

WWD

Fashion. Beauty. Business.



Lights, Camera, Beauty!

Nordstrom has put beauty center stage at its New York City flagship, creating an 11,000-square-foot department (18,000 if you count services) located just inside of the main entrance on 57th Street. Divided into four main zones — makeup, fragrance, luxury and designer brands, and beauty rituals — the goal is for customers to be able to shop on their own terms, whether they want an in-depth consultation or are just popping in for a New York minute. *For more, see pages 4 and 5.*

PHOTOGRAPH BY GEORGE CHINSEE

BUSINESS

Consumer M&A Surges to \$34.7B In Q2 Despite Tariff Uncertainty

- KPMG's tally of consumer and retail deal activity shows a market that is charging ahead despite uncertainty.

BY EVAN CLARK

When President Donald Trump's "Liberation Day" tariffs first hit in April, the conventional dealmaking wisdom was that the mergers and acquisition market would get swamped in the trade war.

The outlook was just too uncertain and the expense of even the threat of tariffs was too high to make any kind of real bets on the future. Both strategic and financial buyers were expected to wait until the smoke cleared and then buy into whatever new market reality emerged.

But the market decided not to wait.

Investors last quarter felt good enough to go with their gut and bet on their own reality.

The result was fewer, but bigger, deals, according to KPMG's second-quarter update on M&A trends in the consumer and retail space.

"Economic uncertainties and geopolitical challenges, such as tariffs and looming inflation concerns, haven't paralyzed the market," KPMG said. "On the contrary, significant transactions have flourished, driven by dealmakers' recalibration of priorities and a flight to quality in response to consumer demand."

While the number of deals fell to 496, a 14.6 percent decline from a year earlier,



the value of the transactions that did get signed shot up 194 percent to \$34.7 billion.

"Dealmakers doubled down on wellness, digital, and distressed assets – prioritizing strategic clarity over deal count as consumer and retail M&A roared back in value," said Frank Petraglia, a partner at KPMG Advisory, in the report.

KPMG pointed to an increase in "high-confidence investments" for both private equity and strategic buyers.

"They bought digital-native brands,

consolidated distressed assets, and doubled down on wellness, frozen foods, and omnichannel capabilities," the report said.

That included Unilever's \$1.5 billion deal for Dr. Squatch and E.l.f. Beauty's \$1 billion acquisition of Hailey Bieber's Rhode.

"Retail, meanwhile, is undergoing a survivalist transformation," KPMG said.

"Consolidation is no longer optional, it's existential. Dick's Sporting Goods' \$2.4 billion acquisition of Foot Locker and DoorDash's multibillion-dollar spree

– Deliveroo, SevenRooms, Symbiosys – reflect a strategic pivot toward operational efficiency, market share capture and tech-enabled resilience."

And KPMG said private equity firms are "targeting carve-outs, founder-led brands, and wellness platforms with scalable economics and strong exit potential, bolstered by expanding access to private credit." The example there was 3G Capital's \$9.4 billion deal to take Skechers private – the biggest buyout in shoe history.

All in all, the report called it "a quarter of bold moves and strategic clarity."

"Corporate and PE dealmakers alike are coming off the sidelines when the strategy is sound and the value creation path is visible from Day One," KPMG said.

If Trump's tariffs gave dealmakers pause at first – and still have would-be investors looking over their shoulders – other elements of the president's agenda have helped nudge the big-money buyers ahead.

"The One Big Beautiful Bill Act is reshaping the M&A landscape in consumer and retail by incentivizing greater capital deployment through an enhanced cash tax shield for new investments and the immediate expensing of R&D, exploration costs, and capital expenditures – boosting ROI and freeing up funds for expansion," KPMG said.

"For PE, front-loading these deductions over a typical three to five year holding period materially improves after-tax returns. For corporates, it reduces income tax expenses and increases earnings per share. Additionally, the removal of prior interest-deductibility limits tied to EBITDA [earnings before interest, taxes, depreciation and amortization] gives PE portfolio companies a broader range of deductible interest, further enhancing leveraged deal economics."

BUSINESS

Former Crocs President Michelle Poole Joins Apparel Brand Pact

- She will be the organization's first brand president.

BY LISA LOCKWOOD

Michelle Poole, who retired as brand president of the Crocs brand in May 2024, has been named brand president of Pact, a Boulder, Colo.-based sustainable apparel brand. The move is effective Monday.

This is the first brand president for the organization, building out a new brand marketing division.

Pact is a mission-driven apparel company dedicated to making "Earth's Favorite Clothing," and invites its customers to "Dress Yourself Well." The company is rooted in wellness, offering versatile organic essentials made of 100 percent GOTS certified organic cotton in Fair Trade Certified factories.

Poole brings more than three decades in leadership experience in the global fashion and consumer industries to the role. During her tenure at Crocs, she played a pivotal role in transforming the brand into one of the fastest-growing footwear companies. Having joined Crocs in 2014, she served as executive vice president, chief product and merchandising officer and then was named brand president of Crocs in September 2020. Poole retired in May 2024 at the age of 55, and remained in

an advisory role through early 2025. She has served on the board of Pact since 2018.

Earlier in her career, Poole worked at such companies as Sperry Top-Sider, Timberland, Kangol, Converse, MTV Europe and Pepe Jeans in a range of marketing, merchandising and product management roles.

For the past year, Poole has been consulting and joined the board of Soles4Soles. She relocated to Crocs, which is based Broomfield, Colo., several years ago, and has been living in the Boulder community for the past 11 years.

At the time of her retirement last year, Andrew Rees, chief executive officer of Crocs, said, "Over the last decade at Crocs, Michelle's leadership across merchandising, product, design, marketing, and in her role as president has been fundamental to eclipsing the \$3 billion U.S. brand revenue mark. Michelle will have a lasting imprint on our brand and in our organization, and I wish her all the best in her retirement."

Poole said, "Pact is a brand with heart, purpose and limitless potential. Their mission to dress the world with wellness deeply resonates with me, and I believe that business can be both a force for good and a driver of growth. I'm honored to join the talented team at Pact to help scale the brand while staying true to its values of

sustainability, style and comfort for all."

Asked why she retired and then decided to return to the industry, Poole told WWD, "After 10 years at Crocs, and 32 years of working full time, I felt it was time to take a pause, catch my breathe, spend time with my family and decide what's next. What I learned is that what really fuels me is the creativity of driving a business, particularly through brand building and product creation, and working on great teams. The opportunity at Pact was too great to pass up: I've been on the board since 2018 and I'm excited to join the team full time to help Pact reach its full potential."

Poole's appointment comes at a time of accelerated momentum for Pact, known for its organic cotton essentials, ethical supply chains and commitment to Fair Trade. In her new role as president, she will focus on expanding Pact's product offerings, deepening consumer engagement, and strengthening the brand's leadership in the sustainable apparel space.

"We are thrilled to welcome Michelle to Pact," said Brendan Synnott, founder and CEO of Pact. "Her strategic vision, consumer insight, and authentic leadership will be instrumental as we continue to grow our brand while staying firmly rooted in our mission. With Michelle's leadership, Pact is poised to inspire more people to choose clothing that is not only stylish and comfortable but also better for people and the planet."

Pact's full assortment is sold from its website, wearpact.com, and a smaller assortment is also available at Whole Foods in store, and on Amazon, Nordstrom and Macy's marketplace.

When Crocs received the Shoe of the Year award for the Crocs Classic Clog at the

Michelle Poole



35th annual FN Achievement Awards in 2021, Poole told the audience, "Crocs has faced a lot of criticism over the years. But we've stuck to what's made us unique. And it turns out that being different has been a key ingredient to our success." In her acceptance speech, Poole acknowledged the journey of the Crocs Classic Clog, from being criticized for its chunky look to becoming the hottest shoe of 2021.

BUSINESS

Luxury's Angst Spells Opportunity for Off-price

● Tom Ott, former Saks Fifth Avenue executive turned off-price consultant, sees a market glutted with excess merchandise, Loehmann's making a comeback of sorts, but also luxury rebounding soon.

BY DAVID MOIN

“Right now there is an overabundance of excess inventory – every place – like I’ve never seen in my career.”

So says Tom Ott, former Saks Fifth Avenue senior merchant turned off-price consultant who links brands with TJMaxx, Ross, and even Loehmann's, which is about to resurface. He sees excess inventory at a level that's 35 percent higher than two years ago – enough to fuel business at off-pricers and outlets.

Ott rose from a men's buyer to senior vice president of men's, home and concessions at Saks, where he spent most of his career, before becoming chief merchant at Saks Off 5th, and subsequently tackling other industry roles, including four-and-a-half years at the Icon Luxury Group, a SoHo, N.Y.-based distributor of ready-to-wear, accessories, shoes and luggage. Icon deals with hundreds of millions of dollars worth of merchandise, two-thirds of which lands at off-pricers; one third at regular-priced stores. Icon works with about 60 brands including Balmain, Armani, The Row, Boss and others. Ott continues as a consultant for Icon where he's listed as a managing director.

In the following Q&A, Ott discusses what ails the luxury sector, the brands and retailers still doing it right, and the Loehmann's strategy.

WWD: Why are most luxury labels faltering?

Tom Ott: They became enamored with chasing trend rather than style. So many of the houses lost their way chasing updated, contemporary looks and not what their brand was all about. They forgot their heritage. Large public European conglomerates, LVMH, Kering, Richemont, have been pushed towards [getting] immediate results in sales. Secondly, price points continued to increase. People without a lot of money, where luxury purchases were aspirational, could no longer afford it. A \$4,000 handbag eight years ago was maybe \$1,495. Then you have the demise of department stores, which is crucial. It's part of the ecosystem for fashion. You need multibrand retailers to offer that notion of discovery and new customer acquisition.

WWD: Do you think luxury will recover?

T.O.: I'm convinced it's going to happen. There'll be new designers, new ideas for younger people. I have four daughters in their 20s. They're not interested in mom and dad's brands. They're too expensive. The fashion is of no interest. This whole notion of discovery is really important. It's about creating a want and reigniting excitement. It's going to happen. It's going to be like the '90s, when [the movie] “American Gigolo” had every guy between 20 and 90 wanting to wear Armani. The big conglomerates and the fashion industry as a whole all got caught up in strange times

through COVID[-19]. The only part of the business working was “bling bling” fashion, and everybody wanted to be part of it. In normal times, it's about quality, value, style.

WWD: Name some brands and retailers currently resonating?

T.O.: Ralph Lauren is focused on great product. They just did a whole capsule on Nantucket I thought was amazing. They've made it their business to stay consistent with their storytelling. Coach has continued to ignite a new, younger-thinking customer [with] quality fashion and style. Their bags are attainable to people in their 20s and a bulk of the population where \$400 or \$500 for a bag is still a lot of money, but they feel good about the purchase with Coach because it's terrific leather with great stitching and quality craftsmanship. Also, look at the continued success of Prada and Miu Miu. They've doubled down on staying true to who they are, with innovation, excitement and pure design.

Bloomingdale's is elevating their game. Bloomingdale's 59th Street is the template. They're working with vendors and resources at the next level up, and they've done a great job on the edit. Bloomingdale's has always been known for being more updated, contemporary, and they've hired great sales people. Nordstrom is getting back to the future. They cater to an American audience that has a bit of money and wants to be dressed well with style, quality and value. Shoppers trust the Nordstrom edit. They're also doubling down on people in the stores and investing in the stores.

WWD: What's your read on the situation at Saks Fifth Avenue?

T.O.: It's about product, promotion and people. If those elements are recreated, rather than being sidetracked by all the conversations about money, the customer will come in. It doesn't have to take years and years. It could be 18 months. I was at Saks for 24 years. It's a lot about rallying around initiatives and getting the people in the stores and the merchants focused and delivering something that's differentiated and special. The brands would rally around that and help drive sales. Leadership is so preoccupied on just trying to stay alive. They need to poke their heads out from under the sand and look at driving business.

WWD: Haven't stores like Saks boosted e-commerce at the expense of taking care of their stores?

T.O.: Gen Z is really interested in brick-and-mortar shopping in particular. You don't have the luxury as a retailer to think just about e-com. You also need to be proficient at the stores. Many have forgotten about the art of brick-and-mortar.

WWD: As a consultant in off-price, you are involved in launching Loehmann's at the Tanger outlet center in Deer Park, on Long Island. What's that all about?

T.O.: We're concentrating on bringing back the thrill of shopping, and we'll be opening up some more Loehmann's locations, all pop-ups as well. The operating partner is Style Democracy, a Canadian entity that does large sales in Toronto, and started business in the States. They're pros at

operations. They handle everything from the setup on the site, to the people. You'll see a carefully curated vendor selection of apparel, accessories, bags and shoes, even luggage. It'll be men's and women's, top brands people know, and great brands to be discovered, from opening designer price points to the top end.

WWD: How big is the space and what was there previously?

T.O.: It's an 8,000-square-foot space previously occupied by Skechers.

WWD: Why is Century 21 reviving Loehmann's, rather than putting all their energy into Century 21?

T.O.: They are concentrating on Century 21. They're just supplying the IP. They're not involved in [running] the Loehmann's pop-up. They've never developed anything with Loehmann's. The whole notion is to get in, create excitement, and get out. Loehmann's had a cult-like following in the off-price world. I think it was brilliant Century 21 bought the name because in a lot of ways, the Loehmann's nameplate was more well-known than Century 21 in different marketplaces. Loehmann's was big time in Florida and California, particularly in Southern California. [Loehmann's eventually over-expanded, liquidated in 2014 and Century 21 bought the IP in 2020].

WWD: Where are most goods coming from to supply Loehmann's and other off-pricers?

T.O.: The bulk of the goods come from the luxury retail luxury houses themselves, but some goods are obtained from retailers with

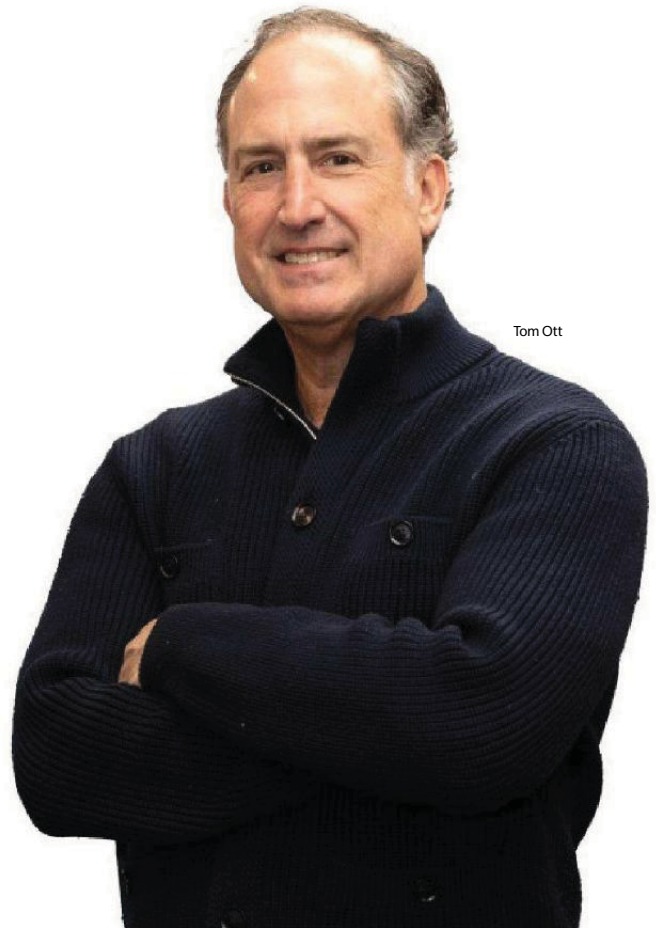
excess merchandise, but not so much from the big department stores Stateside because Nordstrom has Nordstrom Rack, Saks has Off 5th, and Bloomingdale's has outlets. Specialty stores can be a good [source] to gather goods, and in Europe and globally, department stores can also be good for buying the excess. The challenge is there's a delta between what the brands want to sell those goods for, and what off-price retailers want to pay. The reason for that delta is tariffs and duties and the devaluation of the U.S. dollar to the euro. Because of tariffs many off-price goods may end up staying in Europe or Asia or go to new markets.

WWD: How does Icon work with brands?

T.O.: We treat the off-price retailers like regular accounts. So we'll do pre-ticketing for them. We'll do the allocation for them, and that allows the brands to focus on their full-price activities. Many retailers are challenged with payments. Icon will pay for the goods and in this day and age where many retailers are challenged with payments, we de-risk that for the brands. One-third of Icon's business are brands that we distribute specifically for full-price activities, or we actually do the production for and license those goods. Icon deals with luxury, contemporary and premium brands, 80 percent of the business is in luxury.

WWD: How did you remember conducting sales at Saks?

T.O.: When sale time came around, I celebrated it. We had what we called “choo choos,” the rolling racks around the sixth floor. The idea was everybody wants a deal. So at Saks, sale time was imperative because it was about new customer acquisition and getting garments on somebody's back. So if you get an introduction to a brand on sale, even if it's a tie – in the old days when people wore ties – or a sweater, and they loved the brand, there was an opportunity to convert them to [shopping] a full-price business. To me, sale becomes equally as exciting as full price, and can be helpful in brand building.



Tom Ott



Inside the fragrance area at Nordstrom.

Nordstrom's NYC Flagship Gets Ultimate Beauty Makeover

The Seattle-based retailer is betting big on beauty, putting the category front and center in the store.

BY JENNY B. FINE PHOTOGRAPHS BY GEORGE CHINSEE

Beauty is taking center stage at Nordstrom's New York City flagship on 57th Street and Broadway.

The Seattle-based retailer has taken what was a spread-out presence for beauty, with some categories housed on the 57th Street side of the building and others accessible through the Broadway entrance, and created a cohesive, power-packed beauty department that is the first thing customers will see as they enter the store's main doors on 57th Street.

There will be four primary zones: the makeup hall, the luxury and designer space, fragrances and a space called Beauty Ritual, which will have core and emerging skin care brands, as well as categories like hair care, bath and body and wellness.

To make way for the changes, Nordstrom has moved the jewelry and handbag departments so that each, too, will be merchandised together as full groups. Jewelry is now located on the ground floor just inside of the Broadway entrance between 57th and 58th streets, while handbags have been moved to the second floor in an enlarged department.

"Our New York flagship is a global platform for the world to see Nordstrom

beauty," said Debbi Hartley-Triesch, executive vice president and general merchandise manager of beauty, accessories and home at Nordstrom. "We believe beauty is a trip-driver to Nordstrom and we know we can engage and bring in more new customers than other categories.

"Keeping beauty on the main floor and bringing that energy to life creates an overall shopping experience for the entire building, just by having that heartbeat as soon as you walk in," she continued. "It's the welcome to Nordstrom where you instantly know you're going to have a great day."

The new Makeup Hall is located immediately inside of the front entrance, where a lit-up rose gold Charlotte Tilbury counter – complete with a blinged-out palm tree – greets customers. "We wanted to bring energy to our most trafficked door," said Hartley-Triesch. "Its entertainment and animation as soon as you enter."

Other key brands include MAC, Bobbi Brown, Hourglass, Westman Atelier, Pat McGrath Labs and Victoria Beckham Beauty, which occupies a sleek black marble fixture. Bespoke counters throughout offer both self-shoppable stock, as well as space for an in-depth consultation. ▶



Debbi Hartley-Triesch



Here and below:
A look at the new
Nordstrom Beauty floor
in the New York store.

“Our New York flagship is a global platform for the world to see Nordstrom beauty. We believe beauty is a trip-driver to Nordstrom and we know we can engage and bring in more new customers.”

DEBBI HARTLEY-TRIESCH, Nordstrom



The Fragrance Finder that diffuses scent.



Burberry is a North American exclusive.

The Beauty Bar lives within the makeup hall. Anchored by a column covered in a digital screen that will stream a wide array of content, it has two half-circle-shaped marble tables, each equipped with a lighted makeup mirror and tools. Nordstrom will host events in the space, which seats six, like group makeup lessons or hands-on master classes, and customers can also use it as a ‘play station,’ where they bring products from various counters to test and try.

“It’s a place to explore, experiment and discover, bringing connection and community together,” said Hartley-Triesch.

The retailer has also designed a new fixture to showcase emerging makeup brands like Neem, created by Stila founder Jeanine Lobell; the organic brand Ogee, and the viral sensation Wonderskin, as well as Grande, Kaja and Sweed. “We wanted a place where customers can discover

exclusive to Nordstrom in North America. Here, too, the counters have self-shoppable stock as well as service and consultation tables to “enable customers to shop on their own terms,” said Hartley-Triesch. Each has been custom-designed to reflect the ethos of the brand. Prada Beauty, for example, is mint green, down to the facial scanning machine for skin care recommendations, while Louboutin is a riot of red and gold.

The luxury and designer space also houses a wall of collection fragrances that has been expanded to include Penhaligon’s, Kilian Paris, Parfums de Marly, Dries van Noten and Maison Francis Kurkdjian, plus Nordstrom’s core assortment of Byredo, Diptyque, Le Labo and Jo Malone London.

Next to that is the multibranded fragrance area, which features a floor-to-ceiling flower installation created by floral designer East Olivia. Nordstrom has

new brands, and it also enables us to see who the next up-and-coming brands are,” Hartley-Triesch said. “We want to make sure that throughout the floor, we’re pulsing what’s emerging, what’s next.”

The makeup hall flows directly into the luxury and designer space, where brands include Sisley, La Mer and La Prairie, as well as Dior, Christian Louboutin Beauty, Valentino, Prada, Carolina Herrera and Burberry, which is

doubled the selling space for fragrance, creating an assortment that ranges from opening price points to high-end luxury. Hot formats like body mists and travel sizes are also on offer; new brands include Memo Paris and Perfumehead.

Nordstrom has partnered with Puig to launch a technology called AirParfum exclusively in North America, a computer that diffuses 60 scents. “You can see the notes and then push a button and a waft of fragrance comes over you,” said Hartley-Triesch, noting it will have more than Puig fragrances. “But it’s not overwhelming to the senses, so you can find the direction of where you want to go olfactively.”

Finally, there is the Beauty Rituals space, a more open-sell format for skin care, hair care, bath and body and wellness. Tools will also be located here, including Dyson and Omnilux LED light therapy devices, which are exclusive to the retailer.

Heritage brands like Estée Lauder, Shiseido and Lancôme are here, as well as skin care from the likes of Tatcha, Dr. Diamond’s Metacine, HHSkin and Allies of Skin. Beauty Rituals includes an expanded body spa with brands like Paume, Kate McLeod and Grown Alchemist. Consultation tables will enable shoppers to self-discover or engage a sales associate, and events will also be held here.

“When I think of how the beauty consumer is evolving, it comes down to letting them shop on their own terms,” said Hartley-Triesch. “One day they might come in and know exactly what they want and run into the store and grab it. On the flip side, she might come in another day seeking expert advice.”

Facilitating the customer journey will be a staff of about 100 sales associates, some dedicated to a single brand, but also Nordstrom beauty stylists and makeup artists trained across all brands.

The renovation comes on the heels of the January opening of the SkinSpirit medi-spa in Nordstrom’s Beauty Haven area, which also offers brow services from Anastasia Beverly Hills, blowouts by Drybar, facial massage from FaceGym and nail services from Londontown. In all, Nordstrom offers 250 services, some paid and others complementary.

“This really speaks to our ability to offer our customers service on their terms – whether they have three minutes or three hours to spend with us,” said Hartley-Triesch.

The new footprint increases the size of the core beauty department from 7,800 feet to about 11,000 square feet; with Beauty Haven, the total is 18,000. To help consumers navigate the space, there will be a full-time beauty concierge team.

As well, there will be an allocated space for programmable activities, launches and pop-ups called Beauty Center Stage. For fall, the lineup includes exclusives with Jo Malone London, Tom Ford and Troye Sivan. In November, it will be transformed into a holiday gifting destination.

Hartley-Triesch declined to quantify the impact in sales that the redesign will have for Nordstrom, which went private last May. The official unveiling will happen on Sept. 13, which will also serve as the kickoff for Nordstrom’s fall beauty event season.

Beauty Community will launch, a concept that speaks to three key stakeholders – creators/influencers, Nordy Club loyalty customers and in-store experts – which will feature in-store appearances with talent and expanded content on social. From mid-September on, a cascade of events like Beauty Trend week, Scent Event Week and Holiday Glam Up Days are planned through the end of the year.

“We have a supersized event calendar for fall,” said Hartley-Triesch. “We want to create compelling events and experiences for customers to come in and discover all that we have on offer.” ■

TikTok Shop's 10 Fastest-growing Fragrance Brands

At number-one, dupe fragrance brand Oakcha has seen sales rise from the single-digit thousands to more than \$6 million so far this year, data from Charm.io shows. **BY NOOR LOBAD**

A new generation of fragrance dupe brands is rising on TikTok Shop, data from Charm.io shows.

While Dossier, considered an original in the fragrance dupe space, is seeing strong growth on the platform – it was the fifth fragrance brand by growth on TikTok Shop during the first half of 2025 – other players are proliferating quickly.

Take New York-based brand Oakcha, for instance, which was founded in 2022 and is known for its dupes of Chanel, Tom Ford, Creed and Le Labo scents, typically priced less than \$60 for 50-ml. bottles. The brand has been the single fastest-growing fragrance brand on TikTok Shop this year, growing its first-half revenue on the platform from \$5,050 in 2024 to \$6.2 million in 2025 (an increase of 125,533 percent).

Like Dossier, the brand leans into clean formulation to elevate its offer, and is similarly branching into original scents, launching a six-fragrance Gourmand Collection late last year. The collection's Marshmallow Mist scent has sold more than 28,000 bottles on TikTok Shop, roughly 4,000 of which were

repeat purchases, and the brand has seen similar success with other original scents like That Girl and Cotton Clouds.

There's also Jo Milano Paris, whose name bears an obvious resemblance to The Estée Lauder Cos.-owned Jo Malone London, though the brand is in fact better known for dupes of brands from Bond No. 5 to Louis Vuitton – particularly among a male audience. This summer, the brand's Game of Spades Emerald Perfume has gained buzz as an affordable alternative for Louis Vuitton's \$595 Symphony eau de parfum. Wildcard, which has sold 8,000 bottles on TikTok Shop, has been widely recognized as an under-\$70 dupe for Bond No.9's Lafayette Street, which is \$354 for a 50-ml. bottle.

Sttes, which dupes Sol de Janeiro, has continued to soar on TikTok Shop, as has Rayhaan – known for its Jean Paul Gaultier Le Male Elixir dupe, called Rayhaan Elixir – and nascent brands Alt. Fragrances and Bella Vita Luxury.

Bucking the trend is Phlur, which isn't a dupe brand but ranks number eight by fragrance growth on TikTok Shop this year, and Arab perfume brands Alrehab and Al Ard Zaafaran.

The top 10 fragrance brands by year-over-year sales growth on TikTok Shop, alongside their respective H1 2025 revenue via the platform.

1		Oakcha \$6.2 million +123,553 percent year-over-year H1 2024: \$5,050	6		Alt. Fragrances \$1.3 million +889 percent year-over-year H1 2024: \$127,022
2		Jo Milano Paris \$1.5 million +7,758 percent year-over-year H1 2024: \$18,709	7		Bella Vita Luxury \$3.4 million +376 percent year-over-year H1 2024: \$705,212
3		Sttes \$2.4 million +3,424 percent year-over-year H1 2024: \$67,154	8		Phlur \$5.1 million +296 percent year-over-year H1 2024: \$1.3 million
4		Rayhaan \$1.2 million +3288 percent year-over-year H1 2024: \$34,106	9		Ard Al Zaafaran \$2.2 million +274 percent year-over-year H1 2024: \$1.1 million
5		Dossier \$3.6 million +979 percent year-over-year H1 2024: \$336,240	10		Alrehab Perfumes \$3.9 million +250 percent year-over-year H1 2024: \$1.1 million

The C-suite Shuffle

The latest executive moves in beauty. **BY NOOR LOBAD**



U.K.-based natural fragrance and beauty brand, Neom Wellbeing, has tapped **Amanda Kahn** as its general manager for the U.S. Kahn hails from RéVive Skincare, where she was senior vice president of marketing and before that, held senior roles at Pür and Eve Lom parent company, Space Brands Ltd.



Brendan Riley has joined The Estée Lauder Cos. as senior vice president, global corporate communications. Previously, Riley was a partner at advisory firm, Brunswick Group.



As part of Peoplehood's acquisition by WeightWatchers, Peoplehood and Soul Cycle founder **Julie Rice** will join WeightWatchers as chief experience officer. Peoplehood's community work and learnings, particularly pertaining to menopause and GLP-1s, will be used to enhance WeightWatchers' curriculum.



Lashify has tapped **Ray Carreon** as its senior vice president of growth. Carreon joins the lash company from Patrick Starr's One/Size, where he served as vice president of e-commerce and digital.



Skin care brand Hydropeptide, which sells at Nordstrom, has named **Dr. Lauren Jamieson** as its medical director. Jamieson, who is the founder and clinical director of her eponymous medical aesthetics clinic in Scotland, will collaborate with the brand on product development and education.



Troy Puccia has joined Herbivore Botanicals as chief operating and financial officer. Prior to joining the clean skin care company, he held the same role at Nest New York.

CVS' Michelle LeBlanc on Drugstore Chain's Beauty Overhaul

From relocating skin care to the forefront to partnering with a dermatologist, CVS is doubling down on skin health. BY KATHRYN HOPKINS

One year in, Michelle LeBlanc, vice president of merchandising for beauty and personal care at CVS, is making her mark on the U.S.'s largest drugstore chain.

That includes piloting significant changes to the beauty aisles, eliminating sunscreen products with SPF below 30 across its owned-brands portfolio, and tapping its first dermatologist.

For the store format, as part of a pilot program, skin care will be moved to the front of the stores, where color cosmetics have historically been displayed. It is currently being tested in a handful of stores and rolled out to more. (CVS has over 9,000 locations, but is closing 271 stores this year due to ongoing restructuring, according to its annual report.)

The reformatting is more than skin-deep. LeBlanc said it was indicative of shifting consumer behaviors and priorities.

"If I go back to the insights that led us here, it's absolutely that more and more consumers are prioritizing their skin health, and they're doing it in a way that's driving more shopping opportunities," said LeBlanc. "In years past, it used to be about getting that lipstick, that mascara. That's obviously still important, but the way people are so into their skin and know the ingredients, watching everything on TikTok, it's just another level now."

As part of this, she's working on making its skin care curation easier to digest for the shopper.

A view of the new CVS in-store format in Walpole, Mass.



"The number of ingredients and the number of skus can be quite overwhelming and I go back to that curation of assortment that we have at CVS. We're building on that, specifically in this new format, with really simple messaging," she said, saying she'd focus less on ingredient callouts and more on consumer needs. "But it could be something as simple as not wanting to burn something. We're trying to use

very consumer-centric language that just simplifies the shopping experience. That still drives that education, but not in a way that's intimidating or overwhelming."

Hand-in-hand with education, it has tapped Dr. Camille Howard-Verović, a New York City-based dermatologist, as CVS' dermatologist.

"Dr. Camille Howard is lending her credibility and expertise to help us reinforce our role in health and beauty,

Dr. Camille Howard-Verović



and for me and my team, she's helping us think about new products and trends and efficacy and safety, which in turn, helps us inform our customers," said LeBlanc.

Another change is that CVS Pharmacy has removed sunscreen products with SPF below 30 across its owned-brands portfolio aligned with new Skin Cancer Foundation guidelines, just updated in May.

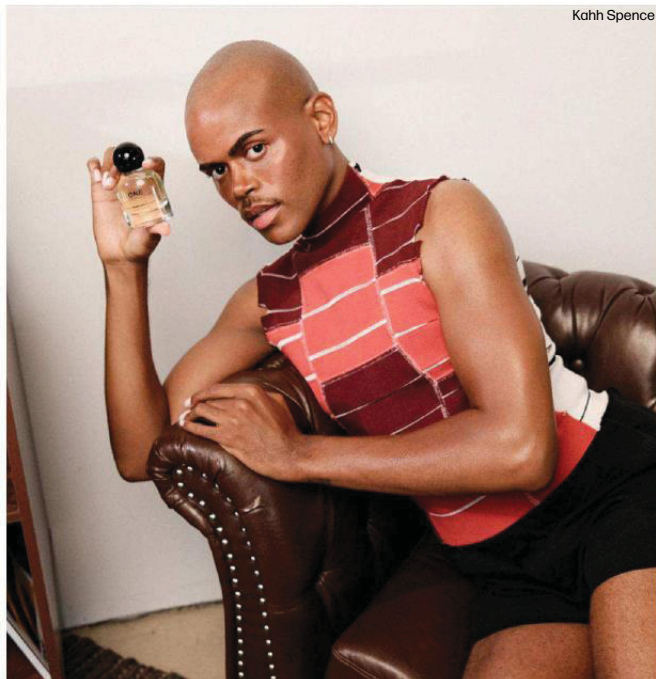
This follows its move in 2017 to remove sunscreens with SPF 15 or lower from its stores.

"It just builds on that decision, and it continues to just elevate our trust and our authority with our shoppers, and that's super important to us," she said.

Asked if there is a possibility this could be rolled out to all brands, she responded: "It's a place we are very interested in."

Celebrity Hairstylist Kahh Spence Launching Unisex Fragrance Brand

Called Samir Grey, the brand will debut later this month with one fragrance and an aim toward accessible luxury. BY NOOR LOBAD



Kahh Spence

The ever-hot niche fragrance game has a new player.

Longtime celebrity hairstylist Kahh Spence, known for working with artists including Kelly Rowland, Cardi B, Kehlani and others, is debuting Samir Grey, a direct-to-consumer fragrance line, on Aug. 25.

Rooted in self-care and accessible luxury, the brand features one floral-gourmand perfume at launch, called One, which retails for \$138 and features notes of almond milk, peony, orris, peach and vanilla.

"Fragrance was my first entrance to beauty – smelling my mom's Victoria's Secret Love Spell, DKNY Be Delicious – that's what I grew up on," said Spence, whose hairstyling career kicked off during the 2010s Tumblr "It" girl era, when the likes of Justine Skye, Brittany Sky and Barbie Ferreira – some of whom were Kahh's earliest clients – were gaining prominence via the original blogging platform.

"My entry to hairstyling was very different – it was digital-first, which I appreciate because that has allowed me to understand so much about the social landscape," said Spence, who counts more than 116,000 followers on Instagram and plans to leverage his digital savvy in launching Samir Grey.

"The essence of this brand is that we all need to pause more at a time when hustle culture is the norm," continued the founder. "I'm leaning heavily into all things digital – TikTok, Instagram, email

and my network within the industry to get this story out there and build community, which is priority number one for me."

Though Spence did not specify sales expectations for the launch, industry sources estimate Samir Grey – coined after the founder's middle name and one of his favorite colors – could do between \$350,000 and \$500,000 in first-year sales.

The venture isn't Spence's first within the space; in 2019, he launched a namesake fragrance brand using lottery winnings left to him by his late mother, Sharisee, who passed away from cancer in 2017. "I was younger, and I wasn't clear on what to do with that kind of money – I was just spending without understanding anything related to profit and loss," said Spence, who shuttered the business a few years later and has since taken the time to understand how to run a business, also consulting with founders like Tower 28's Amy Liu, Ami Cole's Diarrha N'Diaye-Mbaye and Danessa Myricks.

With Samir Grey, the entrepreneur aims to build a lifestyle brand.

"Everything you would want in your toiletry bag will ultimately be something you can find at Samir Grey – I want this brand to feel like your personal care edit," said Spence, who tapped Mane senior perfumer Cécile Hua and product developer Eliane Treadwell to help bring One to life.

The scent is inspired by the memory of a beachside stroll Spence took with his mother in Hawaii in 2017, while working Kehlani's "SweetSexySavage" world tour.

"I wanted to take that experience and turn it into this summer escape in a bottle – where the breeze feels nice, the music is at a low hum, and you just feel and smell warm – I want One to take you to wherever that memory and feeling is for you," Spence said.

EXCLUSIVE

Ashley Tisdale's Being Frenshe Expanding Into Lip Wellness

Tisdale and Maesa chief executive officer Piyush Jain discuss the brand's latest launch, strategy for expansion and how it has maintained virality following its hair care launch. BY EMILY BURNS

Ashley Tisdale's Being Frenshe launches lip wellness.



Being Frenshe lip wellness line.



A lip care product.

Ashley Tisdale's Being Frenshe is back with a new category.

The wellness brand is expanding into lip wellness with a Nourishing Lip Mask, \$14, available in Being Frenshe's signature scents of Lavender Cloud and Cashmere Vanilla, and a Restoring Lip Balm, \$12, available in Lavender Cloud, Cashmere Vanilla, Moon Milk and Solar Fleur. The products will be available exclusively at Target.

This expansion follows Being Frenshe's hair wellness launch in December 2024 that was inspired by Tisdale's experience with alopecia and tapped into the growing scalp care market. It included shampoos, conditioners, a serum, a scrub and more.

But while lip care is a favorite of Tisdale's and many consumers, it wasn't always in the pipeline for Being Frenshe.

"I wish I could say that I had all these big dreams for Being Frenshe, but I don't think I could wrap my head around the success of it and that I would be able and have the potential to go into all these different categories," Tisdale said.

Being Frenshe, which launched in 2022, is on track to exceed \$100 million in sales this year and has experienced double-digit sales growth year-over-year. In addition, the brand is a top wellness brand at Target, selling a unit of its Hair, Body and Linen Mist in Cashmere Vanilla, \$18, every six seconds.

"Consumers keep surprising us. It continues to be our bestseller," said Piyush Jain, chief executive officer of Maesa, Being Frenshe's parent company. "Consumers

flock to it in a variety of different fragrances, and it just keeps on growing."

Jain predicts that lip wellness will drive similar growth.

"Lip as a product category is just exploding," he said. "It's a product that consumers use all through the day, at night, and therefore providing wellness there is super important."

While lip is a strategic category for Being Frenshe to enter into, Tisdale was inspired to create a lip product, following the success of the brand's Moon Milk scent, which was originally a limited-edition offering.

"So many people were going crazy over Moon Milk, and we would joke like, 'Are people drinking the Hair, Linen and Body Mist?' because they were so frantic about getting more," Tisdale said. "I have had so many people personally reach out to me, being like, 'I need six more, and I can't get it at Target.'"

She continued: "It did spark a little bit of 'Oh, what if people could kind of taste the scents in a way, and that led us to lip wellness.'"

Throughout the development process, Tisdale said she tested a variety of scents and landed on the ones that lent themselves best to a lip product. Additionally, each scent employs Being Frenshe's signature MoodScience scent technology, which provides a functional

present and take care of my body....Hair was another real big ritual for me because I have dealt with so many different hair issues with alopecia."

Now, lip wellness has become a ritual for Tisdale, who said she uses the Restoring Lip Balm during the day and Nourishing Lip Mask at night.

Tisdale, who has more than 16 million followers on Instagram, has successfully driven buzz for each of the brand's launches and grown a significant virtual community. Being Frenshe followers often make viral videos directed at Tisdale herself asking for her secrets. Meanwhile, Tisdale is regularly posting about her own wellness rituals and how she uses the Being Frenshe products. According to the team, Being Frenshe has experienced a 210 percent year-over-year increase in earned media value and 245 percent increase in engagement year-over-year. It has also seen a 248 percent increase in Instagram following and 430 percent increase in its TikTok following.

"Authenticity is the most important part of a founder's journey, so even before we launched the Being Frenshe brand together, Ashley was

already talking about her personal wellness journey," said Jain. "It's deeply personal to her, which is why when we create a new idea, create a new product, consumers realize that this is part of her personal journey. She's so authentic to it, which is why consumers have so much affinity for the brand."

While lip is Being Frenshe's latest iteration of wellness, Jain said Tisdale and the Maesa team are always ideating what could be next. Tisdale also hinted at a new scent coming soon.

"The opportunities in front of the brand, because our consumer gives us license to go into multiple spaces, is extremely high," Jain said. "We are evaluating what's next. Fragrance is core to the brand, so we will continue to innovate with new fragrances. We will also look at new categories as they come."

benefit. While Tisdale expects consumers to be interested in lip wellness, she said many flock to certain products just because they are available in their favorite Being Frenshe scent.

"The philosophy on the brand is wherever wellness travels, and consumers are seeking wellness now more than ever before, the brand has a right to go," said Jain, adding that Being Frenshe would implement its functional fragrances via its MoodScience scent technology to all of its future launches. "[Wellness is a] major accelerant to beauty growth, and it will continue to be. Therefore we just need to continue to tap into where consumers are going, where consumers are seeking wellness."

Tisdale added: "[Everything] is driven by my own personal rituals. The body care was about trying to ground myself and be

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Street style at Copenhagen Fashion Week.



Cecilie Bahnsen, spring 2026

The musician Mags at Copenhagen Fashion Week.



FASHION

In Hard Times, Copenhagen Fashion Week Remains Steady

● Sophie Bille Brahe, Skall Studio, Filippa K and 66 North reported healthy business growth.

BY HIKMAT MOHAMMED

Copenhagen Fashion Week will celebrate its 20th anniversary next year, and to prepare for the festivities, it's branching beyond Denmark and has begun welcoming an array of Nordic talent from Iceland, Finland, Sweden and Norway.

The spring 2026 edition, which wrapped Friday, was bigger than ever with 45 established and new brands showing on schedule, including Cecilie Bahnsen, Rotate, Baum und Pferdgarten, Ranra, Anne Sofie Madsen, Freya Dalsjo and Rave Review.

Other talents, such as Madsen, made a comeback.

"Anne Sofie has held a long-standing business for many years that showcased in Paris and Tokyo before she made the decision to close the label. Her entrance into the CPHFW Newtalent scheme presents a valuable perspective that being an emerging designer doesn't need to equate to a young person," said Isabella Rose, Copenhagen Fashion Week's chief operating officer, in an interview.

Cecilie Bahnsen, one of the city's commercial and creative successes, who has transplanted to show in Paris, came back to stage a special one-off show for her 10th anniversary.

The designer revisited her archives as the starting point for her show.

"It became a creative collage of past and present, where each piece was reimaged or remade by hand. So much of this season was about freedom and most of the



Rotate, spring 2026

garments are one-offs, which allowed us to design with total instinct," said Bahnsen.

She worked with a color palette of white and silver for her delicately feminine dresses, one of which Björk's daughter, artist íSadóra Bjarkardóttir Barney, wore to open the show.

Off the runway, Bahnsen is slowly building the blocks for her business by opening her first store in the city in a tucked-away courtyard.

"It's been a dream for a long time for us to create a space where the universe of Cecilie Bahnsen can live and evolve closer to the customer. The intention was to build something elevated but intimate, close to home and close to the people who have supported us over the past 10 years. It is also an important step in how we care for our VICs and private clients, offering dedicated appointments and one-of-a-kind pieces," the designer said.

The brand will present its spring 2026 collection during Paris Fashion Week in October.

Reaching an international clientele is on every designer's mind in Copenhagen.

Kristoffer Kongshaug of Forza Collective will be taking his daring designs to Harvey Nichols Kuwait in September, as he continues to develop his wholesale business.

The designer, who has previously held positions at Raf Simons, Christian Dior Couture, Balmain and Lanvin, was inspired by the likes of Annie Lennox, Grace Jones and Julia Roberts in "Pretty Woman" for spring 2026 with slipdresses, pleated skirts, neckties and cinched tailoring.

Rotate, designed by Jeanette Madsen and Thora Valdimarsdóttir, returned this season with an upbeat collection using light and flirty fabrics.

"We're seeing particular strength in Germany, Austria, Switzerland and Italy. [There's] notable growth in the Middle East," said Madsen.

"One of our key advantages in today's climate is that we've maintained a sharp price point. Like all fashion businesses, we're not untouched by macro

pressures, including U.S. tariffs, retail bankruptcies and overall market caution," Valdimarsdóttir added.

Tailoring Fatigue

Copenhagen Fashion Week has become synonymous with a specific type of tailoring: boxy, oversized blazers with wide-leg trousers that brush the floor, but this season, tailoring reached a saturation point. Every runway featured a dozen of the same looks and begged the question: How many blazers does one woman need?

Skall Studio took a refreshing approach with bouclé-style jackets and outerwear that can be worn without a fuss.

The brand's clear designs have resulted in steady growth as the industry faces setbacks.

Skall Studio said it continues to experience steady growth, as evident in the brand's 2024 annual report, where net profit jumped from 3.6 million Danish kroner, or \$562,000, in 2023 to 5.8 million Danish kroner, or \$905,000. ▶



Filippa K, spring 2026

“Looking ahead to 2025, we see opportunities for further international growth. Our focus will be on expanding our presence in key markets and continuing to build brand awareness through strategic partnerships, our wholesale network, e-commerce platform and select new stores,” said the brand.

OpéraSport designers Awa Malina Stelter and Stephanie Gundelach also distanced themselves from bulky tailoring.

The designers took inspiration from a recent trip to Seoul and plucked out the city’s pastel-toned urban landscapes, traditional hanbok silhouettes and the hibiscus flower for their spring 2026 collection outing.

OpéraSport’s opera-style coats and dresses remixed with resortwear dresses and swimsuits have found a loyal clientele in Scandinavia, the U.S., South Korea and Japan.

“In the last year, we’ve seen an increase in DTC sales, and we’re continuing to expand our retail network with a focus on selective, long-term wholesale partnerships,” said the brand.

At Stel, Astrid Andersen retained her label’s practical styles. She even showed pieces from previous collections.

“It is definitely a hard time in this current climate to build a brand,” she said. “I think it’s very important that as creatives and people, that we try to be patient. I think that is something that our industry is lacking. We want to always celebrate the pieces you bought last time. It’s not about replacing from one season to the next. We are committed to how the clothes are presented and want to show the consumer that what they bought still holds value.”

At Filippa K, consistency means dodging hard times with a strong focus on wardrobe classics: trenchcoats, pleated skirts and pin-striped suiting.

“The business is on an upward trajectory after a challenging few years. We saw a positive trend in 2024, with a 3 percent increase in revenue – including an 8 percent growth in DTC channel sales,” said Marie Forssenius, the brand’s CEO.

The Swedish company has been making changes in the business, from reducing operational costs and optimizing logistics to investing in technology and strengthening its leadership team.

A Sense of Fun

Copenhagen Fashion Week wasn’t immune to Europe’s unpredictable weather forecasts. There were rain, sunshine and gray clouds, but the Danes didn’t let that dampen their kooky spirits.

Caro Editions’ Caroline Bille Brahe invited guests to meet her under the Knippelsbro Bridge, where she married her husband, Frederik Bille Brahe, the man behind the city’s hotspots Atelier September and Apollo Bar, seven years ago.

She showed a collection of pick ‘n’ mix prints: gingham, polka dots and checks.

“I was super inspired by thinking about wedding guests – very preppy or a bit punk with beautiful silk dresses and sneakers, demure tailoring with head scarves and hats or almost-naked lace [dresses],” said the designer.

Caroline Bille Brahe collaborated with Mulberry on reworking the brand’s vintage bags and adding silk bows made from the bags’ checked lining.

“I have a soft spot for Mulberry; my mum had one of their bags when I was growing up and I loved it. This collaboration was a new venture for us and there will be more where we have the same sort of affinity,” she said.

Escape From the City

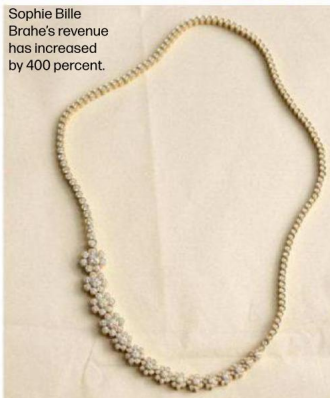
Copenhagen Fashion Week also has been taking a leaf out of the playbooks of London and Paris Fashion Week by taking guests outside the city’s perimeters.

Baum und Pferdgarten staged its show at

Caro Editions,
spring 2026



Sophie Bille
Brahe’s revenue
has increased
by 400 percent.



Skall Studio,
spring 2026



OpéraSport,
spring 2026



Baum und
Pferdgarten,
spring 2026

a horse stable in the north of Copenhagen and the clothes were fit for a jockey or a Royal Ascot attendee with horse-printed silk scarves, slouchy riding boots and blankets wrapped by leather straps and worn as bags.

Iceland-based sustainable outerwear brand 66 North replicated its factory inside a warehouse with its nearly hundred-year-old patterns on display. There were live garment repairs by members of the design team and a Gore-Tex Weather Box put the brand’s weatherproof jackets to the test.

The brand will launch a special capsule collection next year with one hero product for each decade.

CEO Helgi Óskarsson said the company has demonstrated resilience in a challenging industry.

“We are experiencing double-digit growth in our key international markets, including Denmark and the U.K. Over the past five years, the continuous annual growth has been 19 percent in Denmark

and 41 percent in the U.K. This growth is a result of our intentional expansion strategy,” he added.

The Charm of Materials

Jewelry designer Sophie Bille Brahe continues to find gold and diamonds in hard times.

The brand closed 2024 with its strongest year-end sales to date, with a 30 percent increase across its DTC channel.

“Since Anne-Sofie Møller stepped in as CEO in 2019, the company’s revenue has increased by 400 percent, and the number of staff has five-fold in the same period,” said Bille Brahe.

“Last year, we also had a strong focus on the U.S. market and the opening of our boutique on Madison Avenue,” she added.

The designer wanted to shake things up this season with a collection about the “wish of completion. I wanted to tell the whole story of my designs,” she said.

Bille Brahe revisited three of her favorite

designs: the Escargot, the Fleur and the Amis – then played with their proportions with extravagant and minimalist touches. She also introduced a new design, the Cosmos, with petals in pear-shaped diamonds.

Taking on a softer substance than diamonds, Uniqlo opened a Soufflé House pop-up inspired by its fall collection of soufflé yarns and let customers come in to nap on the soft yarn in the shape of a hill.

“We’re moving beyond traditional retail or campaign moments and creating something much more immersive. It’s a sensory world that invites people to connect with the product emotionally, not just visually,” said Simone van Starckenburg, marketing and PR director for Uniqlo Europe.

“Uniqlo’s business is thriving, especially in Europe, which has become one of our key growth regions globally,” he added.

The brand will be opening nine new locations in Europe this fall. ■

BUSINESS

SMCP Reclaims 15.5% Stake After Singapore Court Ruling



The Sandro store on Avenue des Champs-Élysées in Paris.

- The case of the "missing shares" started in 2021, and has wound its way through several jurisdictions. A takeover could be next.

BY RHONDA RICHFORD

PARIS – SMCP, the parent company of Sandro, Maje, Claudie Pierlot, and Fursac, has regained control of a 15.5 percent stake of its capital as a result of a ruling by the Singapore High Court, following a lengthy legal battle.

The group said Monday after market close that the shares – previously transferred in 2021 to Dynamic Treasure Group, a trust registered in the British Virgin Islands – have officially been returned to European TopSoho, a Luxembourg-based holding entity and former majority shareholder of SMCP. The return of the shares follows a July 4 decision by the court in Singapore, where the shares were being held.

"The return of the shares clarifies SMCP's shareholding situation," the company said in a statement. "The group remains focused on executing its profitable growth strategy, leveraging the desirability of its brands, its operational agility, and ongoing efforts in cost management."

The 15.5 percent stake has been at the center of a years-long shareholder dispute dating back to the financial collapse of Chinese conglomerate Shandong Ruyi, which had acquired a majority stake in SMCP in 2016 through European TopSoho ahead of the group's 2017 initial public offering.

This is the latest twist of the "missing shares" case that began in 2021, when 15.5 percent of the share capital "disappeared" from Luxembourg and reappeared in the British Virgin Islands two-and-a-half months later.

They reappeared in the accounts of Dynamic Treasure Group, also controlled by European TopSoho director Chenran Qiu, the daughter of Shandong Ruyi's founder. European TopSoho had sold them to Dynamic Treasure Group for a symbolic one euro.

In the interim, European TopSoho also issued a press release denying Qiu's involvement in Dynamic Treasure Group, misleading the market.

The Singapore court ruling followed a similar decision by the English High Court in July 2024, which canceled the sale of the shares to Dynamic Treasure Group. Jurisdiction moved to Singapore, where the shares were being held in local accounts.

European TopSoho, which entered bankruptcy proceedings in February 2023, is now under the control of a court-appointed administrator in Luxembourg. The return of the 15.5 percent stake won't immediately change control of SMCP but does bring greater transparency to investors.

London-based GLAS currently acts as trustee for European TopSoho's creditors, including BlackRock, Carlyle, Anchorage, Bousard and Gavaudan, who remain SMCP's largest shareholders. Last year, GLAS revealed its intention to offload 37 percent of the group's shares – a move that could trigger a mandatory takeover under French law if a single buyer snaps them up.

In its second-quarter financial results released July 29, SMCP posted 3.3 percent organic sales growth to 304.5 million euros, as the group doubled down on full-price sales and tighter inventory controls.

Chief executive officer Isabelle Guichot's recovery strategy continues to focus on stabilizing the business following store closures in China, while expanding in new markets including India and the Philippines, and focusing investment on its core brands Sandro and Maje.

WELLNESS

Moon Juice Names Federico Troiani CEO



table will be incredible."

Troiani has more than two decades of experience in scaling brands at the intersection of wellness, lifestyle and consumer innovation. He most recently served as chief commercial officer of plant-based nutrition company Ka'Chava. Previously he held leadership roles at wellness brand Ritual, joining as chief marketing officer before being elevated to chief commercial officer, and at Bulletproof 360, where he was chief growth officer.

"This is a dream role for me," Troiani said. He succeeds former Moon Juice CEO Nina Fuhrman. "It brings everything

together that I really love, which is a clear mission, product excellence and cultural relevance."

Troiani, based in Los Angeles – with the company headquartered in Culver City – plans to continue scaling the business by boosting brand awareness, improving marketing efficiency and reaching potential new consumers, he said. "The second big driver of growth is going to be omnichannel growth, driven by retail expansion, in addition to continuing elevating the DTC experience, which is always at the core of Moon Juice," he said.

Overall he plans an accelerated focus on product innovation, specifically targeting women's health needs, he added.

With a team of about 40 and a brick-and-mortar shop in Venice, Moon Juice remains a private company, with Bacon as the majority shareholder. Moon Juice has reportedly raised a total of \$7 million across two funding rounds; the most recent was a Series C round in 2022, led by True Beauty Ventures.

Bacon said Moon Juice is at "an incredible inflection point" with a strong brand DNA and loyal community. At the heart of the brand is her personal journey, which she has shared as a key influence in Moon Juice's creation while managing autoimmune challenges.

"We're not just going to sell you a product," Bacon said. "It's a lifestyle, it's a community, it's a library of information."

- Troiani plans to lead Moon Juice's next phase of omnichannel growth, with retail expansion and a focus on women's health innovation.

BY RYMA CHIKHOUNE

Moon Juice founder Amanda Chantal Bacon has tapped Federico Troiani as chief executive officer.

"Federico is really the first executive that's come to Moon Juice with a background in supplements," said Bacon, who launched Moon Juice in Venice, Calif., in 2011 – when the wellness movement was in its early days. The business grew from a local juice bar to a player in the adaptogen supplements and beauty space, with retail partners including Sephora, Ulta Beauty and Mecca. "What he's able to bring to the

WWD lab

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Street style at Copenhagen Fashion Week.



Deadwood, spring 2026



Skall Studio, spring 2026

FOOTWEAR

Copenhagen Fashion Week Has a Fetish for Footwear

● Flip-flops made their way from the collections of Alis and Deadwood to a Havaianas collaboration with OpéraSport.

BY HIKMAT MOHAMMED

It comes as no surprise that Copenhagen, a city mostly traveled on foot or by bicycle, has a shoe fetish.

At the spring 2026 edition of Copenhagen Fashion Week, shoes of all shapes and sizes were seen on the cobbled streets and shot by street style photographers.

The brands took note.

At OpéraSport, designers Awa Malina Stelter and Stephanie Gundelach collaborated with the Brazilian footwear brand Havaianas on styles in an array of colors: black, white and a special baby blue pair that was 3D printed with the company Zellerfeld.

The flip-flops mimicked the design of a spaceship with their curved edges and only teasing the top of the foot with two strips of material.

"We've always admired its universal appeal and strong identity. It was important for us that the collaboration wasn't just visual, but also technological. A flip-flop reimagined for the future," said Malina.

The famous summer staple was so much the rage that Lyst and Dot Dot Dot, an insights platform and consultancy, were giving out pairs of Havaianas at a breakfast event to celebrate their monthly insights series "Product Anatomy," which this month is looking at the rise of Havaianas.

"Havaianas had a big wave of popularity in Copenhagen a few years ago and is making a comeback now. There's even a bit of controversy, as some Brazilians feel the flip-flops' rise is wrongly being credited to Scandinavian style rather than their Brazilian roots," said Christopher Morency, chief brand officer at agency group Dogma and founder of Dot Dot Dot.

"In Copenhagen specifically, there's a strong culture of minimal, functional

dressing, and Havaianas fit perfectly into that relaxed, effortless summer uniform," he added.

Flip-flops were all evident on the runways of Alis, Deadwood and Birrot for spring 2026, following the trend first seen on the men's runways in Paris and Milan.

The fabrics company Tekla had other ideas in mind when it came to comfort. The company debuted a slipper collection set for a global launch from Sept. 2.

The slippers, which retail for 350 euros, have been designed with the home in mind, just like many of Tekla's products, and are made out of soft wool shearling in shades of black, a rich purple, teal and white.

A few other brands extended into the footwear category with the intention of growth.

Rotate said that launching footwear was a "missing puzzle piece" for the brand, which is synonymous with light party clothes.

"We had a vision: bold, playful, sexy, but wearable," said the brand's cofounder Jeanette Madsen, of the styles that included slingbacks, thong kitten heels, pumps, pointed flats and heels with sculptural flower details and crystal embellishments in shades of butter yellow, red, black, bright pink, as well as snake print and pony-like faux fur.

At Gestuz, designer Sanne Sehested relaunched footwear after a five-year break and paid tribute to the brand's old designs with new subtle touches, such as making their two-toned boots comfortable enough for cycling.

"Our boots were quite a big part of the Gestuz spirit. As we always did, the focus is on wearability, and that is reflected in the heel height, for example. We are bike-riding Scandinavians at the core after all," said Sehested.

Skall Studios, one of Copenhagen Fashion Week's quietly profitable brands, also put its best foot forward with the debut of flat shoes in black and brown made from the byproducts of Sicilian orange and cactus.



OpéraSport, spring 2026

The brand has started out slow, which reflects its ready-to-wear strategy.

"Our inspiration has always been about creating pieces that last, made with respect for the world around us, and these shoes are a natural, intentional extension of that philosophy," said Julie and Marie Skall in a joint email interview.

Footwear has international appeal in Copenhagen.

The luxury department store Illum invited the architect-turned-shoemaker Duha Bukadi behind the brand Duha to stage a month-long pop-up. Her new collection took its cues from the anatomy of bows without the girly frills.

"It's a mix between femininity and nonchalance," said Bukadi. Her designs when not worn on the foot can resemble buildings or sculptural cocktail glasses.

The brand has its eyes set on expansion and will be soon launching handbags. Bukadi added that Duha already has a "good market" in Paris, but her biggest

market to date is the Middle East, where she's currently based.

"We're opening a pop-up in September in Paris and then we're going to Antonia Milano. The doors of Europe are open to us and our DTC is more American," she said.

Copenhagen Fashion Week has become a land of footwear collaborations, too. At Cecilie Bahnsen, the designer continued her partnership with Asics, but this time in all-white for her special one-off show for her 10th anniversary.

"The shoes for the show are all existing white Asics styles that we've reworked by hand in the studio. Some were embroidered, others treated with foil or detailing, and a few had the tongue removed," said the designer.

Stel's Astrid Andersen used Dr. Martens Oxford shoes to create a uniform for her label's practical approach.

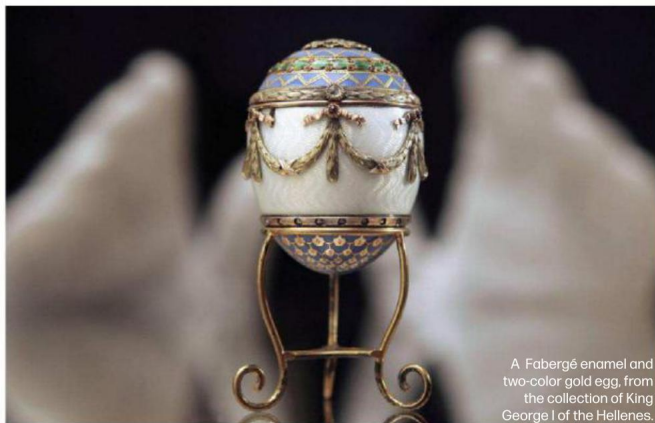
"Dr. Martens create such forever shoes, they never go out of style and that's what I aspire to have with Stel, so it felt like the perfect match," said the designer.

Dr. Martens also got involved in the fun of Copenhagen Fashion Week by hosting a party to launch its new Buzz Hi boot.

"A key inspiration this season was bringing bold '90s energy into the now. We took the chunky platform sole that made waves back in February and elevated it (literally) into a knee-high silhouette that's equal parts playful and polished," said Bridie Husband, a footwear designer at the brand.

On the other side of the city, New Balance held an intimate café pop-up in the middle of a square with Atelier September to launch the brand's 204L trainer, which launches globally on Saturday.

Fashion Scoops



A Fabergé enamel and two-color gold egg, from the collection of King George I of the Hellenes.

A Special Egg

Gemfields, a leading supplier of colored gemstones, has reached an agreement to sell the storied Russian jewelry brand Fabergé to SMG Capital LLC for \$50 million.

Some \$45 million of the sum is payable to Gemfields by SMG Capital on completion of the sale by the end of August, while the remaining \$5 million will go to Gemfields by way of quarterly royalty payments at a rate of 8 percent of Fabergé's revenue.

The colored gemstones supplier bought Fabergé from Brian Gilbertson, one of its own shareholders, in 2013 in a deal at the time that valued the maker of lavish bejeweled Easter eggs at \$142 million.

Gemfields said by off-loading Fabergé and other noncore holdings, it has become a more streamlined and focused company with a strengthened balance sheet.

The fresh capital injection from the sale will help Gemfields fund a new processing plant at Montepuez Ruby Mining in Mozambique, and expand emerald mining at Kagem in Zambia, which was suspended during the first quarter of 2025.

Sean Gilbertson, group chief executive officer of Gemfields and son of Brian Gilbertson, said the sale of Fabergé marks the end of a considerably challenging trading environment, which the company began facing in the fourth quarter of 2024. Gemfields announced last December that it's considering selling Fabergé to cut cost.

"Fabergé has played a key role in raising the profile of the colored gemstones mined by Gemfields, and we will certainly miss its marketing leverage and star power. I extend our

admiration and sincere thanks to the Fabergé team for their fortitude and the progress they have delivered over the years," he added.

SMG Capital is a U.S.-based investment company owned by the Russia-born, London-based tech investor Sergei Mosunov, whose interest spans from optics and photonics to AI, biotech and foundational models.

Meanwhile, SMG Capital is dedicated to strategic investments in luxury brands and innovative businesses with strong heritage and global growth potential, the firm said.

Mosunov is not entirely new to the world of fashion. In June, according to a LinkedIn post, he attended a panel talk hosted by networking platform Create What You Wish Existed between Stella McCartney and fellow Russian national Natalia Vodianova.

"It is a great honor for me to become the custodian of such an outstanding and globally recognized brand. Fabergé's unique heritage, with ties to Russia, England, France and the U.S., opens significant opportunities for further strengthening its position in the global luxury market and expanding its international presence," said Mosunov.

The tech investor said the brand will continue to focus on jewelry, accessories and timepieces, and provide service to Fabergé's existing retail and wholesale customers.

"We thank the Gemfields team for their contribution to the development of Fabergé and look forward to working closely with the brand's talented team. As Carl Fabergé said: 'There is no point in gems if you cannot turn them into a story.' We feel a deep sense of responsibility and incredible inspiration for the work ahead," Mosunov added. — TIANWEI ZHANG

On the Bus

Burberry has had its fun in the English countryside; now it's coming back to the city.

In a new series titled "Back to the City," the photographer and filmmaker Angelo Pennetta captures the city's landmarks from a red double-decker bus.

"Think of it as a guided tour of this incredible city. A celebration of its famous skyline, the beautiful buildings and the Londoners who choose to call it home," said Daniel Lee, chief creative officer at Burberry.

The campaign features a handful of colorful characters, including musician Jimothy Lacoste, who produced an exclusive soundtrack for the film; TikTok's Bus Aunty, otherwise known as Bemí Orjojugun, who goes around posing with the city's famous red buses, and models Nora Attal, Ruben Bilan-Carroll and Libby Bennett.

"It's the personality of its people that makes London feel so unique. Something

you'll find woven into the very fabric of Burberry," said Lee.

The campaign's tongue-in-cheek humor is light and fun — elements that Burberry chief executive officer Joshua Schulman along with Lee have been incorporating into the British brand.

The red double-decker bus follows the city's bus tour routes that spotlight London's cultural landmarks, from the National Gallery and the London Eye to Trafalgar Square.

The campaign is a stylish tour with the cast wearing pieces from Burberry's fall 2025 collection, as well as new items such as the Fitzrovia, a new trenchcoat style with a double-breasted button closure; throat latch; epaulettes; a B buckle belt, and side button welt pockets.

Other items that can be spotted throughout include a field jacket, a leather bomber jacket and the Strand bag that uses quilting and the brand's knight logo.

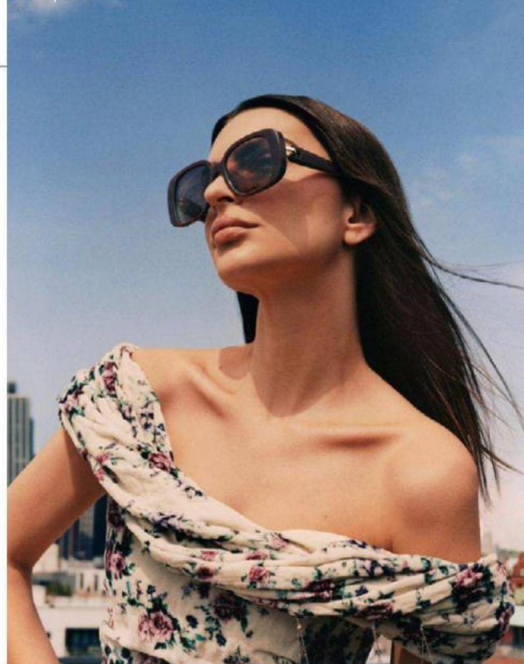
— HIKMAT MOHAMMED

Piercing Gaze

Emily Ratajkowski stars in Tory Burch's fall 2025 eyewear campaign, highlighting fresh interpretations of the brand's Pierced style featured on previous footwear and accessories.

Captured by photographer Grace Ahlborn in New York City, Ratajkowski models Pierced sunglasses and Pierced eyeglasses, new iterations of Tory Burch's signature style. The frames feature metal rings that create the illusion of "pierced" temples

Emily Ratajkowski for Tory Burch.



on each eyewear piece.

The campaign highlights two new styles — the Eleanor oversize square sunglasses in a colorway exclusive to Bloomingdale's and the Miller Metal Oval sunglasses in a colorway exclusive to Sunglass Hut and Tory Burch.

The new eyewear styles come after the success and popularity of the Pierced Mule, which debuted as part of Tory Burch's spring 2023 runway collection. The "pierced" styling has since evolved to include handbags, jewelry, watches and belts from the label.

Burch's venture into eyewear began in 2009, after signing a deal with Luxottica to create eyewear inspired by such iconic film stars as Faye Dunaway and James Dean, among others.

The designer celebrated her namesake label's 20th anniversary in February

2024, speaking with WWD about how her label has grown and her designs have evolved. "Especially now with the environment, you need to have quality and construction and beautiful things that are enduring," she told WWD in 2024.

"And one thing I'm thinking about as I go is I want to have a dialogue and not reinvent the wheel every season. To have some continuity but also push forward."

Prior to her new eyewear release, Burch debuted her label's resort 2026 collection in New York in June. The designer put her own nuanced spin on American sportswear archetypes, per Emily Mercer's review of the collection. Highlights included fresh takes on the polo shirt, cardigan, five-pocket jean, trenchcoat and skirt suit. — JULIA TETI ▶



Burberry's Back to the City campaign.



Inside the new Kith flagship on Lafayette Street.

Street Style

Kith is planning to hold a runway show — its first since 2019. It won't be during New York Fashion Week, but rather on Aug. 17.

The show, titled "Institution," will serve to showcase the company's fall 2025 collection along with a number of collaborations that will launch later this year.

Beyond that, Kith is keeping most details about the show under wraps, including its location. The show is targeted to press and friends of the brand and the invitation is in the form of an Adidas Superstar Black Tie sneaker, the first shoe in Kith founder Ronnie Fieg's collaboration with the brand from 2008 before he even started his company.

Since creating the Kith brand 14 years ago, the company has become a perennial favorite of young trendsetters and sneakerheads. Fieg has grown his business from one shop within an Atrium store in Brooklyn to an international chain of 17 stores along with an eponymous apparel brand and even Kith Treats, a concept that sells cereal, ice cream and other snacks.

In May, the company reopened its three-level NoHo flagship on Lafayette Street as a men's-only store after it had been closed for renovations since the beginning of the year. Kith also operates a women's-only store at 644 Broadway. The main floor of that store is devoted to Kith branded product as well as collaborative collections. — JEAN E. PALMIERI

French Dressing

Drest, the fashion gaming app, is teaming with Jimmy Choo for the first time, allowing players to interact with the brand's new, Paris-themed Wardrobe Icons campaign.

The partnership will feature bespoke virtual backdrops, allowing players to step behind the scenes of the campaign shoot.

With the app, players can style looks using pieces from the Wardrobe Icons collection (which features reissued styles from the brand's archives) guided by three curated edits.

With accessories accounting for 36 percent of all try-ons and shoes alone reaching nearly 104 million virtual fittings, Drest said the partnership offers Jimmy Choo a "powerful

platform to engage a new generation of digitally native consumers," bringing the brand's product offering into an interactive and creatively driven environment.

The deal with Jimmy Choo is part of a wider strategy at Drest, which in November unveiled a new iteration. Players can style a wider variety of branded clothing and accessories on models of different body types and ethnicities; prep for and "attend" exclusive events and engage on a more intimate level with brands and seasonal collections.

Since its update last year, Drest has officially surpassed 1 billion virtual try-ons, which the company said underscores "the growing appetite for immersive, story-driven fashion experiences and digital-first brand discovery."

Drest works with more than 260 brands and allows gamers to work with full collections, and add hair and makeup looks created by real-world talents and brands. Gamers can also select from a variety of global photoshoot locations and real-life events and backdrops.

Gamers are able to win prizes inside and outside the game, hone their styling skills with each play, and level up and impress their magazine "editor" with looks for virtual shoots.

Lucy Yeomans, founder and co-chief executive officer, said: "We are excited to show how Drest's elevated digital environment can bring fashion campaigns to life in new ways through storytelling, styling and self-expression."

Helene Phillips, chief client officer, Jimmy Choo, said the company

is "always looking for new, innovative partnerships to deepen connection with our clients and inspire their style journeys."

She said the collaboration with Drest "blends the joy of fashion discovery with the power of personal styling, allowing our community to engage with the brand in a playful, yet meaningful, way. Reaching 1 billion items tried on in-game is an incredible milestone and we're proud to celebrate this moment together." —SAMANTHA CONTI

Charmed, I'm Sure

Odele has a charming new collaboration in the works.

The mass market beauty brand is collaborating with Susan Alexandra on a beaded sleeve for a deluxe miniature size of the brand's dry shampoo. That product and its accompanying sleeve are included in a set that also

has travel sizes of Odele's air dry styler and hair oil. The collaboration, priced at \$50, launches Tuesday on Odele's website.

From Rhode's phone cases to the Labubu craze, Susan Alexandra's dry shampoo holder and cloud chain for Odele is the latest in an internet-driven craze for buzzworthy mini accessories.

"You'd have to be living under a rock to not be aware of the charm movement happening," said Lindsay Holden, the brand's cofounder. "We thought it would be fun to create a little holder for the dry shampoo to celebrate the portability of the product."

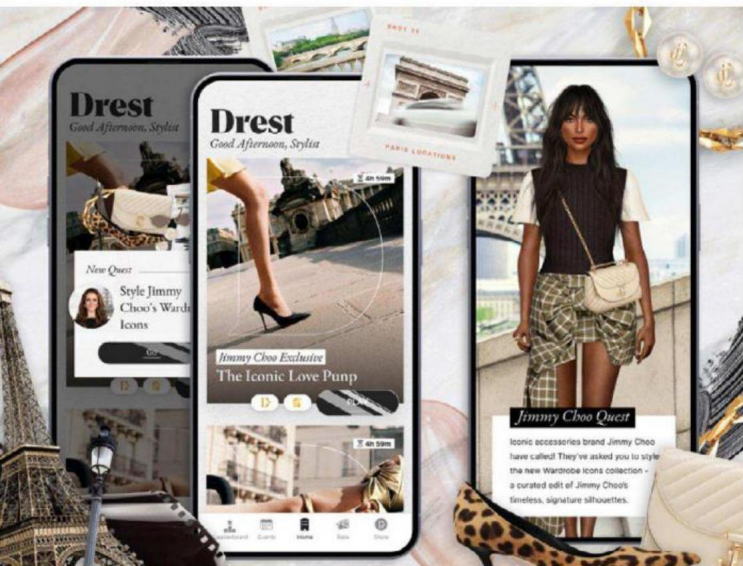
Furthermore, "We thought it would be fun to continue part of Odele's mission, which is to elevate the everyday and make prestige experiences more accessible," Holden said.

The set is a limited-edition drop, which Holden sees more as a customer acquisition tool than a driver of sales volume.

"Susan's purses are works of art, and we're a very accessibly priced hair care brand. This is more of an artist collaboration for building awareness and celebrating another artist's point of view in tandem," Holden said.

"We both care about crafting high-quality products that people genuinely love," said Susan Alexandra founder Susan Korn in a statement. "I loved the idea of creating something that's not just decorative but actually makes your day easier. The beaded charm holder transforms a beauty essential into a little piece of wearable art that travels with you."

Holden agreed, adding that, "This partnership will accelerate our broader message of inclusive function and design the brand represents. And now all of those Labubus can have a nice little accessory." —JAMES MANSO ■



Images from the new Drest challenge with Jimmy Choo.

