

WWD

Fashion. Beauty. Business.

Amazon Land

Saks is opening a storefront on Amazon Luxury Stores, bringing more designer fashions to the behemoth e-tailer.

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Twice as Nice

Following last year's success, Gap and Dōen are launching a second collection of California vintage-inspired womenswear.

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Bigger Player

Oh My Cream has acquired U.K. e-commerce site Naturisimo in a push to become a leading clean beauty purveyor in Europe.

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La Dolce Vita

Chanel headed to the iconic Villa d'Este near Lake Como for its cruise 2026 show, channeling the location, its centuries-old heritage, filmmaker Luchino Visconti and the movie "Boccaccio 70," which starred Romy Schneider wearing designs by Gabrielle Chanel herself. It all added up to a collection by the design team brimming with key Chanel signatures such as precious beaded embroideries, lacework, sequins and, of course, tweeds, as seen here. Perfect for the good life.

For more on the show, see pages 6 to 9.

PHOTOGRAPH BY LODOVICO COLLI DI FELIZZANO

BUSINESS

Saks Joins Amazon in Designer Fashion Breakthrough



"We are constantly trying to increase our selection for our customer," Freshwater said. "We know customers like breadth and depth and this is just another step toward that strategy."

"I had the opportunity to go to fashion weeks in Paris and Milan this cycle," she said. "And as you talk to brands, I think it's one of the things that is most exciting – it's bringing that Amazon customer, the vast customer base, to luxury but also what we can do in terms of innovating in the luxury space to make experiences that are more shoppable and more delightful."

While Saks is starting out on Amazon with a tight selection of designer brands, it remains to be seen how the storefront performs and changes.

Emily Essner, Saks' president and chief commercial officer, said: "I think only the consumer will tell us. We are just excited to get it out, get it out in the world and watch the customer engage and be able to evolve everything as we go."

Certainly there are two willing parties in that evolution. Amazon is constantly tweaking its business model and taking big bets on new ideas while Saks is in the midst of a major transformation, integrating Neiman Marcus, an acquisition that Amazon helped pay for last year.

Essner said between Saks' luxury expertise and Amazon's customer centricity and speed there was "something in that alchemy" that finally drew in luxury brands.

"It was the time," she said.

Designer brands have been watching Amazon closely and have shifted from saying they'd never sell on the mammoth platform to watching to see who will take the plunge first and how they fare.

"In the end, our goal is to really work with like-minded brands where we really feel a symbiosis in terms of customers, in terms of fashion, where we can over the long term collectively grow our businesses," Essner said.

Where Saks brings relationships and an intimate understanding of fashion, she said, "Amazon brings an incredible customer centricity and incredible operational expertise, speed. And so we're really excited to bring those things together and I think now is the time where we were really able to illustrate that value proposition to our brand partners."

Fashion is watching.

● Dolce & Gabbana, Balmain, Etro, Stella McCartney, Erdem, Fear of God and more are launching on the everything store.

BY EVAN CLARK

Did Saks just help Amazon crack the luxury code?

Maybe.

The internet's everything store has been looking to break into high-end fashion for years, but it's had only limited success outside of beauty, where it is now making headway in prestige.

Now designer fashion is coming to the e-commerce giant in a much more substantial way with the launch of Saks on Amazon, a storefront on Amazon's Luxury Stores platform.

While Luxury Stores was introduced with much fanfare in 2020 – marking Amazon's big push into high-end fashion – only a few top-tier brands, like Oscar de la Renta, joined up.

Saks is changing that now with its storefront, which will launch with looks from Dolce & Gabbana, Balmain, Etro, Stella McCartney, Giambattista Valli, Erdem, Fear of God, Jason Wu Collection, Rosetta Getty and Johanna Ortiz, as well as Chantecaille and La Prairie in skin care.

Amazon had millions of searches for those brands last year, showing both the potential of the Amazon customer base and a breadth that can be scary in luxury, where a tight focus on a select few can be a powerful statement.

In the months ahead, more brands

are set to launch on the Saks storefront, which will carry a selection of women's and men's ready-to-wear, beauty, shoes, handbags and accessories curated by Saks.

The storefront will be refreshed regularly and, at launch, will feature a series of shoppable digital "windows" to show off the product. Those windows will be replicated in the real world at Saks' New York flagship on Fifth Avenue. The launch will also be hyped in a "Saks Arrives on Amazon" campaign created by Saks and directed by Emmy-award winning director Max Siedentopf.

The campaign includes six vignettes that the companies said play up "unique, idiosyncratic moments of Saks luxury products arriving at home" – including Stella McCartney Ryder bags hanging from umbrellas and floating down from the sky.

"Unique" and "idiosyncratic" could also apply to the pairing of Saks and Amazon.

"At Amazon, we love these peculiar matchings and it actually has been an amazing partnership," said Jenny Freshwater, who runs Amazon's fashion business and is vice president of fashion and fitness.

"From our perspective, we are bringing the customer experience and the technology innovation that we've grown accustomed to at Amazon," Freshwater said. "Saks is able to bring the brands and the selection and that luxury experience and the elevation."

"While it might've seemed like an unusual pairing on paper, it has been a really interesting and wonderful partnership. And this is really just the

beginning where we're evolving, we always listen to customers. This is no different. We'll get a lot of feedback and continue to evolve that experience alongside of Saks."

Orders will be fulfilled by Saks, but customer service will be handled by Amazon's Luxury Stores. Amazon will also handle returns.

Saks is bringing some designer savvy to Amazon.



BUSINESS

Saks Bondholders Prove to Be a Tough Sell



The Saks men's store in Boston.

- The price on bonds Saks raised to buy Neiman Marcus have fallen sharply and continue to be volatile.

BY EVAN CLARK

Bondholders can be a tough crowd – just ask Saks Global.

Equity investors are more excitable and want nothing but growth. But since

bondholders have actually loaned a business money, they care about just one thing – that company's ability to make the required interest payments and to pay up when the bonds come due.

And debtholders are feeling shakier about Saks, which sold \$2.2 billion in junk-rated bonds in December to help it buy Neiman Marcus Group.

Those bonds were trading at as high as 97.75 cents on the dollar at the start of

the year, according to S&P Capital IQ. But trouble in the retail outlook, declines in consumer confidence and tariffs spooked the market, which as of Friday had bondholders selling the IOU's from Saks for 63.88 cents on the dollar.

That decline was fast and sharp enough to prompt Saks Global chief executive officer Marc Metrick to step in and try to reassure the market in a call on Monday.

In addition to some updates on money saved as Neiman's is melded with Saks, Metrick said the company had between \$350 million and \$400 million of liquidity now. Additionally, it's not planning on taking on more debt, but might carve out part of its \$1.8 billion asset-backed loan for what's known as a FILO facility that could be quickly tapped to cover any needs.

It wasn't enough for bondholders, who traded the debt down to 55.5 cents on the dollar on Monday.

That extra jitter passed and a late trade on Tuesday was at 61.43 cents, not far off of where trading started on Monday, according to a market observer.

The problem is Saks has lots of bills to cover.

In addition to paying for recent shipments from vendors, it has a long list of past-due bills to suppliers that it's promised to catch up on. It also has a roughly \$120 million interest payment on the bonds due in late June.

It's a lot to juggle, given all the changes taking place at the company, which also

on Tuesday launched a storefront on Amazon, bringing a host of big designer names to the e-commerce giant.

"I'm sitting here as a CEO in a world where I've got a big plan for transformation," Metrick told WWD on Monday. "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."

If the drop in bond prices makes it seem like Saks is scrambling, the retailer has lots of company.

"Who isn't scrambling?" said Gary Wassner, CEO of Hilldun Corp., which has been supportive of Saks and helps finance many brands shipping to the company.

"Retail has had to deal with crisis after crisis," Wassner said. "COVID[-19] caused so much damage, and now tariffs. With consumer confidence dropping, it's getting harder and harder for the industry to know how to manage operations, purchases and pricing. Uncertainty is not a consumer motivator."

"The bond price concerns me, but I'm not surprised to see it where it is, in an environment like this," Wassner said. "Saks is a fighter, and [executive chairman] Richard Baker isn't a person who backs away from a challenge. If Saks Global can normalize its receipt of merchandise, it will improve cash flow and increase margins."

BUSINESS

White House Slams Amazon Over Reported Tariff Transparency

- Following reports that Amazon will begin showing consumers how tariffs play into the cost of goods, the White House condemned the e-tailer.

BY MEGHAN HALL

The White House slammed Amazon Tuesday over its reported plans to share information about costs that President Donald Trump's tariffs add to products.

"This is a hostile and political act by Amazon," Karoline Leavitt, White House press secretary, told reporters Tuesday morning. "Why didn't Amazon do this when the Biden administration hiked inflation to the highest level in 40 years?"

The White House's commentary came after Punchbowl News reported Tuesday that Amazon had plans for tariff transparency. Punchbowl noted that the e-commerce behemoth is expected to, in the near future, add information displaying to the consumer how much of an item's total cost can be attributed to tariffs.

An Amazon spokesman told WWD's sister publication Sourcing Journal, "The team that runs our ultra low-cost Amazon Haul store considered the idea of listing import charges on certain products. This was never approved and is not going to happen."

Leavitt said Amazon's reported plans signal that it "has partnered with a Chinese propaganda arm," and noted that the

company's plan displays "another reason why Americans should buy American."

In recent weeks, some Amazon sellers have hiked their prices in response to the added cost of importing goods from Chinese suppliers. Others, Reuters reported Monday, have begun to opt out of participating in Prime Day in an effort to keep margins as high as possible amid economic uncertainty and tariffs.

Other companies with a high reliance on Chinese suppliers have started to define their consumer-facing strategies on tariffs.

Temu, which previously imported a slew of direct-to-consumer parcels from Chinese sellers duty free under the de minimis provision, has put an "import charges" line item on its checkout for certain products. In the U.S., goods that are not shipped from domestic warehouses incur such a fee at a rate of about 145 percent, in line with Trump's current tariff rate on Chinese goods.

On its site, Temu notes, "Items imported into the U.S. may be subject to import charges. These charges cover all customs-related processes and costs, including import fees paid to customs authorities on your behalf. The amount listed may not represent the actual amount paid to customs authorities."

The change comes ahead of the collapse of de minimis on goods inbound from China, effective Friday. Early this month, Trump signed an executive order stating that Customs and Border Protection

Karoline Leavitt, White House press secretary, holds a news article on Amazon CEO Jeff Bezos as she speaks during the daily press briefing.



(CBP) would begin collecting duties on previously exempt packages, stunting a trade provision Temu and competitor Shein used to keep prices low on apparel items and other consumer goods.

While shipments inbound from China now face import fees on Temu, items that are imported from one of Temu's local warehouses appear to be exempt from such a fee; that's because the items have already been imported en masse into the U.S. by the seller and will ship domestically to the consumer.

Shein has taken a different route than Temu. Like Temu, the company said this month it would increase prices effective April 25. But Shein is not outright asking consumers to pay any import or tariff-related fees beyond the price hikes, despite the fact that much of its own merchandise is shipped directly to consumers from warehouses near Chinese factories.

Neither Temu nor Shein returned Sourcing Journal's request for comment on their tariff-related strategies.

WWD



An ad image from the Gap x Dôen collaboration.



Margaret Kleveland and Katherine Kleveland

FASHION

Gap, Dôen Ready For Round Two of Summer Collection

- The collection features California vintage-inspired classics with a nod toward timeless femininity.

BY LISA LOCKWOOD

On the heels of last year's successful collaboration, Gap and Dôen are launching a second collection of California vintage-inspired classics that celebrates timeless femininity.

The collection launches May 2 and takes cues from both brands' effortless and easy dressing, featuring new silhouettes and prints. It also expands into baby and men's apparel, marking the first time Dôen, the buzzy women's apparel brand, has offered men's products.

Building on bestsellers from the previous collaboration, the 38-piece collection is rooted in Dôen's feminine interpretation of Gap's styles.

"Honestly for us, we've loved the brand since young adulthood," said Margaret Kleveland, cofounder and chief executive officer of Dôen, who was interviewed with her sister Katherine, cofounder and chief creative officer, over Zoom last week. Margaret Kleveland said she loved Gap from afar as an American staple, its nostalgia, and how it's evolved over the years.

"One of the biggest determinants in doing a second round – which we truly decided verbally on launch day – was working with the Gap team and the people on the creative side and Mark [Breitbart, president and CEO of Gap brand] on leadership," said Margaret Kleveland. She said there was so much alignment between their two brands and that comes down to putting the customer first.

Katherine Kleveland added, "We loved working with their design and technical design, and the whole team at Gap has been

really incredible to partner with."

"Our first collection with Dôen set a new bar for how a collaboration can infuse a fresh perspective into Gap essentials, creating covetable pieces that left our customers wanting more," said Mark Breitbart, president and CEO of Gap.

"Reuniting with Dôen – an inspiring partner that shares our values – has allowed us to build on that momentum with a new summer-ready collection."

The second Gap collection is similarly sized to the first one. "We did it in a more informed way, understanding what the customer really wants from us," said Margaret Kleveland.

The sisters said they learned a great deal from working with such a large company as the Gap. "They definitely have such a short hand when they speak about their different types of shoppers and customers. They really understand who their customers are, especially related to what our collection is because it was so based on our icons and their icons. They have such a good understanding of who is buying their icons. They are also a pretty scrappy and hard-working team. Another piece that was really important to use was the RISE portion of it," said Margaret Kleveland.

The Gap x Dôen collection was produced in international factories that participate in RISE (Reimagining Industry to Support Equality). RISE brings together leading fashion brands, manufacturers, civil society groups and trade unions to advance gender equity in the international garment sector. Founded in 2023 by Gap Inc., BSR's HERProject, Better Work and CARE, RISE provides garment workers with the skills needed to advance in work and life. As part of its commitment to bridging the equity gap, Gap Inc. has reached nearly 1.4 million women and girls through its decades-long efforts to advance gender equity in the

global fashion supply chain.

"At Dôen, we were humbled to be selected as a small business partner to join the RISE program, and we've launched the initiative within our own supply chain this April," said Margaret Kleveland. "We are especially excited about the factories chosen to manufacture the Gap x Dôen collection given the role RISE plays in our overall impact strategy."

"For us, to have a seat at the table in terms of those type of large-scale production programs, and that value-add manufacturing relationship felt really exciting and the fact that Gap has been a leader with RISE and we were able to come together and leverage that in terms of the supply chain making this collection was really exciting," she added.

For the collaboration, Gap's arch logo is reimagined with Dôen's typeface on the VintageSoft logo sweatshirt and heavyweight raglan logo hoodie for adults. There are easy summer dresses with new prints like the Pintuck floral midi dress, and the 100 percent linen gingham maxidress. Last year's popular Eyelet maxidresses are now available in new colors and design features, along with shorter Eyelet shift minidresses in red and indigo.

Other looks include a transitional Gingham denim jacket that pairs with the Gingham denim minidress. Expanded denim styles include the oversize denim jacket, high-rise pleated denim trouser shorts, men's pleated denim trousers, and denim sailor minidress, which is also available in toddler sizing. For men, there's also the organic cotton poplin big shirt, along with other menswear staples such as the Eyelet shirt and the pocket T-shirt.

Prices range from \$34 to \$158. Describing the customer for this collaboration, Margaret Kleveland said, "There was a ton of our customers shopping the line, combined with all of the new exposure to the Gap customer."

Further, she said, "There was a lot of brand discovery through the first Gap drop, based on the momentum we have there based on how fast the collection sold out. We're really hoping to delight our existing customer, but also have another moment for that Gap customer to discover us, through that purchase," said Margaret Kleveland.

In the first collection, which came out last summer, seven of the top styles sold out in three days. The bestsellers were the oversize

icon denim jacket, the high-rise khaki trousers, the cropped eyelet tank top, the eyelet maxiskirt, the eyelet minidress, linen-blend Pointelle sweater and the Pointelle tank top.

The collaboration is for two seasons. Katherine Kleveland said the second collection is a little more summer-leaning. "There's a little more of a '60s nostalgia meets a '90s minimalism." She said it's a coastal feeling with a bit more high contrast.

The collection was manufactured in Bangladesh, Cambodia, China, India, Indonesia, Sri Lanka and Vietnam.

As far as their entry into menswear, Katherine Kleveland said they've always done a line that looks gender-neutral, with inclusive sweaters that Dôen customers' partners, brothers and boyfriends and husbands have worn, as well as the company's male employees. "They're always making the knitwear theirs, or a barn jacket," she said. In their first collection, the sisters saw a lot of the crewneck sweaters were being adopted by men. "That informed our decision to officially do a male assortment," said Katherine Kleveland. There are five men's styles being offered in the collaboration.

For the collaboration, they didn't design any five-pocket denim jeans, but one of the key pieces they're excited about is an indigo gingham '60s minidress and a denim jacket.

Last year, the collection's success exceeded their expectations. "Now that there's more awareness, we're really optimistic," said Margaret Kleveland. The sisters anticipate the bestsellers will be the gingham and the stripes.

Margaret Kleveland said the ad campaign features longtime muses and supporters – "women we admire and who have been part of our journey from the beginning. This collection is a tribute to them and to the partnership that brought us here," she said.

The campaign was photographed by Clara Balzary, featuring a cast of women including Alex Noiret, Bruna Tenório, Veronica Campos, Imani Randolph, Anny Choi, Achok and Kirsty Hume. The campaign captures authentic connections and joyful moments celebrating the brands' shared values of community and togetherness. It was shot in February in New York. Because it generally sells out quickly, there won't be billboards, but the images will appear in high-impact social media, emails and in-store windows.

Dôen, which was founded in 2016, has seven freestanding stores in the U.S., including one that opened this past weekend in Nantucket. Most of the stores are concentrated in the West Coast and New York. They recently opened a store in the Marin Country Mart.

The Gap x Dôen collection will be available globally starting May 2 at noon ET, 9 a.m. PT online and at select Gap stores.

BUSINESS

Amid U.S. Uncertainty, Adidas Turns Focus Elsewhere



The "Blue Silk Gazelle," part of Adidas' latest collaboration with Canadian-born, Hong Kong-based fashion entrepreneur Edison Chen.

● The German sportswear brand reported growth of 12.7 percent in the first quarter.

BY CATHRIN SCHAEER

Given uncertainty in the U.S. market, Adidas may have to try and make more of its money elsewhere, chief executive officer Bjørn Gulden said during an online press conference reporting first-quarter results Tuesday morning in Germany.

Despite market uncertainty and global tariff turmoil, Adidas reported organic growth of 12.7 percent in the first quarter to 6.15 billion euros. The sportswear giant's operating profit also grew significantly, rising 81.7 percent to 610 million euros.

"It has been a very good quarter and I'm very proud of what the teams around the world achieved," Gulden said. "As you know it's not been an easy quarter when it comes to external factors."

The company, which produces hardly any product at all inside the U.S., had already taken various measures to try to compensate for the impact of on-again, off-again tariffs by the Trump administration.

Over the past seven years or so, both Adidas and competitor Nike have been steadily moving production out of China and into countries like Vietnam. Adidas now makes around 40 percent of its footwear there. The U.S. government is leveling tariffs of up to 145 percent on Chinese-made goods but also recently targeted Vietnam with higher tariffs, before dropping them back to 10 percent.

In response, Gulden said Adidas had tried to clear as much product through U.S. customs as possible before tariffs were imposed and had rerouted products made in China to other markets or left them in the Chinese market itself.

As yet, Adidas hasn't raised prices in the U.S. nor has it seen any shortages or any adverse reactions from American consumers, company executives noted.

In fact, any Adidas products that might be impacted by tariffs – even the reduced 10 percent tariffs currently on Vietnam – have yet to land in North America. "Nothing is visible yet," Gulden explained.

Some products will land in the second quarter and might have a slight effect on Adidas' margins, but it won't be until the last half of the year that tariffs really hit, he said. At that stage, Adidas will be watching consumer reactions closely and respond accordingly.

"We've flagged the uncertainty going forward," Gulden explained. "We have about 20 percent of our business in the U.S. – so important for us, is also that we focus on the other 80 percent which you can see we have momentum in. The whole organization is focusing on more of the other markets, making sure that we continue with our momentum and that we maybe get even more growth out of them than we currently have."

In fact, it is even a somewhat "ironic" advantage that Adidas isn't as exposed to the U.S. market as others, Gulden said, likely a veiled reference to Nike, which manufactures abroad but sells around 40 percent of its products at home.

In the first quarter, European revenues rose 14 percent. In Greater China and in Japan and South Korea – Adidas now tallies the two latter countries together – the brand saw growth of 12.7 percent and 12.8 percent, respectively. Emerging markets and Latin America rose 23.4 percent and 26.2 percent, respectively.

In North America, sales grew 2.8 percent. But Adidas executives noted their first-quarter tallies no longer included any of the previously very profitable Yeezy products, the result of a now-canceled collaboration with the controversial rapper formerly known as Kanye West. When Yeezy sales were excluded from that calculation, North American sales would actually have increased 13 percent between January and March.

In all other territories, Adidas' sales

"The whole organization is focusing on more of the other markets, making sure that we continue with our momentum and that we maybe get even more growth out of them than we currently have."

BJØRN GULDEN, Adidas



A still from Adidas' latest campaign for its "Originals" line.

growth was one to two percentage points higher in the first quarter, when Yeezy products were taken out of the comparatives.

In the first quarter last year, Yeezy goods brought in around 150 million euros and Adidas executives emphasized the group's growth without Yeezy reflected the current strength of the brand.

A trend for so-called "terrace" shoes has helped Adidas climb out of the financial hole caused by cancelling the Yeezy line.

Some market analysts have pondered how long Adidas' good fortune with the "terrace" trend can last.

"Many of you question if this is not dangerous...in the sense that things can slow down," Gulden conceded. "But I can tell you that the heat in these different franchises is being kept – by updating them with different materials, doing limited editions, and then extending the

franchises, depending on the heat in different markets. We are not afraid of this," he declared.

The so-called "low-profile" trend is also benefiting Adidas, with one collaborator, Puerto Rican musician Bad Bunny, popularizing a kind of gender-bending, ballerina-meets-sneaker look, he said. "And if you want an insider tip, anything with animal print is flying off the shelves," Gulden added, laughing.

Adidas is also placing bigger bets on "lifestyle" running shoes, including a 3D-printed sneaker to be released shortly and the Adizero Evo SL, an affordable version of a much pricier shoe designed for professional athletes.

The latter "was meant as a training, running shoe," Gulden explained. "But because of the design, the weight, the comfort and yes, because of the look, it has become a major lifestyle shoe."

Adidas reiterated its guidance for the full year, first issued earlier in March. However, because of "external volatility and macroeconomic risks," the range of possible outcomes had to be widened, the company said in a statement.

Adidas now expects sales to grow at a high-single-digit level in 2025 and for its operating profit to fall somewhere between 1.7 billion and 1.8 billion euros.

The Reviews

Chanel CRUISE 2026

CERNOBBIO, Italy – Ah, the power of storytelling.

Take a storied luxury hotel overlooking Lake Como – the Villa d'Este; a garden in full bloom; a glorious sunny day, and connect the location with a revered movie director, Luchino Visconti, whose Villa Erba home stood nearby, and the unforgettable Romy Schneider wearing Gabrielle Chanel designs in his 1962 movie "Boccaccio" and voilà, it's the perfect scenario for the Chanel cruise 2026 fashion show.

Enthusiasm about the location, Bruno Pavlovsky, president of fashion and president of Chanel SAS, said Villa d'Este connects the dots between Chanel and the cinema world – and Sofia Coppola celebrated the show with a film set in the exclusive hotel. He was clearly pleased about securing the venue – "no easy feat," he admitted, as it is home to prestigious events throughout the year – and underscored that Villa d'Este is also an inspiration for the studio team.

"It helps our storytelling, and the attraction of the location, the fantasy are always quite important," Pavlovsky said ahead of the two shows held Tuesday.

Originally a 16th-century building, Villa d'Este became a hotel in 1873 and is surrounded by a beautiful park covering 25 acres. Over the years the likes of Elizabeth Taylor, Robert De Niro and Al Pacino, not to mention numerous members of the aristocracy, sultans and top politicians, have been drawn to the unique destination.

Chanel is in a transition phase as creative director Matthieu Blazy, who joined in April, will present his first collection for the brand in October, and the glamorous location was indeed an influence for the design team. Don't expect a guest at Villa d'Este to wear thong sandals or pareos as she ambles down to the pool. You can just imagine her milling around the hall in a white sequined belted robe or flared below-the-knee pants and embroidered bib shirt. She will surely change for dinner into a cinematic chiffon halter-top gown with elbow-length silk gloves. A Chanel 25 bag will always be at hand, and she will wear patent high-heeled mules and sandals even on the gravel walkway. At the noon show, a smiling Keira Knightley in a floor-length white silk fall 2025 look embellished with macro bows was the embodiment of this woman.

However, there was plenty Chanel also offered its Gen Z customers – tweed miniskirts in a beautiful wisteria hue that matched the blooms on the terrace, for example, and short taffeta dresses in a peach or pink color with flounces and ruffles – although at times the frilly effect could have been toned down a bit. A gold Lurex damask trouser suit added a subtle disco vibe. The lake sparkling below was in sync with the mariniera palazzo pants and polo shirts.

The team did not ignore the key signature Chanel elements, so it was familiar – and safe – territory. To be sure they were all there – the tweed, the camellias, the jewelry and strings of pearls – and the designers paid tribute to the brand's artisans, with precious embroideries with beads and rhinestones, lacework inspired by the magnolias, rhododendrons and oleanders in the park, and sequin embellishments. But Pavlovsky acknowledged the moment of transition ahead of Blazy's "new creative energy, which is super interesting for the team."

While staying true to the brand's strategy



is key, "first and foremost, for us it's more about creation," he continued. "Everything is working well, but it takes time. Chanel is quite a big and complex brand, and I'm super optimistic for the end result."

Blazy did not attend the shows "but the team is already working with him on the new collection, so there is continuation."

Chanel has not reported its yearend financial figures yet, but Pavlovsky said he did "not forecast any unexpected changes. As for the rest of the industry, the difficulties were seen mostly in Asia

and China. The business in China has been quite difficult in 2024 but now it's picking up, and we feel a strong, nice energy." In January, the executive said 2024 revenues would be flat versus 2023.

"We see ups and downs all the time, and that's part of our job. After COVID-19, we had these incredible bubbles with a kind of steady growth for two, three years. But it's not real life; now we are back to real life with ups and downs, and the ones who are investing in the right direction will probably perform."

Asked about President Trump's tariffs, he said Chanel is taking a wait-and-see approach. "As you know, everything has been postponed for three months, so we have a few weeks in front of us to make a final decision. We are the only luxury brand to be price-harmonized," he claimed, "and that's something which is super important, because it's a strong sign that we give to our clients, and even more important, when there is this kind of situation with tariffs or fluctuation in the currencies, so we are looking at that very carefully." ▶

He does not believe that the Chanel customer is insulated from these concerns.

"We have many international clients who are coming from the States to Europe, and we have seen, with the new situation, a slowdown. I think everyone is concerned by this kind of situation, and we cannot say today what will be the real impact, but when you try to slow down international commerce, it's not a good sign," said Pavlovksy. "When the first economy in the world is suffering, it's not a good sign for the rest of the world. We have to be very concrete and pragmatic. Let's see what happens, but if the U.S. is still difficult and challenging from an economic point of view, that will have an impact on our business in the U.S., probably, but also out of the U.S."

Asked about the changing landscape of department stores in the U.S., he said Chanel's relationship with the main ones has been "loyal and long-lasting." He believes the impact of the changes affects more the fragrance and beauty categories.

"In general, our size of business with them is quite big, and the way to work with them has evolved year after year. We want to keep their vision of distribution, because the experience that we are offering in our boutiques is always a bit different from the one they offer."

Also, department stores help to offer Chanel in the cities where the company does not necessarily want to open monobrand boutiques, he added.

Chanel is taking a "very cautious" approach about expanding its network and is currently focused on the renovation of existing stores. "I think that after 2024 and what happened in China, we have to be quite careful," said Pavlovksy. "We still have our six to eight tactical openings of new boutiques every year, and quite often, when we renovate, we enlarge the



size of the boutique to offer a better client experience for our clients. We are super focused on the improvement of the quality of our network."

Most recently, a Chanel boutique opened in Fukuoka, Japan.

In Italy, there are eight boutiques, plus three footwear stores and one seasonal unit in Capri. In October 2023, Chanel opened a "twin" boutique at the corner of Milan's luxury shopping street Via Montenapoleone and Via Verri, combining for the first time in Italy its fashion collection with its watches and fine jewelry. ▶





Holding its cruise show at Villa d'Este shortly after acquiring a minority stake in Como-based silk specialist Mantero is serendipity.

"It's a long partnership, we have been working with Mantero for the past 52 years. Sometimes this kind of partnership can go one step further, and we have decided to become a stronger ally for the future with them," said Pavlovsky.

Globally, Chanel is working with more than 2,000 manufacturers and suppliers from raw materials and components to finished goods. In Italy it has around 20 manufacturers in its ecosystem.

"If we want to continue to lead this industry in the next 20 years, we have to ensure their capability to develop and manufacture our collections. Sometimes this development goes through an investment, but sometimes we cofinance a machine, or we support the training of employees. What is important is to find the right way of supporting this incredible network in the pipeline, which is facing changes today, and it has to fit with each of these companies," the executive said.

The range of companies is very different, from a big one such as Mantero to a small factory, so "I don't want to put them all at the same level, but we have to take care of everything because we

can't allow some of these capacities to disappear." Equally important is that these companies and suppliers are able to work with other brands. "For me, it's part of their strengths," he said.

Mantero is 123 years old and has worked with Chanel for 52 years. During a tour of the plant organized by the French company ahead of the shows, members of the family's fourth generation, Franco and Lucia Mantero, said the archives include 12,000 Chanel products and 3,000 sketches from the brand.

Asked about any potential development after Chanel's acquisition, Franco Mantero said there had been "no change on a day-by-day basis, but it's very strategic for the future of Mantero." In addition, it's "a positive message for the Como silk district, which is also made up of smaller companies. It gives energy to the system and is a vote of confidence."

In the spring of 2023, Chanel and Brunello Cucinelli inked a long-term agreement to each have a 24.5 percent stake in Italian cashmere manufacturer Cariaggi.

Pavlovsky said the textile industry "is more challenged and has suffered quite a lot in the past," and such a deal allowed Chanel to "make sure that we can continue to benefit from the best qualities and the best finishings." — *Luisa Zargani*

PEOPLE

Keira Knightley Is Ready to Pass the 'Pride & Prejudice' Baton to Emma Corrin



Keira Knightley



Sofia Coppola



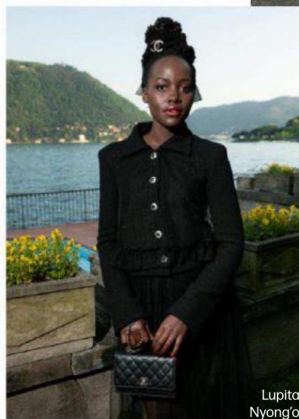
Fernanda Torres



Sarah Catherine Hook



Margaret Qualley



Lupita Nyong'o

● The actress was among the stars attending the Chanel cruise 2026 show at Villa d'Este on Lake Como, along with the likes of Sofia Coppola, Lupita Nyong'o and Margaret Qualley.

BY SANDRA SALIBIAN PHOTOGRAPHS BY
LODOVICO COLLI DI FELIZZANO

CERNOBBIO, Italy — “I don’t think Emma Corrin needs any advice,” a glowing Keira Knightley said with a big smile as she attended the first of the two runway shows Chanel staged on Lake Como on Tuesday.

The British actress joined the likes of Sofia Coppola, Lupita Nyong'o, Margaret Qualley and Ananya Panday in flocking to the landmark Villa d'Este hotel here, which Chanel secured as its exclusive venue to parade its cruise 2026 collection.

Speaking with WWD about her longtime relationship with the French house and the integral role fashion plays in her work and in building a character, Knightley also retraced her famous performance as Elizabeth Bennet in Joe Wright’s “Pride & Prejudice” film, which turns 20 this year. Now, just as every other fan of Jane Austen’s classic, she’s ready to binge-watch Netflix’s new miniseries adaptation starring Emma Corrin in the role.

“‘Pride & Prejudice’ is one of the classic novels, Elizabeth Bennet is one of the classic heroines. It’s been made so many times, and it should be made again and again because there’s always something for a new generation,” said Knightley. “It’s one of those classic stories and yet it’s always modern because of the spirit of Elizabeth Bennet and the love story within it. So I can’t wait to see the new version of it, and I was very proud to be able to play the character.”

Speaking of Netflix productions, Knightley herself has a new movie coming up for the streaming platform at the end of the year. Titled “The Woman in Cabin 10” and based on Ruth Ware’s 2016 bestselling book of the same title, the psychological thriller directed by Simon Stone will see the actress star alongside the likes of Guy Pearce, Hannah Waddingham and Kaya Scodelario, among others.

But before embarking on press tours, on Tuesday Knightley took time to appreciate the cinematic quality of the Chanel cruise 2026 collection. Right after the show, she said she loved “the fact that it was part ‘30s movie star, part kind of Studio 54 and ‘70s disco.”

“There was this really beautiful romantic kind of pastel-y colored, ruffled, full-length [look] like a ‘30s star, where I felt I was in a true [Luchino] Visconti movie. And then there’s a good halterneck black leather where I said, ‘Well, now I’m in disco’ — so I felt between those two and was very happy,” she said.

Another fashion feat that makes Knightley happy? A big bow. Actually the more the merrier, judging by the look she picked for the occasion — a flowy white blouse embellished with black bows around the neckline, which she tucked into a long skirt and cinched at the waist with a belt made of pearl strands.

“I saw this look in Chanel’s fall 2025 show and I thought, ‘Yes, please’. I mean, you always need bows — whenever there’s a bow I am, ‘Yes! Absolutely,’” she said. “I just always loved Chanel because the history of the brand, timeless and yet modern — they’re constantly reinventing something that is always wearable and totally chic. You are always in safe hands when you are with Chanel.”

Nyong'o got the bow memo, too, as she

opted for three big ones to secure her updo on the back. Despite going for a total black look, her hairstyle and pink makeup added fun elements to her outfit, which she said “reminded me of the spirit of Lake Como, which is opulent and yet kind of playful — that’s why I picked it.”

That’s the approach she embraces for her red carpet moments. “I go with my emotions and how I want to feel. And I want to look put together but have a sense of humor so I like to dare myself and have courage with what I wear,” said Nyong'o, who has joined a stellar cast for Christopher Nolan’s next film, “The Odyssey.” Scheduled to be released next year, the adaptation of Homer’s iconic poem will see Nyong'o starring alongside the likes of Matt Damon, Anne Hathaway, Tom Holland, Zendaya, Robert Pattinson and Charlize Theron, among others.

American actress Sarah Catherine Hook is also embarking on new projects. After the success of the third season of “The White Lotus,” she will next be seen in the Netflix movie “People We Meet on Vacation.”

“It’s funny because the scenes that I shot were set in Tuscany and so it was this kind of Italian villa vibe,” she said. “When I filmed it, I also felt transported in time similarly to how I feel here. It was very glamorous.”

As she acknowledged the shift in her career — going from “rolling the dice, audition and hope and pray that someone will hire me” to being sent scripts now — Hook said she’s looking more and more to play different characters and experiment with different genres.

“I would love to be able to sing,” she said. Her dream role would have ties with Italy as she revealed she’d like to star in “this musical that’s set in Florence called ‘The Light in the Piazza’ and I would love to

play Clara one day.”

As for Fernanda Torres, she revealed she wrote a script for a comedy at the beginning of last year and “that’s what I want to do now.”

The Brazilian actress partnered with Chanel for her Oscars debut earlier this year, walking the 2025 Academy Awards red carpet in a look straight from the French

house’s spring 2025 runway show.

After scooping the Golden Globe Award for best actress in a drama, the “I’m Still Here” actress was the second Brazilian to ever be nominated in the Best Actress category, following her mother’s nomination in 1999.

The movie put her under the international spotlight — backed by incredible support from her fellow Brazilians — and her style evolved at every step of her press tour.

“I had to learn,” said Torres. “I live in Rio de Janeiro. It’s almost obscene to be overdressed, to be dressed even, because you can be in a place like this [in Villa d’Este] and then someone in a bikini will look better than you, and you’ll look a bit strange. That’s the place I was raised,” she said with her signature sense of humor and affable ways.

“But then suddenly with ‘I’m Still Here’ we had like six months of red carpets. And red carpet is another stage, you have to decide who you’re going to be,” she continued. “So I had the character I was portraying in the movie and I couldn’t become Cinderella on the red carpet. I had to decide and my stylist Antonio Fradjado helped me a lot to find this balance between something red carpet-able and at the same time elegant, discreet and noble like the woman I was portraying, and that in a way it was very close to who I am.”

“I learned a lot: now I think I have an image of myself in that stage... Now I feel comfortable and know what to choose for myself,” said Torres.

Others in the front row at the Chanel shows included Luca Guadagnino, Caroline de Maigret, Egyptian actress Tara Emad, Japanese talent Nana Komatsu, Chinese actress Ning Chang, Thai actress and singer Ally and a pool of Italian talents.

Jean-Victor Meyers, Françoise Bettencourt Meyers and Nicolas Meyers.



BEAUTY

Françoise Bettencourt Meyers Retires From L'Oréal Board

● Company chairman Jean-Paul Agon and CEO Nicolas Hieronimus paid homage to the granddaughter of L'Oréal's founder, who had served on the board for 28 years.

BY JENNIFER WEIL

PARIS — In a changing of the guard, Françoise Bettencourt Meyers, granddaughter of L'Oréal's founder Eugène Schueller, has retired from the group's board after 28 years.

The move was confirmed during the beauty giant's annual general meeting, held Tuesday morning in the sweeping Palais des Congrès Paris auditorium, after it was announced in early February that she had chosen to retire.

Bettencourt Meyers, 71, sat front row between her husband, Jean-Pierre Meyers and sons Jean-Victor and Nicolas Meyers.

Bettencourt Meyers has been succeeded by her older son Jean-Victor Meyers as vice chairman of L'Oréal's board, where his brother serves as a director. Joining the board as well is Téthys Invest, the Bettencourt Meyers family holding company, which is L'Oréal's largest shareholder with 34.7 percent of its capital. Téthys is represented by its chief executive officer Alexandre Benais.

Jean-Paul Agon, chairman of L'Oréal, said that like each member of the company's board, he is deeply convinced that demanding sustainable and diverse governance is a major source of value for the group.

"The fundamental and quite unique asset of our governance, as you know, undoubtedly lies in the strong and lasting tie between the Bettencourt Meyers family, the family of our founder, and L'Oréal," he said. "As you know, it is the company's reference shareholder. Yet its involvement goes far beyond this, which is why today marks a significant milestone in

the history of L'Oréal.

"Dear Françoise Bettencourt Meyers, dear François if you allow me, after serving on the board of directors for 28 years, you have decided not to seek the renewal of your term of office, which comes to an end at the close of this general meeting," he said. "On behalf of the board of directors, the L'Oréal general management team, our 90,000 employees and all our shareholders, I am profoundly honored to pay tribute to you, dear Françoise."

Agon shared what he described as her "decisive contribution to L'Oréal's economic success" during close to three decades. "You have supported the group's development, providing it with both the ambition and the means to grow and thrive on an ongoing basis," he said. "L'Oréal has this immense good fortune to have been founded by an entrepreneurial genius, Mr. Eugène Schueller, your grandfather. And how can we not pay special tribute to Ms. Liliane Bettencourt — his daughter, your mother — who guided the destiny of L'Oréal with the intelligence and elegance that we knew her for.

"I would also like to emphasize the significant contribution of your father Mr. André Bettencourt, who played a pivotal role at her side at L'Oréal," Agon said. "As part of this family continuity, you yourself have shown that you are closely connected to the company. And you and your husband Mr. Jean-Pierre Meyers have worked to ensure the promotion of shareholders stability with a view to strategic permanence. These are the key success factors of our company."

The executive said her and her husband's long-term strategic vision, which the pair has always had for L'Oréal, was essential in providing visibility to the company's general management.

"This was particularly so during the major crises we faced together, such as the Lehman Brothers collapse in 2008 and the COVID-19 pandemic in 2020," Agon

said. "You have consistently resisted the lure of short-term solutions that would have compromised investment for the sake of immediate gains. Invariably, you have championed a long-term approach, allowing the group to invest, recover more robustly and, above all, lay the foundations for future achievements."

He said her steady support for L'Oréal's leaders — past and present — has been invaluable.

"You have also been the guardian of the L'Oréal spirit, the unwavering faith in people, advocacy of core values, vision of an extended company," Agon said. "First and foremost, you are committed to all our employees. Your primary concern, and that of Jean-Pierre at your side, has always been their well-being and fulfillment. We have ensured respect for L'Oréal's people, centered culture instilled by your grandfather and carried forward by François Dalle."

Agon said L'Oréal has consistently promoted employee share ownership — the idea that the company's success should be shared with those who make it happen, aligning their interests with those of all shareholders.

"More than a duty, you see it as a natural imperative that the company should take action and champion major causes," said Agon, citing the Bettencourt Schueller Foundation, which Bettencourt Meyers

chairs, as "the most eloquent example of this commitment. And you have always fought to preserve the group's integrity. This has sometimes been at the expense of your own peace of mind and that of your family, to whom you're so deeply devoted.

"We're fully aware of all that we owe you," Agon said. "You, who have consistently placed the long-term interests of L'Oréal above all else. Finally, you have admirably passed on the flame that drives you to your two sons — who are sitting next to you — the DNA of L'Oréal's memory, history and fundamentals. Together with your husband, Jean-Pierre Meyers, I know that you take great pride in the fact that the close tie between your family and L'Oréal is continuing."

Agon said both Bettencourt Meyers and her mother had been only children, and now it's a major first with her two sons, the fourth generation of the founding family. He also congratulated Jean-Victor Meyers, who has been a L'Oréal board member for 13 years, on his birthday Tuesday. Nicolas Meyers has been a board director for five years.

Addressing Bettencourt Meyers again, Agon said the proposal of having the family holding company join the board "also marks this remarkable continuity. It is an invaluable asset for the group."

"Dear Françoise, discretion is a silent virtue. Allow me to say at this meeting that you are the very embodiment of it," Agon said. "You have always assumed your role with humility, generosity and simplicity. At every moment, the

greatness of L'Oréal has been your family's credo for 116 years, and it's been yours from the very beginning. I know that it will continue to guide you, because, as you said, you're not leaving L'Oréal — just its board of directors.

"On behalf of the members of the board, all L'Oréal's shareholders and all L'Oréaliens, I would like to express our deep respect, our sincere admiration and our warmest thanks for your immense contribution to L'Oréal over nearly three decades. Congratulations."

Nicolas Hieronimus, L'Oréal CEO, said: "On behalf of everyone at L'Oréal, I would like to extend my warmest thanks to Françoise Bettencourt Meyers, who has inspired an entire generation of L'Oréal's people with a pioneering and family spirit that defines our company. She has always been the guardian of the values that guide us each day — humanist, ethical values that keep people at the heart of everything we do.

"Now, more than ever, these values must remain our compass in a world that sometimes turns away from them," he continued. "Rest assured, dear shareholders, that I am determined to carry this legacy forward and lead L'Oréal toward new horizons of growth to create the beauty that moves the world."

Bettencourt Meyers was presented with a bouquet of flowers to a standing ovation.



Jean-Pierre Meyers and Françoise Bettencourt Meyers

BEAUTY

Oddity Raises Full-year Forecast

- The owner of Il Makiage and SpoiledChild said the impact from tariffs was "very manageable."

BY KATHRYN HOPKINS

Oddity, the parent company of Il Makiage and SpoiledChild, raised its full-year forecast as it shrugged off concerns over the economic backdrop.

It now expects net revenue between \$235 million and \$239 million, representing year-over-year growth between 22 percent and 24 percent. Adjusted diluted earnings per share is expected between 85 cents and 89 cents.

"Our Q125 results exceeded our expectations across all metrics and allow us to raise our full-year outlook. We delivered an outstanding result for our biggest quarter of the year, setting us up to overdeliver on our financial algorithm in 2025," said Oran Holtzman, Oddity cofounder and CEO.

For the first quarter, net revenue was \$268 million compared to \$212 million in

the first quarter of 2024. Net income was \$38 million, up from \$33 million a year earlier. Adjusted diluted EPS were 69 cents, compared to 61 cents.

"We are pleased with our financial results for the first quarter, which beat our guidance across revenue, gross margin, adjusted earnings before interest, taxes, depreciation and amortization, and adjusted EPS," said Lindsay Drucker Mann, Oddity global chief financial officer. "These excellent Q125 results, combined with a strong start to Q2, our sustained high repeat rates, the resilience of our category, and our agile business model allow us to continue investing in our growth while raising our full-year outlook."

Asked about tariffs, she called the impact "very manageable."

"We have some exposure, but it's really small in the scheme of things. That's why, even as we incorporated tariffs into our guidance, we actually raised our gross margin guidance for the full year from 70 to 71 percent, as well as raising our full-year EBITDA guidance. So we're in a



strong position, because we already have high gross margins, which makes us just overall more insulated. We have a flexible global supply chain, and we also have a number of other efficiencies that we have already been delivering on, independent of tariffs."

Oddity is gearing up to soft-launch brand three, a telehealth platform for consumers with medical-grade skin and body issues, in the third quarter. It will be a mix of over-the-counter and prescription. Brand four will follow shortly after.

BEAUTY

New Paul Mitchell Hair Care Line Takes on Sensitive Skin

- The brand is unveiling a no-fuss, four-product Clear line at all Ulta Beauty doors.

BY NOOR LOBAD

John Paul Mitchell Systems is taking on sensitive skin.

On Thursday, the company will launch its newest Paul Mitchell Clear line, a no-fuss lineup of four hair care products that are free of dyes and fragrance, and formulated with less than 10 ingredients each.

The range includes a shampoo, conditioner, smoothing serum and styling glaze which range in price from \$20 to \$30 and – as the collection name would suggest – are all translucent formulas.

"Scalp sensitivities are very real, and can be prohibitive for a lot of great-quality hair care," said Michaeline DeJoria, chief executive officer of JPMS. "We want to be part of a solution."

The genesis of the line, which will sell direct-to-consumer; in all Ulta Beauty doors, and the salon channel, began with its clear conditioner, developed by senior chemist John Siegmund.

"We all kind of realized we hadn't seen a clear conditioner before," recalled Nasrat Hamid, senior chemist at JPMS, of the meeting during which the conditioner was unveiled.

"We were like, 'wait – there's so much that can be built around this,'" added DeJoria, who said the Clear line marks the hair care giant's "big jump into sensitive skin."

While the line doesn't address dry scalp or dandruff – that's the aim of Paul Mitchell's Tea Tree line, which ranks as the number-one scalp care brand sold in salons, according to Kline data provided by the brand – it aims to tackle the needs of consumers with "fragrance- or dye-related skin irritations, or those who get migraines due to fragrance," said Hamid.

The brand estimates the Clear range will reach \$30 million in first-year sales across the Paul Mitchell website, Ulta online and in-store, and the professional channel.

The line's Smoothing Serum, which looks to tame frizz, taps just three ingredients, while the conditioner counts nine – the highest ingredient count across the collection, which will soon be joined by a conditioning hair mask.

"We didn't use 'buzz' ingredients because our goals were specific; the key ingredients in these products are the functional ingredients," Hamid said, adding, "for the shampoo, those are the surfactants in the formula; for the conditioner, its the conditioning agents and the conditioning agents only."

Added DeJoria: "We don't have a 'hero' ingredient so much as the hero is the amount of ingredients – that's what makes Clear stand apart."



EXCLUSIVE

Tower 28 to Release Mineral Sunscreen

- The buzzy brand's SOS line now has three medical seals of approval, for eczema, psoriasis and rosacea.

BY RYMA CHIKHOUNE

Tower 28 has a mineral sunscreen coming.

The clean beauty brand, launched by Amy Liu in Santa Monica, Calif. in 2019, is introducing its SOS FaceGuard Broad Spectrum SPF 30 online on May 19 at tower28beauty.com, sephora.com and revolve.com, and in stores May 22 at Sephora and Sephora at Kohl's.

"This is a product we've been working on for a really long time, and honestly, have done so many revisions of," said Liu.

It's been two-and-a-half years in the making. Like all Tower 28 products, it's created with sensitive skin in mind; Liu, who has eczema, started the brand to create cosmetics and skin care goods that are nontoxic and non-irritating.

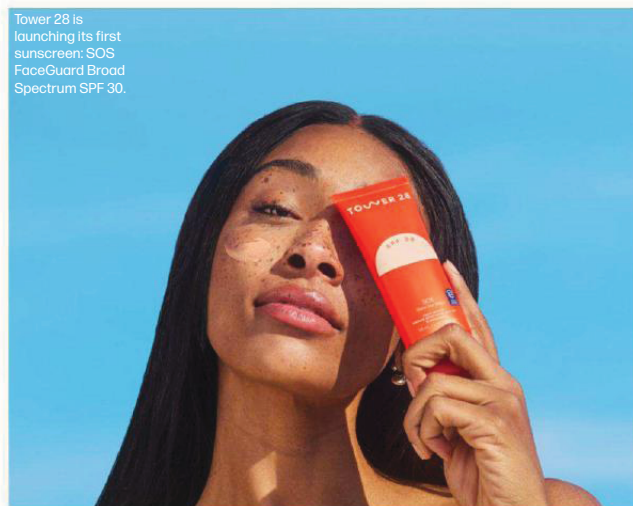
The products are resonating with consumers. Tower 28 had 145 percent year-over-year growth in 2024, according to the company, and it's listed among the top 15 makeup brands at Sephora, with the fastest-growing client base at the retailer.

Liu raised \$500,000 from her personal and professional network to launch Tower 28, before securing a series A investment led by Prelude Growth Partners in 2023 for an undisclosed sum.

"It was always going to be a mineral sunscreen and not a chemical sunscreen, because we're talking about sensitive skin. And, as you know, the problem with mineral sunscreens is that they are hard to blend. You get the white cast," she went on, of the new launch.

The Tower 28 SPF goes on without a white cast – just a subtle tint – and hydrates with a creamy texture.

"It really does feel and act like a moisturizer, the blendability of it," said



Liu. "This is not a trend-based product. This really is out of a need."

It's clinically proven to be non-comedogenic and non-acnegenic, making it safe for acne-prone skin. It also promises to be gentle enough not to irritate the eyes and not to pill with makeup. Priced at \$32 for 50 ml. (with a travel-size option), it has three medical seals of approval: the National Eczema Association Seal of Acceptance, National Psoriasis Foundation Seal of Recognition and the National Rosacea Society Seal of Acceptance.

"We call it our triple seal program," said Liu. "The hope is really just that people can feel that much more confident using the product."

Tower 28's entire SOS skin care line now has the three seals. (The SOS Rescue Spray continues to be the bestseller, with one sold every 11 seconds globally.)

Liu has been a voice in the beauty

space for those with eczema. She serves on the board of directors for the National Eczema Association, a nonprofit dedicated to educating and supporting those affected by eczema, and through a partnership with Tower 28, offers a \$200,000 scholarship to further its mission.

But now she's broadened her focus to include all types of sensitive skin concerns, including rosacea, psoriasis and acne. As part of that effort, Tower 28 has added a medical advisory board to the company composed of dermatologist Dr. Joyce Park and double board-certified plastic surgeon Kelly Killeen.

"We're working with these doctors to make sure we're understanding ingredients in a deeper way, and the way that skin works, the way skin barrier works," said Liu. "We're really trying to cover the umbrella of sensitive skin."

EXCLUSIVE

Oh My Cream Acquires Naturisimo



Some beauty brands stocked at Naturisimo.

● The deal is part of the French beauty retailer's push to become a major alternative beauty purveyor in Europe.

BY JENNIFER WEIL

PARIS – As part of its expansion strategy, Oh My Cream has acquired Naturisimo, the U.K.-based e-commerce site specializing in clean beauty.

The deal, financial terms of which were not disclosed, was inked as Oh My Cream aims to become a leading clean beauty purveyor across Europe.

Naturisimo was founded in 2008 by Robert and Sophie Wills, who serve as its co-chief executive officers.

On May 19, Naturisimo's website will redirect to ohmycream.co.uk. Visitors there will be able to tap into Oh My Cream's lineup of brands, including Victoria Beckham Beauty, Herbivore Botanicals, Goop and Violet FR, which Naturisimo does not currently stock. Also on offer will be Oh My Cream's own brands, such as Oh My Cream Skincare, and ingestible brands Combeau and Atelier Nubio, which Oh My Cream recently acquired.

Naturisimo carries brands such as Innersense, Evolve, Mádara, Dr. Hauschka and Wild Nutrition, which will be part of Oh My Cream's offer in the U.K. Naturisimo's social media accounts also will be switched.

"We plan on having the same level of service, loyalty program, free shipping, brand offering – because we have a lot of brands in common with Naturisimo," said Juliette Lévy, founder and CEO of Oh My Cream. But some leading labels at Oh My Cream will be available, as well, including Augustinus Bader and Susanne Kaufmann.

"Naturisimo has always stood for clean, conscious beauty and a customer-first approach – values we believe are deeply aligned with Oh My Cream's philosophy," Robert and Sophie Wills said in a statement. "As we pass the baton, we're proud of the community we've built and confident that our customer will continue to discover products they love in a thoughtfully curated, expert-led environment. We're excited to see Naturisimo's next chapter unfold as part of Oh My Cream's journey."

The acquisition is part of the retailer's overarching strategy. "Geographical expansion, especially in the U.K., is our top priority," Lévy said.

Sophie and Robert Wills



"Naturally, Naturisimo was a fantastic M&A opportunity for us because it's an e-retailer, so [it] was a [great] way for us to accelerate as well online, alongside our presence in our stores," said Alban Gerard, a partner at Experienced Capital – the fund with a 41 percent stake in Oh My Cream, and a stakeholder alongside Eutopia – who called it a synergetic acquisition. "We immediately seized the opportunity, because it was a fantastic way to reach a larger British audience, to also talk to more customers that are not necessarily targeted by our own stores right now."

Naturisimo approached Gerard earlier this year thinking Oh My Cream might be interested in acquiring it. The retailer entered the U.K. in 2022. It has three London-based stores: in Notting Hill, Chelsea and Marylebone. Two more are expected by year-end.

Gerard underlined there's still room to

grow in France. There will, for instance, be some flagship openings soon. (Oh My Cream flagships tend to run 1,075 square feet to 1,290 square feet.) In May, two are to debut in Paris, in the 16th and 17th arrondissements.

"It can express itself in a different set of formats, including smaller ones," said Gerard, speaking of those that go up to 540 square feet to 645 square feet maximum. "So that brings a lot of flexibility."

Oh My Cream's annual sales grew from about 10 million euros in 2019, when Experienced Capital acquired the stake in the retailer, to almost 40 million euros today, including the Combeau and Atelier Nubio businesses that were recently purchased.

"We thought we might start to investigate opportunistic M&A after 12 years of organic growth," Lévy said. "That's why we had a closer look at Naturisimo, because we shared the same positioning, target

customer, and we thought it would be a very interesting asset deal for us."

Oh My Cream already had an e-commerce structure set up for the U.K., as well.

Naturisimo today registers annual sales of a bit less than 5 million euros. With its acquisition, Oh My Cream's international business will account for 15 percent of overall sales.

"It's definitely becoming very key," said Lévy, adding that acquiring a retailer abroad is a way to expand into other markets in the long term beside notching up organic growth. "Our ambition is to become a leader in alternative beauty [retailing] in Europe."

Oh My Cream has 35 stores, five of which are abroad. Each offers treatments as well as products – it stocks about 100 brands. Brick-and-mortar represents 65 percent of company sales, while owned brands generated roughly 20 percent of the business.

Oh My Cream remains open to future M&A possibilities – especially in skin care and makeup – that would expand its portfolio and add muscle to its position in important European markets.

"We're open, as long as it's complementary to the brands that we currently have with Oh My Cream Skincare, Combeau and Atelier Nubio," Lévy said. "We strongly believe in the wellness category, and we now have the perfect match between Atelier Nubio and Combeau to address all the different types of customers."

Oh My Cream skin care, launched in 2017, is focused on a beauty routine's essentials.

"It was the first brand to strictly focus on those – what we call internally – 'essential gestures,'" said Lévy, who began the line with three products. The collection, currently with 20-plus references, has three major categories: double cleansing, exfoliating and moisturizing, which she characterizes as the backbone of a good beauty routine, to resolve fundamental skin issues.

Oh My Cream Skincare is a more affordable alternative (25 euros to 50 euros) to the ultra-premium brands the retailer sells, allowing it to reach a broader audience.

"It was the beginning of a new phase for Oh My Cream as a retailer, because then we were finally able to talk to everybody," Lévy said. Since its launch, Oh My Cream Skincare has ranked first in the stores. With Combeau and Atelier Nubio, it accounts for 20 percent to 25 percent of overall sales.

Geographically, the focus remains on Europe in the short term. "There is no alternative beauty retailer to Sephora and Space NK," Lévy said.

"There's room for potential ultimately for Italy, Spain," Gerard said. There, the consumer has an affinity to clean beauty and there might be some local actors to buy out, Lévy continued.

"But any market in Europe is very interesting for us," she said.

"At the same time, we're also very cautious on getting the steps in the right order," said Gerard, who described Oh My Cream as a "beauty brand-builder."

"We're a very proud investor of backing such a talented team led by Juliette," Gerard said. Lévy has mutual admiration for Gerard and Experienced Capital's backing during both exciting and challenging periods.

"We have our alternative investment fund with Experienced Capital," Lévy said. "The level of implication in matters that are both strategic, but also helping with the experts operationally on a day-to-day basis, side-by-side with our teams, is very key and quite unique on the market."

BUSINESS

A&F CEO Fran Horowitz Gets Compensation Boost



Fran Horowitz

- She's being rewarded for leading a multiyear, multifaceted and sticky turnaround of the youth specialty retailer.

BY DAVID MOIN

Fran Horowitz, chief executive officer of Abercrombie & Fitch Co., who has

orchestrated one of the retail industry's strongest turnarounds, has been getting nicely compensated for her efforts.

Last year, Horowitz' total compensation package totaled \$17 million, including \$1.4 million in salary, \$5.3 million in incentive pay and \$10.3 million in stock awards, which tie the CEO's pay to the gains seen by other shareholders. That was significantly more

compensation than the year before when the CEO's total compensation package came to \$15 million, including \$1.4 million in salary, \$4.8 million in incentive pay and \$8.9 million in stock awards.

The New Albany, Ohio-based youth specialty retailer generated \$4.95 billion in sales last year, up 16 percent from 2023, driven by comparable sales of 17 percent with double-digit comparable sales growth across regions and brands. By division, Abercrombie brands delivered net sales growth of 16 percent on comparable sales of 15 percent, with Hollister brands growing net sales 15 percent on comparable sales of 19 percent. Operating income rose 15 percent to \$741 million. In terms of sales and operating income, 2024 was the best in the history of the company.

Much of the company's success has stemmed from being better at chasing orders for hot-selling items, downsizing and remodeling stores for greater efficiency and productivity, to be more efficient, having a strong presence on social media, capturing more customers each year, providing appealing, well-designed product at reasonable prices and being more inclusive in its imagery and marketing.

Horowitz has served as CEO of the company since February 2017. Earlier, she was president and chief merchandising officer for all brands of the company and before that served as Hollister's brand president.

Other executives have also been well compensated. Scott D. Lipesky, executive vice president and chief operating officer, received \$5.3 million in total compensation, including \$821,154 in salary, \$2.7 million in stock awards, and \$1.7 million in non-equity incentive plan compensation. In 2023, Lipesky's total compensation came to \$4.7 million.

Samir Desai, executive vice president and chief digital and technology officer, last year had a total compensation package valued at \$4.1 million, including \$721,154 in salary, \$1.9 million in stock awards, and \$1.4 million in non-equity incentive plan compensation. In 2023, his total compensation came to \$4.35 million.

Rati Levesque



BUSINESS

RealReal CEO Rati Levesque's Pay Rises To \$11.5M

- The resale pioneer's new chief executive officer received most of her pay in the form of stock awards valued at \$10 million.

BY EVAN CLARK

Rati Levesque was welcomed into the corner office at RealReal Inc. with stock awards valued at \$10 million, which made up the bulk of her pay last year.

Levesque, the resale platform's first employee, was president and chief operating officer until October, when she took over the role of chief executive officer after the departure of John Koryl.

Her compensation last year also included a salary of \$540,385, bonus and incentive pay totalling \$947,167. CEOs of public companies often see the bulk of their compensation coming from stock awards, which link the executive's own pocketbook with the fortunes of investors.

Levesque has had a taste of the top job before, serving as co-interim CEO after founder Julie Wainwright abruptly left the business in 2022.

But she took the job for real just as the company hit a financial milestone, logging adjusted earnings before interest, taxes, depreciation and amortization of \$9 million last year.

That touch of profitability came after the company increased the amount it charges for each sale, cut out items valued for less than \$100, moved to a consignment model and eliminated unprofitable categories.

"We just went back to our core of fashion buying jewelry, watches, handbags, ready-to-wear, shoes," Levesque told WWD in February. "The P&L is different. The flow-through from revenue to adjusted EBITDA now is much healthier. Now we got back to growth."

The trick now is going to be to keep up that growth.

BUSINESS

Target CEO Brian Cornell's Pay Hits \$20.4M



Brian Cornell

- The retail chief committed in 2022 to stay on for about three more years, putting a potential exit on the horizon.

BY EVAN CLARK

Brian Cornell, chair and chief executive officer of Target Corp., saw his pay package hit \$20.4 million last year with a big boost from stock awards.

Cornell's overall compensation rose 6.3 percent and included a salary of \$1.4 million, bonus and incentive pay totaling \$2.3 million and stock awards valued at \$16.1 million.

It's typical in corporate America for CEOs to get big pay packages that are stock-heavy. The stock awards are one way Target seeks to tie pay to performance, as they are only awarded once certain thresholds are met and their ultimate value fluctuates with the company's shares on Wall Street.

Cornell is among the highest-paid CEOs in retail, but not the highest. Last year his pay package was outstripped by Walmart Inc. CEO Doug McMillon, whose compensation tallied \$27.4 million, including stock.

Target has hit some turbulence lately – fourth-quarter comparable sales dropped 4.4 percent – but Cornell has laid out plans to boost revenues \$15 billion over the next five years.

Delivering on that promise will in all likelihood be a job for future CEOs.

Cornell has already shown remarkable staying power in the job and committed in September 2022 to stay for "approximately three more years," putting a potential exit on the horizon this year or next.

At that time, the retailer's board also eliminated a retirement policy that was "designed to initiate a discussion regarding the possible retirement of its CEO at the age of 65."

A Target spokesperson said there have been no updates on the CEO's plans.

The retailer does have a long list of prominent executive vice presidents – including chief operating officer Michael Fiddelke, chief commercial officer Rick Gomez and chief strategy and growth officer Christina Hennington – but there is little outward talk of succession.

So Cornell could also stay put, especially as Target does not have employment contracts with its top executives.

EXCLUSIVE

Polène Opens Paris Pop-up



Inside Polène's Leather Florist pop-up in Paris.

● CEO Antoine Mothay wants people to walk away from the brand's "Leather Florist" shop, open until July, with an understanding of the brand's DNA, not just a leather flower.

BY LILY TEMPLETON

PARIS — Leather goods brand Polène is in full bloom.

If the openings of multistory flagships in London and Paris weren't enough, the idea is writ large across the French company's Parisian headquarters, at the corner of Rue du Louvre and Rue Montmartre.

There's a tumble of XXL petals on the facade of this nine-level, 40,000-square-foot building, which since November has been home to 180 employees, including an eight-strong prototyping team.

From Wednesday, its 670-square-foot ground floor retail space, known as 67 Rue Montmartre, will be a "Leather Florist" pop-up running through July 26.

But the brand's in-demand purses are nowhere to be seen. The stars here are handcrafted leather blooms, part Polène's Plei line, a collection dedicated to items upcycled from offcuts from its bag production.

Neatly arrayed along the walls are new takes on the orchids, dahlia or bird of paradise flowers introduced in 2024, plus a handful of bag charms making their debut in person in Paris and online.

"The idea was creating an encounter around flowers, the [craft] of the florist and the leather goods artisan, so that people can appreciate the long-term timescale and gestures of craftsmanship," said Polène cofounder and chief executive officer Antoine Mothay.

Designs come in colors that devotees will recognize from the French brand's purses, with prices starting at 60 euros for one that is reminiscent of a tulip and up to 95 euros for a cluster of curved petals that's a cross between a wisteria and an orchid.

On the central counter, floral designer Rym Boughatene, who cut her teeth at the likes of fashion favorites Debeaulieu and Castor Fleuriste, turns any purchase into dried-flower bouquets that also call for the likes of static flowers, eucalyptus leaves and stalks of quaking grass.

But what Mothay wants people to walk away with isn't a leather flower or charm — it's an understanding of what Polène is all about.

"There isn't a huge commercial goal [to the pop-up]," he told WWD ahead of the opening. "This is about awareness, transmission and we hope that visitors and clients can better understand the DNA of the brand, what touches us and appeals to us every day."

Each flower takes between two and 3.5 hours to make from start to finish, a point driven home by a craftsman shown making them throughout the three months, demonstrating on the spot how pieces of leather are cut, curled and stitched in place.

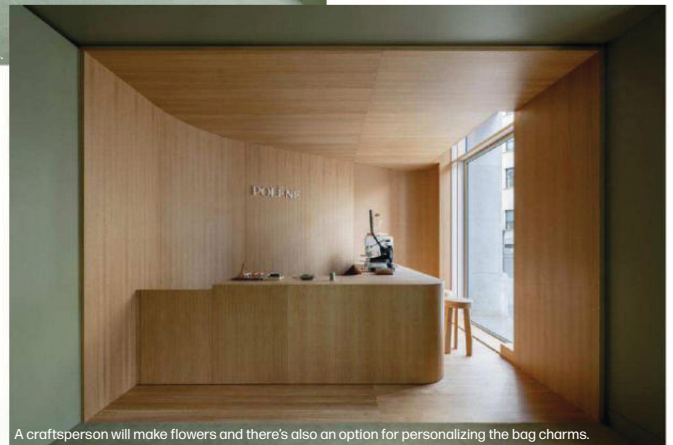
Case in point: that wisteria-orchid mix, dubbed "Orki," is eight layers of folded leather, stitches done by hand, a shaped line running down the leaf and numerous hours of edge painting, a time-intensive step that requires a fair amount of dexterity.

"It's a good way to start explaining to people what we're capable of as a leather goods specialist, what sets us apart from other houses," the CEO said.

Striking a fair balance between artisanal complexity and accessible pricing is Polène's North Star from the onset. It's a message that's been widely heard by consumers, even more so after its bags appeared on Netflix's hit show "Emily in Paris."

In 2023, the brand's sales reached 142.7 million euros. While Mothay declined to give figures on growth or sales, he said "the dynamic was very good" and that they were "very happy that [business] grows a little stronger than what we imagined."

Retail openings in prime locations have come at a steady clip in the past year, with



A craftsman will make flowers and there's also an option for personalizing the bag charms.

Polène's "Tul" leather flower.



a 2,640-square-foot flagship in Seoul's fashionable Sinsa-dong neighborhood; a 4,845-square-foot two-story unit on London's Regent Street in December, and its Rond-point des Champs-Élysées store, which will total more than 7,500 square feet on three levels once it is fully opened. The ground and first floors have already opened.

There is such demand that the brand can't seem to keep its star models in stock, despite some 700 employees in Ubrique, Spain, and an additional 1,400 craftspeople in external workshops around the Spanish city that also produce for the brand, many exclusively.

Adding new workshops can't be done at the snap of a finger. According to the CEO, it takes between eight and 14 months to properly onboard a new workshop and reach a significant volume.

Such effervescence around Polène purses has left the company with another challenge: mounds of off-cuts.

They can reach 30 to 60 percent depending on the type of skin, despite Polène patterns that maximize the surface used, reuse for linings and other clever optimizations. What's left is still good quality leather, despite natural irregularities, small defects or being too small to be used.

So far, the company has been able to use around 10 percent of current-collection leftovers in Plei items, plus another 10 percent used for small leather goods not part of its upcycled range.

Another 10 percent is also extensively used for decor and furniture in retail projects — in London, a wall of bricks made of compressed leather consumed over a ton.

Polène didn't stop there in the quest to give a new life to leather offcuts. One popular item is the Solé bag, a hand-knotted number featuring injected pebbles obtained by combining leather ground into fine powder with a biosourced polymer.

Going forward, the Plei collection will be given more visibility in upcoming retail projects that will include Copenhagen and Milan. A definitive format isn't set yet, with Mothay suggesting it could be rotating selections.

That said, don't expect a flood of upcycled items.

"Plei projects have a high complexity, whether technological or artisanal, so we will stay on moderate volumes because those we work with have [limited] capacity," Mothay said. "And we like that quantities remain limited, to preserve an exceptional side of the products."

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BUSINESS

Kate Spade's Spring Campaign Stars Ice Spice, Charli D'Amelio



Charli D'Amelio and Ice Spice in Kate Spade's spring campaign.

● The campaign, which puts the focus on friendship, highlights the Deco Chain shoulder bag.

BY LISA LOCKWOOD

Kate Spade New York has released its spring 2025 global brand campaign titled "To the Ones Who Carry Us," starring Grammy-nominated artist Ice Spice and dancer and multifaceted social media star Charli D'Amelio.

The campaign, aimed at connecting to a younger audience, celebrates the universal roles friends play in a girl's life with creative scenes that bring modern, relatable energy to the brand. The campaign was photographed by Micaiah Carter, and styled by Emmanuelle Youchnowski. Marcel is the creative agency.

"This campaign is a vibrant love letter to the friends who shape a girl's life," said Eva Erdmann, chief executive officer and brand president of Kate Spade New York. "Since joining the brand, we've been exploring new meaningful ways to connect with a younger audience. In a world where digital interactions often overshadow genuine connections, the profound bond of friendship becomes, more than ever, an indispensable anchor. Kate Spade New York's latest campaign celebrates fierce friends: the ones who show up, have your back, and brighten the everyday. As Kate Spade herself once said, "A good friend is like the perfect handbag – always by your side, effortlessly lifting your spirit, and making every adventure a little more fabulous."

Set in a vibrant cityscape, the film captures the energy of Gen Z's bold, fast-moving lives – and the fierce friends who carry them through it all. At the center is Deco, a versatile essential that transitions from day to night and casual to polished.

From the post-breakup pep talk to the friend group unifier, the campaign celebrates those who show up, stand out and make every moment count. The Deco bag comes in blue multi denim, jungle vine, pistachio and apricot cream.

"Growing up in New York, I've always been a fan of Kate Spade and their iconic designs. This campaign was exciting to me because it's all about celebrating friendships," said Ice Spice. "My friends mean everything to me – they keep me grounded, especially my sister and cousins. They're the ones I call when I'm homesick, when I'm hyped, or when I just need to be reminded of who I am and where I came from," said Ice Spice, the 25-year-old rapper.

"I'm so excited to partner with Kate Spade New York," said the 20-year-old D'Amelio. "I've loved the brand for years especially how its modern designs allow me to express my own personal style. I think it's really cool to see how this campaign celebrates the power of friendship and the joy it brings. It makes me think of the lifelong friendships I have that started as a child, growing up, going to school together, being in the same dance company, or new friends I've met through work or moving to new cities – I am so grateful to have had the amazing opportunity of forming friendships with new people along the way," said D'Amelio. With over 155 million followers, D'Amelio is the second most-followed person on TikTok, as of 2025.

The spring 2025 collection is available to shop in stores and online, with new styles continuing to roll out through spring and summer. The campaign appears on Kate Spade New York's owned channels, digital media and out-of-home advertising.

BUSINESS

Kenneth Cole, Rachel Platten Team Up For 'Purposeful Voices' Series

● Through an impactful music video, the brand brings attention to mental health with a rendition of Platten's record, "Bad Thoughts."

BY LISA LOCKWOOD

Kenneth Cole Productions has released the second installment of the spring 2025 "Purposeful Voices" series in collaboration with Emmy award-winning, multiplatinum recording artist Rachel Platten.

Platten and Cole are teaming up to raise awareness for mental health and resources this May, which is Mental Health Awareness month. Through an impactful music video, that will be released Thursday, the brand is bringing attention to mental health with a stripped-back, tender version of Platten's record, "Bad Thoughts," from her latest album, "I am Rachel Platten."

Platten is the most recent ambassador to join Cole's nonprofit, The Mental Health Coalition. The initial "Purposeful Voices" campaign, that launched earlier this spring, featured storyteller Isabella Strahan, a cancer survivor and advocate for hope.

Cole's spring 2025 womenswear collection, designed under the creative direction of Emily Cole, is further elevated

throughout the campaign and film with the artist styled in a curated assortment of "Rachel's Picks."

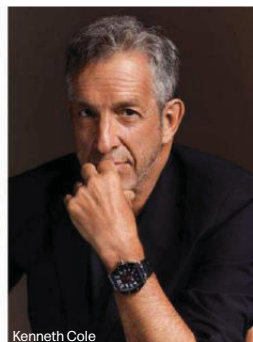
"For over 40 years, we've used our voice to provoke thought and inspire conversation about important social issues and to help others feel seen, feel heard, and feel relevant. This spring, the brand launched our Purposeful Voices campaign, and is grateful to partner with Rachel Platten, an inspiring singer-songwriter who uses her own voice to support an empower others," said Kenneth Cole, chairman and chief creative officer of Kenneth Cole Productions Inc. and chairman of the Mental Health Coalition.

The campaign film encapsulates Platten's journey coming to terms with her own mental health struggles through her song, "Bad Thoughts," her latest "Fight Song" anthem. Cole and Platten chose this song as it tells how Platten overcame postpartum depression and anxiety, while also navigating the artificial facade of fame to realize her authentic, honest self.

"I feel incredibly honored and so very proud to be partnering with the Mental Health Coalition and Kenneth Cole," said Platten. "After the whirlwind success of my first major label album and subsequently entering motherhood, I fought a brutal



Rachel Platten in Kenneth Cole Productions' "Purposeful Voices" campaign.



Kenneth Cole

and long battle with my mental health. Now that I'm finding joy in my life and my music again, I once again feel pulled towards service. But this time, it's deeply personal. I hope to use my music, my voice and platform alongside Kenneth Cole and MHC to help remove the stigma around mental health and raise awareness around all the incredible tools and resources available through their platform."

Cole and Platten's partnership began at the Mental Health Coalition's 2025 Wellbeing at Work Day on Dec. 3, 2024, an

annual event aimed to cultivate healthier, more productive workplaces nationwide, where Platten performed her cult-classic "Fight Song."

"Rachel's Picks" are available to shop on KennethCole.com and in select retailers, including Macy's and Nordstrom. In addition, in recognition of Mental Health Awareness Month, from May 1 through May 4, 100 percent of sales on KennethCole.com will be donated to the Mental Health Coalition in support of their mission to end the stigma around mental health.



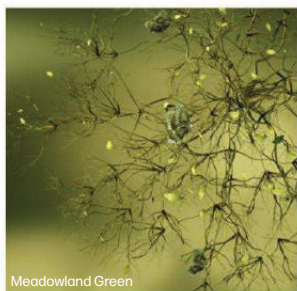
Luminous Blue



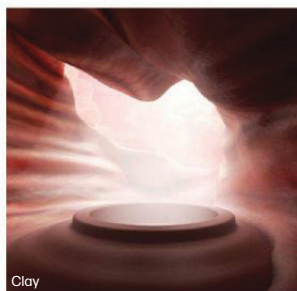
Energy Orange



Pop Pink



Meadowland Green



Clay

FASHION

WGSN and Coloro Name 2027 'Color of the Year'

- The two companies also unveiled five key colors for spring 2027.

BY ROSEMARY FEITELBERG

WGSN, a consumer trend forecasting service, and its sister company **Coloro** have named "Luminous Blue" as the 2027 "Color of the Year."

The company also has introduced its five key colors for spring 2027 that are said to borrow from tradition, culture and wisdom to relay a sense of being grounded and resilient. Those key choices are Luminous Blue, Energy Orange, Pop Pink, Meadowland Green and Clay. As their names suggest, the first three are lively and buoyant hues that from WGSN's view will help people rise above the stresses of the world.

The earthier and more staid Meadowland Green and Clay were inspired by consumers' search for purposefulness and meaningful connections through community and nature. The pressures of a polycrisis in 2027 – the convergence of war, climate change, epidemics and energy issues and other problems – are also expected to spark interest in the earthy pigments, according to WGSN.

The limitlessness of colors recently surfaced in the news, after scientists at the University of California, Berkeley, said they

had discovered a new color, "olo," that cannot be seen by the naked eye.

A team of 18 hailing from cities like London, North America, São Paulo and China pitched in this season to pick the 2027 color of the year, according to WGSN's senior color strategist Clare Smith. "Quite constant, inspired, vivid and immersive," Luminous Blue also has a familiarity, which will be key on the commercial level going into 2027, she said.

Discussions about Luminous Blue led to such topics as natural-made pigments and semiprecious stones. This Yves Klein-like cobalt also conjured up "the idea of being traditional in class, but also blending with AI advancements," Smith said. Interconnectedness was top-of-mind for the WGSN team in relation to society, technology, environment, politics, industry and creativity. "You can't talk about one without the other now. That's a driving force with color as well," she said. "When we are still in such uncertain and fluctuating times, this idea of you-can't-have-me-without-the-we speaks to this color."

WGSN launched a color-coding system, **Coloro**, in partnership with the China Textile Information Center in 2017. Before selecting any trending colors, the WGSN team reviews "thousands and thousands" of colors in a workshop, but the process is "really intuitive," Smith said.

From WGSN's standpoint, Color of the

Year comes down to how brands can use the color, and whether it would stand out for a whole year. Relatability is another upside to Luminous Blue, Smith said. "It feels very workable and achievable, which is what we want from a color of a year."

Smith said the 2027 Color of the Year could play into the hue of the suits that Blue Origin's all-female crew wore for their space travel but while space travel can't be ignored, due to all of the advancements that are happening in that area, Luminous Blue is more of a combination of natural forces with a technology AI undercurrent. While Pantone specialists have spoken about the influence of space travel on color palettes, Smith said, "We don't look directly at what Pantone is doing. We work with Coloro. We definitely see the influence of space travel on other key colors, but not on our Color of the Year."

Key Colors for Spring 2027

Luminous Blue 125-28-38: Richer than Citibank's logo and flashier than royal blue, this cobalt started cropping up on some spring 2025 runways, thanks to Loewe, Ralph Lauren, Alberta Ferretti, and brands like Cos, Banana Republic and Adidas.

Energy Orange 018-57-34: Dutch soccer fans aren't the only ones who favor this high-octane orange. The "Oranje," the

national team of the Netherlands, wears this high-intensity orange as a nod to the Dutch royal family, the House of Orange-Nassau. Designers like Abra, Giambattista Valli, Cho Cheng and Alexander McQueen have worked this shade into their runway collections. Per WGSN, "This bright orange corresponds to the consumer desire for safety and protection."

Pop Pink 151-73-22: Greta Gerwig and Margot Robbie helped to kick off an all-summer pink trend with the release of the feature film "Barbie" in July 2023, and consumers' fondness for the color hasn't fully waned. While Blackpink's Rosé served up her take on pink in the music video for "Apt," Carven, Akris and Balmain have served up styles in Pop Pink.

Meadowland Green 050-61-19: "Wicked" actress Cynthia Erivo did her share to boost green's popularity among the masses, but Meadowland Green is more of a subdued shade. Labels as diverse as Victoria Beckham, Sandy Liang, Lee and Free People have tapped into this color.

Clay 014-60-13: With a dash of pink, this one is softer than the foolproof neutral that stands the test of time. While Thom Browne, Another Tomorrow and Gap have been known to mold their fashions with more traditional grays, Clay offers an almost dusty pastel option.

EXCLUSIVE

Dior Goes Big for Dioriviera Beach Collection

- The French fashion house is partnering with prestigious hospitality players in Venice, Paraggi and Capri.

BY JOELLE DIDERICH

"**White Lotus**" may have moved on to Thailand, but Dior is going big in Italy for the rollout of its annual Dioriviera beach collection.

While the global activation will span locations from Bodrum to Bali, there will be several new locations in Italy, including a bar at the Hotel Cipriani in Venice overlooking the Grand Canal across from St. Mark's Square.

Dubbed Il Bacaro Dior at Hotel Cipriani, the 35-seat outdoor venue will open on May 27 in tandem with a pop-up store inside the hotel featuring the women's collections designed by artistic director Maria Grazia Chiuri.

The hotel belongs to Belmond, the hospitality division of French luxury conglomerate LVMH Moët Hennessy Louis Vuitton, which owns Dior.

The lifestyle push is not limited to LVMH-owned properties.

The brand is also teaming up with Gruppo Langosteria on a pop-up at Bagni

Fiore, one of Italy's most exclusive beach clubs, located in the bay of Paraggi near Portofino. Dior is returning there on May 15 with an expanded takeover of the space, this time including the beach, following an initial partnership in 2022.

In tandem with The Dior Bagni Fiore, it will christen a resort pop-up in Paraggi, to be followed on May 24 by the opening of a new boutique in Portofino, where its store has been transferred to a larger location on the main square known as La Piazzetta. The previous location, also on the square, will now be home to a Dior fragrance and beauty boutique.

In June, the brand will open Italy's first permanent Dior spa at the renovated Splendido hotel in Portofino.

In addition, resorts in Capri, Ibiza, Mykonos and in several Turkish destinations will be decked out in Dioriviera prints, with customized deckchairs, parasols and other accessories. Swimming pools will be equipped with inflatable animals, in tribute to the line's signature Toile de Jouy Sauvage motif.

Some seaside locations will also offer excursions aboard Riviera boats featuring the Dior signature, complementing pop-ups including traveling Dior cafés or

wellness workshops.

Chiuri has reinterpreted the Toile de Jouy Sauvage in turquoise and pink, and introduced a new jungle-inspired Toile de Jouy Palms motif in more muted shades like navy, beige and brown. Animals will feature in the Dior Cabinet d'Été jewelry line and a range of bag charms.

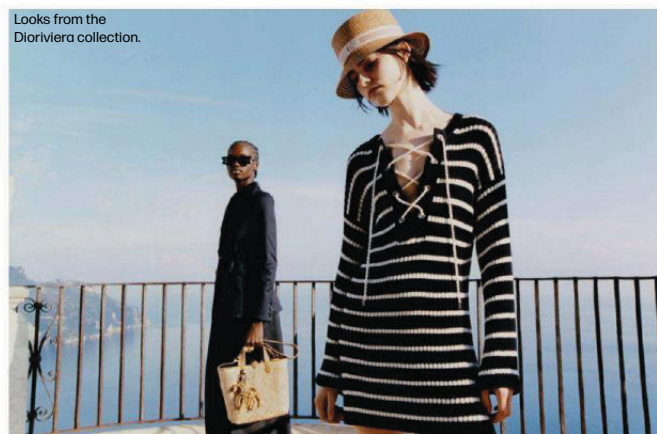
The Dioriviera range has gradually expanded to include homewares. New this year are ceramic palm trees made in collaboration with French ceramics house Jean Roger; vases by the Manufacture des Emaux de Longwy, the historic French

masters of enamelware and hand-painted candle jars.

As part of the activation, which bows in various destinations from late April to early July, storefronts and window displays in Dior boutiques from Beverly Hills to Shanghai will be taken over by life-sized woven rattan elephants, giraffes, tigers, cacti and palm trees.

A similar theme will unfurl in pop-up stores in Thailand, South Korea, Malaysia, Indonesia and China.

Dior began selling a beach collection at a pop-up store in Mykonos in 2018, joining the ranks of luxury brands courting customers in summer holiday destinations with in-season merchandise and convenient temporary locations.



Looks from the Dioriviera collection.

FASHION

Brides Like '90s-style Wedding Gowns, Pinterest Says

- Its annual Wedding Trends Report covers what's on the horizon for fashion, beauty, decor, travel and more.

BY ROSEMARY FEITELBERG

Brides-to-be turn to Pinterest to check out possibilities for their weddings and their searches have unearthed some interesting trends for 2025.

With more than 3.8 billion wedding-related searches and 13.4-plus billion wedding ideas pinned on the platform, Pinterest's annual Wedding Trends Report covers what's on the horizon for fashion, beauty, decor, travel and more. There are about 2 million weddings each year in the U.S. — each of which requires myriad style and financial choices. As far as investments go, weddings are up there, considering that the average wedding costs \$33,000, according to The Knot, another resource that is popular with brides-to-be. That average boils down to a cost of about \$284 per guest.

Many Gen Zers are on the hunt for '90s-inspired wedding dresses, like vintage ones from Vera Wang as well "dainty" ones. Apparently, Gen Z is also keen on Mantilla veils for them, considering that searches for those and wedding-appropriate Spanish styles increased by 640 percent. Interest in statement suits and pantsuits are also catching on, including burgundy tuxedos, as well as forest green styles and rust-colored suits. One of the surprises is how brown

is catching on several fronts, including chocolate wedding cakes, mocha bridesmaid dresses, dark brown groomsmen suits and even brown wedding flowers.

With civil ceremony dresses up by 162 percent, as well as city hall elopements on the rise by 190 percent, Pinterest will stage a pop-up on Wednesday at City Hall in New York City. Gen Z's interest in city hall and courthouse weddings is driving many of those searches, according to Pinterest.

Couples who have made their unions official between Monday and Sunday will be eligible for a few freebies at the Wednesday pop-up in lower Manhattan, thanks to Pinterest. A limited number of certificates for celebrity toasts at Chompers Social Club will be doled out, and complimentary Sprig and Social bouquets inspired by this year's Wedding Trend Report will be given away. Couples can also get a professional portrait by Jenn Goz through a partnership with Deirdre Alston. The newly married or soon-to-be can take a chance to be featured on Pinterest's social media channels.

"Nature-inspired Glam" is another key trend, with brides looking to highlight natural inner beauty and features. That has translated to substantial three-digit percentage increases in searches for "soft glowy makeup," "natural glowy makeup" and "bronzy glowy makeup." Perhaps inspired by Mother Nature, boho wedding hair flowers jumped by 324 percent. There appear to be more

The Vow Jewelry collection by Vera Wang for Jared Jewelers.



environmentally conscious brides-to-be too, considering that "paper flower bouquets" and "wildflower wedding theme" registered upswings of 1,637 percent and 454 percent, respectively.

Nail art, of course, is another key choice with dusty rose nails, red bridal nails and lace wedding nails being the three types that registered the highest search gains

for 2025. In terms of engagement rings, vintage-cut ones saw the greatest gain by 175 percent.

Honeymoon planning is centering on the Seychelles Islands in East Africa, Cape Town and Zanzibar off the coast of East Africa. And tropical destination wedding locales are pointing toward Bali, Costa Rica and Goa, among other places.

BUSINESS

SMCP Sales Gain 2.6% in Q1

- The company's action plan to close Maje and Sandro stores in China and expand in new regions like Indonesia and India is steadying sales.

BY RHONDA RICHFORD

PARIS — SMCP's plan to decrease dependence on China is paying off, with first-quarter sales at the parent of Sandro and Maje rising 2.6 percent to 287 million

euros at constant exchange rates.

The French retailer cited slight growth in all regions outside of Asia. The news pleased investors, which pushed the group's shares up 2.65 percent higher at market close.

It's part of the "transition year" plan implemented by chief executive officer Isabelle Guichot in 2024 to reduce its overexposure in what was once its biggest growth market.

"In Asia, our action plan is beginning to bear fruit, despite the ongoing impact of our network optimization in China. These results reflect the collective efforts of the group's teams in enhancing the desirability of our brands. In a complex and volatile macroeconomic environment, we approach the coming months with cautious confidence, continuing to focus on cost control, operational agility and sustainability to maintain our trajectory of profitable growth," Guichot said in a trading statement Tuesday.

In the region, sales were down 9.5 percent on an organic basis year-over-year to 53 million euros, following 65 net closures over the last year as the company seeks to reduce its footprint in China and expand in other Asian countries including India, Indonesia and the Philippines.

The group said like-for-like sales were up 1.8 percent in China, though the ongoing impact of the store closures dragged down sales overall.

To help steady the region, SMCP has brought in luxury veteran Kleine Tan as chief executive officer SMCP Asia. The new executive is based in Hong Kong and will implement a new strategic road map.

The results indicate that SMCP is slowly recovering from its steep slide in 2024, which saw a net loss of 24 million euros

for the full year and several consecutive quarters of flat or declining sales.

Outside of China, sales in Asia "remained resilient, with a positive trend in Malaysia and Thailand, and a slightly negative trend in South Korea and Singapore," the group said.

In India, SMCP partnered with Reliance Brands Ltd. to expand Sandro and Maje in the country. The first store from each brand opened in Mumbai in January. The group plans to open an average of three additional stores a year over the next two years, with the goal to open up to 10 units in the country by 2027. Key target cities after Mumbai will be Delhi, Bangalore and Kolkata.

The group has also signed distribution deals with SSI Group in the Philippines and Map Group in Indonesia to snap up market share in those countries and their growing middle class.

"In the first quarter of 2025, we recorded a solid performance with sales growth across all our key markets, except Asia. This growth was notably driven by our performance in France and the EMEA region, where we continue to gain market share, as well as by the group's sustained positive momentum in the U.S. market," Guichot said.

In the Americas, the company saw growth of 2 percent on an organic basis year-over-year to 44 million euros. But sales took a hit with the closure of Hudson's Bay stores in Canada, where the company had 20 corners. Those are now shuttered, though the company expects to announce a retailer partnership soon, it said in a statement.

In the U.S., SMCP is sticking to its full-price sales strategy and cut its average discount rate by three points as it seeks to upscale its brand reputation for Sandro and Maje.

Sandro is in the midst of intensive work on elevating the brand, with a new aesthetic direction and associating itself with the art world, including a collection

featuring works by Louise Bourgeois.

In its home country of France, SMCP saw nine net closings in the quarter as it shuttered some Claudie Pierlot stores as it rejiggers the legacy name. The brand recently brought former Balzac designer Maria Rosa Fragapane on board as creative director to reinvigorate the style, and is shifting its marketing to refer to the brand as just "Claudie" in all communications going forward.

Despite the Claudie closures, sales were up 4 percent on an organic basis to 102 million euros on the strength of Sandro and Maje, where it has adhered to a new full-price policy.

The rest of Europe saw a bigger boost in the first quarter, with sales up 9.2 percent year-over-year.

SMCP is pursuing a partnership strategy to enter new markets, which included Croatia, Montenegro and Serbia in the first quarter. Existing partnerships in the Middle East and Turkey also "show strong momentum" as those regions are becoming increasingly important.

Following the China closures and openings in new developing markets, the group has 1,640 points of sale worldwide.

Sandro remains its biggest brand, with sales up 4.2 percent in the quarter to 147.5 million euros. Its little sister brand Maje saw sales increase less than one percent to 110.7 million euros at constant currency.

SMCP's "other brands" category groups Claudie Pierlot and its men's brand Fursac together, which saw sales rise 2.3 percent to 38.4 million euros in the quarter. The company framed that as "in line with the group's average."

"In a complex and volatile macroeconomic context, SMCP is approaching the coming months with a cautious confidence, continuing to focus on cost control, operational agility and sustainability to maintain our trajectory of profitable growth," the company said.



A fall 2025 look from Sandro.

SJ **MATERIAL** INNOVATION

SOURCING JOURNAL SPECIAL REPORT

For true success, next-gen materials must be accessible, durable, scalable, sustainable, compliant *and* backed by sound R&D. It's a tall order but companies are leaning in. Learn how.

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ACCESSORIES

Patrizio di Marco Makes New Investment in Sneaker World



Pro-Keds Royal II Orbit



● The fashion executive has bought a minority stake in Be Sneakers, the Italian footwear manufacturer helping to revive the Pro-Keds brand.

BY MARTINO CARRERA

Patrizio di Marco, the former chief executive officer of Gucci and Bottega Veneta, is becoming a serious sneakerhead.

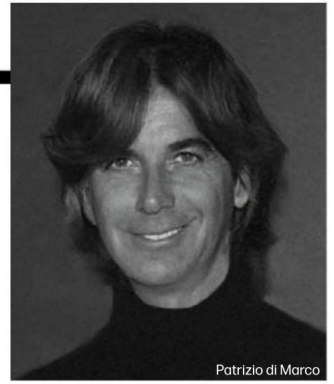
In a new development tied to its role in reviving the Pro-Keds footwear brand, di Marco has acquired a minority interest in Be Sneakers, the leading Italian footwear manufacturing company, which is among the partners of the Pro-Keds brand.

The latter's designs, drawn from the brand's archives, feature the innovative Rubber Fusion technology, a patented vulcanization technique from Be Sneakers which fuses multiple types of rubber into a single, multilayered sole, improving durability, traction and comfort.

Financial details of the deal were not disclosed.

"I decided to join Be Sneakers because I found in this company a unique blend of cutting-edge technology, quality, and a truly Italian artisanal culture. I strongly believe in its industrial and creative potential, and I'm excited to help shape its future," said di Marco.

As reported in January, di Marco joined forces with Jay Schottenstein, the U.S. retail veteran and founder of American Eagle Outfitters and DSW, to rekindle Pro-Keds, setting in motion a global relaunch of the brand.



Patrizio di Marco

Pro-Keds was first launched in 1949 as part of the US Rubber Company, a pioneer in the footwear industry, also owner of the Keds brand, founded in 1912 in Boston.

Wolverine World Wide Inc. had sold Keds to Designer Brands Inc., the parent company of footwear retailer DSW, in 2023.

Based in Barletta, in Italy's Apulia region, Be Sneakers posted sales of 7.8 million euros in 2024, up 66 percent compared to the previous year. With his investment, di Marco also brings a wealth of fashion managerial knowledge to the company, which plans to hit the 10 million euro threshold in 2025 revenues.

"Di Marco's arrival marks a key milestone in our growth journey. His sharp eye for product and deep understanding of global market dynamics will be instrumental in strengthening our positioning, while also bringing an international perspective and paving the way for new, high-profile collaborations," said Peppe Ricco, CEO of Be Sneakers.

Di Marco is not new to the sneaker world. After a key role in turning around Bottega Veneta over an eight-year stint as president and CEO, di Marco took the helm at Gucci in 2009, at the peak of the global economic crisis, exiting in December 2014.

He is a former executive chairman and shareholder of hip sneaker brands Golden Goose, Aury, and British streetwear retailer End. Clothing.

BUSINESS

Chiara Ferragni Takes Full Control of Namesake Brand

● The social media personality and entrepreneur is taking steps to overcome the crisis that engulfed her in 2023.

BY MARTINO CARRERA

MILAN — Chiara Ferragni took to her Instagram profile Tuesday to reveal she has taken control of Fenice Srl, the company controlling and operating her eponymous fashion and lifestyle brand. She is now the controlling shareholder with 99 percent of shares.

Ferragni bought the shares in Fenice Srl she did not own already from now-former partners Paolo Barletta and Pasquale Morgese, who owned a 40 percent and 27.5 percent stake in the company, respectively. Ferragni was until now the second-largest shareholder with a 32.5 percent interest through her Sisterhood vehicle.

The move is one of many that the social media personality and digital entrepreneur has been taking the past bumpy year to safeguard her business amid the so-called "pandoro-gate" snafu stemmed from miscommunication around a charity initiative that has seen her engulfed in crisis since December 2023.

In addition to Fenice Srl and her namesake brand, Ferragni's business also includes TBS Crew, the company she

founded in 2009 that manages her The Blonde Salad blog and activities.

Last January Milan prosecutors sent Ferragni to trial on fraud charges over the allegedly misleading charity claims.

Captioned "to new starts and to whatever they might be," Tuesday's Instagram announcement post included a screen grab from a conversation with an unspecified person texting her "congratulations Chiara! I want to communicate that from this moment on you own 99 percent of the company that owns your brand."

That screenshot was followed by written remarks by Ferragni.

"Today I want to share something with you: for the first time, I have become the majority shareholder of Chiara Ferragni Brand. It's not just about shares or percentages: it's a beginning," she wrote. "This decision is a concrete step. It's the choice to take back control of my story: no more delegating, no more pretending everything is fine when it's not. It's about embracing the weight and the beauty of leading, deciding, changing. It's about being free, for the first time, to carry forward my brand and my name," the post continued.

"I'm not here to tell you a fairytale, fairytales don't exist. But I know I'm trying to build something new. With effort, clarity, and responsibility. I won't tell you [this is] a perfect rebirth. I'm not living

one myself. I will tell you the truth: made of highs and lows, imperfect, mine. And that's the only place where I can start again," Ferragni concluded.

As reported, the peak year for Fenice was 2022 when the company logged revenues of 14.2 million euros, compared with 6.6 million euros in 2021. Net income amounted to 3.4 million euros, compared with 1.9 million euros and earnings before interest, taxes, depreciation and amortization rose to 5 million euros, or 35 percent on sales, compared with 2.8 million euros in 2021.

In 2023 sales were only partially dented by the crisis, which erupted in December, and amounted to over 11 million euros, while last year, preliminary figures to Nov. 30 were reportedly down to 2 million euros.

Since 2019, Ferragni had been investing in building a lifestyle concept for her brand, expanding its product offer through a number of new licenses.

These include ready-to-wear and accessories with Swinger, whose first collection under the agreement bowed for fall 2021; footwear with Mofra; a children's line with Monnalisa; innerwear and beachwear with Velmar; jewelry with Morellato; stationery with Pigna, and children's products, from strollers to furniture and textiles, with Nanan. Her own first makeup line was launched in November 2021, working with Intercos.

In 2021 she inked a license with Safilo for the production and distribution of Chiara Ferragni branded eyewear, introduced in 2022. In the wake of the controversy Safilo ended the licensing agreement in December 2023.



Chiara Ferragni



Business Insights

TECHNOLOGY

The Luxury Consumer Has a New Dealer

● Reklaim is bringing its data-driven technology to direct-to-consumer, giving shoppers access to coveted luxury handbags and watches with sustainability in mind.

BY ALEXANDRA PASTORE

At just three years old, Reklaim is doubling down on its mission to democratize luxury. The technology-forward company aims to redefine the essence of luxury through conscious consumption and open the door to the world of luxury with the belief in a world where luxury and values are intertwined.

Founded in 2022, Reklaim's original model connected exclusively with retail partners, including Nordstrom, Selfridges and Jared. The turnkey solution gives access to \$10 billion worth of coveted handbags and watches with its proprietary technology, including a selection of items from Hermès, Louis Vuitton, Rolex and Chanel. In addition to its curated selection, the company has also offered its Whatever, Whenever service to source sought-after pieces.

Reklaim is now in more than 100 retail doors, which James Thomas, co-owner, cofounder and chief commercial officer of Reklaim, told WWD was a "critical first step – allowing [the company] to introduce consumers to the breadth of our handbag and watch assortment, and to establish Reklaim as a disruptive, elevated force in pre-owned luxury, all within a tangible retail environment. [We] focused on perfecting our proprietary technology and cultivating strategic wholesale partnerships."

Furthering its mission, Reklaim has announced it will now be available

direct-to-consumer through its own website. With this step, the company aims to empower the consumer to take the power back and reject the idea of multiyear waitlists, forced purchases and buying into the privilege of eligibility.

"In a world where luxury has long been defined by exclusivity and excess, we saw an opportunity – not just to challenge the status quo, but to completely reimagine the pre-owned experience," said Kamran Razavi, co-owner, cofounder and chief executive officer of Reklaim. "The name Reklaim stands for taking the power back. We're not just reshaping luxury. We're rebuilding the entire system behind it, one with sustainability and inclusivity at the core."

Thomas added that with Reklaim's strong foundation in place and proven demand, now is the ideal moment to expand the company's digital footprint through its own direct-to-consumer platform.

In practice, Razavi said that what this means for consumers is access to the luxury products and shopping experience that they deserve. For retailers it provides inventory agility and for brands, it means a chance to participate in a space where there has traditionally been exclusion.

"Reklaim is flipping the script on pre-owned luxury," Thomas said. "Most pre-owned platforms are dependent on whatever comes through the door – but we lead with curation. Everything we offer is based on what our customers actually want, backed by data and demand. We built Reklaim with a time-saving mindset."

To that end, Thomas and Razavi describe Reklaim as a "super brand," meaning that while it is a singular destination, it is powered by the strength of many – namely the designer brands that the platform is bringing together. At the

Reklaim is launching its service direct-to-consumer.



same time, the cofounders see Reklaim offering its customers efficiency, easy and high-level service in addition to access to the best experience possible.

"We've built a platform that offers whatever you want, whenever you want it, and at the right price," Razavi said. "Our Whatever, Whenever approach ensures that the most in-demand, hard-to-find luxury pieces are always within reach – giving our customers not just beautiful products, but the ultimate luxury of time."

Moreover, Razavi said they see Reklaim as a sort of "giant recycling plant for luxury."

"Reklaim was created to ignite a global movement around more conscious consumption," Razavi said. "Luxury goods are crafted with extraordinary artistry and made to last. Our mission is to fully extend the complete life cycle of every bag and watch we sell. It's really a giant global game of 'match.' We needed to build the underlying technology to properly match global buyers and sellers in real-time."

Notably, Reklaim has trademarked the term Conscious Luxury to effectively redefine what it means to shop pre-owned. Reklaim's Conscious Luxury is an elevated experience, said Razavi, that benefits everyone in the ecosystem, whether you are the customer, retailer or original manufacturer.

"Our mission is to spark a shift in consciousness where recycling

pre-owned goods becomes the norm and overconsumption, one of the planet's most damaging forces, is challenged," Razavi said. "We recognize that what we sell are luxuries – and with that comes responsibility. That's why we empower our community to shop consciously."

Reklaim's commitment to sustainable luxury solutions will be exemplified further through its

Conscious Collective, a global community of ambassadors in the conversation around pre-owned luxury and mindful consumption. The group will create aspirational content, host events and drive awareness of the circular economy through storytelling and peer influence. Elsa Hosk, model and entrepreneur, has been named the inaugural member of the Conscious Collective.

Thomas described the potential Reklaim consumer as "discerning, style-forward and starved for time."

"They're coming to us for an elevated pre-owned experience that's not just thoughtful and transparent, but also efficient and seamless," Thomas said. "Above all, they are conscious global citizens who care as much about the planet as they do the heritage and craftsmanship of luxury goods. Shopping Reklaim isn't just about acquiring handbags or watches, it's about embracing a circular model of luxury that honors the planet and future generations."

TECHNOLOGY

Dolce Vita Unveils Bold 3D-printed Innovation

● In partnership with Hilos, Dolce Vita launched an on-demand, U.S.-made 3D-printed shoe.

BY ARTHUR ZACZKIEWICZ

Dolce Vita is taking the footwear industry forward with the brand's largest on-demand, 3D-printed footwear launch to date – powered by a partnership with Hilos.

The footwear brand said in a statement that the Dolce Vita Holis 3D shoe "breaks industry expectations as the only commercially available 3D-printed shoe manufactured on-demand in the USA. The scale of this launch is a glimpse at the future 3D-printing holds for innovative design language, reduced waste and a rebirth of domestic manufacturing."

The opportunity for nearshoring footwear manufacturing via 3D printing at scale comes as the industry struggles to mitigate the negative impact of a global trade war.

Dolce Vita said the partnership with Hilos aims to "reimagine how an iconic silhouette can be reimaged with industry-leading 3D printing capabilities enabled by the Hilos sketch-to-3D design platform." The shoe,



the Holis 3D, takes a signature silhouette from spring 2024 "that now blends a high-quality 3D-printed outsole and upper with a heritage leather wrapped footbed, bringing together the most advanced manufacturing technology with the craft and comfort of

Dolce Vita," the brand said.

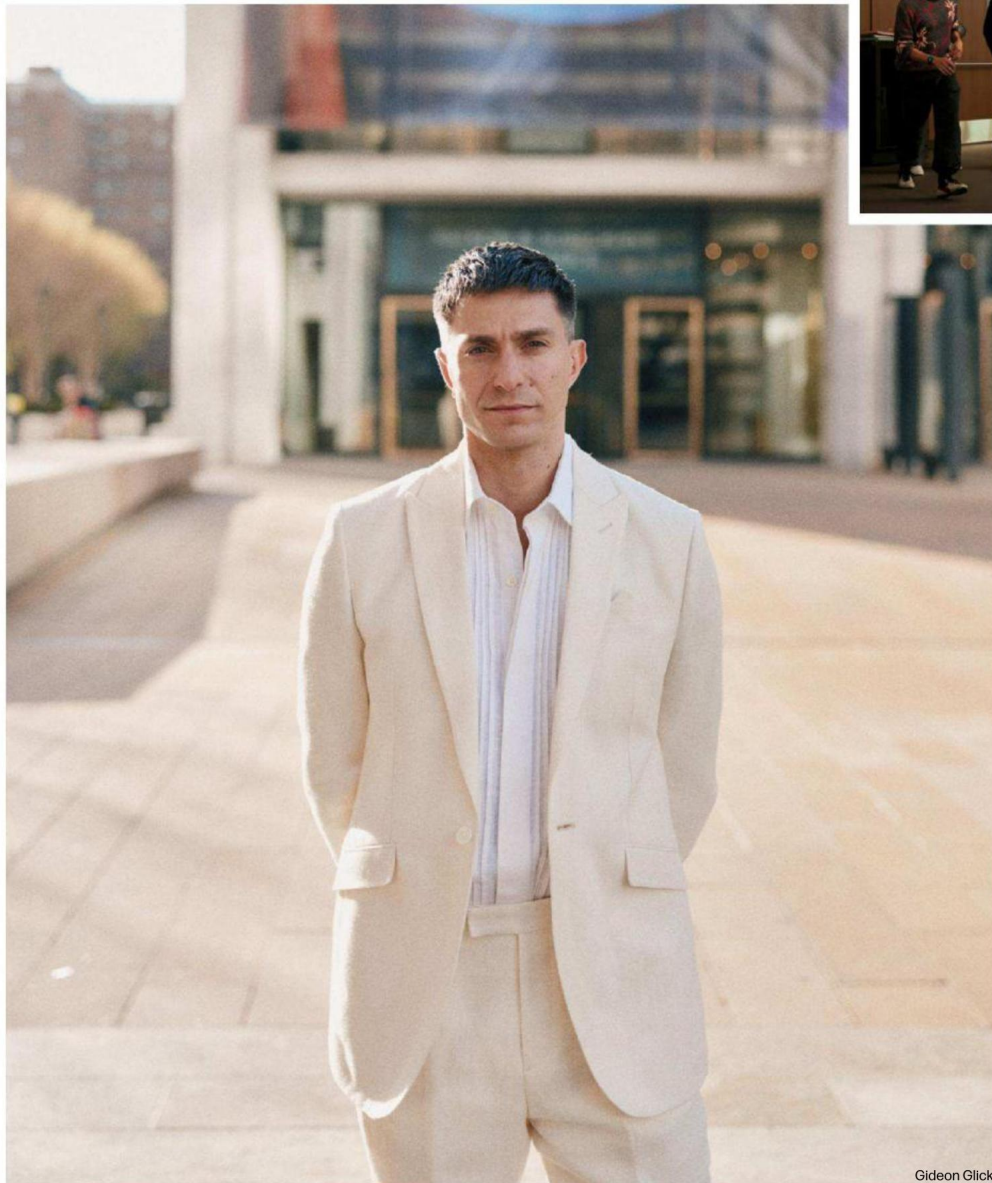
The new shoe is being sold on dolcevita.com and carries a price point of \$130 and is available in women's sizes 6 to 13 and is offered in color palettes of Ivory, Light Sage, Light Yellow and Café. The

brand said the new shoe integrates the creative flexibility of digital design with the accurate precision of engineered 3D technology, breaking down the boundaries between design and manufacturing.

Kerry Norlin, president of Dolce Vita, said the brand, owned by Steve Madden, is "committed to leading sustainability by collaborating with emerging tech start-ups and piloting alternative production methods. Our partnership with Hilos pushes the boundaries of footwear innovation – leveraging cutting-edge technology and circular, low-waste manufacturing."

"Fashion has the power to drive real change, and when we pair that influence with science-backed solutions like Hilos, we move the industry forward," Norlin said. "The more brands that invest in responsible innovation, the closer we get to making sustainability the standard."

Elias Stahl, CEO and cofounder of Hilos, said the industry is at a turning point, "and it's been incredible to see such a storied brand as Dolce Vita lean into a new way to design and make that is true to their heritage and craft while also setting new rules for design and production. This is a truly historical launch."



Gideon Glick



Glick as Tobias and Luke Kirby as Jack in "Étoile."

eye Gideon Glick Brings A Choreographer's Vision to Life in 'Étoile'

The actor stars in the new ballet series as an idiosyncratic choreographer. BY KRISTEN TAUER

Reading early scripts for new ballet drama series "Étoile," Gideon Glick had a hunch that one of the characters was meant for him.

Show creators Amy Sherman-Palladino and Daniel Palladino, of "The Marvelous Mrs. Maisel" and "Gilmore Girls" fame, had already written the first two episodes when they invited Glick onboard as part of the writers' room. "I saw the character breakdown and I saw Tobias and I thought, 'Oh, this feels like me, or at least how they perceived me,'" he adds. "And every time they talked about the character, they would gesture to me, but they hadn't offered me the part."

The show is set in the ballet world of New York and Paris, tracking the personalities that keep the dance companies going from dancers and creatives, to the administrators

and benefactors. Glick stars as the genius but quirky choreographer Tobias, who ends up in Paris as part of an international talent "swap" between two ballet companies, fictionalized versions of the American Ballet Theatre and the Paris Opera Ballet.

Glick, describing the Palladinos now as "family," first connected with the Emmy-winning duo during a pandemic-era Zoom audition for "The Marvelous Mrs. Maisel." "I remember at the end of it, Amy said: 'God, you're weird.' And I immediately was like, 'Oh — that's so good. That's good. She gets me; I feel seen.' And so I think that's obviously something that she likes about me," says Glick, who went on to star as the magician Alfie in the fourth and fifth seasons of "Maisel."

"As a result, Tobias is a very strange

creature," he adds. "So that's also why I felt immediately like, oh, I think this is my part." A month after working on the show as a writer, with approval from Amazon, they officially offered Glick the part.

Although Glick's portrayal of Tobias was already grounded in helping create the character's personality on the page, the physical side of the character proved less familiar, although he felt like he had a "good peripheral understanding of the world."

"I have a large theater background, but ballet is a different beast," says Glick, who immersed himself in the world of ballet while working on "Étoile" by taking classes, going to performances, watching documentaries and reading books. "I came up in the theater. I'd done plays, I'd done musicals. I majored in art history in college.

With the movie 'Maestro,' I got to research a lot about classical music and opera. So ballet sort of felt like this last performing arts form that I didn't know anything about."

For inspiration, Glick looked to choreographers including Ulysses Dove, Paul Taylor and Bill T. Jones, who the actor had worked with during the original production of "Spring Awakening."

"Bill actually was a big, big inspiration," says Glick, who made his Broadway debut in the musical in the late 2000s. "Bill T. Jones is a living legend of the modern dance world. But he's also very blunt. He's very precise and he is very eccentric and he has his own language. Immediately when I started reading Tobias, Bill just jumped out at me," Glick says. "And then Christopher Wheeldon is a friend of mine, so he allowed me to shadow him, see him choreograph. Which was the greatest gift: to see a true master at his work and get to see him actually mount a piece was just so illuminating."

Tobias, always wearing headphones, is hailed as an elusive creative genius in the show. Although often socially inept and abrasive when interacting with dancers, the show makes the case for creative talent as a redeeming attribute for many character traits. Glick views Tobias as an introvert who suffers for his art, but the suffering is rooted in a deep well of care.

"It's a world where the stakes are so high because it's an art form that people want to keep alive. And as a result, people care about it so much," Glick says. "So for them it is life or death. And especially for my character," he adds. "Everybody wants to be the best that they can be. And so as a result, I find that the stakes are so compelling."

Glick appreciated that the Palladino approach to depicting the ballet world was less macabre and Goth — there's no murder — and more about showing the singular personalities at the top of their field. "I mean, there's still drama because it's about artists and artists are insane," says Glick, describing the process of filming the show as a "livewire." "There's an unhinged prima ballerina, the fully dedicated company directors, and overly involved underwriter whose fortune, obtained through questionable means, keeps the whole spectacle running."

Prime Video ordered two seasons of the show, so it's likely that the characters will return to the stage soon enough. Offscreen, Glick is hopeful that he'll also get to head back there. "It's been five years since I've done anything on stage, and I started to do some readings in the past year and I forgot just how much I miss it," he says.

In the meantime, Glick has continued to hone his voice on the page, working on his own writing projects, including a film adaptation of a book that he's currently trying to sell. And beyond that, he's feeling fortunate that his career is allowing him to explore more of the performing arts, be it music composition with Bradley Cooper's film "Maestro" or getting to take ballet class as a 36-year-old for "Étoile."

Glick recalls a memorable moment on the "Étoile" set, a take where everybody in the room — dancers, actors, crew — were quiet with the exception of pianist Our Lady J, who played an excerpt from "Sleeping Beauty."

"We're all just dead silent listening to Our Lady J masterfully play the piano for two or three takes," Glick says. "And I thought, I don't think I could have a better job in the world."

Fashion Scoops

Costumes by Jean Paul Gaultier are a key attraction at the new "Grand Show" at Friedrichstadt-Palast in Berlin.



Top of The Pops

Jean Paul Gaultier's post-runway career in cabaret-style revues is going swimmingly.

On Tuesday, Berlin's Friedrichstadt-Palast said its current Grand Show, titled "Falling | In Love" and curated by Gaultier, just became the top performer in the theater's 100-year history, both in terms of attendance and revenues.

Over the weekend, the show recorded 804,000 paying guests – and the show doesn't close until July 5. To date, the occupancy rate is 93 percent for the 1,900-seat theater, which boasts the largest stage in Europe. The show debuted in September 2023.

"Falling | In Love" already smashed the previous sales record of 47.2 million euros last February, and the tally now stands at 57.4 million euros, surpassing by more than 10 million euros the haul by the "Arise" show, which ran from 2021 to 2023.

In terms of attendance, "Falling | In Love" bumped out the previous record holder, "The One," a Grand Show for which Gaultier had designed around 500 costumes in 2016, fulfilling a childhood dream.

Berndt Schmidt, general director and producer of Friedrichstadt-Palast, allowed that "these are incredible numbers, especially given the challenging national and international situation we are facing."

He credited an ensemble cast "who bring rousing,

premiere-worthy quality to the stage during every single performance" and the loyalty of its Berlin fans.

As curator and visual design director of "Falling | In Love", Gaultier scripted the alien-looking Canadian couple known as Faecal Matter, and the Russian performance artist Sasha Frolova, synonymous with latex and abstract forms, to design costumes for certain scenes. He took care of roughly 400 costumes himself, reprising his cone bras, caged tailoring and sailor silhouettes with a flashy disco gloss.

Contacted by WWD, the designer said, "I am glad that the audience had as much fun at this show as I had working on it."

Part Moulin Rouge, part Cirque de Soleil, part rock concert, the Grand Shows served up

by Friedrichstadt-Palast involve more than 100 performers, including singers, dancers and acrobats. – MILES SOCHA

Slow Life

Daisy Edgar-Jones is making her official debut as a Gucci face in the new campaign the Florentine house is releasing Wednesday. Dubbed "Gucci Lido," the campaign is intended as a celebration of summer and the slow life, portraying the "Normal People" lead on a boat alone or basking in the Mediterranean sun along with fellow British actor David Jonsson and French actor and singer Aliocha Schneider – also both featuring in a Gucci ad for the first time.

Photographed by Jim Goldberg, the talents are shown in breezy, easy-to-

approach looks by the brand, ranging from GG monogram denim pieces and one-piece swimsuits to striped bowling shirts and lightweight cotton separates.

For the summer season, the brand also reimagined its signature designs with new materials, crafting styles like the Gucci Softbit, GG Marmont, and Bamboo 1947 bags in raffia, wicker or via crochet details. The new Gigi loafers in suede, eyewear and interlocking G jewelry add to the accessories lineup.

Flanking the images, a video directed by Rubberband further builds on the flowy narrative, following Edgar-Jones, Jonsson and Schneider from coastlines to secluded garden villas.

Edgar-Jones starred in her breakout role as Marianne Sheridan in Hulu's hit series "Normal People"



Michelle Crossan-Matos



in 2020 – which earned her nominations for a British Academy Television Award and a Golden Globe Award. She has expanded her career since, taking film roles in the horror-thriller "Fresh" and the mystery one "Where the Crawdads Sing" in 2022; in "Twisters," and "On Swift Horses" last year, as well as by playing a Mormon murder victim in the crime miniseries "Under the Banner of Heaven," which earned her a second Golden Globe Award nomination.

The actress has been affiliated with Gucci for some time, having repeatedly sported the brand during press tours and joining her "Normal People" costar Paul Mescal at the brand's fashion shows. For example, she was seen front row at the Gucci 2025 cruise show in London in May last year and at the brand's spring 2025 and fall 2025 fashion shows in Milan in September and earlier this year, respectively. – SANDRA SALIBIAN

with consumers around the world. Together, we'll reimagine the consumer experience and build a bold, intentional path to long-term, sustainable growth."

Though the business spans a wide array of categories, beauty has been especially fruitful. Per the company's most recent Securities and Exchange Commission filing for 2024, beauty and home environment appliances grew 67.8 percent to \$568.7 million, driven by hair products as well as fans and humidifiers.

Net sales overall exceeded \$5.5 billion for the year, according to the filing.

"Michelle brings a powerful blend of visionary thinking, operational excellence and deep consumer insight," said SharkNinja chief executive officer Mark Barrocas in the statement. "As we scale, her leadership will be instrumental in deepening our culture of consumer obsession and unlocking the next chapter of transformational growth at SharkNinja. We're committed to positively impacting the lives of consumers not only through the innovative products we create and the problems we solve, but through every single touchpoint throughout our consumer journey."

Crossan-Matos will be tasked with leading "efforts to redefine how SharkNinja measures success through systems and [key performance indicators] that place the consumer at the heart of every decision," in addition to building the company's growth roadmap, helming global call centers and the consumer experience facets of the business. – JAMES MANSO

New Role

Michelle Crossan-Matos, Ulta Beauty's former chief marketing officer, has a new gig.

Crossan-Matos has joined SharkNinja, the product and technology company known for its wide array of products from kitchen appliances to vacuums and, more recently, beauty. She has joined as chief growth officer, a new role for its business. She departed Ulta Beauty in January 2024.

"It's an incredible time to join SharkNinja," Crossan-Matos said in a statement. "I'm inspired by the company's mission, the passion of its people and the opportunity to deepen our connection