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Fashion. Beauty. Business.

Ralph's Run

Ralph Lauren topped fourth-quarter estimates, having increased its average unit prices for eight straight years.

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Designing New York

The private homes, spaces and new districts that defined a design-heavy week in the city.

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Out Moded

Italian retailer Modes has been placed under judicial liquidation.

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Stage Craft

For Louis Vuitton's cruise 2026 show, Nicolas Ghesquière picked the grandiose Palais des Papes in Avignon, France, bringing medieval and theatrical vibes to the fore, as seen in this Joan of Arc-esque jersey gown and tough-chic leather skirt suit. For more on the show, see pages 8 to 11.

PHOTOGRAPH BY VANNI BASSETTI

BUSINESS

Ralph Lauren Tops Q4 Estimates

● CEO Patrice Louvet told WWD that the brand's core consumers are holding up, for now, despite weakening sentiment around the world.

BY EVAN CLARK

Ralph Lauren Corp. charged past profit and sales projections in its fiscal fourth quarter – and while the company forecast continued expansion this year, waning consumer confidence is expected to slow the growth rate.

“The consumer is pressured from a sentiment standpoint in the key markets,” Patrice Louvet, president and chief executive officer, told WWD on Thursday. “You look at U.S. data, you look at U.K. data, you look at China data, the consumer sentiment is clearly challenged.”

The company has been steadily elevating its positioning and prices for about eight years, building a base that weathered the pandemic and its aftermath and is now being buffeted by U.S. President Donald Trump's trade war.

The core Ralph Lauren customer is holding up, for now.

“We have not seen so far a change in behavior and engagement with our core consumer and are encouraged by the momentum that we have and this around the world,” Louvet said. “What we expect is that at some point this negative consumer sentiment is going to translate into purchasing behavior.”

Over the last fiscal year, Ralph Lauren's revenues rose 7 percent to \$7.1 billion – an increase of 8 percent in constant currencies.

But this year, the company is projecting that to slow to a low-single-digit increase in constant currencies. That points to a

significant slowdown in the fall since high-single-digit growth is expected to continue for the first fiscal quarter.

Wall Street analysts saw that guidance as cautious – and Louvet is, just a tiny bit, tiptoeing into the year given the unusually uncertain environment.

“The way companies in the U.S. are going to be dealing with the tariffs is through pricing,” Louvet said. “So it's likely that in the back half, which for us starts in September, the consumer will feel incremental inflationary pressure. That's our current forecast. Things could change meaningfully. There could be a continued disconnect between consumer sentiment and consumer purchasing pattern. And then obviously there's still uncertainty in terms of what the final situation will be on tariffs and that will impact different companies' strategy.”

For now, the company is still working with plenty of momentum.

Fourth-quarter net income increased 42 percent to \$129 million, or \$2.03 a diluted share, from \$90.7 million, or \$1.38, a year earlier.

Excluding restructuring and other changes, adjusted earnings rose to \$2.27 – 23 cents ahead of the \$2.04 analysts had penciled in, according to Yahoo Finance.

Revenues for the quarter ended March 29 rose 8.3 percent to \$1.7 billion from \$1.6 billion a year earlier – stronger than the 5.1 percent expansion analysts forecast.

Revenues in North America increased 6 percent to \$705 million while Europe rose 12 percent to \$526 million and Asia was up 9 percent to \$432 million, with China up 20 percent in constant currencies.

Shares of Ralph Lauren company rose 1.3 percent to close at \$277.42 on Thursday, leaving it with a market capitalization of \$17.1 billion.

Ralph Lauren brand is many things – classic, preppy – but it also leans on a certain consistency that shines through both with its fashions and its positioning on Wall Street. The company ended the year with \$2.1 billion in cash and \$1.1 billion in total debt.

Investors expect Ralph Lauren to win and it has continued to win.

“We remain bullish on Ralph Lauren following strong [fourth-quarter] results and conservative ‘reverse hockey stick’ guidance that sets up nicely for beats-and-raises in the year ahead,” said Tom Nikic, an analyst at Needham, in a research note to clients.

“With solid brand heat globally, proven pricing power to offset tariffs – eight straight years of AUR growth – and a stellar balance sheet...we think Ralph Lauren can drive high-quality, double-digit EPS growth in the coming years, with upside to fiscal 2026 guidance,” Nikic said.

Ralph Lauren just wrapped its three-year Next Great Chapter: Accelerate strategic plan and Louvet said it beat or met “all the key commitments we made externally.”

The company plans to lay out its vision for the next three years during an investor day in September.

But expect Louvet, who became CEO of Ralph Lauren in 2017, to continue pushing the brand forward.

“This company is on offense,” he said. “We want to fuel our momentum, we want to continue to recruit more consumers and continue to build scale.”

At the same time, the CEO said the company was being prudent in how it allocates resources while also continuing to develop its corporate agility.

“We live in an uncertain world,” Louvet said. “That will continue for many, many years because of just the era that we are in. And it's important for us to continue to



Ralph Lauren, spring 2025

be nimble in touch with reality and agile, which I think the teams have done a very good job on them thus far.”

Less than 10 percent of the company's production is made in China and bound for the U.S., which is helping it avoid the worst of Trump's tariffs.

But when it comes to tariffs, Louvet said Ralph Lauren is used to the pressure.

“Cost headwinds are not a new phenomenon for us, and we've been dealing with that – if you remember, the cotton cost went through the roof. And cotton is 80 percent of our input costs. Obviously that was a material effect on our profitability. Then we had to deal with freight cost headwinds,” he said.

“We have a proven toolkit to deal with all types of cost headwinds,” he said, pointing to the company's diversified supply chain, its relationships with strategic suppliers and its pullback from promotions.

Now it just remains to be seen how much of that toolkit Ralph Lauren is going to have to use this year.

BUSINESS

Italian Retailer Modes Placed Under Judicial Liquidation

● The company failed to carry forward with its business restructuring plan.

BY MARTINO CARRERA

MILAN – Italian retailer Modes has been placed under judicial liquidation after failing to carry forward with its business restructuring plan.

As reported, the company had filed for a

“compositions with creditors” procedures with a Milan court in May 2024 against slowing sales and a deteriorated business environment.

In the final verdict seen by WWD, the court deemed Modes no longer eligible for the court-mediated continuity procedure and ruled in favor of a judicial liquidation, originally filed by creditor FGF Industry – the Italian outerwear player parent to Blauer and Ten C – and later supported by Tod's, in addition to the court.

In its ruling the court highlighted Modes' worsened business performance and most recent financials, a lack of adequate governance, as well as alleged irregularities in the retailer's 2023 financial statements.

“The prerequisites and conditions for the opening of the judicial liquidation are met in light of the debtor's severe state of financial distress and the apparent absence of adequate means to address it,” the ruling reads.

According to estimates compiled by the court-appointed commissioner based on recent sale performances, Modes' revenues in 2025 would amount to 10.8 million euros, far below the 17.81 million euros forecast in the business restructuring plan the retailer has submitted.

In the March 2024 to January 2025 period, earnings before interest, taxes, depreciation and amortization stood at negative 5.3 million euros, compared with a forecast of negative 2.7 million euros, suggesting a growing financial deficit.

The development dims the hopes of Aldo Carpinteri, president of Modes, for a revival of the retailer.

Last March he had told WWD that he was confident that retooling the business as a pure, traditional retailer would help drag it out of the quagmire.

Talking to WWD on Thursday, Carpinteri declined to comment on the ruling but said that he is committed to cooperate with the court.

His primary goal moving forward is to safeguard the Modes brand and he didn't rule out setting up a new company and continue his career in retail.

“I'm committed to keep doing what we are capable of doing in retail, with my team, and better than others,” he offered.

A separate entity, Modes Switzerland, the retailer's operational arm in the country, is still in business and the existing boutique in Saint Moritz will remain open.

At the peak of its business success, Modes logged yearly sales of 150 million euros and operated 19 stores globally including units in Paris, Forte dei Marmi and Cagliari, Italy, and Gstaad, Switzerland.

The Italian company had tapped industry veteran Simon Whitehouse as its chief executive officer in March 2024. Whitehouse left the company last March.

Modes was established in 1971 by Carpinteri as a multibrand boutique in Trapani, on Italy's Sicily Island.



The Modes stores in Milan.

O R I Z Z O N T I

ROSSO

A JOURNEY THROUGH ARTS AND FASHION
WITH VALENTINO GARAVANI

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KOONS
ROTHKO
BASQUIAT
BACON
BOETTI
BURRI
FONTANA
STILL
BONALUMI
MARDEN
RICHTER
HANTAÏ
HIRST
BOURGEOIS
DUMAS
PENN
TWOMBLY
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FASHION

Giorgio Armani Mare Hits Favorite Summer Destinations

- Starting in Sardinia's Porto Cervo next week, the tour wraps up in Shelter Island in the Hamptons in late July.

BY LISA LOCKWOOD

Once again, Giorgio Armani Mare is about to arrive at some of the world's most well-known summer destinations, including Shelter Island in the Hamptons.

The summer holiday begins in Porto Cervo in Sardinia, Italy, from May 27 through May 31, coinciding with the fourth edition of the Giorgio Armani Superyacht Regatta, the prestigious competition hosted by the Yacht Club Costa Smeralda. That is where the customized Giorgio Armani Mare boat, Sorvind by Giorgio Armani, will race for the first time in honor of the title sponsor.

A pop-up outside the Yacht Club Costa Smeralda in Piazza Azzurra will offer an immersive window into the Giorgio Armani summer. The journey picks up again on May 30 and heads to Cannes, with a takeover of the Armani/Caffè terrace, and then heads to Capri, where a Giorgio Armani boutique opened in April on Via Camerelle that was designed to evoke the atmosphere of seaside destinations.

On the island of Capri, the Giorgio Armani Mare concept will be present for the full season at Caffè Caso, located in the famous piazzetta that attracts tourists and celebrities.

The final stop is scheduled for late July at Shelter Island in the Hamptons, with a pop-up and takeover of a restaurant and beach.

Each location will be decked out

with stylized patterns of tropical palms in shades of gray and turquoise, set in contrast to the warm wooden tones of the flooring. Armani/Dolci ice cream carts, life buoys, surfboards, table football and Armani/Casa Outdoor furnishings will be part of the decor and offerings. There will also be a Spotify playlist curated by eclectic producer and DJ Emmanuelle.

Giorgio Armani Mare will also be available in resort boutiques in Porto Cervo in Sardinia, Forte Dei Marmi in Northern Tuscany, Saint-Tropez, Cannes, and Puerto Banús on the Costa del Sol of southeast Spain. The Mare collection is also available on Armani.com and in selected Giorgio Armani boutiques worldwide including locations on Madison Avenue, Rodeo Drive and the Miami Design District.

Giorgio Armani Mare is the women's and men's collection that embodies Giorgio Armani's aesthetic. Light, flowing silhouettes and a pared-back palette of white, ecru and black define the Giorgio Armani Mare spring 2025 collection. The offer is complemented by the Giorgio Armani Vela men's selection, crafted from technical materials in an elegant sand tone, that is available at boutiques in Porto Cervo, Forge Dei Marmi, Saint-Tropez and Cannes.

For the third year in a row, Giorgio Armani is supporting the One Ocean Foundation, a nonprofit organization committed to safeguarding marine ecosystems and promoting a regenerative blue economy. This support will go toward the "Blue Forest" project for the protection and restoration of blue natural capital, particularly Posidonia oceanica, a marine plant known as the "lung" of the Mediterranean Sea for its vital ecological role.

Giorgio Armani Mare



FASHION

Net-a-porter Launches Exclusive Capsule With Isabel Marant

- The line highlights Marant's bohemian sensibility.

BY LISA LOCKWOOD

Net-a-porter will launch an exclusive capsule collection with Parisian designer Isabel Marant on Tuesday.

The 19-piece collection is a summer-ready celebration of Marant's bohemian sensibility. The capsule features printed silks, fringed suedes and delicate embroidery, and a sunset-inspired palette of terracotta, rust, brown and creamy white.

There are relaxed shirts and paisley prints, while accessories feature intricate braiding and artisanal detailing.

Bags and accessories range from \$420 to \$1,305 and ready-to-wear retails from \$635 to \$2,675.

"Net-a-porter has been such a longtime partner – it just came naturally. It was the right [partner] for this special high summer capsule," Marant told WWD. She said this capsule "really resonated with me."

Marant noted that she's never done an exclusive with Net-a-porter at this scale. "I am very excited about it and to celebrate it all together in Los Angeles on May 29," the designer said.

According to Marant, this capsule collection "really is in phase with this season's bohemian spirit through the print,

A look from Isabel Marant's exclusive high summer capsule for Net-a-porter.



color and embellishment."

"It also offers a full wardrobe and accessories and from day to night options – crucial for the upcoming summer season. The capsule is very much inspired from my last spring 2025 runway

for me to choose, it is like choosing one of my babies."

Heather Kaminetsky, chief executive officer of Net-a-porter, added, "Our partnership with Isabel Marant is a celebration of effortless Parisian style. She is the undisputed queen of boho-chic, and this exclusive collection – created just for Net-a-porter – captures everything we love about her iconic aesthetic. I am honored to cohost an intimate dinner in Los Angeles with Isabel next week – bringing together friends of the brand to celebrate this incredible collaboration."

Kay Barron, fashion director at Net-a-porter, added: "Isabel Marant is the queen of Parisian boho, and this collection encapsulates everything we love about her design DNA. These are the pieces that women will want to wear at any time – from city breaks to beach escapes and everywhere in between, and I can't wait to spend my summer wearing them."

Since 2020, Net-a-porter has offered customers a curated catalogue of fashion, fine watches, jewelry and home decor. Last October, Mytheresa acquired 100 percent of Yoox Net-a-porter group from Richemont with the ambition of creating a 4 billion euro online juggernaut in the luxury fashion space. Mytheresa, Net-a-porter and Mr Porter remain separate businesses, offering those customers "differentiated but complementary" multibrand luxury edits based on curation, inspiration and quality customer service.

Marant, which was founded in Paris in 1995, draws inspiration from all over the world to refresh the urban wardrobe. The brand offers a relaxed and effortless take on luxury clothing and accessories for women and men.

collection, but with a twist and I also revisited some iconic Isabel Marant shapes that work very well in the full offer," Marant said.

Asked what she predicts will be the bestseller, she said, "It would be too hard

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VALENTINO GARAVANI

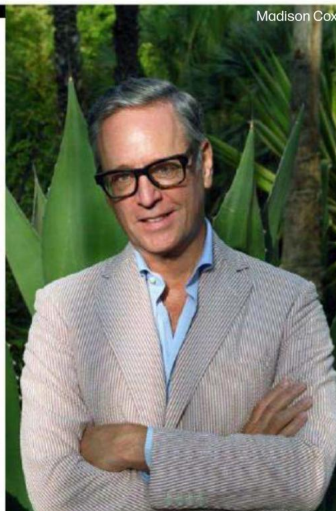
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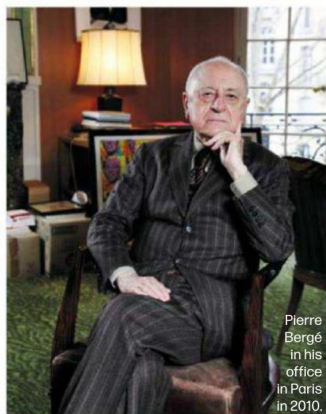
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The Yves Saint Laurent Museum in Paris.



Madison Cox



Pierre Bergé in his office in Paris in 2010.



A view of the "The Flowers of Yves Saint Laurent" exhibition.

FASHION

Madison Cox on Transforming The Yves Saint Laurent Museum

● Closed for renovations until 2027, it will expand spaces, add a research center and highlight Yves Saint Laurent and Pierre Bergé's involvement in social causes.

BY JOELLE DIDERICH

PARIS — The Yves Saint Laurent Museum in Paris has closed for renovations designed to double the areas accessible to the public and add new facilities, including a documentation and research center dedicated to the couturier and his partner Pierre Bergé.

Its last exhibition, "The Flowers of Yves Saint Laurent," closed on May 4 and the museum is not expected to reopen until fall 2027.

In an interview with WWD, Madison Cox, president of the Fondation Pierre Bergé-Yves Saint Laurent, said the architectural transformation, spearheaded by German-born architect Annabelle Selldorf, will create a new circular flow inside the building by opening previously inaccessible areas, including Bergé's office.

Until now exhibitions culminated in Saint Laurent's studio on the upper floor of the museum, obliging visitors to backtrack toward the exit.

"There will be exhibition spaces on both floors," Cox said. "They can either be joined together, or they can be two separate spaces, and so there will no longer be this idea of a cul-de-sac."

The budget for the renovation is 12.5 million euros, to be financed entirely

through loans — a relatively small sum for such an ambitious overhaul, he reckoned. "We're being very modest and trying to be very parsimonious," Cox said.

The upgrade was necessary because the museum was outgrowing its premises.

Located at 5 Avenue Marceau, home to Saint Laurent's couture house since 1974, it housed a large portion of the brand's archives. On the clothing side alone, they include 8,000 pieces of haute couture, 3,100 ready-to-wear items and 19,000 accessories.

Then there are 55,000 fashion sketches, more than 43,000 in-house documents such as collection boards, some 130,000 photographs and 4,500 magazines — as well as numerous other documents. "We still continue to acquire pieces, and there's going to be this issue about where we can store them," Cox said.

After longtime YSL muse Betty Catroux donated more than 350 pieces from her private collection to the museum, the ready-to-wear collection was catalogued and moved to a warehouse near Angoulême in the southwest of France. Meanwhile, objects ranging from hat forms to old mannequins were stored in a facility in a suburb of Paris.

"I hope, one day, hopefully in the next five years, to be able to have the second phase where all that will be reassembled," said Cox, who would like to stock everything in or near Paris.

"Any collection of any sort, if it's not readily available to researchers, to the curatorial team, the conservation team, they become sort of lost objects — not lost, but somewhat forgotten. And one of the

great aspects about Avenue Marceau was that everything was right there. It was all housed in one physical space," he added.

A Multifaceted Couple

A renowned landscape gardener, Cox had worked with Selldorf on the renovation of a 1920s house in Marfa, Texas, and said he admired her work for institutions such as Neue Galerie, the museum founded by Ronald Lauder, and the Frick Collection — both housed in private mansions built in the early 20th century in New York City.

For the Saint Laurent project, her New York-based firm Selldorf Architects is partnering with Studio La Boétie in Paris.

The Avenue Marceau building underwent a first transformation to reopen as the Yves Saint Laurent Museum in September 2017, less than three weeks after the death of Bergé, who worked tirelessly to create a permanent home for the work of the couturier who was his partner in life and business.

Since then it has welcomed close to 1 million visitors, and Cox believes the expanded venue will draw even bigger crowds. "We won't be able to triple the visitors, but I hope we'll be able to at least double them," he said.

The new library will be an "active and engaging place" that gives researchers, fashion historians and professionals, students and aficionados access to archives and documents pertaining to every aspect of the duo's lives.

On display in Bergé's office will be his portrait by French painter Bernard Buffet, as well as Andy Warhol's screen-print

portrait of Saint Laurent. But the space won't be static: It will also host exhibitions focusing on the couple's involvement in social causes.

Saint Laurent's label emerged during the youthquake of the '60s, while Bergé was a powerhouse figure in French culture and politics. A businessman, collector and patron of the arts, he held many positions of influence: co-owner of French newspaper *Le Monde*, founder of AIDS charity Sidaction and president of the Paris Opera.

"In order for this institution to be significant, to have a *raison d'être* in the 21st century, it has to reflect, of course, the achievements of Yves Saint Laurent within the world of fashion and his contribution to fashion of the second half of the 20th century, but also the two of them and their contribution in so many different aspects than just fashion," Cox said.

"All of that is also, I think, quite fascinating for younger generations. They may not have much interest in fashion, but they might be more interested in social changes of the '70s or the '80s, or what happened with the arrival of AIDS, or what happened with the arrival of different alternative lifestyles," he added. "I'm hoping that the new Yves Saint Laurent Museum in Paris, when it reopens, will reflect all of these different aspects of the couple."

All Change

Maxime Catroux, the daughter of Betty Catroux and the late interior decorator François Catroux, is steering the documentation and research center. An editor at French publisher Flammarion and member of the supervisory board of *Le Monde* Group, she was recently named vice president of the Yves Saint Laurent Museum.

"I thought it was important also to bring in a newer, younger generation, and Maxime, I've known a great part of my life and a great part of her life, and I have a great admiration for her," Cox explained. "She's also Yves Saint Laurent's goddaughter."

While the museum is closed, it will continue to develop exhibitions in other sites.

"Yves Saint Laurent and Photography," featuring more than 80 works by the likes of Irving Penn, Richard Avedon and William Klein, is set to open on July 7 during the Rencontres d'Arles photography festival.

Next January, the other permanent Yves Saint Laurent Museum in Marrakech will welcome an expanded version of "En Scène, Yves Saint Laurent," an exhibition of costume and set designs for ballet, theater and music-hall that wrapped up in March at the Fondazione Nicola Del Roscio in Rome.

After collaborating with the Museum for Lace and Fashion in Calais, the French museum is mulling more joint exhibitions.

"We'll be reaching out to other institutions, because I think that this idea of creating an exhibition that lasts six months or nine months with the catalogue, and then disappears, just seems not feasible economically," Cox remarked.

As president of the Fondation Jardin Majorelle in Marrakech, the 67-year-old has also ushered in big changes at the garden bought by Saint Laurent and Bergé in 1980. It has become one of the city's main tourist attractions, drawing close to 1.5 million visitors a year.

Cox has introduced timed entrance tickets and a daily quota of 4,800 visitors, in addition to doubling the surface of the garden by opening up the grounds of the adjoining Villa Oasis, Saint Laurent's former residence. The house itself can be visited via private tours with a maximum of five people.

The former pool has been torn down and replaced by a new exhibition space dedicated to the garden and its history. To mark the centennial of the Jardin Majorelle, Cox commissioned young Moroccan architect Hiba Bensalek to design the first of a series of temporary pavilions that will remain in place for two years.

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The Reviews



Louis Vuitton CRUISE 2026

AVIGNON, France – All the world's a stage, William Shakespeare once wrote. Now Nicolas Ghesquière has proposed a bevy of exuberant clothes for it.

His latest cruise collection for Louis Vuitton is a hit – lavishly embellished, spunky in spirit and theatrical to the right degree. While flamboyant, it deftly skirted the “costume-y” admonishment that sometimes befalls designers.

Vuitton and Ghesquière brought the fashion pack to Avignon and its world-famous Palais des Papes, whose imposing Gothic architecture heightened the “Excalibur” vibes of the collection, which spanned from busy medieval tunics and jaunty capes to soft Joan of Arc dresses in metallic jersey.

“Women’s armor for everyday life,” Ghesquière said, flashing a smile.

The accessories were dazzling, the open-toed, sock-like booties bedazzled to the hilt with mirrors galore and all manner of precious materials, and the leather cavalier boots hammered with zillions of silvery grommets. Alma bags came bearing the gilded 3D embellishments usually found on rare book covers. In English, the technique is dubbed “manuscript illumination.” ▶



Pharrell Williams
and Pietro Beccari





Saoirse Ronan



Cate Blanchett



Preview photographs by Naomi Bressetti; Front row by Stephane Feugère; Runway by Giovanni Giannoni

“It looks at history, but it’s not historical,” Ghesquière said of the collection during a preview on Thursday, rattling off a host of references that spanned all the way from Arthurian times to a swath of glam-rock royalty, from David Bowie to the Haim sisters, two of whom attended Thursday night’s golden-hour show.

A UNESCO World Heritage site, the Palais des Papes has been a key venue for the city’s annual theater festival since 1947, when French director and actor Jean Vilar began staging performances in the vast courtyard of the historic monument.

Now Vuitton becomes the first fashion house to stage a runway show at the landmark, which hosted the papacy for 70 years until 1377, when it returned to Rome. Es Devlin created a striking set of tiered,

red velvet theater seats left empty, placing the audience where the stage would usually be placed for the summer festival program.

Cate Blanchett, Emma Stone, Saoirse Ronan, Catherine Deneuve, Alicia Vikander and Stacy Martin – many in the south of France for the Cannes Film Festival – were among celebrities in the front row who watched Julia Nobis stroll out in a visually scrambled knight’s uniform, cuing up an array of blurred references to medieval times, and the performing arts.

“I was very interested in clothes for the stage that are so influential in fashion in general, through musicians, through actors, through dancers. It’s something very collective and very inspiring,” Ghesquière enthused. ▶



WWD

With its surfeit of rich, often metallic fabrics and dense embroideries, the collection skewed dressy, though interspersed were some streamlined pea coats, a few leggy skirt suits favored by the likes of French First Lady Brigitte Macron, and lots of demonstrative knitwear and jersey, some unrecognizable as such.

Ghesquière went to town on unusual materials and textures, from pert caps in raffia to wood-framed handbags in collaboration with Thomas Roger, a crafty 30-year-old wunderkind in Alsace, France, whom the designer discovered via Dutch model Marte Mei van Haaster.

The fabrics reflected colors and motifs found in artworks and decorations in the papal bedroom, while the silhouettes — short, flaring skater skirts and knitted HotPants abounded — rooted the collection in the present day.

Ghesquière said he first visited Avignon in the early Aughts, encountering Bill Viola videos, Pina Bausch performances and Christian Boltanski installations, cementing for him the city's stature as a "cradle of culture." ▶



Emma Stone



Preview photographs by Yanni Bassett; Front row by Stéphane Feugère; Runway by Giovanni Giannoni

Alicia Vikander,
Chloë Grace
Moretz, and
Sophie Turner.



Jaden Smith



Shay Mitchell



Catherine Deneuve



He sees destination cruise shows as participating in the celebration of culture – key for Vuitton as it extends its tentacles ever further into art, entertainment and hospitality.

To wit: The luxury giant scoped out 36 hotels dotted around Provence to host guests at the show, who were treated to olive-oil tastings, hikes, antique market visits and open-air dinners and lunches in spectacular locations.

It's a big year for Avignon, celebrating the 25th anniversary of it being the European Capital of Culture, the 30th anniversary of the UNESCO World Heritage recognition, and the 50th anniversary of the Petit Palais-Louvre Museum.

French artist Jean-Michel Othoniel, among guests at Vuitton's show, is mounting a massive solo show this summer spanning public spaces and 10 museums, including the Palais des Papes.

"It's always amazing for an artist to see this craziness of fashion – and the links to the architecture and the spirit of the place," Othoniel said after the show. "But I really loved the shoes. The shoes were amazing."

But of course, performing for the stage was the other big story of the collection, and the night.

"The first time I came to Avignon was for the [theater] festival," Blanchett, a regular on the stage, said as she arrived at the VIP cocktail in a dramatic batwing blouse.

"I might be on stage pretty soon," Chloë Grace Moretz teased, adding that her beauty line Godmode is launching "very soon."

Ronan confessed to a bit of reticence when the play's the thing.

"Theater is wonderful, but there is a bit of you that's like, 'Gosh, this is hard,'" she said, shrugging like a leather bomber jacket over her vaporous, lingerie-style gown. "My husband [Jack Lowden] is on stage right now and I think he's more born to be on stage than I am."

However, "I like when theater and fashion come together," she added. – Miles Socha

BUSINESS

Gucci's Chief Industrial, Supply Chain Officer Has Exited Brand



Massimo Vian

- Massimo Vian has left for personal reasons and sources say the industrial operations units will report to CEO Stefano Cantino.

BY LUISA ZARGANI

MILAN — Gucci's chief industrial and supply chain officer Massimo Vian has exited the company.

According to sources, he left Gucci for personal reasons and in agreement with the brand.

The departure is seen as being in sync with Gucci's chief executive officer Stefano Cantino's reorganization.

WWD has learned that following Vian's departure, the industrial operations units that previously reported to him — leather goods, footwear, ready-to-wear, and jewelry — will report directly to Cantino.

"This development is understood to align with Gucci's ambition to sharpen its focus on the growth of its core business categories," said one market source.

"Streamlining reporting lines is intended to enhance coordination across product categories and accelerate decision-making, enabling a more integrated approach to

product strategy and strengthening the link between planning and execution."

Additional changes are in the pipeline, sources say, adding that Cantino's role supervising the industrial operations is believed to be ad interim.

As reported, Vian was named to his role at Gucci in January 2024. This was a new position, signaling the increasing attention Italian luxury goods companies are paying to control the organization and structure of the key manufacturing pipeline.

Before Gucci, he was chief operating officer at Prada, which he joined in 2020 after a brief stint as CEO at cashmere brand Falconeri. Previously, he was CEO for product and operations at Luxottica Group. He left the Italian giant eyewear manufacturer in 2017 after 13 years. He had initially joined Luxottica as head of industrial engineering.

Separately, Vian has most recently made some online news for a fine he has received from the Bourse watchdog Consob for a private investment he made in 2020 that sources believe refer to insider trading, although he is said to be taking legal action to ascertain that he is extraneous to the facts.

Since his appointment as CEO in October

last year, Cantino has been restructuring his team, navigating the uncertain global scenario, tapping Demma as successor to Sabato De Sarno and aiming to reverse declining revenues at Gucci, which fell 25 percent in the first quarter of 2025, dragged down by low traffic and anemic demand for carryover styles.

This week, as reported, he named Maria Cristina Lomanto, currently executive vice president, brand general manager, to the post of president of Europe, the Middle East and Africa, effective June 1. She will report to chief commercial officer Cayetano Fabry and succeed Matteo Mascazzini. Marcello Costa was also promoted to chief merchandising officer.

Among other key changes under Cantino's watch have included the arrival of Valérie Leberichel from Givenchy as senior vice president of global communications at Gucci; Francesco Falai, named chief people officer; Marcello Mastrogiacomo from Armani Beauty Global as VP of digital marketing and media, a new role, and Christophe Marque, who joined last month from DFS Group, a subsidiary of LVMH Moët Hennessy Louis Vuitton, as president and CEO of Gucci Americas.

FASHION

Chiara Boni La Petite Robe's New Path Takes a Daywear Turn

- After an ownership reshuffle and the founding designer's exit last year, the brand has been working on extending its catalogue as it eyes a distribution expansion.

BY SANDRA SALIBIAN

MILAN — Chiara Boni La Petite Robe's new vision is taking shape.

After last year's ownership reshuffle and the exit of designer Chiara Boni, who founded the fashion brand in 2009, the company opened a new chapter under the lead of president Monica Belardinelli.

Sitting down with WWD to outline the pillars of the new course, Belardinelli said that over the past year the company focused particularly on the product, now designed by an internal team but also fine-tuned with the help of new professional figures who joined the company.

"We now have a merchandising collection manager, who's key in defining the guidelines and skus, as well as collecting feedback from the market," said Belardinelli. "This has always been a company putting great attention to the consumer, and that's why we felt the need to expand our offering."

Best known for its signature feminine and flattering frocks crafted from sustainable jersey fabrics and its dazzling occasion wear, the brand has been extending its catalogue to more daytime solutions, ranging from cotton shirts and knitwear to a stronger focus on tailoring and outerwear.

"We don't feel the need to name a new creative director at the moment. Creativity for us comes by way of a product that performs sales-wise," said Belardinelli pragmatically. She expressed her satisfaction with the "good sell-in results"

of the fall 2025 collection, which sported the new approach with daily separates including stretch cotton shirts with feminine floral embellishments and blazers with bejeweled buttons.

"We just revisited our codes without forgetting our heritage. Our iconic jersey pieces will be always part of the collection and they're still our point of strength, but separates like pants and jackets are now just as popular in our stores," said Belardinelli. She added that the company reported a 15 percent increase in sales in the first three months of 2025 versus last year, "which is encouraging and means that our efforts have been acknowledged."

The ultimate goal of the catalogue extension is to give a more comprehensive offering in the stores, as the brand also eyes an expansion in distribution. Currently, the company has flagships in Milan, Rome and Monte Carlo, which opened on the tails of the change of ownership last summer. Belardinelli said a fourth unit will be unveiled in Italy by the end of the year, without disclosing the exact location.

She didn't exclude the U.S. from the brand's retail ambitions, considering this represents the main market for the company. To be sure, Chiara Boni La Petite Robe has historically boasted a strong footprint in the U.S. Belardinelli herself has played a pivotal role as she was the first to grasp the potential of the market when she joined the company as chief operating officer in 2010 and helped the founding designer in launching the business Stateside.

Belardinelli recalled how organic placements on Oprah Winfrey and "Good Morning America" anchor Robin Roberts fueled a word-of-mouth promotion that propelled the label's popularity. Now, sales generated in the U.S. account for 60 percent out of the company's total revenues, which totaled 20 million euros

in 2024, on par with the prior year.

In addition to the wholesale channel, Belardinelli underscored the importance of the brand's e-commerce in the U.S., even if overall sales generated online only account for 5 percent out of total revenues. To enhance its efficiency and speed in serving the American customer, this week the company also opened a new logistics center in New Jersey.

After the U.S., Europe and Middle East are the best-performing markets for the brand, with Belardinelli eyeing further penetration in countries such as Germany, France, Spain and Greece.

The company has 140 wholesale doors globally and is looking to boost that business in Europe. In the Middle East, Belardinelli is targeting a retail presence to generate more brand awareness around the brand.

In the same spirit, the company also upped its efforts in leveraging red carpet moments, as most recently proved by placements at Cannes Film Festival, with models including Barbara Palvin, Shanina Shaik and Ashleigh Baugh wrapped in Chiara Boni La Petite Robe dresses at events in town. Natasha Poly and Marianne Fonseca were also seen wearing the brand in daylight, further signaling the label's new daily approach.

In the same vein, the company will focus more and more on accessories, offering an appealing entry point to its world, which is positioned in the affordable luxury segment. A bag style with a metal hoop handle and a 3D floral appliqué and pumps with detachable decorations have recently popped up in the collections, but Belardinelli said these were conceived more to complement the looks. A deeper commitment to the category and the development of dedicated lines are on the agenda, as the executive sees these as key to engage with a younger consumer. The brand is looking to widen its core

Looks from the Chiara Boni La Petite Robe fall 2025 collection.



customer base, which is currently aged 40 to 50, by targeting Millennials, too.

About a potential return to staging fashion shows, Belardinelli said that presentation or event formats will be favored for the moment.

As reported, the founding designer exited the fashion brand as result of different strategic views when the company was bought out by the Germanetti family, a long-standing investor, last summer.

In particular, the Germanettis, which had owned 50 percent of the shares since 2009, acquired the remaining 48 percent stake in Chiara Boni La Petite Robe from the designer and 2 percent from investor Boris Collardi. The family had first acquired a minority stake in the company in 2005.



FAIRCHILD STUDIO X TAG HEUER



and the greatest drivers in the history of Formula 1, it is only natural that the Automobile Club de Monaco would choose to be indelibly connected with TAG Heuer."

In the early years of the sport, Niki Lauda, Ronnie Pieterson, Jochen Rindt and Jo Siffert emerged as style icons, wearing TAG Heuer on their wrists. Meanwhile, the iconic rivalries saw legends Alain Prost and Ayrton Senna throughout the '80s and '90s clashing around the Circuit de Monaco with TAG Heuer's sponsorship of McLaren. Throughout the '90s and 2000s, Monaco victors Mika Häkkinen, David Coulthard, Kimi Räikkönen and Lewis Hamilton have all worn TAG Heuer watches while accepting their first-place trophies on the podium.

Most recently, former Oracle Red Bull Racing drivers Daniel Ricciardo and Sergio Pérez and current Red Bull driver, TAG Heuer brand ambassador and two-time Monaco winner Max Verstappen have won against fierce competition.

With this next chapter, the Swiss watch brand will continue its presence in the sport with trackside placement around the streets of Monaco. The brand created a special TAG Heuer logo to celebrate this historic moment in motorsport alongside its new 2025 Monaco watch, displayed throughout the paddock and as the track clock.

"Monaco is truly our spiritual home, encapsulating much of what we stand for

Time for Glory

TAG Heuer's decades-long ties to **FORMULA 1** continue as the first title sponsor of the **MONACO GRAND PRIX**.

MARKING A MONUMENTAL moment in Monaco Grand Prix's nearly 100-year storied history, TAG Heuer has been announced as the first official title race sponsor – the race is now the Formula 1 TAG Heuer Grand Prix de Monaco. TAG Heuer also returns as Formula 1's official timekeeper, as part of its decades-long deal with LVMH Moët Hennessy Louis Vuitton.

The Monaco Grand Prix – which is synonymous with glitz, glamour and glory – is building on the legacy and ties TAG Heuer has to the Principality of Monaco. This year also marks the 75th anniversary of Formula 1; the Swiss watchmaker's decades of heritage continue its legacy of extraordinary Monaco race moments, Monegasque-inspired watch collections and its larger-than-life personalities.

"With the incredible racing over the decades, the famous names connected to the event, the glamour of the Principality

and, of course, the TAG Heuer Monaco watch that bonds us – it is natural that we should be closely connected to organizations in Monte Carlo," Nicholas Biebuyck, TAG Heuer's heritage director, told Fairchild Studio. "For this year, as the first title partner of the Formula 1 Grand Prix de Monaco, it only makes our relationships even closer and confirms our position as the watch brand of the racing in the Principality."

Biebuyck went on to note that since 2012, the Automobile Club de Monaco and TAG Heuer have been partners with whom they share values. And through the partnership, he said it's given the brand access to the Grand Prix de Monaco, Grand Prix Historique de Monaco and Rallye Monte-Carlo Historique since 2024 – further deepening the ties between the brand and the sovereign city-state.

While TAG Heuer's timepieces are made in Switzerland, the company has always had a special connection to Monaco. With Monaco being

the "second home" of TAG Heuer, the company said its title sponsorship was a natural progression given its history with Formula 1.

"It has been a pleasure to work with such a celebrated watchmaker for nearly 15 years now, and our admiration and respect for TAG Heuer is reiterated through our new agreement to continue our wonderful relationship," said Maître Michel Boeri, president of the Automobile Club de Monaco. "As the watch synonymous with motorsport



▲ Monaco Grand Prix racetrack.

► Ayrton Senna.

▼ Monaco racetrack.



at TAG Heuer," said Antoine Pin, chief executive officer of TAG Heuer. "The spirit of competition, the challenging street course that rewards those who show the greatest mental resilience and physical strength, a place where drivers push themselves to achieve their absolute best, we are honored and delighted to renew our partnership with the Automobile Club de Monaco and extend our activities in the Principality with TAG Heuer being the first to hold this prestigious title." 🏁

IN PARTNERSHIP WITH



EXCLUSIVE

Meet Post-sun Exposure Brand Zure Solaris



Samuel
Cheney and
Aaron Hurley

● The brand launched Thursday through direct-to-consumer and Cos Bar with four stock keeping units focused on skin repair after sun exposure.

BY EMILY BURNS

The latest innovation in sun care is going beyond SPF.

On Thursday, Zure Solaris, a post-sun exposure skin and body care brand, launched through direct-to-consumer and at Cos Bar with four stock keeping units: Shower Rinse, \$58, an exfoliating oil-gel formula that can be used as a pre-shower treatment or traditional cleanser; Body Treatment, \$138, an antiaging, barrier boosting hydration treatment; Cooling Infusion, \$88, a calming and hydrating serum, and Essential Serum, \$148, an antiaging, brightening and anti-pollution serum. Zure Solaris will also have a travel body set. Industry sources estimate the brand could be a multimillion-dollar opportunity.

The brand was founded by creative director Samuel Cheney and fashion photographer Aaron Hurley. The duo were

first connected when working on a shoot several years ago and eventually started their London-based creative studio New Order and worked with a variety of luxury brands. During the duo's ongoing market research, sun care continuously popped up as a growing category, which led them to look into market gaps.

"The sun care category has been very interesting for us. Obviously, it's seen explosive growth, it's now become a permanent fixture in everyone's skin care routine," Cheney said. "That's been driven by increased consumer education around the aging effects of sun and light exposure, and how harmful it is and how much it accelerates skin aging."

Additionally, the duo is aware of how saturated the market has become given the amount of new launches, particularly ahead of summer. However, they still noticed a significant gap in the market.

"Post-sun has been left as this less superior product category that's kind of been ignored," Cheney said. "That whole post-sun time is the antithesis of SPF. It's the evening. It's the nighttime. We found this beautiful opportunity to create this very sexy, sporty brand that was all



Zure Solaris

about the golden hour, and that time between day and night."

The brand is intentionally tackling the sun care category with a focus on post-exposure and therefore, not launching its own SPF.

"We're very much not doing an SPF," Cheney said. "There's so many incredible sun protection products on the market already."

Hurley added: "We would have been just another sun care brand. It's important to be known for one thing and do it really, really well, and that's what we have set out to do."

According to Cheney, the formulas are vegan, cruelty-free, clinically proven, multisensorial and safe for sensitive skin. Each product features the brand's hero solar repair complex, which employs key ingredients like calendula to soothe the skin, collagen prepeptide PF to support collagen production, teco cosmo C250 (an amino acid derivative) to address pigmentation, bio-chelate 5 (a fermented mineral complex) to boost growth factors and wild indigo to decrease inflammation.

"It's what we have developed to address the immediate and lasting aging markers of sun and light exposure," Cheney said. "[It's] a biotech formula, so it's all about fermentation to increase the bioavailability of the products, making them skin identical. It's a proprietary blend that uses eight prize materials of natural origination."

Cheney added: "With continued use, skin's architecture is strengthened. Coloration, the luminosity and brightness of the skin is improved. Pigmentation fades....It's not only reversing some of the aging, but it's also preventing further aging as well."

The products feature other skin-loving ingredients that support the barrier function and boost repair, like tremella mushroom, niacinamide, alpha-hydroxy acids and more. Additionally, the brand's body care products feature a signature scent inspired by that golden hour

and developed in collaboration with a perfumer in Grasse, France. It features top notes of calamanzi, violet leaf and ginger; heart notes of nocturnal blossoms, amber and blonde woods, and base notes of white musk, orris, vetiver and suede.

While sun care can often feel like a summer-only product, the team believes its facial skus will be all-year essentials.

"Face brings this brand into an all year-round proposition, because sun and light exposure is all year round. It's not just when we're on vacation," Cheney said. "It's when we're on our mobile devices, from the blue light. It's through the window of our offices. It's in cooler climates. It's all the time."

In addition to launching direct-to-consumer, the brand will be launching in all Cos Bar doors.

"Having started in retail, I was keen to make sure that the brand launched with a retailer from Day One," Cheney said. "New brand, new category, something that people need to discover and want to really engage with, it's so important to be in physical retail....Their locations, like Aspen and all the places that you would be when you're going on a fabulous trip in the U.S., Cos Bar seemed to have a location there, so feels very relevant."

"We will support Zure Solaris in retail through high-touch education and strategic visibility. Samuel and Aaron will be traveling the country to visit our stores for one-on-one training with our beauty specialists," said Cos Bar chief executive officer Oliver Garfield. "No one can train like brand founders, and having them in-person allows our beauty specialists to confidently communicate the brand's unique benefits and differentiation. We will position the line front and center in our sun care marketing throughout the summer, emphasizing its essential role in both sun protection and repair."

While the U.S. is the brand's target market, it will also be shipping to the EU and the U.K. with plans to expand in international retailers later this year and next.

"Our opportunity here is 84 percent of all post-sun products globally are from mass brands," Cheney said. "There's a real opportunity in the premium space, and when we looked at retailers, less than four percent of the products that they were carrying in those sun care categories were after-sun. It was just all SPF."



AG1 launches AGZ.



AGZ in chocolate.

EXCLUSIVE

AG1 Is Launching a Sleep Supplement

- The supplement will come in a powdered drink format that will be offered in chocolate, chocolate mint and a top secret additional flavor.

BY EMILY BURNS

“The sleepy little sister of AG1,” is on the way, according to chief executive officer Kat Cole.

On Friday, the company known for its foundational greens powder, is announcing its latest product AGZ, which will launch later this summer. This is the first product outside of the brand’s foundational range, which is built around the greens powder and includes additional add-ons like vitamin D and omegas that are more bioavailable when taken in a separate format in conjunction with the greens. The product will be available in a chocolate and chocolate mint flavor. Upon its official launch, another non-chocolate flavor is also coming.

AGZ is a “a nighttime drink that supports restful, restorative sleep and better mornings with clinically studied adaptogens, herbs and minerals,” per Cole. It features ingredients like ashwagandha, L theanine, saffron and different magnesium formats. Cole said the ingredients are “all deeply researched to support calming the nervous system and supporting the body’s natural sleep cycles.”

The powder is formulated to be mixed with four ounces of liquid each night.

“We wanted to formulate it so that it is still a drink. It’s a ritual, but no one wants to drink eight ounces of fluid before they go to bed or many people don’t,” Cole said. “Powders are still one of the most bioavailable forms of supplementation, so it made sense for us to keep this in our wheelhouse.”

While AG1 has been hyperfocused on its greens, constantly reiterating the formula with new science which led to its latest AG1 Next Gen that launched on May 1, this product addition was a no-brainer.

“This is a massive need state that our customers have brought up to us when we ask ‘What else? What else would you like to see from us?’” Cole said. “This is at the top very often.”

That being said, the company’s mission hasn’t changed and this expansion does not mean that the brand will be launching new products on a frequent basis.

“We’re still about foundational health. AG1 is nutrients and gut health. AGZ is rest and restoration,” Cole said. “For years, we have heard our customer conversations that foundational nutrition is just the beginning and to have an even greater impact, we’re expanding into new areas of foundational health.”

She added: “Extreme, unusual focus has powered our ability to build this \$600 million a year business with just AG1 over 14 years, but our customers have need states beyond nutrients and gut health. Our goal with this new innovation is to develop benefit-driven products that

complement the foundation of AG1 to meet more specific customer needs.”

While its foundational product is available in bulk jars and travel packets, AGZ will launch only in a packet format to start.

“We know that people who are pretty serious about supporting sleep and restoration are almost as likely to be on the go as they are at home, so it makes sense to start with just travel packs,” Cole said.

This isn’t the only update the company is working on. In addition to AGZ, the company released AG1 Next Gen, the latest iteration of its greens powder, with four human clinical trials that showcase its efficacy “in closing nutrient gaps and supporting gut health across diverse populations and study designs,” per the company. It will also enter retail for the first time later this summer with AG1.

“We were growing so much over the last few years that I had to keep our focus on investing in that core business and meeting the demands of growth. We were expanding supply chain, investing in more clinical research, building our team of Ph.Ds and academics,” Cole said. “It is a new era, but I hope people will take away that we are still an incredibly focused company.”

FASHION

Rag & Bone, Marcolin Ink Eyewear License

- The brand’s first eyewear collection will be presented at the Mido trade show in Milan in 2026.

BY ANDREA ONATE

Italian eyewear manufacturer Marcolin and New York-based brand Rag & Bone have signed an exclusive four-year license agreement for the design, production and distribution of the brand’s new line of premium sun and optical glasses.

The deal was announced by Guess Inc. and leading brand management firm WHP Global, which jointly own Rag & Bone.

The collection features bold designs and modern styles inspired by the brand’s metropolitan lifestyle positioning. The new eyewear collection will be presented at the eyewear trade show Mido 2026 running from Jan. 31 to Feb. 2 in Milan. After that, it will hit Rag & Bone boutiques, and will be available on its website and in select eyewear stores and authorized retailers.

Marcolin’s chief executive officer and general manager Fabrizio Curci defined the brand as “iconic,” adding that it “perfectly embodies a contemporary and authentic aesthetic rooted in New York culture.”

Marcolin already produces and distributes eyewear for Guess as well as Adidas, Max Mara, Pucci, Tom Ford and Zegna, to name a few.

“Guess has been working with the highly talented team from Marcolin for over 30 years on delivering fashionable trend-right eyewear to the market,” said Paul Marciano, Guess Inc. cofounder and chief creative officer. “We are thrilled to expand that partnership with Rag & Bone further growing the lifestyle of the brand through their expertise, commitment to style and innovation.”

On April 2, 2024, Guess Inc. acquired all the operating assets of Rag & Bone while a 50/50 joint venture controlled by the retailer and WHP acquired the brand’s intellectual property. WHP is looking to take that relationship further and has



An image from Rag & Bone’s spring 2025 campaign.

proposed a deal to take Guess private at a valuation of about \$750 million.

Guess directly operates 1,070 retail stores in Europe, the Americas and Asia and its partners and distributors operate 527 additional retail stores worldwide.

WHP owns a portfolio of consumer brands that collectively generate over \$7 billion in global retail sales. The company also owns WHP+, a turnkey direct-to-consumer digital e-commerce platform, and WHP solutions, a sourcing agency based in Asia.

BUSINESS

Old Navy Unveils Activewear Campaign

Charo, also known as the "cuchi-cuchi girl," in the Old Navy activewear campaign.



Lindsay Lohan works out in the Old Navy activewear campaign.



- The retailer is putting some marketing muscle behind the category, with Lindsay Lohan, Charo, Dylan Efron and Quen Blackwell in front of the lens.

BY DAVID MOIN

Old Navy, which has quietly been building up its activewear business with new lines and fabric innovations, is launching an ad campaign focused on the category – its first in a decade – with a cast featuring Lindsay Lohan, Charo, Dylan Efron, Quen Blackwell and others.

Called “Old Navy, New Moves,” the campaign kicks off Friday with in-theater advertising, but the big marketing push starts Tuesday with TV, social, site, email, billboard and out-of-home advertising. One high-energy, 30-second spot shows the cast vigorously working out to the classic Devo song “Whip It.” The campaign was shot by Ethan James Green, while the commercial was directed by Torso and styled by Dara.

There’s been no significant marketing behind Old Navy activewear for years, but the brand, a division of Gap Inc., now seeks to more aggressively grow the category. Officials told WWD that Old Navy Active had a strong performance last year and cited statistics from Circana Consumer Apparel Data ranking Old Navy as fifth U.S. in activewear sales volume – and the only top-five active business in the U.S. to gain market share last year.

Among the brand’s recent advancements in activewear, the StudioSmooth collection launched in February with leggings, bras, tops, a skort, biker shorts, athletic dresses and full

zips. Prices range from \$24.99 to \$59.99. The StudioSmooth fabric is a blend of 82 percent nylon and 18 percent spandex, providing what Old Navy executives describe as “a buttery-soft feel with light compression.” They maintain that StudioSmooth is comparable to more expensive leggings in the category, but offered at a fraction of the price.

More recently, Old Navy launched Protrain for men, providing what officials describe as a “super stretchy fabric, sweat wicking and a lightweight fabric but with durable composition.” Details include secure zippered storage, bonded hems and a compressive liner option on the shorts. A golf line was also recently introduced.

“Active is a critically important category for Old Navy, and it really anchors to our brand’s focus on style, family, fun and, of course, value,” said Brad Andrews, Old Navy’s head of merchandising, in a statement. “Across the brand and within Old Navy Active, we’ve been sharpening our focus to amplify our best-performing franchises and building a rhythm of new product innovation into the pipeline for our customer who is going running or just running errands.”

Sarah Holme, Old Navy’s head of design and product development, said: “We like to say that we’re the most beloved activewear brand that you’ve never heard of. We design into the customer’s lifestyle, whether its high performance end-use, specific sports, or just the versatility of everyday life. We also listen closely to the feedback and iterate. Some of the fabric innovation has taken more than three years to develop.”

BUSINESS

Harvey Nichols to Refurbish London Flagship

- The store is focusing on fashion, rather than food, and looking to upgrade its customer service offer.

BY SAMANTHA CONTI

LONDON – With luxury and fashion retail in a slump, Harvey Nichols has become the latest big-name British store to upgrade its estate, reorganize business and redirect spending as it gears for better times.

Under new chief executive officer Julia Goddard, the company has begun a three-year transformation program aimed at reestablishing the brand “as a British icon and flagship destination,” fueling growth and returning to profitability.

It has set a major refurbishment of the Knightsbridge flagship, with a focus on enhancing the overall customer experience.

It is also sharpening its style and beauty offer, with 75 new fashion brands on board this year, and sharpening up its hospitality to “align with the luxury experience our customers expect,” a spokesperson said.

Last year, the company named British stylist and editor Kate Phelan to the new role of creative director. Her appointment was one of Goddard’s first major moves.

Phelan, a well-known industry figure who has worked for Topshop and British Vogue, tapped the illustrator Jacky Marshall, otherwise known as Jacky Blue, to line draw colorful fashion silhouettes, which appear as moving images in the

Julia Goddard



windows of the Harvey Nichols stores.

Harvey Nichols has seven stores in the U.K. and Ireland, in London, Edinburgh, Birmingham, Leeds, Manchester, Bristol and Dublin.

As part of its restructuring efforts, the company plans to terminate certain noncore business activities such as Harvey Nichols-branded food products, hampers and corporate sales. Around 5 percent of



Harvey Nichols' new window displays under the creative direction of Kate Phelan.

the workforce, or approximately 70 roles, will be cut.

According to the most recent numbers filed on Companies House, Harvey Nichols’ losses have been widening. The luxury retailer posted a pre-tax loss of 35.3 million pounds in the year ended March 30, 2024, compared with a pre-tax loss of 21.2 million in the previous year.

Revenue in fiscal 2024 fell slightly to

204.8 million pounds from 216.6 million pounds, due partly to the cancellation of tax-free shopping in the U.K. and tepid demand for luxury goods, especially among Chinese consumers who have been pulling back on spending.

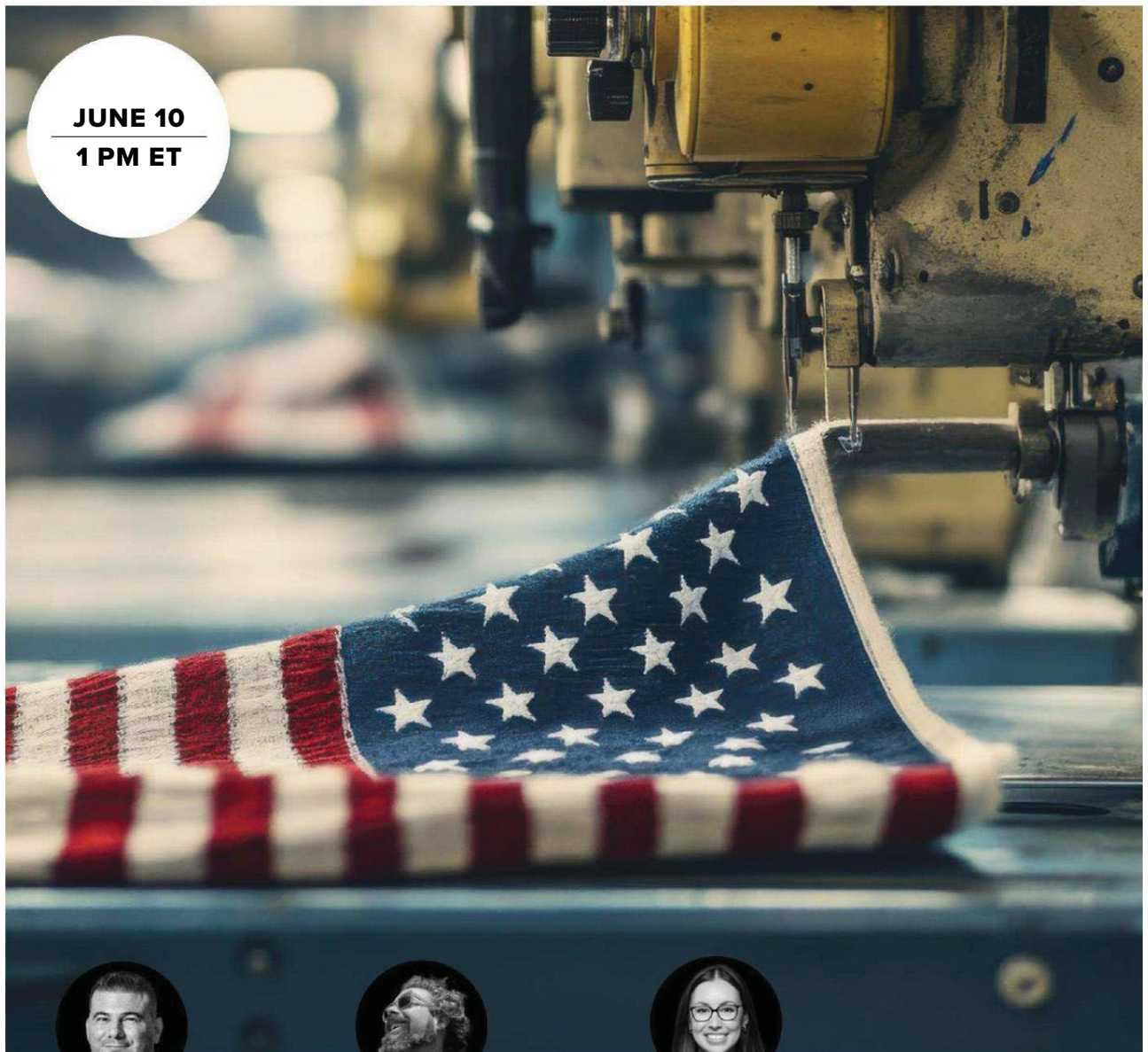
Harvey Nichols is not alone. Last May, Selfridges also announced a restructuring, with layoffs impacting 5 percent of employees, or around 70 jobs.



RESHORING REALITY

Turning Turmoil into Domestic Opportunity

As unpredictability encourages more brands to explore producing closer to home, what will it take to make U.S. fashion manufacturing a reality on a larger scale? Join us for a webinar to hear insights on how automation, connected systems and smarter workforce strategies are helping apparel businesses scale up, stay competitive and make domestic production work.



JUNE 10
1 PM ET



ANTHONY MELE
ACCOUNT DIRECTOR
Aptean



JUSTIN HERSHORAN
SENIOR SOLUTIONS
ARCHITECT
Aptean



KATE NISHIMURA
SENIOR NEWS &
FEATURES EDITOR
Sourcing Journal





Vincent Van Duysen will be designing Jncquoi Club Comporta in Portugal, which will include private villas.

A rendering of the Jncquoi Comporta retreat.

HOME DESIGN

Vincent Van Duysen Takes Zen Brutalism to Portugal

● The Flemish designer and architect is designing Jncquoi's oasis retreat and first hospitality project on the Comporta coast.

BY SOFIA CELESTE

Flemish designer and architect Vincent Van Duysen has used his instincts for Zen Brutalism to envisage an architectural marvel of a private members club and retreat on 164 hectares of a protected reserve in Comporta, Portugal.

Named Jncquoi Club Comporta, its owners are Paula Amorim, chairwoman of Amorim Luxury Group, and hospitality veteran Miguel Guedes de Sousa. Guedes de Sousa, known for his tenure at Aman Resorts, founded Jncquoi in 2016 and has since built it into one of Portugal's most elite hospitality brands. The latest endeavor marks a 680 million euro investment.

Amid a wave of jet-setters flocking to Lisbon for the year-round good weather, vibes and tax incentives, de Sousa capitalized on the opportunity to create Portugal's response to the elite private members settings like the Soho House and Cipriani, complete with country club features, a hotel, golf course and fine dining experiences.

When it cuts the ribbon in 2028, Jncquoi Club Comporta – which includes Jncquoi Hotel, its first major hospitality project – it will be a protected reserve for its members and guests, blending luxury and rustic charm with fine dining and over a half-mile of private beachfront access.

The area has reportedly enticed royals like Prince Harry and Meghan, the Duchess of Sussex; Princess Eugenie and celebrities like Paris Hilton and Christian Louboutin, all attracted to Comporta for its calming atmosphere. Jncquoi Hotel is the third hotel to get permission to build in that area, its owners said.

Duysen, who is also the creative director of upscale furniture firm Molteni&C, said

the upcoming landmark has pushed him to test the boundaries of his own work, discover new materials and develop new zero-waste techniques. "I only worked with three or four materials," Van Duysen told WWD in an interview. Among them, Brazilian Ipe wood, cork, terracotta and pigmented concrete, which much like Casa M, blends in with the natural landscape, the sandy beaches and the dunes that characterize the area. Native grass will be planted on rooftops to further weave the new construction into the landscape.

"I always try to limit the choices of materials, because it's great when that kind of uniformity and calmness permeates a project. I think it is very important, because I want the project to be very holistic and not screaming. It is very subdued," he said.

Both Van Duysen and de Sousa are fans of Comporta. Van Duysen's famed residence Casa M, known for its "sculptural oeuvre camouflaged by the rolling hills, dunes and cork trees," is situated in nearby Alentejo, south of Lisbon. De Sousa has been vacationing there practically since birth.

"Van Duysen is a genius," said De Sousa, referring to his admiration for Casa M. It took five years to get the project off the ground and obtain a license from the region to commence construction at a location that he said sets itself apart as sophisticated, rustic and a haven for families.

Five-star service will abound: private butlers will be on staff to serve a meticulously designed collection of turnkey private villas and guest pavilions. The 64 private villa residences will have expansive living and entertaining areas, two master suites, service quarters, a dramatic fireplace, outdoor terraces and a pool. In addition, 94 freestanding guest pavilions will be available in configurations of one to four per property, and will include 34 expansive hotel pavilions, expected to be completed without encumbering the native pine forest. Landscape architect

Vladimir Djurovic was tapped to sculpt the grounds to exist in seamless dialogue with Comporta's rugged beauty.

Jncquoi's first property, Jncquoi Avenida, opened in Lisbon in 2017. That was followed by Jncquoi Asia, specializing in cosmopolitan Indian, Thai, Chinese and Japanese cuisine and another Chinese restaurant with 1920s oriental decor, Jncquoi FrouFrou. These restaurants are complemented by Jncquoi Club, a Private

Members Club. All four venues are situated on the Avenida da Liberdade promenade. The hotels and restaurants are open to the public, while the clubs cater to a 2,000-member community represented by an equal ratio of international and Portuguese members.

In 2024, Jncquoi established its presence in Comporta with the Deli Comporta restaurant, which serves mostly regional Portuguese cuisine. It also erected a unique two-bedroom suite named Jncquoi Deli Suite in Carvalhal, a neighboring village. Deli Suite was designed by the acclaimed architectural studio JPDemeyer&Co and is a five-minute drive from the Jncquoi Beach Club.

The Amorim Luxury Group, part of the Amorim Group – a global leader in the cork industry – is home to brands such as Fashion Clinic, Fashion Clinic Home, Paula and House of Capricorn.

Van Duysen said he hopes the region maintains its calming sense of peace. "I really hope that Comporta retains its sense of quiet dignity. It's very deserted; it's protected, and it has incredible, beautifully pristine beaches. We're all scared that it has become overexposed...So I really hope that Comporta stays a secret."

Vincent Van Duysen poses beside his reimagined Palinfraasca chair for Molteni&C, which was originally designed by Luca Meda.



HOME DESIGN

NYCxDesign 2025: The Highlights



Shelter's first edition took place at the Starrett-Lehigh building in Chelsea.



Gaetano Pesce's Broadway chairs are front and center at the Simple Flair apartment at The Greenwich.



Space Theory Dumbo

- New York's premier design occasion returned this year with an increase in new events and participation from designers and brands from around the world.

BY SOFIA CELESTE

Tariffs and geopolitical malaise were no match for NYCxDesign that unfolded May 15 to 21. Anchored by the ICFF furniture fair, the week of events explored new neighborhoods and a boom in cross-cultural activations around the city.

ICFF, which unfolded under the aegis of "Designing in Harmony," said its number of visitors rose 5 percent to 13,000, with 50 exhibitors from 35 countries. In addition, it unveiled Wanted, a showcase of American designers like Ian Love and Detroit-based Japanese designer Ayako Aratani.

"Despite the current economic climate, we saw increases across the board — attendance numbers were up, engagement was high, and we've already seen strong renewal momentum for 2026," said Odile Hainaut, co-brand director of ICFF.

WWD highlights the private homes, spaces, new districts and once industrial-turned-design havens that opened up during a packed roster of cross-cultural interaction and activations.

Shelter, a New Collectible Design Fair

Afternoon Light's Deirdre Maloney and Minya Quirk, two fashion veterans who have a knack for curating pieces from various contemporary movements, unveiled the first edition of Shelter design showcase in New York City. The new fair, held on the third floor of the Starrett-Lehigh building in Chelsea, welcomed new and established names like Tom Dixon and upscale furniture firm Audo Copenhagen. Before launching their eclectic furnishings-to-decor e-commerce in 2023, Maloney and Quirk had already made a name for themselves by cofounding the Capsule and Shoppe Object shows.

Afternoon Light's Deirdre Maloney and Minya Quirk, two fashion veterans who have a knack for curating pieces from various contemporary movements, unveiled the first edition of Shelter design showcase in New York City. The new fair, held on the third floor of the Starrett-Lehigh building in Chelsea, welcomed new



Paola Navone

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The duo said they garnered enough momentum to return. "We built a fair that we wanted to attend. We tried to deliver a fresh alternative to the existing structure of design week here in New York. We're looking forward to building stronger and better for 2026 with the cooperation of creative partners across the spectrum of design," Maloney said.

Milan's Simple Flair at The Greenwich

Simple Flair's new hub for events, meetings, and activities — located on the sixth floor of The Greenwich by Rafael Viñoly — brings together partners, friends, designers and industry personalities. Simple Flair is an international creative firm providing brand consulting and strategy, headquartered in Milan.

The space will be open by appointment for one year and boasts a view overlooking the Hudson River, Brooklyn and Manhattan skyline. Cofounders Simona Flacco and Riccardo Crenna highlighted a strong connection between Milan and New York City through a curated space featuring masterfully crafted Italian creations,

juxtaposed by a modern New York living space. The dining room features Broadway chairs by late designer Gaetano Pesce, while the living room is enhanced by iconic pieces like a Le Mura couch designed by Mario Bellini in 1972 for Cassina and Halo lighting. "After Milan, New York is a natural evolution for this format — an opportunity to expand our vision within a global context, open to cross-pollination and new influences," Flacco said.

Paola Navone's Redesign of a Neo-Georgian Town House

Designer Paola Navone turned the Upper East Side headquarters of ITA, the Italian government agency tasked with promoting Italian brands and exports, into an Italian home. The landmark five-story circa 1904 neo-Georgian townhouse on East 67th Street once belonged to the Auchincloss family.

The site-specific installation designed by Navone featured more than 100 pieces representing over 40 Italian furniture brands. Her curation included hand-knit accessories by artist Alessandra Koveda, the Maralunga sofa by Vigo Magistretti for luxury furniture maker Cassina and the Flos Arco lamp by Pier Giacomo and Achille Castiglioni.

It's Official: Dumbo Is a Design Destination

The once industrial waterfront area has flourished over the last decade,



Artemest x Nicole Fuller

helped by an influx of creative tenants: artists, designers and architects among them. During design week, NYCxDesign organizers declared Dumbo an official design district. With more than 150 design firms based in the small neighborhood, it arguably has the highest concentration of designers than any other part of New York City, they said, noting the uptick in new design tenants and brands like West Elm, Shade Store and Etsy.

Dumbo x Design Day festivities welcomed more than 20 different events, including grand openings, studio visits, panels, book signings, a walking tour of indie design shops, as well as evening art projections on the Manhattan Bridge. Participating companies include Seattle-based firm Henrybuilt, which is known for its kitchen and bath systems and Sjøhetta, a Norwegian architectural firm headquartered in Oslo.

Artemest x Nicole Fuller

Building on the momentum from its third edition of L'Appartamento by Artemest in Milan's 19th century Palazzo Donizetti, the online platform further expanded its scope with a new gallery project for NYCxDesign. Named Incanto, interior designer Nicole Fuller was tapped to enchant the design set with a redesign of Artemest Galleria in New York.

Fuller merged clean lines and minimalist silhouettes and sumptuous materials such as leather, velvet, polished metals and mirrored surfaces. She outfitted the space with luxurious Italian furnishings and accents. Key pieces included Florae Incantata, a large tapestry divided into three panels by Anna Paola Cibin, and a bronze Liberty-era floor lamp by Badari. She also drew inspiration from the opulence of the '70s with retro design pieces like a medium-sized sofa by Lorenza Bozzoli upholstered in rich red wine velvet and made by Fratelli Boffi and a lacquered table by Giopagani.

The Reviews

Erdem RESORT 2026

As fashion inspirations go, 17th century Calvinists tend not to be high on any designer's list, what with all of the starched collars, ruffs and puritanical approach.

But Erdem Moralioglu finds inspiration – and beauty – in the strangest places, and has based his latest collection on Maria Sibylla Merian, the 17th century German entomologist, botanical illustrator and strict Calvinist.

Merian was a trailblazer, traveling to South America with her daughter to further her naturalist studies, and in 1705 became the first person to discover the life cycle and metamorphosis of the butterfly.

Her life and work provided rich pickings for the designer who turned those starched white collars and stiff ruffs into guipure lace cocktail dresses, and elegant separates such as a long asymmetrical white top, and the trim on a strappy powder blue dress slicked with sequins.

He did some fancy flower arranging, too. Moralioglu used colorful blooms that recalled the work of the Dutch Masters as placement prints on a silvery cocktail dress made with metal threads, a sleeveless sheath and – in a rebellious move of his own – a leather motorcycle jacket and

Here and right: Erdem.



matching skirt.

Those flowers also came as the sparkling embroidery on sharp skirt suits, and as etchings and 3D embellishments on car coats. They sprouted in bright red splendor on the sleeves of everything from



chunky knits to evening gowns.

The designer worked Merian's own botanical drawings and bug illustrations onto sarong-like skirts and dresses with handkerchief draping. He pulled flower and bug elements from those drawings



and turned them into pins on a lush green cardigan or the fabric embellishments on an evening dress.

It was lavish, sensual – and utterly scandalous from a 17th century Calvinist point of view. – *Samantha Conti*

FASHION

Nobu Hotels Amp Up Fashion and Design Services

- In Barcelona, guests can rent clothing, accessories and jewelry through Trent and in San Sebastian, they can have a guided tour of the Balenciaga Museum.

BY ROSEMARY FEITELBERG

Room service is a given at most hotels, but now the Nobu Hotel Barcelona is adding “dress service” to its menu.

Through an alliance with the Spanish start-up Trent, guests will be able to rent or buy designer clothing, accessories and jewelry from well-known brands and emerging Spanish ones. Starting Monday, overnighters can scan a QR code to place an order or connect with the company via WhatsApp with specific questions. Their choices will be delivered to the hotel within an hour. After the garments are worn, guests leave them with the concierge, who will see to it that they are returned. Trent also has a new showroom in Barcelona for those who want to try on their rentals beforehand.

As is the case with the other 18 Nobu Hotels, the Barcelona locale aims to ingrain itself with the local community. Lorna Turnbull, director of marketing, said, “For us, that is so important. Nobu is a worldwide and powerful brand. But it's been fun, discovering how we can cement Nobu into each place to give each hotel and restaurant a real link to where we are.”

Nobu Hotels was created by the famed chef Nobu Matsuhisa, Robert De Niro and Meir Teper with a spotlight on creating a sense of place with refined service. Nobu Hotel Barcelona is located near the Montjuïc neighborhood, where several museums are based including the Joan Miró Foundation, which will celebrate its 50th anniversary from June through March. The exhibition “Exchanges: Miró and the United States” highlighting how American artists like Mark Rothko, Jackson Pollock and Louise Bourgeois were influenced by Miró will be part of those festivities.

For the Barcelona property, design is also being infused through a new walking tour. And at its San Sebastian 20-room retreat, there is a Balenciaga Experience that whisks

travelers to the Balenciaga Museum.

The Trent concept was created partially due to airlines' scaling back on passengers' baggage allowances, especially European carriers. Another incentive was driven by the many visitors who travel to Barcelona for specific events like music festivals and want to have a certain look. Access to Trent's rentals is meant to make packing easier and the chance to discover designers, whom they might not be familiar with. It is also a more sustainable option than buying an outfit that they would never wear again, Turnbull said.

Nobu Hotel Barcelona liked the idea of supporting Trent's founders Laia Cusco and Alejandro Assens, and the prospect appealed to the hotel's client base, who tend to be slightly younger guests who are more into fashion and events, according to Turnbull. “Tourism for live events is booming,” she said.

Guests who are in the city for extended stays can also arrange for monthly rentals through Trent. The capital city location is one of 19 Nobu Hotels, and more are in the pipeline through 2030. Rome and Toronto openings are slated for this year, followed by Madrid, Lisbon and possibly some of the Middle East locales are expected to bow next year. Bangkok, Vietnam and other outposts in Asia are being planned.

Next month, Nobu Hotel Barcelona will host the opening party for Off Sónar and it will welcome popular DJs like Elrow and DJ Tennis to headline events on specific nights. The tie-in with DJ Tennis, who is a “big foodie,” will include his “Munchietown” cooking club, as that aligns with Nobu's culinary reputation. Through a partnership with Barcelona Fashion Week, the property periodically has pop-up shops.

In advance of Barcelona becoming the UNESCO World Capital of Architecture next year, which will coincide with the

centennial anniversary of the death of the city's prized architect Antoni Gaudí, Nobu Hotel Barcelona hotel has teamed up with Barcelona Design Tours. The end result is a walking tour of the Sants neighborhood, which used to be a separate village before it was absorbed by the city. The area once housed many factories and helped to start the trade unionism movement, but it has evolved from being an industrial heartland.

This summer locals will show off their style, as in years past, by having neighbors get together to decorate their respective streets in a theme for a competition that is part of the annual Sants Festival.

On another front, the Nobu Hotel San Sebastian has partnered with the Balenciaga Museum in Getaria to offer guests guided tours. With 7,000 archival pieces, the museum's current exhibition “Cristóbal Balenciaga: Technique, Material and Form” features interviews with former seamstresses who are now in their 90s. “They talk about the experiences working for him in San Sebastian and some worked with him in Paris. They say how meticulous he was,” Turnbull said. “One said, ‘The doors closed at nine. And if you were late, you didn't get to work. So we would go to the beach.’”

Ever intent on giving a global brand a sense for the city that is in, Nobu Hotel San Sebastian will be offering flower workshops to the public with a local florist and yoga classes with a local yoga instructor. The property has also teamed up with the Basque Culinary Center, which trains people and promotes Basque gastronomy. When the center flies in some of the best chefs in the world for an event, they will be hosted in the hotel. Emphasizing the importance of having locals enjoy Nobu Hotels, Turnbull said, “We want people to know that the hotel is part of the city and it's for them as well.”



The alliance with Trent is meant to introduce more people to emerging Spanish brands.



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EYE

Cara Delevingne on L'Oréal, Miu Miu, Her Bold Black Wig

● For her first red carpet as part of the L'Oréal family, the model and actress stunned with a jet-black, short-fringed and surprising hair transformation.

BY RHONDA RICHFORD

CANNES, France — Cara Delevingne stepped into the role of coiffure chameleon for her first red carpet as part of the L'Oréal Paris family.

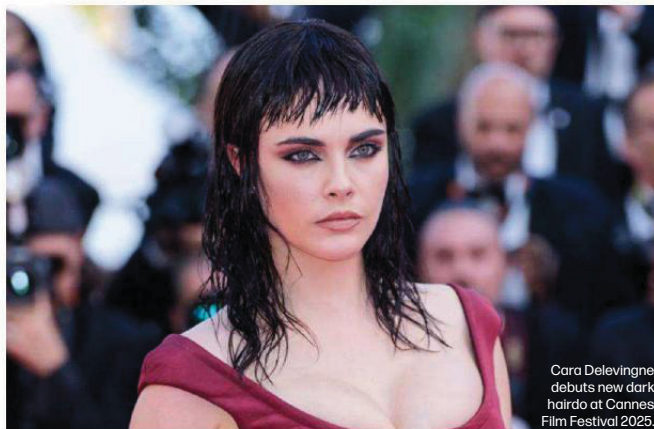
She wore a Miu Miu gown Wednesday night and stunned with a jet-black, short-fringed and surprising hair transformation. Alas, it was a wig — all in good fun to mix classic couture with a twist.

"I'm glad everyone was fooled," she said the morning after. "[The gown] she was very kind of Princess Cinderella, obviously gorgeous and classic. But I wanted to take a bit of an edge to that and do something a bit different, a bit Joan of Arc. I wanted to take a risk."

The slick, wet punk style was a definitive departure from her natural blond locks.

"It was really special to do something like that when you have such an incredible, iconic, historic stage like that red carpet," Delevingne added.

She described her Cannes debut as part of the L'Oréal Paris family with heartfelt sincerity. "It's been incredible



Cara Delevingne debuts new dark hairdo at Cannes Film Festival 2025.

so far," she said. "Getting to meet all the other ambassadors, some of whom are friends... a lot of those women are such inspirations to me and people I've always looked up to."

Among them are Viola Davis and Helen Mirren, who were also in town with the brand. Davis is the juror for the Light on Women's Worth Award, which honors women directors of short and student films. The prize is now in its fifth year,

and Davis will hand out its top prize at a ceremony Friday evening.

"There is still such a discrepancy between female and male directors. Highlighting women who wouldn't be seen otherwise, especially by someone like Viola Davis — who's such an incredible icon — needs to happen more," Delevingne said.

The beauty brand backs up those efforts, she said. "L'Oréal do such a great job of continuing that legacy," she said.

"It's all about sisterhood and empowering each other."

Delevingne remains passionate about her acting future, following a transformative run in "Cabaret" on London's West End.

"It was the best thing I've ever done. It gave me so much, not only creative fulfillment, but a belief in myself," she said. "I've never felt more proud of something. It's funny, the more I gave to it, the more it gave back to me."

"The intensity of live theater is unmatched. Whatever happens on stage happens. There isn't a reshoot, there isn't an edit, there isn't control over it. It's just you are that person that day."

It wasn't her first time on stage, she recalled.

"One of my earliest memories was being on stage in a school nativity play," she said. "But this was definitely very different than that. As an expression, there is nothing like theater. I don't think anything will ever exist in the same way for me."

While upcoming projects remain under wraps — "exciting things" was all she would divulge — Delevingne will remain risk-taking on the red carpet.

"I like to have an edge with things, playing with androgyny. I think taking risks with fashion is always fun," she said. She doesn't approach it as a costume or armor but an expression of her creativity, adding: "What you see is what you get."

FASHION

Goodwill Gala Marks Secondhand and Second Chances

● Part award ceremony, part fashion presentation, part fundraiser, Goodwill Industries of Greater New York and Northern New Jersey's biggest night toasted talent and thrift.

BY JASMIN MALIK CHUA

"Can I get an amen?" asked Peter Som as he rocked back on his heels and raised a hand on a makeshift stage at Tapestry's headquarters in New York City this week. Behind and below him, the Hudson Yards neighborhood took on a soft glow with the setting sun.

The assembled crowd dutifully hollered back: "Amen!"

Wearing a robin's egg blue double-breasted blazer and his signature black-rimmed glasses, the fashion designer-turned-cookbook author was feting Goodwill Industries of Greater New York and Northern New Jersey at its fifth annual gala, described as a night of "purpose and style." He and his cohort Felita Harris, executive director and cofounder of RaiseFashion — herself decked out in a crisp white button-down and a voluminous royal blue tiered-and-pleated skirt — were there to honor a longtime Goodwill board member, Brian Fetherstonhaugh, and his three decades' worth of dedication to the nonprofit thrift giant. Synoptek, Goodwill's tech provider, received a corporate leadership award for promoting workforce inclusion.

But the duo was also intent on drumming up at least \$50,000 in

on-the-spot contributions, which an anonymous donor had promised to match with another \$25,000. "It's time to pay for your wine and crab cakes," joked Harris, as trays of hors d'oeuvres continued to circulate. Business at the drinks station was likewise brisk. The ask, displayed on screens as a filling-up thermometer, would be met in less than 20 minutes. By the night's end, the gala raised \$586,000 for job training, placement and growth for underserved individuals in the region.

Goodwill isn't just a place to score a deal on somebody's castoffs, said Katy Gaul-Stigge, the New York-New Jersey chapter's CEO and president, but also a place that helps people who are locked out of the workforce because of a disability, a gap in their résumé or the stigma of mental illness. Last year, her organization served 12,000 of "our friends, neighbors and cousins here in New York City and northern New Jersey with career coaching, financial planning and digital literacy classes and 'wrap-around' services such as housing, transportation and clothing vouchers.

"Yes, we help people find jobs," she said. "And yes, we stay with them after they start working. And yes, we help employers find the right talent. This isn't a charity. This is what we call the inclusive employment movement. Our vision is a future where no talent is left behind." Gaul-Stigge also nodded to current economic circumstances. "We are facing rising demand and tightening funding," she said. "Without Goodwill, many of the people that we serve have nowhere else to go."

Som said the night was about second



Models wearing Andy Yu's designs pose during the 2025 Goodwill Gala.

chances. That and equity and "impact while looking good." This included the entertainment: a presentation of reconstructed looks by Collina Strada's Hillary Taymour, LaPointe's Sally LaPointe, Romeo Hunte and Andy Yu that later went up for auction online.

The four designers scoured Goodwill outlets — six in Yu's case — to find materials they could use. Taymour contributed a spin on an existing design, whipping up three T-shirts and three dresses into a grungy, shredded black frock. LaPointe created a trio of "accessible, size-inclusive" swishy girl boss looks, some trimmed with marabou feathers she saved from her studio. Hunte drew on his experience with suiting and leather to put up two outfits — one, despite its masculine theme and model, completely androgynous; the other, a paean to female insouciance — that flouted conventional rules of draping and layering. Yu brought to life a "boy band" of dandies, their preppy jackets festooned in brooches, buttons, plastic kimble tags and the occasional flash of a ladies' gold-sequin top — "very David Bowie," the technically retired designer said.

For Taymour, an old hat at upcycling, sustainability isn't something that should be a trend or a one-night-only occurrence. Neither should it only apply to fashion.

"I think we should all start to think about what we shop, how to pursue what we buy throughout our daily lives, whether it's a coffee or a sandwich," she said as she showed off her design. "I kind of make my own textiles. You can reimagine anything using any kind of material. I think it's super important to play with materials that are already existing and using your brain to remake what's already available to us."

The process was an eye-opening one for LaPointe, who was taken aback at how much she could find at her local Goodwill. "I was like, 'This is kind of crazy.' So I took pieces and tweaked them slightly to make them a little bit better and a little bit more in my DNA," she said backstage.

But perhaps LaPointe shouldn't have been so surprised. "The best piece of advice I got in my career was that good design is not about totally reinventing the wheel. It's taking something that works and just making it better," she said.

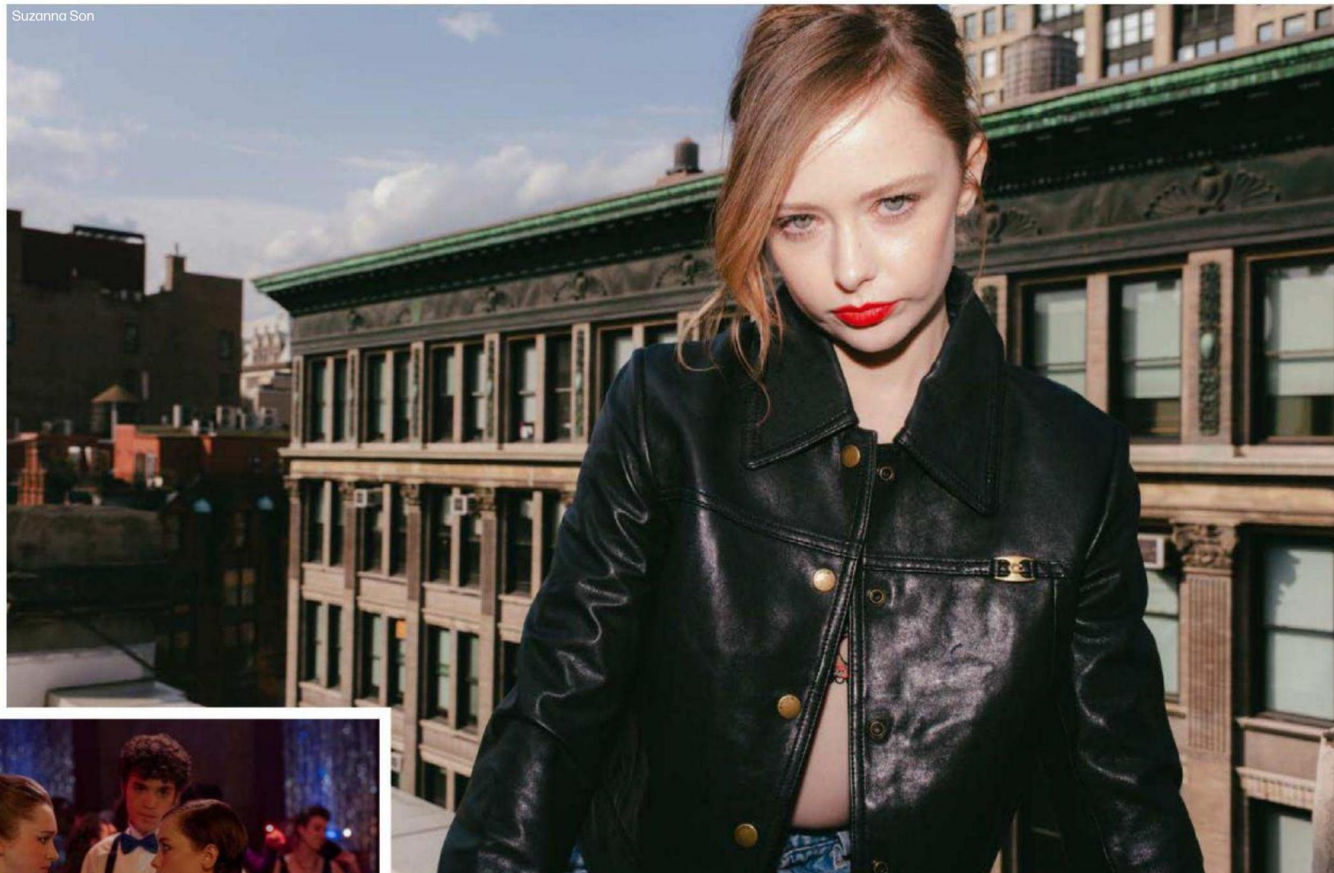
Som could raise an amen to that.



Suzanna Son Is Making Her Way Screaming and Singing

The "Red Rocket" actress stars in "Fear Street: Prom Queen" for Netflix and is preparing to release her first musical album. BY KRISTEN TAUER PORTRAIT BY RYAN WILLIAMS

Suzanna Son



India Fowler as Lori Granger, David Iacono as Tyler Torres and Suzanna Son as Megan Rogers in "Fear Street: Prom Queen."

Suzanna Son was hoping for a rainstorm. Taking stock of the darkening afternoon sky from the rooftop of Netflix HQ in the Flatiron District, the actress was optimistic that the weather might delay her flight and give her extra time to unwind in the city. Son was in New York for a quick round of "Fear Street: Prom Queen" press, but was due to fly back to Chicago the next morning to wrap up production on "Monster." "I really can't say much other than it's just a dream role," she says of the upcoming season of Ryan Murphy's true-crime drama anthology series on Netflix. The third season will focus on Midwestern serial killer Ed Gein. "I feel like I'm the luckiest girl in the world. I could quit after this," she says of getting to be part of the show. "I'm kidding – but wow. I'm learning every day. I've grown so much." Son, who made her onscreen debut as the lead in Sean Baker's 2021 film "Red Rocket" and starred in controversial 2023 HBO series "The Idol," is next taking on the high school prom and the teenage horror genre with "Fear Street."

"My first day shooting, it was this arm-chopping-off scene, and that would be

my first time screaming in public as an actor. I was terrified," she says. "Diving into the deep end was the best thing that could have happened to me, because after that, the pressure was off. I was no longer scared to scream. You could ask me to do it now, and I would. I don't want to – but I could."

The 29-year-old actress describes the campy 1988-set film as "surprisingly punk." "It reminded me of Scooby-Doo – a whodunit – since I was definitely wrong about who the killer was," she says. Her own character, a loyal friend to the underdog prom queen candidate, is the classic emo high school misfit, who also happens to smell like Bath & Body Works' "Twilight Woods."

"To me that's high school, and that puts me in that zone. And then marijuana, she smells like weed. She's a huge stoner," says Son, who likes to assign each of her characters a signature scent. "It's like a time machine."

Son is also gearing up for the release of her first musical album, following several memorable moments singing and playing piano in-character on-screen. She sang an acoustic rendition of "Bye, Bye, Bye" as Strawberry in "Red Rocket," and serenaded her fellow cult members, and The Weeknd, as an aspiring young musician "The Idol."

"I'm just super proud of it," she says of her forthcoming album, which doesn't yet

have a release date set. "Some of the songs I've been stuck on for five years. And I finished them in 20 minutes one night when I got home from set." Music, Son's first love as a performer, has become a cathartic release after being on-set all day. "I need to get this energy out after working all day. Sometimes I get very hyper after work and it gives me a surge," she says. "And so piano and singing helps me get rid of that."

Son, who counts Regina Spektor's 2009 album "Far" as inspiration, grew up taking piano lessons and singing to herself in private. "It was really my anchor as a kid," says Son, whose family moved around often. "I always knew that piano would be the first thing delivered, and at least I could play that while everything's in boxes," she adds. "But I was too shy to sing words. Only when my mom would leave the house would I ever try to put words to music."

Describing that period as a "very sad time," Son began to come out of her shell during college in Seattle, where she majored in classical music before switching to musical theater.

"One of my teachers said, in an audition class, 'You should just move to L.A. and do film and TV.' And I looked at her, I was like, is that an option? And then I realized I don't have to go through four years of college," she says. "So I dropped out." After a detour to New Zealand, she eventually landed in L.A.

"This is where it sounds like a lie, but I promise it's not," Son said. "Nine

days later Sean Baker scouted me at the ArcLight Theater. I was there on a date seeing, 'He Won't Get Far on Foot,' and he asked me, 'Hey, would you like to audition for my movie?'" The "my movie" ended up being "Red Rocket," Baker's follow-up to "The Florida Project" and precursor to the director-writer's Oscar-winning "Anora."

Son spent the next few years hoping that Baker would email, and the call finally came early in the pandemic. "I auditioned with a weird monologue and got the role, and drove to Texas like the next day," she says. "And that was my first time on-camera in an acting sense." The film, which costarred Simon Rex, went on to premiere at the 2021 edition of the Cannes Film Festival.

As she wraps up "Monster" and looks to the future, Son adds that she's "open to anything" when it comes to roles, and is constantly surprised by what characters she's drawn toward. "I can't explain what I'm attracted to, but I always follow that feeling when I have it," she adds.

Asked what her latest projects have taught her, Son loops the conversation back to the intention behind her initial hope: the storm.

"I kind of always feel like there's a gunshot going off in my body, and I'm really learning how to slow down, take time, don't apologize when I make a mistake," she says. "Because that just takes up time and energy. Move on, give myself more grace; it's what I'm trying to learn. And: keep learning."

Fashion Scoops

Helena Helmersson



On the Board

On Holding has tapped Helena Helmersson, former H&M Group chief executive officer, to serve on its board of directors.

At its annual meeting in Switzerland on Thursday, the performance running brand elected Helmersson as an additional independent member on its board of directors. She will also serve on the nomination and compensation committee.

Helmersson led H&M from 2020 to 2024. She began her career at the fast-fashion giant in 1997 as a business controller in the buying office and held a number of positions at the company over the years. From 2010 to 2014, she served as the head of sustainability, leading the company's environmental and social initiatives. And from 2015 to 2018, she was global head of production and from 2018 to 2020, served as chief operating officer.

Helmersson also serves as a board member of the digital training company Quizr and as a chairperson of Circulose, a textile recycling company.

At the same time,

Kenneth Fox, founder of Stripes LLC, a growth equity firm, who had served on the board since 2018 and was instrumental in helping the company navigate its initial public offering in 2021, retired from the board.

David Allemann, cofounder and executive co-chairman of On, said: "We are delighted to welcome Helena to On. Her exceptional track record in retail, operations and purpose-driven leadership will be a powerful asset as we continue our journey to be the premium global sportswear brand. We're convinced she will play a pivotal role in shaping On's next chapter of global growth."

Helmersson added: "On's unique blend of innovation, performance and impact creates something truly special. I look forward to working with the board and the management team to help shape the future of this inspiring company as it grows to true scale."

— JEAN E. PALMIERI

Sudden Exit

Tanja Ruhnke has unexpectedly left Valentino after joining the couture

house on April 7 as chief communication officer. Sources attribute this decision to personal reasons.

She reported to chief marketing officer Yigit Turhan, who joined the company in 2018.

Ruhnke was previously chief marketing officer of Maison Margiela.

This was a return to Valentino for Ruhnke, as before joining Margiela in 2020, she was vice president of communication and marketing North America for the brand.

She brought to Valentino her expertise in the luxury industry developed over the years as vice president of global branding and communications at Alexander Wang, and before that, as a vice president of public relations at KCD in Paris.

Ruhnke has also worked in-house at Helmut Lang and production agency North6 in New York, and provided communication consulting services for the likes of Gucci, Bottega Veneta and Birkenstock.

Valentino is led by chief executive officer Jacopo Venturini. Alessandro Michele was named creative director in March

Tanja Ruhnke



last year.

In July 2023, Kering bought a 30 percent stake in Valentino from Mayhoola for 1.7 billion euros and has an option to buy the business outright by 2028. Kering and Mayhoola are expected to explore further ways they can work together, including the potential for investments beyond fashion.

— LUISA ZARGANI

Rainbow Railroad, a charity that provides support and safety to LGBTQIA+ people around the world.

The 15-piece unisex capsule collection, which launches on June 4, blends the athlete's passion for knitting and crochet and his Olympic diving career. Thematically inspired by water, the line features shimmering sequins and tonal blue hues.

"We wanted to partner with an energetic and creative talent, someone who has a passion for design, colour and craftsmanship, with values that aligned with ours,"

said Alan Barbour, head menswear designer at Reiss, in an interview.

Adding to the project's creative vision, LGBTQIA+ artist Richard Kilroy contributed an original print of two swimmers in a pool, featured on one of the line's T-shirts.

"We selected Richard for his sensitive illustrative style, and he came up with this beautiful illustration of two bodies, possibly entwined in water or perhaps playing sport in water, but most importantly, with no specific gender," Barbour said.

Daley said that "sequins really spoke to me when it came to knitting as they bounce light off the piece, as you would see if you were looking on the surface of the water."

The collection showcases chunky knits with handcrafted details, reflecting his love for textured, artisanal finishes.

"It was really important to me to include these little details in the collection," he added.

Reiss is doubling down on its collaborations.

After a successful year of McLaren's first fashion collaboration with the British brand, the two brands have returned for a second series of its team collection. Once again, McLaren's fan-favorite drivers Lando Norris and Oscar Piastri modeled the new collection.

— HANNA McNEILA ▶

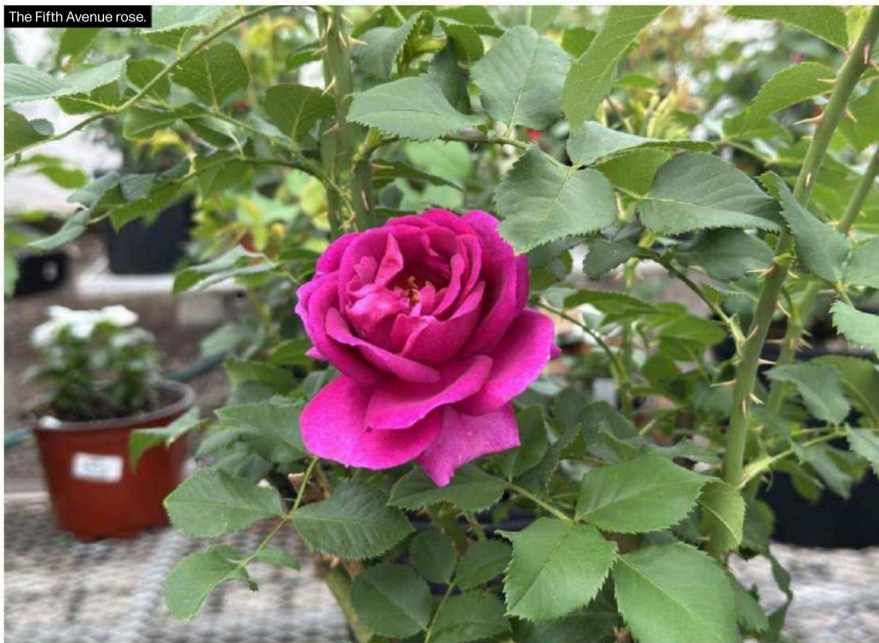
Proud

Reiss and Tom Daley have teamed up for a special Pride 2025 collaboration with all proceeds going to

Tom Daley's Reiss collaboration.



The Fifth Avenue rose.



Fifth Avenue Bloom

Horticulture lovers should not miss Fifth Avenue's next "Blooms" floral installation, which will unveil a rose never before seen in public.

The "Fifth Avenue Rose" produces rich purple magenta blossoms with a strong scent of cinnamon, clove and spice. It was introduced by Star Roses and Plants, a wholesale plant nursery in West Grove, Pa., then bred by the House of Meiland in France, which sent the seedlings to New Jersey to a nursery where the Holiday Collective nurtured them for Blooms. The event is being staged by the Fifth Avenue Association, a business improvement district.

Blooms starts June 11, will continue for a month,

and will help mark this year's 200th anniversary of Fifth Avenue, originally just a dirt path that became a road. For the event, 16 planters and two grand floral arches with 400 rose plants totaling an estimated 2,500 to 4,000 individual stems will be installed on Fifth Avenue from 51st to 58th Streets. The Fifth Avenue Rose will be the "star" of each planter, and complemented by other accent flowers. Also, there will be live music on the weekends, promotions and experiences from the retailers, hotels, restaurants and cultural institutions, and Longchamp will open a sidewalk café at 645 Fifth Avenue through July 6.

"Fifth Avenue is transformed every season and this year's Blooms is a celebration of the avenue like never before with a brand new rose that will brighten the blocks and

beautify the boulevard," said Edward F. Pincar Jr., president of the Fifth Avenue Association. "As the weather warms so everyone, whether you live here or visiting for the first time, can enjoy all that Fifth Avenue offers. With the debut of the flower, we're not only honoring the avenue's historic legacy, we're also looking to a promising and exciting future."

That future entails a dramatic redesign of Fifth Avenue involving widening the sidewalks, reducing traffic lanes, adding trees, planters, benches, improved lighting and infrastructure to reduce the impact of storms, and possibly adding more vehicle-free weekends. The idea is to make it easier and more inviting for shoppers to walk up and down the avenue, making it a bit more like the Champs-Élysées in Paris. Mayor Eric Adams announced Wednesday a \$400 million budget for the project. Construction should begin in early 2028.

— DAVID MOIN

More Flower Power

Spring fashion bloomed at this year's Chelsea Flower Show as florals and linens took center stage.

Even Queen Camilla followed the dress code of florals in one of her go-to designers Fiona Clare, who she has relied on for royal engagements, including the 26th Commonwealth Heads of Government Meeting and the 2022 State Opening of Parliament at the House of Lords.

The dress featured a collared neckline, button-

up front and three-quarter sleeves. She paired it with beige wedge espadrilles as King Charles also accompanied her in blue hues with his pinstriped suit and patterned necktie.

The royals rubbed shoulders with David Beckham, who wore a mismatched beige linen double-breasted blazer with dark contrast trousers, a blue shirt and a necktie. Australian actor Cate Blanchett also attended the annual flower show. She opted for sleek separates in a tailored gray blazer, an open-collar blue shirt and black suede trainers.

Meanwhile, television host and chef Mary Berry dressed up in a pink button-up dress with a delicate front bow and suede beige shoes.

At the fair, some fashion brands also joined in the fun. Hackett London brought their shop window to life for Chelsea in Bloom, the world class alternative floral art show in which some of Chelsea's top retailers dress their windows with creative designs as they compete for coveted awards.

The British brand used bold toned staccato, limonium and layers of shrubbery.

Hackett London's window design was transformed into a living sculpture of a gentleman's necktie.

Burberry also partook in the celebrations at the Chelsea Flower Show.

The brand hosted a dinner with The Newt in Somerset and guests included "The White Lotus" star Jason Isaacs, Ncuti Gatwa, Jennifer Saunders, Jerry Hall and Bianca Jagger.

The Chelsea Flower Show is an annual event that's been taking place since 1913 to celebrate the

art of garden design. It is considered the unofficial kickoff of the English summer social season, which includes Royal Ascot, Wimbledon Championships and the Henley Regatta.

— HANNA McNEILA

Building Bridges

The Afro Fashion Association and fashion school Istituto Marangoni Milano are teaming up to support the LABA Douala Academy in Cameroon.

Aimed at fueling opportunities for African fashion talents, the initiative entails six masterclasses offered to graduating students and alumni of the art and creative school in the African country.

Centered on trend forecasting, collection development, sustainability and digital transformation, the lessons will be hosted by Istituto Marangoni Milano professors.

"We are proud to be supporting this project which is not only educational but actually builds bridges between African talents and the international fashion landscape," said Michelle Francine Ngonmo, head of the Afro Fashion Association.

"For someone like me, raised with different cultural backgrounds, the importance of translating a multicultural identity into a creative language is very clear. This initiative allows Cameroon-born students from the LABA Douala

Academy to explore their roots and reinterpret them through a contemporary lens affirming their own voice," she added.

Enrolled students will be tasked to present a capsule collection, to be evaluated by a dedicated jury which includes Ngonmo, as well as Diana Marian Murek, director of education at Istituto Marangoni Milano, among others.

The best project will be bestowed with the top prize, covering the tuition for a master's degree in fashion design at Istituto Marangoni in Milan.

"Talent knows no boundaries, it's an extraordinary universal language," said Murek. "The synergy with the Afro Fashion Association stems from an authentic link which will enable us to develop meaningful initiatives, led by a common vision and desire to generate a concrete impact," she added.

Since it was established in 2015, the Afro Fashion Association has been supporting talents of different backgrounds with an original focus on the African continent. It has over the years championed young creatives based in Italy and belonging to underrepresented communities who are active in creative and entrepreneurial industries.

In 2023 the organization held its first Black Carpet Awards event, celebrating leaders of change in fields including fashion, design, food, music, sport and cinema, among others.

— MARTINO CARRERA ▶

Inside the LABA Douala Academy.



King Charles and David Beckham at the 2025 Chelsea Flower Show.



Harrods Women's Masterplan

Harrods is building its womenswear portfolio.

The luxury department store has unveiled Designer Collections-Room 3, otherwise known as DC3, which will focus on occasionwear on the first floor.

The space will stock contemporary brands for a day-to-night such as Adam Lippes, Carolina Herrera Daywear and Valenti, which are all exclusive to Harrods. Liberowe will also be joining the lineup, as well as Edeline Lee, who will be launching an exclusive capsule collection for the department store.

The floor will continue to hold established names in occasionwear including Alessandra Rich, Erdem and Roksanda.

"The launch of phase two of Designer Collections marks another significant step in our women's masterplan. This room completes a truly unique destination across three rooms; truly about the epitome of timeless elegance, craftsmanship, exceptional fabrication and pieces to buy now and treasure forever," said Simon Longland, director of fashion buying at Harrods.

"With a unique curation of brands and collections to create an experience unlike that found anywhere else. The collections here are unified by a love of color, silhouette and detail. This launch marks another step in our women's masterplan to create the ultimate womenswear destination globally," he said.

Harrods is making more room on its shop floor.

It will be showcasing pieces from emerging



Harrods' new occasionwear space.

fashion talent through its ongoing partnership with Fashion Trust Arabia, which spotlights designers from the Middle East and North Africa.

Harrods plans to sell the collections of four of the most recent FTA Prize winners in-store and online. Among them is Yasmin Mansour, who is from Qatar and specializes in eveningwear with pieces that merge conceptual design and ethical craft.

—HIKMAT MOHAMMED

Swarovski Star

Swarovski has promoted Kolja Kiofsky, currently general manager of North America, to chief commercial officer, effective January 2026.

Kiofsky will succeed

Michele Molon, who has decided to leave Swarovski by end of July to join another company. Kiofsky will relocate from the Swarovski office in New York to the company's corporate office in Mannedorf, Switzerland.

The chief commercial officer oversees the Swarovski commercial business across all regions, with end-to-end responsibility for the omnichannel strategy and operations. This includes leadership of global sales, commercial architecture, and real estate functions.

Kiofsky has been instrumental in shaping the commercial evolution of the company, driving consistent, profitable growth in North America and a disciplined execution of the LUXignite strategy designed to consolidate its position in

the luxury segment and expand its presence in the fine jewelry market.

During the transition period, Ilse Roeffen, head of emerging markets and businesses, will assume the interim role of chief commercial officer.

Kiofsky will report to Alexis Nasard, the chief executive officer of Swarovski, who said in a statement. "Kolja Kiofsky's promotion to chief commercial officer marks an exciting new chapter for Swarovski. Kolja's leadership and strategic vision have been pivotal in driving growth and transformation in North America."

"I'm incredibly honored and excited to step into the role of chief commercial officer after 15 amazing years with Swarovski," Kiofsky said in his statement. "This company has been a huge

part of my professional journey, and I'm proud to have the opportunity to contribute to its legacy of innovation, craftsmanship and excellence. I want to extend my sincere gratitude to Michele Molon who has been not only a brilliant leader but also a true partner and mentor throughout the years. I look forward to building on the strong foundation he laid and driving our commercial strategy into its next phase." —DM.

New Age

This spring, Selfridges is dedicating its window displays and platform to 15 emerging artists.

The luxury department store's "New Age" art series reimagines aging through sculptures and commissioned films, where

it turns growing older into a vibrant celebration.

The artists include ceramicists and filmmakers, each offering a fresh perspective on life's evolving journey. The art series, which will run until June 24, spotlights the modern reality of longevity, where people live fuller lives, retire later and embrace the vitality of adulthood.

"These newly commissioned artworks and films celebrate milestones, changes of direction, epiphanies and some mistakes as we travel from the start to the end of the road," said Emily Derrick, head of concepts at Selfridges.

At the store's Orchard Street entrance, artist Rong Bao's "Life Forms" is on display. The installation transforms scientific concepts including cell division, neural connections and the rhythm of breath through a series of colorful sculptures.

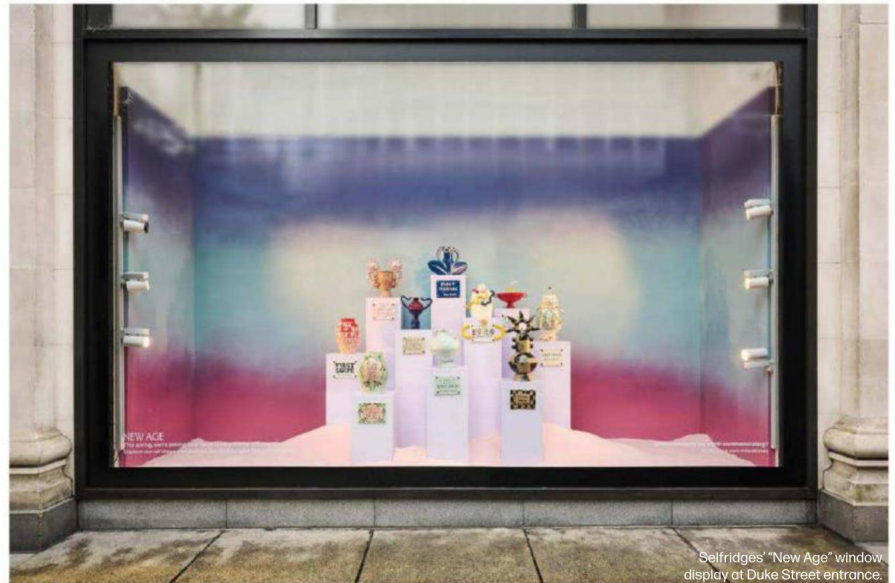
At the Duke Street entrance, the display features 10 handcrafted trophies made by ceramic artists to commemorate unexpected milestones, including "first best friend," "first bra," "first heartbreak" and "first divorce."

The retailer has also commissioned four filmmakers to create a new film series exploring life in four chapters, asking the question of what it really means to live for 100 years. This will premiere at The Cinema at Selfridges and online at the end of May.

This is not Selfridges' first rendezvous in the art world. In September, Tiffany & Co. took over the store's windows, filling them with original works by Damien Hirst and other contemporary artists, and displays inspired by the jeweler's archive.

—HANNA MCNEILA ■

Kolja Kiofsky



Selfridges' "New Age" window display at Duke Street entrance.