing.

Nine additional Water Resilience Labs will open over the next 10 years to collaborate with local communities and public authorities on supporting freshwater ecosystems. The dyeing, finishing and printing of textile processing "poses significant challenges in terms of water usage and pollution for the fashion

industry," the company said in its report.

Kering will also endeavor to shift its raw material sourcing to use more recycled fabrics and next-gen materials from startups the company has invested in through its Materials Innovation Lab. This includes its work in leather alternatives.

The company is working on a pilot program to create an industrial filter to avoid microfiber leakage, for example. The goal is to have 40 percent of its textiles incorporate recycled material by 2035.

Kering also vowed to increase its use of materials sourced from regenerative agriculture to four times its current level by 2035. Regenerative farming methods reduce pollution and help restore ecosystems.

Its India-based regenerative farming program, the Organic Cotton Accelerator, is currently supporting 2,000 small farmers to transition to organic and regenerative practices. The company will increase its sourcing from these farmers in the coming years.

The company's analysis indicates that 66 percent of its water consumption takes place during the raw material production phase. With sourcing coming from diverse countries such as Argentina, India, Turkey, South Africa and Spain – all of which are facing water scarcity – the problem is not specific to one region.

Additional targets by 2030 include no conversion of natural ecosystems or deforestation; ensure 100 percent of its gold is sourced from mercury-free mines, and reduce its agricultural land footprint by 3 percent to a 2022 baseline.

FASHION

Meet the Ultimate Sweater Girl of Paris

- Alexandra Golovanoff, a former French TV presenter who has built a robust following for her cashmere wares, just opened a flagship boutique on the Right Bank.

BY MILES SOCHA

PARIS – Inès de la Fressange, who came on a bicycle with her Coach purse anchored to the pannier rack with red bungee cords, was among the first to check out Alexandra Golovanoff's new flagship boutique in Paris, which opened Monday.

A journalist turned designer with cheekbones and personal style to spare, Golovanoff launched her namesake brand in 2016 with two cashmere sweaters in five colors, and has slowly built it up to two boutiques, one on each bank of the French capital; an online store that ships worldwide, plus more than 30 wholesale partners, all multibrand boutiques.

The U.S. ranks as her second-biggest market, where key partners include The Webster in New York; Space 19 in Chicago; Capitol in Charlotte, N.C.; Canary in Dallas, and Serenella in Palm Beach, Fla.

She still manufactures her sweaters in Mauritius; still fusses over every minute detail of the fit, and has managed to carve out a solid niche in a market flooded with cashmere brands – some led by people way more famous than her.

"I think the colors are specific, and I

have a very precise idea of style. It's a mix of super Parisian and wearability," she said matter-of-factly. "There is something cool, and I guess sophisticated because every detail counts."

Golovanoff pulled back the double curtain of one of the fitting rooms to show off the very precise and flattering lighting, knowing that's a linchpin moment: "It's about how you feel when you wear it. You look in the mirror and something happens."

Her bestseller remains her cropped crewneck, also available as a cardigan, but she's gradually expanded her product range to include swimwear – Marilyn Monroe warming herself at the beach is a forever inspiration; T-shirts; tailoring, and now denim.

On Monday, she debuted a high-waisted pair of jeans with her new AG monogram, the A styled like the Eiffel Tower over the partial G, creating a matryoshka shape that winks to her Russian heritage, though she was born in Paris.

Known in fashion circles as a TV presenter – her show "La Mode, La Mode, La Mode" ran for 12 years on network Paris Première – Golovanoff now dedicates herself full-time to her fashion venture, conscripting her daughter Mila as chief of staff, and her architect sister Éléonore, whose agency Brio created the boutique, with its cozy atmosphere resembling the living room or library of an art collector.

Pierre Jeanneret desks and a wooden bookcase add a cozy feel to the boutique. Courtesy of Alexandra Golovanoff



Alexandra Golovanoff in her new Paris boutique.

The 650-square-foot boutique, at 21 Rue du Mont-Thabor, boasts furniture by Pierre Jeanneret, paintings from Golovanoff's personal collection, and lots of wood, her to-die-for material.

Golovanoff opened her first freestanding store in 2019 at 5 Rue de Varenne on the Left Bank of Paris, and now joins a just-off-the-beaten-path street with plenty of destinations, including eateries Maisie Café, Ferdi and Kinugawa, plus boutiques for The Row, Gianvito Rossi, Yohji Yamamoto and Stouls.

On Monday, Golovanoff set out café tables where cars usually park and served zesty juices from Maisie before hosting a lunch for editors at the nearby Costes hotel.

She described an organic approach

to expansion for her privately owned firm; a strict never-on-sale policy, and a commitment to fine yarns and fabrics, sourced mostly from Loro Piana and LVMH's Nona Source platform.

She credits a loyal clientele for her success: More than 70 percent of clients return, and many collect her sweaters, which retail for around 600 euros. Golovanoff said they often start with classic shades, and then experiment with yellows, greens and blush tones.

Having already logged collaborations with online retailer La Redoute, jeweler Dinh Van and beauty brand Violette_FR, she's plotting another that will pop up this October at The Webster. Details are still under wraps.

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KEARNEY

EYE

Carol Woolton's New Book Looks at Jewelry's History, Mystery

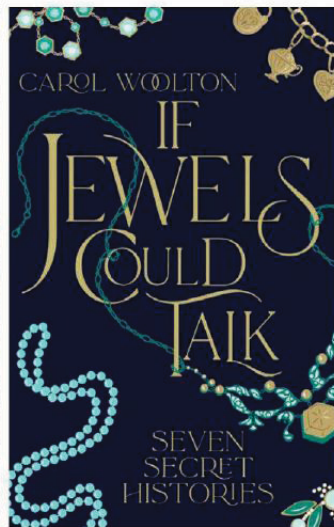


Carol Woolton

● In "If Jewels Could Talk: Seven Secret Histories," the author and podcaster takes a close look at jewelry through the ages.

BY SAMANTHA CONTI

LONDON – Fifteen years ago, before the podcast took hold, the BBC and the British Museum had radio audiences riveted with a daily show called "A History of the World in 100 Objects."



The list took in the Rosetta Stone, the Sutton Hoo helmet from Anglo-Saxon Britain, and a Maya maize god statue dating to 3500 B.C., and each object was accompanied by a 14-minute story about its place in the arc of civilization.

In her new book, "If Jewels Could Talk: Seven Secret Histories" (Simon & Schuster), Carol Woolton takes a slightly different approach, gazing at human history through the lens of gold hoops and rings, glass beads, lucky charms and Coco Chanel's Verdura cuffs.

Woolton, a jewelry historian, writer and founder-host of the podcast "If Jewels Could Talk," looks at jewelry from all

angles, and sees symbols of love, weapons, shields and talismans. She also looks at historical figures, and how their lives were shaped – for better and worse – by rings, pendants and pomanders.

There is Napoleon Bonaparte, giving his wife and great love, Joséphine de Beauharnais, a ring with two stones, a blue sapphire and a white diamond that touch each other at the center. Engraved on the inside were the words "toi et moi toujours," which started a fashion for "you and me" rings.

Then there is the great Carthaginian general Hannibal, who crossed the Alps with elephants in his bid to conquer the Romans, but who was ultimately killed by ingesting poison that was hidden inside a small ring.

Woolton also tells a story about Queen Elizabeth I of England swinging her sweet-smelling, stench-busting pomander around, and deciphers the meaning behind Anne Boleyn's famous "B" pendant.

The pendant, which hangs from a pearl choker and drips with teardrop-shaped pearls, appears in a number of portraits, including the one by an unknown painter that hangs in London's National Portrait Gallery.

"It was a bold statement at the time," writes Woolton. "She was identifying herself as a Boleyn, declaring self-ownership at a time when women didn't have independence. It [was] a way to brand one's identity."

There are whole sections dedicated to the mystical and protective properties of coral, and to the origins of eye amulets, and the Neapolitan "mano cornuto" charm. According to Woolton, the shape of the "mano," with two fingers pointing downward like horns, came from "a

pre-Roman gesture" that was (and still is) meant to keep evil vibes at bay.

Other charms are more about self-expression. Woolton points to Elsa Schiaparelli's miniature leek, cauliflower and aubergine charms, and sees them as a reflection of the designer's surreal take on fashion.

The book is fun, but more than anything else it forces the reader to look at the jewelry they wear and to question why they're wearing it.

"These very small objects tell very big stories – and they have a lot to say," said Woolton in an interview. "They give a glimpse into the lives and passions of people who owned them, or who wore or designed them. Jewelry, arguably, tells us more about people's lives than anything else because, in many cases, these are the only objects that survive."

Woolton believes that jewelry – from diamond rings and hoop earrings to prayer beads and protest badges – "are the cornerstone of pretty much everything – be it art, religion, fashion or politics. Little protectors, decorative frivolities, meaningful religious aids – we're all wearing the same things, and we're all connected" to one another, to the past – and the future.

"I do believe that people's avatars in the metaverse will wear these same objects," added Woolton, who's already at work on her next book, to be published by Assouline, about the history of "pearling," or diving for natural pearls.

And for the "If Jewels Could Talk" podcast, she's lined up Jennifer Tilly, Marisa Berenson and the curator Katherine Purcell to talk about all of those rocks, stones, metals and sparkling objects that humans can't seem to live without.

FASHION

Charles Leclerc to Release Fashion Capsule

● Developed with Ferrari Style's creative director Rocco Iannone, the limited-edition apparel line will debut on May 21.

BY SANDRA SALIBIAN

Charles Leclerc – F1 driver, entrepreneur and now fashion designer.

The Scuderia Ferrari HP racing driver is to add a new entry to his résumé, as he's to release a limited-edition capsule collection developed with Ferrari Style's creative director Rocco Iannone.

In a brief statement released by the brand on Monday, the joint effort is teased to be a "new wardrobe at the intersection of luxury and sport" and promises to draw inspiration from Leclerc's personal style off the track, encompassing occasions from travel to leisure, and imbued with the Monégasque driver's dynamic spirit.

While further details are still to be disclosed, the collection will be unveiled with a special event in Leclerc's hometown of Monte Carlo on May 21, when the pieces will also be available to purchase.

The event will be smartly timed to further build buzz around the Monaco Grand Prix weekend, scheduled for May 23 to 25. Last year Leclerc won his hometown race in a historic day not only for his career but his personal journey, as he had

been chasing the victory for years on the street circuit where he grew up.

His emotional victory on his home turf also marked the first time a Monégasque driver stood on the higher step of the Monaco Grand Prix podium, and was widely celebrated by H.S.H. Prince Albert II and Princess Charlene of Monaco, along with other members of the local royal family. A gala in Leclerc's honor was staged that evening, with the driver joined by partner Alexandra Saint Mleux, who's increasingly becoming a fashion sensation herself on social media thanks to her looks sported in the paddock.

As for Leclerc, he toyed with the world of fashion before by appearing in promotional videos ahead of Ferrari Style's fashion shows in Milan, as well as collaborating on designing the limited-edition Maranello clutch last year. Shaped as a Daytona SP3 racing care, the accessory was released ahead of the Monza Grand Prix and was part of a made-to-order service enabling customers to personalize their item in color and material.

Leclerc's ties with fashion trace back to 2020, when he was tapped to be the face of the Giorgio Armani Made to Measure spring 2020 ads. It was the first time the racing driver fronted a fashion campaign.

Most recently, he was named Chivas Regal's new global brand ambassador, which added to long-time ambassadorships



A behind-the-scenes image of Rocco Iannone and Charles Leclerc.

with the likes of Puma, jeweler APM Monaco and Swiss watchmaker Richard Mille, a brand that has supported him since his early days as a kart driver.

As for his entrepreneurial activities, last year Leclerc launched his own line of low-calorie ice creams dubbed "Lec," joined the likes of Cristiano Ronaldo in investing in the luxury watch resale platform Chrono24 and cofounded the All Time family office dedicated to athletes. These add to music ventures, with the driver leveraging his passion for piano playing – a self-taught skill he mastered during the pandemic – to release a total of nine songs since 2023.



Charles Leclerc with fans outside the Ferrari store in Milan.

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BUSINESS

A Look at the Boom in Padel in Miami

Here and below:
Reserve SoLé Mia.



- The city has seen a slew of padel clubs and apparel brands launching – and more are on the way.

BY REBECCA KLEINMAN

MIAMI – Known for more vices than virtues, Miami may be trading in late nights for time on the padel court.

The racket sport has been on the rise nationwide, but no other U.S. city seems as smitten. Being at the crossroads of Latin America and Europe – padel was born in Mexico and reigns in Spain – it makes sense that Miami would take the lead Stateside in clubs and events. March alone saw the inaugural Publix Padel Cup at the Miami Open, where the Miami Open Padel Lounge curated by Sporting Club Miami also popped up for the public to play with Ultra Club coaches on a Padel Lux-designed court; the Miami Beach Convention Center concurrently hosted RacquetX festival, Qatar Airways Premier Padel Tour's Miami Premier Padel P1, and the Show, a new trade show for men's and women's fashions that offered padel clinics and a padel capsule collection

collaboration by Sporting Club Miami and U.K.-based activewear upstart Palair.

"Whenever I design a new piece, I always have Miami in mind," said Palair founder Sarah Horrocks, who's made the rounds to clubs here, like Reserve and Sunset Padel, and plans to return this year for Pro Padel League events and Armani EA7 World Legends Padel Tour's final. "Everyone is so passionate about padel there and very appreciative of the line."

Having recently become addicted to the sport herself, she relates to its social and wellness aspects. She also likes that it's more inclusive to women and easier for nonathletes to progress and feel confident. Whereas her friends got together over shopping and coffee before, they play padel now. The collection came about when she and her contemporaries wanted fashion-forward, transitional looks to wear on and off the court to be ready to play at a moment's notice.

"Since you need four padel players, we're all praying for that call [to join a game]. It's that crazy," she said.

As established sports apparel and athleisure brands enter the space, Horrocks stays ahead with lush technical fabrics and

elevated details like the Airskin jacket's side hooks and Power hybrid vest's mini back zipper. Pieces, including a smaller men's array, retail for under \$350 online and at select pro shops worldwide (including Los Angeles Padel Club and the Club by Bamford in the Cotswolds, England).

Miami clubs also produce their own apparel and equipment, among other categories, as they evolve into lifestyle brands. Adding to its shirts, hats and socks, Reserve launches a bag and racket collaboration with third-ranking padel pro Ale Galán and e-commerce in May.

"Our hats have become trophy pieces," said the young company's founder Wayne Boich, regarding the tremendous growth potential.

Originating with his personal residence's court, Reserve expanded to multiple pop-ups – Miami Seaplane, Miami Design District, Hudson Yards – and long-term spaces, including the Upper East in New York and SoLé Mia, a newly constructed, 100,000-square-foot wellness flagship with everything from cold plunges to a Pura Vida restaurant in North Miami. His all-encompassing vision extends to an agency (Recruit), charity arm (Reserve Cares), youth programs and a multicurrency, pro-level series that began as the celebrity-heavy

Reserve Cup. It laid the groundwork for him to recruit Spanish padel player Arturo Coello, who's ranked number one, to move to Miami and train at SoLé Mia.

"Now that we have the GOAT of padel and Miami is on the map from a padel perspective, we want SoLé Mia to be the padel club of America," Boich said.

More Miami padel clubs are coming to a city near you. The U.S.'s biggest padel club, Ultra's Magic City flagship in Miami, boasts 28 indoor and outdoor courts and is slated to unveil a state-of-the-art fitness center and spa this summer. According to Priscilla Alvarez, director of guest services and operations, the brand aims to expand to 34 clubs with 280 courts by 2028. Upcoming locations include Brickell, the Miami Design District, South Beach and Aventura, with plans to enter new markets like New York and Las Vegas.

"People are looking for organic interactions, and we cater to community," she said, of creating a third space for all ages and abilities. "Members and nonmembers experience the same level of service and amenities."

Inspired by loyalty programs, Ultra's Rewards launches this year. The club also introduced the League ranking system for players to track their progress and compare game stats, as well as hosts competitions for a range of levels (Ultra Circuit's Masters Final tournament in May, Armani EA7 World Legends Padel Tour's final in November).

"We don't see this as a hobby but a lifestyle to take seriously and invest in," Alvarez said.

Sunset Padel founding partner Rafi Gibly thinks the sport's Miami takeover is just the start. Named for its Miami Beach neighborhood of Sunset Harbour, his members-only concept with four indoor courts, a gym, juice bar and pro shop has a waiting list of 1,200 people since opening in September. Two other founding partners – Michael Stern, founder and chief executive officer of JDS Development Group in Miami and New York, and Gianluca Vacchi of GV Development Group, a U.S. real estate division of Cofiva Holding – are bringing Sunset Padel to their pending properties in Brickell: the mixed-use Mercedes-Benz Places and 888 Brickell Dolce&Gabbana residences and hotel.

"FI drivers, soccer players, NBA guys in the off season – they're all playing. The club was a success right away," said Gibly, who was surprised by the strong response from women. "We didn't think it would be that big, but women are 40 percent of the business and why we have indoor courts. They didn't want sun damage."

Miami Open Padel Lounge 2025
curated by Sporting Club Miami.



Ilana Glazer



Ilana Glazer Reflects on Broadway Debut

The actress portrays Shirley Wershba in the George Clooney-led Broadway hit, "Good Night and Good Luck."

BY LEIGH NORDSTROM PHOTOGRAPH BY LEXIE MORELAND

Ilana Glazer is Zooming in from her makeshift office, aka the fire escape of the Winter Garden Theatre. With her show "Good Night and Good Luck" now officially open, she's settled into a routine of coming early to the theater on Tuesdays, Wednesdays and Thursdays and getting caught up on writing and other work.

"I'm writing a couple projects and we started rehearsing ['Good Night and Good Luck'] in February, and it was only after opening on April 3 that I could start wrapping my head around my own life again," Glazer says. "It's been such a gift to not be the center of the project I'm giving everything to. It's been just helpful and interesting — I do have to catch up on my work. So the empty Winter Garden is my office."

Not being in control of a project is a rarity for Glazer, as is doing a dramatic role (not to mention Broadway — this is her debut). The writer and performer broke out with "Broad City," which she created and starred on with Abbi Jacobson, and has gone on to write and star in "Babes," "False Positive" and two comedy specials.

Glazer got her first taste of what doing "Good Night" would be like while participating in a workshop last fall. She was already sold on the creative team involved — including director David Cromer and writers George Clooney and Heslov, when she finally got to read for the role of Shirley Wershba.

"That day I was like, 'Oh my God, this is a creative experience that my vessel needs,'" she recalls. "So far, the majority of what I've performed is what I have written, in a way that I love and I'm proud of. However, I tend to sometimes keep my head down and just do the work, and there was something about the leanness of only fulfilling the role of performer and filling the whole role. The whole space I was going to occupy would be filled with this role. I'm not so filled with tasks and improving it and communications. It's just this craft, and it's kind of like the Winter Garden being empty, the less output. There's actually room for quiet and awe, and in these two days of this workshop, I felt that in just those two days."

Shirley, who was a journalist at CBS,

appealed to Glazer the more she dove into the character's history.

"I love getting to portray brilliant, secure Jewish women when I can," Glazer says. "She is not a household name and yet is one of the founding figures in broadcast journalism. It's exciting to me to amplify the signal that she has put out into this world."

Playing Shirley, off of Clooney and Heslov's script, has also been impacting her own writing.

"George and Grant wrote a funny, smart character who is complex. Sometimes she's the security for her husband, sometimes she leans on her husband for security. She's hopeful, I'd say, and the writing is just so graceful," she says. "My own writing has so efficiently elevated from just three months of being inside of the script. I'm like, 'no, no, no, no. This does not cut it anymore.'"

"Good Night and Good Luck" is drawing record numbers to the theater because of its star, Mr. George Clooney, but it's captivating audiences further with its timely look at American journalism. Glazer

has been getting friends and their parents tickets, and is most intrigued by the responses from those older than her.

"Especially the people in my community happen to be white Baby Boomers and often white Jewish Baby Boomers from the New York area, and they're not practiced in community organizing. They're not practiced in protesting or demonstration, and I see this activating energy in these folks brewing," Glazer says. "I've been developing a practice of activism myself for the past 10 years, but that's been really interesting with the Boomers."

"I grew up on Long Island and I'm seeing in the audience every night tristate area folks, from the suburbs of Philly, Jersey, Connecticut, Long Island, coming in to see George Clooney and then getting a show they did not expect," Glazer continues. "You don't think you're going to cry, which a lot of people are doing in the audience, and it's a really important population to invigorate with the tenets of American values, or so we claim, of freedom of speech and democracy."

Fashion Scoops

Teaming With Law

Burberry has tapped Law Roach to collaborate on its "creative expression" at the annual Met Gala, the Metropolitan Museum of Art's largest fundraiser, which takes place each year on the first Monday in May.

The gala kicks off the annual spring exhibition at the Costume Institute, and the theme this year is "Superfine: Tailoring Black Style."

As reported, Colman Domingo, Lewis Hamilton, A\$AP Rocky and Pharrell Williams are co-chairing the extravaganza while the National Basketball Association's LeBron James will act as the honorary chair of the event.

Burberry described Roach, whose long list of clients includes Hamilton, Zendaya and Venus Williams, as a "highly regarded image architect," and said he's "working closely as a partner and consultant on the creative expression of this year's theme, while curating the Burberry Met Gala table."

Burberry's chief creative officer Daniel Lee said "Law pushes the boundaries of style through his unique point of view on fashion and culture. We are very excited to collaborate with Law for this year's Met Gala."

Roach, winner of the inaugural Stylist Award at the CFDA Fashion Awards in 2022 and a regular at Burberry's shows, said, "The Met Gala encourages

creativity at the highest level, which is at the core of the British house. I have always admired Daniel's progressive design, which champions an idea of modern Britishness."

Lee and Roach will join a roster of big names from across a variety of industries on the night.

This year's host committee brings together talents from sports, entertainment, music, fashion and art, including Angel Reese, Simone Biles, Sha'Carri Richardson, Tyla, Usher, Audra McDonald, Rashid Johnson, Regina King, Spike Lee, Tonya Lewis Lee, Janelle Monáe, Jeremy Pope, Grace Wales Bonner, Dapper Dan, Olivier Rousteing, Kara Walker, Chimamanda Ngozi Adichie and more.

The evening's menu is being handled by the New York-based chef and restaurateur Kwame Onwuachi, while the artist Cy Gavin is overseeing the decor for the red carpet design. Derek McLane and Raúl Ávila will craft other elements of the decor.

—SAMANTHA CONTI

Out of The Vault

Olivier Rousteing and Johnnie Walker have teamed up for the first Johnnie Walker Vault release, "Couture Expression."

"When I spoke with the team of Johnnie Walker, I was so excited because we were creating something from scratch

and unique," Rousteing said of the collaboration, which includes four limited-edition whisky blends bottled in Baccarat decanters. The four Couture Expression blends are bottled in editions of 25, retailing for \$20,000 each. "Creating a whisky is really an art — like creating a [fashion] collection is an art, as well," he adds.

The fashion designer is the first "cultural partner" for the luxury-focused Johnnie Walker Vault platform, which taps into the brand's archive of rare whiskies in Edinburgh. Rousteing described the project as a full-circle moment, rooted in the childhood memory of spending time at his grandparents' house. The collaboration is similarly guided by memory, reflecting Rousteing's personal connection to the four seasons and tapping into the heritage of the whisky brand established in 1820.

The designer worked in tandem with Johnnie Walker master blender Emma Walker. During their initial meeting, both admitted having limited knowledge of, but strong admiration for, the other's area of expertise. Using music as a common creative language, Walker began the creation process by asking Rousteing to name songs that reflected what he hoped to evoke with each seasonal blend. Walker then curated rare whiskies from the Vault to create flavor profiles that would encapsulate Rousteing's personal associations.

"It's like working in fashion and creating a beautiful jacket," added the Balmain creative director. "Just a different kind of ingredients."

While Walker oversaw the beverage component, Rousteing turned his attention to the visual element of the bottle, a square design created by the brand's founder Alexander Walker in the late 1800s to accommodate being shipped via boats. Rousteing "draped" each Baccarat-produced bottle with four different metallic shades, and added a winged metal stopper.

"Mr. Johnnie Walker was all about 'keep walking,'" Rousteing said. "Keep walking means believe in yourself, believe in your dream, and you can make it happen," he added.

"I was like, maybe we should think of 'keep walking until you fly.' Because when I walk, I basically always look at the sky, and sky's the limit." The "winged" stopper is also connected to the



Olivier Rousteing with Emma Walker

fireplace explosion that resulted in severe burning for Rousteing several years ago. "Sometimes I feel like a phoenix rising from my own ashes," he added. "So it was a lot of symbols, a lot of emotions creating the bottle."

The Couture Expression collaboration officially launches on May 26, with prelaunch availability from Monday at Harrods.

Rousteing will host a VIP dinner celebrating the collaboration in New York on Saturday, two days before the Met Gala. The team is working with Bureau Betak and chef Yann Nury for the occasion, which will be held at the McKittrick Hotel, the former home of now-shuttered show "Sleep No More."

"Having the Johnnie Walker launch on Saturday, having the incredible Met Gala with my guests — it's going to be a beautiful weekend that I will remember forever," said Rousteing. "And hopefully in the next 50 years when people see my bottle that we created with the Vault, people will remember as well this moment in New York," he adds. "This is the beauty of spirit, and this is the strength of Johnnie Walker: staying on time, staying in time, and staying forever." —KRISTEN TAUER

Kudos to Kidman

Nicole Kidman will receive another accolade in Cannes.

The actress, who was given a special prize in 2017 when she starred in four films that year, will be honored with this year's Kering Women in Motion award.

"I am proud to join this list of extraordinary women who've received this honor before me — artists and trailblazers I deeply admire. The Cannes Film Festival has been a part of my life for over 30 years and I am thrilled to add this incredible recognition to the many memories I've made here," Kidman said.

This year marks the 10th anniversary of the Kering prize, which recognizes

female artists and directors.

"For this anniversary edition of Women in Motion, Nicole Kidman, who fully embodies the spirit of the program, was an obvious choice. Through her artistic standards, her committed choices and her concrete action to change representations in cinema, she is a powerful illustration of what Women in Motion has been defending for a decade," said Kering chairman and chief executive officer François-Henri Pinault.

"When a great actress works with nearly 20 female directors in the space of a few years, she shows the world just how vibrant and alive the talent of women in cinema really is. Through all these projects, and of course through her production company, Nicole Kidman has given those who write, direct and tell stories all the visibility they deserve," said festival president Iris Knobloch.

"It is this strong, singular and resolutely modern voice that we are proud to celebrate this year with Kering," Knobloch added.

In 2017 one of Kidman's

featured films was Sofia Coppola's "The Beguiled," and she used the press conference to call for more female filmmakers in the industry. Kidman said that only about 4 percent of major films that year were directed by women, and she publicly pledged to shoot with a female director every 18 months.

In the eight years since, she has worked with 19 female directors, including Halina Reijn on "Babygirl" and Mimi Cave on "Holland," as well as produced series with women directors such as "Big Little Lies" under her Blossom Films banner.

"Her rich filmography, of which she is the patient author, and her masterful, unsettling performances have left their mark on the history of contemporary cinema," said festival head Thierry Fremaux. "Role after role, and with the nuances, strengths and flaws specific to each character, she has portrayed women who break free from their shackles."

The Kering Women in Motion gala will be held on May 18. The Cannes Film festival will run May 13 to 24. —RHONDA RICHFORD ▶



Law Roach



Nicole Kidman



Halle Berry

More on Cannes

Halle Berry and "Succession" star Jeremy Strong are part of the powerhouse panel that will join jury president Juliette Binoche at the Cannes Film Festival.

Though Binoche was named jury president in February, the film festival revealed the rest of the of jury Monday.

Italian actress Alba Rohrwacher will sit on the jury alongside Berry and Strong.

Indian director Payal Kapadia, winner of last year's festival Grand Prize for "All We Imagine as Light," and South Korean director Hong Sangsoo, a festival regular who has had 10 films in competition over the years and topped the Un Certain Regard category in 2010, will join.

Congolese director and documentary filmmaker Dieudo Hamadi, as well as Mexican filmmaker and producer Carlos Reygadas, who has had four films compete in various sections in past years, will also be on Binoche's panel.

French-Moroccan novelist Leïla Slimani will round out this year's jury.

Announcing the full jury follows the film festival's late additions to the lineup, including Lynne Ramsay's

dark comedy thriller "Die, My Love," starring Jennifer Lawrence and Robert Pattinson.

Kristen Stewart's directorial debut "The Chronology of Water" will compete in the Un Certain Regard section.

The late additions will add some fashion fanfare, with Stewart a longtime ambassador for the Chanel, and Lawrence signed to the house of Dior.

Berry, who will need to pack a full range of looks

for the two-week festival, stepped out in a silver Christian Siriano at the Oscars, and attended the Vanity Fair after party in a sculptural Georges Chakra the same evening.

She attended the Michael Kors show at New York Fashion Week in 2023. More recently, the Oscar winner walked in Elie Saab's Dubai fashion show last

November wearing the red carpet dress that put the Lebanese designer on the fashion map. — R.R.



Jisoo of Blackpink at Dior's "Designer of Dreams" exhibition opening in Seoul.



Aaron Christmon, Joey Bada\$\$ and Marquise Miller.

All For Dior

The unveiling of Dior's "Designer of Dreams" retrospective in Seoul reached a high point with a star-studded cocktail reception, fronted by brand ambassador Jisoo.

The member of the K-pop girl group Blackpink appeared in a black jacquard and satin number and a bejeweled Lady Dior bag.

Jisoo was joined by a host of Dior ambassadors, including all members of the K-pop quintet Tomorrow X Together, Mingyu from the K-pop boy band Seventeen, actors Han So-Hee, Nam Joo Hyuk and Lomon, and South Korean figure skater Yuna Kim.

Also in attendance were Narin from the K-pop girl group Meovv, actors Kim Min-Ju, Cho Yi-Hyun, Ki Eun-Se, Roh Jeong Eui and Heeding Park, short track national team member Sungwoo Jang, figure skater Jun-Hwan Cha, models Taejun Hong and Yoon Young Bae, and model and influencer Irene Kim.

The "Christian Dior: Designer of Dreams" exhibition at Dongdaemun Design Plaza, one of Seoul's landmark venues designed

by Zaha Hadid, will be open to the public until July 13.

For the traveling exhibition, pieces are newly chosen for each city, from an ever-expanding archive collection that includes more than 15,000 dresses and 15,000 accessories.

In Seoul, the exhibition includes some 250 dresses, ranging from never-before-seen pieces found through auctions to recognizable numbers worn on the red carpet by Jisoo of Blackpink and Natalie Portman.

During the opening event, Jisoo was seen posing next to a dress she wore that is on display.

"It was wonderful because you could see everything from the New Look to the master craftsmanship by the atelier artists," said actress Roh Jeong Eui.

In addition to featuring a new set of dresses, the exhibition unveiled works by artists of Korean origin, including new additions to the Dior Lady Art project. Lee Ufan, a pioneer of the Mono-ha movement, brought his signature gestural stroke to three wooly bags in black, mint and white.

A highlight of the exhibition is an atmospheric room conceptualized as a giant "dalhangari" moon jar, a traditional piece of Joseon-era porcelain. Christian Dior's love of gardens is brought to life anew through delicate paper art by Hyunju Kim. The artist has been working with "hanji," or Korean traditional mulberry-fiber paper, for more than a decade. Kim along with 20-plus assistants spent more than two months crafting tens of thousands of paper leaves, flowers and branches. Two weeks were then allocated to individually "planting" the paper blooms without the use of glue.

"I really took sustainability into account. The New Look expressed femininity and post-war healing, and so, I think the organic quality of 'hanji' can also bring the wonders of nature to the modern world," Kim explained. — DENNI HU

Walmart Dandies

Getting a jump on the media mayhem that the Met Gala and Monday's unveiling of "Superfine: Tailoring Black Style" at the Metropolitan Museum of Art are likely to spark, Walmart has unveiled the "Modern Dandy Collection by AC Miller."

The Costume Institute's upcoming exhibition culturally and historically explores Black style over the past 300 years through the concept of dandyism. To debut its new assortment, AC Miller's Marquise Miller and Aaron Christmon enlisted photographer Joshua Kissi to feature actor and musician Joey Bada\$\$, model Syd Acker and DJ Sean Lyles in the campaign. Hair and makeup were handled by E. Williams and Tenelle Veira, respectively.

The limited-run line features seven items that are being sold online exclusively at walmart.com. Retailing from \$13 to \$25, the range features a trucker hat, four T-shirts and two hoodies.

Miller and Christmon doubled as stylists and designers for this project, handling everything from the design for the capsule collection to the casting of the models. Miller and Christmon have worked with top talent before whether that be suiting up celebrities for red-carpet appearances or working on global ad campaigns. Khalid, Big Sean and Daniel Kaluuya are a few of the people they have dressed.

The campaign was photographed at a brownstone in Harlem, the New York City neighborhood that is of great cultural significance to Black fashion, art and creativity. Their Modern Dandy Collection is meant to play up accessible luxury. — ROSEMARY FEITELBERG ▶

New Role

British cycling lifestyle brand Rapha appointed Jodie Harrison as its chief brand officer.

In a newly created role, Harrison will report to chief executive officer Fran Millar, who joined Rapha last September from Belstaff, where she held the same title.

"Rapha was built on originality and courage, which Harrison brings to everything she does. I'm delighted she will lead the focus on inspiring new and future fans in this next chapter for the brand," Millar said.

A colleague of Millar at Belstaff, where Harrison served as chief brand officer until last December, she was first brought into Rapha as a brand consultant in January. Before Belstaff, Harrison worked as chief membership officer at Soho House, and in various senior roles at Moda Operandi, Anthropologie and Mr Porter.

Harrison is now tasked with overseeing the end-to-end recalibration of Rapha's brand position with the leadership team.

"At 21 years young, Rapha has already achieved an enviable and established heritage. It's a brand's brand – recognized globally and genuinely loved – so shepherding it into a new era comes with great responsibility," said Harrison, who, alongside Millar, helped Belstaff modernize its narrative and position as the brand celebrated its centenary last year.

"No other brand has defined and redefined cycling like Rapha, transforming the way the world sees the sport. Rapha made cycling relevant, evocative and alluring," Harrison added.

Founded by Simon Mottram in 2004, Rapha has



The judging process during Joe's Blackbook's annual scholarship event.

grown to become a leading cycling lifestyle brand with performance wear ranges designed by an in-house team, and high-profile collaborations with brands including Paul Smith, Palace, Patta and Outdoor Voices.

Rapha is community-driven, too. It organizes around 4,000 rides for its 16,000 Rapha Cycling Club members around the world, and promotes cycling culture through café spaces and events throughout the year.

— TIANWEI ZHANG

Student Scholars

Joe's Blackbook has selected the two students who will be awarded scholarships to pursue their fashion careers in this year's contest.

In an event last week, the executive search firm and fashion industry connector brought together a group of judges to select the winning designs from among five finalists.

The winners, who will receive \$10,000 each, were Mariam Devadze from Rhode Island School of Design and Eddie Borba from Otis.

The students were celebrated alongside the other three finalists at an event at the Golden Swan in New York City where they were able to meet and mingle with the judges: designer Christopher John Rogers; Premda Wunderle, creative director of women's collection concept and design at Ralph Lauren; Henry Zankov of Zakov; Patrik Ervell, head of men's design at Proenza Schouler, and Michal Plata from Mellitta Baumeister.

The other finalists were Cali Kircher of RISD, Olivia Lee of Parsons and Alexandra Kouimtzi of SCAD.

Joe's Blackbook has been awarding scholarships to deserving fashion students since 2011 and has given away \$240,000 since its inception. Past scholarship winners have successfully entered the industry at brands including Ralph Lauren, Nike, Loro Piana, Jason Wu, The North Face, Coach and Carolina Herrera.

Sponsors of last week's event included Skims, Alo Yoga, Lululemon, Levi's and American Eagle.

— JEAN E. PALMIERI

Celebrating Craft

Zacapa Rum has teamed with Colombian fashion brand Agua by Agua Bendita to launch a limited-edition set featuring a bottle of the Guatemalan label's top offering, Zacapa XO, and a handcrafted bag celebrating the intersection of heritage and craftsmanship in Latin America.

The set was revealed Monday a few months after Agua by Agua Bendita founders, Mariana Hinestroza and Catalina Álvarez, were honored with the Visionary of the Year award at the 2024 Latin American Fashion Summit in Miami. The collaboration aims to underscore Zacapa's commitment to supporting and providing a platform for creative talents within the Latin

American community, while celebrating the region's traditions and artisans.

"What sets Zacapa apart is its deep connection to Guatemala – from the rich volcanic soil where our sugarcane grows to our aging process at the 'House Above the Clouds,' 7,500 feet above sea level. We use the first press of sugarcane, known as virgin sugarcane, for a smoother, more refined flavor, and age our rums using the traditional Sistema Solera method. But Zacapa is more than a drink – it's a reflection of Guatemalan heritage. Each bottle is wrapped with a petate band woven by local women, symbolizing tradition, artistry and the soul of our land," Anne Nosko, vice president of rum, Diageo North America, told WWD.

Zacapa Rum's earliest encounters with craftsmanship came in 1976, when the spirit label first collaborated with women from El Progreso to adorn their bottles with the petate weaving. "Over time, Zacapa expanded its impact, incorporating women from villages in Jocotán who were severely affected by a harsh dry season. In the face of these challenges, these women have emerged as inspiring leaders within their communities," Nosko added.

Continuing its support, the premium spirits brand recently introduced the Visionary of the Year award at the fashion summit. Following its collaboration with Luar, last year's recognition of Álvarez and Hinestroza further demonstrates their shared efforts to preserve tradition, culture and empower artisans.

The limited-edition launch includes a bottle of Zacapa XO, paired with a bag whose style merges Zacapa's traditional petate weaving with Agua by Agua Bendita's signature embroidery, crafted by Colombian artisans. The orchid embroidery pays homage to the region's cultural heritage.

"Our brand has always been about celebrating the hands behind the

craft," Hinestroza and Álvarez said in a statement. "Partnering with Zacapa allows us to merge our dedication to handmade artistry with their legacy of excellence, bringing the beauty of Latin America to a wider audience. Every stitch and weave in this collection is a testament to artistry, dedication, and the spirit of Latin American craftsmanship."

The Zacapa x Agua by Agua Bendita collaboration is available online exclusively through the e-commerce retailer thebar.com.

— MARIA BELEN ARCHETTO

Hockey Ice

Just call it a marriage made in hockey heaven.

Designing the first championship ring for the Professional Women's Hockey League was an unexpected ask. But it "just made sense" for Chau Lui, the co-owner of Paris Jewellers Canada, a luxury brand built on marking celebratory milestones through jewelry.

"My daughters play hockey and love it," said Lui, who recalls going to games with her family and watching her girls, ages 10 and 13, follow their passions through this sport.

Lui and her daughters are also fans of The Professional Women's Hockey League, which was founded in 2023 and comprises six teams – three each from the U.S. and Canada – that play in North America.

Yet such enthusiasm still wasn't enough to seal this deal between the PWHL and the Edmonton-based retailer, which was founded in 1987 by Lui's Vietnamese-immigrant parents as a small jewelry repair store. Involved in its operation from a young age, that experience and her mother's go-for-it attitude left indelible marks upon Lui and her sister Trang Wong, the financial officer of their company.

The sisters now oversee a workforce that is 90 percent female, as well as 22 stores across Canada, with their 23rd location set to open in Calgary's Southcentre Mall in June.

"The PWHL chose Paris Jewellers to partner on the first Walter Cup Champions ring because of its passion to empower and elevate women," Ali Bologna, senior director, brand and



Minnesota Frost Paris Jewellers Championship Ring

marketing, for the PWHL, said of the multiyear agreement.

For the first effort, the two parties focused on honoring PWHL Minnesota, the team that won the Walter Cup in the league's inaugural season. Bologna was involved in the design process, as were a few league members and key individuals from the Minnesota team's business and hockey operations staff.

"It took many rounds of revisions to get this right," Bologna told WWD.

That included months of discussion concerning the ring's shape, the engraving on it, plus the choice of stones in the final design.

The discussions led to what Lui calls "the largest fitting ring that Paris Jewellers Canada has ever designed."

Twenty-six player rings were created, in addition to rings that went to coaches and staff. Each inaugural ring features the player's name and team number, plus the Minnesota team's colors and fonts from that first season. The design includes purple amethyst as well as 74 diamonds around the ring's sides – a sum representing the number of goals Minnesota scored during the first season.

The stones surround the names of Minnesota and the Walter Cup.

Visible, too, is the date – May 29, 2024 – when the final was played, and 3-0 – a nod to the score of that game. Also visible are the words "Win one game," which became the team's playoff motto last season.

"We really wanted to tell a story," Lui said.

"This was our first time designing a championship ring and it was a special moment. It was tinged with this idea that if you can see it you can be it," said Lui. "That inspiration was the force that drove everything." — CONSTANCE DROGANES



Jodie Harrison



The bags and rum that are part of the Zacapa x Agua by Agua Bendita collaboration.